

HEAD OFFICE CASE STUDIES 2012

This booklet features some of the initiatives that took place at our Head Office in 2012. For all our case studies, please visit: www.britishland.com/casestudies

Over 160 members of our Head Office team took part in our first Community Day, each choosing one of ten different volunteering opportunities in central London.

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Case study : Head Office

Dec 2012 – Community Charter update



Students from Westminster Academy get a different view of the built environment at Marble Arch House, supporting education and training (Charter Commitment 5).

Our Communities Executive, Anna Devlet, looks at how we've performed against the commitments set out in our Community Charter - recognising positive progress and exploring where we could do better.



Performance chart - how we're doing on each commitment PDF (0.1MB)

"In July 2011, we launched our ten commitments to the people who live near all our UK major properties and developments. Overall progress in the first year is promising, as shown by the amount of 'green' for good performance in the chart available for download to the right. For instance, we've made good progress on community engagement, and have got some great local training, education and employment initiatives. We've implemented a number of pilots across our portfolio, so we can assess which initiatives bring the biggest benefits to communities around our properties.

"We also acknowledge that we have a lot to do. As part of our strategy next year, we'll be focusing on learning from exemplar projects around our portfolio, and looking at where we can make the biggest impacts."

Below are those Charter commitments where the work we've been doing has highlighted some important issues.

Commitment 4: buying local goods and services. We always knew this would be tough but also recognised that it was important – and our Charter was never about just doing what's easy. Given the scale of our procurement, opening up local opportunities has proved challenging. For instance, what London operator could provide enough steel to build 5 Broadgate or The Leadenhall Building? However, we've made some progress.

At our properties, we've focused on updating policies to create local opportunities where possible, for instance by considering local firms for cleaning, security and landscaping contracts, and by encouraging suppliers from outside the area to consider local people for job opportunities and apprenticeships. We've had some early successes.

On our developments, we've written requirements into tender documents to open up opportunities locally, we're tracking performance and we're learning from successful initiatives. These include 'meet the buyer' events at our NEQ development at Regent's Place, which helped upskill local businesses. We're also looking at how we can better encourage our supply chain to benefit the local community through Commitment 7 (encouraging our suppliers and

10

Commitments, covering our approach to community engagement and local issues, such as training, employment and education.



Westminster Academy is delighted that British Land is a neighbour. The company has supported the Academy in achieving one of the most outstanding improvements in examination results in the country. We are very proud of our relationship with British Land. Thank you!



Dr Saima Rana, Director of International Business and Enterprise at Westminster Academy

occupiers to support local projects).



Eight apprentices, whose training is part-funded by British Land, are proving popular with independent retailers in Rotherham town centre and Sheffield city centre.

Young retailers of the future

Commitment 5: supporting training and employment. There are some great examples of best practice, for instance at Fort Kinnaird Shopping Park, shopping centres such as Eastgate, Meadowhall and St Stephen's, and major developments such as 5 Broadgate, The Leadenhall Building and NEQ, where young apprentices are learning while they earn.

We also need to make more impact on our smaller schemes, for instance through apprenticeships and initiatives like The Prince's Trust's Get into Retail programme, so we can have an impact on education, employment and training. This commitment is such an important one we particularly want to push ourselves and our suppliers further on it next year.

Commitment 7: encouraging our suppliers and occupiers to get involved. Given the scale

of our activities this is clearly a considerable opportunity - our properties are home to around 1,000 different organisations and we outsource much of the delivery of our property management and development activities.

Next year, we plan to focus on opportunities to leverage our supply chain investment further, helping our partners to do more around key issues, such as apprenticeships, so we can significantly broaden our reach.

For more information on our supply chain impacts, please download our Socio-Economic Contributions Report PDF (1.2MB)

Commitments 8 (providing safe, clean and green environments) and 9 (making it easy for people to get to and from our properties). Our performance on both these commitments looks good (it's mostly green on the charts), but we want to do more. We're exploring green travel initiatives at a number of properties, such as providing more facilities for cyclists, working with local public transport providers to offer discounts to staff at our out-of-town retail properties (as we've done recently at New Mersey and Meadowhall) and subsidising bus services (something we already do at Teesside Shopping Park). Developments that the Considerate Constructors Scheme assesses to be exceptionally considerate, scoring at least 36 out of 40, are considered best practice for Commitment 8.



Performance chart - how we're doing at each property and development PDF (0.1MB)

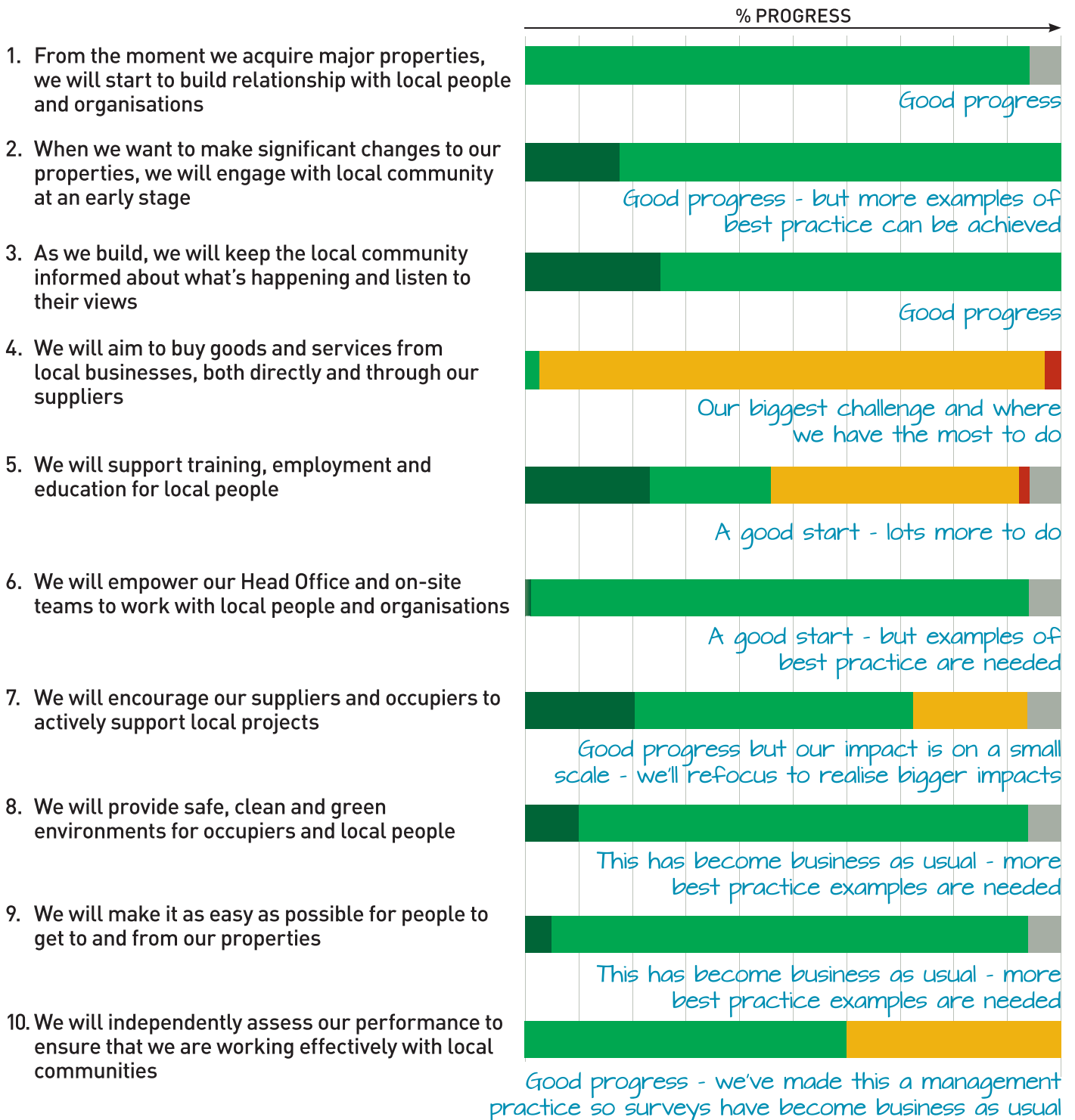
Commitment 10: independently assessing our performance. Whilst we monitor performance against all our Charter commitments where they apply and get key data independently assured, we only consider this commitment to be delivered where we have commissioned independent surveys of local satisfaction with us around our developments. We believe this is a more meaningful approach to assessing our performance as it's based on outcomes, such as how people have been affected, rather than inputs, such as how much has been invested.

Anna concludes: "So all in all a good first year, and a big thank you to our teams around the UK and community partners for working with us to understand and help address local issues."

PERFORMANCE AGAINST OUR COMMUNITY CHARTER COMMITMENTS

AT ALL OUR MAJOR PROPERTIES AND DEVELOPMENTS*

■ Best Practice
 ■ Good performance
 ■ Made a start
 ■ No progress
 ■ No information



* As at 30 September 2012, where commitments are applicable. To provide meaningful results across our entire portfolio, we have weighted scores for our retail portfolio, office portfolio and development programme by the proportion of our portfolio they represent by value. All of the 'no information' results relate to Eden Walk Shopping Centre (which we acquired a 50% share of in July 2012), where we're reviewing our Charter commitments with the on-site management team. The 'no progress' results relate to projects that were tendered before the Charter was launched, where it has been more challenging to implement all commitments. We have, however, been successful at our larger developments and are working across all projects to support community activities and the Considerate Constructor Scheme.

PERFORMANCE AGAINST OUR COMMUNITY CHARTER COMMITMENTS

AT EACH OF OUR MAJOR PROPERTIES AND DEVELOPMENTS*

■ Best Practice
 ■ Good performance
 ■ Made a start
 ■ No progress
 ■ No information

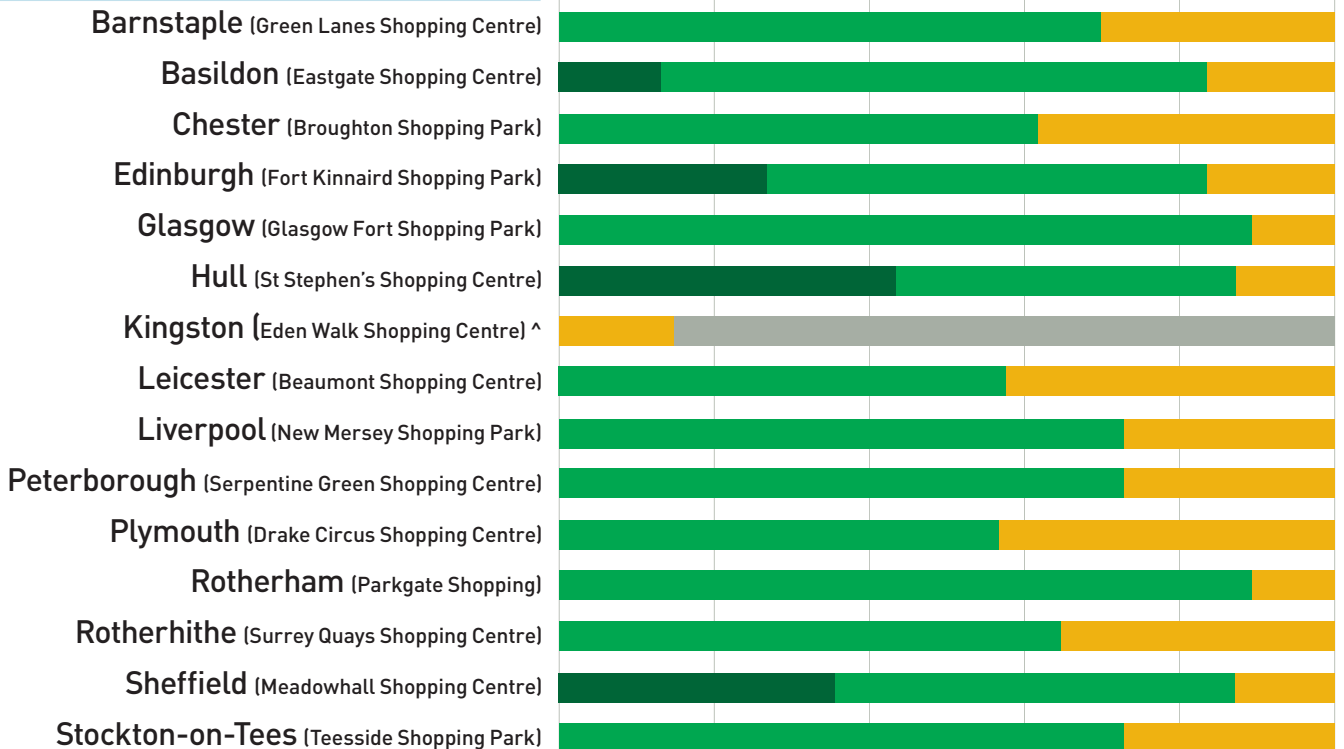
OFFICES

% PROGRESS



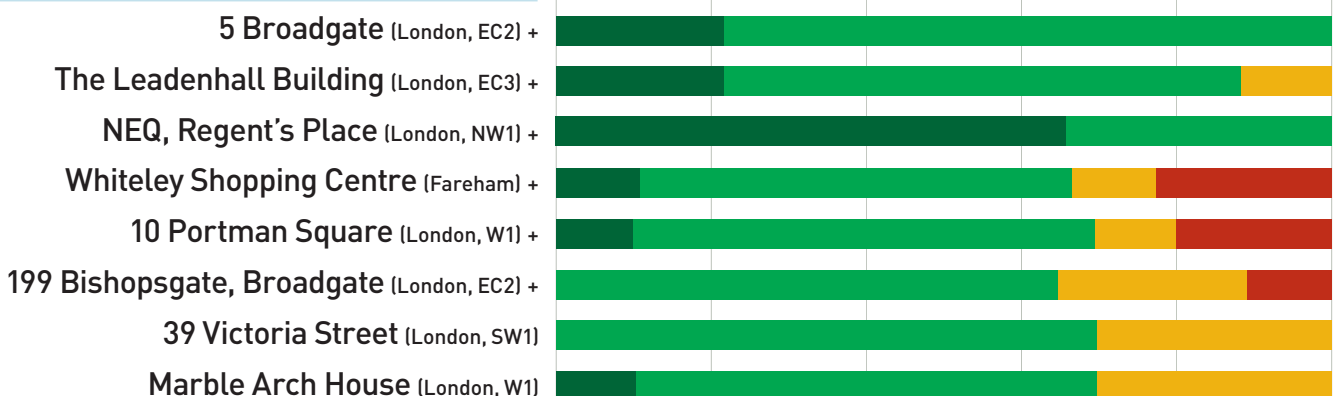
RETAIL

% PROGRESS



DEVELOPMENTS

% PROGRESS



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+ We acquired a 50% share of Eden Walk Shopping Centre in July 2012 and are reviewing our Charter commitments with the on-site management team.

+ These projects were tendered before the Charter was launched and it has been more challenging to implement all commitments. We have, however, been successful at our larger developments and are working across all projects to support community activities and the Considerate Constructor Scheme.

Case study : Head Office

Jul 2012 – Big Ticks all round for British Land



Business in the Community's London award winners at the gala awards ceremony, with HRH The Prince of Wales.

Well done to our property teams and community partners around the UK for winning three Big Ticks in Business in the Community's Awards for Excellence 2012.



The Awards for Excellence are the UK's most influential, independent, peer assessed corporate responsibility awards and widely acknowledged as one of the most respected endorsements of corporate responsibility.

At Glasgow Fort Shopping Park, our team won a Building Stronger Communities Award for an anti-gang project with Family Action in Rogerfield and Easterhouse (FARE).

This has involved over 120 young people at risk from the effects of gang culture working together in a series of Outward Bound team challenges, supported by our volunteers.



[View a case study on our anti-gang project \(March 2012\)](#)

At Regent's Place, we won an Arts and Business Award for Creative Curriculum, delivered in partnership with the London Borough of Camden's School Improvement Service.



We are delighted with this achievement and this reflects our approach to community investment through our Community Charter and its ten commitments, which aims to ensure that we develop long term relationships and positive impacts with our local communities.



Adrian Penfold, Head of Planning and Corporate Responsibility at British Land

Since 2007, some 230 schoolchildren have worked alongside professional artists, creating artworks inspired by the art and architecture at Regent's Place.



[View a case study on Creative Curriculum and other art projects at Regent's Place \(November 2011\)](#)

At Parkgate Shopping, our team won a Building Stronger Communities Award for The Apprentice, delivered in partnership with Rotherham United Community Sports Trust.

This has seen 60 local youngsters from deprived districts taking part in sports activities and team-building sessions, five benefiting from a 12-week Get Ready for Work programme, and one gaining a six-month coaching apprenticeship.



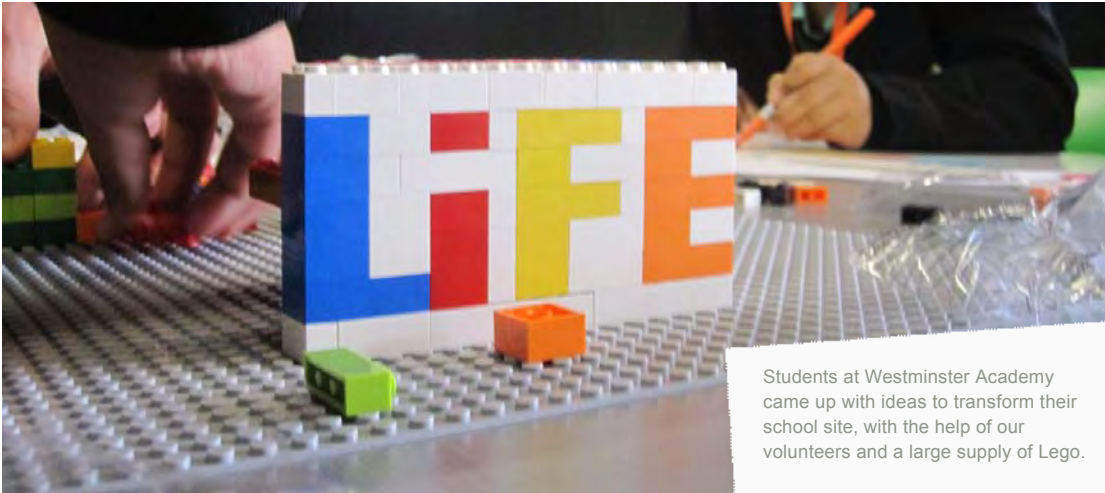
[View a case study on The Apprentice \(November 2011\)](#)

Big Ticks are awarded to companies that have demonstrated positive social, environmental and economic impacts which reflect their own corporate values. FARE and Creative Curriculum were also shortlisted as National Examples of Excellence.

All of these award winning initiatives are ongoing, with further British Land funding committed. They are part of our efforts to be the best neighbour we can be to communities around all our major properties and developments, as set out in our Community Charter.

Case study : Head Office

Jul 2012 – **British Land Community Day**



Students at Westminster Academy came up with ideas to transform their school site, with the help of our volunteers and a large supply of Lego.

Some 163 members of our Head Office team took part in our first Community Day, each choosing one of ten different volunteering opportunities in central London.

Charity and Volunteering Executive Jo Hammond explains: "Every year, all our Head Office staff get together for a team building day. This year, we decided to do something a bit different and give staff the opportunity to support community causes. Together with specialist agency Three Hands and community partner Time and Talents for Westminster, we arranged volunteering opportunities near some of our key properties and developments."

She added: "The day culminated with a summer party in Portman Square. The atmosphere was fantastic, with staff from different departments sharing stories about their experiences."

The biggest project saw almost 40 volunteers take part in an enterprise project at Westminster Academy, which serves a community that is socially, culturally and linguistically very diverse. Teams of 11 to 12-year-olds worked with our volunteers to develop plans for the site their school is on – imagining that it was to be knocked down and rebuilt elsewhere. Ideas ranged from a superstore to a theme park offering rides modelled on famous London landmarks.

One volunteer commented: "I thoroughly enjoyed the day and found it one of the best team building experiences at British Land. Many of us were unaware of the strength of deprivation in a school so close to our Head Office. Although exhausting, everybody I spoke to felt we had used our skills in a positive way."

Another group of volunteers worked with jobseekers who had been long-term unemployed in Hackney, near Broadgate in the City of London. Working in teams, they planned a community event to celebrate the Queen's Jubilee.

300

Over 300 people benefited from our first Community Day.



It really was a wonderful day, with the volunteers cheerfully throwing themselves into various tasks with enthusiasm. The outcomes surpassed my expectations - a big thank you to all involved.



Father Martin Poole of St Mary Magdalene's Church



Rebecca Green of Careers Development Group, who organised the session, commented: “The jobseekers who attended the day really enjoyed it and were enthused by the day. They reported feeling more confident and enjoyed having met new people and worked as a team.”

In Camden, where our mixed-use estate, Regent’s Place, is located, over 20 volunteers took part in two activities to support Age UK Camden. One group helped at a fundraising garden party, putting up the marquee, running the stalls and serving food.



The other group worked one-on-one with elderly visitors at a mobile phone clinic. Helen Merryweather of Age UK Camden particularly welcomed “the warmth and enthusiasm of the volunteers”.

At the Crypt beneath St Mary Magdalene’s Church near Regent’s Place, 20 of our volunteers transformed a room that provides shelter to homeless people and is also used by community groups, such as the Third Age Project for older people.



At Camley Street Natural Park in King’s Cross, green-fingered volunteers shifted 15 tonnes of soil and replanted flowerbeds, as well as creating wooden flower and vegetable boxes from railway sleepers.



At The Passage day centre in Victoria, volunteers helped prepare and serve breakfast and lunch to homeless and vulnerable people, as well as sorting out clothes donations for sale and renovating some run down rooms.

At St Mary's Bryanston Square Primary School in Westminster, one team got together with the School's Eco Team to create a display to inspire pupils to do more for the environment. Another team worked with children who speak English as an additional language to create a Welcome Book for new pupils. When asked to describe the day in three words, pupils answered: "Ultra awesome and cool; fun, hard-working and exciting; fun, artistic and amazing; really, really good."

Another project in Westminster involved volunteers giving a makeover to the gardens at a sheltered housing residence. Emma Rembalski of Vital Regeneration, who organised the session, commented: "The residents of the sheltered housing project were delighted with their new garden."



Feedback from British Land volunteers

For over half of the participants in our Community Day, this was the first time they had taken part in a British Land volunteering project. 97% enjoyed the experience, 96% found it rewarding, 93% thought it was an effective teambuilding activity and 91% said it had increased their pride in the company.

- "A **shared experience** which is good for **strengthening relationships** across the business."
- "It was good to be able to feel we were **giving something back.**"
- "Greater **awareness of social issues** in the area in which we work."
- "Put our own busy lives into perspective, and **what really matters** to people."
- "This was a **fantastic experience** which I found very rewarding."

Tom James of Three Hands, who helped organise the day, said: "All of the community partners were pleased with the work British Land volunteers achieved, and agreed they were committed and enthusiastic. Most also felt the particular skills and experience of the volunteers had benefited their organisation – which is great given British Land's increasing focus on skills-based volunteering."

Case study : Head Office

Jun 2012 – Progress on UN Global Compact



Adrian Penfold, Head of Planning and Corporate Responsibility, confirms our ongoing support for the UN Global Compact.

We mark the second anniversary of our signing of the United Nations Global Compact with our latest communication on progress.

The Compact is an initiative for businesses committed to aligning their operations with ten universally accepted principles governing human rights, labour, the environment and anti-corruption.

By doing so, business can help "ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere."

When Chief Executive of British Land, Chris Grigg, added our signature to the Compact, he expressed our intent to advance those principles within our sphere of influence.

Just over two years later, our Head of Planning and Corporate Responsibility, Adrian Penfold, confirms that we continue to support these principles through our corporate responsibility programme.

Our UN Global Compact Index 2012 signposts where information on our progress against the UN Global Compact principles can be found, including in our 2012 Corporate Responsibility Report. Performance highlights include 27% less landlord-influenced energy use than our 2009 baseline, reducing carbon emissions by 24,500 tonnes and saving occupiers £3.3 million over the last three years.

The Index also outlines our planned future actions, such as revising our training and induction programmes, and developing a showcase sustainable building.

Our participation in the UN Global Compact is part of the broader array of benchmarks we use to measure and guide performance, and to support our market-leading initiatives on the sustainability issues that matter most to us and key stakeholders.

We are listed on both the Dow Jones Sustainability Index and the FTSE4Good Index. We were also recognised as a leading UK REIT on several key sustainability indices including Management Today's Most Admired Companies in Britain for community and environmental responsibility 2011, and the CDP FTSE 350 Carbon Disclosure Leadership Index 2011.

Ten universally accepted principles:

1. Businesses should support and respect the protection of internationally proclaimed human rights, and
2. Make sure that they are not complicit in human rights abuses.

8,000

With more than 8,000 participants spread across 130 countries, British Land remains the only UK Real Estate Investment Trust to have signed up.



Managing our environmental, economic and social impacts is central to the way we do business and to delivering value for our shareholders.



Adrian Penfold, Head of Planning and Corporate Responsibility

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining,
4. The elimination of all forms of forced and compulsory labour,
5. The effective abolition of child labour, and
6. The elimination of discrimination in respect of employment and occupation.
7. Businesses should support a precautionary approach to environmental challenges,
8. Undertake initiatives to promote greater environmental responsibility, and
9. Encourage the development and diffusion of environmentally friendly technologies.
0. Businesses should work against corruption in all its forms, including extortion and bribery.

For our UN Global Compact Index 2012, visit our [Full Data Report](#)

Case study : Head Office

May 2012 – Annual awards underline our leading role

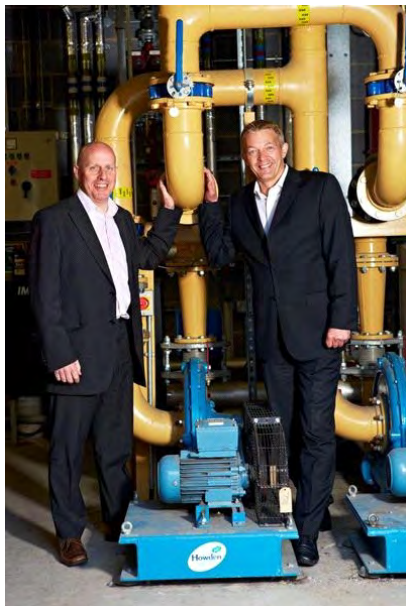


We've slashed energy use across our like-for-like portfolio by 27%, saving occupiers £3.3 million and reducing carbon emissions by 24,500 tonnes in the last three years. We've now set our sights on cutting energy costs by a huge 40% by 2015.

That was the upbeat message at our ninth annual awards, which celebrate our environmental, economic and social contributions to communities across the country.

Our awards focus on managing buildings efficiently, supporting communities, developing sustainable buildings, engaging staff and exceeding customers' expectations. Well done and thank you to all our winners.

Managing buildings efficiently



Tony van der Vliet and Jim Harris of St Stephen's Shopping Centre in Hull, winners of our Energy Reduction Award for retail.

The Energy Reduction Award for offices went to Exchange House at Broadgate, where landlord-influenced energy levels were reduced by a fifth through the use of metering systems and no-cost initiatives, such as less out-of-hours usage.

St Stephen's Shopping Centre in Hull clinched the same award for retail. Attention to detail was just one of the team's strengths. One initiative saw them replace parts in 200 fluorescent light units, halving the number of tubes needed to just one per unit.

The Sustainability Collaboration Award went to York House occupier Bunzl for its efforts to improve energy efficiency and trialling of Ecotrack, a remote energy monitoring service.

Supporting communities

The Employment and Training Award reflects our responsibility to the communities in which we build and manage properties. This year's award went to Meadowhall Shopping Centre in Sheffield, where the team went from zero to ten apprenticeships in just 12 months, with half co-funded by British Land.

15

Award winners at our ninth annual awards ceremony.



Managing our environmental, economic and social impacts is central to the way we do business and to delivering value for our shareholders. A big thank you to the people across our business, supply chain and customer base who are helping us to be the best at the sustainability issues that matter most to us and our key stakeholders.



Charles Maudsley, Head of Retail



Angelo Christou, Property Manager at The Broadgate Tower, one of 175 fundraisers to launch from the top of the The Broadgate Tower, in aid of the British Red Cross.

On the fundraising front, almost £1 million has been raised by our staff, occupiers, suppliers and shoppers over the last year. The Broadgate team was the worthy winner of the award in this category. Highlights included a sleep out in aid of homeless charity, Centrepont, and an abseiling event to support the British Red Cross.

St Stephen's Shopping Centre brought a second award back to Hull, by also winning the Community Contribution Award. In the past year, the Centre has continued to support the Prince's Trust Get into Retail programme, as well as setting up a dedicated charity zone for fundraising, sponsoring Hull's Global Entrepreneurship Week and supporting events like Make £5 Blossom, where schoolchildren set up mini businesses and grow a £5 investment.

Our service partners also help us make valuable contributions to communities and, this year, none more so than Davis Langdon, an AECOM Company, whose volunteers took part in a careers fair at South Camden Community School, near our Regent Place estate. They also ran a session for students on quantity surveying as a career and helped in the planning of other

community projects. They are this year's Community Business Partner Award winners.

Developing sustainable buildings



Development underway at Whiteley in Fareham, where the team diverted 98% of waste from landfill.

This year, we diverted 97% of waste from our developments from landfill, far beyond industry good practice benchmarks. At Whiteley Shopping Centre in Fareham, where we're replacing a shopping centre with a new retail scheme, McLaren Construction re-used an estimated 60,600 tonnes of brick, tarmac, concrete and clay materials on site, avoiding 5,300 lorry journeys. It is a worthy winner of the Site Resource Use Award.

The first winner of the new category for Sustainable Developments Champion is James Goodfellow of Make Architects. Part of the team

building a new headquarters at Broadgate for global financial company UBS, he helped ensure all procurement and recycled content targets were met and often exceeded.

McAlee & Rushe won the Supplier of the Year for Developments Award for its delivery of a residential development at 95-99 Baker Street. The company achieved high standards, creating three social housing units that transformed old fashioned stock into light, spacious and desirable family homes.

Engaging staff

Turning to those awards which recognise staff contributions, Rob McMillan won the Environmental Engagement Award. A green hero always looking for eco-friendly alternatives, he has helped ensure all our office paper is from recycled sources and has helped others to make green choices.

The Volunteering Award winner is Roger Gajadhar. As part of his commitment to Arts for All in Shoreditch, near our Broadgate estate, he helped organise the charity's 10th Anniversary Fundraising Auction and inspired others to get involved.

Exceeding customers' expectations

In recent customer satisfaction surveys in our new office buildings, 95% of occupiers rated us good or excellent, marking positive progress on our efforts to build a brand which sees businesses choosing our space because it is owned and managed by us.



Chris Riggall and members of the Glasgow Fort team.

The winner of our Customer Service Award for retail was Chris Riggall, Operations Manager at Glasgow Fort Shopping Park. Chris gained special training and licensing to drive a snow plough to clear the 60-acre car park and paths overnight during adverse weather. This means that the Shopping Park has not lost any trading hours to snow over the last two winters. In the current economic situation, this has been much appreciated by all the retailers.

Winner of the same award for offices was Frank Kusi, Loading Bay Manager at Regent's

Place. There were plenty of examples of positive feedback about Frank, from colleagues, occupiers and suppliers. Examples included Frank returning after a full day's work when there was a small flood, to ensure that normal business operations could be resumed as quickly as possible.

Managing Agent of the Year was Smith Young of Meadowhall Shopping Centre in Sheffield. This award looks at feedback from occupiers and the British Land team. It was a close run contest, but Smith Young just came out on top, based on its proactive, problem solving approach.

[Download our awards presentation PDF \(1.06MB\)](#)

These awards help reinforce the success that British Land has achieved this year in corporate responsibility. It is the second Most Admired Company in Britain for Community and Environmental Responsibility according to Management Today and has won awards from the Guardian Sustainable Business, Business in the Community and the Chartered Institution of Building Services Engineers for energy reductions and community projects.

Case study : Head Office

May 2012 – Our community partners



Deputy Park Manager at Teesside, Jane West, reading to local schoolchildren at a special literacy event.

We aim to be the best neighbour we can be to communities around all our major properties and developments, as set out in our Community Charter.

Together with our teams around the UK, we work with local people and community partners to understand and help address local issues. We're pleased to provide an update on some of our key community partners and initiatives.



One of our volunteers with some of the young sports leaders of tomorrow.

1. The Prince's Trust - Fairbridge

Our staff and property teams around the UK actively support our national charity, the Prince's Trust's Fairbridge programme, which helps disadvantaged young people change their lives. Our volunteers have helped young people gain insights into the world of work, make good life decisions and achieve a nationally recognised sports leadership qualification. We've committed £135,000 of funding to Fairbridge over three years.

[View a case study on Fairbridge \(March 2012\)](#)



Young apprentices with the Leader of Sheffield City Council.

2. The Source Skills Academy

The Source is an innovative £5.5 million training and development centre set up by British Land in partnership with Sheffield City Council in 2003, next to Meadowhall Shopping Centre. Established as a charity, The Source has provided training to thousands of local people and over 1,000 businesses. It is the only Centre of Vocational Excellence for retail in South Yorkshire and one of a select number of National Skills Academies.

[View a case study on The Source \(January 2012\)](#)

£877,000

British Land investment in community partners and charities last year, through cash, time and gifts in-kind.



British Land's heart and soul are very much linked into the communities. From the bottom of my heart, from the community and from all my board of directors at the West Euston Partnership, we are truly grateful for British Land being in existence in the West Euston area.



Chair of the West Euston Partnership,
Mohammed Joyanal Uddin





3. Capital Kids Cricket - British Land Kids Cricket League

In 2012, we sponsored the largest children's cricket league in the UK, for the sixth year running. The competition, involving more than 2,500 children from over 250 schools across 17 London boroughs, is organised by Capital Kids Cricket. We provide £50,000 of funding each year. The 2012 final, played at Lord's, was won by Muswell Hill School from Haringey, for the second year running.

[View a case study on the British Land Kids Cricket League \(April 2012\)](#)



Students give a fashion show at Fort Kinnaird Shopping Park.

4. Community Connections Scotland and Castlebrae Community High School – Retail in Education

At Fort Kinnaird Shopping Park in Edinburgh, together with our retail occupiers, we're supporting a new Retail Intermediate Level Two qualification for pupils at Castlebrae High School, which serves one of the most deprived areas of Scotland. We're providing local charity Community Connections Scotland with £34,000 of funding over three years to deliver the programme, and to support an enterprise programme, extracurricular activities, an annual awards ceremony and study packs for first year pupils.

[View a case study on some of our retail training initiatives \(March 2011\)](#)



South Yorkshire Transport Trust, which occupies most of the Tinsley Tram Sheds, wants to restore the building for re-use as a vintage transport museum.

5. The Prince's Regeneration Trust

The Prince's Regeneration Trust rescues and regenerates important historic buildings at risk of decay or demolition, finding sustainable new uses which drive local regeneration. We've contributed £50,000 annually to the charity since 2008, with further funding committed until 2014. We've also been involved in the Trust's projects in Brixton and east London, giving community groups insights into the commercial value of the properties they're working to regenerate. Similarly, we've provided in-kind support on a project to transform the historic Tinsley Tram Sheds, next to a plot of land we own in Sheffield.



6. The National Literacy Trust - Young Readers Programme

With the support of WH Smith and our local property teams, 1,000 schoolchildren from disadvantaged areas have taken part in special literacy events to encourage a love of reading and improve their literacy. Each youngster was able to choose three books each to keep, thanks to £35,000 of British Land funding for projects at four shopping parks - Glasgow Fort, New Mersey in Liverpool, Parkgate in Rotherham and Teesside in Stockton-on-Tees.



Young readers enjoying a special literacy event at Teesside Shopping Park.

Our support for this programme builds on our involvement with the National Literacy Trust's Reading is Fundamental initiative from 2004 to 2009, which saw thousands of children around our properties in Edinburgh, Hull, London, Middlesbrough, Sheffield and Woking choose and keep

their own books.

[View a case study on the Young Reader's Programme \(April 2012\)](#)



Drama in the Mix sees east London students writing and performing radio plays, alongside media professionals.

7. East London Business Alliance (ELBA)

British Land actively supports ELBA, an organisation committed to the regeneration of east London by connecting the public, private and voluntary sectors. Our relationship with ELBA has helped us to forge community links around Broadgate, our office estate in the City of London, notably with Project Shoreditch. As well as providing pro-bono support to this award-winning regeneration initiative, we've committed £50,000 of funding over three years and encouraged our Broadgate team and other suppliers to show their support, through volunteering and pro-bono advice. Project Shoreditch involves British Land, ELBA, Hammerson, Linklaters and UBS. Our support

for Rich Mix, an arts centre in nearby Tower Hamlets, also flows from our partnership with ELBA.

[View a case study on Rich Mix \(April 2012\)](#)



A Get into Retail learner helps a shopper at St Stephen's Shopping Centre.

8. The Prince's Trust - Get into Retail

At Stephen's Shopping Centre in Hull, we helped the Prince's Trust to pilot its first Get into Retail programme in partnership with a major shopping centre in 2007. Since then, 145 young people have benefited from Get into Retail at St Stephen's, with over 60% going on to positive outcomes, including education, employment, training and volunteering. We now run two courses every year, with £48,000 of funding committed over four years. The Prince's Trust also uses this format in other regions across the UK. The three-week programme sees unemployed young people benefit from training and work experience – often with St Stephen's retailers.

[View a case study on some of our retail training initiatives \(January 2012\)](#)



Youngsters enjoying Scotland's great outdoors.

9. Family Action in Rogerfield and Easterhouse (FARE)

Since opening in 2004, Glasgow Fort Shopping Park has helped to regenerate Greater Easterhouse, bringing businesses and job opportunities to this deprived part of Scotland. Historically, this area has seen some of the UK's worst gang violence, which has led to a legacy of territories that still affects the lives of young people today. We've committed £30,000 of funding over three years to bring together teenagers from rival areas, breaking down barriers and encouraging team building. In 2011, over 120 young people at risk from the effects of gang culture worked together in a series of Outward Bound team challenges, supported by our volunteers.

[View a case study on Outward Bound and anti-gang \(March](#)

2012)



Young apprentice Matt Burrows coaching local schoolchildren.

10. Rotherham United Community Sports Trust – The Apprentice

At Parkgate Shopping, our funding and support has given 60 local youngsters from deprived districts the chance to take part in diversionary sports activities and team-building sessions, delivered by Rotherham United Community Sports Trust. Five young people not in education, employment or training have also benefited from a 12-week Get Ready for Work programme, and Matt Burrows was chosen to be The Apprentice – gaining a six-month coaching apprenticeship with the Sports Trust. This went so well he is now a full time coach. We're now in the second year of this programme, with £30,000 of funding committed over three years.

[View a case study on The Apprentice \(November 2011\)](#)



Schoolchildren performing at the New Diorama Theatre at Regent's Place.

11. The New Diorama Theatre

We funded the development of this 80-seat theatre at Regent's Place, our mixed-use estate in London's West End, because local people and community partners told us they wanted it when we consulted them about our development plans. Since opening in 2010, the theatre has staged a wide range of productions, received great national reviews and delivered world-class projects for young people across London. Our Director of London Leasing, James Danby, is on the Board of the New Diorama Theatre. We've also provided Quicksilver, a children's theatre company based at the theatre, with £85,000 of funding for community projects over four years.

[View a case study on the New Diorama Theatre \(March 2011\)](#)



Young carers composing an original song, working with professional musicians.

12. Create – supporting young carers

Working with arts charity Create, we've funded creative arts projects for young carers in London since 2007. In looking after a family member, young carers assume adult responsibilities and are often at risk of social isolation, being bullied and underachieving. We focus on supporting these vulnerable young people in Camden, where Regent's Place is located, Hackney, near to Broadgate, and Westminster, where our Head Office and two of our major developments are located. Children work alongside professional artists in sessions designed and delivered by Create, in partnership with Crossroads Young Carers (Camden), Hackney Young Carers Service and Westminster Young Carers Service. We've committed £150,000 of funding for creative projects with young carers, from 2009 to 2014.

[View a case study on young carers \(April 2012\)](#)



Children creating artworks themed around echoes, at Regent's Place.

13. Camden Schools Improvement Service - Creative Curriculum

Every summer since 2007, we've supported creative projects at Regent's Place, in partnership with the London Borough of Camden's School Improvement Service. Some 230 schoolchildren have worked alongside professional artists to create artworks inspired by the art and architecture at Regent's Place, with their final pieces put on display. This is part of our award-winning community programme at Regent's Place and has been made possible by £23,000 of British Land funding over five years, with further funding committed for the next two years.

View a case study on Creative Curriculum and other art projects at Regent's Place (November 2011)



A fundraising dress down day at our Head Office.

14. LandAid

LandAid, the property industry charity, helps young people achieve their potential and thrive within their local community. British Land is one of LandAid's Foundation Partners and our Head of Offices, Tim Roberts, is a Trustee for the charity. We provide LandAid with £10,000 of funding each year, as well as encouraging our staff and property teams to get involved in fundraising initiatives, such as the annual LandAid fun run each June and LandAid Day in October (pictured). LandAid also supports the Prince's Trust's Fairbridge programme, one of our key community partners.

View a case study on LandAid (November 2011)

In addition to these examples, we've made a donation to the Team 2012 Fundraising Appeal, helping Britain's Olympic and Paralympic athletes on their journey towards London 2012.

Our property teams around the UK have also developed strong relationships with other local partners, with our support and funding where appropriate. We offer all staff two days paid leave each year for volunteering and £750 of match funding for fundraising.

We regularly publish case studies with in-depth updates on initiatives across our portfolio. To sign up for our quarterly emails, please contact cr@britishland.com

Case study : Head Office

May 2012 – Green Head Office



Matthew Webster, Energy Executive at British Land

At our Head Office, York House, we cut landlord-influenced energy use by 51% last year, compared to our 2009 baseline.

Together with our other occupiers, we also reduced electricity use in occupied areas by 14%. Total building savings over the last three years are 3.9 million kWh, cutting carbon emissions by almost 1,800 tonnes and saving us and our occupiers £220,700.

The 2011 Landlord Energy Statement for York House shows that landlord-controlled areas have 38% lower carbon emissions than the norm. It also confirms that energy efficiency at York House has improved significantly in recent years, with 55 kilograms of carbon per m² in landlord-controlled areas in 2011, compared to 101 kilograms of carbon per m² in 2009.

The energy reductions at York House are largely the result of effective day-to-day management and the introduction of our energy metering system and optimisation process which, with occupier agreement, we've rolled out at nine office buildings and two shopping centres.

Other successful initiatives include:

- Upgrading the controls for the air conditioning system
- Replacing traditional light fittings with energy efficient LED alternatives
- Installing more motion sensors
- Fitting power saving software to computers
- Installing a new weather compensation system so the boiler does not activate when outside temperatures are above 15°C.

Managing agent Broadgate Estates and occupiers Bunzl, Government of Singapore Investment Corporation (London Office) Pte Ltd, hurleypalmerflatt and Moor Park Capital LLP, have all signed our Carbon Reduction Memorandum of Understanding. We meet quarterly to review resource use performance and agree initiatives to improve energy efficiency.

[Green Head Office - Download more data PDF \(0.20MB\)](#)

Focus on biodiversity

We've retrofitted 1,300 sq ft of green roof space on top of York House, seeding it with a range of native plant species, and fitting bird and bug boxes. This was informed by our award-winning green roof trial with Arup.

In August 2011, the first of two beehives was installed on the roof of York House, home to some 40,000 bees. The residents have now settled in and are exploring the local area,

£220,700

Cost savings on energy use at York House over the last three years.

foraging for nectar and pollen over a two-mile radius, with additional food provided by British Land to help them through the winter.



12 British Land volunteers have become our first beekeepers, following a visit to an apiary and six months training.

Focus on waste management

We sent zero waste to landfill from York House last year, recycling 85% and sending the remaining 15% for incineration with energy recovery. Over the last three years, we've recycled 400 tonnes, avoiding £20,000 in landfill taxes.

Over the last six years, we've invested over £500,000 in sustainability measures at York House, including energy saving equipment, water saving devices, recycling areas, green roof and facilities for cyclists.

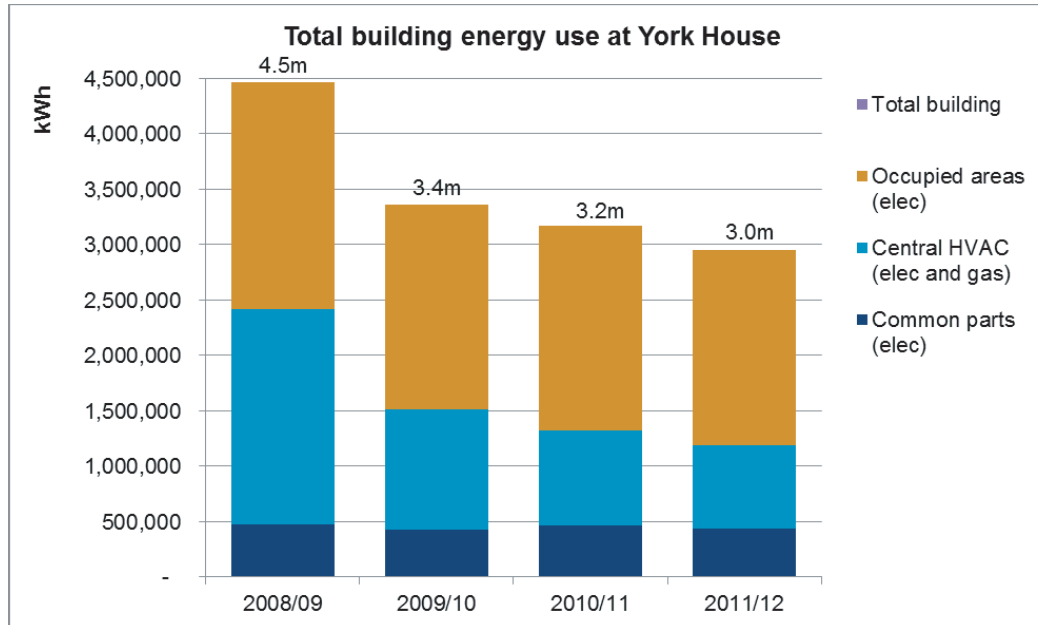
*All data is as at 31 March 2012

RESPONSIBILITY

MORE DATA – YORK HOUSE

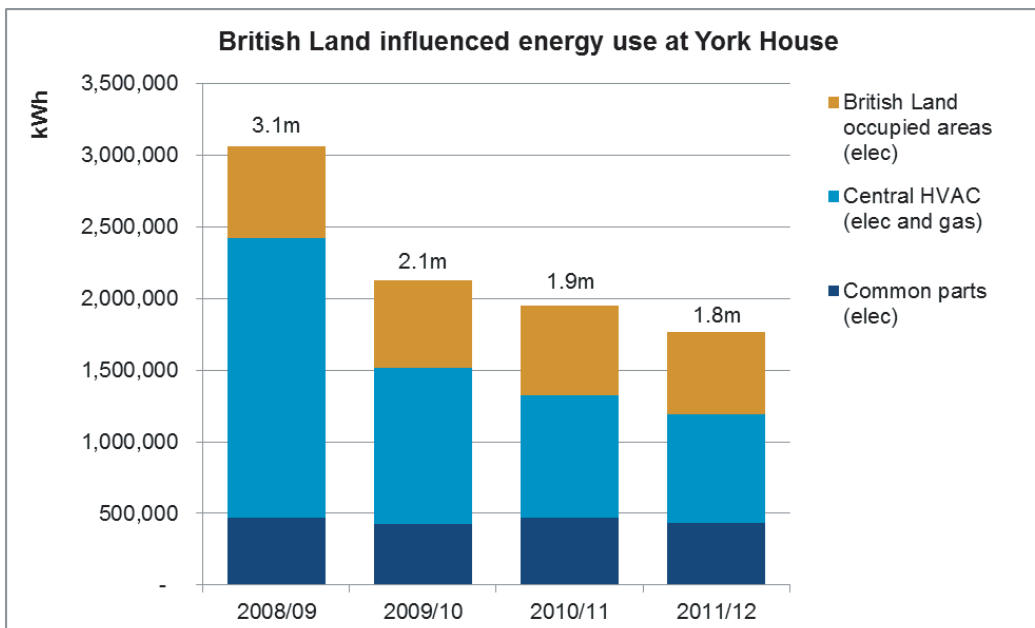
TOTAL BUILDING ENERGY USE AT YORK HOUSE

	2008/09	2009/10	2010/11	2011/12
Common parts (elec)	472,193	424,484	467,483	433,633
Central HVAC (elec and gas)	1,946,612	1,088,192	857,311	756,042
Occupied areas (elec)	2,048,532	1,846,364	1,847,787	1,763,450
Total building	4,467,337	3,359,040	3,172,581	2,953,125



BRITISH LAND INFLUENCED ENERGY USE AT YORK HOUSE

	2008/09	2009/10	2010/11	2011/12
Common parts (elec)	472,193	424,484	467,483	433,633
Central HVAC (elec and gas)	1,946,612	1,088,192	857,311	756,042
British Land occupied areas (elec)	643,418	612,014	622,180	574,315
Total British Land influenced	3,062,223	2,124,690	1,946,974	1,763,990

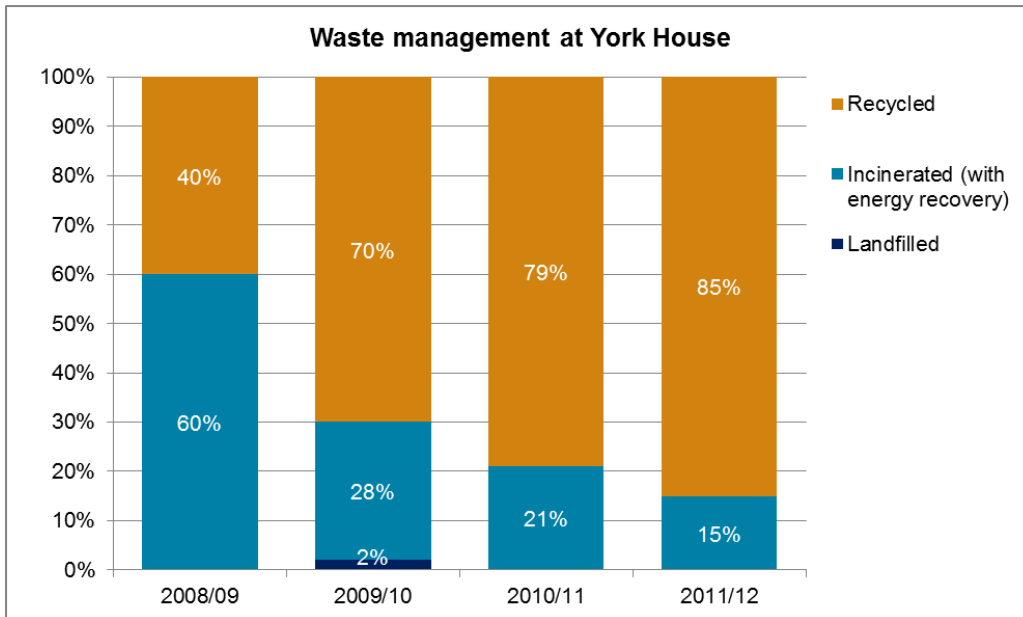


RESPONSIBILITY

MORE DATA – YORK HOUSE

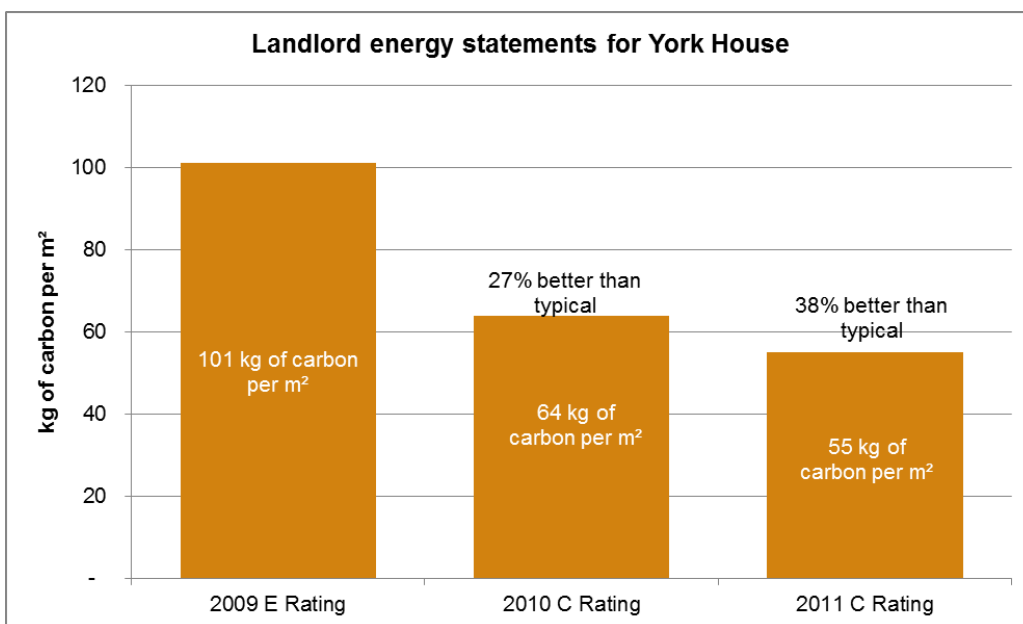
WASTE MANAGEMENT AT YORK HOUSE

	2008/09	2009/10	2010/11	2011/12
Recycled	40%	70%	79%	85%
Incinerated (with energy recovery)	60%	28%	21%	15%
Landfilled	0%	2%	0%	0%



LANDLORD ENERGY STATEMENTS FOR YORK HOUSE

Emissions from energy use in landlord-influenced areas at York House



Case study : Head Office

May 2012 – Biodiversity review



To gain a deeper understanding of the potential biodiversity value of our portfolio, we commissioned a review by ecologists.

Arup reviewed around 500 properties, identifying those on or near to designated sites of nature conservation importance and habitats of ecological interest, as well as those where legally protected and notable species may be present.

This study was carried out using a desktop geographical information system and identified that:

- We do not own or manage any properties with formal biodiversity designations
- One property is adjacent to a Ramsar site of international importance and a UK Special Protection Area*
- Several properties are located within two kilometres of sites designated as nationally important for nature conservation
- Many properties, predominantly in London, are located within two kilometres of Local Nature Reserves and Sites of Importance for Nature Conservation.

For more information, please see the table below.

This review has improved our understanding of how biodiversity improvements on or near to specific sites could work in synergy with surrounding habitats.



In 2012 we launched key biodiversity standards for managing agents and building management teams at all our major properties, through our Sustainability Brief for Management. These are based on our long-term commitment to protect and enhance biodiversity for the benefit of our occupiers and the Earth's natural systems.



Sarah Cary, Sustainable Developments Executive at British Land



Volunteers at Teesside Shopping Park at Stockton-on-Tees are particularly focusing on enhancing habitats around the edge of the Park for local wildlife.

It has also helped us identify a number of priority properties, so we focus our efforts where we can achieve the biggest impacts. Biodiversity initiatives at these properties will be delivered through our asset management plans, building on the guidance in our recently updated Sustainability Brief for Management.

Biodiversity designations*	Properties (owned)	Properties (managed)
Properties located within 2km of a Ramsar site	26	5
Properties located within 2km of a proposed National Park	3	0
Properties located within 2km of a Special Area for Conservation	37	8
Properties located within 2km of a Special Protection Area	29	6
Properties located within 2km of a National Nature Reserve	12	2
Properties located within 2km of a Local Nature Reserve	183	38
Properties located within 500m of a Site of Importance for Nature Conservation (London)	92	27
Properties located within 200m of standing water	24	6
Properties located within 200m of running water	41	7
Properties located within 100m of scrub	30	13
Properties located within 100m of railway lines	35	11
Properties located within 100m of amenity grassland	82	13
Properties located within 200m of arable land	47	13
Properties located within 200m of coast	6	0
Properties located within 100m of disturbed land, poor semi-improved grassland and tall ruderal	59	6
Properties located within 200m of scattered trees and broadleaved woodland	181	25
Properties located within 50m of gardens	10	1

*** Biodiversity designations**

- **Ramsar sites** are designated of international importance under the Convention on Wetlands of International Importance (1971), held in Ramsar, Iran
- **Special Protection Areas** are designated of European importance under the EC Birds Directive, comprising areas of the most important habitats for rare and migratory birds
- **Special Areas of Conservation** are designated of European importance under the EC Habitats Directive, representing a range and variety of habitats and non-bird species
- **Sites of Special Scientific Interest** are designated of national importance in the UK, providing statutory protection for the best examples of the UK's flora, fauna, or geological or physiographical features
- **National Parks** are designated of national importance in the UK, conserving and enhancing landscapes, whilst promoting public enjoyment of them and having regard for the wellbeing of those living within them
- **National Nature Reserves** are designated of national importance, containing examples of some of the most important natural and semi-natural terrestrial and coastal ecosystems in the UK
- **Sites of Importance for Nature Conservation** are non-statutory designated sites of importance for wildlife and/or geology. They are also known as Sites of Nature Conservation Importance/Interest
- **Local Nature Reserves** are declared and managed for nature conservation purposes, and provide opportunities for research and education, or for encouraging contact with nature.

Our business is focused mainly on prime UK retail and London office properties. We own little arable or unoccupied land. We only operate in countries where the European Commission's Habitats Directive applies. We mainly operate in the UK, where our management and development activities are regulated by legislation including the Wildlife and Countryside Act 1981 (as amended) and other national and local planning policies on biodiversity protection and enhancement.

Case study : Head Office

Apr 2012 – British Land supports London's young cricket stars



Muswell Hill's cricket stars with the Deputy Mayor of Haringey, David Browne.

Muswell Hill School batted aside champions from seven other primary schools to win the 2012 British Land Kids Cricket League - for the second year running.



On 22 March, London's cricket stars of the future competed in the finals of the UK's largest children's cricket league. The closely fought matches were played at Lord's, the home of cricket, following five months of competition involving 2,560 children from 256 primary schools across 17 London boroughs.

All the finalists were treated to a special visit from the Middlesex First Team and its coach, the former England fast bowler, Angus Fraser. Muswell Hill emerged triumphant to take home the trophy, narrowly beating fellow finalists, Bellville School, by two wickets.

Among the thousands of children involved in the League over the years, several have gone on to play professionally. Exemplifying this is Ravi Bopara, who joined the League as a nine-year-old at his Newham primary school, and became the first Capital Kids

Cricket 'old boy' to represent England at Test and One-Day International level.

This year's awards for Tomorrow's Superstars went to Toby Ackerman of Muswell Hill, Madleine Blinkhorn-Jones and Max Jones of Bellville, and Sawstik Gupta of Cubitt Town.

General Manager of Capital Kids Cricket, John Sullivan, commented: "This year it's been great to see new schools and boroughs participating in the League, reflecting the growing enthusiasm in young people to play cricket. Capital Kids Cricket looks forward to nurturing and encouraging this fantastic talent base and raising the standard of English cricket for years to come."

2,560

Girls and boys competed in the 2012 British Land Kids Cricket League.



British Land is proud to be a part of this fantastic venture and looks forward to continuing to support Capital Kids Cricket and the education and development of young people across London.



Chief Executive of British Land, Chris Grigg



The Bellville team, which came a close second, with our Chief Executive Chris Grigg, Mayor of Wandsworth Jane Cooper, and Middlesex First Team Coach Angus Fraser.



The eight regional finalists who qualified for the Grand Final at Lords were:

- Bellville - Wandsworth
- Eltham Church of England – Greenwich
- Granton - Lambeth
- Henry Maynard - Waltham Forest
- Marion Richardson - Tower Hamlets
- Muswell Hill - Haringey
- New End – Camden
- St John's Highbury Vale - Islington.

The League, which British Land has sponsored for six years, is organised by Capital Kids Cricket, a charity formed by a group of volunteers in 1990 to address the

alarming disappearance of cricket from the sports curriculum of inner London state primary schools. At the time, only about 20 primary schools, out of more than 800, were teaching even the most basic form of cricket.

Now at least 600 London primary schools actively teach cricket to their children, thanks to Capital Kids Cricket and its supporters. In almost every case, the teaching staff help keep cricket practice and training sessions going, once the initial equipment and coaching skills have been introduced.



The London boroughs that took part in the 2012 British Land Kids Cricket League were: Barking, Camden, Ealing, Greenwich, Hackney, Hammersmith & Fulham, Haringey, Islington, Kensington & Chelsea, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Waltham Forest, Wandsworth and Westminster.

Case study : Head Office

Apr 2012 – Creative workshops for young carers in London



Over 120 young carers from Camden, Hackney and Westminster have taken part in this year's creative workshops led by Create's professional artists.

Arts charity Create's art:space programme is designed to give these vulnerable young people the chance to develop their creativity, trust, self-confidence and social skills such as teamwork and communication – while having fun! Many of the sessions also include trips that expand the children's horizons and provide a focus for creative activities.

In Hackney, near to our office estate Broadgate, 57 young carers took part in 'live art', music, jewellery-making, craft and sculpture workshops. These were developed and delivered by Create, in collaboration with Action for Children Hackney Young Carers Service.



Artist Daniel Lehan led 'live art' workshops, where the children transformed themselves into living works of art. He also ran boat-making workshops, which saw the children visit the London Canal Museum and go on a canal boat ride, before creating their own boats to float on the canal.

Another group of children decorated photo frames and made tassel flower bouquets and necklaces for Mother's Day, in a workshop led by jewellery designer Hayley Kruger. Hayley also ran jewellery-making and craft workshops, which saw the children make Christmas

£150,000

British Land funding for creative projects with young carers, from 2009 to 2014.



Everyone working with young people and their families, including GPs and teachers, must do more to identify and support young carers.



Children's Minister, Sarah Teather

presents, seasonal cards, necklaces, beaded angel charms and festive baubles.



Other activities in Hackney included:

- A Halloween-themed mask-making workshop led by sculptor Sheridan Quigley. The children sketched ideas for their masks on paper, before using flattened cereal boxes to create 3D painted masks.
- Music workshops led by musician Lucy Forde. The children worked in small groups to create original songs about Hackney Life, writing their own lyrics and using an array of instruments, including keyboards, guitars and drums.

100% of the Hackney Young Carers Service team and artists rated the project successful, and over 90% said it had enhanced the children's social interaction, confidence and self-esteem.

Feedback from young carers in Hackney:

- "I enjoyed the workshops because Daniel gave us all the respect and made us work in a team."
- "I learnt that it takes a lot of hard work to make a song."
- "My creativity really improved today and so did my imagination."

In Westminster, 27 young carers took part in photography, dance, visual art and sculpture workshops, in collaboration with Westminster Young Carers Service. Westminster is home to our Head Office, York House, and two of our major developments, Marble Arch House and 10 Portman Square.



Photographer Ian Atkinson taught one group of children how to use digital cameras, taking them on a photographic walk along Regent's Canal and exploring the introductory principles of photography. The young people presented their favourite photos, themed around 'my place', to the group.



Another group of young people took part in street dance workshops, led by dancers/ choreographers Louise Dickson and Elle-Aimee Lindsay. The children worked together to create pieces of dance, inspired by the artwork at Regent's Place. They then performed in the Regent's Place Plaza to families, friends, British Land representatives and passers-by.

Sculptor Sheridan Quigley led a two-day sculpture workshop, themed around totem poles and animal spirits. This saw the children producing drawings, painting them on card and then transferring them onto large cardboard boxes to create 3D forms. These were then put together to create three large totem poles.



Other activities in Westminster included a two-day painting workshop led by artist Raksha Patel. The session began with a visit to the V&A Museum, where the children enjoyed a variety of sketching activities in the galleries, taking photos of pieces that inspired them. They then painted their images onto canvas with acrylics, learning new painting techniques.

100% of the Westminster Young Carers team and artists rated the project successful. Over 90% of the children enjoyed the workshops and want to take part in more sessions.

Feedback from young carers in Westminster:

- "It was nice to meet new people for a change."
- "I enjoyed it because we got to know other people and trust them."
- "It has inspired my will of being confident in dancing, and I will most definitely take on board all memories and remember most fondly of it."
- "Thank you very much for the most wonderful time."

In Camden, where our mixed-use estate Regent's Place is located, 41 young carers took part in drama, music, visual art, creative writing and Indian dance workshops, in collaboration with Crossroads Young Carers.



One group of young carers learnt Indian dance movements from dancer Katie Ryan, before choreographing a Bollywood-inspired dance piece.

Writer Cheryl Moskowitz worked with another group of children to produce imaginative stories about superpowers. Artist Daniel Lehan then helped them to produce images to accompany their narratives, before each story was compiled into a large-scale colour picture book.

Other activities in Camden included a trip to the British Museum's Africa Galleries with drama artist Hannah Cox. The children then enjoyed a drama workshop themed around tribes.

Musician Sam Glazer also led workshops, encouraging the children to explore new sounds and create soundscapes using a wide range of percussion instruments. The children wrote a song inspired by the rain, as well as composing short instrumental pieces.

A trip to the Museum of London Docklands with artist Daniel Lehan saw the children explore the Pirates and Mudlark exhibition and make sketches of the displays of old ships. From these sketches, they made their own boats using lightweight wood and canvas. They

also created treasure chests and maps, painted a mural of the sea and produced boat hats.

100% of the Crossroads Young Carers team and artists rated the project successful. Almost 70% of the children said the project had helped to increase their confidence, and over 70% said it had increased their creativity and teamwork. The artist also added: "It was really brilliant fun!"

Feedback from young carers in Camden:

- "I'm not embarrassed anymore."
- "It stopped me from being shy."
- "I learnt that art is never right or wrong"
- "I learnt that you can't always take over with your whole group, you have to share."

More about the programme



Working with Create, we've funded the art:space programme for young carers in London since 2007. Executive Director at Create, Nicky Goulder, commented: "We are deeply grateful to British Land for this ongoing partnership, which is enabling us to reach more young carers. These vulnerable young people take on a massive amount of responsibility and can easily become isolated from their

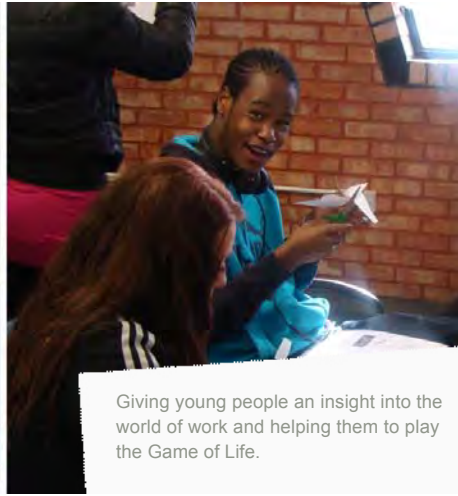
peers. art:space is enabling them to explore their creativity, get to know other young carers, develop social skills and grow in self-confidence. It is our huge privilege to give them this opportunity."

Young carers often assume too much responsibility for their age, being involved in physical or emotional care or responsibility for someone's safety or well-being. Most young carers are 13 to 15 years old and have caring duties that last around 17 hours a week. The impacts of this can include underachievement or absenteeism at school, mental or physical ill health, and poverty. A BBC Survey estimated that more than 700,000 young people in the UK take on caring roles, many more than the 175,000 mentioned in the 2001 census.

Children's Minister Sarah Teather, who described the figures as shocking, said: "Everyone working with young people and their families, including GPs and teachers, must do more to identify and support young carers."

Case study : Head Office

Mar 2012 – A fair deal for young people



Giving young people an insight into the world of work and helping them to play the Game of Life.

At all levels of our business, all around the UK, our staff and property teams are helping The Prince's Trust's Fairbridge programme to inspire positive change in young people.

In February, some 16 British Land volunteers took part in a Fairbridge event, which helped a group of young people work towards a nationally recognised Community Sports Leadership Award. The young people led the session, splitting everybody into teams for dodgeball and handball tournaments.



One of our volunteers, Charity and Volunteering Executive, Jo Hammond, commented that the youngsters did a great job of organising and refereeing the sporting activities, making sure that all the players stuck to the rules, despite some creative efforts to bend them!



This helped to build the young people's confidence, at the same time as developing their leadership skills, such as organisation, planning, communication and teamwork.

Corporate Partnerships Executive for Fairbridge, Matthew Tragheim, added: "By volunteering, you made a genuine difference to some of the young people from our Kennington centre and we are hugely grateful – thank you."

£34,000

Fundraising for Fairbridge by our Head Office staff and property teams around the UK, over the last two years.



We are really proud to count British Land as one of our supporters, and we are truly grateful for their continued support. This has been another fantastic year for our partnership - engaging more employees than ever before!



Fairbridge Director at The Prince's Trust, Wayne Mason



In late 2011, 14 of our Head Office team took part in the Game of Life at the Fairbridge centres in Kennington and Hackney, near Broadgate in the City of London. This saw them become shop owners, holiday agents, time keepers, casino croupiers and chief executives, helping the young people to make good decisions as they tried to win the Game of Life.

This fun exercise gives young people a chance to explore the consequences of their initial decisions and change their choices in a safe environment. In their feedback forms, all of the volunteers agreed that the volunteering was enjoyable or extremely enjoyable.

Volunteer feedback

- “The day raised awareness of the challenging circumstances that today’s young people face trying to get an education and fitting into society. Fairbridge offers an invaluable resource to them.”
- “It has made me realise how lucky I am to have received an upbringing that was stable and secure. I learnt a good deal from my colleagues and the volunteers at Fairbridge. It has opened my eyes to another side of life.”
- “I very much enjoyed the Game for Life scenarios, and it was clear how this could change the attitude of the youngsters.”
- “We take for granted the gulf between our aspirations and the aspirations of these young people. Going some way to raise their aspirations and make them realise they can be masters of their own destiny is both challenging and rewarding.”



Our Chief Executive, Chris Grigg, commented: “Fairbridge supports almost 4,000 disadvantaged young people every year. For many of these youngsters, Fairbridge represents the first step towards a future filled with choice and opportunity. We are delighted to support this worthwhile programme, here in London and at our properties around the UK.”

In October, our team at Broadgate in the City of London welcomed a group of 18 to 25 year olds from nearby Hackney, through Fairbridge’s Employ Me programme. This gives young people insight into the world of work, and shows them that, with drive and a willingness to learn, anyone can get on the career ladder.

Four Broadgate volunteers helped the young people to learn about the range of roles involved in running the 30-acre estate, from estate management, to engineering, maintenance and events. After a visit to the 17th floor of The Broadgate Tower, where they enjoyed views across London and a presentation by Estate Director, Mark Evans, they visited 10 Exchange Square, where Jules Urbani gave an inspiring talk on how he has worked his way up from handyman to Engineering Supervisor. They then went on a tour of the estate, stopping to look at artworks such as the five-tonne Broadgate Venus along the way.



This followed from the success of an Employ Me event at Regent’s Place in London’s West End earlier in the year. This saw volunteers from British Land and the Regent’s Place management team take a group of young people on a tour of the estate, visiting 20 Triton Street, our North East Quadrant construction site and marketing suite, as well as giving them a bird’s eye view of London from the top of 338 Euston Road.



The team at Teesside Shopping Park in Stockton-on-Tees also continues to actively support the local Fairbridge centre, for instance taking part in midnight walks and 10k runs to raise funds. The latest initiative saw a team of Teesside volunteers decorating rooms together with local young people.

Debra Thornton of Fairbridge commented: “A gigantic thank you from all of the team at Fairbridge for your extremely kind help. The rooms look brilliant – but, better than that, the

young people thoroughly enjoyed themselves and felt that they learnt loads.”

Case study : Head Office

Feb 2012 – Green team in action at our Head Office



Our volunteer beekeepers on the roof at York House.

From energy efficiency and recycling to organic milk and beekeeping, members of our Head Office team are making small changes that are creating big differences.

Every month, staff from different areas of our business operations get together to identify opportunities to reduce the impact of our Head Office on the environment. The group's first newsletter in December highlighted some successes and announced a series of new initiatives.

Written by Energy Executive Matt Webster and Sustainability Intern Jamie Murray, it included a feature on British Land's moo-ve to organic milk: "Hadn't you herd? Well you can cow-nt on us to tell you! Thanks to your feedback from the legen-dairy green suggestions box, all our milk at British Land is now organically produced! We're milking it for all it's worth and aside from being delicious there are many udder reasons for the switch..."

The article went on to describe the health, environmental and animal welfare benefits of organic milk. These include more natural goodies such as omega 3, fewer chemicals, less damage to ecosystems and better quality of life for the cows.

Elsewhere, the newsletter mentioned Project B, which sees a team of volunteers training to become beekeepers, as they care for 40,000 bees living in two hives on the roof of York House. It also gave an update on some of our environmental achievements.

These include:

- **20% less energy use per person**, with 1,920 kWh per person in 2011, from 2,410 kWh in 2010 – cutting carbon emissions by 32 tonnes
- **24% less water use per person**, with 7,770 litres per person in 2011, from 10,220 litres in 2010
- **85% recycling**, with any remaining waste incinerated, diverting 34 tonnes from landfill in 12 months and averting almost £1,900 in landfill tax costs.

The newsletter was introduced following feedback from staff as part of the entry process for The Sunday Times Green Companies of the Year 2011, in which we achieved the highest ranking of any UK REIT.

A competition, announced by our Head of Planning and Corporate Responsibility in January, is also encouraging staff to reduce paper use, with gift vouchers on offer for the team achieving the biggest reduction by April. New software enables us to accurately monitor each team's consumption.

Other initiatives include:

10,000

In the last nine months our Head Office team has saved enough water for almost 10,000 cups of tea each!



With the launch of our online green suggestion box and quarterly newsletter we have seen an increase in staff engagement on green issues.



Energy Executive Matt Webster, who also chairs our Staff Environmental Working Group

- Introducing Waste Reduction Champions in each department
- Trialling hand dryers in toilets, to reduce paper towel waste
- Installing microwaves in the kitchens, so staff can reheat food from home, to cut food packaging waste
- Rolling out a new bin layout and recycling strategy, to make it even easier for staff to recycle.



Our Staff Environmental Working Group is facilitated by Matt Webster and comprises Matt Buxton, Elizabeth Da Silva, Anna Devlet, Roger Gajadhar, Andrew Gelling, Jo Hammond, Scott Jackson, Jamie McDonald, Brian Mountford, James Murray and Morgan Parkin.

All data in this case study is as at 31 December 2011. Reductions are year-to-date consumption, compared to the same period last year. At the end of our financial year on 31 March 2012, our key performance data will go through rigorous checks and will be independently assured under the ISAE 3000 standard.