

PLACES  
PEOPLE  
PREFER

Sustainability Accounts 2020



**The Queen's Award for Enterprise**  
British Land was awarded the UK's highest accolade for business success, for our continued economic, social and environmental achievements over five years



# Welcome to our 2019/20 sustainability performance review

***When we set our 2020 programme five years ago, the Paris Accord was yet to be agreed, the UN's Sustainable Development Goals had not been published and less than 10% of people in the UK viewed protection of the environment as an important issue.\****

Today, as we conclude our programme and set our sights on the journey ahead, concern over the impact of climate change and entrenched inequality are key drivers of societal trends and, increasingly, corporate demand. Our distinct track record, charted in [annual sustainability reports](#) over the last 18 years, positions us well to respond to this swift evolution.

\* YouGov Most Important Issues Tracker (2015)

## 2020 performance

We are pleased with the final performance against our 2020 targets, in particular the 55% reduction in energy intensity and 73% reduction in carbon intensity against our 2009 baselines. Our contribution to society has also been meaningful, most particularly with 1,745 people supported into employment and 42,700 children across the UK now benefiting from improved literacy skills, as a result of our Young Readers partnership with the National Literacy Trust.

Embodied carbon in development is a major element of the emissions for which we – and our industry – are responsible. A fundamental shift in our approach to design over the course of the programme has enabled us to slightly exceed our target of a 15% reduction (Fig 23). As this is an emerging area for our industry, we have sought to identify, test and integrate best

practice wherever possible. Our recent success materially reducing the embodied carbon within 1 Triton Square and 100 Liverpool Street has given us confidence to commit to prioritising retrofit wherever viable in future development.

These achievements result from close, ongoing collaboration with our stakeholders: customers who have personally supported our Young Readers and employment programmes, suppliers who have partnered with us to achieve new environmental standards and extend the reach of our local programmes, and many long-standing community partners, who have helped us develop meaningful connections within the communities where we work. We would like to express our deep thanks for coming with us on our journey so far.



**“1 Triton Square shows what’s possible when clients involve the whole lifecycle team early on and encourage everyone to work collaboratively together towards shared goals.”**

**Chris Carragher of Lendlease**



British Land's 1 Triton Square shows the commercial value of circular economy leadership



**Areas of challenge**

As you would expect from targets designed to be stretching, some have proved difficult to deliver.

Implementing all five of our Local Charter commitments at all our managed sites and developments was a big ask of our teams, and we reached a 94% implementation score against our target of 100%. However, the experience fundamentally shaped our thinking

“Our relationship with British Land is a genuine partnership. There’s nothing we can’t suggest, and they’re always open to us challenging them.”

**Julie Hutchinson of the East London Business Alliance (ELBA)**

about the forward strategy, which we are confident will create even greater benefit for the communities hosting our places.

We achieved our target of supporting apprentices within British Land but many of our suppliers found the Apprentice Levy and changes to education funding difficult to navigate. This meant we missed our overall target of apprentices comprising 3% of our prioritised supplier workforce. Nonetheless, we are proud to have supported a total of 690 individuals through their apprenticeships during the programme.

We fell short of our target to pilot three air quality interventions, with the cost of monitoring equipment remaining prohibitively high and technology in this field too nascent to suit a rigorous test. We focused on two new technologies that have real potential: our installation of a CityTech green wall achieved some improvement and an all-electric approach to construction at 100 Liverpool

Street reduced the impact of construction on air quality. We have now developed an air quality management strategy for Broadgate, which the local campus team is currently implementing, with the intention of rolling this out across our other campuses.

We achieved our target of 90% of employees volunteering in FY2017, primarily through the provision of up to four days’ paid leave for volunteering each year and our annual community day. However, this level of commitment proved difficult to sustain and it became clear that deeper value is created by our skills-based volunteering programme, which trains and matches employees with third sector organisations who can benefit from their professional skills. In the second part of the programme, we therefore focused efforts on our target to support 20% of employees into such positions and were delighted to achieve 19% by March this year. Sharing our knowledge, skills and experience with organisations such as the West Euston Partnership, Hackney CVS, New Diorama Theatre and the Spitalfields Crypt Trust, increases support for many individuals and communities, while helping our own people develop new skills and insights that result in better decision making. Our people hugely value the programme and the perspective it delivers.



Creating a lasting positive legacy together

“Our partnership with British Land is about so much more than signing cheques. They also provide practical support, engage their team as volunteers and connect us with businesses at Paddington Central.”

**Simon Ryder of the Floating Classroom**



**Places people truly prefer**

Over the year, we have seen greater interest from customers in the environmental performance of the space they occupy. They increasingly recognise that environmental credentials attract talent, resonate with consumers and reinforce their licence to operate. For many companies in high growth sectors, real estate constitutes the lion's share of their environmental impact and is a natural focal point for those seeking to reduce their footprint. We expect this interest from customers to gain momentum as understanding of the impact of climate change increases and consumers look for evidence that the brands they choose operate responsibly.

As a long term investor in our places, we are part of 42 communities across Great Britain.

*"We welcome opportunities to collaborate with our customers and partners of all shapes and sizes, sharing ideas and innovation."*

**Paul Jaffe of British Land**

*Collaborating with customers on steps to more sustainable space*



Strong local connections help align our business decisions to the local vision and narrative, reinforcing our own licence to operate and increasing community resilience. Over the five years of this programme, where we have developed deep connections, customers have seen the value of our established local activity. Whether participating in our long-standing literacy and employment programmes or working with us to create a bespoke contribution that resonates with local people, customers recognise that this knits them positively into the local fabric, however global their business operations may be.

Customer orientation is at the heart of British Land's corporate strategy, and our expertise in both environmental performance and social contribution is integrated within our service to customers. This strengthens our relationships and amplifies the social value we create locally through our ownership of a place.

Wellbeing is now also built into our approach. The spaces where people spend time impact how they feel and behave towards others every day. As we reported in our 2018 publication, 'Design for Life', designing urban environments around wellbeing eases



*"Our places can be an engine for positive change across the wider neighbourhood. At Broadgate, we saw the opportunity for scale, impact and learning. So, we set out our legacy requirements from the outset."*

**Karina Williams of British Land**

*Changing Lives – our Broadgate Legacy*



stress, strengthens community cohesion and has a positive impact on mental health and resilience. Over the last two years, we have drawn more deeply on our Wellbeing Principles, developed with Happy City in 2015, and these are now integrated into the way we design and manage our places, improving the experience for thousands of people every day.

*"Humans are the best sensors you can get, so we're always acting on customer feedback. But there are a lot of wellbeing variables that are invisible to people, so we're supplementing human input with digital sensors."*

**Matthew Webster of British Land**

*A blueprint for a smart and sustainable future – 100 Liverpool Street*

## Next steps: Our Roadmap to 2030

Two years ago, our thoughts turned towards potential next steps, in particular how we should build on our track record and accelerate progress in the areas we and our stakeholders view to be most material. A formal review of our progress over the last 10 years identified the obstacles we failed to overcome, as well as the drivers of outperformance. We explored what best-in-class looks like today – within our sector, the FTSE100, the UK and internationally. Together with internal and external stakeholders and with the help of Forum for the Future, we considered the areas where we can now achieve most impact. We were also heavily influenced by the UN's Sustainable Development Goals, which provide a blueprint to achieve a better and more sustainable future for all by 2030.

The result is a **simple strategy** with two bold headline ambitions, underpinned by explicit commitments to environmental leadership and responsible business.



### Ambition One

We will transform our portfolio to net zero carbon by 2030



### Climate challenge: “The next few years are probably the most important in our history”\*

Climate is now a time-critical issue, with the UN's Intergovernmental Panel on Climate Change stating that a near-halving of emissions by 2030 is required to avoid irreversible damage to ecosystems.

The carbon footprint of real estate is a key contributor, so, building on the considerable progress we have already made, we are adopting a sharper focus and broader 'whole life carbon' approach. Our ambition is to transform British Land's portfolio to net zero carbon – including development activity – by 2030. Versus our new 2019 baseline, we will therefore:

- Offset any embodied carbon generated by development from 1 April 2020,
- Halve embodied carbon in developments to below 500kg CO<sub>2</sub>e per m<sup>2</sup> by 2030, and
- Reduce operational carbon intensity by a further 75% by 2030.

We have greatest influence over the lifecycle carbon of a building during development, and development activity is forecast to create roughly half of our footprint over the next decade. We will balance out these emissions from 1 April this year by purchasing certified offsets for any embodied carbon produced by British Land on developments.

In new developments, we also commit to increasing biodiversity net gain by at least 10%, reducing potable water consumption and reliance on fossil fuels, and invest in on-site and off-site renewables.

### Accelerating the transition

Standing assets will need to be retrofitted to achieve a net zero carbon portfolio, so we are creating a portfolio-wide Transition Plan, detailing the actions required to improve the carbon performance of each asset as well as its resilience to climate change. Execution of this Plan will be funded by a bold innovation: the British Land Transition Vehicle.

From 1 April 2020, an internal mitigation cost of £60 will be applied to every tonne of embodied carbon from British Land developments. A proportion of this will be used to purchase certified carbon offsets for that development, with the remainder paid into the Vehicle. This creates a powerful incentive for development managers to trial and adopt low carbon materials and increases the attraction of retrofit, which can considerably reduce the carbon profile – and mitigation cost – of a building. Asset managers will then access this ring-fenced source of capital to fund the transition of standing assets towards the UK Green Building Council's net zero energy performance standards and increase their resilience to climate change.

We will also use the Vehicle to invest in research and development where industry-wide progress is slow, and British Land will lend an additional £5 million per annum to fund loans to the service charge to implement low carbon initiatives.

Applying an actual price per tonne of carbon creates both a performance incentive and a mechanism through which our people can understand how to think about carbon reduction, resulting in more environmentally-conscious decisions that begin with the development appraisal.

To help stakeholders easily understand our progress towards a net zero carbon portfolio, we will report annually in our Sustainability Accounts on the funding raised and awarded, the embodied carbon of completed developments and the carbon intensity of the portfolio. This annual public disclosure will help the business progress towards our ultimate goal of a net zero carbon portfolio within 10 years.

\* [https://www.ipcc.ch/site/assets/uploads/2018/11/pr\\_181008\\_P48\\_spm\\_en.pdf](https://www.ipcc.ch/site/assets/uploads/2018/11/pr_181008_P48_spm_en.pdf)



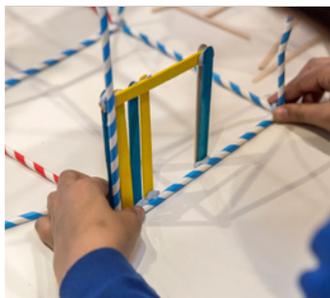
## Ambition Two

Our places will be inclusive local anchors by 2030

### Pivoting to a place-based approach

British Land's strategy is to invest in areas for the long term, creating Places People Prefer that are valued by the wider communities in which they exist.

Underpinned by our Local Charter, the Group Communities Team currently supports local teams to channel centralised resource, delivering our commitments of connection, education, employment, business and wellbeing. Over time, this approach has shifted the centre of gravity towards a more corporate, London-centric view, which can dilute our potential contribution to the local vision and narrative of our places. However, in some places we have fostered initiatives that are embedded, and these have demonstrated the potential power of sharing influence and formally committing to a local perspective.



Our new social contribution strategy will rebalance our approach, combining the best of what we've learnt over the last 10 years to create greater local benefit. Using the overarching framework of the Local Charter, we are placing partnership with all stakeholders at the core of our local operations, empowering our site teams to actively connect people and organisations around local needs. Our ambition is that each of our places becomes an anchor for local collaboration and sharing of resource, delivering clear benefit for residents, local businesses, our customers and local authorities. We expect the result to be greater social value and wellbeing for these communities, deeper local networks for our customers and more vibrant places that help more people to thrive.

In designing this approach, we have drawn on the experience of organisations such as the Local Trust and the Democracy Collaborative, which recognise the potential of individuals to be agents of local change. Our own experience of long term collaboration at places such as Broadgate, where we work in partnership with organisations such as the East London Business Alliance, Regent's Place, where the Community Fund is a local shared endeavour, and at Canada Water has given us first hand practical experience on which to draw.

In the year ahead, we will pilot this approach at three different types of asset, using the outputs to define common guidelines for our asset teams within which they can design their own local programmes of collaboration for social impact. Our intention is for this approach to be active across all managed assets by 2025 and delivering tangible local benefit by 2030 and, over time, our reporting will evolve from a focus on our local investment to the outcomes this investment supports.

## Revolutionising business as usual

Two years ago, our review identified that, whilst we have achieved significant progress, pursuing stretching sustainability targets increases cost when they constitute additional workstreams. Ownership by a specific team – even one located within the operational business – ring-fences accountability, limiting engagement and pace. As we move into a new chapter, our overarching principle is to weave environmental and social factors into every decision at every level throughout our company, every day. Fostering expertise and insight within each department, our decisions will naturally become more environmentally and socially intelligent, reducing reliance on a central function and acting as a flywheel for progress. Our decisions will draw on a



more diverse spectrum of insight, increasing their contribution to our corporate strategy, reducing cost and creating more benefit for all our stakeholders.

A considerable task for a business that has operated for 164 years, this is critical to delivering our stretching 2030 targets and positioning British Land for many more years of success in the communities where we operate.

### Cressida Curtis

Head of Corporate Affairs  
& Sustainability  
[sustainability@britishland.com](mailto:sustainability@britishland.com)

# Our 2030 sustainability strategy

Our 2030 goals support multiple UN Sustainable Development Goals, with a particular focus on:



Transforming our portfolio to **net zero carbon by 2030**

**50% less**

embodied carbon emissions at our developments, to below 500kg CO<sub>2</sub>e per m<sup>2</sup> by 2030

**Transition Vehicle**

financing retrofitting of standing portfolio from carbon pricing of £60 per tonne self-levied on our developments

**75% reduction**

in operational carbon intensity across our portfolio by 2030

**100% of developments**

delivered after April 2020 to be net zero embodied carbon



Making our places **inclusive local anchors**

**Place-based approach to social contribution**

Using our **Local Charter** to focus on key local issues

**Partnering with local stakeholders**

Impactful **education and employment** partnerships at each place



**Environmental leadership** through international benchmarks

targeting a 5 star rating in GRESB in 2022



Advocating **responsible business**

- Champion of responsible employment
- Promoting diversity and inclusion, everywhere
- Mandating prompt payment
- Integrating wellbeing, everywhere
- Active against modern slavery

# In this report

## ***Our objective is to report transparently on performance so our stakeholders can fully understand our impacts.***

- **Performance data:** Material data on each of our sustainability strategy focus areas: Wellbeing, Community, Futureproofing and Skills and opportunity.
- **Reporting criteria:** Detail on how performance data has been calculated.
- **EPRA Index:** Our reporting on the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Performance Measures.
- **Independent Assurance:** Where you see <sup>(A)</sup> DNV GL has independently assured 2020 total data, in accordance with ISAE 3000 (Revised). Please see page 74 for the full Assurance Report. Selected data has been independently assured since 2007 (see earlier reports).

We also integrate economic, social and environmental information into our Annual Report and Accounts, in line with the International Integrated Reporting Framework. This reflects how sustainability is integrated into our placemaking strategy, governance and business operations: [www.britishland.com/annualreport](http://www.britishland.com/annualreport)

For more on our sustainability strategy: [www.britishland.com/sustainability](http://www.britishland.com/sustainability)

We report on all assets where we have day-to-day operational or management influence (our managed portfolio) and all developments over £300,000 with planning permission, on site or completed in the year. The exceptions are greenhouse gases, EPCs and flood risk data, where we report on all assets under management. As at 31 March 2020, our managed portfolio comprised 83% of our assets under management. Please see the scope column for indicator-specific reporting coverage.

In May 2018, we brought our wholly-owned property management subsidiary, Broadgate Estates, in-house, selling its third-party property management portfolio. Broadgate Estates data is now included within British Land and Group data, unless stated otherwise.

'2020' refers to our financial year from 1 April 2019 to 31 March 2020. The same approach applies for previous years.

Where accuracy improvements have been made, some earlier data has been restated: [Reporting Criteria](#).

# Performance data 2020

## Contents

<b>Performance overview</b>	<b>10</b>
<b>Wellbeing</b>	<b>12</b>
Sense of wellbeing	12
Biodiversity	12
Health and safety	13
<b>Community</b>	<b>16</b>
Community engagement	16
Volunteering	16
Contributions and investment	17
Considerate constructors	18
<b>Futureproofing</b>	<b>19</b>
Building certifications	19
Financial	20
Carbon emissions	21
Energy use	28
Water use	34
Waste and materials	36
Physical risks	39
<b>Skills and opportunity</b>	<b>40</b>
Bright Lights	40
Procurement	41
Supplier workforce	42
Group employment	42

## Our performance on sustainability indices

We use industry-recognised indices to track our sustainability performance.

### Key indices



**Global Real Estate  
Sustainability Benchmark 2019:**  
Four Star and Green Star



**CDP 2019:**  
B-score



**FTSE4Good**

**FTSE4Good Index 2019:**  
Top 98<sup>th</sup> percentile



**DJSI World 2019:**  
Top 87<sup>th</sup> percentile



**GivX Community Value  
Awards 2019:**  
Top 5 for third consecutive year



**Sustainalytics ESG Ratings 2019:**  
Top 96<sup>th</sup> percentile for our sector



**MSCI ESG Leaders Index<sup>®</sup> 2019:**  
AAA rating



<sup>®</sup>MSCI disclaimer available at [www.britishland.com/sustainability/performance/benchmarks](http://www.britishland.com/sustainability/performance/benchmarks)

# Performance overview

Fig. 1 Performance on 2020 strategy

Focus	Indicators	2020 targets	Performance			2020 scope (assets or units)	
			2020	2019	2018		
<b>Overall</b>	Continued inclusion in three out of four sustainability indices: DJSI Europe, DJSI World, FTSE4Good and GRESB <sup>a</sup>		4/4	4/4	4/4	-	
	Major developments on track to implement Sustainability Brief		100%	100%	100%	-	
 <b>Wellbeing</b>	Deliver a WELL certified commercial office to shell and core, and set corporate policy for future developments	Deliver	On track	On track	On track	-	
	Develop and pilot retail wellbeing specification	Deliver	Completed	In progress	In progress	-	
	Sense of wellbeing for visitors at our places	Increase	85%	84%	84%	-	
	Define and trial a methodology for measuring productivity in offices	Deliver	Completed	Completed	Completed	-	
	Research and publish on how development design impacts public health outcomes	Deliver	Completed	Completed	On track	-	
	Pilot interventions to improve local air quality	3	2	In progress	Target established	-	
	Injury Incidence Rate (RIDDOR)	Offices		33.96	14.17	12.88	45/45
		Retail		0.00	0.01	0.01	56/56
	Injury Frequency Rate (RIDDOR)	Developments		0.04	0.12	0.13	49/52
	 <b>Community</b>	Implement our Local Charter at key assets and major developments	100%	94%	92%	Charter updated	-
British Land employee skills-based volunteering		20%	19%	17%	16%	-	
British Land employee volunteering		90%	68%	81%	79%	-	
Community programme beneficiaries			40,076	36,358	39,798	-	

<sup>a</sup>In this financial year, we were listed in DJSI 2019 World and Europe, awarded a green star in GRESB 2019 and ranked in the top 98th percentile of FTSE4Good 2019.

Focus	Indicators	2020 targets	Performance			2020 scope (assets or units)	
			2020	2019	2018		
 <b>Futureproofing</b>	Developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail	100%	100%	92%	92%	11/11	
	Carbon (Scopes 1 and 2) intensity reduction versus 2009 (index scored)	55%	73%	64%	54%	73/73	
	Landlord energy intensity reduction versus 2009 (index scored)	55%	55%	44%	40%	73/73	
	Electricity purchased from renewable sources	100%	96%	96%	97%	102/106	
	Average reduction in embodied carbon emissions versus concept design on major developments	15%	16%	10%	nr	2/2	
	Waste diverted from landfill: managed properties and developments	100%	99%	99.6%	99%	133/141	
	Portfolio with green building ratings (% by floor area)		23.7%	18%	18%	174/174	
	Energy Performance Certificates rated F or G (% by floor area)		5%	5%	5%	2587/3006	
	Portfolio at high risk of flood (% by value)		2%	3%	3%	174/174	
	High flood risk assets with flood management plans (% by value)		100%	100%	100%	7/7	
 <b>Skills and opportunity</b>	People supported into employment (cumulative)	1,700	1,745	1,232	839	-	
	Strategic suppliers agreed with terms of our Supplier Code of Conduct	100%	96%	53%	Code launched	48/50	
	Prioritised supplier workforce who are apprentices	3%	2.1%	2.4%	1.2%	147/278	
	Pilot a Living Wage Zone at a London campus	Deliver	Piloted	In progress	-	-	
	Workforce paid at least Living Wage Foundation rate	Group employees	100%	100%	100%	100%	-
		Supplier workforce at managed properties		78%	66%	70%	100/100
	Developments supply chain spend within 25 miles			66%	66%	71%	9/10

# Wellbeing

## Sense of wellbeing

Fig. 2 Visitor wellbeing scores

	2020	2019	2018
<b>Retail</b>			
Visitor perception of wellbeing (%)	81%	82%	83%
<b>Offices</b>			
Campus user perception of wellbeing (%)	87%	87%	85%
<b>Total portfolio</b>			
Visitor perception of wellbeing (%)	85%	84%	84%

## Biodiversity

Fig. 3 Biodiversity - developments

	2020	2019	2018
Sites with net improvements in biodiversity, achieved or on track (%)	94%	93%	94%
Habitats protected, restored or created (m <sup>2</sup> )	1,245	7,886	544
<i>Scope (development projects)</i>	<i>17/18</i>	<i>14/14</i>	<i>16/16</i>

## Health and safety

Fig. 4 Accidents - managed portfolio and corporate

(A) Assurance covers total 2020 data and 2020 RIDDOR Injury Incidence Rates.

	Reportable fatal, non-fatal lost day or RIDDOR incidents at our managed properties									Injury Incidence Rate (RIDDOR)		
	2020			2019			2018			2020	2019	2018
	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences			
<b>Managed portfolio</b>												
Offices	1	9	0	0	4	0	0	4	0	33.96	14.17	12.88
Retail	1	5	0	0	18	0	0	31	0	0.00	0.01	0.01
Residential	0	0	0	0	0	0	0	0	0	0	0	nr
<b>Sub-total</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<i>Scope (managed properties)</i>	<i>112/112</i>	<i>112/112</i>	<i>112/112</i>	<i>116/116</i>	<i>116/116</i>	<i>116/116</i>	<i>113/113</i>	<i>113/113</i>	<i>113/113</i>	<i>112/112</i>	<i>116/116</i>	<i>101/101</i>
<b>Corporate</b>												
Group offices	0	0	0	0	0	0	0	0	0	0	0	0
<b>Overall</b>												
<b>Total</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

Corporate	Injury Frequency Rate	
	2020	2019
Group offices	0	0
Managed portfolio	0	nr

## Health and safety continued

Fig. 5 Accidents - developments

(A) Assurance covers 2020 data.

	2020	2019	2018
Injury Frequency Rate (RIDDOR)	0.04	0.12	0.13
Total job-related fatal accidents	0	0	0
Total job-related lost-day or reportable non-fatal accidents	2	4	3
<i>Scope (development projects)</i>	<i>49/52</i>	<i>31/34</i>	<i>38/38</i>

Fig. 6 Health and safety - compliance

	2020	2019	2018
<b>Managed portfolio (OHSAS 18001)</b>			
Proportion subject to health and safety review	100%	100%	100%
Proportion with 90% of all identified risks deemed to be under control at annual risk assessment	96%	94%	92%
Proportion of uncontrolled risks resolved within documented timeframe	69.7% <sup>a</sup>	98.2%	97.9%
Total health and safety incidents of non-compliance	-	-	-
<i>Scope (managed properties)</i>	<i>112/112</i>	<i>116/116</i>	<i>113/113</i>
<b>Developments</b>			
Total health and safety incidents of non-compliance	-	-	-
<i>Scope (development projects)</i>	<i>49/52</i>	<i>31/34</i>	<i>38/38</i>
<b>Corporate (OHSAS 18001)</b>			
Proportion of uncontrolled risks resolved within documented timeframe at British Land Head Office	50% <sup>a</sup>	98%	98%

<sup>a</sup>From 1 April 2019, British Land transitioned to a new compliance service provider whose assessments applied a different risk classification system.

In this system, some risks classed as less serious are now classed as 'substantial', requiring resolution within a shorter timeframe than with the previous compliance partner.

The dip in the 2020 'resolved' percentages is an indication of this transition to new service provider and the subsequent work required to integrate new classifications into our processes.

## Health and safety continued

Fig. 7 Lost working days

	Lost day rate			Absentee rate		
	2020	2019	2018	2020	2019	2018
<b>British Land Group</b>						
Male	-	7.54	-	1%	1%	1%
Female	-	-	-	1%	1%	1%
<b>Group total</b>	-	<b>3.68</b>	-	<b>1%</b>	<b>1%</b>	<b>1%</b>

# Community

## Community engagement

Fig. 8 Local Charter and community engagement

	2020	2019
<b>Local Charter assets</b>		
Progress implementing our Local Charter at key assets and major developments	94%	92%
<b>Total managed portfolio (by floor area)</b>		
Proportion implementing our Local Charter	73%	71%
Proportion implementing other significant community programmes	0%	11%
Proportion implementing other community activities	7%	1%
<b>Proportion of assets (by floor area) where Local Charter or other community activities are implemented</b>	<b>80%</b>	<b>83%</b>
<i>Scope</i>	<i>101/101</i>	<i>104/104</i>

## Volunteering

Fig. 9 British Land employee and key supplier volunteering

	2020	2019	2018
<b>British Land employees<sup>a</sup></b>			
Volunteering (%)	68%	81%	79%
Volunteering (hours)	2,179	2,339	2,422
Skills-based volunteering (%)	19%	17%	16%
Time spent supporting charitable and community causes (average number of hours per person)	11.4	10.3	9.7
<b>Key suppliers</b>			
Volunteering (hours)	8,781	6,504	5,359

<sup>a</sup>Excludes British Land Property Management employees, formerly Broadgate Estates Ltd, which was brought in-house in May 2018.

## Contributions and investment

Fig. 10 Community investment (LBG)

	Direct community investment (£)			Leveraged community investment (£)		
	2020	2019	2018	2020	2019	2018
Cash	1,619,646	1,423,690	1,687,447	973,188	832,180	720,545
British Land employee time (direct) / Key supplier workforce time (leveraged)	313,612	184,772	203,654	84,547	174,894	126,792
In-kind (e.g. space)	238,804	154,094	204,167	-	-	-
<b>Sub-total</b>	<b>2,172,062</b>	<b>1,762,556</b>	<b>2,095,268</b>	<b>1,057,735</b>	<b>1,007,074</b>	<b>847,337</b>
Management costs	646,677	573,813	582,156	-	-	-
<b>Total</b>	<b>2,818,739</b>	<b>2,336,369</b>	<b>2,677,424</b>	<b>1,057,735</b>	<b>1,007,074</b>	<b>847,337</b>

Fig. 11 Community programme beneficiaries

	No. of individual beneficiaries		
	2020	2019	2018
Education	21,890	22,603	19,602
Employment and training	991	443	512
Wellbeing, culture and leisure	17,195	13,312	19,684
<b>Total</b>	<b>40,076</b>	<b>36,358</b>	<b>39,798</b>

## Contributions and investment continued

Fig. 12 Community contributions through planning and development

	2020	2019	2018
Community contributions through planning and development <sup>a</sup>	15	6	3
<i>Scope (development projects)</i>	<i>9/9</i>	<i>12/12</i>	<i>5/5</i>

<sup>a</sup>This spend is associated with planning consents. Our development activity varies significantly from year to year and so this figure may fluctuate.

## Considerate constructors

Fig. 13 Considerate Constructors Scheme

	2020	2019	2018
Average scores (out of 50)	38.6	38.2	36.9
<i>Scope (development projects)</i>	<i>41/52</i>	<i>31/34</i>	<i>31/31</i>

# Futureproofing

## Building certifications

Fig. 14 Sustainability ratings

(A) Assurance covers total proportion of 2020 data by floor area and the sustainability-linked revolving credit facility KPIs.

	2020		2019		2018	
Developments - sustainability ratings (on track to achieve)	Total floor area (m <sup>2</sup> )	Proportion	Total floor area (m <sup>2</sup> )	Proportion	Total floor area (m <sup>2</sup> )	Proportion
BREEAM Outstanding	80,208	22%	34,002	9%	-	-
BREEAM Excellent	162,500	45%	237,170	62%	221,910	61%
BREEAM Very Good	52,685	15%	74,857	20%	110,677	30%
BREEAM Good	1,710	0%	1,710	-	-	-
BRE Home Quality Mark Level 4	13,475	4%	-	-	-	-
BRE Home Quality Mark Level 3	7,594	2%	2,020	1%	-	-
Code for Sustainable Homes Level 4	12,619	3%	274	-	31,730	9%
Not yet certified <sup>a</sup>	31,592	9%	30,320	8%	-	-
<b>Total</b>	<b>362,383</b>	<b>100%</b>	<b>380,354</b>	<b>100%</b>	<b>364,318</b>	<b>100%</b>
<i>Scope (development projects)</i>	<i>15/15</i>	<i>15/15</i>	<i>20/20</i>	<i>20/20</i>	<i>21/21</i>	<i>21/21</i>
BREEAM Excellent for Offices and Excellent or Very Good for Retail	276,828	100%	320,381	92%	296,078	92%
<i>Scope (development projects)</i>	<i>11/11</i>	<i>11/11</i>	<i>15/15</i>	<i>15/15</i>	<i>16/16</i>	<i>16/16</i>
<b>Assets - sustainability ratings</b>						
BREEAM Outstanding	40,902	2%	43,331	2%	2,429	0%
BREEAM Excellent	258,636	13%	284,941	13%	356,481	15%
BREEAM Very Good	136,218	7%	46,292	2%	44,233	2%
BREEAM Good	44,378	2%	4,214	0%	4,214	0%
BREEAM Pass	6,745	0%	6,643	0%	3,716	0%
BRE Home Quality Mark	-	-	-	-	-	-
Code for Sustainable Homes Level 4	-	-	-	-	1,236	0%
<b>Total</b>	<b>486,879</b>	<b>23.7%</b>	<b>385,421</b>	<b>18%</b>	<b>412,309</b>	<b>18%</b>
<i>Scope (assets under management)</i>	<i>174/174</i>	<i>174/174</i>	<i>179/179</i>	<i>179/179</i>	<i>234/234</i>	<i>234/234</i>
<b>Sustainability-Linked Revolving Credit Facility KPIs<sup>b</sup></b>						
Development projects - BREEAM Excellent or above (on track to achieve)		<b>81%</b>				
Assets under management - BREEAM Very Good or above		<b>21%</b>				

<sup>a</sup>One residential development where British Land intends to seek Home Quality Mark certification after practical completion.

<sup>b</sup>The revolving credit facility KPIs exclude residential properties.

## Building certifications continued

Fig. 15 Energy Performance Certificates (EPC)

	2020	2019	2018
<b>Proportion by floor area</b>			
Proportion of portfolio A or B rated	25%	22%	23%
Proportion of portfolio F or G rated	5%	5%	5%
<i>Scope (assets under management - unit level)</i>	<i>2587/3006</i>	<i>2663/2864</i>	<i>2558/2660</i>

Fig. 16 ISO 14001 certification

	2020	2019	2018
<b>Proportion by floor area</b>			
Major developments	100%	100%	100%
<i>Scope (development projects)</i>	<i>22/22</i>	<i>16/16</i>	<i>17/17</i>

## Financial

Fig. 17 Energy efficiency investment and savings

(A) Assurance covers 2020 savings and total 2020 investment data; £3.7m of gross savings and £0.9m of investment.

	Investment (2012 to 2020)			Savings (2012 to 2020)			Scope (managed portfolio)
	Asset level	Corporate	Total	Gross	Net	Resource <sup>a</sup>	
	£m			£m			
<b>Energy use</b>							
Landlord energy	9	1	10	18	8	175,648	76/76

<sup>a</sup>Resource savings have decreased from 2018/19 due to exclusion of properties which are >15% vacant due to major refurbishment works or imminent development.

## Carbon emissions

Fig. 18 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers 2020 data for overall total Scope 1, Scope 2 (location and market based) and Scope 3 excluding occupier procured energy in the managed portfolio.

	Tonnes CO <sub>2</sub> e																			
	2020							Change: 2018 to 2020	2019					2018						
	Direct	Indirect		Indirect		Total (location based)	Total (market based)		Direct	Indirect		Indirect	Total (location based)	Direct	Indirect		Indirect	Total (location based)		
	Scope 1	Scope 2		Scope 3					Scope 1	Scope 2				Scope 3	Scope 1	Scope 2			Scope 3	
	Location based	Market based	Location based	Market based			Location based	Market based			Location based	Market based		Location based	Market based					
<b>Managed portfolio</b>																				
<b>Landlord obtained energy use</b>																				
Offices: common parts and shared services	4,787	10,108	84	3,303	14	18,198	4,885	-43%	5,087	13,982	215	4,554	23,623	6,216	19,356	430	6,544	32,115		
Offices: direct use in occupier space	-	-	-	26,379	1,309	26,379	1,309	-28%	-	-	-	28,037	28,037	-	-	-	36,596	36,596		
Offices: direct use in flexible workspace ('Storey')	-	-	-	980	15	980	15	nr	-	-	-	72	72	-	-	-	nr	nr		
Retail: common parts	699	4,765	210	1,273	65	6,737	974	-33%	711	5,588	1,095	1,594	7,894	522	7,244	1,445	2,234	9,999		
Retail: direct use in retail units	-	-	-	1,264	7	1,264	7	-10%	-	-	-	1,205	1,205	-	-	-	1,404	1,404		
Residential: common parts and shared services <sup>a</sup>	691	252	375	149	125	1,092	1,191	2448%	463	193	238	47	703	-	34	-	9	43		
All property types: refrigerant loss	618	-	-	-	-	618	618	840%	123	-	-	-	123	66	-	-	-	66		
All property types: on-site vehicles	150	-	-	39	39	189	189	-7%	171	-	-	40	211	164	-	-	38	202		
Fuel consumption from service providers' on-site vehicles and equipment	-	-	-	50	50	50	50	nr	-	-	-	nr	nr	-	-	-	nr	-		
<b>Sub-total</b>	<b>6,945</b>	<b>15,125</b>	<b>669</b>	<b>33,437</b>	<b>1,624</b>	<b>55,507</b>	<b>9,238</b>	<b>-31%</b>	<b>6,556</b>	<b>19,762</b>	<b>1,549</b>	<b>35,549</b>	<b>61,867</b>	<b>6,967</b>	<b>26,633</b>	<b>1,875</b>	<b>46,824</b>	<b>80,425</b>		
<b>Corporate</b>																				
Group offices: energy use	-	248	-	58	-	307	-	-64%	-	496	-	122	618	-	668	-	180	848		
<b>Landlord obtained water use<sup>a</sup></b>																				
Offices: whole building	-	-	-	164	164	285	285	47%	-	-	-	183	183	-	-	-	193	193		
Retail: common areas	-	-	-	117	117				-	-	-			-	-	-			-	-
Residential: common areas	-	-	-	4	4				-	-	-			-	-	-			-	-
<b>Landlord waste disposal<sup>a</sup></b>																				
All property types	-	-	-	351	351	351	351	-19%	-	-	-	408	408	-	-	-	432	432		
<b>Sub-total</b>	<b>6,945</b>	<b>15,373</b>	<b>669</b>	<b>34,131</b>	<b>2,259</b>	<b>56,449</b>	<b>9,873</b>	<b>-31%</b>	<b>6,556</b>	<b>20,258</b>	<b>1,549</b>	<b>36,262</b>	<b>63,077</b>	<b>6,967</b>	<b>27,301</b>	<b>1,875</b>	<b>47,629</b>	<b>81,897</b>		
<i>Scope (managed properties)</i>								<i>102/106</i>						<i>111/112</i>						<i>102/113</i>
<b>Occupier procured energy</b>																				
Retail: direct use in retail units	-	-	-	63,687	63,687	63,687	63,687	nr	-	-	-	nr	nr	-	-	-	nr	nr		
<i>Scope (managed properties)</i>								<i>53/53</i>						<i>nr</i>						<i>nr</i>
<b>Sub-total</b>	<b>6,945</b>	<b>15,373</b>	<b>669</b>	<b>97,818</b>	<b>65,946</b>	<b>120,136</b>	<b>73,561</b>	<b>47%</b>	<b>6,556</b>	<b>20,258</b>	<b>1,549</b>	<b>36,262</b>	<b>63,077</b>	<b>6,967</b>	<b>27,301</b>	<b>1,875</b>	<b>47,629</b>	<b>81,897</b>		

<sup>a</sup>Restated for previous years.

continued >

## Carbon emissions continued

Fig. 18 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers 2020 data for overall total Scope 1, Scope 2 (location and market based) and Scope 3 (location and market based) excluding occupier procured energy in the managed portfolio.

Continued from previous page	Tonnes CO <sub>2</sub> e																	
	2020								Change: 2018 to 2020	2019								
	Direct		Indirect Scope 2		Indirect Scope 3		Total (location based)	Total (market based)		Direct		Indirect Scope 2		Indirect Scope 3	Total (location based)			
Scope 1	Location based	Market based	Location based	Market based	Location based	Market based	Location based	Market based	Scope 1	Location based	Market based	Scope 2	Location based	Market based	Scope 3	Location based		
<b>Non-managed portfolio</b>																		
<b>Occupier procured energy use</b>																		
All property types	-	-	-	45,568	45,568	45,568	45,568	nr	-	-	-	87,063	87,063	-	-	-	nr	nr
<i>Scope (non-managed properties)</i>	103/103								159/159						nr			
<b>Whole life (non-operational) emissions</b>																		
<b>New developments<sup>a</sup></b>																		
Embodied carbon of BL major developments and refurbishments	-	-	-	13,459	13,459	13,459	13,459	nr	-	-	-	34	34	-	-	-	33,126	33,126
Embodied carbon of acquired developments (third-party developer)	-	-	-	4,046	4,046	4,046	4,046	nr	-	-	-	-	-	-	-	-	-	-
Embodied carbon of BL minor refurbishments or developments	To be reported from FY22																	
Deconstruction of an asset	To be reported from FY22																	
<b>Sub-total</b>	-	-	-	17,505	17,505	17,505	17,505	nr	-	-	-	34	34	-	-	-	nr	nr
<i>Scope (development projects)</i>	4/4								1/1						3/3			
<b>Managed portfolio</b>																		
Embodied carbon of our assets while In Use	To be reported from FY22																	
<b>Value chain</b>																		
<b>Employee commuting</b>																		
British Land employees	-	-	-	104	104	104	104	-7%	-	-	-	103	103	-	-	-	112	112
<b>Business travel</b>																		
Air travel	-	-	-	166	166	166	166	nr	-	-	-	108	108	-	-	-	nr	nr
Rail travel	-	-	-	34	34	34	34	nr	-	-	-	nr	nr	-	-	-	nr	nr
<b>Sub-total</b>	-	-	-	200	200	200	200	nr	-	-	-	108	108	-	-	-	-	-
<i>Scope (Employee FTE)</i>	548/548								540/540						687/687			
<b>Downstream transportation and distribution<sup>b</sup></b>																		
Retail - visitor travel	-	-	-	991,999	991,999	991,999	991,999	nr	-	-	-	1,028,406	1,028,406	-	-	-	nr	nr
Offices - occupier employee commuting	-	-	-	32,622	32,622	32,622	32,622	nr	-	-	-	19,400	19,400	-	-	-	-	-
<i>Scope (managed properties)</i>	87/87								78/78						nr			
<b>Sub-total</b>	-	-	-	1,042,430	1,042,430	1,042,430	1,042,430	nr	-	-	-	1,048,051	1,048,051	-	-	-	33,238	33,238
<b>Overall</b>																		
<b>Total</b>	6,945	15,373	669	1,185,816	1,153,944	1,208,134	1,161,559		6,556	20,258	1,549	1,171,376	1,198,191	6,967	27,301	1,875	80,867	115,135

<sup>a</sup>Completed projects during the reporting period only.

<sup>b</sup>Restated for 2019.

## Carbon emissions continued

Fig. 19 Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers total 2020 managed portfolio data only.

	Tonnes CO <sub>2</sub> e											
	Direct (Scope 1)			Indirect (Scope 2)			Indirect (Scope 3)			Total		
	2020	Change 2019 to 2020	2019	2020	Change 2019 to 2020	2019	2020	Change 2019 to 2020	2019	2020	Change 2019 to 2020	2019
<b>Managed portfolio</b>												
<b>Landlord obtained energy use</b>												
Offices: common parts and shared services	4,058	-17%	4,861	9,883	-28%	13,665	3,132	-27%	4,270	17,074	-25%	22,795
Offices: direct use in occupier space	-	-	-	-	-	-	24,705	-9%	27,140	24,705	-9%	27,140
Retail: common parts	527	4%	509	4,131	-21%	5,226	1,076	-37%	1,703	5,734	-23%	7,438
Retail: direct use in occupier space	-	-	-	-	-	-	1,045	3%	1,015	1,045	3%	1,015
Residential: common parts and shared services	691	49%	463	252	24%	203	149	31%	114	1,092	40%	781
All property types: refrigerant loss	618	402%	123	-	-	-	-	-	-	618	402%	123
All property types: on-site vehicles	149	-13%	171	-	-	-	39	-3%	40	188	-11%	211
<b>Sub-total</b>	<b>6,044</b>	<b>7%</b>	<b>5,664</b>	<b>14,265</b>	<b>-25%</b>	<b>18,919</b>	<b>30,147</b>	<b>-12%</b>	<b>34,234</b>	<b>50,456</b>	<b>-14%</b>	<b>58,817</b>
<b>Landlord obtained water use</b>												
All property types	-	-	-	-	-	-	242	12%	216	242	12%	216
<b>Waste disposal</b>												
All property types	-	-	-	-	-	-	322	-20%	400	322	-20%	400
<b>Total</b>	<b>6,044</b>	<b>7%</b>	<b>5,664</b>	<b>14,265</b>	<b>-25%</b>	<b>18,919</b>	<b>30,711</b>	<b>-12%</b>	<b>34,850</b>	<b>51,826</b>	<b>-13%</b>	<b>59,433</b>
<i>Scope (managed properties)</i>	<i>50/50</i>		<i>50/50</i>	<i>87/87</i>		<i>87/87</i>	<i>87/87</i>		<i>87/87</i>	<i>87/87</i>		<i>87/87</i>

## Carbon emissions continued

Fig. 20 Indirect (Scope 3) value chain greenhouse gas emissions<sup>a</sup>

(A) Assurance covers total 2020 managed portfolio data excluding occupier procured energy in the managed portfolio.

	Tonnes CO <sub>2</sub> e		2020 Scope	Details
	2020	2019		
<b>Purchased goods and services</b>				
<i>Disclosed in 'Capital goods', 'Fuel and energy', and 'Business travel' categories</i>				
<b>Capital goods</b>				
Embodied carbon of BL major developments and refurbishments	13,459	34	3/3	RICS Whole Life Carbon module A
Embodied carbon of acquired developments (third-party developer)	4,046	nr	1/1	RICS Whole Life Carbon module A
Embodied carbon of BL minor refurbishments or developments			To be reported from FY22	RICS Whole Life Carbon module B5
Embodied carbon of our assets while In Use				RICS Whole Life Carbon modules B1-B4
<b>Fuel and energy related activities (not included in Scopes 1 and 2)</b>				
Upstream emissions from common parts and shared services energy <sup>b</sup>	4,725	6,195	102/102	
Upstream emissions from on-site vehicle energy	39	40		
Upstream emissions from energy use at Group offices	58	122		
Fuel consumption from service providers' on-site vehicles and equipment	50	nr		
<b>Waste generated in operations</b>				
Waste generated at our standing investments	351	409	85/90	
<b>Business travel</b>				
Air travel	166	108	548/548	
Rail travel	34	nr		
<b>Employee commuting</b>				
Employee commuting	104	103	548/548	
<b>Downstream transportation and distribution</b>				
Retail - visitor travel	991,999	1,028,406	43/43	
Offices - commute of occupier employees	32,622	19,400	45/45	
<b>End-of-life treatment of sold products</b>				
Deconstruction of an asset at end of life			To be reported from FY22	RICS Whole Life Carbon module C
<b>Downstream leased assets</b>				
Offices occupier energy consumption	27,359	28,109	44/44	RICS Whole Life Carbon module B6
Retail: direct use in retail units (occupier procured) <sup>y</sup>	63,687	nr	53/53	
Retail: direct use in retail units (landlord procured)	1,264	1,205	52/52	
FRI or non-landlord obtained energy at non-BL managed assets	45,568	87,063	103/103	
Upstream emissions from landlord obtained water use	285	183	74/76	RICS Whole Life Carbon module B7
<b>Total</b>	<b>1,185,816</b>	<b>1,171,377</b>		

<sup>a</sup>From FY20, British Land has transitioned to reporting value chain emissions based on actual activity data or contextual estimates. We have fully departed from the use of spend-based emissions estimates.

<sup>b</sup>Restated 2019 as more accurate data became available for residential properties.

<sup>y</sup>In FY20, we have improved our approach to estimating retail occupier energy consumption, which will not be comparable with previous reporting years.

## Carbon emissions continued

Fig. 21 Total greenhouse gas emissions by gas

	Tonnes CO <sub>2</sub> e <sup>a</sup>			
	2020		2019 <sup>b</sup>	
	Scope 1	Scope 2 (Location based)	Scope 1	Scope 2 (Location based)
<b>British Land Group</b>				
Carbon dioxide (CO <sub>2</sub> )	6,313	15,252	6,410	20,102
Methane (CH <sub>4</sub> )	8	39	8	47
Nitrous oxide (N <sub>2</sub> O)	6	82	15	109
Hydrofluorocarbons (HFCs)	618	n/a	123	n/a
<b>Total</b>	<b>6,945</b>	<b>15,373</b>	<b>6,556</b>	<b>20,258</b>

<sup>a</sup>Global warming potentials sourced from the IPCC Fourth Assessment Report.

<sup>b</sup>Restated 2019 as more accurate data became available for residential properties.

## Carbon emissions continued

Fig. 22 Greenhouse gas index and intensity from building energy consumption

(A) Assurance covers total 2020 data only.

		2020	Change 2019 to 2020	2019	2009
<b>Carbon intensity reduction (Scopes 1 and 2; index scored)</b>					
Offices		73%	17%	63%	Baseline
Retail - enclosed		79%	5%	75%	Baseline
Retail - open air		58%	11%	52%	Baseline
<b>Overall</b>		<b>73%</b>	<b>14%</b>	<b>64%</b>	<b>Baseline</b>
<b>Carbon intensity</b>					
Offices	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.032	-28%	0.044	0.118
Retail - enclosed	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.037	-15%	0.043	0.174
Retail - open air	tonnes CO <sub>2</sub> e/car park space	0.044	-10%	0.049	0.106
<i>Scope (managed properties)</i>		<i>73/73</i>		<i>70/70</i>	<i>75/81</i>
<b>Other carbon intensity measures (Scopes 1 and 2)</b>					
Residential: common parts	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.045	37%	0.033	nr
Group occupied floors	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.029	-56%	0.066	nr
Overall	tonnes CO <sub>2</sub> e/£m of gross rental income	38.05	-18%	46.21 <sup>a</sup>	nr

<sup>a</sup>Restated 2019 as more accurate data became available for residential properties.

## Carbon emissions continued

Fig. 23 Reduction in embodied carbon

	2020		2019	
	Tonnes CO <sub>2</sub> e	%	Tonnes CO <sub>2</sub> e	%
<b>Embodied carbon - reduction target</b>				
British Land emissions savings through design and materials	-7,015	-16%	-4,553	-10%
<i>Scope (development projects)</i>		2/2		2/2

Fig. 24 Net Zero Carbon Developments

	Net Zero Carbon 2020 Standard				Net Zero Carbon 2030 Standard		
	Embodied emissions offset	Embodied Carbon	Whole building operational efficiency (modelled)	Zero on-site fossil fuel combustion <sup>a</sup>	On-site or additional PPA renewables	Operational emissions offset and/or subject to a carbon tax	Certified as 'Net Zero' or 'Zero Carbon'
	% of total embodied emissions	kg CO <sub>2</sub> e per m <sup>2</sup> (A1-A5)	kWh-e per m <sup>2</sup>	Y/N	Y/N	Y/N	Third-party certification
<b>Net Zero Developments</b>							
100 Liverpool Street	100% <sup>ⓑ</sup>	395					<i>To be reported from 2021/22</i>
1 Triton Square	100% <sup>ⓑ</sup>	448					

<sup>a</sup>Until the UK Government specifies its Net Zero approach to heating (including the role of hydrogen and all-electric buildings), this will include the use of renewable biogas.

<sup>ⓑ</sup>The embodied emissions will be offset after the project achieves practical completion.

## Energy use

Fig. 25 Total electricity consumption

(A) Assurance covers overall total 2020 consumed electricity data only.

	2020				2019				2018			
	Total electricity consumed (MWh)											
	Renewable		Non-renewable	Total	Renewable		Non-renewable	Total	Renewable		Non-renewable	Total
	Self-generated (Solar PV)	Purchased	Purchased		Self-generated (Solar PV)	Purchased	Purchased		Self-generated (Solar PV)	Purchased	Purchased	
<b>Managed portfolio</b>												
Offices: common parts	46	22,618	143	22,808	46	23,771	584	24,401	33	26,099	1,000	27,132
Offices: shared services	-	17,838	240	18,078	-	27,299	-	27,299	-	30,249	100	30,349
Offices: direct use in occupier space	-	81,143	3,179	84,322	-	76,583	1,175	77,758	-	80,202	555	80,756
Offices: direct use in flexible workspace ('Storey')	-	2,353	37	2,390	-	255	-	255	-	nr	nr	nr
<b>Sub-total</b>	<b>46</b>	<b>123,952</b>	<b>3,599</b>	<b>127,598</b>	<b>46</b>	<b>127,908</b>	<b>1,759</b>	<b>129,713</b>	<b>33</b>	<b>136,549</b>	<b>1,655</b>	<b>138,237</b>
Retail: common parts	1,274	18,151	661	20,086	623	17,066	2,977	20,666	313	17,377	3,700	21,390
Retail: direct use in occupier space	-	1,827	16	1,843	-	1,176	544	1,720	-	1,013	53	1,066
Residential: common parts <sup>a</sup>	24	-	984	1,008	-	33	647	680	-	96	-	96
<i>Scope (managed properties)<sup>a</sup></i>				102/106				103/104				94/105
<b>Corporate</b>												
Group offices	-	971	-	971	-	1,753	-	1,753	-	1,900	-	1,900
<b>Overall</b>												
<b>Total</b>	<b>1,344</b>	<b>144,901</b>	<b>5,259</b>	<b>151,504</b>	<b>669</b>	<b>147,935</b>	<b>5,927</b>	<b>154,532</b>	<b>346</b>	<b>157,079</b>	<b>5,408</b>	<b>162,833</b>
Proportion of purchased electricity from renewable sources				96%				96%				97%
Proportion of total electricity from renewable sources				97%				96%				97%

<sup>a</sup>Restated 2019 as more accurate data became available for residential properties.

## Energy use continued

Fig. 26 Total fuel consumption

(A) Assurance covers overall total 2020 consumed fuel data only.

	Total fuel consumed (MWh)		
	2020	2019	2018
<b>Managed portfolio</b>			
Offices: common parts	-	-	-
Offices: shared services	23,389	24,808	30,297
Offices: direct use in occupier space	3,644	2,537	712
<b>Sub-total</b>	<b>27,033</b>	<b>27,345</b>	<b>31,009</b>
Retail: common parts	3,343	3,448	2,516
Retail: direct use in retail units	2,791	2,550	3,323
Residential: common parts <sup>a</sup>	3,384	2,268	nr
<b>Sub-total</b>	<b>36,551</b>	<b>35,611</b>	<b>36,848</b>
All property types: on-site vehicles	599	679	652
Fuel consumption from service providers' on-site vehicles and equipment	162	nr	nr
<i>Scope (managed properties)<sup>a</sup></i>	<i>81/85</i>	<i>58/59</i>	<i>46/52</i>
<b>Corporate</b>			
Group offices	-	-	-
<b>Overall</b>			
<b>Total</b>	<b>37,313</b>	<b>36,290</b>	<b>37,500</b>
Proportion of purchased fuel from renewable sources	0%	0%	0%
Proportion of total fuel from renewable sources	0%	0%	0%

<sup>a</sup>Restated 2019 as more accurate data became available for residential properties.

## Energy use continued

Fig. 27 Like-for-like total electricity and fuel consumption

(A) Assurance covers total 2020 energy consumed data only.

	Total consumed electricity (MWh)			Total consumed fuel (MWh)			Total energy consumed (MWh)		
	2020	Change 2019 to 2020	2019	2020	Change 2019 to 2020	2019	2020	Change 2019 to 2020	2019
<b>Managed portfolio</b>									
Offices: common parts	21,868	-6%	23,339	-	-	-	21,868	-6%	23,339
Offices: shared services	17,879	-34%	26,910	19,834	-16%	23,701	37,713	-25%	50,611
Offices: direct use in occupier space	75,560	0%	75,883	3,571	123%	1,605	79,131	2%	77,488
<b>Sub-total</b>	<b>115,307</b>	<b>-9%</b>	<b>126,132</b>	<b>23,405</b>	<b>-8%</b>	<b>25,306</b>	<b>138,712</b>	<b>-8%</b>	<b>151,438</b>
Retail: common parts	18,354	-5%	19,361	2,463	0%	2,458	20,817	-5%	21,818
Retail: direct use in retail units	1,083	-8%	1,182	2,791	9%	2,550	3,874	4%	3,733
Residential: common parts	984	45%	680	3,384	49%	2,268	4,369	48%	2,948
<b>Total</b>	<b>135,729</b>	<b>-8%</b>	<b>146,941</b>	<b>32,044</b>	<b>6%</b>	<b>30,314</b>	<b>167,773</b>	<b>-5%</b>	<b>177,255</b>
<i>Scope (managed properties)</i>	<i>87/87</i>		<i>87/87</i>	<i>50/50</i>		<i>50/50</i>	<i>87/87</i>		<i>87/87</i>

## Energy use continued

Fig. 28 Total energy consumed and generated on site

(A) Assurance covers overall total 2020 data only.

	Total energy consumed (MWh)		
	2020	2019 <sup>a</sup>	2018
<b>Managed portfolio</b>			
Offices: common parts	22,808	24,401	27,132
Offices: shared services	41,466	52,107	60,646
Offices: direct use in occupier space	87,966	80,295	81,469
Offices: direct use in flexible workspace ('Storey')	2,390	255	
<b>Sub-total</b>	<b>154,631</b>	<b>157,059</b>	<b>169,247</b>
Retail: common parts	23,428	24,114	23,906
Retail: direct use in retail units	4,633	4,270	4,390
Residential: common parts	4,392	3,276	96
All property types: on-site vehicles	599	679	652
Fuel consumption from service providers' on-site vehicles and equipment	162	nr	nr
All property types: district heating and cooling	-	-	-
<b>Sub-total</b>	<b>187,846</b>	<b>189,396</b>	<b>198,433</b>
<i>Scope (managed properties)</i>	<i>102/106</i>	<i>103/104</i>	<i>94/105</i>
<b>Corporate</b>			
Group offices	971	1,753	1,900
<b>Overall</b>			
<b>Total</b>	<b>188,817</b>	<b>191,149</b>	<b>200,333</b>
Proportion of purchased energy from renewable sources	77%	78%	79%
Proportion of total energy from renewable sources	77%	78%	79%
<b>Energy generated on site (MWh and %)</b>			
Solar PV (including energy exported to the grid)	1,763	1,131	782
CHP (electricity generated)	361	879	1,664
CHP (heat generated)	469	nr	nr
<b>Total generated</b>	<b>2,592</b>	<b>2,011</b>	<b>nr</b>
Proportion of energy use in common parts and shared services	2.79%	1.90%	1.46%
Proportion of all energy use	1.37%	1.05%	0.83%

<sup>a</sup>Restated 2019 as more accurate data became available for residential properties.

## Energy use continued

Fig. 29 Total energy by fuel type

		MWh	
		2020	2019
<b>British Land Group</b>			
Natural gas consumed	Self-generation of heat	35,847	31,523
	Self-cogeneration or self-trigeneration	415	192
	<b>Sub-total</b>	<b>36,262</b>	<b>41,813</b>
Diesel consumed	Self-generation of electricity	40	58
	Other	669	727
	<b>Sub-total</b>	<b>710</b>	<b>785</b>
Gas oil consumed	Self-generation of electricity	275	315
Petrol consumed	Other	36	33
<b>Total</b>		<b>37,283</b>	<b>42,946</b>

## Energy use continued

Fig. 30 Building energy index and intensity

(A) Assurance covers total 2020 data only.

		Total 2016 to 2020	Change 2019 to 2020	2019	2009
<b>Energy intensity reduction (index scored)</b>					
Offices		56%	33%	42%	Baseline
Retail - enclosed		63%	8%	58%	Baseline
Retail - open air		27%	-4%	29%	Baseline
<b>Overall</b>		<b>55%</b>	<b>26%</b>	<b>44%</b>	<b>Baseline</b>
<b>Energy intensity</b>					
Offices	kWh/m <sup>2</sup>	102.99	-24%	136.40	235.21
Retail - enclosed	kWh/m <sup>2</sup>	132.10	-11%	149.02	353.71
Retail - open air	kWh/car park space	160.46	0%	161.06	221.10
<i>Scope (managed properties)</i>		<i>73/73</i>		<i>70/70</i>	<i>75/81</i>
<b>Other energy intensity measures</b>					
Residential: common parts	kWh/m <sup>2</sup>	177.08	52%	116.80	nr
Group occupied floors	kWh/m <sup>2</sup>	113.44	-23%	147.73	nr

Fig. 31 Energy efficiency - developments

	2020	2019	2018
% better than relevant Building Regulations (average)	27%	25%	26%
<i>Scope (development projects)</i>	<i>13/13</i>	<i>16/16</i>	<i>14/14</i>

## Water use

Fig. 32 Total water consumption

	Mains water use (m <sup>3</sup> )			Non-mains water use (m <sup>3</sup> )						Total water use (m <sup>3</sup> )		
	2020	2019	2018 <sup>a</sup>	Borehole water			Water from on-site harvesting			2020	2019	2018
				2020	2019	2018	2020	2019	2018			
<b>Managed portfolio</b>												
Offices: whole building	459,650	429,824	484,888	-	-	-	836	1,409	733	460,486	431,233	529,943
Retail: common parts	339,072	102,923	75,890	12,738	18,735	11,013	2362	391	378	354,172	122,049	86,278
<i>Scope (managed properties)</i>	<i>74/76</i>	<i>45/69</i>	<i>41/70</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>74/76</i>	<i>45/69</i>	<i>41/70</i>
<b>Corporate</b>												
Group offices	920	nr	nr	-	-	-	-	-	-	920	nr	nr
<b>Overall</b>												
<b>Total</b>	<b>798,722</b>	<b>532,747</b>	<b>560,778</b>	<b>12,738</b>	<b>18,735</b>	<b>11,013</b>	<b>3,198</b>	<b>1,800</b>	<b>1,111</b>	<b>814,658</b>	<b>553,282</b>	<b>616,221</b>

<sup>a</sup>Restated for 2018.

Fig. 33 Like-for-like total water consumption

	Non-mains water use (m <sup>3</sup> )				Total water use (m <sup>3</sup> )		
	Borehole water		Water from on-site harvesting		2020	Change 2019 to 2020	2019
	2020	2019	2020	2019			
<b>Managed portfolio</b>							
Offices: whole building	-	-	836	1,409	381,075	-10%	425,278
Retail: common parts	12,738	18,735	669	391	121,048	27%	95,016
Residential: common parts	-	-	-	-	-	-	-
<b>Total</b>	<b>12,738</b>	<b>18,735</b>	<b>1,505</b>	<b>1,800</b>	<b>502,123</b>	<b>-3%</b>	<b>520,294</b>
<i>Scope (managed properties)</i>	<i>1/1</i>	<i>1/1</i>	<i>3/3</i>	<i>1/3</i>	<i>39/39</i>		<i>39/39</i>

## Water use continued

Fig. 34 Building water index and intensity

		Total 2016 to 2020	Change 2019 to 2020	2019	2009
<b>Water intensity reduction (index scored)</b>					
Offices		34%	47%	23%	Baseline
Retail - enclosed		nr	-	nr	Baseline
Retail - open air		nr	-	nr	Baseline
<b>Overall</b>		<b>34%</b>	<b>-</b>	<b>nr</b>	<b>Baseline</b>
<b>Water intensity</b>					
Offices	m <sup>3</sup> / FTE	12.11	-14%	14.09	18.31
Retail - enclosed	m <sup>3</sup> / 10,000 visitors	13.49	-	nr	14.51
Retail - open air	m <sup>3</sup> / 10,000 visitors	15.35	-	nr	3.42
<i>Scope (managed properties)</i>		<i>56/57</i>		<i>28/40</i>	<i>17/41</i>
<b>Other water intensity measures</b>					
Residential: common parts	m <sup>3</sup> / m <sup>2</sup>	7.0	-	nr	nr
Group occupied floors	m <sup>3</sup> / FTE	2.5	-	nr	nr

## Waste and materials

Fig. 35 Waste management - managed portfolio and corporate

(A) Assurance covers total 2020 non-hazardous managed waste data and proportion by disposal route only.

	Managed portfolio						Corporate			Total		
	Offices			Retail			British Land offices					
	2020	2019	2018	2020	2019	2018	2020	2019	2018	2020	2019	2018
<b>Non-hazardous managed waste (tonnes)</b>												
Re-use	4	11	14	25	8	26	-	-	-	30	19	40
Composting	1,193	1,362	1,492	841	1,037	1,340	4	5	4	2,038	2,404	2,836
Recycling	2,800	3,280	2,995	5,184	5,100	5,327	13	15	10	7,997	8,395	8,332
Incineration with energy recovery	1,584	2,072	2,744	5,777	6,101	6,134	7	8	10	7,368	8,182	8,887
Landfill	-	-	-	2	2	6	-	-	-	2	2	6
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>5,581</b>	<b>6,725</b>	<b>7,244</b>	<b>11,829</b>	<b>12,249</b>	<b>12,833</b>	<b>24</b>	<b>28</b>	<b>24</b>	<b>17,434</b>	<b>19,002</b>	<b>20,100</b>
<b>Proportion by disposal route (%)</b>												
Re-use	0%	0%	0%	3%	0%	0%	-	-	-	0%	0%	0%
Composting	21%	20%	21%	7%	8%	10%	17%	16%	17%	12%	13%	14%
Recycling	50%	49%	41%	44%	42%	42%	53%	53%	43%	46%	44%	41%
Incineration with energy recovery	28%	31%	38%	49%	50%	48%	30%	31%	41%	42%	43%	44%
Landfill	0%	0%	0%	0%	0%	0%	-	-	-	0%	0%	0%
Other	-	-	-	-	-	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>38/40</i>	<i>43/46</i>	<i>33/39</i>	<i>47/50</i>	<i>34/36</i>	<i>34/48</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>85/90</i>	<i>77/82</i>	<i>67/87</i>
<b>Hazardous managed waste (tonnes)</b>												
Recycling	6	5	nr	2	0.0	nr	-	-	nr	8	5	nr
Incineration	1	6	nr	0.1	0.3	nr	-	-	nr	1	7	nr
Landfill	-	-	nr	0.0	0.0	nr	-	-	nr	-	-	nr
<b>Total</b>	<b>7</b>	<b>12</b>	<b>4</b>	<b>2.1</b>	<b>0.3</b>	<b>nr</b>	<b>-</b>	<b>-</b>	<b>0.15</b>	<b>9</b>	<b>12</b>	<b>4.15</b>
<b>Proportion by disposal route (%)</b>												
Recycling	80%	45%	nr	96%	0%	nr	0%	0%	nr	84%	44%	nr
Incineration	20%	55%	nr	4%	100%	nr	0%	0%	nr	16%	56%	nr
Landfill	0%	0%	nr	0%	0%	nr	0%	0%	nr	0%	0%	nr
<i>Scope (managed properties)</i>	<i>38/40</i>	<i>34/36</i>	<i>28/39</i>	<i>47/50</i>	<i>43/46</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>85/90</i>	<i>77/82</i>	<i>28/87</i>

## Waste and materials continued

Fig. 36 Like-for-like waste management - managed portfolio

(A) Assurance covers total 2020 data and proportion by disposal route only.

	Managed portfolio						Total 2019
	Offices		Retail		2020	Change 2019 to 2020	
	2020	2019	2020	2019			
<b>Non-hazardous managed waste (tonnes and %)</b>							
Re-use	4	11	25	8	30	55%	19
Composting	1,159	1,362	735	995	1,894	-20%	2,357
Recycling	2,671	3,238	4,790	5,035	7,461	-10%	8,273
Incineration with energy recovery	1,540	2,036	5,077	5,893	6,617	-17%	7,929
Landfill	0	0	2	2	2	-25%	2
Other	-	-	-	-	-	-	0
<b>Total</b>	<b>5,373</b>	<b>6,647</b>	<b>10,629</b>	<b>11,933</b>	<b>16,002</b>	<b>-14%</b>	<b>18,580</b>
<b>Proportion by disposal route (%)</b>							
Re-use	0%	0%	0%	0%	0%	0%	0%
Composting	22%	20%	7%	8%	12%	-1%	13%
Recycling	50%	49%	45%	42%	47%	2%	45%
Incineration with energy recovery	29%	31%	48%	49%	41%	-1%	43%
Landfill	0%	0%	0%	0%	0%	0%	0%
Other	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>33/33</i>	<i>33/33</i>	<i>43/43</i>	<i>43/43</i>	<i>76/76</i>		<i>76/76</i>

## Waste and materials continued

Fig. 37 Waste management - developments

(A) Assurance covers overall total 2020 data only. Assurance excludes waste diverted from landfill through re-use on site and landfilled tax costs (£).

	2020		2019	2018
	Landfill tax costs (£)	Waste (tonnes)	Waste (tonnes)	Waste (tonnes)
<b>Non-hazardous waste</b>				
Re-use on site	-	1,089	1	263
Re-use and recycling off site	-	69,275	48,040	77,427
Incineration	-	405	107	309
<b>Sub-total: diverted from landfill</b>	<b>-</b>	<b>70,769</b>	<b>48,148</b>	<b>77,998</b>
Landfill	52,176	571	293	650
<b>Total non-hazardous waste</b>	<b>52,176</b>	<b>71,340</b>	<b>48,442</b>	<b>78,648</b>
<b>Hazardous waste</b>				
Diverted from landfill	-	2	7	26
Landfill	40,998	449	7	48
<b>Total hazardous waste</b>	<b>40,998</b>	<b>451</b>	<b>14</b>	<b>74</b>
<b>Overall</b>				
<b>Total</b>	<b>93,174</b>	<b>71,791</b>	<b>48,456</b>	<b>78,722</b>
Re-use on site	-	2%	0%	0%
Re-use and recycling off site	-	96%	99%	98%
Incineration	-	1%	0%	0%
Landfill	-	1%	1%	1%
<i>Scope (development projects)</i>		<i>49/52</i>	<i>31/34</i>	<i>38/38</i>

## Waste and materials continued

Fig. 38 Sustainably sourced timber - developments

	Proportion from sustainable sources		
	2020	2019	2018
Forest Stewardship Council (FSC)	58%	91%	98%
Programme for the Endorsement of Forest Certification (PEFC)	42%	9%	2%
<i>Scope (development projects)</i>	<i>49/52</i>	<i>31/34</i>	<i>38/38</i>
<b>Overall</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Physical risks

Fig. 39 Flood risk

	2020	2019	2018
Proportion at high risk of flood (by value)	2%	3%	3%
High flood risk assets with flood management plans (by value)	100%	100%	100%
<i>Scope (assets under management)</i>	<i>174/174</i>	<i>178/179</i>	<i>230/234</i>

Fig. 40 Environmental compliance

	2020	2019	2018
Environmental non-compliance events	-	-	-
<i>Scope (managed properties and development projects)</i>	<i>161/164</i>	<i>138/138</i>	<i>142/151</i>

# Skills and opportunity

## Bright Lights

Fig. 41 People supported into employment

	Total 2016 to 2020
Apprentices at our places	91
Apprentices at our developments	238
Group apprentices	39
Through The Source Apprentice Support Service	280
Other local apprentice programmes	42
<b>Sub-total</b>	<b>690</b>
Starting Out programmes	321
Group graduate schemes and internships	52
Other employment programmes	682
<b>Total</b>	<b>1,745</b>

Fig. 42 Apprentices in our supply chain

	2020	2019	2018
<b>Prioritised supplier workforce who are apprentices</b>			
Subcontractors: managed portfolio	2.6%	2.6%	0.8%
Subcontractors: developments	1.6%	1.9%	2.0%
<b>Sub-total</b>	<b>2.4%</b>	<b>2.4%</b>	<b>1.2%</b>
Direct contractors	1.8%	3.0%	2.1%
<b>Overall</b>	<b>2.1%</b>	<b>2.4%</b>	<b>1.2%</b>
<i>Scope (out of prioritised suppliers)</i>	147/278	178/220	209/232

## Procurement

Fig. 43 Supplier Code of Conduct

	2020	2019
<b>British Land Group</b>		
Strategic suppliers signed up to our Supplier Code of Conduct	96%	53%
<i>Scope</i>	48/50	34/64

Fig. 44 Spend within 25 miles and with SMEs - developments<sup>a</sup>

	2020	2019	2018
Direct contractors' spend with subcontractors	£451m	£256m	£356m
Spend with SMEs	42%	40%	37%
Spend within 25 miles	66%	66%	71%
Spend within borough	44%	44%	22%
<i>Scope (development projects)</i>	9/10	5/6	11/12

<sup>a</sup>Cumulative spend on active developments.

Fig. 45 Prompt payment

### British Land Group

The British Land Company PLC (Company number: 00621920) is a signatory of the Prompt Payment Code which sets standards for payment practices and best practice and is administered by the Chartered Institute of Credit Management on behalf of the Department for Business, Energy and Industrial Strategy (BEIS). Regulations made under Section 3 of the Small Business, Enterprise and Employment Act 2015 (and, for limited liability partnerships (LLPs), the Limited Liability Partnerships Act 2000), introduce a duty on the UK's largest companies and LLPs to report on a half-yearly basis on their payment practices, policies and performance.

The company's latest submission can be obtained at the following location:

<https://check-payment-practices.service.gov.uk/search>

## Supplier workforce

Fig. 46 Supplier workforce paid at least Living Wage Foundation rate

	2020	2019	2018
<b>Proportion by hours worked (%)<sup>a</sup></b>			
Offices	99%	99%	100%
Retail	59%	37%	44%
<b>Overall</b>	<b>78%</b>	<b>66%</b>	<b>70%</b>
<i>Scope (managed properties)</i>	<i>100/100</i>	<i>103/103</i>	<i>92/101</i>

<sup>a</sup>From 2019, supplier workforce excludes Broadgate Estates employees.

## Group employment

Fig. 47 Employment

	Total number of employees			Part time employees			Full time employees		
	2020	2019	2018 <sup>β</sup>	2020	2019	2018	2020	2019	2018
<b>British Land Group</b>									
Male	269.7	260.1	352.7	2.7	1.1	2.0	267.0	259.0	350.7
Female	278.7	281.1	335.1	37.7	40.1	33.7	241.0	241.0	301.4
<b>All</b>	<b>548.4</b>	<b>541.1</b>	<b>687.8</b>	<b>40.4</b>	<b>41.1</b>	<b>35.6</b>	<b>508.0</b>	<b>500.0</b>	<b>652.2</b>

<sup>β</sup>The reduction in our total number of employees is due to the sale of our third-party property management portfolio in 2018.

## Group employment continued

Fig. 48 New employees

		2020	2019	2018
<b>British Land Group</b>				
New employees		69.4	91.7	135.2
New hires rate		12%	17%	20%
<b>New hires by gender</b>				
Proportion of new hires	Male	58%	36%	46%
	Female	42%	64%	54%
New hires rate	Male	15%	12%	18%
	Female	10%	21%	22%
<b>New hires by management levels</b>				
Proportion of new hires	Board Directors	0%	1%	0%
	Senior management	8%	11%	19%
	Middle management and non-management	92%	88%	81%
New hires rate	Board Directors	0%	8%	0%
	Senior management	5%	9%	11%
	Middle management and non-management	15%	19%	24%
<b>New hires by age</b>				
Proportion by age	Age 18 - 25	17%	13%	12%
	Age 26 - 46	63%	72%	76%
	Age 47 - 60	20%	14%	12%
	Age 61 +	0%	1%	0%
New hires rate	Age 18 - 25	46%	80%	58%
	Age 26 - 46	12%	18%	22%
	Age 47 - 60	9%	8%	10%
	Age 61 +	0%	9%	0%

## Group employment continued

Fig. 49 Employee turnover

		2020	2019	2018
<b>British Land Group</b>				
Total departures <sup>a</sup>		66.0	101.9	100.9
Departures rate		12%	19%	15%
<b>Turnover by gender</b>				
Proportion by gender	Male	48%	46%	49%
	Female	52%	54%	51%
Turnover rate	Male	12%	18%	14%
	Female	12%	19%	15%
<b>Turnover by management levels</b>				
Proportion by management level	Board Directors	2%	2%	0%
	Senior management	21%	13%	24%
	Middle management and non-management	78%	85%	76%
Turnover rate	Board Directors	10%	15%	0%
	Senior management	12%	13%	10%
	Middle management and non-management	12%	20%	17%
<b>Turnover by age</b>				
Group total	Age 18 - 25	2%	7%	5%
	Age 26 - 46	61%	69%	75%
	Age 47 - 60	35%	21%	19%
	Age 61 +	3%	4%	2%
Turnover rate	Age 18 - 25	4%	46%	17%
	Age 26 - 46	11%	19%	16%
	Age 47 - 60	15%	15%	11%
	Age 61 +	15%	32%	7%

<sup>a</sup>We have excluded from our turnover calculations the employees who transferred to a new employer under TUPE regulations following the sale of our third-party property management portfolio in 2018.

## Group employment continued

Fig. 50 Salary and remuneration<sup>a</sup>

<sup>(A)</sup> Assurance covers 2020 data only.

	Median based salary and gender ratios					Median remuneration and gender ratios				
			2020	2019	2018			2020	2019	2018
	Male	Female	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)	Male	Female	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)
<b>British Land Group<sup>b</sup></b>										
Executive Directors	£686,986	-	0%	-	-	£1,055,489	-	-	-	-
Senior management	£126,000	£114,400	91%	94%	98%	£180,192	£160,021	89%	87%	89%
Middle management and non-management	£57,630	£41,350	72%	73%	71%	£66,814	£47,578	71%	74%	69%
<b>Paid Living Wage Foundation wage</b>										
British Land Group			100%	100%	100%					

<sup>a</sup>In Fig. 50, we use median salary to compare gender pay ratios of employees at the same employment level. In Fig. 51, we report the mean and median gender pay ratio using the UK Government reporting methodology, which compares across all employees, not by employment level.

<sup>b</sup>Following an organisational change in 2018, we now report British Land Group data. 2018 data has been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

## Group employment continued

Fig. 51 Gender pay gap

	Difference between men and women			
	Gender pay gap		Gender bonus gap	
	Mean (average)	Median (middle)	Mean (average)	Median (middle)
	2019			
<b>British Land</b>	35.1%	34.9%	56.9%	64.5%
<b>Broadgate Estates</b>	31.7%	37.7%	62.5%	43.1%

	Proportion of employees receiving a bonus	
	2019	
	Male	Female
<b>British Land</b>	81.3%	84.2%
<b>Broadgate Estates</b>	92.6%	73.7%



[View our gender pay gap information](#)

	Proportion of male and female employees in quartile pay bands	
	2019	
	Male	Female
<b>British Land</b>		
Lower quartile	32.4%	67.6%
Lower middle quartile	41.2%	58.8%
Upper middle quartile	52.9%	47.1%
Upper quartile	69.6%	30.4%
<b>Broadgate Estates</b>		
Lower quartile	20.8%	79.2%
Lower middle quartile	26.5%	73.5%
Upper middle quartile	71.4%	28.6%
Upper quartile	77.1%	22.9%

## Group employment continued

Fig. 52 CEO to employee pay ratio

	2020	2019 <sup>a</sup>	2018
<b>British Land Group</b>			
Ratio of CEO compensation to median employee compensation	22:1	22:1	35:1

<sup>a</sup>2019 figures have been restated in line with the Annual Report.

Fig. 53 Employee diversity - gender

	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
<b>British Land Group</b>						
Board	70%	30%	77%	23%	75%	25%
Senior management level	65%	35%	67%	33%	67%	33%
Middle management and non-management	45%	55%	43%	57%	48%	52%
<b>Overall</b>	<b>49%</b>	<b>51%</b>	<b>48%</b>	<b>52%</b>	<b>51%</b>	<b>49%</b>

Fig. 54 Employee diversity - age

	2020				2019				2018			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
<b>British Land Group<sup>b</sup></b>												
Board	0%	10%	80%	10%	0%	8%	77%	15%	0%	8%	75%	17%
Senior management	0%	67%	29%	3%	0%	71%	27%	2%	0%	68%	31%	1%
Middle management and non-management	6%	67%	25%	2%	3%	70%	25%	2%	5%	68%	24%	3%
<b>Overall</b>	<b>5%</b>	<b>66%</b>	<b>27%</b>	<b>3%</b>	<b>3%</b>	<b>69%</b>	<b>27%</b>	<b>2%</b>	<b>4%</b>	<b>67%</b>	<b>26%</b>	<b>3%</b>

<sup>b</sup>Following an organisational change in 2018, we now report British Land Group data. 2018 data has been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

## Group employment continued

Fig. 55 Employee diversity - ethnicity

	2020	2019	2018
<b>British Land Group</b>			
Asian	4%	2%	3%
Black	2%	0.2%	2%
Mixed	2%	1%	2%
Other	0.5%	0.2%	1%
White	49%	38%	61%
Not disclosed	42%	59%	31%

Fig. 56 Employee training - average hours

	2020			2019			2018		
	Male	Female	All	Male	Female	All	Male	Female	All
<b>British Land Group</b>									
Executive Directors	44.4	0	44.4	11.4	-	11.4	26.5	-	26.5
Senior management	29.8	28.7	29.4	14.4	14.6	14.5	27.5	25.7	26.9
Middle management and non-management	22.0	21.9	21.9	14.1	12.4	13.1	11.0	12.6	11.8
<b>Overall</b>			23.6			13.4			14.2

## Group employment continued

Fig. 57 Employee training - proportion by category

	Proportion of employees trained <sup>a</sup>		
	2020	2019	2018
<b>British Land Group</b>			
Anti-bribery and corruption	100%	100%	100%
Health and safety	100%	100%	100%
Information security	100%	100%	100%
Data Protection (GDPR awareness)	100%	100%	Launched

<sup>a</sup>May exclude new starters, who have six weeks to complete the mandatory training.

Fig. 58 Annual performance review

	2020		2019		2018	
	Male	Female	Male	Female	Male	Female
British Land Group <sup>b</sup>	100%	100%	100%	100%	100%	100%

<sup>b</sup>Covers all employees present from the beginning of the performance review year.

# Reporting criteria 2020

## Contents

<b>Introduction</b>	<b>50</b>
<b>Performance overview</b>	<b>52</b>
<b>Wellbeing</b>	<b>52</b>
Sense of wellbeing	52
Biodiversity	52
Health and safety	52
<b>Community</b>	<b>55</b>
Community engagement	55
Volunteering	55
Contributions and investment	55
Considerate constructors	57
<b>Futureproofing</b>	<b>58</b>
Building certifications	58
Financial	58
Carbon emissions	59
Energy use	62
Resource use intensity	63
Water use	66
Waste and materials	66
Physical risks	67
<b>Skills and opportunity</b>	<b>68</b>
Bright Lights	68
Procurement	68
Supplier workforce	69
Group employment	69

## Introduction

***The following sets out the overall principles, boundaries, scope and methodologies applied when reporting sustainability data in our 2020 Annual Report and Accounts, Sustainability Accounts and corporate website. Further explanations are provided in each section of these Reporting Criteria.***

### Principles

- We report data on issues relevant to our sustainability strategy.
- Data reported is meaningful and consistent with the explanatory notes.
- Data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the Report.
- Data is as accurate and complete as practical and feasible.
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time.
- Assumptions, estimates and exclusions are stated and explained.
- Certain key data is independently assured (see below).
- We aim to ensure data is as accurate and comparable between years as possible. Where updated or new data is available, we restate data for prior years where the restatement is material. Details of restatements are provided in the relevant sections of these Reporting Criteria.
- Rounding may mean that some columns do not sum precisely.

### Assurance

- We engaged DNV GL to perform independent limited assurance of a selection of our most material 2020 data.
- We have designed, implemented and maintained internal controls and processes over information relevant to the measurement and preparation of the assured data, that to the best of our knowledge is free from material misstatement, whether due to fraud or error.
- Where data in this Report has been assured, this is explicitly stated.
- DNV GL's assurance report is included in this Report in the Assurance Statement section. Data included in the scope of DNV GL's assurance is outlined in this section.
- This is DNV GL's first year as our assurance partner. The previous nine years of assurance on selected sustainability data was undertaken by PwC.

### Standard Terms

- Assets – properties and developments.
- Assets under management – all assets owned and managed by British Land including 100% of all joint ventures and funds.

- Managed portfolio – multi-let properties where we have operational or management influence or control over the day-to-day operation of the facilities and utilities.
- Group offices – floors and areas occupied by British Land, including our property management offices.
- ‘nr’ – data is not available and has not been reported.
- ‘n/a’ – data is not applicable.
- ‘-’ indicates zero.

### Scope

- In May 2018, we brought our wholly-owned property management subsidiary, Broadgate Estates, in-house, selling its third-party property management portfolio to Savills. Broadgate Estates data is now included within British Land and Group data, unless stated otherwise.
- We report data where we have day-to-day operational or management influence (our ‘managed portfolio’). This includes assets 100% owned by British Land and those where we have a stake in a joint venture or investment fund. As at 31 March 2020, our managed portfolio comprises 83% of our assets under management.
- Exceptions are Sustainability Ratings, Flood Risk and Greenhouse Gases, where we report on 100% of assets under management.
- We report much of our managed portfolio data by portfolio type: offices, retail and residential. For index intensity ratios, we categorise retail assets by ‘enclosed’ and ‘open air’.
- We report on active developments, between 1 April 2019 and 31 March 2020, with planning permission, developments under construction

and developments completed in this financial year, unless otherwise stated. We do not pro-rate information for joint venture developments. We report developments data by construction value: small (£300,000 to £5 million) and major (over £5 million). Multiple small developments with the same contractor are also reported as small. Developments with a construction value less than £300,000 are not reported.

- All 2020 data in this Report covers our financial year from 1 April 2019 to 31 March 2020.
- Most data tables in this Report show the number of assets reporting, over the total number of assets, where that data is applicable.
- Data for properties acquired, sold or under our

operating influence is reported from the date of purchase/management until the date of sale/management handover.

- We aim to capture all relevant data, but, where this is not feasible, we estimate data and pro-rate available data wherever practical. Where we estimate, we make this clear in the reporting criteria.
- Since 2015, all our developments and managed properties are in the UK.
- To enable clearer comparison of performance over time, we report like-for-like performance in line with guidelines from the European Public Real Estate Association (EPRA) that assets have been part of the portfolio for the last two years. Assets that are in scope but have not reported data are excluded from the like-for-like comparison.

**Table 1: Managed portfolio**

	Number of assets		
	2020	2019	2018
Offices <sup>a</sup>	45	46	43
Retail <sup>b</sup>	56	58	58
Residential <sup>y</sup>	10	10	12
<b>Total</b>	<b>111</b>	<b>114</b>	<b>113</b>

<sup>a</sup>Offices now includes our flexible workspace offices, Storey. <sup>b</sup>Includes one industrial and three leisure assets.

<sup>y</sup>Residential units belonging to one estate reported jointly.

**Table 2: Our developments**

	Number of projects		
	2020	2019	2018
In planning/design	11	9	8
In construction/ completed	52	34	38
Non-managed	0	0	0
<b>Total</b>	<b>63</b>	<b>43</b>	<b>46</b>

# Performance overview

## Fig. 1: Overview

- Covers key performance indicators for our overall sustainability strategy and four focus areas.
- For detail on scope and methodology against each indicator, refer to the relevant focus area section of the Reporting Criteria.
- Sustainability Action Plans have been superseded by Local Charter activities; see Fig. 8. Our Local Charter covers community, wellbeing, skills and opportunity. Futureproofing initiatives are covered through Asset Plans, which include provisions for identifying climate-related risks and opportunities, such as flood risk assessments and audits to identify energy saving opportunities.

- Results from surveys conducted at new assets were included.
- Percentage scores are for the percentage of total respondents rating each variable 4/5 or 5/5, excluding '0' or 'N/A'.
- For 'Visitor perception of wellbeing', respondents rated each of the following 4/5 or 5/5: "How would you rate [name of centre] for cleanliness, quality of architecture and landscaping, personal safety and security and signage?" From 2019, we have also included a rating on 'Atmosphere' to align with appraisal of our campus assets. In 2016 and 2017, respondents also rated quality and width of walkways.

- Each rating metric was measured by asking "How would you rate [name of campus] in terms of the following aspects? (Rating question) 1 = Very poor and 5 = Excellent, 0 = N/A".
- For 2020, 3,025 responses were recorded.
- Percentage scores are for the percentage of respondents rating each variable 4/5 or 5/5, of all respondents who answered that question, excluding '0 = N/A'.
- For 'Campus user perception of wellbeing', respondents rated each of the following 4/5 or 5/5: "How would you rate [name of centre] for cleanliness, quality of architecture and landscaping, personal safety and security, signage and quality of atmosphere?"

## Wellbeing

### Sense of wellbeing

#### Fig. 2: Visitor Wellbeing Scores

We conduct satisfaction surveys across our retail and office portfolios, asking occupiers and visitors questions about their experience of visiting and/or working at our assets. Respondents are not incentivised to complete surveys.

#### Retail visitors

- An external consultancy conducts visitor surveys on our behalf. These surveys target visitors at the end of their visit. Questions are asked concerning shopping behaviours, habits, experiences and sentiment towards our shopping destinations.
- Each rating metric was measured by asking "How would you rate [name of centre] in terms of the following aspects? (Rating question) 1 = Very poor and 5 = Excellent, 0 = N/A".
- For 2020, 16,357 responses were recorded.

#### Retail occupiers

- We no longer undertake formal retailer satisfaction surveys and have therefore ceased reporting these numbers. We do, however, use our regular CRM process to gather feedback from our retail occupiers.

#### Campus visitors

- We have made changes to our approach to conducting surveys on our office campuses. Whilst occupier surveys aimed at the senior level executives and those with operational responsibilities are still undertaken, more wellbeing insight is gathered by conducting campus visitor surveys.
- Campus visitor surveys have been aligned with our approach to retail visitor surveys, providing us with a more consistent and richer dataset.
- An external consultancy conducts campus visitor surveys on our behalf. These surveys target visitors at the end of their visit. Questions are asked concerning campus visit behaviours, habits, experiences and sentiment towards our campus destinations.

#### Total portfolio

- The total portfolio rating was calculated by weighting the retail and office scores by their respective value against the total portfolio value.

## Biodiversity

### Fig. 3: Biodiversity – Developments

- Covers major developments which have external works; excludes internal refurbishments.
- Information is based on formal ecologists' reports or design team commitments, where applicable.

## Health and safety

### Figs. 4-7: Methodology – RIDDOR Reporting

- The reporting criteria below relate to RIDDOR reporting for all British Land managed activities in our properties, developments and Group offices.
- British Land, our managing agents or development

project managers are required to report all fatalities and specified injuries that occur to anyone (including employees, contractors and visitors) in the common parts and the vacant space of our multi-let properties to the Health and Safety Executive (HSE) or the relevant local authority. This requirement is set out under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), which amended the 1995 and 2012 Regulations.

- In relation to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work.
- A specified injury is defined as:
  - Fractures, other than to fingers, thumbs and toes.
  - Amputations.
  - Any injury likely to lead to permanent loss of sight or reduction in sight.
  - Any crush injury to the head or torso causing damage to the brain or internal organs.
  - Serious burns (including scalding): which covers more than 10% of the body / causes significant damage to the eyes, respiratory system or other vital organs.
  - Any scalping requiring hospital treatment.
  - Any loss of consciousness caused by head injury or asphyxia.
  - Any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness / requires resuscitation or admittance to hospital for more than 24 hours.
- Accidents or incidents that result in someone being unable to work for more than seven days are also reportable under the RIDDOR. Accidents to members of the public (visitors) are reportable

if they result in an injury and the person is taken directly to hospital for treatment. Reporting of ill health is not required unless it is caused or made worse by the person's work activity. Certain near-miss events must also be reported as dangerous occurrences, including incidents involving lifting equipment, pressure systems, electrical incidents causing explosion or fire, and collapse of scaffolding.

#### Figs. 4 and 6: Scope – Managed Portfolio

Table 3: Scope of health and safety reporting

Property type	Total properties	Properties not reporting
Offices	45	0
Retail	56	0
Residential	11	0
<b>Total</b>	<b>112</b>	<b>0</b>

- For our multi-let properties, health and safety data applies to the common parts and vacant space where British Land has responsibility to manage. Space occupied and managed directly by occupiers (i.e. their own demises) is outside our reporting scope.
- For our Group offices, health and safety data applies to the demised areas where British Land has management responsibility.
- Reportable incidents are grouped by year, based upon the date they occurred
- Group offices – safety incidents reported to British Land, occurring in demises occupied by employees. This covers accidents to permanent employees, contractors and visitors.
- Injury Incidence Rates (RIDDOR) – formerly referred to as Accident Frequency Rates (AFRs) – are calculated as follows:
  - Offices – Total reportable accidents over the period / Total people working in each office building over the period x 100,000. Data for total people working in each office building is calculated as an average FTE for a period. Occupiers provided this data by email and there might be differences in reporting methodologies; we therefore accept there may be up to 10% variance in the reported FTE data. In 2018 and 2019, FTE data generally excludes flexible workspace leases.
- Managed portfolio – safety incidents reported to British Land.

#### Fig. 4: Accidents – Managed Portfolio and Corporate

- Retail – Total reportable accidents over the period / Total footfall over the period x 100,000.
- Group offices – Total reportable accidents over the period / Total number of British Land employees over the period x 100,000.
- Does not include dangerous occurrences.
- Injury Frequency Rate is calculated as Total reportable accidents over the period / Total time worked by all British Land employees over the period per 100,000 hours worked.
- The number of incidents in Retail in 2018 was amended to 31 (previously reported as 30), as one incident which occurred at the end of 2018 was not reported in time for last year's reporting.
- The diseases column has been removed, as there was nothing to report.

### Fig. 5: Accidents – Developments

- Developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Injury Frequency Rate refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over seven-day injury totals) per 100,000 hours worked (that is, RIDDOR reportable injuries x 100,000 / Number of hours worked).
- Number of hours worked data is estimated for small developments without a digital security system to record hours: (average number of personnel per day) x (hours worked per day) x (days worked in the month).

### Fig. 6: Health and Safety – Compliance

- British Land's health and safety management system has been certified by the British Standards

Institution (BSI) under BS OHSAS 18001. Within this system, there are objectives for our managed portfolio, Group offices and developments.

- Incidents of non-compliance – the number of HSE Prohibition Notices and Improvement Notices served.

### Managed portfolio and Group offices

- For our managed portfolio sites and group offices, key metrics to monitor health and safety management are:
  - Risks controlled at annual audit: Risks identified and classified. We target our management agents to ensure that 90% of all risks are deemed to be 'under control' during the annual assessment.
  - Uncontrolled risks resolved: We monitor the time it takes for managing agents to complete all actions required to convert a risk which 'requires action' to 'under control'.
  - Statutory document compliance: We require all documents required by statute and by British Land's own standards to be available on site and valid. This includes lift inspection reports and legionella risk assessments.
- Where a new property is acquired and British Land has management responsibility, a risk assessment audit is undertaken within two weeks. This risk assessment is based on the HSE's Five Steps approach and adopts the scoring methodology of PAS 79 and other guidance issued by the BSI.

### Developments

- For our developments, we use a number of metrics to monitor health and safety management:
  - Risk Registers: All risk registers are reviewed

to ensure principal contractors are controlling risks appropriately.

- Construction Phase Health and Safety Plans: Construction does not commence until a health and safety plan is implemented.
- Health and Safety File: The health and safety file is maintained for each construction project and made available to all relevant personnel.

### Fig. 7: Lost Working Days

- Absentee rate covers general absenteeism due to sickness. It includes lost days from work-related accidents.
- The absentee rate is calculated as total days lost, relative to the total number of days scheduled to be worked by employees.
- Lost day rate specifically covers lost days from work-related accidents and diseases.
- Lost day rate is calculated as the total lost days from RIDDOR reportable injuries and occupational diseases per 100,000 hours worked (that is, Lost days x 100,000 / Number of hours worked).
- All lost days are calculated from the moment an employee leaves work (half day, for example) or does not arrive at work.
- Working days in the year are calculated as the average FTE x 260. The average FTE is based on FTEs at the start and the end of the year.

## Community

### Community engagement

#### Fig. 8: Local Charter and Community Engagement

- Through our Local Charter activities, we consult with and support local communities to create a lasting positive legacy. Our Charter commitments include connecting with local communities, supporting educational initiatives for local people, supporting local training and jobs, supporting local businesses and contributing to local people's wellbeing and enjoyment.
- We are focusing on delivering our Local Charter at our key assets and developments, where we have on-site teams who can work closely with local people and community groups. This includes our London campuses, retail assets with significant on-site personnel resource and developments with a construction value over £25m.
- Progress implementing our Local Charter at key assets and major developments is calculated by assigning the following scores, weighted based on 2018 asset value to provide meaningful results:
  - Full marks for assets with best practice or good performance.
  - 50% for assets that made a good start.
  - 0% for assets that made no real progress or where no information was available.
- Proportion of assets (floor area) where Local Charter or other community activity is implemented is reported in line with EPRA guidance, as a percentage of total floor space (for all assets, excluding developments).
- Our Local Charter is available online here: [www.britishland.com/policies](http://www.britishland.com/policies).

### Volunteering

#### Fig. 9: British Land Employee and Key Supplier Volunteering

All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment: [www.lbg-online.net](http://www.lbg-online.net)

#### British Land employees

- Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. Other contractors working at our Head Office are not included from 2017.
- Volunteering (% and hours) data excludes British Land's Property Management arm, formerly Broadgate Estates Ltd, which was brought in-house in May 2018. This is to ensure the % target is based on like-for-like data and that year-on-year performance is clear.
- Volunteering (% and hours) covers participation in our volunteering programme and other activities that directly benefit community organisations, undertaken during working hours. The percentage is based on the average FTE figure across the four quarters during the reporting period.
- British Land volunteer absolute figures:
  - 2020: 191.
  - 2019: 226.
  - 2018: 197.
  - 2017: 210.
- Skills-based volunteering (%) is any input that uses specialist skills, personal talents and experiences to support non-profit organisations or business owners in disadvantaged communities. This includes charity trustees, school governors,

mentoring for non-profit organisations, expert support on strategic issues or specific projects. It does not include direct support for community beneficiaries unless the beneficiary is, for example, a business in a disadvantaged community seeking expert input. We follow LBG guidance to include employees that undertake skills-based volunteering solely outside paid working hours if it directly relates to our community investment programme.

#### Key suppliers

- Contracted suppliers at our managed properties and developments and Head Office.
- Time input by employees of British Land's Property Management arm, formerly Broadgate Estates Ltd, which was brought in-house in May 2018, was formerly captured in this category of data. However, this has been reported separately this year under '**British Land Property Management employees**'.
- Volunteering (hours) is the sum of time spent supporting community causes by British Land Property Management and contracted suppliers working at our managed properties, developments and Head Office. It relates to time during paid working hours only.

### Contributions and investment

#### Figs. 10-11: Scope

- Data covers community investment around our Head Office and managed portfolio, and non-mandatory community investment at our developments.
- Cash donations exclude VAT.
- Financial contributions related to creating new apprenticeships across our managed portfolio are only included if all the following criteria are met:
  - Payments are made to external bodies.

- British Land is not directly benefiting.
- Without British Land support, it is considered unlikely that the apprenticeship opportunities would exist.
- An appropriate structure is in place for the apprenticeships.
- British Land employee time (direct): Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. It only covers time contributed during paid working hours. Time spent supporting apprenticeships falls outside the scope of this data.
- In-kind contributions: Donations of space and equipment owned by British Land, based on cost rather than commercial value, in accordance with LBG guidelines.

### Figs. 10-11: Methodology

- All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment: [www.lbg-online.net](http://www.lbg-online.net).
- Direct employee time input: An average hourly value of time is calculated using information disclosed in our Annual Report on employee costs, employee numbers and directors' pay. This covers wages and salaries, social security costs, pension costs, equity-settled share-based payments and other elements of the benefits package for those on our payroll. Separate average hourly costs are calculated for Executive Directors and applied accordingly, excluding share incentive costs.
- From 2018, time input by employees of British Land's Property Management arm (formerly Broadgate Estates Ltd) based at our retail and office assets and those based at our Head Office is valued according to an average cost provided by HR. This includes salary, pension, healthcare,

bonus and car allowance. Separate values are attributed to retail and office property management teams. For the methodology for 2017, see page 48 of our [2017 Sustainability Accounts](#).

- Supplier time (Other) at our retail and office assets and time input at our developments are valued according to the latest Office for National Statistics UK average earnings data, with a 10% allowance for employers' National Insurance and 5% for pension contributions.

### Fig. 10: Community Investment (LBG)

- Direct community investment: British Land's financial contributions, employee time (during paid working hours) and in-kind (mainly space) donations. This year, for the first time, employee time data includes input by employees of British Land's Property Management arm (formerly Broadgate Estates Ltd), which was brought in-house in May 2018.
- Leveraged cash investment: Fundraising, funding at site level (through the service charge or marketing budget, if British Land is not the sole contributor) and other external funding leveraged as a direct result of our input or contributions.
- Key supplier workforce time (leveraged): Supplier time during working hours and British Land employee time outside working hours where it directly supports our community investment programme.
- Management costs: Overall management of our community investment programme, including employee salaries and benefits, spend relating to research, reporting and communications and other associated costs.
- The 2018 sub-total and total were restated by 0.001% due to an error, with £2,095,286 corrected to £2,095,268.

### Fig. 11: Community Programme Beneficiaries

- We look to measure the reach of our community investment programme by recording the number of individuals that directly benefited from our support during the reporting period. Data covers only those that received direct support through initiatives funded by British Land and/or through face-to-face assistance from British Land employees and key suppliers at our sites or through our Head Office. Details of beneficiary numbers are provided by the charity or community group supported or are reported by the individuals that provided support. We estimate data only if there is a reasonable basis upon which to do so.
- We do not report beneficiaries if we have provided core funding to a cause, as direct beneficiaries cannot be accurately measured. We also do not report visitors to local events such as carnivals and festivals fully or part funded by British Land as, again, direct beneficiaries cannot be accurately measured.
- If we part fund an initiative, we only report the number of beneficiaries that can be directly attributed to our contribution. However, we log 100% of direct beneficiaries if:
  - The initiative is fully led by British Land and/or our site teams and up to 50% of the full cost is provided by a joint venture partner.
  - The initiative is fully led by British Land and/or our site teams and the community partner has accessed up to 50% of the cost from other sources.
- If British Land employees or suppliers support a session/workshop and volunteers from other organisations are involved, we record the total number of beneficiaries attending, where it is deemed reasonable to do so.

- Community investment beneficiaries are categorised according to the key focus of each activity:
  - **Education:** Activities with learning outcomes, supporting hard or soft skills development, for those in full time, further or higher education. Also, sharing of expertise, such as mentoring staff at non-profit organisations and job-related training provided to teachers participating in projects.
  - **Employment and training:** Programmes specifically designed to support local people into employment, vocational training courses, interview and CV support for jobseekers, and mentoring support for those looking to start their own business or improve their current business. Includes apprenticeships at our managed properties that meet the criteria detailed in the scope of this data.
  - **Wellbeing, culture and leisure:** Causes focusing on social wellbeing, physical and mental health, sporting activities, celebratory events for local community groups, recreational classes for local people and other support not categorised elsewhere.
- benefit, regardless of land ownership.
- **Accessibility and transport:** Contributions to highways, roads or public spaces outside our ownership boundary, including payments made to local authorities.
- **Social welfare and community facilities:** Construction of community facilities and general support to community groups not captured in our community investment programme.
- **Community consultation:** Consultation around our development applications, including consultants' fees for attendance at events but excluding PR fees.
- **Expenses:** Sundry expenses relating to the above, excluding legal fees and council expenses.
- Figures are based on spend in the financial year.
- For affordable housing and construction of community facilities, the costs are part of a wider construction budget; data is estimated by our cost consultants based on their professional knowledge and project understanding, and pro-rated monthly across the construction period.

### Fig. 12: Community Contributions Through Planning And Development

- Covers our mandatory financial contributions and associated activities related to the implementation of our planning permissions and our active development programme. This includes:
  - **Affordable housing:** Constructing affordable housing, not including design fees.
  - **Public space and environment:** Environmental or art enhancements with a clear community

### Considerate constructors

#### Fig. 13: Considerate Constructors Scheme

- Scoring for Considerate Constructors is out of 50. See <http://www.ccscheme.org.uk/index.php/site-registration/site-scoring> for more information.

## Futureproofing

### Building certifications

#### Fig. 14: Sustainability Ratings

- Covers all assets under management and all major developments which have received planning consent and were active in the financial year and suitable for BREEAM certification.
- Certification ratings can be given at the building, unit, or sub-building level; therefore, there may be more than one certification per asset or development. To avoid double counting, specific areas within an asset can only be reported against one certification.
- The Code for Sustainable Homes was withdrawn in March 2015 for new developments. All current certificates are still valid. This certification may still be used where the requirement is requested in existing planning consents.
- From 2019, we are reporting on residential developments on track to achieve the BRE Home Quality Mark.

#### Developments:

- Developments hold pre-assessed ratings or certificates achieved at design stage; these are provided by certified assessors. It is possible for development scores to change before final certification, which occurs post completion. Final building certifications are reported as provided by certified assessors in formal reports or included in an official final certificate.
- We aim to achieve the most up to date version of BREEAM as appropriate for each development.
- The target, BREEAM Excellent for Offices and Excellent or Very Good for Retail, also includes Outstanding for Offices where projects have gone over and above the target.
- FY19 Restatement: area and percentage have been

updated to correct errors realised in the assurance process this year.

#### Existing portfolio:

- Standing assets that hold a BREEAM design stage, completion ('Final'), or 'In-Use' certification. From 2016 all existing developments hold BREEAM completion or In-Use certification.
- This table uses the floor areas from British Land financial reporting. Accordingly, any annual updates or adjustments will be undertaken with the intent to align with financial reporting.
- These floor areas are sourced from property valuations. In general, the Offices and Shopping Centres floor areas represent Net Internal Area (NIA), while Retail Parks floor areas represent Gross Internal Area (GIA).
- Existence of zero values: for an asset with an exceptionally small valuation - where British Land holds the freehold interest only - this may be reported as a 'zero' floor area in financial reporting, which would be mirrored in sustainability reporting.

#### Sustainability-Linked Revolving Credit Facility KPIs:

- In 2020, British Land completed a sustainability-linked revolving credit facility to incentivise both the coverage and quality of sustainability ratings across the portfolio. The facility includes an adjustment for the interest payable based on British Land's annual performance relative to agreed sustainability KPIs.
- The two sustainability KPIs are the (i) percentage of development projects on track to achieve BREEAM Excellent or above, and (ii) the percentage of assets under management with a BREEAM certificate of Very Good or above.
- These KPIs use the same data sets as the 'Developments' and 'Existing portfolio' sections, but residential properties are excluded from their scope.

#### Fig. 15: Energy Performance Certificates

- EPC ratings are reported as provided by certified assessors in formal reports or included in an official final certificate.

#### Fig. 16: ISO 14001 Certification

- The proportion of ISO 14001 coverage at our major developments.

### Financial

#### Fig. 17: Energy Efficiency Investment And Savings

- Resource use, associated cost savings, asset level and corporate investments are reported cumulatively for properties with at least two years of data in the 2012 to 2020 period and still in the portfolio at 31 March 2020.
- Cumulative savings are the sum of savings from each year of the reporting period (2012 to 2020).
- Savings for each year within the reporting period are calculated by comparing the year's consumption with the baseline year.
- Baseline year varies according to how long the asset has been owned and managed by British Land.
- For offices to be included in the analysis, an asset must have been owned and managed by British Land for at least two and a half years. Savings data excluded where voids exceed 15% of Net Internal Area (NIA) in any of the reporting years.
- Cost savings were calculated by multiplying any decrease in kWh energy between reporting years and applying current year cost factors.
- Energy cost factors were derived from our energy procurement broker responsible for most of our office and retail energy procurement in 2020 and applied to all managed energy use.

Table 4: Utility cost rates

Resource type (per kWh/tonne)	Rates								
	2020 <sup>a</sup>	2019 <sup>b</sup>	2018	2017	2016	2015	2014	2013	2012
Electricity	£0.1391	£0.1236	£0.1260	£0.1198	£0.1101	£0.1046	£0.1016	£0.0946	£0.0900
Gas	£0.0379	£0.0195	£0.0282	£0.0312	£0.0324	£0.0348	£0.0293	£0.0271	£0.0265
Carbon (CRC)	n/a	£18.30	£17.70	£17.20	£16.90	£16.40	£12.00	£12.00	£12.00

<sup>a</sup>Financial year 2019 was the final year of the CRC scheme, which was replaced in 2020 by an increase in Climate Change Levy rates. These higher 2020 CCL rates are included within the 2020 electricity and gas rates.

<sup>b</sup>Restated with the final 2019 gas and electricity values.

- Savings include any reduction in Climate Levy payments associated with reduced carbon emissions.
- Savings exclude fuel oil consumption data.
- Cumulative investment is calculated to show accumulated financial investment since 2012. Cumulative investment is the sum of the investments from each year within the reporting period up to the current reporting year.
- Corporate investment includes spend from our corporate sustainability budget on fees and consultancy that supported relevant initiatives.
- Asset level investment includes:
  - Costs for installations which result in improvements to energy efficiency and/or cost savings related to energy use. Investments do not include like-for-like replacement of plant and equipment or maintenance costs.
  - The purchase price (excluding import duties and non-refundable purchase taxes) and other direct costs for the installation to become operational (including site preparation, delivery and handling, installation and assembly, testing and professional fees).
- Asset level investment excludes VAT.
- Some asset level investment in energy efficiency has been estimated for 2016.

## Carbon emissions

### Figs. 18-22: Scope

- **Managed portfolio:** Emissions from electricity, gas, oil, vehicle fuel and water obtained by British Land and consumed. Refrigerant loss from air conditioning units. Waste managed by British Land.
- **Developments:** Major developments completed within the year. Includes 100% of emissions from our developments, joint venture developments and developments undertaken by others with our funding.
- **Corporate:** Electricity in floors and areas occupied by British Land. Fuel use by British Land employee business travel.

### Figs. 18-22: Methodology – Managed Portfolio

- We refer to 'The Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard – Revised Edition' and 'UK Government Conversion Factors for Company Reporting 2019'.
- Carbon conversion emissions factors for 2019/20 (see Table 5) are sourced from the UK Department for Business, Energy & Industrial Strategy's (BEIS) 2019 guidelines. Similarly, conversion factors for 2018/19 were sourced from BEIS's 2018 guidelines, and 2017/18 factors were sourced from earlier Defra/DECC guidelines.
- The Global Warming Potential of each greenhouse

gas is sourced from the IPCC Fourth Assessment Report (AR4 - 100 year).

- The greenhouse gas emissions are reported as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e). This includes the seven main GHG emissions covered by the Kyoto Protocol, in line with common practice: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), hydrofluorocarbons (HFCs), nitrous oxide (N<sub>2</sub>O), perfluorocarbons (PFCs), sulphur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>).
- Emissions are grouped by Scopes 1, 2 and 3 in accordance with the GHG Protocol, as follows:
  - Scope 1: Combustion of fuels, refrigerant loss.
  - Scope 2: Electricity use.
  - Scope 3: Gas, oil, electricity transmission losses and well-to-tank emissions, water use, waste disposal (including emissions from hazardous waste since 2019), retail visitors' and office commuters' travel, third-party procured energy at non-managed assets and business travel.
- From 2018/19, greenhouse gas emissions from our flexible workspace offices (Storey) are included in our reporting.

### Fig. 18: Methodology – Developments

- The scope is limited to major developments completed this year, excluding fit-outs and public realm projects.

- Development emissions are calculated using British Land benchmarks (provided by Atkins Faithful+Gould) and measured floor areas. Emissions from embodied carbon are reported for projects completed during the reporting year.
- Project areas for this calculation are measured in Gross Internal Area (GIA).

### Fig. 18: Total Direct And Indirect (Scopes 1, 2 and 3) Greenhouse Gas Emissions

- Scope 1 emissions: Managed portfolio fuel use in common parts and shared services and our corporate fuel use (reported in Fig. 26 as megawatt-hours) along with emissions from refrigerant loss from air conditioning units in our managed portfolio (direct emissions as per EPRA guidance).
- Scope 2 emissions: Managed portfolio electricity use in common parts and shared services and our corporate electricity use, also reported in Fig. 25 as kilowatt-hours (indirect emissions as per EPRA guidance).
- For 2018 to 2020, we reported Scope 2 emissions according to a location-based and a market-based method. We use the location-based method to report our total carbon emissions and track performance against our 2009 baseline. The location-based method was also used for emissions reported in previous years.
- The location-based method reflects the average emissions intensity of the Grid. We use the BEIS UK Grid average emissions factor for the location-based method ('Electricity generated Scope 2 direct').
- The market-based method reflects emissions from electricity that we purchase. We use supplier specific emission rates where available and the residual mix emissions factor for the remaining supplies (see Table 5).
- In 2020, 96% of our purchased electricity was

backed by Renewable Energy Guarantees of Origin (REGOs). This is based on electricity contracts and a report from our energy supplier's assurance provider.

- The 2020 residual mix CO<sub>2</sub>e emission factor ("Direct GWP") is sourced from RE-DISS European Residual Mixes 2018, Version 1.2, 11 July 2019.
- From 2019, market-based emissions data is reported as carbon dioxide equivalent (CO<sub>2</sub>e).
- From 2020, the market-based emissions of our office occupiers are reported in 'Scope 3 market based'.
- From 2020, Scope 3 emissions (indirect emissions as per EPRA guidance) refer to:
  - **Managed portfolio – landlord procured:** Energy and water use reported in Figs. 25, 26 and 32, and waste disposal reported in Fig. 35, along with emissions from fuel use in British Land owned and service providers' vehicles.
  - **Managed portfolio – occupier procured:** Energy consumption in let space in retail assets. In 2019/20 we have estimated retail electricity use based on floor space, property type and average electricity consumption provided by the Chartered Institution of Building Services Engineers (CIBSE). We intend to include reporting on occupier procured water in future years.
  - **Non-managed portfolio – occupier procured:** Energy use at non-managed properties (e.g. a standalone retail superstore with a Full Repairing and Insuring 'FRI' lease). Estimated based on floor space, property type and average electricity and fuel consumption provided by the CIBSE.
  - **Whole life emissions – British Land major developments and refurbishments:** Upstream emissions of the RICS 'Product' and 'Construction Process' Stages (A1-A5), aligned

with the RICS Whole Life Carbon Assessment for the Built Environment (1st edition, Nov 2017). Figures represent projects that reached practical completion during the reporting year.

- **Whole life emissions – acquired developments (third-party developer):** As above, emissions from RICS modules A1-A5 for acquisitions completed during the reporting year. In 2019/20, the only new build acquired was 6 Orsman Road.
- **Whole life emissions - minor refurbishments and deconstruction of an asset:** These categories – aligning with RICS module B5 (Refurbishment) and Stage C (End of Life) – will be reported in upcoming years.
- **Whole life emissions – embodied carbon 'In Use':** Aligning with RICS modules B1-B4, embodied emissions from a building's maintenance and repair will be reported in upcoming years.
- **Value chain – employee commuting:** Emissions from British Land staff commuting. Estimated using previous emissions estimates by the Arup Beacon tool in 2016 and pro-rating these by changes in employee FTE.
- **Value chain – air travel:** Emissions from staff business travel by air. Calculated using (i) the origin-destination codes and travel class provided by British Land's two travel management companies, and (ii) great-circle distances from Great Circle Mapper (gcmapp.com).
- **Value chain – rail travel:** Emissions from staff business travel by rail. Where available, this is calculated using the kilometres travelled and travel class provided by British Land's two travel management companies. Where kilometres are unavailable, this is estimated using British Land's average kilometres travelled per GBP spent.

– **Value chain – retail visitor travel:** Emissions from visitor travel to retail assets. Estimated based on footfall and annual, third-party surveys of visitors' mode and duration of travel. This metric applies to retail parks and shopping centres, but excludes high street assets like Woolwich Estate.

– **Value chain – office occupier employee commuting:** Emissions from the commute of employees of occupiers at our office assets. Estimated based on surveys of our office campus workers' mode of transport and distance travelled.

– Scope 3 emissions resulting from water use at retail sites are reported for all sites that reported water use in Fig. 32. In 2019/20, British Land reinstated the collection of water consumption data from retail assets. In 2017/18 and 2018/19, water use was partially reported for some of the retail sites where water data was incomplete and therefore not included in Fig. 32.

– From 2019, Scope 3 emissions include emissions from hazardous waste disposal.

### Fig. 19: Like-For-Like Total Direct and Indirect (Scopes 1, 2 And 3) Greenhouse Gas Emissions

– Emissions relate to energy and water use reported in Figs. 27 and 33, and waste disposal reported in Fig. 36.

– Like-for-like Scope 2 emissions are reported according to the location-based method.

### Fig. 20: Indirect (Scope 3) Emissions

– This year, we have updated the reporting structure to more fully align with the Greenhouse Gas Protocol's Value Chain (Scope 3) Standard, incorporating the RICS Whole Life Carbon Assessment for the Built Environment (1st edition, Nov 2017).

– For the calculation methodology, refer to the previous section for Fig 18.

Table 5: Carbon conversion factors

Resource type	UK	
Electricity generated, location-based	Electricity generated Scope 2 direct GHG (kg CO <sub>2</sub> e/kWh)	0.2556
	Electricity generated Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	0.03565
Electricity generated, market-based	REGO backed electricity (kg CO <sub>2</sub> e/kWh)	0.00000
	Residual mix for GB (kg CO <sub>2</sub> e/kWh)	0.38096
Electricity losses	Electricity losses Scope 3 direct GHG (kg CO <sub>2</sub> e/kWh)	0.0217
	Electricity losses Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	00303
Gas (net calorific value)	Natural gas Scope 1 direct GHG (kg CO <sub>2</sub> e/kWh)	0.20428
	Natural gas Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/kWh)	0.02657
Oil	Gas oil Scope 1 direct GHG (kg CO <sub>2</sub> e/litres)	2.75821
	Gas / diesel oil Scope 3 life-cycle GHG (kg CO <sub>2</sub> e/litres)	0.63253
Refrigerants	HFC 134a (GWP/tonne)	1430.0
	R407c (GWP/tonne)	1774.0
	R410a (GWP/tonne)	2088.0
	R417a (GWP/tonne)	2346.0
Fuel use	Diesel Scope 1 (kg CO <sub>2</sub> e/litre)	2.68697
	Diesel Scope 3 (kg CO <sub>2</sub> e/litre)	0.62617
	Petrol Scope 1 (kg CO <sub>2</sub> e/litre)	2.31495
	Petrol Scope 3 (kg CO <sub>2</sub> e/litre)	0.59792
	LPG Scope 1 (kg CO <sub>2</sub> e/litre)	1.5226
	LPG Scope 3 (kg CO <sub>2</sub> e/litre)	0.19147
Water	Water supply (kg CO <sub>2</sub> e/m <sup>3</sup> )	0.34400
	Re-use – Wood (kg CO <sub>2</sub> e/tonne)	62.4401
Waste	Re-use – Clothing / textiles (kg CO <sub>2</sub> e/tonne)	21.3538
	Anaerobic digestion (kg CO <sub>2</sub> e/tonne)	10.2039
	Recycling – Commercial and industrial (kg CO <sub>2</sub> e/tonne)	21.3538
	Recycling – WEEE – mixed (kg CO <sub>2</sub> e/tonne)	21.3538
	Incineration – Energy recovery (kg CO <sub>2</sub> e/tonne)	21.3538
	Landfill – Commercial and industrial (kg CO <sub>2</sub> e/tonne)	99.7592
	Hazardous waste	21.3538
	Domestic - Economy	0.25493
Air travel	Long haul - First class	0.59925
	Long haul - Business	0.43446
	Short haul - First class	0.16279
	Short haul - Business	0.2336
	Short haul - Economy	0.15573

**Fig. 21: Emissions by Gas**

In line with CDP guidance, from 2019 we report the breakdown of emissions by each greenhouse gas type.

**Fig. 23: Reduction in Embodied Carbon**

- Covers all major developments on site within the period.
- Target is to achieve 15% reduction in embodied carbon in concrete, steel, rebar, aluminium and glass in construction, compared to a baseline produced at concept stage.
- Baseline is calculated using British Land benchmarks (provided by Atkins) and measured floor areas.
- Reported embodied carbon is calculated in tonnes of CO<sub>2</sub>e using actual embodied carbon data produced by concrete, steel, rebar, aluminium and glass used in the development to 31 March 2020, plus a forecast of the remaining embodied carbon expected to practical completion.
- Carbon intensity is calculated using tonnes of CO<sub>2</sub>e divided by the floor area of the project.

- Carbon intensity is used to determine the reduction against our 15% target.

**Fig. 24: Net Zero Carbon Developments**

- This table is used to track the alignment of our new construction and major refurbishment activity against current and anticipated Net Zero Carbon building standards.
- **Embodied GHG emissions offset:** 100% indicates that the RICS Stage A emissions have or will be offset following practical completion.
- **Embodied carbon:** Estimated (during development) and final (following practical completion) embodied emissions for RICS Stage A, reported in kilogrammes CO<sub>2</sub>e per square metre.
- **Whole Building Operational Efficiency:** Modelled operational energy efficiency of the development, reported in kilowatt-hour equivalent per net lettable square metre.
- **Forecasted operational emissions offset subject to a carbon tax:** Indicates whether the development project has been subject to local government

carbon taxes. An example is the Greater London Authority, whose policy requires that "where developments do not achieve the Mayor's carbon reduction targets, the developer is expected to make up the shortfall (residual emissions) off-site or to make a cash-in-lieu contribution to the local borough's carbon offsetting fund". This offsetting fund is a revenue-raising tax earmarked for funding emissions reductions activities.

- **Zero on-site fossil fuel combustion:** Indicates whether the development will use renewable biogas, green hydrogen, or all-electric heating.
- **On-site or additional PPA renewables:** Measures the ratio of total forecasted operational energy that will be provided through on-site renewable energy generation and/or a project-specific renewable energy Power Purchase Agreements.
- **Certified as 'Net Zero' or 'Zero Carbon':** Indicates whether the development's Net Zero Carbon status has a third-party net zero certification.

## Energy use

**Figs. 25, 26, 28, 29: Scope – Managed Portfolio****Table 6: Scope of energy reporting**

Property type	Total properties	Resource type	Scope	Outside scope – reason	Properties not reporting <sup>a</sup>
Retail	56	Electricity	52	4 – No landlord procured electricity	0
		Fuel	35	21 – No common parts gas use	0
Offices	45	Electricity	44	1 – No landlord procured electricity	0
		Fuel	40	5 – No shared services gas use	0
Residential	10	Electricity	10	0	4
		Fuel	10	0	4
<b>Overall</b>	<b>111</b>	<b>Total energy</b>	<b>106</b>	<b>5 – As above</b>	<b>4</b>

<sup>a</sup>Unable to obtain or verify data.

### Figs. 25-30: Methodology – Managed Portfolio

- As per EPRA Best Practice Recommendations, energy data covers energy procured by British Land.
- Where asset energy data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2020, this accounts for 1.6% of total reported consumption.
- At our retail properties, where meters serve both common parts and occupier areas, sub-meter readings are deducted from the meter total to provide common parts consumption. Where this is not possible, the split between common parts and occupier consumption is estimated. Where an estimate is not available, mixed meters are reported in common parts.
- At the majority of our managed offices, common parts, shared services and occupier direct use is sub-metered. Where sub-metering is not available, the split between common parts, shared services and occupier consumption is estimated.
- Energy use relating to vacant space or vacant units is included in common parts.
- Energy use for major development works at our assets is deducted from total consumption.
- Oil use is measured where possible. Otherwise, it is estimated based on methods that reflect what equipment is being used for.
- See Table 7 for fuel conversion factors.
- On-site renewables at our offices comprise photovoltaic panels at three of our offices: 10 Portman Square, 20 Triton Street and 7 Clarges. This energy is used on site and included in common parts data.
- Low carbon technologies at our offices include a combined heat and power (CHP) plant at 10 Brock

Street, an air source heat pump at 350 Euston Road and a ground source heat pump at 10 Portman Square. Fuel use in CHP is reported in Figs. 26, 27 and 28. The resulting electricity was excluded from Figs. 25, 27 and the energy consumed part of Fig. 28 to avoid double counting. The heat and power output from CHP is reported in Fig. 28.

- On-site renewables in retail comprise photovoltaic panels at Whiteley, Serpentine, St Stephen's, Deepdale, Orbital, Old Market, Drake Circus Leisure and Meadowhall. Energy generated at St Stephen's and Serpentine is both consumed on site (common parts energy use) and exported to the Grid. Energy generated at Orbital is consumed on site. Energy generated at Whiteley, Deepdale and Old Market is exported to the Grid.
- For the purpose of our greenhouse gas emissions calculations, we have assumed that all electricity generated at our retail sites has been exported to the Grid.
- Proportion of purchased electricity from renewable sources is calculated as Total renewable electricity purchased / Total purchased electricity.
- Proportion of Total electricity from renewable sources is calculated as Self-generated renewable electricity plus Total renewable electricity purchased / Total electricity consumption.
- The heating value used for natural gas is the Lower Heating Value (LHV).
- This year, we have included energy consumption in our flexible workspace offices (Storey) in our reporting.

Table 7: Conversion factors

Resource type	Unit	Rate to kWh
Fuel oil	Litres	11.87
Red diesel		10.74
Diesel		10.63
LPG		7.10
Petrol		9.61
Gas	m <sup>3</sup>	11.01

Fig. 28: Total Energy Consumed and Generated On Site

- Total managed portfolio and corporate energy use (MWh) reported in Figs. 25 and 26.
- Generation relates to electricity and heat produced on site, from renewable and/or low carbon sources.

## Resource Use Intensity

### Figs. 22, 30, 34: Methodology

#### Intensity index

- Our index methodology tracks and reports the relative resource efficiency of our entire managed portfolio over time and demonstrates performance against our 2009 baseline.
- We report an index score for energy, carbon and water.
- Each property is classified by asset type: 'office', 'retail – enclosed' and 'retail – open air'. 'Retail – enclosed' is defined as a site whose common areas e.g. walkways are fully enclosed from the elements. 'Retail – open air' is defined as a site which has only external walkways, such as retail parks and shopping villages.

- Each index score is based on the ratio of associated resource use or emissions intensity against our 2009 baseline. The overall portfolio index is calculated by weighting each asset class by total resource use or emissions per reporting year.
- Scopes 1 and 2 intensities for retail and offices are reported in Fig. 22 in this Report and in our Annual Report and Accounts 2020. For the financial ratio, see 'Carbon Emissions Scopes 1 and 2 Financial Intensity Measures'. Scope 3 intensities are not included as they are outside of landlord operational control.
- Properties are only included in intensity indexes where they have robust denominator data (floor area, footfall, car park spaces or number of workstations) and resource use data (energy or water) and where they have been owned and managed by British Land for the entire reporting year (retail) or 18 months (offices and refurbishments).
- Energy intensity is calculated using 'kWh equivalent' and adjusted for weather variance using our degree day methodology described below. kWh equivalent conversion factors are:
  - Electricity: 1.0.
  - Natural gas: 0.4.
  - Fuel oil: 0.4.
- **For offices:**
  - Landlord energy intensity relates to consumption for shared services and in common parts.
  - Resource use data relating to vacant space is excluded.
  - Floor areas relate to Net Internal Areas (NIA). These can vary slightly year-on-year due to redevelopment work.
- For landlord energy and carbon intensity ratios, floor areas are adjusted for voids. Where voids exceed 20% of NIA, floor areas are adjusted to a maximum of 80% of NIA.
- Fuel oil data was not available for 2009, so 2010 data was applied to both years.
- For water intensity, occupier FTE is used as the denominator.
- Estate areas (public realm) and offices with no landlord procured supplies are excluded from the intensity calculations.
- **For retail:**
  - Landlord energy intensity relates to consumption in common parts and car park areas. Common parts are used as the denominator for 'retail - enclosed' and car park spaces for 'retail - open air'. These values can vary slightly year-on-year due to redevelopment work.
  - Resource use data relating to vacant space is excluded.
  - The following industrial, leisure and other retail assets are excluded from the intensity calculations based on the de minimis rule. These consist of sites which either have no or negligible landlord procured shared services and common parts consumption and/or no appropriate denominator. Please see Table 8 for a list of these sites.
- For water intensity, footfall is used as the denominator. Footfall has been estimated for Royal Victoria Place in 2019 and 2020.
- Borehole consumption data was estimated for 2009.

Table 8: Properties excluded from Intensity Index

Property	Property Subtype
1-14 Dock Offices, Surrey Quays Road, Canada Water	Retail - Other
186 Fulham Road, London	Retail - Other
Belcon Industrial Estate	Retail - Other
Ealing 10-40 The Broadway	Retail - Other
Eden Walk Shopping Centre, Kingston	Shopping Centre
James St & Picton Pl, London W1	Retail - Other
M1 distribution centre	Industrial
Next Home & Garden Store, Sheffield	Retail - Other
Plymouth Retail, New George Street Blocks 1 - 5	Retail - Other
Premier Inn and TGI, Sheffield	Retail - Other
Surrey Quays Leisure Park, London	Retail - Leisure
West Green, Crawley	Retail - Other
Woolwich Estate	Retail - Other

### Degree day corrected data

- Degree day corrected data is used for our index methodology.
- To report the impact and performance of our energy efficiency programme more accurately, we have normalised our data for heating and cooling degree days using Chartered Institution of Building Services Engineers (CIBSE) and Carbon Trust guidance. Degree day normalisation attempts to ensure that changes in gas used for heating and electricity used for cooling do not reflect changes in outside temperatures.
- Heating degree days (HDD): Quantify the number of days and the length of time that temperatures have dropped below 15.5°C.
- Cooling degree days (CDD): Quantify the number of days and the length of time that temperatures have exceeded 15.5°C.
- The HDD calculation: Gas kWh/HDDs for reporting year = kWh per HDD; kWh per HDD multiplied by 10 year HDD average = normalised gas kWh.
- The CDD calculation: Shared services electricity kWh/CDDs for reporting year = kWh per CDD; kWh per CDD multiplied by 10 year CDD average = normalised shared services electricity. In our CDD calculation, we estimate and exclude baseline consumption that takes place regardless of external temperatures. We only normalise for CDD from April to September.
- We test for the correlation between outside air temperature and heating or cooling consumption using the R<sup>2</sup> correlation coefficient. We calculate the R<sup>2</sup> correlation for the last 12 or 24 months depending on data availability. Where correlation is weak (less than 0.7), data is excluded from DD normalisation.

- We source our degree day data from [www.degreedays.net](http://www.degreedays.net).
- We recognise that:
  - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. Properties that use gas solely for heating hot water for non-space heating purposes are excluded from our normalisation.
  - Not all shared services electricity consumed is for the direct provision of cooling. In retail, we cannot separate energy consumed for cooling from other common parts energy use and therefore CDD is not used in retail.

### Other intensity measures

- Residential properties are only included in intensity calculations where common parts consumption data for the entire reporting year is available.
- Group occupied floors relates to the Net Lettable Area (NLA) occupied by British Land.
- **Carbon emissions Scopes 1 and 2 financial intensity measures:**
  - We publish our financial Scopes 1 and 2 emissions intensity in our Annual Report and Accounts 2020.
  - Financial intensity ratio expresses absolute Scopes 1 and 2 emissions in relation to Gross Rental Income for properties in the managed portfolio.
  - Absolute Scopes 1 and 2 emissions relate to managed portfolio electricity, gas use and refrigerant loss from air conditioning, and fuel use in British Land owned vehicles.
  - Gross Rental Income (GRI) from the managed portfolio comprises Group GRI of £436 million (2019: £439 million), plus 100% of the GRI

generated by joint ventures and funds of £287 million (2019: £314 million), less GRI generated by assets outside the managed portfolio of £212 million (2019: £173 million).

## Water use

### Fig. 32: Scope – Managed Portfolio

Table 9: Scope of water reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting <sup>a</sup>
Retail	56	29	27 – No landlord procured water use	1
Offices	45	43	2 – No landlord procured water use	0
Residential	10	4	6 – No common parts water use	1

### Figs. 32-34: Methodology – Managed Portfolio

- Water data comprises mains and non-mains water used in our multi-let managed portfolio.
- Where asset water data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2020, this accounts for 1.2% of total reported consumption.
- Borehole water relates to use in the common parts at Meadowhall. Some borehole water is used to backwash the cleaning filters associated with the borehole plant. This water is not reported.
- In offices, we only report whole building use, as there is insufficient sub-metering to do otherwise.
- In retail and residential, we only report common parts use. For retail, 2020 includes data for 28 retail properties.
- Note: Mains water refers to municipal water in the EPRA guidance, borehole water to ground water, and on-site harvesting to rainwater harvesting.

## Waste and materials

### Fig. 35: Waste Management Scope – Managed Portfolio

Table 10: Scope of waste reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting <sup>a</sup>
Retail	56	50	6 – No managed waste	3
Offices	45	40	5 – No managed waste	2

<sup>a</sup>Unable to obtain or verify data.

### Figs. 35-36: Waste Management Methodology – Managed Portfolio and Corporate

- Waste data covers hazardous and non-hazardous waste managed by British Land. Occupier waste not managed by us is not reported.
- Waste sent to a Material Recovery Facility (MRF) is included in recycling, incineration and/or landfill figures. MRF output is calculated at a site

level, monthly, based on each facility's average performance.

- Waste data is estimated for a few sites for March, using data from the previous period and site team operational knowledge.

### Fig. 37: Waste management – developments

- Covers waste generated on developments on site this year.

- Re-use on site refers to waste generated from construction or demolition activities, which is re-used in the construction process or permanently in the new construction.
- Re-use and recycling off site refers to waste generated from construction or demolition activities and re-used or recycled at another location.
- Where we cannot verify if materials sent to landfill were used for landfill site structure or capping a disposal area, we adopt the WRAP Diversion Rate of 50% landfill. [See WRAP Reporting Guidance](#).
- Landfill tax costs are indicative only. Landfill tax costs are calculated by multiplying waste diverted from landfill by the relevant landfill tax cost factor (£91.35 from 1 April 2019) as this consists mainly of construction waste as opposed to inert waste in previous years.

#### Fig. 38: Sustainably sourced timber

- Covers the percentage of sustainable timber used on our developments that were on site this year.

## Physical risks

### Fig. 39: Flood Risk

- Covers all assets under management.
- High flood risk is defined as assets located in Flood Zone 3 in England and Wales or on a flood plain in Scotland and Northern Ireland.
- The proportion of high flood risk assets with flood risk management plans is calculated as a proportion of asset value.

### Fig. 40: Environmental Compliance

- Covers all developments and all managed properties.
- Significant or serious incidents involve a third party to help solve or mitigate the problem and should have been reported to the relevant local authority or the Environment Agency.

# Skills and Opportunity

## Bright Lights

### Fig. 41: People Supported into Employment

- We define ‘supported into employment’ as people who move into paid employment or apprenticeships as a direct result of our involvement and funding through **Bright Lights**, our skills and employment programmes. Initiatives include:
  - Apprenticeships fully or part funded through British Land at our places and in our local communities, including those in our supply chain and funded through our service charges.
  - Apprenticeships driven through our construction suppliers and property teams, including apprentices working in off-site manufacturing for our developments.
  - Apprenticeships in our Group offices.
  - People who progress into apprenticeships through employment programmes which we fund, such as The Source Apprentice Support Service and Broadgate Connect.
  - People who progress into jobs through our Starting Out pre-employment courses.
  - People on graduate schemes or internships in our Group offices.
  - People who progress into jobs through our other employment programmes, such as Broadgate Connect, which we fund; or with supply chain partners on our developments, such as our Broadgate Framework.
- Data excludes beneficiaries of Bright Lights who do not progress to employment. It also excludes people who progress into jobs through jobs fairs at our places.

- Data for previous years has been restated to reflect employment outcomes confirmed after the financial year-end deadline and development-related outcomes reported at project completion.

### Fig. 42: Apprentices in our Supply Chain

- Apprenticeships are accredited work-based training programmes which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.
- Proportion of supply chain workforce who are apprentices calculated by dividing the sum of our suppliers’ UK apprentices by their total UK employees.
- Data covers direct suppliers and subcontractors, comprising:
  - Main development contractors working on British Land projects, which comprised 97% of the main construction spend in 2019.
  - Subcontractors on our managed portfolio with whom we spend over £250,000 annually for critical service categories. In 2020, this group comprised 88% of spend in critical service categories and 53% of total service charge spend across all categories. Critical service categories include security, cleaning, mechanical and electrical maintenance, lift maintenance, building fabric maintenance, waste management, construction and fit-out works, and planned preventative maintenance.
  - Subcontractors on our developments: four suppliers provided data on subcontractors at five sites.

## Procurement

### Fig. 43: Supplier Code of Conduct

- In March 2018 we updated our Supplier Code of Conduct to better reflect leading ethical Supply Chain practices. We require all suppliers to comply with this code.
- We report this year on the percentage of strategic suppliers who signed up to our Supplier Code of Conduct.
- Strategic suppliers represent a combination of high value and high risk and where switching costs would be high and potentially cause reputational damage, significant loss of income and may harm or stop operations. This group of suppliers typically comprises 20% of our overall supplier base by volume and 80% of spend.

### Fig. 44: Spend Within 25 Miles and with SMEs – Developments

- Spend includes invoices paid or processed for payment.
- Spend data is cumulative for active developments, covering the entire project spend.
- Spend within 25 miles: expenditure with all suppliers providing a service to a British Land development from permanent business premises with a postcode within 25 miles of the British Land development. This is calculated using the driving distance. Local branches of national firms are included if within the defined area.
- Spend within site borough: expenditure with all suppliers providing a service to a British Land development from permanent business premises with a postcode within the borough of the British Land development. This is defined as an

organisation with a postcode within the defined S106 agreement or equivalent boundary set by British Land where no S106 is in place. Local branches of national firms are included if within the defined area.

- Spend with SMEs: Expenditure with all suppliers that are micro, small or medium sized enterprises (SMEs). This is defined as an organisation employing fewer than 250 people.

## Supplier workforce

### Fig. 46: Supplier Workforce Paid at Least Living Wage Foundation Rate

- Covers hours worked by employees and contractors, working regularly at our managed properties.
- Group data now includes British Land Property Management (formerly Broadgate Estates), which was previously included in the Suppliers category.
- Real Living Wage Foundation rates per hour are sourced from <http://www.livingwage.org.uk/what-living-wage/>:
  - 2020: £10.75 or more for work in London or £9.30 for work outside London.
  - 2019: £10.75 or more for work in London or £9.30 for work outside London
  - 2018: £10.55 or more for work in London or £9.00 for work outside London.
  - 2017: £10.20 or more for work in London or £8.75 for work outside London.

- 2016: £9.75 or more for work in London or £8.45 for work outside London.
- 2015: £9.40 or more for work in London or £8.25 for work outside London.

## Group employment

### Figs. 47-58: Scope

- Permanent full time equivalents (FTEs) as of 31 March 2020 at British Land.
- Includes those on maternity and paternity leave, long term sick leave and sabbatical. Unless otherwise stated, data excludes employees not on a permanent contract at the end of the reporting year, including those on fixed term contracts, internships, apprenticeships, temporary

employees, contractors and consultants.

- Employment type is defined as shown in Table 10 unless otherwise stated.

### Fig. 48: New Employees

- The new hires rate is calculated by dividing the number of new hires by the total number of FTEs within that population (i.e. 'total employees').

Table 11: Employment levels

Employment type	British Land
Executive Directors	Permanent FTEs who are British Land Board directors
Senior management	Executive Committee level I, levels II and III and former directors of Broadgate Estates, now known as British Land Property Management. 2019 data also includes employees from the newly formed British Land Leadership Team.
Middle management and non-management	All employees, excluding Executive Directors and Senior management
Employees	All permanent FTEs

**Fig. 49: Employee Turnover**

- Leavers include the following scenarios: Resignation; dismissal; employee redundancies; mutual agreement leavers; retirement; departure during probation; and death.
- Turnover rates are based on the FTE of leavers divided by the total number of FTEs at the end of the year (as reported in Fig. 47 Employment).
- For gender and age, the FTE of leavers for each category was divided by the equivalent total FTEs at the end of the year.

**Fig. 50: Salary and Remuneration**

- Only individuals employed for the whole year, 1 April 2019 to 31 March 2020, are included.
- Figures include salary, bonus, car allowance, board fees and private medical insurance.
- Remuneration related to share schemes is not included.
- The bonus element is based on the prior year bonus paid, as current year bonuses have not yet been decided.
- Salary and bonus payment data for part time employees has been pro-rated to their FTE data.

**Fig. 51: Gender Pay Gap**

- British Land and Broadgate Estates Ltd comply with the mandatory government criteria for gender pay gap reporting.
- All employees employed on 5 April 2019 are included in the data.
- Any bonus received in the year preceding 5 April 2019 is included in the bonus calculations and is not pro-rated.

- Full details of gender pay gap reporting can be found on [www.gov.uk](http://www.gov.uk).

**Fig. 52: CEO to Employee Pay Ratio**

- In line with recommendations from the Global Reporting Initiative (GRI), this is the second year we are reporting on the median employee to CEO pay ratio.
- CEO pay data includes salary, benefits, pension, annual incentives, long term incentives and other items in nature of compensation. It is consistent with the single figure reported in our 2020 Annual Report and Accounts.
- Median employee pay is consistent with our gender pay data as at 5 April 2019, with pension and medical benefits added.

**Figs. 53-55: Employee Diversity – Gender, Age, Ethnicity**

- British Land Board of Directors data is based on headcount rather than FTE and includes Non-Executive Directors.
- From 2016, ethnicity data has been captured through the human resources systems upon request from human resources. All data has been given voluntarily by employees.
- British Land data for 2018 was collected through an anonymous diversity survey carried out in June 2017.
- For reporting purposes, we use the Office of National Statistics ethnicity categories, shown in Table 11.

**Table 12: Ethnicity**

Category	Includes
Asian	Asian – Bangladeshi
	Asian – Chinese
	Asian – Indian
	Asian – Pakistani
	Asian – Other
Black	Black – African
	Black – Caribbean
	Black – Other
Mixed	Mixed – Other
	Mixed – White and Asian
	Mixed – White and Black African
	Mixed – White and Black Caribbean
Other	Arab
	Other Ethnic Groups
White	White – English/Welsh/Scottish/Northern Irish
	White – Gypsy or Irish Traveller
	White – Irish
	White – Other
Not disclosed	Includes employees who have actively chosen not to disclose and employees who did not respond at all

### Fig. 57: Employee Training – Proportion by Category

- Proportion of employee data regarding anti-corruption and bribery, information security, and health and safety is a rolling result, representing employees at 31 March 2020. It excludes new starters, who have six weeks to complete the training, and are therefore reported in the next financial year. Anti-corruption and bribery, information security and health and safety training are mandatory training modules. All employees complete these training modules while employed at British Land Group.
- GDPR awareness training is only reported from 2019 as British Land launched this in March 2018.

### Fig. 58: Annual Performance Review

- Proportion of total employees (not FTE) who received a regular performance and career development review during the reporting period.
- This proportion is calculated for employees employed by British Land Group since the beginning of the performance review year.

# Our EPRA Index 2020



***We have received Gold Awards for sustainability reporting from the European Public Real Estate Association (EPRA), eight years running. For each EPRA indicator, we outline below where data can be found in this Report or in our Annual Report and Accounts 2020.***

Selected data has been independently assured since 2007. Selected data for 2020 has been independently assured by DNV GL in accordance with ISAE 3000 (Revised).

## EPRA best practice recommendations on sustainability reporting

Environmental	British Land Sustainability Accounts 2020
Elec-Abs (Total electricity consumption)	Fig. 25: Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	Fig. 27: Like-for-like total electricity and fuel consumption
DH&C-Abs (Total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption
DH&C-LfL (Like-for-like total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption
Fuels-Abs (Total fuel consumption)	Fig. 26: Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	Fig. 27: Like-for-like total electricity and fuel consumption
Energy-Int (Building energy intensity)	Fig. 30: Building energy index and intensity
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	Fig. 18: Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	Fig. 18: Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Dir-LfL (Like-for-like total direct greenhouse gas (GHG) emissions)	Fig. 19: Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-LfL (Like-for-like total indirect greenhouse gas (GHG) emissions)	Fig. 19 Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Int (Greenhouse gas (GHG) intensity from building energy consumption)	Fig. 22: Greenhouse gas index and intensity from building energy consumption
Water-Abs (Total water consumption)	Fig. 32: Total water consumption
Water-LfL (Like-for-like total water consumption)	Fig. 33: Like-for-like total water consumption
Water-Int (Building water intensity)	Fig. 34: Building water index and intensity
Waste-Abs (Total weight and total weight by disposal route) – Non-Hazardous and Hazardous	Fig. 35: Waste management – managed portfolio and corporate
Waste-LfL (Like-for-like total weight of waste by disposal route)	Fig. 36: Like-for-like waste management – managed portfolio
Cert-Tot (Type and number of sustainably certified assets)	Figs. 14-16: Sustainability ratings

**Social****British Land Sustainability Accounts**

Diversity-Emp (Employee gender diversity)	Fig. 53: Employee diversity – gender
Diversity-Pay (Gender pay ratio)	Fig. 50: Salary and remuneration
Emp-Training (Training and development)	Fig. 56: Employee training – average hours
Emp-Dev (Employee performance appraisals)	Fig. 58: Annual performance review
Emp-Turnover (Employee turnover and retention)	Fig. 48: New employees Fig. 49: Employee turnover
H&S-Emp (Employee health and safety)	Fig. 4: Accidents – managed portfolio and corporate Fig. 7: Lost working days
H&S-Asset (Asset health and safety assessments)	Fig. 6: Health and safety – compliance
H&S-Comp (Asset health and safety compliance)	Fig. 6: Health and safety – compliance
Comty-Eng (Community engagement, impact assessments and development programmes)	Fig. 8: Local Charter and community engagement

**Governance****British Land Annual Report and Accounts**

Gov-Board (Composition of the highest governance body)	Our Board's Executive and Non-Executive Directors are reported in the Annual Report on page 92. Average tenure of Non-Executive Directors is reported in the Annual Report on page 107.
Gov-Select (Nominating and selecting the highest governance body)	The appointment process for new Directors is reported in the Annual Report on page 106.
Gov-CoI (Process for managing conflicts of interest)	The Board procedure for managing conflicts of interest is reported in the Annual Report on page 99.

# Independent Limited Assurance Report to the Directors of The British Land Company plc

***The British Land Company Plc (“British Land”) commissioned DNV GL Business Assurance Services UK Limited (“DNV GL”, “us” or “we”) to conduct a limited assurance engagement over Selected Information presented in the Sustainability Accounts 2020 (the “Report”) for the reporting year ended 31 March 2020.***

## Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Criteria. This conclusion relates only to the Selected Information, and is to be read in the context of this Assurance Report, in particular the inherent limitations explained below.

Our observations and areas for improvement will be raised in a separate report to British Land’s Management.

## Selected Information

The scope and boundary of our work is restricted to the 2020 data presented in Figures marked with “A” (the “Selected Information”) in the Report. A summary of these Figures is listed opposite:

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used British Land’s Reporting Criteria 2020 (the “Criteria”), which can be found from page 50 of the Report.

We have not performed any work, and do not express any conclusion, on any other information that may be published in the Report or on British Land’s website for the current reporting period or for previous periods.

## Standard and level of assurance

We performed a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance

Sustainability Accounts Reference	Selected Information
4	Accidents – managed portfolio and corporate
5	Accidents – developments
14	Sustainability ratings
17	Energy efficiency investments and savings
18	Total direct and indirect (Scopes 1, 2 & 3) greenhouse gas emissions
19	Like-for-like total direct and indirect (Scopes 1, 2 & 3) greenhouse gas emissions
20	Indirect (Scope 3) value chain greenhouse gas emissions
22	Greenhouse gas index and intensity
25	Total electricity consumption
26	Total fuel consumption
27	Like-for-like total electricity and fuel consumption
28	Total energy consumed and generated on site
30	Building energy index and intensity
35	Waste management – managed portfolio and corporate
36	Like-for-like waste management – managed portfolio
37	Waste management – developments
50	Salary and Remuneration

Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance.

DNV GL applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2011 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains

a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower

than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced but not reduced to very low.

### Basis of our conclusion

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information; our work included, but was not restricted to:

- Assessing the appropriateness of the Criteria for the Selected Information;
- Conducting interviews with British Land management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;
- A site visit in person was planned but due to travel restrictions in place to manage COVID-19, a remote site visit of the development 100 Liverpool Street was conducted to review the process and systems for preparing site level data consolidated at Group level. DNV GL were free to choose the site on the basis of materiality to the Group level figures;
- Testing the consolidation of data at Head Office was planned to be in person, and instead it was completed remotely due to travel restrictions in place to manage COVID-19;
- Performing limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported;
- Reviewing that the evidence, measurements and their scope provided to us by British Land for the Selected Information is prepared in line with the Criteria; and
- Reading the Report and narrative accompanying the Selected Information within it with regard to the Criteria.

### DNV GL Business Assurance Services UK Limited

London, UK  
23 June 2020

### Our competence, independence and quality control

DNV GL established policies and procedures are designed to ensure that DNV GL, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV GL) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

### Inherent limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities. Our assurance relies on the premise that the data and information provided to us by British Land have been provided in good faith. DNV GL expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

### Responsibilities of the Board of Directors of British Land and DNV GL

The Board of Directors of British Land have sole responsibility for:

- Preparing and presenting the Selected information in accordance with the Criteria;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Criteria; and
- Contents and statements contained within the Report and the Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about whether the Selected Information has been prepared in accordance with the Criteria and to report to British Land in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained. We have not been responsible for the preparation of the Report.

### DNV GL Business Assurance

DNV GL Business Assurance Services UK Limited is part of DNV GL – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance.

[www.dnvgl.co.uk/BetterAssurance](http://www.dnvgl.co.uk/BetterAssurance)

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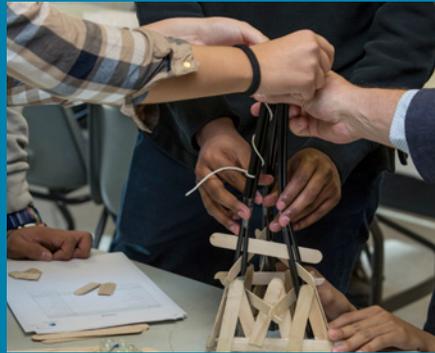
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 [www.britishland.com/sustainability](http://www.britishland.com/sustainability)

 [sustainability@britishland.com](mailto:sustainability@britishland.com)



[britishland.com](http://britishland.com)

Head office and registered office

York House  
45 Seymour Street  
London  
W1H 7LX