



# *Sustainability Accounts 2016*

Places People Prefer



# Welcome to the British Land Sustainability Accounts 2016

We report in accordance with the Global Reporting Initiative (GRI) G4 core option guidelines, GRI Construction and Real Estate Sector Disclosures document, and the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting.

## WELLBEING

**4.2/5**

visitor score for the shopping experience.

**87%**

employee score for our offices supporting their wellbeing.

## COMMUNITY

**29,500**

people benefited from our community programme.

**84%**

of British Land employees took part in community projects.

## FUTURE PROOFING

**40%**

carbon intensity reduction since 2009.

**£13m**

energy savings through efficiency improvements over four years.

## SKILLS AND OPPORTUNITY

**120**

apprentices supported at our places by us and our suppliers.

**£27.7m**

spent with firms within 25 miles of our properties.

## CONTACT US

Want to know more?

If you would like to know more about our approach to sustainability or let us know your views, please email us at [sustainability@britishland.com](mailto:sustainability@britishland.com)




For our EPRA Index, see page 104.



# *Introduction*

We report in accordance with the Global Reporting Initiative (GRI) G4 core option guidelines, GRI Construction and Real Estate Sector Disclosures document and the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting.

References to GRI are included alongside data where appropriate. Our EPRA Index is also available for download.

Where you see the assurance symbol , 2016 total data has been assured under the ISAE 3000 and ISAE 3410 standards by PwC. In prior years, selected data was assured by PwC and other providers (see earlier Reports): [Independent Assurance](#).

Data in this report covers 98% of our managed portfolio by value (66% of assets under management) and 100% of development projects. '2015/16' refers to our financial year from 1 April 2015 to 31 March 2016. The same approach applies for previous years. Where accuracy improvements have been made, some earlier data has been restated: [Reporting Criteria](#).



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# Wellbeing

We create places that nurture wellbeing and productivity.

## 4.2/5

visitor score for the shopping experience.

## 87%

employee score for our offices supporting their wellbeing.

## 62

minutes, average visitor dwell time at our shopping destinations.

## 1: Overview

### 1. WELLBEING OVERVIEW

WELLBEING		2015/16	2014/15	2013/14	For detail
Visitor dwell time at our shopping destinations (minutes)		62	nr	nr	Fig. 2
Visitor score for the shopping experience (score out of 5)		4.2	nr	nr	Fig. 2
Employee score for our offices supporting their wellbeing (%)		87%	nr	nr	Fig. 2
HEALTH AND SAFETY					
Accident frequency rate	Developments (per 100,000 hours worked)	0.14	0.19	0.12	Fig. 5
	Retail (per 100,000 footfall)	0.01	0.01	nr	Fig. 4
	Offices (per 100,000 FTEs)	18.85	7.5	nr	Fig. 4
	Employees (per 100,000 FTEs)	0.0	0.0	nr	Fig. 4
Fatalities		0	1	0	Figs. 4, 5



## 2: Sense of wellbeing

### 2. SENSE OF WELLBEING AND DWELL TIME

	2015/16	Scope
<b>Retail</b>		
Visitor dwell time at our shopping destinations (minutes)	62	29/53
Visitor score for the shopping experience (score out of 5)	4.2	29/53
<b>Employees</b>		
Employee score for our offices supporting their wellbeing: British Land (%)	88%	96/210
Employee score for our offices supporting their wellbeing: Broadgate Estates (%)	86%	123/349



### 3: Biodiversity

#### 3. BIODIVERSITY – DEVELOPMENTS *GRI: EN12, EN13, EN27*

Retail		2015/16	2014/15	2013/14
Development projects active this year which have achieved or are on track to achieve net improvement in site biodiversity (%)		83%	96%	100%
Size of habitats protected, restored or created across the development portfolio (m <sup>2</sup> )		1,572	9,908	13,889
	Scope	18/26	9/9	7/7
Development projects completed this year with a net improvement in site biodiversity		2	8	7
	Scope	3/6	9/9	7/7
Development projects currently active designed to result in a net improvement in site biodiversity		13	18	18
	Scope	15/20	18/18	18/18



## 4-7: Health and safety

### 4. ACCIDENTS – MANAGED PORTFOLIO AND BRITISH LAND OWN OCCUPIED SPACE *GRI: LA6, PR2*

(A) Assurance covers total 2015/16 data and RIDDOR Accident Frequency Rate.

	Reportable fatal, non-fatal lost day or RIDDOR accidents at our managed properties												Accident Frequency Rate (RIDDOR)	
	2015/16				2014/15				2013/14				2015/16	2014/15
	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences		
<b>Managed portfolio</b>														
Offices	0	6	0	1	0	2	0	1	0	2	0	0	18.85	7.50
Retail	0	23	0	0	0	19	0	3	0	30	0	16	0.01	0.01
Residential	0	0	0	0	0	0	0	0	0	0	0	0	n/a	n/a
<b>Sub-total</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>16</b>	<b>n/a</b>	<b>n/a</b>
Scope	107/107	107/107	107/107	107/107	115/130	115/130	115/130	115/130	162/179	162/179	162/179	162/179	101/101	104/104
<b>British Land own occupied space</b>														
British Land	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Broadgate Estates	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Overall</b>														
<b>Total</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>16</b>	<b>n/a</b>	<b>n/a</b>



**5. ACCIDENTS – DEVELOPMENTS** GRI: LA6

Ⓐ Assurance covers 2015/16 data only.

	2015/16	2014/15	2013/14
Lost-day accident rate (number of incidents per 100,000 hours worked)	0.09	0.05	0.06
Accident frequency rate (number of RIDDOR accidents per 100,000 hours worked)	0.14	0.19	0.12
Total job-related fatal accidents	0	1	0
Total job-related lost-day or reportable non-fatal accidents	3	7	6
<i>Scope</i>	<i>39/42</i>	<i>42/47</i>	<i>33/34</i>

**6. HEALTH AND SAFETY – COMPLIANCE** GRI: LA6, PR2

<b>Managed portfolio (OHSAS 18001)</b>	2015/16	2014/15	2013/14
Proportion subject to health and safety review	100%	87%	nr
Proportion with 90% of all identified risks deemed to be under control at annual risk assessment	94%	95%	nr
Proportion of uncontrolled risks resolved within documented timeframe	99.6%	99%	nr
<i>Scope</i>	<i>107/107</i>	<i>115/130</i>	<i>nr</i>

**Developments**

Total health and safety incidents of non-compliance	1	1	0
<i>Scope</i>	<i>39/42</i>	<i>42/47</i>	<i>33/34</i>

**Head office (OHSAS 18001)**

Proportion of uncontrolled risks resolved within documented timeframe at British Land Head Office	86%	99%	nr
Proportion of uncontrolled risks resolved within documented timeframe at Broadgate Estates Head Office	83%	nr	nr
<i>Scope</i>	<i>2/2</i>	<i>1/1</i>	<i>nr</i>



7. LOST WORKING DAYS *GRI: LA6*

	Working days lost through sickness									Working days lost								
	2015/16			2014/15			2013/14			2015/16			2014/15			2013/14		
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All
British Land	127.5	452.0	579.5	88.0	208.0	296.0	229.5	363.0	592.5	0%	2%	1%	0%	1%	1%	1%	1%	1%
Broadgate Estates	616.0	688.5	1,304.5	677.0	535.0	1,212.0	499.5	427.0	926.5	1%	2%	1%	2%	2%	2%	11%	11%	11%
<b>Total or Average [%]</b>	743.5	1,140.5	1,884.0	765.0	743.0	1,508.0	729.0	790.0	1,519.0	1%	2%	1%	1%	1%	1%	6%	6%	6%



# Community

We build trust by supporting successful local communities.

## 29,500

people benefited from our community programme, including apprentices, jobseekers and schoolchildren (2015: 18,800).

## 84%

of British Land employees took part in community projects, including skills-based volunteering (2015: 83%).

## £1.7m

donated to communities through cash, time and gifts-in-kind (2015: £1.6m).

## 8: Overview

### 8. COMMUNITY OVERVIEW

CONTRIBUTIONS AND OUTCOMES	2015/16	2014/15	2013/14	For detail
Community programme beneficiaries	29,482	18,791	19,777	Fig. 12
Community programme investment, including management time	£2,285,581	£2,085,062	£1,850,939	Fig. 11
Community programme as a percentage of pre-tax profits	0.63%	0.67%	0.62%	Fig. 10
Community contributions through planning and development	£32,187,157	£11,646,261	£6,987,436	Fig. 13
VOLUNTEERING				
British Land employee volunteering – 2020 target 90%	84%	83%	77%	Fig. 9
British Land employee skills-based volunteering – 2020 target 20%	16%	10%	11%	Fig. 9
Key supplier volunteering (hours)	5,439	2,560	2,146	Fig. 9



## 9: Volunteering

### 9. BRITISH LAND EMPLOYEE AND KEY SUPPLIER VOLUNTEERING

	2015/16	2014/15	2013/14
<b>Employee volunteering</b>			
British Land employee volunteering (%)	84%	83%	77%
British Land employee volunteering (hours)	2,658	2,883	2,099
British Land employee skills-based volunteering (%)	16%	10%	11%
Average number of hours per employee spent supporting charitable and community causes (British Land)	10.1	10.5	7.9
<b>Key supplier volunteering</b>			
Key supplier volunteering (hours)	5,439	2,560	2,146



## 10-14: Contributions and investment

### 10. COMMUNITY PROGRAMME AS PERCENTAGE OF PRE-TAX PROFITS *GRI: EC1*

	2015/16	2014/15	2013/14
Community programme as a percentage of pre-tax profits (%)	0.63%	0.67%	0.62%

### 11. LBG CORPORATE COMMUNITY INVESTMENT *GRI: EC1, EC7*

	Direct community investment (£)			Leveraged community investment (£)		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
Cash	£1,371,044	£1,287,500	£1,120,699	£1,901,936	£849,783	£1,304,763
British Land employee time (direct) / Key supplier workforce time (leveraged)	£251,470	£236,016	£195,011	£153,642	£71,361	£74,136
In-kind	£57,488	£33,154	£53,311	-	-	-
British Land management costs	£605,579	£528,392	£481,918	-	-	-
<b>Total</b>	<b>£2,285,581</b>	<b>£2,085,062</b>	<b>£1,850,939</b>	<b>£2,055,578</b>	<b>£921,144</b>	<b>£1,378,899</b>

### 12. COMMUNITY PROGRAMME BENEFICIARIES *GRI: EC7, EC8*

	No. of individual beneficiaries		
	2015/16	2014/15	2013/14
Education	14,513	8,043	8,101
Employment and training	452	483	544
Wellbeing, culture and leisure	14,517	10,265	11,132
<b>Total beneficiaries</b>	<b>29,482</b>	<b>18,791</b>	<b>19,777</b>

13. COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT *GRI: EC1, EC7, S02*

	2015/16	2014/15	2013/14
Community contributions through planning and development	£32,187,157	£11,646,261	£6,987,436
Scope	41/41	26/26	60/61

14. OUR COMMUNITY PROGRAMME AROUND THE UK *GRI: EC1, EC7, S01, S02*

Region	Properties and developments	Total value of our community programme		
		2015/16	2014/15	2013/14
London	Aldgate Place, Blossom Street, Broadgate, Canada Water, Eden Walk Shopping Centre, Marble Arch House, Paddington Central, 10 Portman Square, Regent's Place, Surrey Quays Shopping Centre, The Leadenhall Building, 39 Victoria Street, Yalding House and our Head Office, York House	£2,459,579	£1,035,132	£1,130,221
Yorkshire and the Humber	Bradford, Doncaster, Hull, Leeds, Rotherham, Sheffield, Wakefield and York	£336,932	£599,808	£641,599
Corporate		£304,078	£294,791	£360,422
Midlands and East of England	Basildon, Colchester, Hereford, Leamington Spa, Leicester, Lincoln, Mansfield, Milton Keynes, Newmarket, Nottingham, Peterborough, Stafford, Theale and Walsall	£174,962	£130,725	£209,733
Scotland	Dumfries, Dumbarton, Edinburgh, Elgin, Glasgow and Inverness	£137,908	£113,858	£125,373
North West England and Wales	Barrow-in-Furness, Chester, Cwmbran, Denton, Lancaster, Llandudno, Oldham, Preston and Speke	£121,589	£90,056	£72,214
South West England	Barnstaple, Bath, Plymouth and Swindon	£85,538	£106,241	£118,135
South East England (excluding London)	Dartford, Fareham, Luton, Orpington and Woking	£59,551	£57,741	£35,191
North East England (excluding Yorkshire and the Humber)	Stockton-on-Tees and Sunderland	£53,635	£49,461	£55,032
Northern Ireland	Coleraine and Lisnagelvin	£1,808	nr	nr
<b>Grand Total</b>		<b>£3,735,580</b>	<b>£2,477,813</b>	<b>£2,747,920</b>
Scope		91/107	89/117	107/129



## 15: Considerate Constructors

### 15. CONSIDERATE CONSTRUCTORS SCHEME *GRI: HR11*

	2015/16	2014/15	2013/14
Average scores (out of 50)	37.3	38.9	37.4
Scope	25/25	18/18	14/14



# Future proofing

We generate cost efficiency and income from future-proofed assets.

## 40%

40% carbon intensity reduction since 2009 (2015: 39%).

## £13m

energy savings through efficiency improvements over four years.

## 98%

of waste diverted from landfill at our properties and developments (2015: 95%).

## 16-17: Overview

### 16. FUTURE PROOFING OVERVIEW

	2015/16	2014/15	2013/14	For detail
<b>SUSTAINABILITY RATINGS</b>				
Developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail – 2020 target 100%	82%	94%	98%	Fig. 17
Energy Performance Certificates rated A or B	30%	22%	nr	Fig. 17
Energy Performance Certificates rated F or G	3%	3%	nr	Fig. 17
<b>FINANCIAL</b>				
Cost savings from resource reductions, versus baseline (landlord and occupier)	£4,738,200	£3,639,700	£3,289,500	Fig. 18
On-site renewable energy income	£14,106	£6,940	nr	Fig. 19
<b>CARBON EMISSIONS</b>				
Carbon (Scope 1 and 2) intensity against 2009 index score of 100 – 2020 target 45 (55% reduction)	60/100	61/100	nr	Fig. 26
Direct (Scope 1) greenhouse gas emissions (tonnes CO <sub>2</sub> e)				
Combustion of fuel	7,284	6,965	5,629	Fig. 20
Operation of facilities	644	554	1,707	Fig. 20
Indirect (Scope 2) greenhouse gas emissions (tonnes CO <sub>2</sub> e)				
Purchase of electricity, heat, steam and cooling for our own use	38,710	42,503	38,619	Fig. 22
Indirect (Scope 3) greenhouse gas emissions (tonnes CO <sub>2</sub> e)	120,247	157,456	213,386	Fig. 24





## 16. FUTURE PROOFING OVERVIEW CONTINUED

	2015/16	2014/15	2013/14	For detail	
<b>ENERGY USE AND INTENSITY</b>					
Landlord energy intensity against 2009 index score of 100 – 2020 target 45 (55% reduction)	62/100	60/100	nr	Fig. 35	
Office occupier energy intensity, against 2009 index score of 100	57/100	61/100	nr	Fig. 35	
Managed portfolio: energy use (MWh)	210,472	208,018	194,413	Fig. 33	
Developments: energy use (MWh)	5,346	5,854	4,030	Fig. 34	
Energy generation (MWh)	1,126	1,385	nr	Fig. 19	
Energy generation (% of shared services and common parts energy use)	0.96%	1.16%	nr	Fig. 33	
<b>WATER USE AND INTENSITY</b>					
Water intensity, against 2009 index score of 100	74/100	78/100	nr	Fig. 41	
Managed portfolio: water use (m <sup>3</sup> )	653,490	557,041	654,591	Fig. 39	
Developments: water use (m <sup>3</sup> )	10,883	50,819	29,587	Fig. 44	
<b>WASTE AND MATERIALS</b>					
Waste management at our properties and developments (tonnes and %)	Re-use, recycling and incineration – 2020 target 100%	148,856 (98%)	240,210 (95%)	70,731 (88%)	Figs. 45, 49
	Landfilled – 2020 target 0%	2,805 (2%)	12,056 (5%)	9,777 (12%)	Figs. 45, 49
Waste per £100,000 construction spend on completed developments (tonnes)	0.02	nr	nr	Fig. 49	
Sustainable timber (FSC or PEFC certified)	96%	100%	100%	Fig. 50	
<b>FLOOD RISK</b>					
High risk of flooding (by value)	5%	8%	nr	Fig. 51	

17. SUSTAINABILITY RATINGS *GRI: EN27, CRE8*

Ⓐ Assurance covers total proportion of 2015/16 data by value and floor area. Assurance excludes Energy Performance Certificates.

	Total floor area (m <sup>2</sup> )	Proportion (by value)	Proportion (by value)
		2015/16	2014/15
<b>Green building ratings</b>			
BREEAM Outstanding	2,429	0%	
BREEAM Excellent	26,829	24%	19%
BREEAM Very Good	34,527	2%	2%
BREEAM Good	10,677	1%	-
Code for Sustainable Homes Level 4	13,062	0%	0%
Code for Sustainable Homes Level 3	-	0%	-
Other Ratings	-	0%	-
<b>Total</b>	<b>87,524</b>	<b>27%</b>	<b>21%</b>
<i>Scope (assets under management)</i>	<i>273/273</i>	<i>273/273</i>	<i>293/293</i>
<b>Developments – green building ratings (on track to achieve)</b>			
	Total floor area (m <sup>2</sup> )	Proportion (by floor area)	Proportion (by floor area)
BREEAM Excellent	286,894	65%	63%
BREEAM Very Good	33,283	8%	17%
BREEAM Pass	1,107	0%	2%
Code for Sustainable Homes Level 4	10,428	2%	4%
Code for Sustainable Homes Level 3	106,490	24%	14%
Other Ratings	-	0%	-
<b>Total</b>	<b>438,202</b>	<b>100%</b>	<b>100%</b>
<i>Scope</i>	<i>27/27</i>	<i>27/27</i>	<i>26/26</i>
BREEAM Excellent for Offices and Very Good for Retail	303,578	82%	94%
<i>Scope</i>	<i>17/17</i>	<i>17/17</i>	<i>26/26</i>
<b>Energy Performance Certificates</b>			
Proportion of portfolio A or B rated	nr	30%	22%
Proportion of portfolio F or G rated	nr	3%	3%
<i>Scope (assets under management)</i>	<i>nr</i>	<i>2369 / 2856</i>	<i>2145 / 2556</i>



## 18-19: Financial

### 18. COSTING SAVINGS FROM RESOURCE REDUCTIONS AND INVESTMENTS GRI: EN6, EN7, EN8, EN31

Ⓐ Assurance covers 2015/16 savings data only; £4,738,155 of savings. Assurance covers 2015/16 investments data only; £483,654 of energy, water and waste initiatives through service charge spend and £358,032 through corporate spend.

	Savings (2011/12 to 2015/16)			Investments (2011/12 to 2015/16)		Scope (managed portfolio)
	Resource	£	Service charge (£)	Corporate (£)	Total (£)	
<b>Energy use (MWh)</b>						
Landlord energy	111,399	£10,055,200	£5,331,500	£878,800	£6,210,300	74/81
Occupier energy	26,498	£2,978,100	-	-	-	23/28
Sub-total	137,897	£13,033,300	£5,331,500	£878,800	£6,210,300	74/81
<b>Water use (m³)</b>						
Sub-total	-30,654	-£38,800	£91,500	£0	£91,500	51/57
<b>Waste management (tonnes diverted from landfill)</b>						
Sub-total	43,138	£3,084,200	£579,000	£23,800	£602,800	51/51
<b>Overall</b>						
<b>TOTAL</b>	n/a	£16,078,700	£6,002,000	£902,600	£6,904,600	74/81

### 19. ENERGY GENERATED ON SITE, AND ON-SITE RENEWABLE ENERGY INCOME

	Generation (MWh)		Income (£)	
	2015/16	2014/15	2015/16	2014/15
Heating and cooling	748	1,064	£0	£0
On-site renewables	379	322	£14,106	£6,940
<b>TOTAL</b>	<b>1,126</b>	<b>1,385</b>	<b>£14,106</b>	<b>£6,940</b>
	Scope (managed portfolio)			
	8/9	6/6	8/9	6/6



## 20-27: Carbon emissions

### 20. TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS *GRI: EN15, EN27*

(A) Assurance covers overall total 2015/16 data only.

	Emissions from fuel use and refrigerant loss (tonnes CO <sub>2</sub> e)		
	2015/16	2014/15	2013/14
<b>Offices</b>			
Landlord influenced area: common parts and shared services	7,391	6,793	6,657
British Land: Head Office occupied space	-	-	-
Broadgate Estates: Offices	0	0	0
<b>Whole building</b>	<b>7,391</b>	<b>6,793</b>	<b>6,657</b>
<i>Scope (managed portfolio)</i>	<i>31/32</i>	<i>31/32</i>	<i>32/33</i>
<b>Retail</b>			
Shopping centres: common parts	345	525	481
Retail parks: common parts	73	59	69
<i>Scope (managed portfolio)</i>	<i>14/14</i>	<i>14/15</i>	<i>17/19</i>
<b>Residential</b>			
Common parts use	0.0	30	0
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>
<b>Travel</b>			
Fuel use: British Land owned vehicles	119	112	128
<b>Overall</b>			
<b>TOTAL</b>	<b>7,927</b>	<b>7,519</b>	<b>7,335</b>
<i>Scope (managed portfolio)</i>	<i>45/46</i>	<i>45/47</i>	<i>50/53</i>

21. LIKE-FOR-LIKE TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS *GRI: EN19, EN27*

Ⓐ Assurance covers overall total 2015/16 data only.

	Emissions from fuel use and refrigerant loss (tonnes CO <sub>2</sub> e)		
	2015/16	Change 2014/15 to 2015/16	2014/15
<b>Offices</b>			
Landlord influenced area: common parts and shared services	5,368	-12%	6,126
British Land: Head Office occupied space	-	-	-
Broadgate Estates: Offices	-	-	-
<b>Whole building</b>	<b>5,368</b>	<b>-12%</b>	<b>6,126</b>
<i>Scope (managed portfolio)</i>	<i>28/29</i>		<i>28/29</i>
<b>Retail</b>			
Shopping centres: common parts	339	-34%	516
Retail parks: common parts	73	25%	59
<i>Scope (managed portfolio)</i>	<i>13/14</i>		<i>13/14</i>
<b>Residential</b>			
Common parts use	0	-	0
<i>Scope (managed portfolio)</i>	<i>0/0</i>		<i>0/0</i>
<b>Travel</b>			
Fuel use: British Land owned vehicles	119	11%	107
<b>Overall</b>			
<b>TOTAL</b>	<b>5,899</b>	<b>-13%</b>	<b>6,808</b>
<i>Scope (managed portfolio)</i>	<i>41/43</i>		<i>41/43</i>

22. TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS *GRI: EN16, EN19, EN27*

(A) Assurance covers total 2015/16 data for all property types only.

	Emissions from off-site energy generation			
	2015/16		2014/15	2013/14
	Location-based (tonnes CO <sub>2</sub> e)	Market-based (tonnes CO <sub>2</sub> e)	Location-based (tonnes CO <sub>2</sub> e)	Market-based (tonnes CO <sub>2</sub> e)
<b>Offices</b>				
Landlord influenced area: common parts and shared services	28,612	26,282	30,336	25,503
British Land: Head Office occupied space	296	268	313	252
Broadgate Estates: Offices	323	309	316	307
<b>Whole building</b>	<b>29,230</b>	<b>26,859</b>	<b>30,964</b>	<b>26,062</b>
<i>Scope (managed portfolio)</i>	<i>42/43</i>	<i>42/43</i>	<i>43/44</i>	<i>46/47</i>
<b>Retail</b>				
Shopping centres: common parts	7,377	7,415	9,269	9,572
Retail parks: common parts	2,056	2,412	2,163	2,797
<i>Scope (managed portfolio)</i>	<i>53/60</i>	<i>53/60</i>	<i>60/66</i>	<i>75/82</i>
<b>Residential</b>				
Common parts	47	48	106	188
<i>Scope (managed portfolio)</i>	<i>2/6</i>	<i>2/6</i>	<i>26/33</i>	<i>35/55</i>
<b>All property types</b>				
<b>TOTAL</b>	<b>38,710</b>	<b>36,734</b>	<b>42,503</b>	<b>38,619</b>
<i>Scope (managed portfolio)</i>	<i>97/109</i>	<i>97/109</i>	<i>130/143</i>	<i>156/184</i>



### 23. LIKE-FOR-LIKE TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS *GRI: EN19, EN27*

(A) Assurance covers total 2015/16 data for all property types only.

	Emissions from off-site energy generation (tonnes CO <sub>2</sub> e)		
	2015/16	Change 2014/15 to 2015/16	2014/15
<b>Offices</b>			
Landlord influenced area: common parts and shared services	24,175	-12%	27,618
British Land: Head Office occupied space	296	-5%	313
Broadgate Estates: Offices	323	-9%	354
<b>Whole building</b>	<b>24,793</b>	<b>-12%</b>	<b>28,284</b>
<i>Scope (managed portfolio)</i>	<i>37/38</i>		<i>37/38</i>
<b>Retail</b>			
Shopping centres: common parts	7,201	-15%	8,470
Retail parks: common parts	1,964	0%	1,959
<i>Scope (managed portfolio)</i>	<i>52/54</i>		<i>52/54</i>
<b>Residential</b>			
Common parts	47	-4%	49
<i>Scope (managed portfolio)</i>	<i>2/2</i>		<i>2/2</i>
<b>All property types</b>			
<b>TOTAL</b>	<b>34,006</b>	<b>-12%</b>	<b>38,762</b>
<i>Scope (managed portfolio)</i>	<i>91/94</i>		<i>91/94</i>

24. SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES *GRI: EN17, EN27, EN30*

	Tonnes CO <sub>2</sub> e
<b>REPORTED SCOPE 3 FOOTPRINT (2015/16)</b>	
<b>Managed portfolio</b>	
Energy use	62,020
Water use	216
<b>Developments</b>	
Embodied carbon: materials	57,788
<b>Travel</b>	
Fuel use: British Land owned vehicles	26
Business travel: British Land Head Office	197
<b>Reported Scope 3 footprint</b>	
<b>Sub-total</b>	<b>120,247</b>
<b>ADDITIONAL ESTIMATED SCOPE 3 FOOTPRINT (2014/15)</b>	
<b>Managed portfolio</b>	
Energy and water use: assets managed by Broadgate Estates for a third party	36,242
Offices: service charges	14,517
Retail: service charges	6,612
Residential: service charges	136
<b>Developments</b>	
Supply chain emissions	15,407
Design and engineering services	2,479
Finance, legal and other business services	3,260
<b>Property acquisition</b>	
Embodied carbon in buildings	57,862
Investment and finance	2,141





24. SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES CONTINUED

	Tonnes CO <sub>2</sub> e
<b>Managed and single-let properties</b>	
Occupier/third party controlled energy use	584,222
<b>Corporate</b>	
Administration expenses	5,533
Business travel: Broadgate Estates Head Office	33
Finance	20,438
Employee commuting	112
Property outgoings	18,566
<b>Visitor travel</b>	
Offices	137,751
Shopping centres	698,723
Retail parks	973,120
Supermarkets	700,836
Department stores	219,400
Residential	6,567
Leisure	178,506
<b>Additional estimated Scope 3 footprint</b>	
<b>Sub-total</b>	<b>3,682,462</b>
<b>All Scope 3 emissions (reported and estimated)</b>	
<b>TOTAL</b>	<b>3,802,709</b>



## 25. TOTAL DIRECT AND INDIRECT (SCOPE 1, 2 AND 3) GREENHOUSE GAS EMISSIONS GRI: EN15, EN16, EN17, EN19, EN27, EN30

(A) Assurance covers overall total Scope 1, 2 and 3 2015/16 data only.

	2015/16				Change 2013/14 to 2015/16	2014/15				2013/14			
	Scope 1	Scope 2	Scope 3	Total		Scope 1	Scope 2	Scope 3	Total	Scope 1	Scope 2	Scope 3	Total
Tonnes CO <sub>2</sub> e													
<b>Managed portfolio energy use</b>													
Offices: landlord influenced area	6,747	28,612	8,254	43,613	14%	6,238	30,336	8,899	45,473	4,965	25,503	7,738	38,206
Offices: direct use in occupier spaces	–	–	50,291	50,291	16%	–	–	50,652	50,652	–	–	43,270	43,270
British Land: Head Office occupied space	0	296	72	368	16%	0	313	79	392	0	252	64	316
Broadgate Estates: Offices	0	323	79	401	4%	0	316	80	396	0	307	79	386
Shopping centres: common parts	345	7,377	1,853	9,575	-24%	525	9,269	2,427	12,222	466	9,572	2,487	12,525
Retail parks: common parts	73	2,056	512	2,641	-26%	59	2,163	555	2,778	69	2,797	710	3,576
Retail: direct retailer use in leased demises	–	–	948	948	-32%	–	–	1,131	1,131	–	–	1,387	1,387
Residential: common parts	0	47	11	58	-75%	30	106	31	167	0	188	48	237
<b>Managed portfolio refrigerant loss</b>													
Air conditioning in offices and shopping centres	644	–	–	644	-62%	554	–	–	554	1,707	–	–	1,707
<b>Managed portfolio water use</b>													
Offices, shopping centres and retail parks	–	–	216	216	-3%	–	–	195	195	–	–	223	223
<b>Developments</b>													
Embodied carbon: materials	–	–	57,788	57,788	-63%	–	–	93,215	93,215	–	–	157,100	157,100
<b>Travel</b>													
Fuel use: British Land owned vehicles	119	–	26	144	-8%	112	–	24	136	128	–	28	156
Business travel: British Land Head Office	–	–	197	197	-22%	–	–	168	168	–	–	252	252
<b>Overall</b>													
<b>TOTAL</b>	7,927	38,710	120,247	166,884	-36%	7,519	42,503	157,456	207,478	7,335	38,619	213,386	259,341
Scope (managed portfolio)				97/109					130/143				156/184
Scope (developments)				4/9					6/9				35/37

26. CARBON INTENSITY INDEX *GRI: EN19, EN27*

Ⓐ Assurance covers 2015/16 data.

		Carbon intensity index (Scope 1 & 2)		
		2015/16	2014/15	2008/09
<b>Offices</b>				
Landlord influenced area: common parts and shared services	score (out of 100)	64/100	65/100	100/100
	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.075	0.076	0.118
<i>Scope (managed portfolio)</i>		<i>29/30</i>	<i>26/27</i>	<i>16/17</i>
<b>Retail</b>				
Retail (enclosed)	score (out of 100)	42/100	51/100	100/100
	tonnes CO <sub>2</sub> e/m <sup>2</sup>	0.073	0.088	0.174
Retail (open air)	score (out of 100)	59/100	59/100	100/100
	tonnes CO <sub>2</sub> e/car park space	0.063	0.063	0.106
<i>Scope (managed portfolio)</i>		<i>46/48</i>	<i>48/51</i>	<i>59/64</i>
<b>Overall</b>				
<b>TOTAL</b>	<b>score (out of 100)</b>	<b>60/100</b>	<b>61/100</b>	<b>100/100</b>
<i>Scope (managed portfolio)</i>		<i>75/78</i>	<i>74/78</i>	<i>75/81</i>

**27. GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION** GRI: EN18, EN19, EN27, CRE3

Ⓐ Assurance covers 2015/16 data only. Assurance excludes tonnes CO<sub>2</sub>e per workstation or 10,000 visitors, per £m of gross rental income and related and per full time equivalent. Assurance excludes British Land: Head Office occupied space, Broadgate Estates: Offices and Residential.

	Managed portfolio emissions intensity			
	2015/16	Change 2013/14 to 2015/16	2014/15	2013/14
<b>ACTIVITY RELATED (tonnes CO<sub>2</sub>e/m<sup>2</sup>)</b>				
<b>Offices</b>				
Landlord influenced area: common parts and shared services	0.063	7%	0.067	0.059
Direct use in occupier spaces	0.073	-7%	0.083	0.079
British Land: Head Office occupied space	0.099	19%	0.105	0.083
Broadgate Estates: Offices	0.100	-53%	0.196	0.212
<b>Whole building</b>	<b>0.136</b>	<b>-1%</b>	<b>0.151</b>	<b>0.138</b>
<i>Scope (managed portfolio)</i>	<i>34/37</i>		<i>35/37</i>	<i>29/30</i>
<b>Retail</b>				
Shopping centres: common parts	0.028	-11%	0.034	0.032
Retail parks: common parts	0.006	11%	0.006	0.005
<i>Scope (managed portfolio)</i>	<i>48/55</i>		<i>52/56</i>	<i>52/56</i>
<b>Residential</b>				
Common parts	0.100	171%	0.113	0.037
<i>Scope (managed portfolio)</i>	<i>2/2</i>		<i>2/2</i>	<i>23/35</i>
<b>ACTIVITY RELATED (tonnes CO<sub>2</sub>e/ workstation or 10,000 visitors)</b>				
<b>Offices</b>				
Whole building	2.667	-11%	3.342	3.010
British Land: Head Office occupied space	1.439	28%	1.455	1.125
Broadgate Estates: Offices	1.293	-68%	2.410	4.041
<i>Scope (managed portfolio)</i>	<i>31/37</i>		<i>30/37</i>	<i>24/30</i>



## 27. GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION CONTINUED

	Managed portfolio emissions intensity			
	2015/16	Change 2013/14 to 2015/16	2014/15	2013/14
<b>Retail</b>				
Shopping centres: common parts	0.696	-24%	0.855	0.916
Retail parks: common parts	0.132	-19%	0.135	0.162
<i>Scope (managed portfolio)</i>	<i>45/55</i>		<i>50/56</i>	<i>49/56</i>
<b>FINANCIAL</b>				
Tonnes CO <sub>2</sub> e per £m of gross rental income	185.58	-	199.13	nr
<b>EMPLOYEES</b>				
Tonnes CO <sub>2</sub> e per full time equivalent	184.64	-23%	245.05	238.57



## 28-34: Energy use

### 28. TOTAL ELECTRICITY CONSUMPTION GRI: EN3, EN4, EN27

(A) Assurance covers total 2015/16 consumed electricity data for all property types only.

	Purchased and consumed electricity (MWh)			Self-generated electricity consumed (MWh)			Total consumed electricity (MWh)		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
<b>Offices</b>									
Common parts	25,612	23,247	23,067	–	–	–	25,612	23,247	23,067
Shared services	36,916	40,640	33,328	19	35	18	36,935	40,675	33,345
Direct use in occupier spaces	87,327	83,379	75,288	–	–	–	87,327	83,379	75,288
British Land: Head Office occupied space	640	632	550	–	–	–	640	632	550
Broadgate Estates: Offices	740	755	776	–	–	–	740	755	776
<b>Total</b>	<b>151,235</b>	<b>148,653</b>	<b>133,009</b>	<b>19</b>	<b>35</b>	<b>18</b>	<b>151,254</b>	<b>148,688</b>	<b>133,027</b>
<i>Scope (managed portfolio)</i>	<i>42/43</i>	<i>43/44</i>	<i>46/47</i>	<i>3/3</i>	<i>2/2</i>	<i>1/1</i>	<i>42/43</i>	<i>43/44</i>	<i>46/47</i>
<b>Retail</b>									
Shopping centres: common parts	15,972	17,897	22,597	34	0	86	16,006	17,897	22,683
Retail parks: common parts	4,449	4,383	6,336	10	5	3	4,459	4,388	6,338
Direct use in retailer leased demises	418	431	1,567	–	–	–	418	431	1,567
<i>Scope (managed portfolio)</i>	<i>53/60</i>	<i>60/66</i>	<i>75/82</i>	<i>3/4</i>	<i>2/3</i>	<i>2/2</i>	<i>53/60</i>	<i>60/66</i>	<i>75/82</i>
<b>Residential</b>									
Common parts	101	215	423	–	–	–	101	215	423
<i>Scope (managed portfolio)</i>	<i>2/6</i>	<i>26/33</i>	<i>35/55</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>2/6</i>	<i>26/33</i>	<i>35/55</i>
<b>All property types</b>									
<b>TOTAL</b>	<b>172,175</b>	<b>171,579</b>	<b>163,932</b>	<b>63</b>	<b>40</b>	<b>106</b>	<b>172,238</b>	<b>171,619</b>	<b>164,038</b>
<i>Scope (managed portfolio)</i>	<i>97/109</i>	<i>130/143</i>	<i>156/184</i>	<i>6/7</i>	<i>4/5</i>	<i>3/3</i>	<i>97/109</i>	<i>130/143</i>	<i>156/184</i>



## 29. LIKE-FOR-LIKE TOTAL ELECTRICITY CONSUMPTION GRI: EN3, EN4, EN6, EN7, EN27

(A) Assurance covers total 2015/16 consumed electricity data for all property types only.

	Purchased and consumed electricity (MWh)		Self-generated electricity consumed (MWh)		Total consumed electricity (MWh)		
	2015/16	2014/15	2015/16	2014/15	2015/16	Change 2014/15 to 2015/16	2014/15
<b>Offices</b>							
Common parts	21,769	22,998	-	-	21,769	-5%	22,998
Shared services	31,796	34,569	19	35	31,815	-8%	34,604
Direct use in occupier spaces	82,722	83,150	-	-	82,722	-1%	83,150
British Land: Head Office occupied space	640	632	-	-	640	1%	632
Broadgate Estates: Offices	740	755	-	-	740	-2%	755
<b>Total</b>	<b>137,667</b>	<b>142,104</b>	<b>19</b>	<b>35</b>	<b>137,686</b>	<b>-3%</b>	<b>142,139</b>
<i>Scope (managed portfolio)</i>	<i>37/38</i>	<i>37/38</i>	<i>3/3</i>	<i>2/2</i>	<i>37/38</i>		<i>37/38</i>
<b>Retail</b>							
Shopping centres: common parts	15,589	17,146	33	0	15,622	-9%	17,146
Retail parks: common parts	4,251	3,963	10	5	4,260	7%	3,968
Direct use in retailer leased demises	418	431	-	-	418	-3%	431
<i>Scope (managed portfolio)</i>	<i>52/54</i>	<i>52/54</i>	<i>2/3</i>	<i>2/3</i>	<i>52/54</i>		<i>52/54</i>
<b>Residential</b>							
Common parts	101	100	-	-	101	1%	100
<i>Scope (managed portfolio)</i>	<i>2/2</i>	<i>2/2</i>	<i>0/0</i>	<i>0/0</i>	<i>2/2</i>		<i>2/2</i>
<b>All property types</b>							
<b>TOTAL</b>	<b>158,025</b>	<b>163,744</b>	<b>62</b>	<b>40</b>	<b>158,087</b>	<b>-3%</b>	<b>163,784</b>
<i>Scope (managed portfolio)</i>	<i>91/94</i>	<i>91/94</i>	<i>5/6</i>	<i>4/5</i>	<i>91/94</i>		<i>91/94</i>



## 30. TOTAL DISTRICT HEATING AND COOLING CONSUMPTION GRI: EN3, EN4, EN6, EN7, EN27

(A) Assurance covers total 2015/16 data for all property types only.

	Total (MWh)		
	2015/16	2014/15	2013/14
<b>Offices</b>			
Common parts	-	-	-
Shared services	-	-	-
Direct use in occupier spaces	-	-	-
British Land: Head Office occupied space	-	-	-
Broadgate Estates: Offices	-	-	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>
<b>Retail</b>			
Shopping centres: common parts	-	-	-
Retail parks: common parts	0	0	289
Direct use in retailer leased demises	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>
<b>Residential</b>			
Common parts	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>
<b>All property types</b>			
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>289</b>
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>





## 31. TOTAL FUEL CONSUMPTION GRI: EN3, EN4, EN27

(A) Assurance covers total 2015/16 non-renewable and renewable data for all property types only.

	Non-renewable (MWh)			Renewable (MWh)			Total (MWh)		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
<b>Offices</b>									
Common parts	-	-	-	-	-	-	-	-	-
Shared services	32,804	30,275	24,251	0	0	0	32,804	30,275	24,251
Direct use in occupier spaces	365	239	253	-	-	-	365	239	253
British Land: Head Office occupied space	-	-	-	-	-	-	-	-	-
Broadgate Estates: Offices	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>33,169</b>	<b>30,513</b>	<b>24,504</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,169</b>	<b>30,513</b>	<b>24,504</b>
<i>Scope (managed portfolio)</i>	<i>31/32</i>	<i>31/32</i>	<i>32/33</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>31/32</i>	<i>31/32</i>	<i>32/33</i>
<b>Retail</b>									
Shopping centres: common parts	1,669	2,512	2,258	-	-	-	1,669	2,512	2,258
Retail parks: common parts	352	286	337	-	-	-	352	286	337
Direct use in retailer leased demises	3,046	3,088	2,985	-	-	-	3,046	3,088	2,985
<i>Scope (managed portfolio)</i>	<i>14/14</i>	<i>14/15</i>	<i>17/19</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>14/14</i>	<i>14/15</i>	<i>17/19</i>
<b>Residential</b>									
Common parts	-	0	0.4	-	-	-	-	0	0.4
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>
<b>All property types</b>									
<b>TOTAL</b>	<b>38,234</b>	<b>36,399</b>	<b>30,085</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,234</b>	<b>36,399</b>	<b>30,085</b>
<i>Scope (managed portfolio)</i>	<i>45/46</i>	<i>45/47</i>	<i>50/53</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>45/46</i>	<i>45/47</i>	<i>50/53</i>



## 32. LIKE-FOR-LIKE TOTAL FUEL CONSUMPTION GRI: EN3, EN4, EN6, EN7, EN27

(A) Assurance covers total 2015/16 non-renewable and renewable data for all property types only.

	Non-renewable (MWh)		Renewable (MWh)		Total (MWh)		
	2015/16	2014/15	2015/16	2014/15	2015/16	Change 2014/15 to 2015/16	
<b>Offices</b>							
Common parts	-	-	-	-	-	-	-
Shared services	22,935	27,040	0	0	22,935	-15%	27,040
Direct use in occupier spaces	365	239	-	-	239	-	239
British Land: Head Office occupied space	-	-	-	-	-	-	-
Broadgate Estates: Offices	-	-	-	-	-	-	-
<b>Total</b>	<b>23,300</b>	<b>27,278</b>	<b>0</b>	<b>0</b>	<b>23,174</b>	<b>-15%</b>	<b>27,278</b>
<i>Scope (managed portfolio)</i>	<i>28/29</i>	<i>28/29</i>	<i>0/0</i>	<i>0/0</i>	<i>28/29</i>		<i>28/29</i>
<b>Retail</b>							
Shopping centres: common parts	1,646	2,505	-	-	1,646	-34%	2,505
Retail parks: common parts	352	286	-	-	352	23%	286
Direct use in retailer leased demises	3,046	3,088	-	-	3,046	-1%	3,088
<i>Scope (managed portfolio)</i>	<i>13/14</i>	<i>13/14</i>	<i>0/0</i>	<i>0/0</i>	<i>13/14</i>		<i>13/14</i>
<b>Residential</b>							
Common parts	-	-	-	-	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>		<i>0/0</i>
<b>All property types</b>							
<b>TOTAL</b>	<b>28,344</b>	<b>33,158</b>	<b>0</b>	<b>0</b>	<b>28,218</b>	<b>-15%</b>	<b>33,158</b>
<i>Scope (managed portfolio)</i>	<i>41/43</i>	<i>41/43</i>	<i>0/0</i>	<i>0/0</i>	<i>41/43</i>		<i>41/43</i>



## 33. TOTAL ENERGY CONSUMED AND GENERATED ON SITE GRI: EN3, EN4, EN27

	Total energy consumed (MWh)		
	2015/16	2014/15	2013/14
<b>Offices</b>			
Common parts	25,612	23,247	23,067
Shared services	69,739	70,950	57,596
Direct use in occupier spaces	87,692	83,618	75,541
British Land: Head Office occupied space	640	632	550
Broadgate Estates: Offices	740	755	776
<b>Total</b>	<b>184,423</b>	<b>179,202</b>	<b>157,531</b>
<i>Scope (managed portfolio)</i>	<i>42/43</i>	<i>43/44</i>	<i>46/47</i>
<b>Retail</b>			
Shopping centres: common parts	17,674	20,409	24,941
Retail parks: common parts	4,811	4,674	6,965
Direct use in retailer leased demises	3,464	3,519	4,552
<i>Scope (managed portfolio)</i>	<i>53/60</i>	<i>60/66</i>	<i>75/82</i>
<b>Residential</b>			
Common parts	101	215	424
<i>Scope (managed portfolio)</i>	<i>2/6</i>	<i>26/33</i>	<i>35/55</i>
<b>All property types</b>			
<b>TOTAL</b>	<b>210,472</b>	<b>208,018</b>	<b>194,413</b>
<b>Energy generated on site (MWh and %)</b>			
Total energy generated on site	1,126	1,385	nr
Landlord influenced area: common parts and shared services	0.96%	1.16%	nr
Whole managed portfolio	0.54%	0.67%	nr



34. ENERGY USE – DEVELOPMENTS *GRI: EN3, EN4, EN27*

		Total (MWh)		
		2015/16	2014/15	2013/14
Electricity purchased and consumed		1,872	3,363	567
Renewable fuel		n/a	n/a	n/a
Non-renewable fuel		3,474	2,492	3,463
<b>Total</b>		<b>5,346</b>	<b>5,854</b>	<b>4,030</b>
	Scope	39/42	38/47	32/34



## 35-38: Energy intensity

### 35. ENERGY INTENSITY INDEX *GRI: EN6, EN7, EN27*

Ⓐ Assurance covers 2015/16 data only. Assurance excludes occupier energy intensity index.

		Carbon intensity index (Scope 1 & 2)		
		2015/16	2014/15	2008/09
<b>Offices</b>				
Landlord influenced area: common parts and shared services	score (out of 100)	66/100	64/100	100/100
	kWh/m <sup>2</sup>	0.156	0.150	0.235
<i>Scope (managed portfolio)</i>		<i>29/30</i>	<i>26/27</i>	<i>16/17</i>
<b>Retail</b>				
Retail (enclosed)	score (out of 100)	44/100	50/100	100/100
	kWh/m <sup>2</sup>	0.157	0.177	0.354
Retail (open air)	score (out of 100)	60/100	56/100	100/100
	kWh/car park space	133.66	124.88	221.10
<i>Scope (managed portfolio)</i>		<i>46/48</i>	<i>48/51</i>	<i>59/64</i>
<b>Overall</b>				
<b>TOTAL</b>	<b>score (out of 100)</b>	<b>62/100</b>	<b>60/100</b>	<b>100/100</b>
<i>Scope (managed portfolio)</i>		<i>75/78</i>	<i>74/78</i>	<i>75/81</i>
<b>Occupier energy</b>				
Office occupier energy intensity index	score (out of 100)	57/100	61/100	100/100
<i>Scope (managed portfolio)</i>		<i>28/33</i>	<i>24/32</i>	<i>12/17</i>

**36. BUILDING ENERGY INTENSITY – FLOOR AREA** GRI: EN5, EN6, EN7, CRE1, EN27

(A) Assurance covers 2015/16 data only. Assurance excludes British Land: Head Office occupied space, Broadgate Estates: Offices and Residential.

	2015/16	Change 2013/14 to 2015/16	2014/15	2013/14	kWh/m <sup>2</sup>
<b>Offices</b>					
Landlord influenced area: common parts and shared services	135.05	13%	136.08	119.23	
Direct use in occupier spaces	127.80	-9%	133.97	140.54	
British Land: Head Office occupied space	171.64	16%	169.56	147.50	
Broadgate Estates: Offices	183.86	-51%	332.89	378.05	
<b>Whole building</b>	<b>263.41</b>	<b>1%</b>	<b>270.99</b>	<b>260.76</b>	
<i>Scope (managed buildings)</i>	<i>34/37</i>		<i>35/37</i>	<i>29/30</i>	
<b>Retail</b>					
Shopping centres: common parts	51.82	-15%	60.00	60.71	
Retail parks: common parts	10.23	9%	9.16	9.37	
<i>Scope (managed buildings)</i>	<i>48/55</i>		<i>52/56</i>	<i>52/56</i>	
<b>Residential</b>					
Common parts	174.53	188%	171.58	60.69	
<i>Scope (managed buildings)</i>	<i>2/2</i>	<i>-</i>	<i>2/2</i>	<i>23/35</i>	

**37. BUILDING ENERGY INTENSITY – WORKSTATIONS AND VISITORS** GRI: EN5, EN6, EN7, CRE1, EN27

	kWh/workstation or 10,000 visitors			
	2015/16	Change 2013/14 to 2015/16	2014/15	2013/14
<b>Offices</b>				
Whole building	5,169	-9%	5,978	5,659
British Land: Head Office occupied space	2,503	25%	2,350	2,010
Broadgate Estates: Offices	2,410	-30%	3,890	3,465
<i>Scope (managed portfolio)</i>	<i>31/37</i>		<i>30/37</i>	<i>24/30</i>
<b>Retail</b>				
Shopping centres: common parts	1,276	-27%	1,488	1,740
Retail parks: common parts	238	-20%	224	297
<i>Scope (managed portfolio)</i>	<i>45/55</i>		<i>50/56</i>	<i>49/56</i>

**38. ENERGY EFFICIENCY – DEVELOPMENTS** GRI: EN6, EN7, EN27

	2015/16	2014/15
% better than relevant Building Regulations (average)	30.90%	25.30%
<i>Scope</i>	<i>20/28</i>	<i>20/26</i>



## 39-44: Water use and intensity

### 39. TOTAL WATER CONSUMPTION GRI: EN8, EN10, EN27

(A) Assurance covers total 2015/16 water use data for all property types only.

	Mains water use			Non-mains water use						Total water use		
	m <sup>3</sup>			Borehole water (m <sup>3</sup> )			Water from on-site harvested sites (m <sup>3</sup> )			m <sup>3</sup>		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
<b>Offices</b>												
Whole building	513,419	413,371	386,924	-	-	-	3,364	2,271	4	516,783	415,642	386,928
British Land: Head Office occupied space	2,498	1,978	2,552	-	-	-	0	0	0	2,498	1,978	2,552
Broadgate Estates: Offices	1,287	372	nr	-	-	-	0	0	0	1,287	372	0
Scope (managed portfolio)	38/43	40/44	41/47	0/0	0/0	0/0	2/2	1/1	1/1	38/43	40/44	41/47
<b>Retail</b>												
Shopping centres: common parts	96,162	98,707	153,422	20,823	17,733	12,723	2,567	2,258	2,542	119,552	118,698	168,687
Retail parks: common parts	17,128	22,522	93,248	0	0	0	27	79	152	17,155	22,601	93,400
Scope (managed portfolio)	30/38	30/38	39/47	1/1	1/1	1/1	3/3	3/3	4/4	30/38	30/38	39/47
<b>Residential</b>												
Common parts	0	100	5,576	-	-	-	-	-	-	0	100	5,576
Scope (managed portfolio)	0/1	2/9	5/25	0/0	0/0	0/0	0/0	0/0	0/0	0/1	2/9	5/25
<b>All property types</b>												
<b>TOTAL</b>	<b>626,709</b>	<b>534,700</b>	<b>639,170</b>	<b>20,823</b>	<b>17,733</b>	<b>12,723</b>	<b>5,958</b>	<b>4,608</b>	<b>2,698</b>	<b>653,490</b>	<b>557,041</b>	<b>654,591</b>
Scope (managed portfolio)	68/81	72/91	85/119	1/1	1/1	1/1	5/5	4/4	5/5	68/81	72/91	85/119





## 40. LIKE-FOR-LIKE TOTAL WATER CONSUMPTION GRI: EN10, EN27

(A) Assurance covers total 2015/16 water use data for all property types only.

	Mains water use		Non-mains water use				Total water use		
	m <sup>3</sup>		Borehole water (m <sup>3</sup> )		Water from on-site harvested sites (m <sup>3</sup> )		m <sup>3</sup>		
	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16	Change 2014/15 to 2015/16	
<b>Offices</b>									
Whole building	468,941	398,834	-	-	3,364	2,271	472,305	18%	401,105
British Land: Head Office occupied space	2,498	1,978	-	-	-	-	2,498	26%	1,978
Broadgate Estates: Offices	682	270	-	-	-	-	682	153%	270
<i>Scope (managed portfolio)</i>	<i>34/38</i>	<i>34/38</i>	<i>0/0</i>	<i>0/0</i>	<i>2/2</i>	<i>1/1</i>	<i>34/38</i>		<i>34/38</i>
<b>Retail</b>									
Shopping centres: common parts	93,830	93,518	20,823	17,733	2,567	2,258	117,220	3%	113,509
Retail parks: common parts	16,374	15,243	-	-	27	79	16,401	7%	15,322
<i>Scope (managed portfolio)</i>	<i>26/27</i>	<i>26/27</i>	<i>1/1</i>	<i>1/1</i>	<i>3/3</i>	<i>3/3</i>	<i>26/27</i>		<i>26/27</i>
<b>Residential</b>									
Common parts	-	-	-	-	-	-	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>		<i>0/0</i>
<b>All property types</b>									
<b>TOTAL</b>	<b>579,145</b>	<b>507,595</b>	<b>20,823</b>	<b>17,733</b>	<b>5,958</b>	<b>4,608</b>	<b>605,926</b>	<b>14%</b>	<b>529,936</b>
<i>Scope (managed portfolio)</i>	<i>60/65</i>	<i>60/65</i>	<i>1/1</i>	<i>1/1</i>	<i>5/5</i>	<i>4/4</i>	<i>60/65</i>		<i>60/65</i>

41. WATER INTENSITY INDEX *GRI: EN27*

		Water intensity index		
		2015/16	2014/15	2008/09
<b>Offices</b>				
Whole building	score (out of 100)	75/100	82/100	100/100
	m <sup>3</sup> / 10 000 visitors	13.72	14.96	18.31
	<i>Scope (managed portfolio)</i>	<i>26/30</i>	<i>21/27</i>	<i>11/17</i>
<b>Retail</b>				
Retail (enclosed)	score (out of 100)	76/100	72/100	100/100
	m <sup>3</sup> / 10 000 visitors	7.59	7.20	9.95
Retail (open air)	score (out of 100)	50/100	55/100	100/100
	m <sup>3</sup> / 10 000 visitors	1.77	1.94	3.54
	<i>Scope (managed portfolio)</i>	<i>24/35</i>	<i>23/35</i>	<i>6/24</i>
<b>Overall</b>				
<b>TOTAL</b>	<b>score (out of 100)</b>	<b>74/100</b>	<b>78/100</b>	<b>100/100</b>
	<i>Scope (managed portfolio)</i>	<i>50/65</i>	<i>44/62</i>	<i>17/41</i>

42. BUILDING WATER INTENSITY – FLOOR AREA *GRI: EN27, CRE2*

Ⓐ Assurance covers 2015/16 data only. Assurance excludes British Land: Head Office occupied space, Broadgate Estates: Offices and Residential.

	2015/16	Change 2013/14 to 2015/16	2014/15	m <sup>3</sup> /m <sup>2</sup> 2013/14
<b>Offices</b>				
Whole building	0.74	15%	0.64	0.65
British Land: Head Office occupied space	0.67	-2%	0.53	0.68
Broadgate Estates: Offices	0.37	-	nr	nr
<i>Scope (managed portfolio)</i>	<i>32/37</i>		<i>33/37</i>	<i>27/30</i>
<b>Retail</b>				
Shopping centres: common parts	0.36	7%	0.36	0.34
Retail parks: common parts	0.06	-27%	0.07	0.08
<i>Scope (managed portfolio)</i>	<i>26/34</i>		<i>27/33</i>	<i>25/29</i>
<b>Residential</b>				
Common parts	0.00	-	0.04	1.48
<i>Scope (managed portfolio)</i>	<i>0/1</i>		<i>1/1</i>	<i>5/5</i>

43. BUILDING WATER INTENSITY – WORKSTATIONS AND VISITORS *GRI: EN27, CRE2*

	m <sup>3</sup> /workstation or 10,000 visitors			
	2015/16	Change 2013/14 to 205/16	2014/15	2013/14
<b>Offices</b>				
Whole building	13.76	1%	14.29	13.67
British Land: Head Office occupied space	9.77	5%	7.35	9.32
Broadgate Estates: Offices	4.09	–	nr	nr
<i>Scope (managed portfolio)</i>	<i>30/37</i>		<i>29/37</i>	<i>23/30</i>
<b>Retail</b>				
Shopping centres: common parts	8.89	-8%	8.78	9.71
Retail parks: common parts	1.32	-42%	1.94	2.27
<i>Scope (managed portfolio)</i>	<i>26/34</i>		<i>27/33</i>	<i>25/29</i>

44. WATER USE – DEVELOPMENTS *GRI: EN8, EN27*

	Water use (m <sup>3</sup> )		
	2015/16	2014/15	2013/14
Mains water	10,883	50,819	29,587
Non-mains water use	n/a	n/a	n/a
<i>Scope</i>	<i>9/9</i>	<i>16/16</i>	<i>17/17</i>
<b>Total</b>	<b>10,883</b>	<b>50,819</b>	<b>29,587</b>



## 45-50: Waste and materials

### 45. WASTE MANAGEMENT – BY WEIGHT *GRI: EN23, EN27*

(A) Assurance covers total 2015/16 non-hazardous managed waste data only. Assurance excludes British Land: Head Office occupied space.

	Non-hazardous managed waste (tonnes)														
	Offices			British Land: Head Office occupied space			Shopping centres			Retail parks			TOTAL		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
Re-use	0.3	0.2	0	0	0	0	0	15.0	0	5.0	0	0	5.3	15.2	0
Composting	616	398	314	3.8	3.6	3.6	1,467	1,367	1,208	322	266	100	2,408	2,035	1,626
Recycling	2,789	1,763	1,893	14	29	23	3,687	3,646	4,216	810	880	808	7,300	6,318	6,941
Direct to Materials Recovery Facility	1,024	997	1,007	0	0	0	1,859	1,721	2,309	1,937	1,455	1,176	4,820	4,173	4,493
Incineration with energy recovery	2,986	2,285	2,043	5.5	9.3	0.5	3,480	2,852	2,246	50	292	730	6,522	5,437	5,020
Incineration without energy recovery	0	0	4	0	0	0	0	0	271	0	0	10	0	0	286
Landfill	0	0	5	0	0	0	97	554	1,112	37	61	348	134	615	1,465
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>7,415</b>	<b>5,443</b>	<b>5,266</b>	<b>23</b>	<b>42</b>	<b>27</b>	<b>10,590</b>	<b>10,155</b>	<b>11,364</b>	<b>3,160</b>	<b>2,953</b>	<b>3,173</b>	<b>21,189</b>	<b>18,593</b>	<b>19,830</b>
<i>Scope (partial waste management)</i>	<i>15/30</i>	<i>20/36</i>	<i>20/32</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>7/12</i>	<i>8/14</i>	<i>9/15</i>	<i>17/18</i>	<i>22/24</i>	<i>32/34</i>	<i>39/60</i>	<i>51/75</i>	<i>62/82</i>
<i>Scope (total waste management)</i>	<i>15/30</i>	<i>16/36</i>	<i>12/32</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>5/12</i>	<i>6/14</i>	<i>6/15</i>	<i>1/18</i>	<i>2/24</i>	<i>2/34</i>	<i>21/60</i>	<i>24/75</i>	<i>20/82</i>

46. WASTE MANAGEMENT – BY PROPORTION *GRI: EN23, EN27*

(A) Assurance covers total 2015/16 non-hazardous managed waste data only. Assurance excludes British Land: Head Office occupied space.

	Non-hazardous managed waste (%)														
	Offices			British Land: Head Office occupied space			Shopping centres			Retail parks			TOTAL		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	8%	7%	6%	16%	9%	13%	14%	13%	11%	10%	9%	3%	11%	11%	8%
Recycling	38%	32%	36%	60%	70%	85%	35%	36%	37%	26%	30%	25%	34%	34%	35%
Direct to Materials Recovery Facility	14%	18%	19%	0%	0%	0%	18%	17%	20%	61%	49%	37%	23%	22%	23%
Incineration with energy recovery	40%	42%	39%	24%	22%	2%	33%	28%	20%	2%	10%	23%	31%	29%	25%
Incineration without energy recovery	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	1%
Landfill	0%	0%	0%	0%	0%	0%	1%	5%	10%	1%	2%	11%	1%	3%	7%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<i>Scope (partial waste management)</i>	<i>15/30</i>	<i>20/36</i>	<i>20/32</i>	<i>0/1</i>	<i>0/1</i>	<i>0/1</i>	<i>7/12</i>	<i>8/14</i>	<i>9/15</i>	<i>17/18</i>	<i>22/24</i>	<i>32/34</i>	<i>39/60</i>	<i>51/75</i>	<i>62/82</i>
<i>Scope (total waste management)</i>	<i>15/30</i>	<i>16/36</i>	<i>12/32</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>5/12</i>	<i>6/14</i>	<i>6/15</i>	<i>1/18</i>	<i>2/24</i>	<i>2/34</i>	<i>21/60</i>	<i>24/75</i>	<i>20/82</i>

47. LIKE-FOR-LIKE WASTE MANAGEMENT – BY WEIGHT *GRI: EN23, EN27*

(A) Assurance covers total 2015/16 non-hazardous managed waste data only. Assurance excludes British Land: Head Office occupied space.

	Non-hazardous managed waste (tonnes and %)											
	Offices		British Land: Head Office occupied space		Shopping centres		Retail parks		TOTAL		Change 2014/15 to 2015/16	2014/15
	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15		
Re-use	0	0	0	0	0	15	5	0	5	-65%	15	
Composting	598	398	4	4	1,373	1,285	322	266	2,296	18%	1,954	
Recycling	1,885	1,417	14	29	3,462	3,436	810	853	6,171	8%	5,735	
Direct to Materials Recovery Facility	959	976	0	0	1,832	1,708	1,937	1,455	4,727	14%	4,140	
Incineration with energy recovery	2,811	2,273	6	9	3,313	2,734	50	271	6,179	17%	5,287	
Incineration without energy recovery	0	0	0	0	0	0	0	0	0	0	0	
Landfill	0	0	0	0	97	493	37	57	134	-76%	550	
Other	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>6,253</b>	<b>5,065</b>	<b>23</b>	<b>42</b>	<b>10,077</b>	<b>9,672</b>	<b>3,160</b>	<b>2,902</b>	<b>19,513</b>	<b>10%</b>	<b>17,681</b>	
<i>Scope (partial waste management)</i>	<i>16/31</i>	<i>18/34</i>	<i>0/1</i>	<i>0/1</i>	<i>7/11</i>	<i>7/12</i>	<i>37/38</i>	<i>41/43</i>	<i>60/80</i>		<i>66/89</i>	
<i>Scope (total waste management)</i>	<i>15/31</i>	<i>16/34</i>	<i>1/1</i>	<i>1/1</i>	<i>4/11</i>	<i>5/12</i>	<i>1/38</i>	<i>2/43</i>	<i>20/80</i>		<i>23/89</i>	



## 48. LIKE-FOR-LIKE WASTE MANAGEMENT – BY PROPORTION GRI: EN23, EN27

(A) Assurance covers total 2015/16 data non-hazardous managed waste only. Assurance excludes British Land: Head Office occupied space.

	Non-hazardous managed waste (%)									
	Offices		British Land: Head Office occupied space		Shopping centres		Retail parks		TOTAL	
	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15	2015/16	2014/15
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	10%	8%	16%	9%	14%	13%	10%	9%	12%	11%
Recycling	30%	28%	60%	70%	34%	36%	26%	29%	32%	32%
Direct to Materials Recovery Facility	15%	19%	0%	0%	18%	18%	61%	50%	24%	23%
Incineration with energy recovery	45%	45%	24%	22%	33%	28%	2%	9%	32%	30%
Incineration without energy recovery	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Landfill	0%	0%	0%	0%	1%	5%	1%	2%	1%	3%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<i>Scope (partial waste management)</i>	<i>16/31</i>	<i>18/34</i>	<i>0/1</i>	<i>0/1</i>	<i>7/11</i>	<i>7/12</i>	<i>37/38</i>	<i>41/43</i>	<i>60/80</i>	<i>66/89</i>
<i>Scope (total waste management)</i>	<i>15/31</i>	<i>16/34</i>	<i>1/1</i>	<i>1/1</i>	<i>4/11</i>	<i>5/12</i>	<i>1/38</i>	<i>2/43</i>	<i>20/80</i>	<i>23/89</i>



49. WASTE MANAGEMENT – DEVELOPMENTS *GRI: EN23, EN27, EN31*

(A) Assurance covers total 2015/16 waste data only. Assurance excludes waste diverted from landfill through re-use on site, Landfilled tax costs (£) and Waste benchmarks.

	2015/16		2014/15		2013/14	
	Waste (tonnes)	Landfilled tax costs (£)	Waste (tonnes)	Landfilled tax costs (£)	Waste (tonnes)	Landfilled tax costs (£)
<b>Demolition non-hazardous waste</b>						
Landfilled	2,169	£5,638	3,392	£8,480	2,078	£5,151
Diverted from landfill: sent off site	115,756	£0	103,770	£0	16,932	£0
Diverted from landfill: re-used on site	1,879	£0	45,365	£0	1,344	£0
<b>Sub-total demolition non-hazardous waste</b>	<b>119,804</b>	<b>£5,638</b>	<b>152,527</b>	<b>£8,480</b>	<b>20,355</b>	<b>£5,151</b>
<i>Scope</i>		<i>38/42</i>		<i>38/47</i>		<i>32/34</i>
<b>Construction non-hazardous waste</b>						
Landfilled	245	£637	7,030	£17,574	6,231	£19,904
Diverted from landfill: sent off site	6,972	£0	34,700	£0	26,973	£0
Diverted from landfill: re-used on site	1,293	£0	30,595	£0	7,115	£0
<b>Sub-total construction non-hazardous waste</b>	<b>8,510</b>	<b>£637</b>	<b>72,324</b>	<b>£17,574</b>	<b>40,320</b>	<b>£19,904</b>
<i>Scope</i>		<i>38/42</i>		<i>38/47</i>		<i>33/34</i>
<b>Hazardous waste</b>						
Landfilled	258	£670	1,019	£2,548	2	£5
Diverted from landfill: sent off site	1,901	£0	7,802	£0	1	£0
Diverted from landfill: re-used on site	0	£0	0	£0	0	£0
<b>Sub-total hazardous waste</b>	<b>2,158</b>	<b>£670</b>	<b>8,821</b>	<b>£2,548</b>	<b>3</b>	<b>£5</b>
<i>Scope</i>		<i>38/42</i>		<i>38/47</i>		<i>31/34</i>
<b>Total</b>						
<b>Total</b>	<b>130,473</b>	<b>£6,945</b>	<b>233,672</b>	<b>£28,602</b>	<b>60,678</b>	<b>£25,059</b>
<b>Total % waste landfilled</b>		<b>2%</b>		<b>5%</b>		<b>14%</b>
<b>Total % waste re-used/recovered: sent off site</b>		<b>96%</b>		<b>63%</b>		<b>72%</b>
<b>Total % waste re-used on site</b>		<b>2%</b>		<b>33%</b>		<b>14%</b>
<b>Waste benchmarks</b>						
Waste per £100,000 construction spend on completed developments (tonnes)		0.02		-		-
<i>Scope</i>		<i>26/26</i>		-		-



50. SUSTAINABLY SOURCED TIMBER *GRI: EN27*

		Proportion from a sustainable source		
		2015/16	2014/15	2013/14
PEFC		9%	1%	100%
FSC		87%	99%	
	Scope	36/42	36/47	33/34
<b>Total</b>		<b>96%</b>	<b>100%</b>	<b>100%</b>



## 51-53: Land use

### 51. PORTFOLIO FLOOD RISK

	2015/16	2014/15	2013/14
Proportion at high risk of flood [% by value]	5%	8%	nr
<i>Scope (assets under management)</i>	<i>267/273</i>	<i>286/293</i>	<i>-</i>

### 52. LAND CONTAMINATION AND REMEDIATION *GRI: EN12, EN13, EN27, SO2, CRE5*

	2015/16	2014/15	2013/14
Total area of land decontaminated and remediated (m <sup>2</sup> )	0	0	0
Total area of land assessed for remediation but not remediated (m <sup>2</sup> )	176,234	176,234	81,500
Total area of land potentially contaminated but not assessed (m <sup>2</sup> )	28,008	28,008	9,308
<i>Scope</i>	<i>22/33</i>	<i>22/26</i>	<i>28/32</i>

### 53. ENVIRONMENTAL COMPLIANCE *GRI: EN29, CRE5*

	2015/16	2014/15	2013/14
Environmental non-compliance events	0	0	0
Environmental non-compliance costs	£0	£0	£0
<i>Scope</i>	<i>135/151</i>	<i>146/190</i>	<i>157/218</i>



# Skills and opportunity

We develop skills and opportunities to help local people and businesses grow.

## 120

apprentices supported at our properties and developments by us and our suppliers.

## £27.7m

spent with firms within 25 miles of our properties, fuelling regional economies.

## 100%

of employees and 72% of the supplier workforce at our properties paid the Living Wage Foundation wage.

## 54: Overview

### 54. SKILLS AND OPPORTUNITY OVERVIEW

PROCUREMENT		2015/16	2014/15	2013/14	For detail
<b>Offices</b>					
Spend within 25 miles	Managed portfolio	49%	46%	nr	Fig. 56
	Developments	60%	nr	nr	Fig. 57
Spend with SMEs	Managed portfolio	35%	37%	nr	Fig. 56
	Developments	51%	nr	nr	Fig. 57
British Land payments to suppliers within 30 days		74%	72%	nr	Fig. 58
Tier 1 supplier payments to Tier 2 suppliers	Managed portfolio: within 30 days	69%	63%	nr	Fig. 58
	Developments: within agreed terms	98%	94%	nr	Fig. 58
<b>SUPPLIER WORKFORCE</b>					
Supplier workforce paid Living Wage Foundation wage at our properties	Offices	99.7%	99%	nr	Fig. 59
	Retail	51%	nr		
Supplier workforce living within 25 miles of our places	Offices	90%	80%	nr	Fig. 59
	Retail	97%	96%		
	Developments	31%	35%		
Key suppliers with workers on exclusive zero hours contracts		0%	0%	nr	Fig. 59



54. SKILLS AND OPPORTUNITY OVERVIEW CONTINUED

EMPLOYMENT	2015/16	2014/15	2013/14	For detail
Employees paid Living Wage Foundation wage	100%	nr	nr	Fig. 64
Employee retention	83%	87%	82%	Fig. 63
Employee gender remuneration (ratio female to male)	Executive level	105%	101%	nr
	Management level	84%	98%	nr
	Non-management level	84%	92%	nr
Employee diversity (proportion female)	48%	46%	45%	Fig. 65



## 55: Apprenticeships

### 55. APPRENTICES GRI: EC8, SO2

	2015/16	2014/15	2013/14
<b>At our properties and in our local communities</b>			
Apprenticeships funding	£120,665	£188,356	£57,659
Supported at British Land properties	38	44	81
Part-funded by British Land in the local community	4	4	8
Through our Broadgate supply chain project	3	4	5
Through The Source Apprenticeship Support Service	52	42	-
<b>At our developments</b>			
Through suppliers on our developments	82	73	81
<i>Scope</i>	17/17	17/17	17/20



## 56-58: Procurement

### 56. SPEND WITHIN 25 MILES AND WITH SMES – MANAGED PORTFOLIO *GRI: EC9*

(A) Assurance covers 2015/16 spend analysed within 25 miles for offices only.

	Spend within 25 miles and with SMEs (% of total spend analysed)					
	2015/16			2014/15		
	Previous year spend analysed (£)	Previous year spend within 25 miles	Previous year spend with SMEs	Previous year spend analysed (£)	Previous year spend within 25 miles	Previous year spend with SMEs
<b>Managed portfolio Tier 2 suppliers</b>						
Offices	£32,283,884	63%	nr	£40,195,052	49%	nr
Shopping centres	£21,230,605	31%	32%	£10,788,725	38%	36%
Retail parks	£3,061,307	31%	53%	£4,760,492	63%	38%
<b>Sub-total</b>	<b>£56,575,797</b>	<b>49%</b>	<b>35%</b>	<b>£55,744,269</b>	<b>46%</b>	<b>37%</b>
<i>Scope</i>	<i>59/108</i>	<i>59/108</i>	<i>18/108</i>	<i>103/124</i>	<i>103/124</i>	<i>48/124</i>

### 57. SPEND WITHIN 25 MILES AND WITH SMES – DEVELOPMENTS *GRI: EC9*

	Spend to date within 25 miles and with SMEs (% of total spend analysed)		
	2015/16 (ongoing projects)		
	Spend analysed (£)	Spend within 25 miles	Spend with SMEs
Developments	£103,788,676	60%	51%
<i>Scope</i>	<i>4/7</i>	<i>4/7</i>	<i>3/7</i>



58. PAYMENT

	2015/16	2014/15
<b>Payments to suppliers within 30 days</b>		
British Land Head Office	74%	72%
Managed portfolio Tier 1 suppliers payments to Tier 2 suppliers	69%	63%
<i>Scope</i>	<i>2/7</i>	<i>2/7</i>
<b>Payments paid within agreed payment period</b>		
Developments Tier 1 suppliers payments to Tier 2 suppliers	98%	94%
<i>Scope</i>	<i>7/7</i>	<i>4/4</i>





## 59: Supplier workforce

### 59. EMPLOYMENT WITHIN 25 MILES, LIVING WAGE AND EXCLUSIVE ZERO HOURS CONTRACTS

	Proportion by hours worked (%)	
	2015/16	2014/15
<b>Supplier workforce paid Living Wage Foundation wage at our properties</b>		
Offices	99.7%	99.0%
Retail	50.8%	nr
<b>Total</b>	<b>72%</b>	<b>nr</b>
<i>Scope</i>	<i>89/101</i>	<i>37/38</i>
<b>Key suppliers with workers on exclusive zero hour contracts</b>		
Offices: supplier workforce provided through service charge	0%	0%
Retail: supplier workforce provided through service charge	0%	0%
Developments: project workforce	0%	0%
<i>Scope</i>	<i>105/117</i>	<i>99/108</i>
<b>Supplier workforce living within 25 miles of our places</b>		
Offices	90%	80%
Retail	97%	96%
Developments (over £5m)	31%	35%
<i>Scope</i>	<i>108/120</i>	<i>119/128</i>



## 60: Supply Chain Charter

### 60. SUPPLIER SUSTAINABILITY RISK ASSESSMENT *GRI: EN33, LA15, HR11, SO10*

	2015/16		2014/15	
	Number	%	Number	%
<b>Development contracts with Tier 2 suppliers</b>				
New supplier contracts	206	-	34	-
New supplier contracts assessed as potentially significant sustainability impact	136	66%	32	94%
New supplier contracts Supply Chain Charter compliant	93	45%	23	68%
Supplier relationships terminated as a result of assessment	0	0%	0	0%
<i>Scope</i>		<i>7/8</i>		<i>4/4</i>



## 61-70: Employment

### 61. EMPLOYMENT

	Total number of employees									Part-time employees						Full-time employees					
	2015/16			2014/15			2013/14			2015/16		2014/15		2013/14		2015/16		2014/15		2013/14	
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	116.0	111.8	227.8	120.8	108.4	229.2	120.4	94.1	214.5	2.0	16.0	1.8	17.4	1.4	15.3	114.0	95.8	119.0	91.0	119.0	78.8
Broadgate Estates	190.0	172.0	362.0	126.8	109.6	236.4	115.0	98.0	213.0	3.0	10.0	1.8	6.6	1.0	6.0	187.0	162.0	125.0	103.0	114.0	92.0
<b>Total</b>	<b>306.0</b>	<b>283.8</b>	<b>589.8</b>	<b>247.6</b>	<b>218.0</b>	<b>465.6</b>	<b>235.4</b>	<b>192.1</b>	<b>427.5</b>	<b>5.0</b>	<b>26.0</b>	<b>3.6</b>	<b>24.0</b>	<b>2.4</b>	<b>21.3</b>	<b>301.0</b>	<b>257.8</b>	<b>244.0</b>	<b>194.0</b>	<b>233.0</b>	<b>170.8</b>

### 62. NEW EMPLOYEES GRI: LA1

	Total			Total by employee type									Total by gender					
	2015/16	2014/15	2013/14	2015/16			2014/15			2013/14			2015/16		2013/14			
				Employees	Management employees	Board of Directors	Employees	Management employees	Board of Directors	Employees	Management employees	Board of Directors	Male	Female	Male	Female		
British Land	36.6	40.7	32.4	16.6	19.0	1.0	18.0	22.7	0.0	12.4	20.0	0.0	19.0	17.6	15.4	25.3	17.0	15.5
Broadgate Estates	177.2	51.8	52.0	66.1	111.1	0.0	17.0	34.8	0.0	23.0	29.0	0.0	90.1	87.1	26.0	25.8	24.0	28.0
<b>Total number</b>	<b>213.8</b>	<b>92.5</b>	<b>84.4</b>	<b>82.7</b>	<b>130.1</b>	<b>1.0</b>	<b>35.0</b>	<b>57.5</b>	<b>0.0</b>	<b>35.4</b>	<b>49.0</b>	<b>0.0</b>	<b>109.1</b>	<b>104.7</b>	<b>41.4</b>	<b>51.1</b>	<b>41.0</b>	<b>43.5</b>
<b>New hires rate (%)</b>	<b>36%</b>	<b>20%</b>	<b>20%</b>	<b>46%</b>	<b>33%</b>	<b>8%</b>	<b>26%</b>	<b>18%</b>	<b>0%</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>	<b>36%</b>	<b>37%</b>	<b>17%</b>	<b>23%</b>	<b>17%</b>	<b>23%</b>

	Total by age group											
	2015/16				2014/15				2013/14			
	Age 18 – 25	Age 26 – 46	Age 47 – 60	Age 61 +	Age 18 – 25	Age 26 – 46	Age 47 – 60	Age 61 +	Age 18 – 25	Age 26 – 46	Age 47 – 60	Age 61 +
British Land	3.0	28.6	5.0	0.0	6.0	33.9	1.8	0.0	3.0	27.4	2.0	0.0
Broadgate Estates	25.3	111.9	38.0	2.0	3.0	33.0	15.8	0.0	8.0	36.0	8.0	0.0
<b>Total number</b>	<b>28.3</b>	<b>140.5</b>	<b>43.0</b>	<b>2.0</b>	<b>9.0</b>	<b>66.9</b>	<b>17.6</b>	<b>0.0</b>	<b>11.0</b>	<b>63.4</b>	<b>10.0</b>	<b>0.0</b>
<b>New hires rate (%)</b>	<b>93%</b>	<b>34%</b>	<b>32%</b>	<b>18%</b>	<b>64%</b>	<b>19%</b>	<b>19%</b>	<b>0%</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>	<b>nr</b>



63. EMPLOYEE TURNOVER – NUMBER AND RATES

	2015/16 departures								2014/15 departures								2013/14 departures							
	Total departures	Overall turnover	Turnover by gender		Turnover by age				Total departures	Overall turnover	Turnover by gender		Turnover by age				Total departures	Overall turnover 2014/15	Turnover by gender		Turnover by age			
			Male	Female	18-25	26-46	47-60	61+			Male	Female	18-25	26-46	47-60	61+			Male	Female	18-25	26-46	47-60	61+
British Land	44.4	19%	22%	17%	20%	19%	23%	50%	30.6	13%	14%	12%	14%	14%	9%	0%	31.8	15%	14%	16%	14%	15%	11%	63%
Broadgate Estates	53.5	15%	15%	15%	16%	17%	6%	56%	28.0	11%	11%	13%	29%	13%	9%	0%	42.0	20%	14%	27%	27%	20%	20%	11%
<b>Total or Average</b>	<b>97.9</b>	<b>17%</b>	<b>17%</b>	<b>16%</b>	<b>17%</b>	<b>18%</b>	<b>11%</b>	<b>56%</b>	<b>58.6</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>	<b>21%</b>	<b>14%</b>	<b>9%</b>	<b>0%</b>	<b>73.80</b>	<b>18%</b>	<b>14%</b>	<b>22%</b>	<b>21%</b>	<b>18%</b>	<b>16%</b>	<b>37%</b>



## 64. SALARY AND REMUNERATION GRI: LA13

(A) Assurance covers 2015/16 data only.

	Median base salary & gender ratios					Median remuneration & gender ratios				
			2015/16	2014/15	2013/14			2015/16	2014/15	2013/14
	Female	Male	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)	Female	Male	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)
<b>British Land</b>										
Executive level	£493,000	£446,250	110%	109%	109%	£943,644	£896,694	105%	100%	100%
<b>Management level:</b>										
a) Executive Committee	£229,000	£274,125	84%	83%	n/a	£433,344	£515,869	84%	83%	n/a
b) Operations Committee	£169,125	£155,000	109%	129%	131%	£269,125	£300,244	90%	128%	117%
c) Executive	£87,125	£97,000	90%	94%	101%	£110,499	£156,500	71%	99%	105%
d) Manager	£62,000	£61,500	101%	104%	107%	£84,911	£84,444	101%	103%	109%
Non-management level	£40,000	£52,275	77%	91%	86%	£49,215	£59,559	83%	92%	91%
<b>Broadgate Estates</b>										
Executive level	£124,309	£115,000	108%	105%	102%	£183,487	£172,244	107%	104%	105%
Management level	£43,000	£55,000	78%	81%	71%	£48,822	£64,222	76%	79%	69%
Non-management level	£28,500	£32,150	89%	92%	100%	£30,822	£35,672	86%	91%	99%
<b>Overall</b>										
Executive level			110%	109%	nr			105%	101%	nr
Management level			92%	98%	nr			84%	98%	nr
Non-management level			81%	92%	nr			84%	92%	nr
<b>Employees paid Living Wage Foundation wage</b>										
British Land employees			100%	nr	nr					
Broadgate Estates employees			100%	nr	nr					
<b>Total</b>			<b>100%</b>	<b>nr</b>	<b>nr</b>					



65. EMPLOYEE DIVERSITY – GENDER *GRI: LA12*

(A) Assurance covers total/average 2015/16 data only.

	All employees by gender						Non-management employees by gender						Management employees by gender						Board of Directors by gender					
	2015/16		2014/15		2013/14		2015/16		2014/15		2013/14		2015/16		2014/15		2013/14		2015/16		2014/15		2013/14	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	52%	48%	54%	46%	57%	43%	27%	73%	25%	75%	27%	73%	64%	36%	66%	34%	72%	28%	69%	31%	90%	10%	82%	18%
Broadgate Estates	52%	48%	54%	46%	54%	46%	18%	82%	25%	75%	26%	74%	65%	35%	63%	37%	62%	38%	86%	14%	83%	17%	83%	17%
<b>Total/average</b>	<b>52%</b>	<b>48%</b>	<b>54%</b>	<b>46%</b>	<b>55%</b>	<b>45%</b>	<b>22%</b>	<b>78%</b>	<b>25%</b>	<b>75%</b>	<b>26%</b>	<b>74%</b>	<b>64%</b>	<b>36%</b>	<b>64%</b>	<b>36%</b>	<b>66%</b>	<b>34%</b>	<b>75%</b>	<b>25%</b>	<b>88%</b>	<b>13%</b>	<b>82%</b>	<b>18%</b>

66. EMPLOYEE DIVERSITY – AGE *GRI: LA12*

	Non-management employees by age												Management employees by age											
	2015/16				2014/15				2013/14				2015/16				2014/15				2013/14			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	6%	82%	12%	0%	8%	81%	11%	0%	8%	79%	13%	0%	0%	82%	17%	1%	1%	81%	17%	1%	1%	80%	18%	1%
Broadgate Estates	20%	65%	15%	0%	12%	78%	10%	0%	19%	75%	6%	0%	2%	64%	31%	3%	0%	67%	27%	6%	1%	69%	24%	6%
<b>Average</b>	<b>13%</b>	<b>73%</b>	<b>14%</b>	<b>0%</b>	<b>10%</b>	<b>80%</b>	<b>11%</b>	<b>0%</b>	<b>14%</b>	<b>77%</b>	<b>10%</b>	<b>0%</b>	<b>1%</b>	<b>70%</b>	<b>26%</b>	<b>3%</b>	<b>0%</b>	<b>73%</b>	<b>23%</b>	<b>4%</b>	<b>1%</b>	<b>75%</b>	<b>21%</b>	<b>4%</b>

	Board of Directors by age											
	2015/16				2014/15				2013/14			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	0%	0%	77%	23%	0%	0%	70%	30%	0%	10%	60%	30%
Broadgate Estates	0%	43%	57%	0%	0%	33%	67%	0%	0%	33%	67%	0%
<b>Average</b>	<b>0%</b>	<b>15%</b>	<b>70%</b>	<b>15%</b>	<b>0%</b>	<b>13%</b>	<b>69%</b>	<b>19%</b>	<b>0%</b>	<b>22%</b>	<b>64%</b>	<b>15%</b>



67. EMPLOYEE DIVERSITY – ETHNICITY *GRI: LA12*

							2015/16
	Asian	Black	Mixed	Other	White	Not disclosed	
British Land	2%	0.5%	1%	0.5%	38%	58%	
Broadgate Estates	2%	3%	1%	0%	52%	42%	
<b>Average</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>0%</b>	<b>46%</b>	<b>48%</b>	

68. DISCRIMINATION *GRI: HR3, HR12*

			Total incidents
	2015/16	2014/15	2013/14
British Land	0	0	0
Broadgate Estates	0	1	0
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>

69. EMPLOYEE TRAINING – AVERAGE HOURS *GRI: LA9*

	Average training hours per employee								
	2015/16			2014/15			2013/14		
	Male	Female	All	Male	Female	All	Male	Female	All
<b>British Land</b>									
Average for all employees			22.2			29.4			22.0
Board of Directors	26.6	17.2	22.9	16.5	45.0	48.5	27.0	48.0	34.0
Management	7.1	4.8	6.3	26.0	27.0	26.5	26.0	30.0	28.0
Employees	83.1	38.0	50.0	43.0	31.0	34.3	18.0	18.0	18.0
<b>Broadgate Estates</b>									
Average for all employees			12.1			20.2			18.5
Board of Directors	5.6	2.5	5.1	8.7	3.0	7.8	7.5	1.5	6.5
Management	13.0	11.5	12.5	16.9	17.8	17.3	17.0	17.0	17.0
Employees	11.0	11.5	11.5	25.3	31.1	29.7	28.0	24.0	25.0
<b>All</b>									
<b>Average</b>			<b>16.0</b>			<b>24.7</b>			<b>13.5</b>





70. EMPLOYEE TRAINING – PROPORTION BY CATEGORY *GRI: SO4*

	Proportion of employees trained		
	2015/16	2014/15	2013/14
<b>British Land</b>			
Anti-corruption	100%	100%	95%
Health and safety	100%	100%	n/r
Other training	n/r	n/r	n/r
<b>Broadgate Estates</b>			
Anti-corruption	100%	100%	100%
Health and safety	100%	100%	n/r
Other training	100%	96%	n/r



# Reporting criteria 2016

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# Introduction

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

## PRINCIPLES

- We report data on issues relevant to our sustainability strategy.
- The data reported is meaningful and consistent with the explanatory notes.
- The data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the report.
- The 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 Assurance to the right).
- We have applied the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement by interpreting their requirements against our operations.
- The GRI indicator reference number is provided next to relevant figures.
- 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.
- Numbers may not add up due to rounding.

## ASSURANCE

- We engaged PwC to perform independent limited assurance of a selection of our most material 2015/16 data in this report, so stakeholders can be confident that we are reporting accurately on the issues that matter most.
- We identified the key data to be assured with PwC, using feedback from wider stakeholder engagement and with reference to our overall sustainability strategy.
- Where data has been assured, this is explicitly stated.
- PwC's assurance report is included in this report in the Assurance Statement section. The selection of data included in the scope of PwC's assurance is laid out in this section.
- PwC has assured a selection of our data for the last four years. Earlier data was assured by other providers.

## GLOSSARY

- 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.
- Management influenced, managed or landlord-influenced – properties where we have operational or management influence.
- Third party assets – properties owned by others but managed on a day to day basis by Broadgate Estates, our wholly owned property management subsidiary.

**GLOSSARY CONTINUED**

- 'nr' – data is not available and has not been reported.
- 'n/a' – data is not applicable.
- '-' indicates zero.

**SCOPE**

- We report data where we have operational or management influence. This includes assets 100% owned by British Land and those where we have a stake in a joint venture or investment fund.
- Assets are not reported where we do not have management responsibility, irrespective of our investment stake.
- In 2015/16, our assets under management comprised 67% multi-let properties, 28% single-let properties, 0.5% residential properties and 4% developments by value. We had management influence for 107 properties and 60 developments.
- Data in this report covers 98% of our multi-let managed portfolio by value (66% of assets under management) and 100% of development projects, unless stated otherwise.
- All 2015/16 data in this report covers our financial year from 1 April 2015 to 31 March 2016, unless otherwise stated. The same approach applies for previous years.
- We report much of our managed portfolio data by portfolio type: offices, shopping centres, retail parks and residential. Where we refer to retail, this includes both shopping centres and retail parks. For index intensity ratios we categorise retail assets by enclosed and open air.
- We report on active developments 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 our developments data by construction value: small (£300,000 to £5 million) and major (over £5 million). Developments which comprise a number of small projects with the same contractor are also reported as small developments. We do not report on development projects with a construction value less than £300,000.
- Broadgate Estates is our property management subsidiary. It has long provided property management services across our office assets and we have recently expanded its remit to cover retail assets. Broadgate Estates also manages places for third parties. Broadgate Estates is mentioned explicitly where its performance is reported.
- Our portfolio changes significantly over time, with properties sold and bought, and development projects started, put on hold or sold. This affects our environmental and social data.
- Data from properties acquired or sold, or which are under our operating influence during the reporting period, is reported from the date of purchase/management or until the date of sale / no longer managed.
- From 2014/15, all our development projects and managed properties are located in the UK. In 2013/14, our managed portfolio comprised properties located in UK and Continental Europe.
- 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.
- Most data tables in this report include a scope row, showing the number of assets reporting, over the total number of assets, where that data is applicable.
- We report environmental performance data on a like-for-like basis to enable more clear comparison of performance over a period of time. We report like-for-like performance in line with EPRA reporting guidelines – namely, those assets which are part of the portfolio for the last two years.



TABLE 1: MANAGED PORTFOLIO

	Number of assets			Floor areas (m <sup>2</sup> )+		
	2015/16	2014/15	2013/14	2015/16	2014/15	2013/14
Offices	41	42	45	696,758	697,496	650,663
British Land: Head Office occupied space	1	1	1	3,729	3,729	3,729
Broadgate Estates: Offices*	1	1	1	4,024	2,267	2,267
Shopping centres**	14	16	19	340,869	337,460	343,033
Retail parks***	46	50	63	462,736	513,207	545,476
Residential	6	33	55	580	4,756	6,280
<b>Total</b>	<b>109</b>	<b>143</b>	<b>184</b>	<b>1,500,943</b>	<b>1,552,919</b>	<b>1,545,452</b>

\* We count these assets as a single entity in our scope.

\*\* Includes 1 industrial and 1 leisure asset.

\*\*\* Includes 2 leisure and 2 other retail assets.

+ As at 31 March.

TABLE 2: OUR DEVELOPMENTS

	Number of projects		
	2015/16	2014/15	2013/14
In design	17	19	21 (1 non-managed)
In construction	16 (1 non-managed)	20 (1 non-managed)	18 (1 non-managed)
Completed	27	28	19 (2 non-managed)
<b>Total</b>	<b>60</b>	<b>67</b>	<b>58</b>

TABLE 3: CHANGES IN OUR PORTFOLIO

	Number of assets	
	2015/16	2014/15
Acquired	1 property (1 office)	2 properties (2 retail)
Sold	5 properties (1 office and 4 retail)	8 properties (2 offices and 6 retail)
Management responsibility outsourced	1 property (1 office)	–
Developments transferred into managed portfolio	1 property (1 office)	1 property (1 office)
Managed properties transferred into developments	–	1 property (1 office)



## METHODOLOGY

- The majority of environmental and social data at most of our properties and developments is collected using an online reporting system, cr360.
- Managing agent site staff at our managed properties and project teams on our managed developments provide monthly, quarterly and annual responses to automated data requests from the cr360 system. This data is reviewed at least quarterly by British Land or a specialist consultant.
- Where we have installed intelligent resource use management systems or Automated Meter Reading (AMR) meters in our retail assets, resource use consumption data is fed directly into cr360.
- For offices, we use defined templates to import resource use consumption data into cr360.
- For residential, resource use data has been provided by our managing agents in spreadsheet format.
- Each year, a selection of development projects with a construction value over £5 million are subject to detailed audits by internal and external auditors.
- Checks are undertaken to ensure all data has been submitted to the system before aggregation and reporting begins.



# Wellbeing

## OVERVIEW

### FIG. 1 WELLBEING OVERVIEW

Please refer to data notes for each individual Fig.

## SENSE OF WELLBEING

### FIG. 2 SENSE OF WELLBEING AND DWELL TIME

- British Land conducts exit surveys across our retail portfolio where our customers are asked a series of questions concerning their shopping behaviours, habits, experiences and sentiment towards our shopping destinations.
- The data reported for 2015 relates to 46 surveys conducted across 29 different assets across the course of the year, reaching over 41,000 shoppers.
- Our exit surveys are conducted by an independent third party on our behalf.
- ‘Visitor score for the shopping experience’ is the average score in response to the question: “How would you rate [name of shopping destination] for overall shopping experience?”
- Visitor dwell time at our shopping centres is the average score in response to the question: “How long have you spent at [name of shopping centre] today?”
- British Land undertook post occupancy evaluation surveys at its newly refurbished Head Office, York House, and at the Broadgate Estates newly refurbished space at 2 Kingdom Street.
- These surveys posed a series of questions on the subject of how the physical environment impacts occupiers’ perceived sense of wellbeing.
- ‘Employee score for our offices supporting their wellbeing’ is the response to the question “The design of [name of space] current office space supports my wellbeing”. Respondents could answer by selecting from “Disagree strongly”; “Disagree”; “Disagree slightly”; “Neutral”; “Agree slightly”; “Agree”; “Agree Strongly”. The proportion of occupiers selecting “Agree slightly”, “Agree” or “Agree strongly” is reported.



## BIODIVERSITY

### FIG. 3 BIODIVERSITY – DEVELOPMENTS

- This Fig. covers major development projects.
- Size of habitats restored or protected across the development portfolio.
- Information is based on formal ecologists' reports or design team commitments, where applicable.

## HEALTH AND SAFETY

### FIG. 4-7 METHODOLOGY – RIDDOR REPORTING

- The comments below relate to RIDDOR reporting for all British Land managed activities in the portfolio, on our construction sites and in our corporate offices.
- British Land, its managing agents or 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 its 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.





## HEALTH AND SAFETY CONTINUED

### FIG. 4-7 METHODOLOGY – RIDDOR REPORTING CONTINUED

- From 1 October 2013, RIDDOR changed the classification ‘major injuries’ to ‘specified injuries’. <http://www.hse.gov.uk/riddor/specified-injuries.htm> outlines the injuries now covered by this classification.
- In addition, accidents or incidents that result in someone being unable to work for more than seven days are also reportable under the RIDDOR regulations. 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. This includes incidents involving lifting equipment, pressure systems, electrical incidents causing explosion or fire, and collapse of scaffolding.

### FIG. 4 SCOPE – MANAGED PROPERTIES

TABLE 4: SCOPE OF HEALTH AND SAFETY REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	41	0	-
Retail parks	46	0	-
Shopping centres	14	0	-
Residential	6	0	-

### FIG. 4 ACCIDENTS – MANAGED PORTFOLIO AND BRITISH LAND OWN OCCUPIED SPACE

- Managed portfolio – safety incidents reported to British Land and Broadgate Estates, excluding buildings managed by Broadgate Estates but not owned by British Land.
- British Land own occupied space – safety incidents reported to British Land and Broadgate Estates, occurring in demises occupied by employees. This would cover accidents to permanent employees, contractors and visitors.
- Accident and incident data is collected from managing agents via the QUOODA® system. This system is managed and provided by Ark Workplace Risk Ltd.
- Accident Frequency Rates (AFRs) across the managed portfolio and in British Land own occupied space are calculated as follows:
  - Retail AFR – total reportable accidents over the period / total footfall over the period x 100,000.
  - Offices AFR – 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. The average FTE data is provided by each occupier by email.
  - British Land – total accidents over the period/total number of British Land employees over the period x 100,000.
  - Broadgate Estates – total accidents over the period/total number of Broadgate Estates employees over the period x 100,000.
- AFR does not include dangerous occurrences.



## HEALTH AND SAFETY CONTINUED

### FIG. 5 ACCIDENTS – DEVELOPMENTS

- Health and safety was reported by 39 developments this year. Developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Lost Day Accident Rate:
  - Refers to the number of RIDDOR injuries which are not major but result in the injured person being away from work or unable to do the full range of their normal duties for more than seven consecutive days (not including the day of the accident) per 100,000 hours worked (that is,  $\times 100,000 / \text{number of hours worked}$ ).
- Reportable Accident 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,  $\times 100,000 / \text{number of hours worked}$ ).
- Adjustments and restatements: 2014/15 Lost Day Accident Rate was updated due to a data correction.

### 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 a number of objectives for management of Head Office, development projects and managed portfolio.
- At managed portfolio sites and our Head Office, we use three key management metrics to monitor health and safety management:
  - Risks controlled at annual audit: Annually, Ark Workplace Risk Ltd (Ark) visits each property and undertakes a health and safety risk assessment audit. This identifies health and safety risks which exist in the common parts and vacant space of each multi-let property. Once risks are identified, the assessor from Ark will consider whether the risk is deemed to be "under control" or "requires action". We target our site management to ensure that 90% of all risks are deemed to be "under control" at the time of 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 a risk which is "under control". For intolerable risks, we require the action to be completed within five working days; for substantial risks, we require the action to be completed within one month; and for moderate risks, we require the action to be completed within three months.
  - Statutory document compliance: We require all documents required by statute and by British Land's own standards, to be available on site and to be valid. This includes, for example, lift inspection reports and legionella risk assessments. We expect all documents to be available and we give managing agents one month to renew those documents which are no longer valid.
- For our multi-let properties, this health and safety data applies to the common parts and vacant space where British Land has responsibility to manage.
- For our Head Office, this health and safety data applies to the demised areas where British Land has responsibility to manage.



## HEALTH AND SAFETY CONTINUED

### FIG. 6 HEALTH AND SAFETY – COMPLIANCE CONTINUED

- This does not apply to space occupied and managed directly by occupiers (i.e. their own demises) and does not apply to properties where there is a full repairing and insuring obligation on the occupier.
- Ark undertakes annual risk assessment audits at all multi-let properties under British Land’s management responsibility. Where a new property is acquired and British Land has the responsibility to manage the property, 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.
- For our development projects, we use a number of metrics to monitor the management of health and safety:
  - Risk Registers: We ensure that all risk registers are reviewed to ensure principal contractors are controlling risks appropriately.
  - Construction Phase Health and Safety Plans: We ensure that the construction phase at any project or development does not commence until a health and safety plan is implemented.
  - Health and Safety File: We ensure that the health and safety file is maintained for each construction project and made available to all relevant personnel.
- Incidents of non-compliance – the number of HSE Prohibition notices and Improvement notices served.

### FIG. 7 LOST WORKING DAYS

- Lost days cover general absenteeism due to sickness. They include any lost days from work-related accidents.
- Lost days are calculated from the moment an employee leaves work (half day, for example) or does not arrive at work.
- In 2015/16 and 2014/15, 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.
- In 2013/14, working days in the year are calculated as the FTEs for British Land at year end and the headcount for Broadgate Estates at year end x 260.
- In 2015/16 and 2014/15, working days lost percentage rate calculated as (Number of days’ sickness) / (average FTE x 260).
- In 2013/14, working days lost percentage rate calculated as (Number of days’ sickness) / (FTEs at 31.03.14 x 260).



# Community

## OVERVIEW

### FIG. 8 COMMUNITY OVERVIEW

Please refer to data notes for each individual Fig.

## VOLUNTEERING

### FIG. 9 BRITISH LAND EMPLOYEE AND KEY SUPPLIER VOLUNTEERING

- All data reported 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) or contractors based at our Head Office, York House, or at Paddington Central.
- Key suppliers – managing agent site staff and contracted suppliers at our managed properties and developments, and suppliers contracted directly by our Head Office.
- British Land Head Office keeps a central log of all staff that take part in the company's volunteering programme. At our Head Office, designated personnel input details of volunteering hours relating to scheduled events. Volunteering time falling outside of this is reported by staff, usually via an online volunteer time recording system on the company's intranet.
- Key supplier time input is captured via an online reporting system, cr360. At our managed properties, managing agent site staff record local activity. At key development sites, a representative of the main contractor will supply this data. At our Head Office, designated personnel input details of corporate level suppliers providing pro bono support.
- British Land employee volunteering (hours) includes only hours contributed during paid working hours.
- British Land employee skills-based volunteering relates to any input that uses the specialist skills, personal talents and experiences of our employees to support not-for-profit organisations. It includes staff sitting on boards of not-for-profits, those in school governor positions, staff involved in mentoring programmes with staff at not-for-profits and any ad hoc or project-based specialist support provided. It does not include volunteering that directly supports charity or community beneficiaries unless the beneficiary is a business start-up seeking expert support.



## VOLUNTEERING CONTINUED

FIG. 9 BRITISH LAND EMPLOYEE AND KEY SUPPLIER VOLUNTEERING CONTINUED

- British Land employee volunteering % covers employee participation in our employer supported volunteering programme and other activities during working hours that directly benefit charitable or community organisations or beneficiaries. Skills-based volunteering is often undertaken outside working hours and LBG guidance is to include individuals solely giving support outside of working hours in this figure if the input relates to British Land’s community programme. There are no such cases included in this year’s figures. On guidance from LBG, one individual staff member who did not volunteer during working hours but who took part in a company driven fundraising event outside of working hours is included in this figure.
- Any volunteering which takes place outside working hours and for a personal initiative (not a British Land led activity) is excluded from these figures.
- British Land employee FTE data (including contractors) is provided by human resources on a quarterly basis. The average data across the reporting period is then applied to calculate the volunteer percentage.
- British Land FTEs comprise employees employed directly or contractually at our Head Office:
  - 2015/16: 221 of 264.
  - 2014/15: 227 of 274.
  - 2013/14: 205 of 267.
- Key supplier volunteering (hours) is the sum of time spent supporting charitable and community causes by managing agent site staff and contracted suppliers at our managed properties and developments, and suppliers contracted directly by our Head Office who provided pro bono support. It relates to time spent during paid working hours only. Any leveraged time relating to British Land employees providing support to the company’s community programme outside working hours is excluded from this figure.

## CONTRIBUTIONS AND INVESTMENT

FIGS. 10-14 SCOPE

- Data covers community investment activities at our Head Office and our managed portfolio, and non-mandatory community investment activities at our developments.
- Cash donations are exclusive of VAT.
- Financial contributions towards creating new apprenticeships at our managed properties are included only if all of the following criteria are met:
  - The 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.
  - There is an appropriate structure in place for the apprenticeships.
- British Land employee time (direct) relates to those employed directly or contractually at our Head Office. It covers time spent supporting charitable or community organisations or beneficiaries undertaken during paid working hours only.
- Time spent supporting apprenticeships falls outside the scope of this data.
- The value of direct and leveraged time is calculated in accordance with London Benchmark Group (LBG) guidelines (see Methodology overleaf for further information about LBG).
- In-kind contributions relate to donations of space and donations of equipment owned by British Land. These contributions are based on cost rather than commercial value, calculated according to LBG guidelines.



## CONTRIBUTIONS AND INVESTMENT CONTINUED

### FIGS. 10-14 METHODOLOGY

- All data reported follows the principles of LBG, an internationally recognised standard for measuring corporate community investment [www.lbg-online.net](http://www.lbg-online.net).
- Managing agent site or key contractor representatives record local activity on the cr360 system.
- At our Head Office, designated personnel input details of Head Office activities. Designated Head Office personnel also record community investment contributions relating to our developments, where it falls within the scope of this data.
- Valuing direct employee time input: An average hourly value of time is calculated using information we disclose in our Annual Report on employee costs, employee numbers and directors' pay. The valuation 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, however, share incentive costs are not included in this figure.
- Time spent by managing agent site staff in management positions is valued according to a benchmark value exercise conducted in 2012, which calculated the average hourly cost of those involved in community activity during the 2011-12 reporting period. This 2012 value is applied each year, incorporating an annual increase of 2.5% to account for inflation. The valuation includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office management staff.
- Time donated by key suppliers who are not in management positions at our office or retail properties is valued according to the latest Office for National Statistics UK average earnings data, taking into account a 10% allowance for employers' National Insurance and 5% for pension contributions.

### FIG. 10 COMMUNITY PROGRAMME AS A PERCENTAGE OF PRE-TAX PROFITS

- This Fig. covers our direct cash, employee time and in-kind input, together with management costs.

### FIG. 11 LBG CORPORATE COMMUNITY INVESTMENT

- Direct community investment relates to British Land's financial contributions, British Land employee time input and in-kind (mainly space) donations from British Land.
- Leveraged cash investment includes fundraising, site funding (through the service charge or marketing budget) and other external funding leveraged as a direct result of our contributions.
- Key supplier partner workforce time (leveraged) includes time outside working hours spent by British Land employees if it directly supports the company's community programme.
- Management costs relate to the overall management of our corporate community investment programme and include staff salaries and benefits, spend relating to research, reporting and communications, and other associated costs.



## CONTRIBUTIONS AND INVESTMENT CONTINUED

FIG. 12 COMMUNITY PROGRAMME BENEFICIARIES

- We look to measure the wider impact of our community investment programme by recording the number of individuals who directly benefited from our support during the reporting period. We record those who have received support through initiatives funded by British Land and/or through face-to-face assistance from British Land employees or key suppliers at our sites. 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.
- If British Land employees or key suppliers support a session or workshop and there are volunteers from other organisations involved, we record the total number of beneficiaries attending that session, assuming it is reasonable to do so.
- If we are part funders of an initiative, we report only 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 a contribution of 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 charity delivery partner has accessed up to 50% of the cost from other sources.
- Those benefiting through payments towards charity core funding are excluded, as direct beneficiaries cannot be accurately measured. Also excluded are visitors that attended local events such as carnivals and festivals which British Land provided funding towards.
- Community investment beneficiaries are categorised according to the key focus of each activity:
  - **Education:** covers activities with learning outcomes, supporting hard or soft skills development, for those in full-time, further or higher education. Sharing of expertise, such as mentoring staff at NGOs, is also included, as is job-related training provided to teachers participating in some British Land projects.

- **Employment and training:** covers programmes specifically designed to support local people into employment, vocational training courses, interview and CV writing support for jobseekers and mentoring support for those looking to start their own business through The Prince's Trust's specialist mentor scheme. It includes apprenticeships at our managed properties that meet the criteria detailed in the scope of this data.
- **Wellbeing, culture and leisure:** includes sporting activities, celebratory events for local community groups, recreational classes for local people and any other support for disadvantaged groups that cannot be categorised elsewhere.

FIG. 13 COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT

- This Fig. is a summary of spend towards public contributions or community benefit, which are associated with our development programme and the granting of planning permissions. The costs include:
  - **Affordable housing:** the cost of constructing affordable housing, not including design fees.
  - **Public space and environment:** all spend relating to environmental or art enhancements with a clear community benefit, regardless of land ownership.
  - **Accessibility and transport:** all spend relating to highways, roads or public spaces outside of our ownership boundary, including payments made to local authorities.
  - **Social welfare and community facilities:** includes construction of community facilities and general support to community groups not captured in our charitable spend.
  - **Community consultation:** spend relating to 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 or council expenses.



## CONTRIBUTIONS AND INVESTMENT CONTINUED

**FIG. 13 COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT CONTINUED**

- Our development activity varies significantly in response to economic conditions.
- We compile this data by a search through our development accounting codes and analysis of construction costs by our cost consultants, all supplemented by a detailed sanity check to allocate the data and ensure no double counting with other community investment and contributions Figs.
- For affordable housing and cost-to-build community facilities, the costs are part of a wider construction budget and the data is estimated by our cost consultants based on their professional knowledge and understanding of the project, and pro-rated across the construction period on a monthly basis.

**FIG. 14 OUR COMMUNITY PROGRAMME AROUND THE UK**

- Corporate contributions relate to national causes such as The Prince's Trust's Team programme and Shelter, to international causes, to matched funding contributions in support of British Land employee payroll giving scheme and donations to support business partner fundraising. Matched funding in support of British Land employee fundraising and key supplier fundraising is recorded as corporate unless it can be directly linked to a local cause at one of our sites.

## CONSIDERATE CONSTRUCTORS

**FIG. 15 CONSIDERATE CONSTRUCTORS SCHEME**

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





# Future Proofing

## GENERAL

### MANAGED PORTFOLIO – INTENSITY INDEX METHODOLOGY

- We have developed an index methodology to allow us to track and report the relative resource efficiency of our entire managed portfolio over time, and to demonstrate performance against our index baseline year of 2008/9.
  - We report an index score for energy, carbon and water. For offices, the energy index is calculated for both landlord and occupier resource use.
  - Each property is classified by asset type: office, retail ‘enclosed’, retail ‘open air’.
  - Residential properties are excluded from the intensity index calculations.
  - Each index score is based on the ratio of associated resource use or carbon emissions intensity against our baseline year of 2008/9. Overall portfolio index is calculated by weighting each asset class by total consumption or carbon emissions per reporting year.
  - In 2015/16, we have amended the methodology we use to report carbon emissions Scope 1 and 2 intensities to align it with the index methodology used to track the performance against our carbon reduction targets. We have restated carbon emissions Scope 1 and 2 intensity data for 2014/15 and 2008/9 to ensure the data is consistent. Carbon emissions Scope 1 and 2 intensities for retail and offices have been reported in Fig. 26 in this Report and in the Annual Report and Accounts 2016. For the financial ratio, please see ‘Carbon emissions Scope 1 and 2 Financial Intensity Measures’.
- Energy intensity is calculated using ‘kWh equivalent’ and is adjusted for weather variance using our degree day methodology described overleaf. ‘kWh equivalent’ conversion factors applied as follows:
    - Electricity: 1.0
    - Natural gas: 0.4
    - Fuel oil: 0.4
  - **For offices:**
    - Landlord energy intensity relates to consumption in the provision of shared services and common parts.
    - Resource consumption data relating to vacant spaces is excluded from the intensity calculations.
    - Floor areas relate to Net Lettable Areas (NLA).
    - Where NLA data was not available for the baseline year but robust consumption data was available, more recent NLA data was applied at 100%.
    - If NLA area is not available, 91% of GIA is used instead.
    - For landlord energy and carbon intensity ratios, floor areas are adjusted for void areas. Where void areas exceed 20% of NLA, floor areas are adjusted to 80% of NLA. For the occupier energy intensity ratios, floor areas are adjusted for void areas.
    - For the occupier energy intensity ratios, energy data includes private supplies (electricity privately purchased by occupiers) with the exception of one instance for a data centre.
    - Fuel oil data was not available for 2008/09 so 2009/10 data was applied to both years.
    - For water intensity ratios, workstations were used as the denominator; data was not available for 2008/09 so 2009/10 data was applied to both years.
    - Estate areas (public realm) are excluded from the intensity calculations.

### FIGS. 26, 35, 41 INTENSITY MEASURES

- Properties are only included in the intensity indexes where they have robust denominator data (floor area, footfall, car park spaces or number of workstations) and resource consumption (energy or water) data for the relevant reporting year and that asset was owned and managed by British Land for the entire 12 months of the reporting year. For offices, an asset joins the intensity index if it is owned and managed by British Land for at least 18 months (a new or refurbished office has to be managed for at least six months before the start of the base year).



## GENERAL CONTINUED

### FIGS. 26, 35, 41 INTENSITY MEASURES CONTINUED

- For retail:
  - Landlord energy intensity relates to consumption in common parts and car park areas. Common parts were used as the denominator for retail 'enclosed' and car park spaces for retail 'open air'.
  - Resource consumption data relating to vacant spaces is excluded from the intensity calculations.
  - Industrial, leisure and other retail assets are excluded from the intensity calculations on the basis of the *de minimis* rule.
  - For water intensity ratios, footfall was used as the denominator; data was not available for 2008/09 so 2009/10 data was applied to both years.

### FIGS. 26, 35 DEGREE DAY CORRECTED DATA

- Our 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 a base temperature of 15.5°C.
- Cooling degree days (CDD): quantify the number of days and the length of time that temperatures have exceeded a base temperature of 15.5°C.
- In 2012/13, we used a five year average for degree days. In 2013/14, we switched to a 10 year data set to provide coverage between our baseline and reporting year.
- The HDD calculation is performed as follows: Gas kWh/HDDs for reporting year = kWh per HDD; kWh per HDD multiplied by 10 year HDD average = normalised gas kWh.

- We use a similar methodology for CDD normalisation, with two main differences to account for the fact that cooling is required to offset internal heat gains, as well as external air temperatures:
  - We calculate baseline consumption for electrical cooling requirements when outside air temperatures are below 15.5°C (that is, when we have zero degree days), using a 12 month rolling average (an average of the shared services electricity consumption for the months in the previous 12 months where there have been zero degree days). We exclude this baseline consumption from the normalisation calculations.
  - We only perform CDD normalisation on shared services electricity consumption from April to September; these are the months when shared service electricity consumption correlates most strongly with DD data.
  - The CDD calculation is performed as follows: Shared services electricity kWh/CDDs for reporting year = kWh per CDD; kWh per CDD multiplied by 10 year CDD average = normalised shared services electricity.
- We test for the correlation between outside air temperature and heating or cooling consumption using the R2 correlation coefficient. We calculate the R2 correlation for the last 12 or 24 months depending on data availability. Where correlation is weak, defined by a correlation of less than 0.7, data is excluded from DD normalisation.
- We source our degree day data from [www.degreedays.net](http://www.degreedays.net), uploaded on a monthly basis to cr360.
- We recognise that:
  - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. Where properties use gas solely for heating hot water for non-space heating purposes, these properties have been excluded from our normalisation.
  - Not all shared services electricity consumed is for the direct provision of cooling. In our retail portfolio, we are unable to separate energy consumed for cooling from other common parts energy consumption and therefore CDD is not used in the retail portfolio.
- Where data has been normalised using degree days, this has been clearly stated.



## GENERAL CONTINUED

### FIGS. 27, 36-37, 42-23 INTENSITY MEASURES

- Energy, water and carbon intensity data covers whole building usage for offices and common parts usage for shopping centres and retail parks.
- Properties are only included in intensity calculations where they provide both consumption data for the entire reporting year and robust denominator (for example, floor area) data.
- Intensity by floor area:
  - Resource consumption data relating to vacant spaces is excluded from floor area intensity calculations.
  - Office floor areas are based on Gross Internal Area (GIA) with the exception of 14 instances where we were unable to obtain GIA floor areas; we estimated this by adding 10% to Net Internal Areas.
  - British Land occupied areas use the Net Lettable Area (NLA) occupied by British Land.
  - Retail park floor areas are based on the number of car park spaces. We assume an average car park size of 4.60m x 2.45m, which equals 11.27m<sup>2</sup>. We add a further 20% to account for other areas such as management offices and covered walkway areas.
  - Shopping centre floor areas are calculated using the same methodology for retail parks described above, but not including the additional 20% allocation for internal space, as we use measured internal common parts floor areas supplied by our managing agents.

- Intensity per person:
  - For offices, we calculate energy and water intensity per actively used workstation.
  - For retail, we calculate energy and water intensity per number of visitors.
  - Properties unable to report workstations or visitor numbers are excluded from the intensity calculations for that year.

### CARBON EMISSIONS SCOPE 1 AND 2 FINANCIAL INTENSITY MEASURES

- We publish financial Scope 1 and 2 emissions intensity ratio in the Annual Report and Accounts 2016.
- Financial intensity ratio expresses absolute Scope 1 and 2 emissions in relation to Gross Rental Income for properties in the managed portfolio.
- Absolute Scope 1 and 2 emissions relate to managed portfolio electricity, gas use and fuel use in British Land owned vehicles, and refrigerant loss from air conditioning.
- Gross Rental Income (GRI) from the managed portfolio comprises Group GRI of £451 million (2015: £399 million), plus 100% of the GRI generated by joint ventures and funds of £451 million (2015: £495 million), less GRI generated by assets outside the managed portfolio of £315 million (2015: £321 million).



## OVERVIEW

### FIG. 16 FUTURE PROOFING OVERVIEW

- Please refer to data notes for each individual Fig.

### FIG. 17 SUSTAINABILITY RATINGS

- For our investment portfolio, this Fig. covers all assets under management. Valuations are based on total property valuation and do not relate to British Land's share.
- For our development programme, this Fig. covers all managed major development projects which have received planning consent and were active in the financial year. 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.
- EPC ratings are reported as provided by certified assessors in formal reports or included in an official final certificate.
- Final green building ratings are reported as provided by certified assessors in formal reports or included in an official final certificate.
- Developments can hold draft or pre-assured ratings; these are provided by certified assessors. Scores for developments are liable to change before final certification, which occurs post completion.

## FINANCIAL

### FIG. 18 COSTING SAVINGS FROM RESOURCE REDUCTIONS AND INVESTMENTS

- Resource use, associated cost savings, service charge investment and corporate investments are reported cumulatively for properties with at least two years of data in the 2010/11 – 2015/2016 period and still in the portfolio as at 31st March 2016.
- Cumulative savings are the sum of savings from each year of the reporting period (2011/12 – 2015/16).
- Savings for each year within the reporting period are calculated by comparing annual current year consumption with baseline year consumption.
- Baseline year varies according to how long the asset has been owned and managed by British Land.
- To be included in the analysis, an asset has to have been owned and managed by British Land for at least 18 months.
- Cost savings were calculated by multiplying any decrease in kWh energy/m<sup>3</sup> water/tonnes waste between reporting years, and applying current year cost factors.
- Savings also include any reduction in CRC payments associated with reduced carbon emissions.
- Energy cost factors were derived from our energy procurement broker responsible for the majority of our offices' and four shopping centres' energy procurement in 2015/16 and applied to all managed energy consumption.
- Water cost factors are based on Thames Water cost data.
- Landfill tax costs have been calculated by multiplying waste sent to landfill by the relevant landfill tax cost factor for each year. It is assumed that any waste recycled was diverted from landfill. Incineration has not been included in this calculation as there are costs associated with the incineration of waste.
- Cumulative investment is calculated to show accumulated financial investment since 2011/12 (data not available on a property-by-property basis before this date). Cumulative investment is the sum of the investments from each year within the reporting period up to the current reporting year.



## FINANCIAL CONTINUED

### FIG. 18 COSTING SAVINGS FROM RESOURCE REDUCTIONS AND INVESTMENTS CONTINUED

- Investment data includes costs for installations which result in improvements to resource efficiency and/ or result in cost savings related to resource use, in excess of what would have been achieved if the item had not been installed.
- Service charge investment relates to any service charge spend within the property that has improved resource use efficiency. Retail service charge investment data might not be complete for the last reporting year (2015/16).
- Investment costs include the purchase price (excluding import duties and non-refundable purchase taxes) as well as other directly attributed costs required for the asset to become operational (including site preparation, delivery and handling, installation and assembly, testing and professional fees). Investments do not include like-for-like replacement of plant and equipment or maintenance costs.
- Corporate investment includes the amount spent from our central sustainability budget on fees and consultancy that supported relevant initiatives.
- Investments data excludes VAT.

TABLE 5: UTILITY COST RATES

Resource type (per kWh/m <sup>3</sup> /tonne)	Rates					
	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11
Electricity	£0.1101	£0.1046	£0.1016	£0.0946	£0.0900	£0.0842
Gas	£0.0324	£0.0348	£0.0293	£0.0271	£0.0265	£0.0212
Fuel oil	£0.4580	£0.6228	£0.6978	£0.7076	£0.6810	£0.5414
Petrol	£1.0171	£1.1104	£1.2876	£1.3547	£1.2383	n/a
Red diesel	£0.3946	£0.5098	£0.6626	£0.7274	£0.7312	n/a
Water	£1.2708	£1.3248	£1.2843	£1.2263	£1.1782	£1.1528
Landfill tax	£82.60	£80.00	£72.00	£64.00	£56.00	£48.00
Landfill tax (construction and demolition)	£2.60	£2.50	£2.50	£2.50	£2.50	£2.50
Carbon (CRC)	£16.90	£16.40	£12.00	£12.00	£12.00	£12.00

FIG. 19 ENERGY GENERATED ON SITE, AND ON-SITE RENEWABLE ENERGY INCOME

- Generation, reported in megawatt hours (MWh), relates to heating/cooling and power produced on site, from renewable and/or low carbon sources.
- Revenue relates to any income derived from the production of heating/cooling and power, including Feed-in Tariffs (FITs) and any revenue from the sale of power to occupiers.
- Revenue is calculated on a site by site basis using the tariffs applicable to individual installations.
- In some instances, we are producing renewable and/or low carbon energy with no associated revenue – this energy is included in the generation data reported.
- Heating and cooling generation relates to producing and providing heating/cooling to two or more buildings, e.g. combined heat and power plant providing heat and power to a local network.
- On-site renewables relates to the production of power from photovoltaic panels.



## CARBON EMISSIONS

### FIGS. 20-27 SCOPE

- **Managed properties:** Electricity, gas, oil and vehicle fuel used and influenced by British Land in our managed portfolio. Refrigerant loss from British Land influenced air conditioning units in our managed portfolio. Water use influenced by British Land in our managed portfolio.
- **Developments:** Includes 100% of emissions from joint venture developments and 100% of developments undertaken by others with our funding:
  - 2015/16: Major developments completed this year.
  - 2014/15 and 2013/14: Developments with planning permission, under construction or completed.
- **British Land and Broadgate Estates occupied space:** Electricity, gas, oil and vehicle fuels used by British Land and Broadgate Estates employees in space they occupy in British Land managed properties and other properties.
- **Business travel:** Fuel use by British Land owned or leased vehicles. Fuel use by British Land employees travelling on business, including travel by car, taxi, rail and air.

### FIGS. 20-27 METHODOLOGY – MANAGED PROPERTIES

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government Conversion Factors for Company Reporting 2015'.
- Carbon conversion emissions factors (see Table 6, on page 90) are sourced from Defra/DECC's guidelines with an exception of the factor for the refrigerant R417A gases, that is currently not present in the guidelines. A weighted average emission factor of refrigerants R134a, R125 and R600 gases has been used to report emissions associated with the R417A gases.

- Emissions are reported as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e). This includes the six main greenhouse gases covered by the Kyoto Protocol in terms of CO<sub>2</sub>e, in line with common practice. These are: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), hydrofluorocarbons (HFCs), nitrous oxide (N<sub>2</sub>O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF<sub>6</sub>).
- GHG emissions for British Land Head Office business travel are calculated by converting employee business travel expenditure to kilometres travelled, before applying the conversion factors.
- 2015/16 employee business travel expenditure by mode of travel is taken from employee credit card spend, and the following conversion factors are applied to spend (£) to yield kilometres travelled:
  - Air travel: £0.16/km (incl VAT).
  - Fuel / mileage (Car): £0.29/km.
  - Taxis: £2.87/km (incl VAT).
  - Rail: £0.32/km (incl. VAT).
- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG protocol, as follows:
  - Scope 1: Gas and oil generation, refrigerant loss, vehicle fuel consumption.
  - Scope 2: Electricity generation, geothermal energy.
  - Scope 3: Gas, oil, electricity transmission losses and life-cycle emissions, water, Head Office business travel.



## CARBON EMISSIONS CONTINUED

### FIGS. 24-25 METHODOLOGY – DEVELOPMENTS

- In 2014/15, British Land changed the methodology for calculating embodied carbon emissions to reflect our new strategy and to focus on major projects. The scope is limited to major developments completed this year. There are five developments where we do not have sufficient information to report; all five are external landscaping or internal refit projects.
- Development carbon emissions are calculated using the Atkins' benchmarks and measured sq ft or m<sup>2</sup> areas, with the exception of 5 Broadgate where we have a measured and reported summary from the design and construction team. Atkins were appointed in 2015 to calculate embodied carbon from materials in our developments, with a standard allowance for transport and emissions from site activities. The methodology used to create the embodied carbon quantities is based on the CEN TC350 / BS EN 15978:2011 Scopes A1, A2, and A3. They then established benchmark ranges for different development types.
- Cost plans were collated from the various cost consultants for the completed projects and data from these inputted into the Atkins carbon footprinting database 'Carbon Integrator'. The Carbon Integrator tool generates an embodied carbon report as an additional component to the Faithful+Gould / Atkins standard cost estimate. This process is carried within the CATO cost planning module. Assumptions made by Faithful+Gould include: Emissions scope includes product manufacture, distribution and assembly. Superstructure calculations include frame, internal walls and partitions, upper floors, wall finishes and floor finishes, for total CO<sub>2</sub>e.
- Where possible, values are based on material quantities from the associated cost plan, and where embodied carbon for an element cannot be assessed, estimates are used based on their selected relative contribution using industry benchmarks from sources such as BSRIA's Inventory of Carbon Emissions, Environmental Product Declarations, WRAP, and manufacturers' and suppliers' embodied carbon reports. Where data was missing, Atkins utilised benchmarks available from RICS, WRAP and previous British Land projects. Additional sources include Hutchins Black Book and Faithful+Gould / Atkins.
- The CATO Enterprise Suite is certified to ISO 27001:2013 for information security management and the accreditation is independently verified. CATO is owned and developed by Causeway Technologies Limited.
- To calculate development benchmarks for British Land, Atkins reviewed British Land provided embodied carbon information from previous years and compared this against WRAP and RICS benchmark figures, guidance and methodology. The benchmarks cover four sector types: residential, cinema leisure, office and retail, and only relate to Lifecycle A1-A4 landlord embodied carbon (substructure, superstructure, exterior cladding, and landlord shared mechanical and electrical services plant).
- Historic data from previous years was calculated differently; it has not been updated or restated. This data was calculated by Davis Langdon (now Aecom) using detailed analysis of four projects to create typical data, which was then pro-rated across the development portfolio. The Aecom analysis captures not only the embodied carbon associated with the materials and systems used in construction but also the potential wastage, on-site energy usage and transportation factors associated with development.
- The analysis employed a range of carbon analysis tools and data libraries developed specifically for the measurement and calculation of embodied carbon in buildings as data sources. The approach taken began at detailed component and material levels in both CO<sub>2</sub> and CO<sub>2</sub>e, together with the additional reporting factors, to build 'building level' estimates of embodied carbon. A detailed analysis was conducted on three of the largest and most representative projects, to form a core of data and series of benchmarks: North East Quadrant (NEQ), residential and commercial; The Leadenhall Building, vertical commercial; and Whiteley Shopping Park.
- To analyse these projects, Aecom used the detailed cost plans and procurement strategy data (how it is/would be put together) to produce the embodied carbon values on a material, component and elemental basis. From these benchmarks, a pro-rated applicable m<sup>2</sup> was applied to the rest of the portfolio of projects by typology.



## CARBON EMISSIONS CONTINUED

### FIGS. 24-25 METHODOLOGY – DEVELOPMENTS CONTINUED

- Assumptions and data sources – Base material data: The models used embodied CO<sub>2</sub>e data from the Bath University ICE/BSRIA database for most materials data. This was supplemented in some areas by the Ecoinvent inventory housed in the SimaPro software package. For timber, we used our own data generated from a study on biorenewable materials for the National Non-Foods Crops Centre (NNFCC), an industry benchmark study. For steel, further allowances for forming, fabrication, casting and others, were added, based on research on energy costs for UK steel working factories.
- Assumptions and data sources – Component data: The component data in the models used comprised ‘recipes’ of composite rates, which have been assembled for hundreds of typical building components. Each composite rate model consists of volumes, densities, weights and, where applicable, recycled content (such as metals) for each component. This also includes services items such as lifts. Each rate may be ‘flexed’ by factors such as thickness or concrete mix for floors, or capacity and number of levels for a lift, for example. Where a library data item could not be found to match the cost plan item, a similar library item would be used and a percentage adjustment applied to reflect whether the cost plan item was more or less intensive than the library item. However, no such items were found. A further layer, synchronised to the embodied CO<sub>2</sub>e and CO<sub>2</sub> data, calculated the weights for each material within each component.

### FIG. 20 TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 31 Total Fuel Consumption and include emissions from Scope 1 emissions only (direct emissions as per EPRA guidance).

### FIG. 21 LIKE-FOR-LIKE TOTAL DIRECT (SCOPE 1) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 32 Like-for-Like Total Fuel Consumption and include Scope 1 emissions only (direct emissions as per EPRA guidance).

### FIG. 22 TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 28 Total Electricity Consumption and include Scope 2 only (indirect emissions as per EPRA guidance).
- In 2015/16, 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 to track our performance against the 2008/9 baseline. The location-based method was also used for the emissions reported in the previous years.
- The location-based method reflects the average emissions intensity of the grid. We used the Defra 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 have purchased. We used supplier specific emission rates where the information was available and the residual mix emissions factor for the remaining supplies (see Table 6, on page 90).
- A specific tariff for British Land was not available from Npower (our main supplier); therefore, an emissions factor for Npower’s total fuel mix is used. Npower supplier specific emission rate was provided to us by email. Npower have provided verbal confirmation of how their specific emissions factor meets the Scope 2 quality criteria.
- Residual mix emission factor is sourced from RE-DISS European Residual Mixes 2014, Version 1.0corr2.
- Market-based emissions data is reported as carbon dioxide (CO<sub>2</sub>).

### FIG. 23 LIKE-FOR-LIKE TOTAL INDIRECT (SCOPE 2) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 29 Like-for-Like Total Electricity Consumption and include Scope 2 only (indirect emissions as per EPRA guidance).
- Like-for-Like Scope 2 emissions are reported according to the location-based method.





## CARBON EMISSIONS CONTINUED

FIG. 24 SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES

- Reported Scope 3 footprint (2015/16) copied from Fig. 25 Total Direct and Indirect (Scope 1, 2 and 3) Greenhouse Gas Emissions.
- Additional estimated Scope 3 footprint (2014/15) calculated by Arup as follows:
  - **Managed portfolio, Developments, Property Acquisition and Corporate:**
    - Procurement emissions calculated by inputting British Land and Broadgate Estates spend data into the multi-regional input-output (MRIO) Arup Scope 3 GHG emissions calculator tool ('Beacon'). This involves mapping spend data to 106 Standard Industrial Classification (SIC) sectors, each with an assigned carbon intensity. Carbon intensity data was supplied by the Centre for Sustainability Accounting (CenSA).
    - Energy and water use (assets managed by Broadgate Estates for a third party) emissions calculated using energy (kWh) and water consumption (m<sup>3</sup>) data and 'UK Government Conversion Factors for Company Reporting 2014'.
    - Broadgate Estates Head Office business travel emissions calculated by applying a tonnes CO<sub>2</sub>e/£ spend conversion factor developed from British Land business travel emissions to a Broadgate Estates expenditure figure.
    - Commuting emissions: Employee emissions calculated from full time equivalent (FTE) data and York House travel survey data.
  - **Managed and single-let properties: emissions from energy purchased directly** by occupiers estimated using floor area and space use data, where available, annual energy usage data (kWh/m<sup>2</sup>) from 2012 CIBSE Guide F, and annual energy use data (kWh/m<sup>2</sup>) from retail occupiers' websites.

- **Visitor travel:** emissions for visitor travel calculated using average distance and carbon intensity of journey that were estimated using site data where available; TRICS (national standard database for trip generation) data on visitor trips/day/m<sup>2</sup>; and Modal National Travel Survey (NTS) travel data 2014 and distance data for commuting and shopping.
- The data presented in Figure 24 is also included within the Strategic Report (Carbon reporting) pages of the British Land Annual Report and Accounts 2016. The relevant table from the Annual Report and Accounts 2016 is shown in full below.
  - The '2016' data column brings together 'Reported Scope 3 footprint (2015/16)' and 'Additional estimated Scope 3 footprint (2014/15)' elements, as described to the left.
  - The '2012' data column was calculated using very similar methodologies as for the '2016' data column, noting the following significant exceptions: multi-regional input-output (MRIO) Arup Scope 3 GHG emissions calculator tool ('Beacon') involved mapping spend data to 123 Standard Industrial Classification (SIC) sectors; emissions for visitor travel used Modal National Travel Survey (NTS) travel data from 2011.

### Absolute Scope 3 emissions (tonnes CO<sub>2</sub>e)

Year ended 31 March

	2016	2012
<b>Occupier controlled energy use – Offices:</b> Electricity and gas use in our assets	50,291	51,839
<b>Occupier controlled energy use – Retail:</b> Electricity and gas use in our assets	584,668	748,150
<b>Broadgate Estates controlled energy use – Third parties:</b> Electricity and gas use in assets owned by others	36,097	nr
<b>Development supply chain:</b> Construction materials, site activity, design and other business services	78,934	176,622
<b>Visitor travel</b> Vehicle use to and from assets	2,914,903	4,970,786
<b>Corporate and other:</b> Group procurement, finance, employee travel, energy life-cycle-related, water, residential energy	137,816	109,133



## CARBON EMISSIONS CONTINUED

FIG. 24 SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES CONTINUED

TABLE 6: CARBON CONVERSION FACTORS

Resource type		UK
Electricity generated, Location-based	Electricity generated Scope 2 direct GHG (kgCO <sub>2</sub> e/kWh)	0.46219
	Electricity generated Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.06888
Electricity generated, Market-based	Npower fuel mix (kgCO <sub>2</sub> /kWh)	0.41800
	Residual Mix for GB (kgCO <sub>2</sub> /kWh)	0.54206
Electricity losses	Electricity losses Scope 3 direct GHG (kgCO <sub>2</sub> e/kWh)	0.03816
	Electricity losses Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.00569
Gas (Net Calorific Value)	Natural Gas Scope 1 direct GHG (kgCO <sub>2</sub> e/kWh)	0.20494
	Natural Gas Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.02759
Oil	Gas oil Scope 1 direct GHG (kgCO <sub>2</sub> e/litres)	2.90884
	Gas/diesel oil Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/litres)	0.58470
Refrigerants	HFC 134a (GWP/tonne)	1430.0
	R407c (GWP/tonne)	1773.9
	R410a (GWP/tonne)	2087.5
	R417a (GWP/tonne)	2346.0
Fuel use	Diesel Scope 1 (kgCO <sub>2</sub> e/litre)	2.67614
	Diesel Scope 3 (kgCO <sub>2</sub> e/litre)	0.57960
	Petrol Scope 1 (kgCO <sub>2</sub> e/litre)	2.29968
	Petrol Scope 3 (kgCO <sub>2</sub> e/litre)	0.45040
	LPG Scope 1 (kgCO <sub>2</sub> e/litre)	1.50938
	LPG Scope 3 (kgCO <sub>2</sub> e/litre)	0.18960
Water	Water supply (kg CO <sub>2</sub> e/m <sup>3</sup> )	0.34400

Resource type		UK
British Land travel	Average car: GHG (kgCO <sub>2</sub> e per vehicle km)	0.18943
	Average car: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.03888
	Domestic average: GHG (kgCO <sub>2</sub> e per vehicle km)	0.15504
	Domestic average: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.03194
	Short-haul international average: GHG (kgCO <sub>2</sub> e per vehicle km)	0.08790
	Short-haul international average: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.01811
	Black cab: GHG (kgCO <sub>2</sub> e per vehicle km)	0.21877
	Black cab: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.04753
	Private taxi: GHG (kgCO <sub>2</sub> e per vehicle km)	0.17755
	Private taxi: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.03850
	National rail: GHG (kgCO <sub>2</sub> e per vehicle km)	0.04738
	National rail: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.00860
	Tube: GHG (kgCO <sub>2</sub> e per vehicle km)	0.06312
	Tube: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.00961



## CARBON EMISSIONS CONTINUED

### FIG. 25 TOTAL DIRECT AND INDIRECT (SCOPE 1, 2 AND 3) GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Figs. 28, 30 and 31, along with emissions from refrigerant loss from British Land influenced air conditioning units in our managed portfolio, water use influenced by British Land in our managed portfolio, emissions from our development, including both embodied carbon and on-site activities and emissions from fuel use in British Land owned vehicles and Head Office business travel.

### FIG. 27 GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY CONSUMPTION

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 28 Total Electricity Consumption and Fig. 31 Total Fuel Consumption and include emissions from Scope 1, 2 and 3.
- Emissions based on scope of properties reporting energy intensity.
- Activity-related intensity excludes carbon emissions from energy consumption in vacant areas and water use in our managed portfolio.
- Financial intensity ratio expresses managed portfolio annual emissions in relation to Gross Rental Income for properties in the managed portfolio which contribute to Scope 1, 2 and related life-cycle Scope 3 greenhouse gas emissions:
  - 2015/16: £586.8m.
  - 2014/15: £573.0m.
  - 2013/14: nr.

- Gross Rental Income (GRI) from the managed portfolio comprises Group GRI of £451 million (2015: £399 million), plus 100% of the GRI generated by joint ventures and funds of £451 million (2015: £495 million), less GRI generated by assets outside the managed portfolio of £315 million (2015: £321 million).
- Staff intensity ratio expresses managed portfolio Scope 1, 2 and related life-cycle Scope 3 annual emissions in relation to FTE. FTE based on the total number of employees reported in Fig. 61 Employment:
  - 2015/16: 589.8.
  - 2014/15: 465.6.
  - 2013/14: 427.5.
- Carbon emission intensity data for 2014/15 and 2013/14 has been adjusted and restated where primary data has been found to be incorrectly reported in the preceding year or more accurate data has become available.



## ENERGY USE AND INTENSITY

FIGS. 28-33 AND 35-37 MANAGED PROPERTIES

TABLE 7: SCOPE OF ENERGY REPORTING

Property type	Total properties	Resource type	Properties not reporting	Reason
Offices	41	Electricity	1	1: Small office with unmetered supply; unable to obtain data
		Gas	9	8: No shared services gas 1: Small office with unmetered supply; unable to obtain data
		Oil	20	19: No shared services oil use 1: Small office with unmetered supply; unable to obtain data
British Land and Broadgate Estates occupied space	2	Electricity	0	-
		Gas	2	2: No gas consumption
		Oil	2	2: No oil use
Retail parks	46	Electricity	7	7: Unable to obtain data
		Gas	42	42: No common parts gas use
		Oil	40	34: No common parts oil use 6: Unable to obtain data
Shopping centres	14	Electricity	0	-
		Gas	4	4: No common parts gas use
		Oil	6	6: No common parts oil use
Residential	6	Electricity	4	4: Small common parts supplies; unable to obtain data
		Gas	6	6: No common parts gas use
		Oil	6	6: No common parts oil use



## ENERGY USE AND INTENSITY CONTINUED

### FIGS. 28-33 AND 35-37 METHODOLOGY – MANAGED PROPERTIES

- As per EPRA Best Practice Recommendations, EPRA energy data covers energy procured by British Land.
- At our retail properties, where meters serve both common parts and occupier areas, sub-meter readings are provided by managing agent site staff or via AMRs and are deducted from the meter total to provide common parts usage. Where this is not possible, managing agents estimate the split between common parts and occupier usage. Where an estimate is not available, mixed meters are reported in common parts.
- Energy consumption relating to vacant space or vacant units is included in common parts.
- Energy consumption for major development works at our assets is deducted from the total consumption and reported in Fig. 34.
- Oil use data is measured where possible. Otherwise, it is estimated based on the run time of plant.
- Fuel use is converted from litres to kWh using Carbon Trust recommended factors (see Table 8).
- On-site renewables at our offices comprise photovoltaic panels at three of our offices: 10 Portman Square, 20 Triton Street and 10 Exchange Square. We have accounted for this energy in shared services energy use in the building. This energy is used on site and not exported to the grid.
- Low carbon technologies at our offices include a combined heat and power plant at 10 Brock St, an air source heat pump at 350 Euston Rd and a ground source heat pump at 10 Portman Sq. Fuel consumed in CHP is reported in the Figs. 31 and 32. The resulting electricity has been excluded from Figs. 28 and 29 to avoid double counting. The electricity output from CHP is reported in Figs. 19 and 33.

- On-site renewables in retail comprise a 456 kW solar PV installation at Whiteley Shopping Centre, a 45 kW solar PV installation at Deepdale Shopping Park, a 1kW solar PV installation at Hereford Shopping Centre, a 250 Watt installation at York Clifton Moore Shopping Park and a 280 kW solar PV installation at St Stephen's Shopping Centre. We have accounted for this energy in common parts energy use in the building. The energy produced at Whiteley and Deepdale is exported to the grid.
- District heating at our retail parks comprises a geothermal district heating scheme at Udine Retail Park in Italy (no longer managed by British Land since November 2013). This is a district heating scheme, supplying energy for the Retail Park's common parts, occupied areas and neighbouring non-British Land buildings.
- Energy data for 2014/15 and 2013/14 has been adjusted and restated where primary data has been found to be incorrectly reported in the preceding year or more accurate data has become available.

### FIG. 33 TOTAL ENERGY CONSUMED AND GENERATED ON SITE

- Total managed portfolio energy consumption (MWh) reported in Figs. 28, 30 and 32.
- Total energy generated on site has been copied from Fig. 19. This figure includes energy generated and consumed on site and energy exported to the grid.
- Proportion of landlord energy generated on site is calculated as  $(\text{Total energy generated on site}) / (\text{Total landlord energy consumed})$ . Total landlord energy relates to consumption in the provision of shared services and common parts.
- Proportion of managed portfolio energy generated on site is calculated as  $(\text{Total energy generated on site}) / (\text{Total energy consumed})$ .



## ENERGY USE AND INTENSITY CONTINUED

### FIG. 34 ENERGY USE – DEVELOPMENTS

- Energy data is collected and reviewed from our development sites and is converted, if necessary, from litres or m<sup>3</sup> to kWh [see Table 8: Carbon Trust recommended conversion factors, to the right]. Small developments and public realm works at our assets are reported in managed portfolio data.
- Adjustments and restatements: 2014/15 and 2013/14 data has been reviewed and restated to reflect the new scope as stated above and remove projects no longer in scope.

### FIG. 38 ENERGY EFFICIENCY – DEVELOPMENTS

- Major developments active this year which have been submitted for planning permission and which require building regulations. Public realm works are not included in the scope.
- Regulations apply at the level of individual buildings; therefore, there may be multiple buildings per development.
- Relates only to regulated energy (and emissions) as defined under UK building regulations.
- Average of percent better than building regulations is calculated based on the number of units, without reference to the size of the building. The percentage improvement for each unit is based on engineers' reports or building regulations submissions, using accredited software. Percentage improvement is calculated as  $(TER - BER) / TER \times 100$ . The TER is the target emission rate, the maximum allowable emissions for that building (referred to as the notional emissions in 2010 regulations). The BER is the building emission rate (the DER or dwelling emission rate in residential projects), which are the predicted, regulated emissions based on the output of the building-specific software simulation.

TABLE 8: CARBON TRUST RECOMMENDED CONVERSION FACTORS

Resource type	Unit	Rate to kWh
Oil	Litres	11.85
Diesel		10.96
LPG		6.98
Petrol	m <sup>3</sup>	9.61
Gas		11.13



## WATER USE AND INTENSITY

### FIGS. 39-43 SCOPE – MANAGED PROPERTIES

TABLE 9: SCOPE OF WATER REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	41	5	4: No shared services water use 1: Small office with unmetered supply; unable to obtain data
British Land and Broadgate Estates occupied space	2	0	-
Retail parks	46	27	20: No common parts water use 7: Unable to obtain data
Shopping centres	14	3	2: No common parts water use 1: Unable to obtain data
Residential	6	6	5: No common parts water use 1: Small common parts supplies; unable to obtain data

### FIGS. 39-43 METHODOLOGY- MANAGED PROPERTIES

- Water data comprises mains water and non-mains water used within our multi-let managed portfolio.
- Borehole water relates to borehole water use in the common parts at Meadowhall Shopping Centre. Some water is extracted from the borehole to backwash the cleaning filters associated with the borehole plant. This water has not been reported.
- At our offices, we only report whole building use as we do not have sufficient sub-metering to do otherwise.
- In our retail parks, shopping centres and residential properties, we only report the water use in common parts.
- Water consumption for major development works at our assets is deducted from the total consumption and reported in Fig. 44.
- Water data for 2014/15 and 2013/14 has been adjusted and restated where primary data has been found to be incorrectly reported in the preceding year or more accurate data has become available.

### FIG. 44 WATER USE – DEVELOPMENTS

- Water data comprises mains water used on our development sites. Small developments and public realm works at our assets are reported in managed portfolio.
- Adjustments and restatements: 2014/15 and 2013/14 data has been reviewed and restated to reflect the new scope as stated to the left and remove projects no longer in scope.



## WASTE AND MATERIALS

### FIGS. 45-48 WASTE MANAGEMENT SCOPE – MANAGED PROPERTIES

TABLE 10: SCOPE OF WASTE REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	41	11	6: No managed waste 5: Waste reported at an estate level and not attributable to an individual property
British Land and Broadgate Estates occupied space	2	0	-
Retail parks	46	28	24: No managed waste 4: Unable to obtain data
Shopping centres	14	2	2: No managed waste
Residential	6	6	6: No common parts waste management

### FIGS. 45-48 WASTE MANAGEMENT METHODOLOGY – MANAGED PROPERTIES

- Waste data only covers waste managed by British Land. Occupier waste not managed by us is not reported.
- Partial waste management refers to management of common parts only waste and/or management of some occupier waste. Total waste management refers to management of all common parts and all occupier waste.
- Head Office waste is waste generated in British Land occupied areas at York House.
- Subsidiaries waste is included in the respective property that the management office resides in.
- Landfill tax costs and savings were calculated by multiplying the volume of waste by the relevant landfill tax cost factor for each year. Landfill tax rates sourced from [www.hmrc.gov.uk](http://www.hmrc.gov.uk).
- Waste data for 2014/15 has been adjusted and restated where primary data has been found to be incorrectly reported in the preceding year or more accurate data has become available.

### FIG. 49 WASTE MANAGEMENT – DEVELOPMENTS

- This Fig. covers waste generated on development sites active this year, both major and small.
- Waste was reported by 38 developments this year (all developments were in the UK).
- We consider our waste data has a fairly high accuracy rate, as it is a legal requirement in the UK to document and report construction waste generated and its disposal. No pro-rating is undertaken for developments waste data, given the diversity of site activities across the developments.
- Developments waste is classified as re-used on site, diverted from landfill, or landfilled. Where we are unable to verify if materials sent to landfill were used in landfill site structure or capping a disposal area, we adopt the WRAP Diversion Rate of 50% landfill.





## WASTE AND MATERIALS CONTINUED

### FIG. 49 WASTE MANAGEMENT – DEVELOPMENTS CONTINUED

- See <http://www.wrap.org.uk/sites/files/wrap/Reporting%20Guidance.pdf> for further details.
- There is no further breakdown and some diverted materials could have been incinerated. Re-use on site refers to waste which is generated from construction or demolition activities, which is not removed from site and re-used in the construction process or permanently in the new construction.
- Fit-out waste arising from our development sites is classified as construction waste, as it proved too difficult to segregate. Strip-out waste is classified as demolition.
- Site waste reporting varies between tonnes and m<sup>3</sup> of waste across the industry. We request that sites gather tonnage data. Where this is not possible, the contractors use industry standard conversion factors (<http://www.wrap.org.uk/content/waste-conversion-factors-wrap-construction-tools>) and report the tonnage data through cr360.
- Landfill tax costs are for indicative purposes only. Landfill tax costs are calculated by multiplying diverted from landfill waste by the relevant landfill tax cost factor for each year (see Table 5: Utility cost rates by country, in the Financial section).

### FIG. 50 SUSTAINABLY SOURCED TIMBER

- This Fig. covers timber used on development sites active this year, both major and small. FSC refers to timber sourced from Forest Stewardship Council and PEFC refers to timber sourced from Programme for the Endorsement of Forest Certification.

## LAND USE

### FIG. 51 PORTFOLIO FLOOD RISK

- This Fig. covers all assets under management.
- High flood risk is defined as those properties located in Flood Zone 3 in England and Wales or on a Flood Plain in Scotland and Northern Ireland.

### FIG. 52 LAND CONTAMINATION AND REMEDIATION

- This Fig. covers major construction activity.
- We define 'contaminated' as pollution which was relevant to our business activities and significant enough to require remediation given the proposed end use, buildings for retail, offices, or residential use.

### FIG. 53 ENVIRONMENTAL COMPLIANCE

- This Fig. covers all development projects and all managed properties.
- Development sites and managed properties are required to report on Serious (L1) and Significant (L2) environmental incidents in accordance with the Environment Agency classifications.
- Significant or serious incidents involve a third party to help to solve/mitigate the problem and should have been reported to the relevant local authority or the environment agency.



# Skills and Opportunity

## OVERVIEW

### FIG. 54 SKILLS AND OPPORTUNITY OVERVIEW

Please refer to data notes for each individual Fig.

## APPRENTICESHIPS

### FIG. 55 APPRENTICES

- We are focusing apprenticeship activity at our managed properties and our major developments which fall under the scope of our Local Charter, which replaces our Community Charter. The scope of our Local Charter has now been expanded. It was previously defined solely as developments with construction value over £5 million and managed properties with an annual service charge budget over £500,000. The scope for our managed properties has now been expanded to properties where we have full time managers on site.
- Apprenticeship funding reported relates to contributions to our managed portfolio either directly to apprenticeship wages or for dedicated support provided by The Source Skills Academy to our suppliers in creating and sustaining these apprenticeships.
- We offer support and funding towards apprentices directly employed, or employed through our suppliers across our Local Charter managed properties.
- At our properties, we report on individual apprentices each financial year. These include apprentices through our suppliers.
- For our developments, we report total apprentice data as an aggregate number over the lifetime of the project.



## PROCUREMENT

### FIGS.56-57 METHODOLOGY

- An external consultant was hired to undertake an assessment of spend by our tier 1 suppliers at the following levels: within 25 miles, and with Small and Medium Sized Enterprises (SMEs). This is the second year we have collected this data across our managed portfolio and our developments.
- Whilst each year the quality of this data improves, the data may not be complete for some of the sites.
- Relevant spend within 25 miles is defined as expenditure in the period with all suppliers, sub-contractors, consultants and/or designers whose postcode is within 25 miles of the British Land site using the goods or services, where:
  - A company within 25 miles is defined as an organisation that is servicing their contract for the British Land project or site from a permanent business premises within a 25 mile radius (driving distance) of the primary site of the project calculated using <http://www.doogal.co.uk/DrivingDistances.php>.
  - Geographical location of suppliers is based on the postcode of the nearest site of supply (i.e. branches of a national company treated as a local supplier).
- Spend with SMEs is defined as spend in a period with all suppliers, sub-contractors, consultants and/or designers who are micro, small or medium sized businesses. In this report, SME is defined as an organisation that employs fewer than 250 people. Where we have been made aware that suppliers are part of a group with a combined total of more than 250, we have excluded these organisations from the SME expenditure data.
- Spend reported for developments includes actual and committed spend.
- Managed portfolio relates to invoiced spend.
- Data analysed for offices in 2015/16 is based on purchase orders placed or renewed in 2014/15 and includes all invoice spend on the period of the purchase order. Some invoices included may not be dated within 2014/15 period. Spend data is not reported on an accrual basis. The same methodology applies to 2014/15 and purchase orders placed in 2013/14.

### FIG. 56 SPEND WITHIN 25 MILES AND WITH SMES – MANAGED PORTFOLIO

- Data has been provided by our managing agents in spreadsheet format.
- For offices, data has been taken from the Broadgate Estates finance and supplier systems.
- Insurance, finance and banking, utility and telecom line rental costs are excluded from the scope of this analysis.
- As a control method, the declared spend received from the managing agent was assessed against the end of year audited service charge data. Where significant variances were found, these were explored with the data provider and if no robust rationale could be provided the data was excluded as unreliable.
- In total, 59 sites out of a total portfolio of 108 sites were analysed, amounting to £56.5m of spend, with £20m of spend being excluded.
- During the course of data collection, it became apparent that data for our office sites from 2013/14 financial year had some inaccuracies and as a result the spend breakdown for that year has been restated.

### FIG. 57 SPEND WITHIN 25 MILES AND WITH SMES – DEVELOPMENTS

- Company size data and location data is provided by our tier 1 suppliers and, whilst data is checked by an independent consultant prior to the supplier uploading to our online reporting tool, we are dependent upon the quality of this data on the procurement systems of our suppliers. We recognise that we have room to improve the quality of this data.
- In total, seven development sites have reported data during the year, five being new developments started since 1 April 2015 and two being sites that were included in our pilot project in the 2014/15 and have continued to report in 2015/16.



## PROCUREMENT CONTINUED

### FIG. 58 PAYMENT

- We report payment within 30 days from the date of the invoice for Head Office and managed portfolio tier 1 suppliers. Data for Head Office is normalised to exclude disputes.
- 2014/15 data for managed portfolio tier 1 suppliers has been restated as more accurate data has been made available.
- We report payment within agreed terms for developments. The scope for 2014/15 includes four pilot projects. The scope for 2015/16 includes the four pilot projects and three new, major contracts which commenced after 1 April 2015.

## SUPPLIER WORKFORCE

### FIG. 59 EMPLOYMENT WITHIN 25 MILES, LIVING WAGE AND EXCLUSIVE ZERO HOURS CONTRACTS

- For managed portfolio, this Fig. covers hours worked by staff working regularly on our sites and whose cost is met under the service charge.
- We ask our managing agents to report the hours worked by staff living within 25 miles of the site, being paid the Living Wage Foundation rates per hour are sourced from: <http://www.livingwage.org.uk/what-living-wage>.
  - 2015: £9.40 or more for work in London or £8.25 for work outside London.
  - 2014: £9.15 or more for work in London or £7.85 for work outside London.
  - 2013: £8.80 or more for work in London or £7.65 for work outside London.
- For developments, this Fig. covers hours worked by personnel, clerical staff, apprentices and temporary staff.
- In 2014/15, employment within 25 miles of site was reported by pilot developments.
- In 2015/16, employment within 25 miles of site was reported by all major developments and three small development projects.
- In 2015/16, all major developments reported on exclusive zero hours contracts.



## SUPPLY CHAIN CHARTER

### FIG. 60 SUPPLIER SUSTAINABILITY RISK ASSESSMENT

- We use Risk Maps to set out the sustainability risks levels across our major spend categories in our development, managed portfolio and corporate supply chain. The development of this Risk Mapping process was informed by a comprehensive review of social, environmental and ethical risks across our supply chain and is updated annually.
- From 1 April 2015, we implemented a quarterly reporting requirement on new contracts that our tier 1 suppliers issue. This process has initially been applied to all our development projects over £5m. Suppliers are asked to report how many contracts they have placed in the last quarter with our tier 2 suppliers, how many of these are high risk and how many of these contracts address risks in line with our Supply Chain Charter requirements.

## EMPLOYMENT

### FIGS. 61-70 SCOPE

- Permanent full time equivalents (FTEs) as at 31 March 2016 at British Land and the 100% owned subsidiary Broadgate Estates.
- Figs. include those on maternity and paternity leave, long-term sick leave and those on 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 follows, unless otherwise stated:

Employment type	British Land	Broadgate Estates
Employees	All permanent FTEs	All permanent FTEs
Management employees	Executive, Operations Committee and Executive Committee, including middle management	Associate Directors (including Portfolio Directors), Senior Managers, Managers
Board of Directors	Permanent FTEs that are British Land Board Directors	Board Executive Directors, excluding those employed by British Land
Non-management employees	All employees excluding management employees and Board of Directors	All employees excluding management employees and Board of Directors

### FIGS. 61-70 METHODOLOGY

- Employee information is primarily retrieved from the human resource teams' software programmes: Success Factors for British Land and Cascade for Broadgate Estates.
- Part time employees are counted as a fraction of an FTE.



## EMPLOYMENT CONTINUED

### FIG. 62 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', 'management employees', etc.).

### FIG. 63 EMPLOYEE TURNOVER – NUMBERS AND RATES

- Leavers include the following scenarios: resignation; dismissal; employee redundancies; mutual agreement leavers; retirement; departure during probation; death and TUPE.
- 'TUPE' refers to the Transfer of Undertakings (Protection of Employment) Regulations. These regulations exist to protect employees when their business changes hands and serves to move those employees affected from their old employer to the new employer.
- 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. 61 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. 64 SALARY AND REMUNERATION

- Only individuals employed for the whole year, 01 April 2015 to 31 March 2016 are included.
- Employment type is defined as follows:

Employment type	British Land	Broadgate Estates
Board level	Permanent FTEs that are British Land Board Directors	Board Executive Directors, excluding those employed by British Land, and Portfolio Directors
Management level	Executive, Operations Committee and Executive Committee	Associate Directors, Senior Managers, Managers
Non-management level	All employees excluding Board level and management level	All employees excluding Board level and management level

- Figures include salary, bonus, car allowance and private medical insurance.
- Remuneration related to share schemes is not included.
- Information for British Land is obtained from employee annual total reward statements. The statement contains data obtained as follows:
  - The payroll software programme.
  - The human resources team maintains a spreadsheet containing all benefits data.
- For British Land, the bonus elements of remuneration numbers are estimated based on planned bonuses approved by finance and agreed with HR. Final bonus calculations are undertaken later in the year and actual values were not available during this report timeframe. Therefore, the distribution is an estimate across the groups reported on: Board, Management and Non-management. For British Land, the bonus calculation does not include a bonus for leavers, due to the timing of when this bonus is paid. For Broadgate Estates, the bonus elements of remuneration numbers are based on the prior year bonus paid, as the current year bonuses have not yet been decided.

### FIG. 64 SALARY AND REMUNERATION CONTINUED

- Salary, car allowance and private medical insurance data for part time employees has been pro-rated to their FTE data.
- The gender ratios are calculated by dividing the female data by the male data and multiplying by 100.



## EMPLOYMENT CONTINUED

### FIG. 65-67 EMPLOYEE DIVERSITY – GENDER, AGE, ETHNICITY

- Data is based on individuals employed as at 31 March.
- British Land Board of Directors data includes Non-Executive Directors in addition to FTE so that reporting is in line with the Annual Report diversity reporting requirements.
- British Land Board of Directors data is based on headcount rather than FTE for the same reason as above.
- Broadgate Estates Board of Directors are based on employees only; Non-Executive Directors are British Land employees and so already reported.
- From 2014/15, the total percentage female/male data was calculated by summing employee numbers. Previous years were calculated as an average of each organisation’s percentage female/male numbers.
- From 2015/16, ethnicity data has been captured through the HR systems upon request from HR. All data has been given voluntarily by employees.
- For reporting purposes, Ethnicity categories have been grouped together as follows:

Grouped category	Includes
Asian	Asian-Bangladeshi 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 Group
White	White – English/Welsh/Scottish/Northern Irish White – Gipsy 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. 68 DISCRIMINATION

- An incident is defined as a complaint which has been raised, regardless of whether it is upheld.

### FIG. 69 EMPLOYEE TRAINING – AVERAGE HOURS

- From 2014/15, data is hours per FTE; previous years were hours per headcount.

### FIG. 70 EMPLOYEE TRAINING – PROPORTION BY CATEGORY

- Proportion of employees data regarding anti-corruption and bribery and health and safety is a rolling result, representing the staff population at 31 March 2016.
- Proportion of employees data regarding ‘Any other training’ is an annual result.



# Our EPRA Index 2016

We report in accordance with the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting (2nd edition September 2014). For each EPRA indicator, we outline below where data can be found in our Sustainability accounts 2016: [www.britishland.com/data](http://www.britishland.com/data)

EPRA Sustainability Performance Measures	British Land Sustainability Accounts
Elec-Abs (Total electricity consumption)	Fig. 28 Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	Fig. 29 Like-for-like total electricity consumption
DH&C-Abs (Total district heating & cooling consumption)	Fig. 30 Total district heating and cooling consumption
DH&C-LfL (Like-for-like total district heating & cooling consumption)	Not applicable as no like-for-like district heating & cooling consumption
Fuels-Abs (Total fuel consumption)	Fig. 31 Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	Fig. 32 Like-for-like total fuel consumption
Energy-Int (Building energy intensity)	Fig. 36 Building energy intensity – floor area Fig. 37 Building energy intensity – workstations and visitors
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	Fig. 20 Total direct (Scope 1) greenhouse gas emissions Fig. 25 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	Fig. 22 Total indirect (Scope 2) greenhouse gas emissions Fig. 25 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. 21 Like-for-like total direct (Scope 1) greenhouse gas emissions
GHG-Indir-LfL (Like-for-like total indirect greenhouse gas (GHG) emissions)	Fig. 23 Like-for-like total indirect (Scope 2) greenhouse gas emissions
GHG-Int (Greenhouse gas (GHG) intensity from building energy consumption)	Fig. 27 Greenhouse gas intensity from building energy consumption
Water-Abs (Total water consumption)	Fig. 39 Total water consumption
Water-LfL (Like-for-like total water consumption)	Fig. 40 Like-for-like total water consumption
Water-Int (Building water intensity)	Fig. 42 Building water intensity – floor area Fig. 43 Building water intensity – workstations and visitors
Waste-Abs (Total weight of waste by disposal route)	Fig. 45 Waste management – by weight Fig. 46 Waste management – by proportion
Waste-LfL (Like-for-like total weight of waste by disposal route)	Fig. 47 Like-for-like waste management – by weight Fig. 48 Like-for-like waste management – by proportion
Cert-Tot (Type and number of sustainably certified assets)	Fig. 18 Sustainability ratings





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

The Board of Directors of The British Land Company plc (“British Land”) engaged us to provide limited assurance on the information described below and set out in British Land’s Sustainability Accounts for the year ended 31 March 2016.

## 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 for the year ended 31 March 2016 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of our report.

## SELECTED INFORMATION

The scope of our work was limited to assurance over the information marked with the symbol (A) in British Land’s Sustainability Accounts for the year ending 31 March 2016 (the “Selected Information”). The Selected Information and the Reporting Criteria against which it was assessed are summarised in the table to the right. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Sustainability Accounts for the year ending 31 March 2016.

### Sustainability Accounts

Reference	Selected Information
4	Accidents – managed portfolio and British Land own occupied space
5	Accidents – developments
17	Sustainability ratings
18	Cost savings from resource reductions and investments
20	Total direct (Scope 1) greenhouse gas emissions
21	Like-for-like total direct (Scope 1) greenhouse gas emissions
22	Total indirect (Scope 2) greenhouse gas emissions
23	Like-for-like total direct (Scope 2) greenhouse gas emissions
25	Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
26	Carbon intensity index
27	Greenhouse gas intensity from building energy consumption
28	Total electricity consumption
29	Like-for-like total electricity consumption

### Sustainability Accounts

Reference	Selected Information
30	Total district heating and cooling consumption
31	Total fuel consumption
32	Like-for-like total fuel consumption
35	Energy intensity index
36	Building energy intensity – floor area
39	Total water consumption
40	Like-for-like total water consumption
42	Building water intensity – floor area
45	Waste management – by weight
46	Waste management – by proportion
47	Like-for-like waste management – by weight
48	Like-for-like waste management – by proportion
49	Waste management – developments
56	Spend within 25 miles and with SMEs – managed portfolio
64	Salary and remuneration
65	Employee diversity – gender

We assessed the Selected Information using British Land’s Reporting Criteria as set out at [www.britishland.com/sustainability.aspx](http://www.britishland.com/sustainability.aspx)<sup>1</sup>.



## PROFESSIONAL STANDARDS APPLIED AND LEVEL OF ASSURANCE

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

## OUR INDEPENDENCE AND QUALITY CONTROL

We applied the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Control (UK & Ireland) ;and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multi-disciplinary team with experience in sustainability reporting and assurance.

## UNDERSTANDING REPORTING AND MEASUREMENT METHODOLOGIES

The Selected Information needs to be read and understood together with the Reporting Criteria, which British Land is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 March 2016.

## WORK DONE

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of British Land's management, including the Sustainability team and those with responsibility for Sustainability management and group Sustainability reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included analysing a number of sites, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group Sustainability team;
- considered the significant estimates and judgements made by management in the preparation of the Selected Information;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to a number of sites to check that data had been appropriately measured, recorded, collated and reported;
- evaluated the methodology and basis of the independent valuation of the developments carbon footprint, with respect to the developments carbon footprint data disclosed in table 25 of the Sustainability Accounts, but did not test in detail the underlying calculation models and assumptions; and
- considered the disclosure and presentation of the Selected Information.



### **BRITISH LAND'S RESPONSIBILITY**

The Directors of British Land are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- the content of the Sustainability Accounts for the year ending 31 March 2016.

### **OUR RESPONSIBILITIES**

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of British Land.

This report, including our conclusions, has been prepared solely for the Board of Directors of British Land in accordance with the agreement between us dated 16 February 2016, to assist the Directors in reporting British Land's Sustainability performance and activities. We permit this report to be disclosed in the Sustainability Accounts for the year ending 31 March 2016 and disclosed at [www.britishland.com/sustainability.aspx](http://www.britishland.com/sustainability.aspx)<sup>1</sup>, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and British Land for our work or this report except where terms are expressly agreed between us in writing.

*PricewaterhouseCoopers LLP*

**PricewaterhouseCoopers LLP**

Chartered Accountants  
London  
12 May 2016

<sup>1</sup> The maintenance and integrity of British Land's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on British Land's website.

## FURTHER INFORMATION

Sustainability information is integrated throughout our Annual Report and Accounts 2016:

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

For more on our sustainability strategy and performance, including progress on targets, GRI Index and UN Global Compact Communication on Progress:

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

## CONTACT US

### Sarah Cary

Head of Sustainable Places

British Land, York House,

45 Seymour Street, London W1H 7LX

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

 [+44 \(0\)20 7486 4466](tel:+442074864466)

## ABOUT BRITISH LAND

We own, manage and develop high-quality commercial property, focused on shopping and leisure destinations around the UK and offices and residential in London. Our objective is to deliver long-term and sustainable total returns to all our stakeholders. We do this by focusing on Places People Prefer.

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