

SUSTAINABILITY BRIEF FOR OUR PLACES

GREENER SPACES

THRIVING PLACES

RESPONSIBLE CHOICES



ABOUT THIS BRIEF

This is a policy document. Here, we outline how we put our 2030 sustainability strategy into practice at our places, providing clear guidance to our local teams and suppliers on our environmental, social and governance requirements throughout the property life cycle, from design and construction to operation. These requirements apply to all our developments over £5m in construction value and all standing assets managed by a British Land site team.

CONTINUOUS IMPROVEMENT

We regularly review and update our Brief to drive best practice, drawing on input from our customers, investors, communities, suppliers, partners and colleagues, along with research. Since we published our first Brief in 2004, our suppliers have developed greater understanding in areas such as net zero carbon and social impact. We have therefore simplified this Brief, increasing focus on our ambitious targets and requirements.

VERSIONS

Version 8: 2024

Version 7: 2020
Version 6: 2017
Version 5: 2015
Version 4: 2014
Version 3: 2011
Version 2: 2007
Version 1: 2004

Exchange Square,
Broadgate, London.

CONTENTS

- 01 Introduction**
 - Welcome
 - 20 years of progress
 - Our 2030 sustainability strategy
- 07 Development Key Performance Indicators**
 - Greener Spaces
 - Thriving Places
 - Responsible Choices
 - Contractor requirements
- 19 Operational Key Performance Indicators**
 - Greener Spaces
 - Thriving Places
 - Responsible Choices
- 27 Appendices**
 - How to use this Brief
 - Additional guidance

Additional guidance

For our core policies, visit: www.britishland.com/policies

We also provide additional guidance to colleagues and suppliers, see page 29.

If you are a British Land supplier and want access or more information, contact: sustainability@britishland.com

WELCOME



“Sustainability is fundamental to our business at British Land. The decisions we make are environmentally and

socially intelligent, as well as making sound financial sense. This is central to creating Places People Prefer.

Two decades on from the launch of our first Sustainability Brief, which led the industry and drove positive change, this latest update pushes new boundaries, as we work collaboratively to achieve the ambitious targets set out in our 2030 sustainability strategy: *Greener Spaces, Thriving Places, Responsible Choices*.

We thank our colleagues and supplier partners at all our places for reducing carbon emissions across our portfolio, partnering to make a long-lasting, positive social impact in our communities and advocating responsible business practices across our value chain.”

DAVID WALKER

Chief Operating Officer,
British Land



“We have achieved so much in the 20 years since we launched our first Sustainability Brief

– from advancing net zero carbon progress and delivering BREEAM Outstanding destinations, to supporting thousands of people into jobs and maximising social impact in our communities.

I look forward to even more progress in the coming decade, as this latest version of our award-winning Sustainability Brief continues to set industry-leading standards for teams and partners across all our developments and standing assets.

By delivering on the targets and requirements detailed in this Brief, you are making an important contribution to creating outstanding places and tackling environmental and social challenges where we can achieve the greatest impact.”

DAVID LOCKYER

Head of Development,
British Land

Co-designing with local people for Euston Tower, Regent's Place, London.



20 YEARS OF PROGRESS

Our Sustainability Brief has been driving environmental and social leadership at our places for two decades. **We want to hear ideas** from our supply chain and partners to push new boundaries.

2004

Launched Sustainability Brief for Developments, leading our sector.

2008

ISO 14001 certified Environmental Management System for all developments.

201 Bishopsgate and The Broadgate Tower, London, rated BREEAM Excellent for sustainability in 2008.



2009

Launched first whole life carbon assessments, improving industry understanding.

Fort Kinnaird, Edinburgh, launched award-winning recruitment and skills partnership in 2013.



2014

- GRESB European sector leader for the first time.
- Expanded Sustainability Brief to increase focus on social best practice.

350 Euston Road, London, installed first air source heat pumps in 2014.



2015

Introduced wellbeing principles for all our places.

2020

- Launched Transition Vehicle to fund energy efficiency improvements.
- Expanded Sustainability Brief to include standing assets.
- Real Living Wages on all our developments.



Meadowhall, Sheffield, switched on the UK's largest shopping centre solar installation in 2019.

2017

Launched Bright Lights, our skills and employment programme.

Launch of Regent's Place Community Fund with customers in 2016 - an industry first.



New research in 2023 revealed that our NDT Broadgate arts partnership created £40m economic boost for the UK.



2021

Landmark socio-economic research to mark our 10-year Young Readers partnership with the National Literacy Trust.

100 Liverpool Street, London, achieved ultra-low embodied carbon intensity of 389kg CO₂e per sqm and BREEAM Outstanding in 2021.



2022

- GRESB Global sector leader for developments.
- Completed net zero carbon audits across our standing portfolio.



Exchange Square reopened as London's newest park in 2022, quadrupling the amount of green space at Broadgate.

2023

- GRESB Global sector leader for developments and European sector leader for standing investments.
- Launched smart digital access for campus customers - a UK first.
- 4.8 million sq ft of BREEAM Outstanding and Excellent space across our portfolio.
- Accredited Real Living Wage Employer.

OUR 2030 SUSTAINABILITY STRATEGY



Greener Spaces

Net zero carbon portfolio



Our Pathway to Net Zero



Thriving Places

Long-lasting positive social impact



Our Local Charter



Responsible Choices

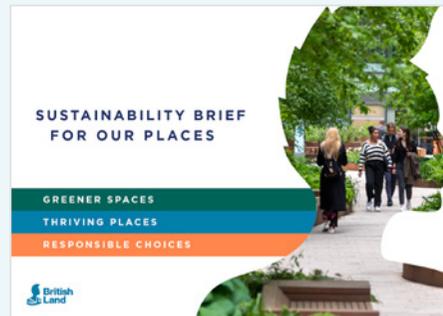
Real Living Wage Accredited Employer



Our Supplier Code of Conduct



Creating sustainable places - leading our sector for 20 years



Our Sustainability Brief for our Places

Sustainability Leadership

International benchmarks



External commitments





RESPONSIBLE CHOICES

Making responsible choices across all areas of our business and encouraging our customers, partners and suppliers to do the same.

KEY FOCUS AREAS:

- > Diversity, equality and inclusion.
- > Real Living Wages.
- > Health and safety.
- > Responsible employment.
- > Responsible procurement.

We are a Real Living Wage accredited employer - committed to paying the Real Living Wage across all our developments and standing assets.

→ For more, see [Responsible Choices](#)

GREENER SPACES

Transforming our portfolio to net zero carbon.

KEY TARGETS INCLUDE:

50%

less **embodied carbon** emissions in our developments, to below 500kg CO₂e per sqm, from 2030.

75%

reduction in **operational carbon** intensity across our portfolio by 2030.

→ For more, see [Greener Spaces](#)

Our Transition Vehicle finances retrofitting of our standing portfolio from carbon pricing of £60 per tonne self-levied on our developments and a £5m annual float.

Additional environmental priorities include:

- Futureproofing our places for **climate resilience**.
- Adopting **circular economy** principles, working towards zero waste.
- Delivering significant net **biodiversity** gains.
- Minimising **water use**.
- Adopting leading industry **certification**.

THRIVING PLACES

Creating a long-lasting positive social impact by collaboratively addressing local priorities.

KEY TARGETS INCLUDE:

£200m

direct social and economic value enabled by 2030, through our social impact activity and support for SMEs, and a further £100m indirect value enabled through our development activity.

90,000+

people benefiting from impactful **education** partnerships and impactful **employment** partnerships by 2030.

Affordable

space at each priority place, with at least £10m of affordable workspace, retail space, community and arts space delivered across our portfolio by 2030.

Our **£25m Social Impact Fund** to 2030 comprises at least £15m cash contributions and £10m of affordable space, which will directly enable £100m of social value.

The way we put these commitments into practice is always place-based - tailored around local needs and opportunities for communities at each place.

→ For more, see [Thriving Places](#)

Our 2030 sustainability pillars align to the UN Sustainable Development Goals: 8 Decent work and economic growth; 12 Responsible consumption and production; and 17 Partnership for the goals.



Saving chimney pots for reuse at Norton Folgate, London.

DEVELOPMENT KEY PERFORMANCE INDICATORS

These targets and requirements apply to all our developments over £5m in construction value.



GREENER SPACES

Transforming our portfolio to net zero carbon.

Key: Requirement Performance target

INNOVATION		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-01	- Deliver an innovation or 'beyond best practice' initiative by exceeding at least one of our <i>Greener Spaces</i> KPIs. Scope an idea for implementation during design or construction stage.	≥ 1	≥ 1	≥ 1	≥ 1	≥ 1	≥ 1
GSD-02	- Integrate regenerative principles into design and material selection, to encourage positive environmental impacts.	✓	✓	✓	✓	✓	✓
GSD-03	- Review material specification for bio-based replacements and set targets for incorporating bio-based materials.	✓	✓	✓	✓	✓	✓
EMBODIED CARBON		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-04	- Develop a whole life carbon model to inform design, construction and operation over building life cycle (see guidance on Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-05	- Report whole life carbon (RICS stages A, B, C and D).	✓	✓	✓	✓	✓	✓
GSD-06	- Reduce embodied carbon to practical completion (RICS stages A1-A5) to achieve our 2030 targets (kgCO ₂ e/sqm GIA).	500	450	650	750 ¹	600	Reduce
GSD-07	- Reduce embodied carbon during operation (RICS stages B1-B5 and C1-C4) to achieve our 2030 targets (kgCO ₂ e/sqm GIA).	275	250	250	250	300	
OPERATIONAL CARBON		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-08	- Implement energy hierarchy, prioritising passive measures, all-electric systems and on-site renewables.	✓	✓	✓	✓	✓	✓
GSD-09	- Maximise available roof space for solar PV.	✓	✓	✓	✓	✓	
GSD-10	- On refurbishments, integrate interventions from the asset's Net Zero Pathway into project brief.	✓	✓	✓	✓	✓	✓
GSD-11	- Implement our Energy Metering Strategy (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-12	- Assess performance against the Carbon Risk Real Estate Monitor (CRREM) science-based target pathway.	✓	✓	✓	✓	✓	
GSD-13	- Specify refrigerants with low Global Warming Potential (GWP) to achieve our targets. Consult our sustainability lead if above target (GWP kgCO ₂ e).	≥10	≥10	≥10	≥10	≥10	≥10 ²
GSD-14	- Model operational energy use.	NABERS UK Design for Performance	CIBSE TM54	CIBSE TM54	CIBSE TM54	NABERS UK Design for Performance ³	CIBSE TM54 ⁴

¹ Residential buildings over 18m height.

² Low GWP refrigerants applies to buildings within public spaces.

³ NABERS UK modelling required for office elements.

⁴ CIBSE TM54 required for buildings within public spaces.

OPERATIONAL CARBON <i>continued</i>		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-15	- Reduce modelled whole building energy to achieve our 2030 targets (kWh/sqm/year NLA).	90	90/60 ¹	Bespoke ²	35	Bespoke ³	
GSD-16	- Reduce modelled base building energy to achieve our 2030 targets (kWh/sqm/year NLA).	55	30/0				
GSD-17	- Reduce modelled occupier energy to achieve our 2030 targets (kWh/sqm/year NLA).	35	60				
GSD-18	- Achieve our NABERS UK energy performance targets (see guidance on Development Policies Portal).	5★					
CLIMATE RESILIENCE		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-19	<ul style="list-style-type: none"> - On major projects, perform a climate resilience risk assessment for building and surrounding public realm, including climate change scenarios, covering: <ul style="list-style-type: none"> > Flood risk assessment of future climate impacts from storms and flooding. > Thermal modelling to assess warmer weather impacts (using UK Climate Projections 2018 scenarios RCP6.0 and 8.5). > Adaptive comfort analysis. > Other climate risks, such as drought, water stress, extreme heat (including the urban heat island effect), high winds and subsidence. 	100%	100%	100%	100%	100%	100%
GSD-20	<ul style="list-style-type: none"> - On major projects, develop Climate Resilience Action Plan for building and surrounding public realm, and integrate into design. Priorities include: <ul style="list-style-type: none"> > Adaptive thermal comfort and natural ventilation. > Durable and low-carbon materials (see <i>Embodied carbon</i>). > Nature-based solutions, including both green and blue infrastructure (see <i>Nature</i>). > Sustainable Drainage Systems (SuDS), rainwater and greywater recycling (see <i>Water</i>). > Reuse and high-value recycling, including design for disassembly (see <i>Circular economy</i>). <p>Cross reference with operational and embodied carbon targets, to futureproof asset under future climate scenarios.</p>	100%	100%	100%	100%	100%	100%
CIRCULAR ECONOMY		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-21	- Develop a Circular Economy Strategy. Prioritise reuse of existing structure/materials, in line with our Circular Economy Protocol (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-22	- Carry out a detailed pre-demolition Materials Mapping Audit. Use this audit to explore where materials can be reused on site or elsewhere.	✓	✓	✓	✓	✓	✓
GSD-23	- Set project-specific targets to maximise reuse, upcycling and recycling of unwanted resources. ⁴ Review at the end of every RIBA stage.	✓	✓	✓	✓	✓	✓

¹ 90kWh/sqm/year for shopping centres and 60kWh/sqm/year for retail parks.

² Teams to model scenarios and set project-specific targets based on occupier profile.

³ Wet/dry labs to develop project-specific modelling and targets.

⁴ 'unwanted resources' are traditionally referred to as 'waste'.

CIRCULAR ECONOMY		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-24	- Design and specify for disassembly and reuse, in line with BREEAM WST06.	✓	✓	✓	✓	✓	✓
GSD-25	- Design and specify one of the following:						
	> New materials for disassembly and reuse with a take-back scheme, to achieve our targets (by weight/volume).	≥30%	≥30%	≥30%	≥30%	≥30%	≥30%
	> At least one construction package for disassembly and reuse with a take-back scheme or end-of-life scenario.	≥1	≥1	≥1	≥1	≥1	≥1
GSD-26	- Develop materials passports for materials with potential for future reuse, in line with our Materials Passport Protocol (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-27	- Source reused materials or materials with recycled content , instead of new materials, to achieve our targets (by value).	≥50%	≥50%	≥50%	≥50%	≥50%	≥50%
GSD-28	- Source all construction materials from ethical and sustainable sources , in line with our Materials Schedule (see www.britishland.com/policies). Prioritise materials with Environmental Product Declarations and/or extracted or manufactured in the UK or EU. Report on compliance at the end of each RIBA stage.	100%	100%	100%	100%	100%	100%
GSD-29	- Divert all unwanted resources ¹ from landfill and incineration (tonnes).	100%	100%	100%	100%	100%	100%
GSD-30	- Prioritise reuse and high-value recycling (upcycling and recycling) to achieve our targets (tonnes).	≥90%	≥90%	≥90%	≥90%	≥90%	≥90%
GSD-31	- Recycle remaining materials via downcycling to achieve our targets.	≤10%	≤10%	≤10%	≤10%	≤10%	≤10%
GSD-32	- Report unwanted resources ¹ reused, upcycled, recycled and downcycled (tonnes).	✓	✓	✓	✓	✓	✓
NATURE		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-33	- Consult our Biodiversity Framework and our Biodiversity Design Guide and integrate into design (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-34	- Appoint qualified ecologist at feasibility stage to inform design, aligning with surrounding biodiversity and planting.	✓	✓	✓	✓	✓	✓
GSD-35	- Perform phase 1 habitat survey.	✓	✓	✓	✓	✓	✓
GSD-36	- Develop a Landscape Habitat Management Plan, in accordance with BS 42020:2013, or a Habitat Management and Monitoring Plan for projects with Biodiversity Net Gain planning requirements.	✓	✓	✓	✓	✓	✓
GSD-37	- Maximise biodiversity net gain for site to achieve our minimum targets or higher, in line with local authority regulations using the latest Defra metric (biodiversity net gain).	≥15%	≥15%	≥15%	≥15%	≥15%	≥15%
GSD-38	- Maximise urban greening for site to achieve our minimum targets (Urban Greening Factor).	0.3	0.3	0.4	0.4	0.4	0.4

¹ 'Unwanted resources' are traditionally referred to as 'waste'.

WATER		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-39	- Maximise opportunities for rainwater and greywater recycling, using sustainable drainage hierarchy.	✓	✓	✓	✓	✓	✓
GSD-40	- Reduce modelled potable water use to achieve our targets (litres/person/day).	20	20	20	75	20	
GSD-41	- Procure water efficient appliances and fittings to achieve our targets (BREEAM Wat01 credits).	≥5	≥5	≥5	≥5	≥5	
GSD-42	- Provide water metering and leak detection.	✓	✓	✓	✓	✓	✓
GSD-43	- Ensure landscape and green infrastructure design specifies planting that requires minimal irrigation, uses no potable water for irrigation and aligns with biodiversity and climate resilience specifications for the project.	✓	✓	✓	✓	✓	✓
CERTIFICATION		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-44	- Complete relevant sustainability assessments and certifications to achieve our targets (BREEAM or Home Quality Mark, as appropriate).	BREEAM Outstanding	BREEAM Excellent	BREEAM Outstanding	HQM 3★	BREEAM Outstanding	
GSD-45	- Achieve our Energy Performance Certificate (EPC) targets. Ensure final certificate reflects measured survey floor areas.	A	A	A	A	A	
GSD-46	- Fulfil WELL certification preconditions and provide evidence to enable future customers to gain certification. Consider WELL Core certification.	✓				✓ ¹	
GSD-47	- Host sustainability audit(s), in line with our ISO 14001 certification.	✓	✓	✓	✓	✓	✓
WELLBEING		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-48	- Integrate our Wellbeing Principles into design (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-49	- Develop plan to minimise local outside air, noise and light pollution impacts, and focus on achieving positive air quality status.	✓	✓	✓	✓	✓	✓
GSD-50	- Incorporate biophilic principles into design, including access and engagement with nature.	✓	✓	✓	✓	✓	
GSD-51	- Commission an Indoor Air Quality Plan.	✓	✓	✓	✓	✓	
GSD-52	- Measure indoor air quality before and during occupancy, in line with WELL. Align with our Smart Buildings Design Guide to monitor Internal Environmental Air quality (see Development Policies Portal).	✓			✓	✓	
GSD-53	- Achieve thermal comfort requirements (see <i>Climate Resilience</i>).	✓	✓	✓	✓	✓	
GSD-54	- Design for natural light to achieve our targets, carrying out climate-based daylight modelling, in line with European Standard EN 17037.	2.1%			2.1%	2.1%	
GSD-55	- Provide high quality artificial light , specifying light fittings that achieve our targets (Colour Rendering Index).	≥80		≥80	≥80	≥80	

¹ WELL certification requirements apply to office areas.

GREEN TRAVEL		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-56	- Develop a Travel Plan which prioritises walkable neighbourhoods and integrates neighbourhood travel plan where appropriate.	✓	✓	✓	✓	✓	✓
GSD-57	- Provide weatherproof cycle storage, along with showers, lockers, changing rooms and maintenance area and include in Travel Plan. Exceed BREEAM requirements, aligning provision with our Office Design Guide (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-58	- Provide passive infrastructure for electric vehicles to achieve our targets (% of total provision).	100%	100%	100%	100%	100%	100%
GSD-59	- Provide active infrastructure for electric vehicles to achieve our targets (% of total provision).	20%	20%	100% ¹	100%	20%	✓

USER EXPERIENCE		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
GSD-60	- Carry out Life Cycle Costing at appropriate stages to improve design, maintenance and operation options (consult our property management team).	✓	✓	✓	✓	✓	✓
GSD-61	- Adopt Soft Landings to focus design on operation from the outset (see Soft Landings and Aftercare Plan on Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-62	- Agree Smart Strategy with our digital placemaking team and implement our Smart Buildings Design Guide (see Development Policies Portal).	✓	✓	✓	✓	✓	✓
GSD-63	- Implement our Network Design Guide (see Development Policies Portal).	✓	✓	✓	✓	✓	✓



Local people celebrate the completion of the first homes at Canada Water, delivered in partnership with Southwark Council.



Everything's Connected

Consider opportunities to support a just transition – ensuring a fair and inclusive journey to a net zero, resilient future where people and nature thrive.

¹ On Logistics, provision applies to vans



Creating a long-lasting, positive social impact.

Key: Requirement Performance target

INNOVATION		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-01	- Deliver an innovation or 'beyond best practice' initiative by exceeding at least one of our <i>Thriving Places</i> KPIs. Scope an idea for implementation during design or construction stage.	≥1	≥1	≥1	≥1	≥1	≥1
SOCIAL IMPACT		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-02	- Integrate <i>Education, Employment</i> and <i>Affordable space</i> focus areas into project planning. This must include considering the provision of social infrastructure and community uses.	✓	✓	✓	✓	✓	✓
TPD-03	- Set Social Impact Strategy with <i>Education, Employment, Affordable space</i> and <i>Community engagement</i> KPIs by RIBA stage.	✓	✓	✓	✓	✓	✓
TPD-04	- Appoint project team social impact champions for each RIBA stage.	✓	✓	✓	✓	✓	✓
TPD-05	- Assess requirement for a social impact consultant and appoint if needed.	✓	✓	✓	✓	✓	✓
TPD-06	- Set supplier social impact pledges by RIBA stage, including local partnerships.	✓	✓	✓	✓	✓	✓
TPD-07	- Report on social impact beneficiaries and KPIs quarterly. Produce Social Impact Report at end of each RIBA stage, detailing progress on Social Impact Strategy, s106 obligations where applicable, outcomes, learnings and local stakeholders and relationships.	✓	✓	✓	✓	✓	✓
TPD-08	- Consider public art opportunities that celebrate local identity and connect to the local community, informed by community engagement and with paid opportunities for local artists and participants.	✓	✓	✓	✓	✓	✓
EDUCATION		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-09	- Partner with at least one local school on an impactful education initiative, aligned with Social Impact Strategy (at each RIBA stage). ¹ On larger projects, also partner with a further education provider.	≥1	≥1	≥1	≥1	≥1	≥1
TPD-10	- Host at least one workplace visit for small groups of up to 20 people (per year).	≥1	≥1	≥1	≥1	≥1	≥1
TPD-11	- Deliver at least two education sessions for small groups of up to 20 people (per year).	≥2	≥2	≥2	≥2	≥2	≥2
TPD-12	- Assess opportunities to support curriculum learning, grow a local talent pool, raise awareness of careers in our sectors and support young people at risk.	✓	✓	✓	✓	✓	✓

¹ 'Local' defined in s106 planning agreements or within local authority areas where no s106 is in place, prioritise the immediate ward where possible. For more detail, colleagues and suppliers to refer to our 'How to Guide'.

EMPLOYMENT		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-13	- Partner with at least one local organisation on an impactful employment initiative to train and support local residents to access meaningful employment during construction and end-use (per year).	≥1	≥1	≥1	≥1	≥1	≥1
TPD-14	- At least 5% of all hours worked on site by staff undertaking apprenticeships, training or work experience (per year).	≥5%	≥5%	≥5%	≥5%	≥5%	≥5%
TPD-15	- Assess opportunities for pre-employment training, virtual programmes, mentoring, work placements, graduate schemes, internships and apprenticeships. Depending on the place-based situation, employment activities may prioritise youth opportunities, adult skills, long-term jobseekers or other groups.	✓	✓	✓	✓	✓	✓
AFFORDABLE SPACE		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-16	- On developments that include vacant space, assess opportunities for meanwhile uses during design and construction, addressing identified local needs and opportunities.	✓	✓	✓	✓	✓	✓
COMMUNITY ENGAGEMENT		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
TPD-17	- At least 10% of design and project team volunteer at least two hours per RIBA stage (1-4) or per quarter (RIBA 5-6).	≥10%	≥10%	≥10%	≥10%	≥10%	≥10%
TPD-18	- Support community engagement with local community groups, in line with Local Charter and <i>Education, Employment and Affordable space</i> KPIs. Consult with our Social Impact Manager where available.	✓	✓	✓	✓	✓	✓
TPD-19	- Appoint community consultant to set and deliver inclusive and representative community consultation strategy pre-planning, in line with Development Engagement Framework.	✓	✓	✓	✓	✓	✓
TPD-20	- Develop volunteering opportunities that support agreed local organisations and initiatives, in line with Social Impact strategy and <i>Education, Employment and Affordable space</i> KPIs.	✓	✓	✓	✓	✓	✓



Everything's Connected

Consider opportunities to develop green skills through **Education** and **Employment** initiatives, supporting a just transition.



Hosting Paddington Arts local performers at Paddington Central, London.



RESPONSIBLE CHOICES

Making responsible choices across all areas of our business and encouraging our customers, partners and suppliers to do the same.

Key: Requirement Performance target

INNOVATION		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-01	- Deliver an innovation or 'beyond best practice' initiative by exceeding at least one of our <i>Responsible Choices</i> KPIs. Scope an idea for implementation during design or construction stage.	≥1	≥1	≥1	≥1	≥1	≥1
DIVERSITY, EQUALITY AND INCLUSION (DE&I)		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-02	- Include DE&I objectives and initiatives in project planning at each RIBA stage, to promote a representative and inclusive workforce. ¹	✓	✓	✓	✓	✓	✓
RCD-03	- On major projects, suppliers and partners to develop initiatives to support local residents to access meaningful employment and training within their organisation.	✓	✓	✓	✓	✓	✓
RCD-04	- Deliver at least one initiative to promote an inclusive workforce per RIBA stage (1-4) or per quarter (RIBA 5-6).	≥1	≥1	≥1	≥1	≥1	≥1
RCD-05	- Provide reasonable adjustments during recruitment and throughout employment.	✓	✓	✓	✓	✓	✓
REAL LIVING WAGES		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-06	- All suppliers, including subcontractors, to pay all employees at our places the Real Living Wage (outside London) or London Living Wage (within London).	≥100%	≥100%	≥100%	≥100%	≥100%	≥100%
HEALTH AND SAFETY		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-07	- Fulfil all relevant British Land Health & Safety policies at all times: www.britishland.com/policies	✓	✓	✓	✓	✓	✓
RESPONSIBLE EMPLOYMENT		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-08	- Support initiatives which provide access to real estate opportunities for underrepresented demographics.	✓	✓	✓	✓	✓	✓
RCD-09	- Redact all CVs for new opportunities, for 'blind' recruitment to interview stage.	✓	✓	✓	✓	✓	✓

For requirements on skills and training, see *Thriving Places*.

¹This includes protected characteristics: gender, gender reassignment, age, race, sexual orientation, religion or belief, disability, marriage and civil partnership, and pregnancy and maternity.

RESPONSIBLE PROCUREMENT		Commercial	Retail	Logistics	Residential	Science & technology	Public spaces
RCD-10	<ul style="list-style-type: none"> - All suppliers to comply with our Supplier Code of Conduct (see www.britishland.com/policies). Requirements include: <ul style="list-style-type: none"> > Avoiding all conflicts of interest. > Zero tolerance to bribery. > Adopting a robust whistleblowing policy. > Completing 'Right to Work' checks. > No discrimination at any stage of employment. > Freedom of association and right to collective bargaining. > Prompt payment for employees and subcontractors. > Supporting UN Sustainable Development Goals. 	100%	100%	100%	100%	100%	100%
RCD-11	- Develop Local Growth Plan to support local businesses, social enterprises, SMEs and entrepreneurs, including access to construction and end-use opportunities.	✓	✓	✓	✓	✓	✓
RCD-12	- Prepare Local Procurement Plan with assigned consultant, aligning with local authority priorities and including reporting local and SME spend, plus project-specific targets.	✓	✓	✓	✓	✓	✓
RCD-13	- Achieve at least 20% local spend during construction. ¹	≥20%	≥20%	≥20%	≥20%	≥20%	≥20%
RCD-14	- Achieve at least 40% SME spend during construction. ²	≥40%	≥40%	≥40%	≥0%	≥40%	≥40%
RCD-15	- Align procurement and procedures with ISO 20400:2017 sustainable procurement standard.	✓	✓	✓	✓	✓	✓



Hosting a diversity, equality and inclusion recruitment event at Broadgate, London.

¹ 'Local' defined in s106 planning agreements or within local authority areas where no s106 is in place. For more detail, colleagues and suppliers to refer to our 'How to Guide'.

² 'SME' refers to micro, small or medium sized enterprises that employ fewer than 250 people.

CONTRACTOR REQUIREMENTS

Partnering and driving innovation with our supply chain.

These requirements apply to contractors on all our developments, including commercial, retail, logistics, residential, science & technology and public spaces.

INNOVATION

CRD-01	- Deliver an innovation or 'beyond best practice' initiative by exceeding our targets and requirements for at least one <i>Greener Spaces</i> KPI, one <i>Thriving Places</i> KPI and one <i>Responsible Choices</i> KPI. Plan these before starting on site and deliver during construction.	≥3
--------	---	----

GREENER SPACES

CRD-02	- Have a certified Environmental Management System (EMS) appropriate to the nature and scale of the project (e.g. ISO 14001, BS 8555 or EMAS) and a live, site-specific Construction Environmental Management Plan throughout construction phase.	✓
--------	---	---

CRD-03	- Develop and implement Construction Carbon Reduction Plan prior to starting on site, targeting a reduction against the project whole life carbon A5 module baseline. Address site power, temporary services, accommodation, plant, machinery and equipment. Scope an option for a diesel-free site.	✓
--------	--	---

CRD-04	- Apply air quality control measures as stipulated by the planning air quality assessment (if applicable) and Indoor Air Quality Plan.	✓
--------	--	---

CRD-05	- Review site pre-demolition or pre-refurbishment Materials Mapping Audit. Implement relevant recommendations and report on progress monthly.	✓
--------	---	---

CRD-06	- Implement at least five circular economy initiatives or pilots to drive industry practice, using pre-demolition or pre-refurbishment audit and understanding of circular economy. Examples include take-back schemes, sustainable packaging pilots and diverting materials for reuse or upcycling.	≥5
--------	--	----

CRD-07	- Achieve targets for reuse, upcycling, recycling and downcycling outlined in contract documentation. Report on performance monthly.	✓
--------	--	---

CRD-08	- Develop and implement site-wide water reduction strategy, incorporating water metering and water use mitigation for construction operations including site accommodation. Report on performance monthly.	✓
--------	--	---

THRIVING PLACES

CRD-09	- Refer to <i>Thriving Places</i> KPIs and integrate requirements for social value outcomes into construction deliverables, reporting on performance regularly.	✓
--------	---	---

CRD-10	- Plan for and implement health and wellbeing initiatives throughout construction that support and target all site-based personnel.	✓
--------	---	---

CRD-11	- To minimise construction impact for local stakeholders, establish Construction Neighbourhood Liaison Plan, include KPIs within Logistics Plan and assign Community Manager responsible for overseeing stakeholder engagement during construction.	✓
--------	---	---

RESPONSIBLE CHOICES

CRD-12	- All contractors and subcontractors to pay all employees at our places the Real Living Wage (outside London) or London Living Wage (within London).	100%
CRD-13	- Demonstrate compliance with the Common Assessment Standard, using a recognised assessment body such as Achilles Building Confidence, to a certification level appropriate to the nature and scale of the business.	✓
CRD-14	- Sign up to and comply with our Supplier Code of Conduct on site (see www.britishland.com/policies).	✓
CRD-15	- Source all construction materials from ethical and sustainable sources, in line with our Materials Schedule (see www.britishland.com/policies).	100%
CRD-16	- Implement a sustainability awareness campaign throughout construction, targeting all site-based personnel. This should upskill the supply chain in net zero carbon, circular economy, climate resilience, social value and responsible sourcing. Set a target at planning stage for total hours delivered and number of operatives reached.	✓

REPORTING

CRD-17	- Report health, safety and sustainability performance monthly, on our online reporting portal Credit 360.	✓
CRD-18	- Report on compliance with our Materials Schedule and Materials Component Specification (see Development Policies Portal).	✓
CRD-19	- Register with the Considerate Constructors Scheme (CCS) throughout the project. Score at least 40 (out of 50), achieving Exemplary-level performance.	✓
CRD-20	- Align with Construction Logistics and Community Safety (CLOCS) standard. Appoint a CLOCS champion within the project team to implement and review compliance.	✓
CRD-21	- Issue as-built sustainability report, summarising project performance against our Sustainability Brief and outlining innovation and best practice initiatives implemented on site.	✓



Contractors volunteering their skills and time to build a new home for charity Global Generation at Canada Water, co-created with local young people.



OPERATIONAL KEY PERFORMANCE INDICATORS

These targets and requirements apply to all standing assets managed by a British Land site team. They should be integrated into day-to-day operation of our places by our site teams.

Partnering to launch three new bus services at Teesside Park, Stockton-on-Tees.



GREENER SPACES

Transforming our portfolio to net zero carbon.

Key: Requirement Corporate and performance targets

INNOVATION		Commercial	Retail	Logistics	Residential
GSO-01	- Deliver an innovation or 'beyond best practice' initiative by exceeding our targets and requirements for at least one <i>Greener Spaces</i> KPI.	≥ 1	≥ 1	≥ 1	≥ 1
EMBODIED CARBON		Commercial	Retail	Logistics	Residential
GSO-02	- Track and report against in use embodied carbon targets (kg CO ₂ e per sqm).	275	250	250	250
GSO-03	- Report embodied carbon annually on landlord instructed retrofitting projects over £1m (kg CO ₂ e).	✓	✓	✓	✓
OPERATIONAL CARBON		Commercial	Retail	Logistics	Residential
GSO-04	- Reduce carbon intensity from 2019 baseline, supporting our 2030 targets.	75%	75%	75%	
GSO-05	- Improve energy intensity from 2019 baseline, supporting our 2030 targets.	25%	25%	25%	
GSO-06	- Transition Vehicle to finance retrofitting of standing portfolio from carbon pricing of £60 per tonne self-levied on our developments.	✓	✓	✓	✓
GSO-07	- Monitor, measure and report total energy use (kWh), energy intensity (kWh/sqm) and carbon intensity of asset (KgCO ₂ e/sqm).	✓	✓	✓	
GSO-08	- Assess asset performance against the Carbon Risk Real Estate Monitor (CRREM) science-based target pathway.	✓	✓	✓	
GSO-09	- Undertake a net zero audit (including water and waste) for all major assets every three years to align to CRREM pathway and prioritise the removal of remaining fossil fuels.	✓	✓	✓	
GSO-10	- Certify the asset's NABERS UK Energy rating at the end of the ratings period, where applicable.	✓			
GSO-11	- Ensure that all landlord meters are aligned with our metering strategy v9.	✓	✓	✓	✓
GSO-12	- Source REGO-backed renewable electricity .	100%	100%	100%	
GSO-13	- Source RGGO-backed green gas .	100%	100%	100%	
GSO-14	- Undertake solar PV feasibility studies where applicable.		✓	✓	
GSO-15	- All leases to include green clauses to allow for data sharing and collaboration on EPCs and energy efficiency measures.	✓	✓	✓	

CLIMATE RESILIENCE		Commercial	Retail	Logistics	Residential
GSO-16	<ul style="list-style-type: none"> - Perform climate resilience modelling every three years (including new assets), covering: <ul style="list-style-type: none"> > Flood risk assessment of future climate impacts from storms and flooding. > Thermal modelling to assess warmer weather impacts (using UK Climate Projections 2018 scenarios RCP6.0 and 8.5). > Other climate risks, including storm damage, drought and subsidence, for asset and surrounding public realm. 	100%	100%	100%	100%
GSO-17	<ul style="list-style-type: none"> - Develop and implement Climate Resilience Action Plan, including: <ul style="list-style-type: none"> > Flood risk management for all managed assets in high flood risk zones. > Thermal comfort. > Nature-based strategies as appropriate. 	100%	100%	100%	100%
GSO-18	<ul style="list-style-type: none"> - Report climate and transition risk under appropriate disclosure requirements, supporting our portfolio reporting. 	✓	✓	✓	✓
CIRCULAR ECONOMY		Commercial	Retail	Logistics	Residential
GSO-19	<ul style="list-style-type: none"> - Prioritise reuse, recycling and composting of managed waste, working towards our 2030 targets (tonnes). 	≥ 80%	≥70%	≥70%	
GSO-20	<ul style="list-style-type: none"> - Send zero managed waste to landfill. 	0%	0%	0%	
GSO-21	<ul style="list-style-type: none"> - Implement circular economy principles on retrofitting projects, wherever possible. Projects over £1m require a specific strategy. 	✓	✓	✓	
GSO-22	<ul style="list-style-type: none"> - Report managed waste by waste stream, including recycling of cardboard, food waste, metals, plastic, paper, batteries, glass, paper cups, wood, electronic (non-hazardous) and engineering waste; and incineration (tonnes). 	✓	✓	✓	
NATURE		Commercial	Retail	Logistics	Residential
GSO-23	<ul style="list-style-type: none"> - All managed assets with biodiversity potential have a biodiversity baseline and a Biodiversity Action Plan that is updated every ten years. 	100%	100%	100%	100%
GSO-24	<ul style="list-style-type: none"> - Deliver Landscape Habitat Management Plan, in accordance with BS 42020:2013, or Habitat Management and Monitoring Plan (HMMP) where applicable. 	✓	✓	✓	✓
GSO-25	<ul style="list-style-type: none"> - Monitor biodiversity value and ecosystem services provision and report annually. 	✓	✓	✓	✓
WATER		Commercial	Retail	Logistics	Residential
GSO-26	<ul style="list-style-type: none"> - Target to be developed in 2025, following the release of Science Based Targets Network (SBTN) freshwater targets. 				
GSO-27	<ul style="list-style-type: none"> - Monitor, measure and report landlord-controlled water use and water intensity of asset. 	✓	✓	✓	✓

CERTIFICATION		Commercial	Retail	Logistics	Residential
GSO-28	- Achieve BREEAM In Use Very Good or above rating, supporting our 2025 target for 50% of assets to be rated BREEAM In Use Very Good or above (by floor area).	50%	50%	50%	
GSO-29	- Achieve Energy Performance Certificate (EPC) rating compliant with proposed Minimum Energy Efficiency Standards (MEES) by 2030.	≥B	≥B	≥B	≥B
GSO-30	- For any assets or units rated EPC C or below, develop and implement costed MEES plan to improve to B or above.	✓	✓	✓	✓
GSO-31	- Maintain ISO 14001 and ISO 50001 certifications.	✓	✓	✓	



Everything's Connected

Consider opportunities to support a just transition – ensuring a fair and inclusive journey to a net zero, resilient future where people and nature thrive.



Installing air source heat pumps at our head office, York House, London.



THRIVING PLACES

Creating a long-lasting, positive social impact.

Key: Requirement Corporate and performance targets

INNOVATION		Commercial	Retail	Logistics	Residential
TPO-01	- Outline innovation or 'beyond best practice' opportunity for at least one <i>Thriving Places</i> KPI in Social Impact Plan.	≥ 1	≥ 1	≥ 1	≥ 1
SOCIAL IMPACT		Commercial	Retail	Logistics	Residential
TPO-02	- Set asset Social Impact Plan , supporting our target to enable £200m in direct social and economic value by 2030. Integrate <i>Education, Employment</i> and <i>Affordable space</i> focus areas and address identified local needs and opportunities. Appoint social impact champion at each asset.	✓	✓	✓	✓
TPO-03	- Report on social impact beneficiaries and KPIs annually, including <i>Education, Employment</i> and <i>Affordable space</i> . Produce end-of-project reports that detail outcomes, learnings and local stakeholders and relationships.	✓	✓	✓	✓
TPO-04	- In all site spend, consider opportunities to celebrate local identity and connect to the local community. This includes public art with paid opportunities for local artists, and diverse, inclusive events and communications.	✓	✓	✓	✓
TPO-05	- For campuses, appoint Social Impact Manager to set and oversee delivery of Social Impact Plan.	✓			
TPO-06	- For campuses, implement Customer Community Fund with independent third-party partner. Pool funding and award grants to local groups and initiatives that address identified local needs and opportunities.	✓			
TPO-07	- For campuses, assess occupier interest in joining customer networks to connect with community groups around shared interests. Facilitate networks if established.	✓			
EDUCATION		Commercial	Retail	Logistics	Residential
TPO-08	- Partner on at least one impactful education initiative at each priority place (per year), supporting our target to benefit over 80,000 people by 2030. Initiatives to align with Social Impact Plan.	≥ 1	≥ 1	≥ 1	≥ 1
TPO-09	- Host at least one workplace visit for small groups of up to 20 people (per year).	≥ 1	≥ 1	≥ 1	≥ 1
TPO-10	- Deliver at least two education sessions for small groups of up to 20 people (per year).	≥ 2	≥ 2	≥ 2	≥ 2
TPO-11	- Develop opportunities to support curriculum learning, grow a local talent pool, raise awareness of careers in our sectors and support young people at risk.	✓	✓	✓	✓

EMPLOYMENT		Commercial	Retail	Logistics	Residential
TPO-12	- Partner on at least one impactful employment initiative at each priority place (per year), supporting our target to benefit over 10,000 people with meaningful support by 2030. Initiatives to align with Social Impact Plan.	≥1	≥1	≥1	≥1
TPO-13	- Assess opportunities for pre-employment training, virtual programmes, mentoring, work placements, graduate schemes, internships and apprenticeships. Depending on the place-based situation, employment activities may prioritise youth opportunities, adult skills, green skills, long-term jobseekers or other groups.	✓	✓	✓	✓
AFFORDABLE SPACE		Commercial	Retail	Logistics	Residential
TPO-14	- Provide affordable space at each priority place, at 33% below market rent for at least three months (per year), supporting our target to deliver at least £10m of affordable workspace, retail space, community and arts space by 2030. Provision should respond to identified local needs and opportunities.	≥3 months	≥3 months	≥3 months	≥3 months
COMMUNITY ENGAGEMENT		Commercial	Retail	Logistics	Residential
TPO-15	- Develop local volunteering opportunities that support agreed local organisations and projects, in line with Social Impact Plan, and <i>Education, Employment</i> and <i>Affordable space</i> KPIs. Prioritise opportunities that support our target for 12% of employees to be expert volunteers. We offer every colleague up to four days of paid time off per year to volunteer.	✓	✓	✓	✓
TPO-16	- Support community engagement with agreed local community groups, in line with Local Charter. Consult with our Social Impact Manager where available.	✓	✓	✓	✓



Everything's Connected

Consider opportunities to develop green skills through **Education** and **Employment** initiatives, supporting a just transition.



RESPONSIBLE CHOICES

Making responsible choices across all areas of our business and encouraging our customers, partners and suppliers to do the same.

Key: Requirement Corporate target

INNOVATION		Commercial	Retail	Logistics	Residential
RCO-01	- Outline innovation or 'beyond best practice' opportunity for at least one <i>Responsible Choices</i> KPI in Social Impact Plan.	≥1	≥1	≥1	≥1
DIVERSITY, EQUALITY AND INCLUSION (DE&I)		Commercial	Retail	Logistics	Residential
RCO-02	- Include DE&I objectives and initiatives in Social Impact Plan, to promote a representative and inclusive workforce. ¹	✓	✓	✓	✓
RCO-03	- Develop initiatives to support local residents to access meaningful employment and training at our places.	✓	✓	✓	✓
RCO-04	- Deliver at least one initiative to promote an inclusive workforce (per quarter).	≥1	≥1	≥1	≥1
RCO-05	- At least 40% women on British Land Board and executive team. At least one woman in senior Board positions (Chair, Chief Executive Officer, Senior Independent Director of Chief Financial Officer). Includes those self-identifying as women.	≥40%	≥40%	≥40%	≥40%
RCO-06	- At least two people from ethnic minority backgrounds on British Land Board (as referenced in categories recommended by the Office for National Statistics).	≥2	≥2	≥2	≥2
RCO-07	- All British Land employees to undertake biennial equality and diversity training .	100%	100%	100%	100%
RCO-08	- Provide reasonable adjustments during recruitment and throughout employment at all our places.	✓	✓	✓	✓
REAL LIVING WAGES		Commercial	Retail	Logistics	Residential
RCO-09	- All suppliers, including subcontractors, to pay all regular employees at our places the Real Living Wage (outside London) or London Living Wage (within London).	100%	100%	100%	100%
HEALTH AND SAFETY		Commercial	Retail	Logistics	Residential
RCO-10	- Fulfil all relevant British Land Health & Safety policies at all times: www.britishland.com/policies	✓	✓	✓	✓
RCO-11	- All British Land employees to undertake health and safety training .	100%	100%	100%	100%

¹This includes protected characteristics: gender, gender reassignment, age, race, sexual orientation, religion or belief, disability, marriage and civil partnership, and pregnancy and maternity.

RESPONSIBLE EMPLOYMENT		Commercial	Retail	Logistics	Residential
RCO-12	- Support initiatives which provide access to real estate opportunities for underrepresented demographics.	✓	✓	✓	✓
RCO-13	- Redact all CVs for 'blind' recruitment to interview stage.	✓	✓	✓	✓
RCO-14	- Invest in training and professional qualifications for British Land employees.	✓	✓	✓	✓
RCO-15	- All British Land employees to complete mandatory training on Acceptable Use Policy, anti-bribery and corruption, anti-money laundering, conflict of interest, competition law, cyber security awareness, fraud prevention, GDPR and sustainability.	100%	100%	100%	100%

RESPONSIBLE PROCUREMENT		Commercial	Retail	Logistics	Residential
RCO-16	<p>- All suppliers to comply with our Supplier Code of Conduct (see www.britishland.com/policies).</p> <p>Requirements include:</p> <ul style="list-style-type: none"> > Avoiding all conflicts of interest. > Zero tolerance to bribery. > Adopting a robust whistleblowing policy. > Completing 'Right to Work' checks. > No discrimination at any stage of employment. > Freedom of association and right to collective bargaining. > Prompt payment for employees and subcontractors. > Supporting UN Sustainable Development Goals. 	100%	100%	100%	100%
RCO-17	- British Land to pay promptly , settling 95% of group invoices within 30 days.	≥95%	≥95%	≥95%	≥95%



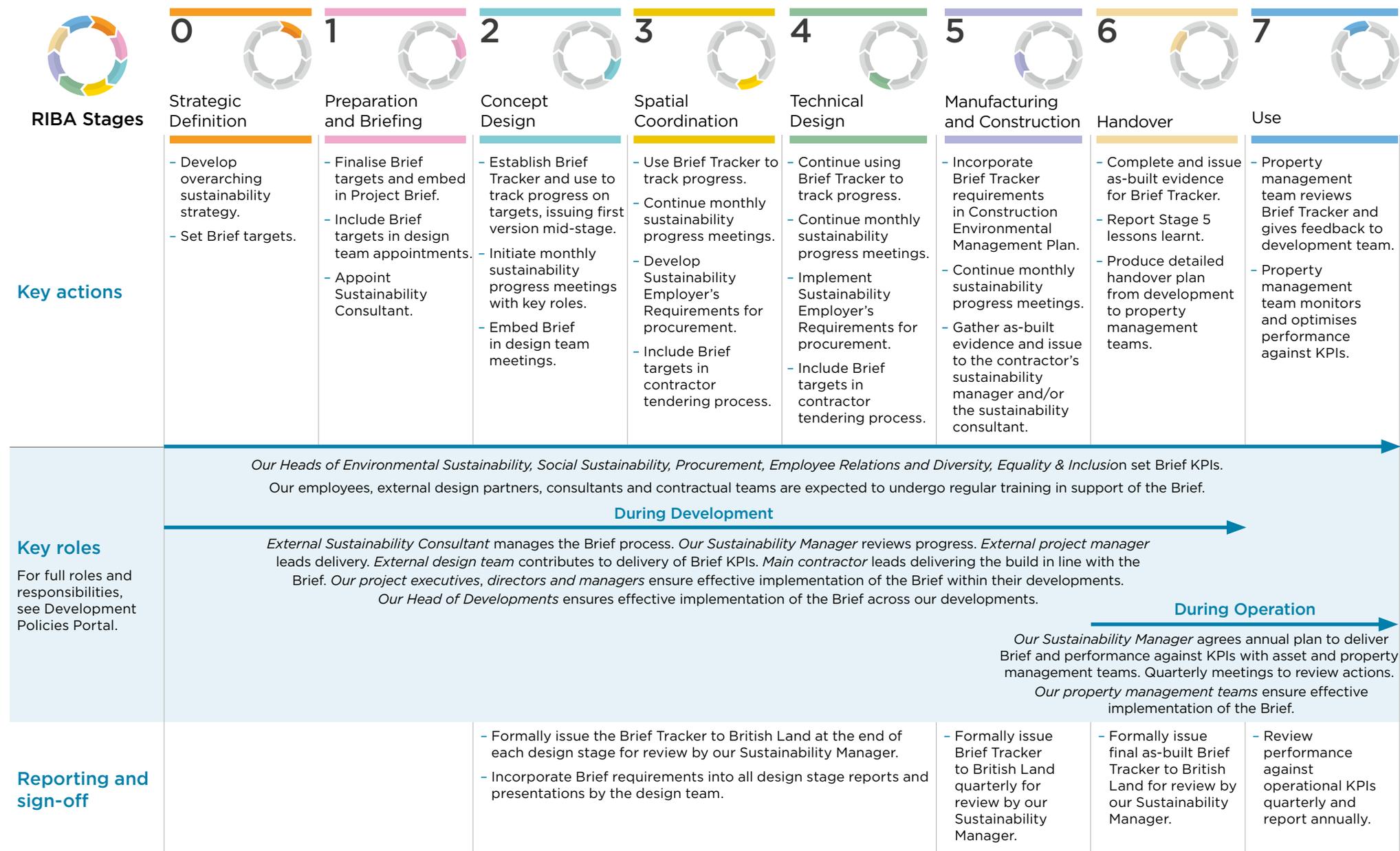
Providing affordable retail space to local artists, designers and makers at Fort Kinnaird, Edinburgh.



APPENDICES

Sustainability Summit - Bringing together customers, partners and colleagues at Broadgate, London.

HOW TO USE THIS BRIEF



ADDITIONAL GUIDANCE

Around this Brief, our ISO 14001 certified Environmental Management System frameworks apply to all developments over £5m in construction value, our Head Office and the majority of our office portfolio.

Core policies

Available on www.britishland.com/policies include:

- Health and Safety
- Local Charter
- Materials Schedule
- Pathway to Net Zero Carbon
- Supplier Code of Conduct
- Sustainability Policy
- Wellbeing Principles

Additional policies

Available to colleagues and suppliers on our Development Policies Portal and Property Management Hub for operations include:

- Biodiversity Design Guide
- Circular Economy and Materials Passport user guide (including protocols)
- Energy Metering Strategy
- Materials Component Specification
- NABERS UK guidance
- Network Design Guide
- Office Design Guide
- Smart Buildings Design Guide
- Soft Landings and Aftercare Plan guidance
- Whole life carbon model guidance and Carbon Primer

If you are a British Land supplier and want access or more information, contact: sustainability@britishland.com

Sustainability glossary

For definitions of social and environmental terms and phrases used in our Brief, see: www.britishland.com/sustainability/governance/glossary

FIND OUT MORE

CONTACT US

British Land

York House, 45 Seymour Street, London, W1H 7LX

sustainability@britishland.com

+44 (0)20 7486 4466

About British Land

We are one of Europe's largest listed real estate investment companies. Our portfolio of high quality UK commercial property is focused on London Campuses and Retail & London Urban Logistics. We create Places People Prefer, delivering the best, most sustainable places for our customers and communities.

www.britishland.com



Front cover image: *Regent's Place, London.*