



# Corporate Responsibility FULL DATA REPORT 2014

# WELCOME TO THE BRITISH LAND FULL DATA REPORT 2014

For detail on our strategy and how we identify where to focus:

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

To download our Corporate Responsibility Summary Report:

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

To download our Annual Report and Accounts 2014:

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

We report to the Global Reporting Initiative B+ standard and EPRA Best Practice Recommendations on Sustainability Reporting.

## DJSI

**70%**

70% score on the Dow Jones Sustainability Index 2013 (2012: 70%)

## CUSTOMERS

**7.8%**

7.8 out of 10 occupier satisfaction score (industry average 5.1)

## CARBON REDUCTIONS

**36%**

36% less Scope 1 and 2 emissions than our 2009 baseline

## STAFF

**76%**

76% staff score for 'I love working for this organisation' (2013: 75%)

## COMMUNITIES

**19,800**

19,800 people benefited from our community programme (2013: 14,800)

## JOBS AND GROWTH

**32,300**

32,300 jobs created by our 2011 to 2015 committed development programme

# PERFORMANCE DATA

## ENVIRONMENTAL

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- 81-86: Health and safety
- 87-88: Governance

We report to the Global Reporting Initiative B+ standard and EPRA Best Practice Recommendations on Sustainability Reporting. References to these are included alongside data where appropriate.

Where you see the assurance symbol , 2014 data has been assured under the ISAE 3000 standard by PwC. In prior years, selected data was assured by PwC and other providers (see earlier CR Reports): [Independent Assurance](#)

Data in this report covers 99% of our managed portfolio by value, 100% of development projects and 66% of our investment portfolio. '2013/14' refers to our financial year from 1 April 2013 to 31 March 2014. The same approach applies for previous years. Where accuracy improvements have been made, some earlier data has been restated: [Reporting Criteria](#)

# PERFORMANCE DATA

## ENVIRONMENTAL

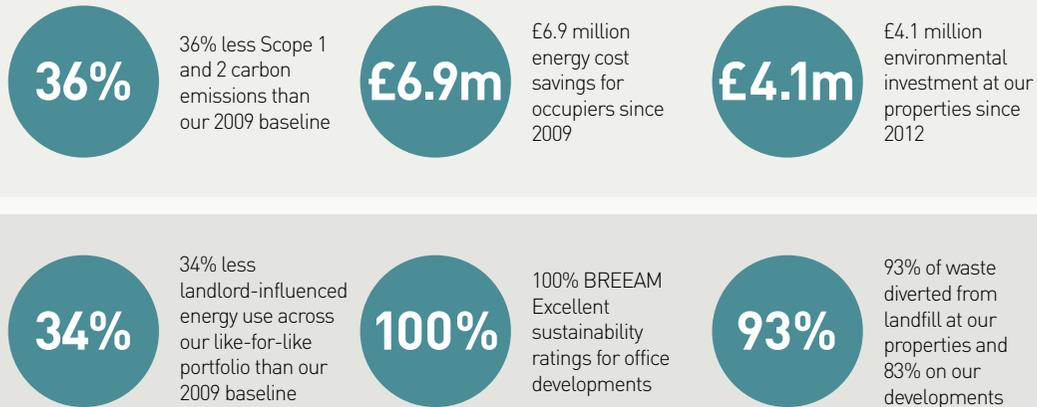
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We work within our business and across our supply chain to target our efforts and resources at the environmental issues that matter most, focusing on the properties, developments and initiatives where we can achieve the biggest impacts. Please use the navigation menu to the left to find out more about our environmental performance.



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### OVERVIEW

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## 1. ENVIRONMENTAL SUMMARY (PART 1)

SUSTAINABILITY RATINGS		2013/14	2012/13	2011/12	Scope	For detail
% of developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail		98%	100%	-	42/42	Fig. 2
FINANCIAL		2013/14	2012/13	2011/12	Scope	For detail
Environmental cost savings across our existing portfolio		£2,623,000	£2,052,000	£1,292,000	72/72	Fig. 3
Environmental investment		£1,645,000	£1,518,000	£976,772	72/72	Fig. 3
CARBON		2013/14	2012/13	2011/12	Scope	For detail
Like-for-like Scope 1 and 2 emissions (tonnes CO <sub>2</sub> e)		19,624	21,158	30,819	45/45	Fig. 10
EPRA 3.5: Direct (Scope 1) greenhouse gas emissions (tonnes CO <sub>2</sub> e)		6,953	6,694	5,581	63/63	Fig. 4
EPRA 3.6: Indirect (Scope 2 and 3) greenhouse gas emissions (tonnes CO <sub>2</sub> e)		89,993	97,420	105,610	466/781	Fig. 5
EPRA 3.7: Greenhouse gas intensity from building energy (tonnes CO <sub>2</sub> e per m <sup>2</sup> )	Offices	0.13	0.14	0.16	27/27	Fig. 6
	Shopping centres	0.03	0.03	0.03	9/9	
	Retail parks	0.005	0.005	0.005	42/42	
ENERGY USE AND INTENSITY		2013/14	2012/13	2011/12	Scope	For detail
Landlord-influenced energy use across our like-for-like portfolio (MWh)		47,992	50,819	55,059	45/45	Fig. 14
EPRA 3.1: Energy consumption from electricity (MWh)		163,406	174,246	191,188	466/781	Fig. 11
EPRA 3.2: Energy consumption from district heating and cooling (MWh)		289	349	135	1/1	Fig. 12
EPRA 3.3: Energy consumption from fuels (MWh)		28,826	30,084	25,918	56/63	Fig. 13
Energy use - developments (MWh)		4,107	5,295	6,620	33/34	Fig. 20
EPRA 3.4: Building energy intensity (kWh per m <sup>2</sup> )	Offices	256.75	274.89	307.41	27/27	Fig. 21
	Shopping centres	49.12	57.75	58.36	9/9	
	Retail parks	8.86	10.15	10.68	42/42	
EPRA 3.4: Building energy intensity (kWh per workstation or 10,000 visitors)	Offices	6,160	6,324	6,744	23/23	Fig. 22
	Shopping centres	1,564	2,197	2,678	9/9	
	Retail parks	297	431	352	41/41	
% energy efficiency of new developments against relevant Building Regulations		30%	27%	20%	34/35	Fig. 28

# PERFORMANCE DATA

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## 1. ENVIRONMENTAL SUMMARY (PART 2)

WATER USE AND INTENSITY		2013/14	2012/13	2011/12	Scope	For detail
EPRA 3.8: Water withdrawal by source (m³)		680,349	664,960	699,222	215/738	Fig. 29
Water use - developments (m³)		148,564	54,302	27,369	33/34	Fig. 34
EPRA 3.9: Building water intensity (m³ per m²)	Offices	0.68	0.66	0.74	27/27	Fig. 31
	Shopping centres	0.26	0.20	0.19	9/9	
	Retail parks	0.08	0.27	0.31	12/12	
EPRA 3.9: Building water intensity (m³ per workstation or 10,000 visitors)	Offices	14.51	14.86	15.75	24/24	Fig. 32
	Shopping centres	8.25	7.61	8.88	9/9	
	Retail parks	2.49	11.33	13.69	12/12	
WASTE AND MATERIALS		2013/14	2012/13	2011/12	Scope	For detail
EPRA 3.10 and 3.11: Waste by disposal route (tonnes and %)	Recycled	13,052 (65%)	10,407 (60%)	10,313 (57%)	83/83	Figs. 38-39
	Incinerated	5,435 (27%)	5,162 (30%)	5,588 (31%)	83/83	
	Landfilled	1,475 (7%)	1,739 (10%)	2,297 (13%)	83/83	
Waste diverted from landfill on developments (tonnes and %)		50,290 (83%)	272,667 (92%)	196,053 (98%)	33/34	Fig 35

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## 2. SUSTAINABILITY RATINGS GRI: EN26, CRE8 (PART 1)

	Rating	Performance	Scheme Name	Scheme Year	Status
5 Broadgate, London	Excellent	82.7%	BREEAM Offices	2008	Design Certificate
The Leadenhall Building, London	Excellent	71.7%	BREEAM Offices	2005	Design Certificate
10 Portman Square, London	Excellent	71.7%	BREEAM Offices	2006	Design Certificate
39 Victoria Street, London	Excellent	71.5%	BREEAM Offices	2008	Final Certificate
Marble Arch House, London	Excellent	74.4%	BREEAM Offices	2008	Final Certificate
10 Brock Street, NEQ, London	Excellent	79.5%	BREEAM Offices	2008	Final Report
30 Brock Street, NEQ, London	Excellent	77.2%	BREEAM Offices	2008	Final Report
Kennel Club, Clarges, London	Excellent	73.9%	BREEAM Bespoke	2008	pre-assessment
Clarges Office, London	Excellent	78.5%	BREEAM Offices	2008	pre-assessment
Yalding House, London	Excellent	70.2%	BREEAM Offices	2008	pre-assessment
4 Kingdom Street, Paddington Central, London	Excellent	71.0%	BREEAM New Construction	2011	pre-assessment
Office, Aldgate Place, London	Excellent	71.8%	BREEAM New Construction	2011	pre-assessment
Hotel, Aldgate Place, London	Excellent	71.8%	BREEAM New Construction	2011	pre-assessment
Unit K1 -K4, Deepdale, Preston	Very Good	61.1%	BREEAM New Construction	2011	Design Certificate
Industrial Unit 1-5, Deepdale, Preston	Very Good	59.8%	BREEAM New Construction	2011	Design Certificate
Industrial Unit 6, Deepdale, Preston	Very Good	60.6%	BREEAM New Construction	2011	Design Certificate
Unit 1A-1E, Clifton Moor, York	Very Good	59.7%	BREEAM New Construction	2011	Design Certificate
Crèche, Deepdale, Preston	Very Good	59.5%	BREEAM New Construction	2011	Design Certificate
All Units, Whiteley Shopping, Fareham	Excellent	72.0%	BREEAM Retail	2008	Final Certificate
Cinema, Broughton Shopping, Chester	Very Good	61.1%	BREEAM New Construction	2011	pre-assessment
North Quarter, Ft Kinnaid, Edinburgh	Very Good	58.5%	BREEAM New Construction	2011	pre-assessment
Next Home, Meadowhall, Sheffield	Very Good	66.5%	BREEAM Retail	2008	pre-assessment
Costa, Meadowhall, Sheffield	Very Good	64.5%	BREEAM Retail	2008	pre-assessment
Cinema, Whiteley Shopping, Fareham	Very Good	67.7%	BREEAM New Construction	2011	pre-assessment
Retail at Cinema, Whiteley Shopping, Fareham	Very Good	65.8%	BREEAM New Construction	2011	pre-assessment

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## 2. SUSTAINABILITY RATINGS GRI: EN26, CRE8 (PART 2)

	Rating	Performance	Scheme Name	Scheme Year	Status
Cinema, Glasgow Fort, Glasgow	Very Good	59.2%	BREEAM Bespoke	2008	pre-assessment
Broadgate Arena, Broadgate, London	Very Good	64.6%	BREEAM Retail	2008	pre-assessment
Phase 2 Units, Glasgow Fort, Glasgow	Pass	52.0%	BREEAM New Construction	2011	pre-assessment
Multiple Units, Hereford New Market, Hereford	Excellent	72.5%	BREEAM Retail	2008	pre-assessment
Zizzis, Hereford New Market, Hereford	Very Good	61.6%	BREEAM Retail	2008	pre-assessment
Retail Units, Clarges, London	Very Good	67.9%	BREEAM Retail	2008	pre-assessment
18-20 Craven Hill Gardens, London	Excellent	73.4%	BREEAM EcoHomes	2006	Design Certificate
Affordable Resi, NEQ, Regents Place, London	Level 4	79.0%	Code for Sustainable Homes	2009	Final Certificate
Market Resi, NEQ, Regents Place, London	Level 4	77.0%	Code for Sustainable Homes	2009	Final Certificate
Units 1&2, 62-64 Seymour Street, London	Very Good	69.3%	BREEAM EcoHomes	2006	Final Certificate
Units 3-8, 62-64 Seymour Street, London	Excellent	71.1%	BREEAM EcoHomes	2006	Final Certificate
Units 9&10, 62-64 Seymour Street, London	Excellent	70.1%	BREEAM EcoHomes	2006	Final Certificate
Aldgate Place, London	Level 4	72.0%	Code for Sustainable Homes	2010	pre-assessment
17-19 Bedford Court, London	Very Good	64.7%	BREEAM EcoHomes	2006	pre-assessment
The Hempel, London	Excellent	73.9%	BREEAM Domestic Refurbishment	2012	pre-assessment
The Clarges, London	Level 4	78.5%	Code for Sustainable Homes	2010	pre-assessment
Affordable Resi, Clarges, London	Level 4	12.5%	Code for Sustainable Homes	2010	pre-assessment
Wardrobe Court, London	Very Good	56.0%	BREEAM Domestic Refurbishment	2012	pre-assessment
<i>Scope</i>	42/42				

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### 3. FINANCIAL

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### 3. CUMULATIVE LIKE-FOR-LIKE COST SAVINGS AND INVESTMENTS (DEGREE DAY ADJUSTED) GRI: EN30 <sup>(A)</sup>

Assurance excludes investments prior to 2013/14 and resource use and savings from water and waste in 2013/14. For assured data, please download Data xls and refer to the Extra data worksheet.

	Savings (2011/12 to 2013/14)		Investments (2011/12 to 2013/14)			Scope (managed portfolio)
	Resource	£	Service charge (£)	Corporate (£)	Total (£)	
<b>Energy use (MWh)</b>						
Office	40,606	£3,385,000	£2,437,000	£351,000	£2,788,000	23/23
Shopping centres	8,982	£893,000	£416,000	£92,000	£508,000	7/7
Retail parks	1,416	£152,000	£107,000	£0	£107,000	42/42
<b>Sub-total</b>	<b>51,003</b>	<b>£4,430,000</b>	<b>£2,960,000</b>	<b>£443,000</b>	<b>£3,403,000</b>	
<b>Water use (m³)</b>						
Office	13,458	£18,000	£53,000	£70,441	£123,441	23/23
Shopping centres	-5,683	-£8,000	£5,000	£5,331	£10,331	7/7
Retail parks	12,826	£16,000	£5,000	£0	£5,000	42/42
<b>Sub-total</b>	<b>20,601</b>	<b>£26,000</b>	<b>£63,000</b>	<b>£75,772</b>	<b>£138,772</b>	
<b>Waste management (tonnes diverted from landfill)</b>						
Office	8,042	£513,000	£444,000	£0	£444,000	23/23
Shopping centres	11,137	£725,000	£73,000	£65,000	£138,000	7/7
Retail parks	4,238	£273,000	£16,000	£0	£16,000	42/42
<b>Sub-total</b>	<b>23,417</b>	<b>£1,511,000</b>	<b>£533,000</b>	<b>£65,000</b>	<b>£598,000</b>	
<b>Overall</b>						
<b>TOTAL</b>	n/a	<b>£5,967,000</b>	<b>£3,556,000</b>	<b>£583,772</b>	<b>£4,139,772</b>	

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

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## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

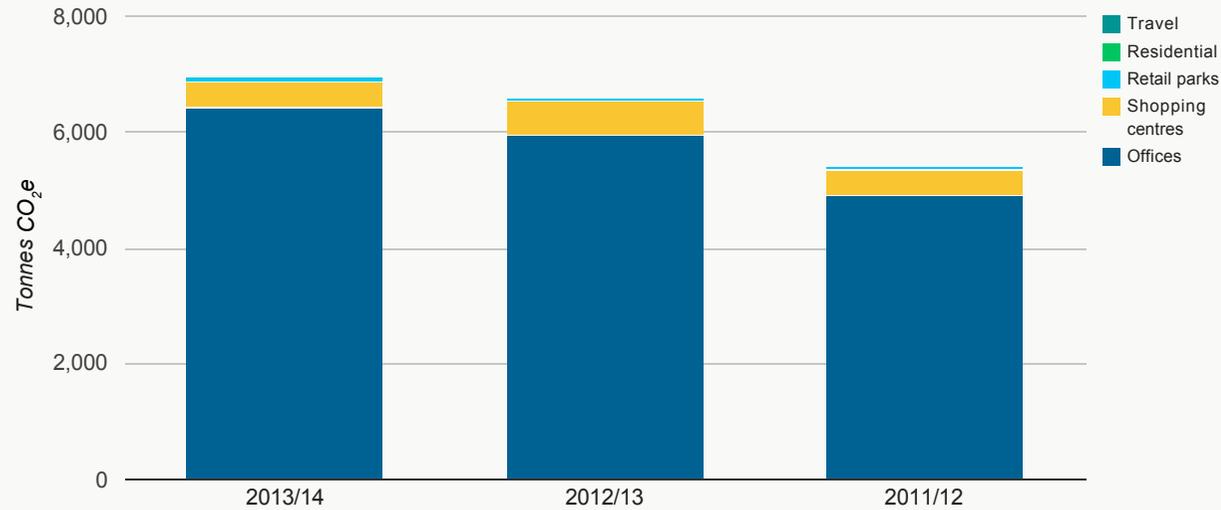
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#### 4. EPRA 3.5 TOTAL DIRECT GREENHOUSE GAS EMISSIONS GRI: EN16, EN17, EN18, EN26 <sup>(A)</sup>



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## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

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#### 4. EPRA 3.5 TOTAL DIRECT GREENHOUSE GAS EMISSIONS GRI: EN16, EN17, EN18, EN26 <sup>(A)</sup>

	Emissions from fuel use and refrigerant loss (tonnes CO <sub>2e</sub> )		
	2013/14	2012/13	2011/12
<b>Offices</b>			
Common parts	-	-	-
Shared services	4,660	4,886	4,355
Vacant space	-	-	-
British Land: Head Office occupied space	-	-	-
British Land: subsidiaries	81	91	69
Direct use in occupier spaces	-	-	-
Air conditioning refrigerant loss	1,669	983	493
<b>Whole building</b>	<b>6,411</b>	<b>5,959</b>	<b>4,917</b>
<i>Scope (managed portfolio)</i>	<i>42/42</i>	<i>24/27</i>	<i>24/24</i>
<b>Retail</b>			
Shopping centres: common parts	466	570	441
Retail parks: common parts	69	71	64
Retail: air conditioning refrigerant loss	7	93	160
Direct use in retailer leased demises	-	-	-
Vacant space	-	-	-
<i>Scope (managed portfolio)</i>	<i>16/16</i>	<i>18/18</i>	<i>15/15</i>
<b>Residential</b>			
Common parts use	0.1	-	-
<i>Scope (managed portfolio)</i>	<i>5/5</i>	<i>0/0</i>	<i>0/0</i>
<b>Travel</b>			
Fuel use: British Land owned vehicles	-	-	-
<b>Overall</b>			
<b>TOTAL</b>	<b>6,953</b>	<b>6,694</b>	<b>5,581</b>
<i>Scope (managed portfolio)</i>	<i>63/63</i>	<i>42/45</i>	<i>39/39</i>

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## ENVIRONMENTAL

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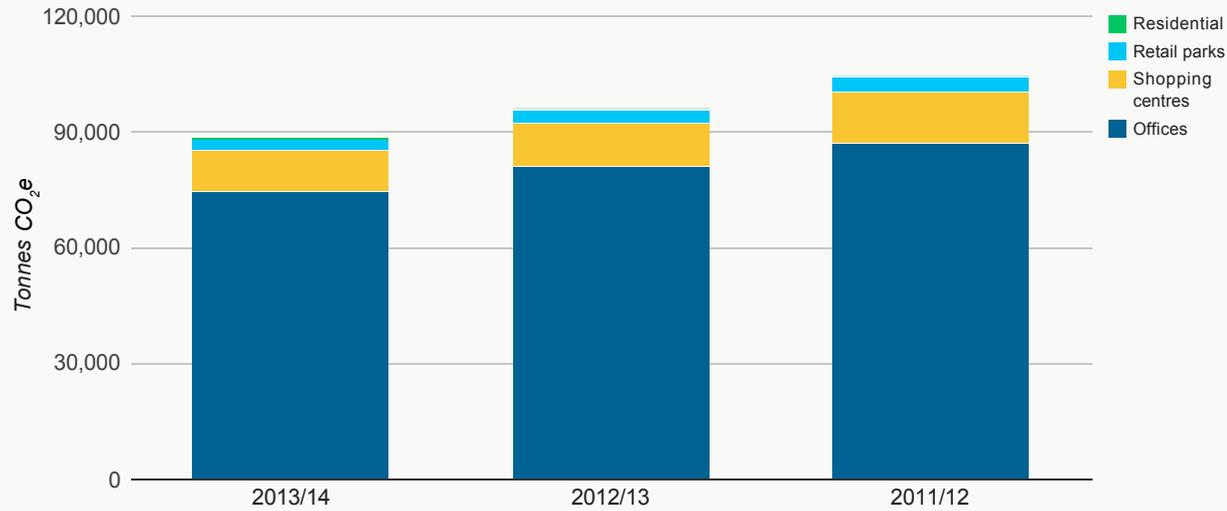
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**5. EPRA 3.6 TOTAL INDIRECT GREENHOUSE GAS EMISSIONS** GRI: EN16, EN17, EN18, EN26 <sup>(A)</sup>



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#### 5. EPRA 3.6 TOTAL INDIRECT GREENHOUSE GAS EMISSIONS GRI: EN16, EN17, EN18, EN26 <sup>(A)</sup>

	Emissions from electricity use (tonnes CO <sub>2e</sub> )		
	2013/14	2012/13	2011/12
<b>Offices</b>			
Common parts	12,874	12,422	12,938
Shared services	17,383	17,750	20,784
Vacant space	510	238	526
British Land: Head Office occupied space	308	327	324
British Land: subsidiaries	598	624	566
Direct use in occupier spaces	42,680	50,025	51,795
<b>Whole building</b>	<b>74,353</b>	<b>81,384</b>	<b>86,933</b>
<i>Scope (managed portfolio)</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>
<b>Retail</b>			
Shopping centres: common parts	10,772	11,014	13,526
Retail parks: common parts	3,191	3,634	4,013
Direct use in retailer leased demises	682	987	982
Vacant space	758	10	21
<i>Scope (managed portfolio)</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>
<b>Residential</b>			
Common parts	237	391	134
<i>Scope (managed portfolio)</i>	<i>346/656</i>	<i>313/313</i>	<i>307/307</i>
<b>All property types</b>			
<b>TOTAL</b>	<b>89,993</b>	<b>97,420</b>	<b>105,610</b>
<i>Scope (managed portfolio)</i>	<i>466/781</i>	<i>422/430</i>	<i>411/418</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

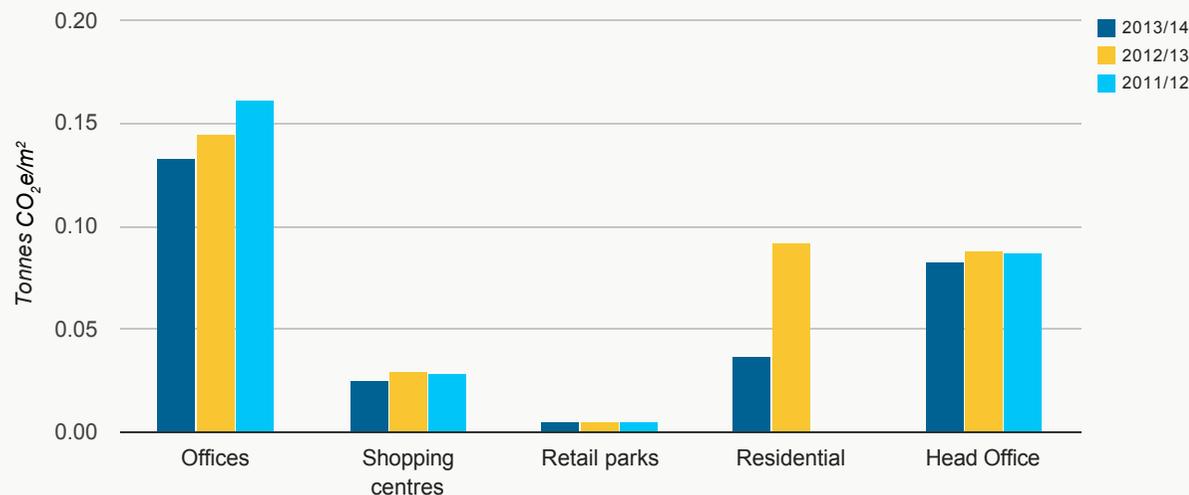
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#### 6. EPRA 3.7 GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY GRI: CRE3, EN26 <sup>(A)</sup>



# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

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## 6. EPRA 3.7 GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY GRI: CRE3, EN26 <sup>(A)</sup>

	Managed portfolio emissions intensity (tonnes CO <sub>2</sub> e/m <sup>2</sup> )		
	2013/14	2012/13	2011/12
<b>Offices</b>			
Common parts	0.020	0.021	0.021
Shared services	0.036	0.039	0.046
Vacant space	0.000	0.000	0.001
Direct use in occupier spaces	0.077	0.084	0.093
<b>Whole building</b>	<b>0.133</b>	<b>0.145</b>	<b>0.162</b>
<i>Scope (managed portfolio)</i>	<i>27/27</i>	<i>24/24</i>	<i>22/22</i>
<b>Retail</b>			
Shopping centres: common parts	0.025	0.029	0.028
Retail parks: common parts	0.005	0.005	0.005
<i>Scope (managed portfolio)</i>	<i>51/51</i>	<i>67/67</i>	<i>73/73</i>
<b>Residential</b>			
Common parts	0.04	0.09	n/r
<i>Scope (managed portfolio)</i>	<i>309/309</i>	<i>308/308</i>	<i>n/a</i>
<b>Head Office</b>			
British Land: Head Office occupied space	0.08	0.09	0.09
<i>Scope (managed portfolio)</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>
<b>Subsidiaries</b>			
British Land: subsidiaries	0.20	0.21	0.20
<i>Scope (managed portfolio)</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

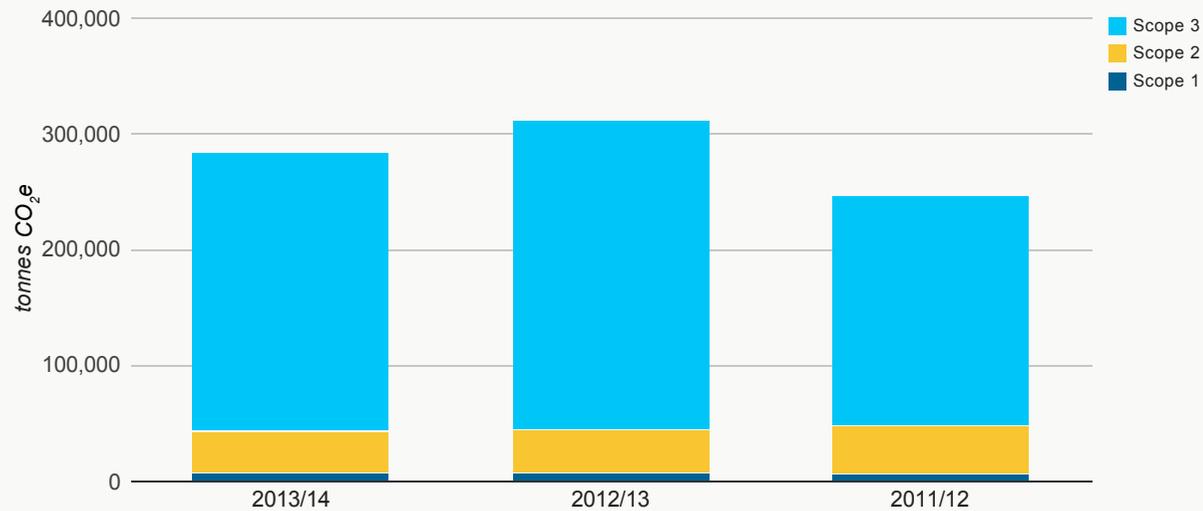
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#### 7. REPORTED FOOTPRINT – SCOPES 1 TO 3 GRI: EN16, EN17, EN18, EN26, EN29 <sup>Ⓐ</sup>



# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

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## 7. REPORTED FOOTPRINT – SCOPES 1 TO 3 GRI: EN16, EN17, EN18, EN26, EN29 <sup>Ⓐ</sup>

	Tonnes of carbon dioxide equivalent (tonnes CO <sub>2</sub> e)						
	Scope 1	Scope 2	Scope 3	2013/14 Total	Change 2011/12 to 2013/14	2012/13 Total	2011/12 Total
<b>Managed portfolio energy use</b>							
Offices: common parts	-	10,243	2,631	12,874	0%	12,422	12,938
Offices: shared services	4,660	13,831	4,266	22,757	-11%	23,249	25,588
Offices: vacant space	-	-	510	510	-3%	238	526
Offices: direct use in occupier spaces	-	-	42,684	42,684	-18%	50,042	51,839
British Land: Head Office occupied space	-	245	63	308	-5%	327	324
British Land: subsidiaries	81	466	132	679	7%	714	635
Shopping centres: common parts	466	8,598	2,339	11,403	-19%	11,736	14,058
Retail parks: common parts	69	2,693	653	3,415	-18%	3,897	4,156
Retail: direct retailer use in leased demises	-	-	1,292	1,292	-12%	1,653	1,461
Retail: vacant space	-	-	758	758	3599%	10	21
Residential: common parts	0	188	48	237	76%	391	134
<b>Managed portfolio refrigerant loss</b>							
Air conditioning in offices and shopping centres	1,677	-	-	1,677	157%	1,076	653
<b>Managed portfolio water use</b>							
Offices, shopping centres and retail parks	-	-	227	227	-2%	217	232
<b>Developments</b>							
Embodied carbon: transport to site	-	-	9,300	9,300	12%	11,400	8,300
Embodied carbon: materials	-	-	157,100	157,100	38%	175,300	113,700
Site activities, including waste	-	-	17,700	17,700	42%	18,800	12,500
<b>Travel</b>							
Fuel use: British Land owned vehicles	129	-	27	156	46%	127	107
Business travel: British Land Head Office	0	0	298	298	45%	271	205
<b>Overall</b>							
<b>TOTAL</b>	7,082	36,264	240,028	283,375	15%	311,869	247,376
<i>Scope (managed portfolio)</i>				468/781		420/426	410/410
<i>Scope (developments)</i>				35/37		30/34	21/29

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

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## 8. SCOPE 3 FOOTPRINT - INCLUDING ESTIMATED ACTIVITIES GRI: EN16, EN17, EN18, EN29 (PART 1)

	Tonnes of carbon dioxide equivalent (tonnes CO <sub>2e</sub> )
<b>REPORTED SCOPE 3 FOOTPRINT (2013/14)</b>	
<b>Managed portfolio</b>	
Energy use	55,376
Water use	227
<b>Developments</b>	
Embodied carbon: transport to site	9,300
Embodied carbon: materials	157,100
Site activities, including waste	17,700
<b>Travel</b>	
Fuel use: British Land owned vehicles	27
Business travel: British Land Head Office	298
<b>Reported Scope 3 footprint</b>	
<b>Sub-total</b>	<b>240,028</b>
<b>ADDITIONAL ESTIMATED SCOPE 3 FOOTPRINT (2011/12)</b>	
<b>Managed portfolio</b>	
Offices: service charges	12,067
Retail: service charges	8,186
<b>Developments</b>	
Supply chain emissions	34,156
Design and professional services	4,074
Finance, legal and other business services	3,892
<b>Property acquisition</b>	
Embodied carbon in buildings	40,356
Investment and finance	526

# PERFORMANCE DATA

## ENVIRONMENTAL

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## 8. SCOPE 3 FOOTPRINT - INCLUDING ESTIMATED ACTIVITIES GRI: EN16, EN17, EN18, EN29 (PART 2)

	Tonnes of carbon dioxide equivalent (tonnes CO <sub>2</sub> e)
<b>REPORTED SCOPE 3 FOOTPRINT (2013/14)</b>	
Managed and single-let properties	
Occupier/third party controlled energy use	748,150
Corporate	
Administration expenses	6,246
Finance	10,859
Staff commuting	76
Head Office: property outgoings and occupant's staff	19,248
Visitor travel	
Offices	21,399
Shopping centres	1,403,160
Retail parks: UK	1,294,929
Retail parks: Continental Europe	406,427
Supermarkets	1,602,862
Department stores	242,009
<b>Additional estimated Scope 3 footprint</b>	
<b>Sub-total</b>	<b>5,858,622</b>
<b>All Scope 3 emissions (reported and estimated)</b>	
<b>TOTAL</b>	<b>6,098,650</b>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

#### ENVIRONMENTAL

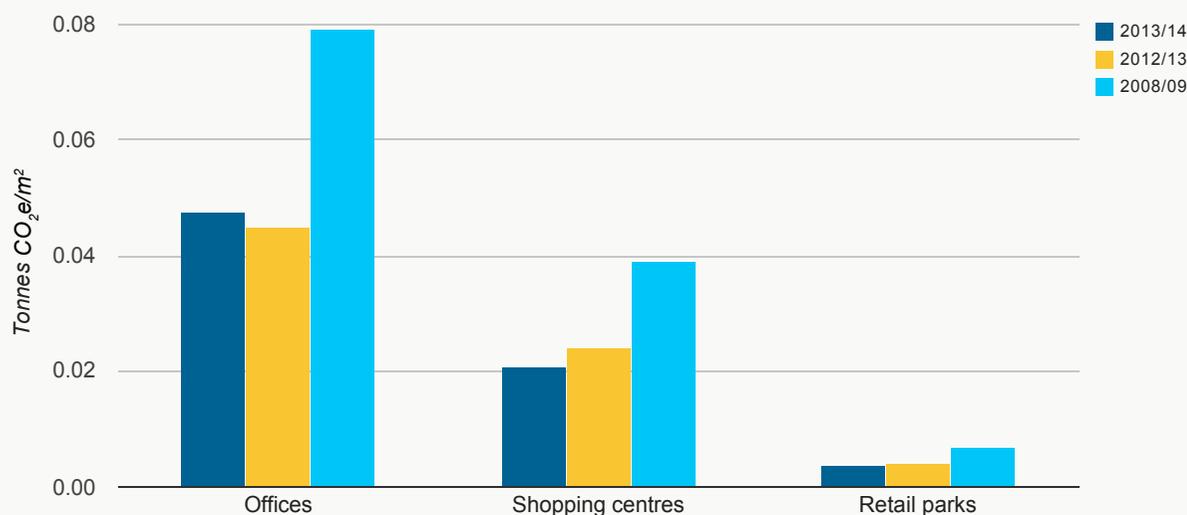
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### 9. REPORTED SCOPE 1 AND 2 INTENSITY (DEGREE DAY ADJUSTED) GRI: CRE3, EN26 <sup>Ⓐ</sup>

Assurance excludes intensities by workstation/visitors, income and full time equivalents and residential.



# PERFORMANCE DATA

## ENVIRONMENTAL

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#### 9. REPORTED SCOPE 1 AND 2 INTENSITY (DEGREE DAY ADJUSTED) GRI: CRE3, EN26 <sup>(A)</sup>

	2013/14	Change 2008/09 to 2013/14	2012/13	2008/09
<b>Activity related (tonnes CO<sub>2</sub>e/m<sup>2</sup>)</b>				
Offices	0.048	-40%	0.045	0.079
Shopping centres	0.021	-47%	0.024	0.039
Retail parks	0.004	-43%	0.004	0.007
Residential	0.030	-58%	0.072	nr
<b>Activity related (tonnes CO<sub>2</sub>e/workstation or 10,000 visitors)</b>				
Offices	1.13	-3%	1.17	nr
Shopping centres	0.66	-28%	0.91	nr
Retail parks	0.13	-25%	0.17	nr
<b>Financial</b>				
Tonnes CO <sub>2</sub> e per £m of gross rental and related income	59.41	-4%	61.99	nr
<b>Staff</b>				
Tonnes CO <sub>2</sub> e per full time equivalent	66.31	-6%	70.42	nr

# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

#### ENVIRONMENTAL

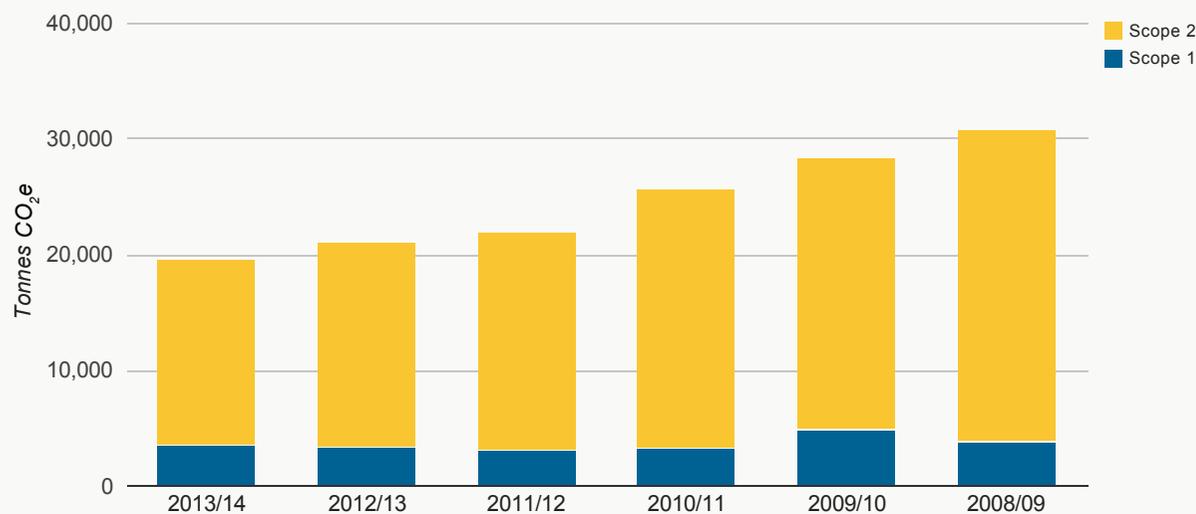
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### 10. LANDLORD INFLUENCED LIKE-FOR-LIKE SCOPE 1 AND 2 (DEGREE DAY ADJUSTED)

GRI: EN16, EN17, EN18, EN26, EN29 **A**



# PERFORMANCE DATA

## ENVIRONMENTAL

### 4-10: CARBON EMISSIONS

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## 10. LANDLORD INFLUENCED LIKE-FOR-LIKE SCOPE 1 AND 2 (DEGREE DAY ADJUSTED)

GRI: EN16, EN17, EN18, EN26, EN29 **A**

	Tonnes CO <sub>2</sub> e					
	2013/14			2012/13	2008/09	
	Scope 1	Scope 2	Total	Change 2008/09 to 2013/14	Total	Total
<b>Landlord-influenced energy use</b>						
Offices: common parts	-	4,093	4,093	-32%	4,640	5,980
Offices: shared services	2,309	6,693	9,002	-42%	9,966	15,551
British Land: Head Office occupied space	-	245	245	-23%	263	319
Shopping centres: common parts	100	3,445	3,546	-43%	3,863	6,261
Retail parks: common parts	69	1,543	1,612	-40%	1,698	2,708
<b>Total</b>	<b>2,478</b>	<b>16,019</b>	<b>18,497</b>	<b>-40%</b>	<b>20,431</b>	<b>30,819</b>
<b>Managed portfolio refrigerant loss</b>						
Air conditioning in offices and shopping centres	1,038	-	1,038	-	635	0
<b>Travel</b>						
Fuel use: British Land owned vehicles	90	-	90	-	92	0
<b>Overall</b>						
<b>TOTAL</b>	<b>3,605</b>	<b>16,019</b>	<b>19,624</b>	<b>-36%</b>	<b>21,158</b>	<b>30,819</b>
<i>Scope (managed portfolio)</i>			45/45		45/45	45/45

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

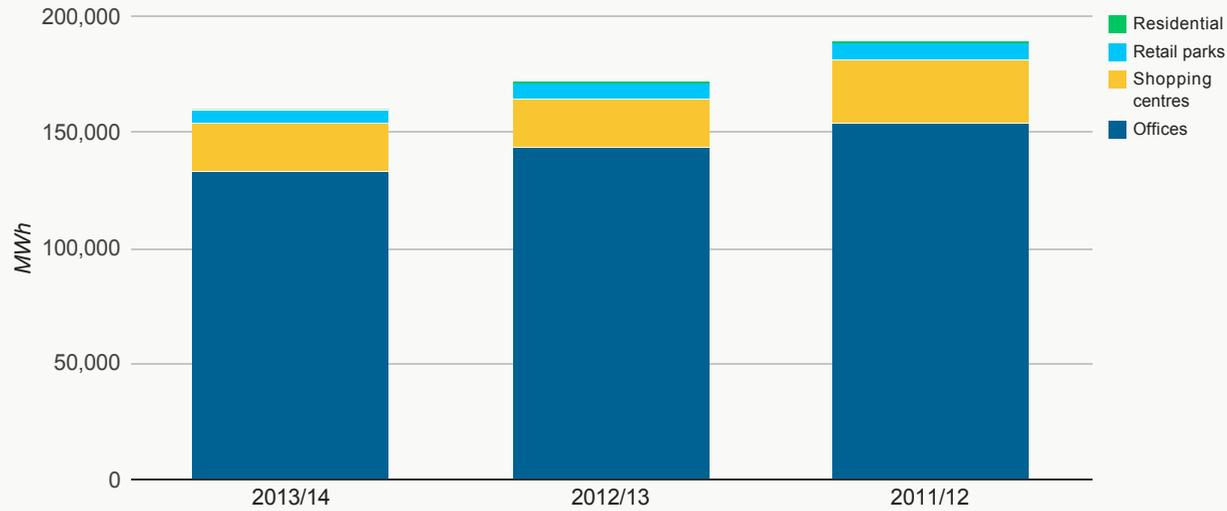
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11. EPRA 3.1 PURCHASED ELECTRICITY USE GRI: EN4, EN5, EN6, EN26 (A)



# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

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## 11. EPRA 3.1 PURCHASED ELECTRICITY USE GRI: EN4, EN5, EN6, EN26 <sup>(A)</sup>

	Non-renewable sources (MWh)			Renewable sources (MWh)			Total (MWh)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>									
Common parts	22,993	21,881	22,971	-	-	-	22,993	21,881	22,971
Shared services	31,047	31,218	36,936	-	-	-	31,047	31,218	36,936
Vacant space	910	419	977	-	-	-	910	419	977
Direct use in occupier spaces	76,249	88,080	91,806	-	-	-	76,249	88,080	91,806
British Land: Head Office occupied space	550	575	574	-	-	-	550	575	574
British Land: subsidiaries	1,046	1,078	992	-	-	-	1,046	1,078	992
<b>Total</b>	<b>132,795</b>	<b>143,252</b>	<b>154,257</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>132,795</b>	<b>143,252</b>	<b>154,257</b>
<i>Scope (managed portfolio)</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>	<i>1/47</i>	<i>0/0</i>	<i>0/0</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>
<b>Retail</b>									
Shopping centres: common parts	20,973	21,031	26,882	-	-	-	20,973	21,031	26,882
Retail parks: common parts	6,291	7,137	7,704	-	-	-	6,291	7,137	7,704
Direct use in retailer leased demises	1,570	2,124	2,055	-	-	-	1,570	2,124	2,055
Vacant space	1,354	17	50	-	-	-	1,354	17	50
<i>Scope (managed portfolio)</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>
<b>Residential</b>									
Common parts	423	684	240	-	-	-	423	684	240
<i>Scope (managed portfolio)</i>	<i>346/656</i>	<i>313/313</i>	<i>307/307</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>346/656</i>	<i>313/313</i>	<i>307/307</i>
<b>All property types</b>									
<b>TOTAL</b>	<b>163,406</b>	<b>174,246</b>	<b>191,188</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>163,406</b>	<b>174,246</b>	<b>191,188</b>
<i>Scope (managed portfolio)</i>	<i>466/781</i>	<i>422/430</i>	<i>411/418</i>	<i>1/47</i>	<i>0/0</i>	<i>0/0</i>	<i>466/781</i>	<i>422/430</i>	<i>411/418</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

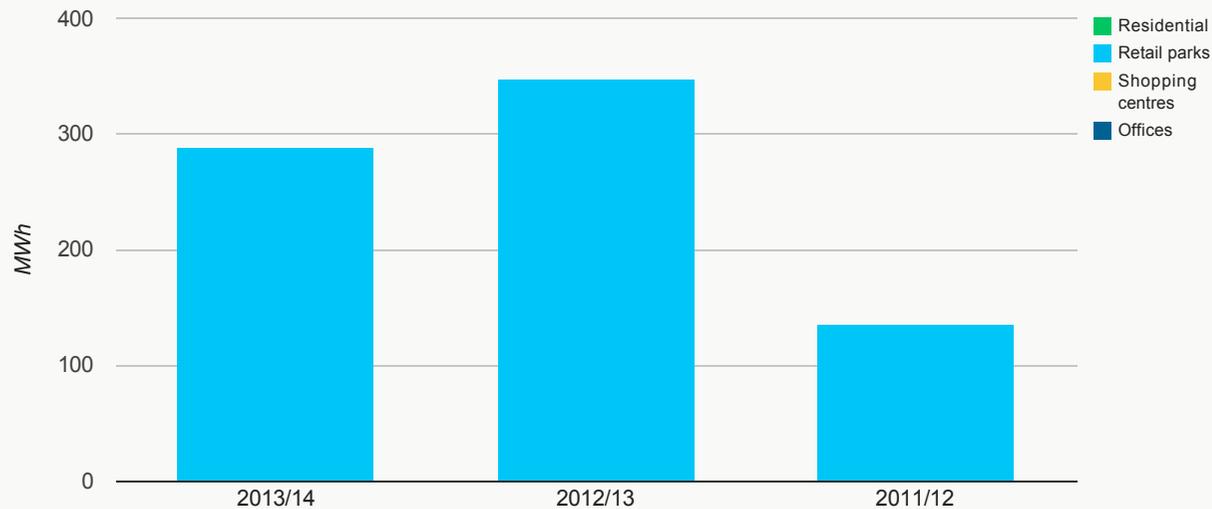
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**12. EPRA 3.2 DISTRICT HEATING AND COOLING ENERGY USE** GRI: EN4, EN5, EN6, EN26 <sup>(A)</sup>



# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

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69-72: Equal opportunities and non-discrimination

73-77: Staff training and development

78-80: Customers

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87-88: Governance

## 12. EPRA 3.2 DISTRICT HEATING AND COOLING ENERGY USE GRI: EN4, EN5, EN6, EN26 <sup>(A)</sup>

	Non-renewable sources (MWh)			Renewable sources (MWh)			Total (MWh)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>									
Common parts	-	-	-	-	-	-	-	-	-
Shared services	-	-	-	-	-	-	-	-	-
Vacant space	-	-	-	-	-	-	-	-	-
Direct use in occupier spaces	-	-	-	-	-	-	-	-	-
British Land: Head Office occupied space	-	-	-	-	-	-	-	-	-
British Land: subsidiaries	-	-	-	-	-	-	-	-	-
<b>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>
<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>	<i>0/0</i>
<b>Retail</b>									
Shopping centres: common parts	-	-	-	-	-	-	-	-	-
Retail parks: common parts	-	-	-	289	349	135	289	349	135
Direct use in retailer leased demises	-	-	-	-	-	-	-	-	-
Vacant space	-	-	-	-	-	-	-	-	-
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</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>	<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>-</b>	<b>-</b>	<b>-</b>	<b>289</b>	<b>349</b>	<b>135</b>	<b>289</b>	<b>349</b>	<b>135</b>
<i>Scope (managed portfolio)</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

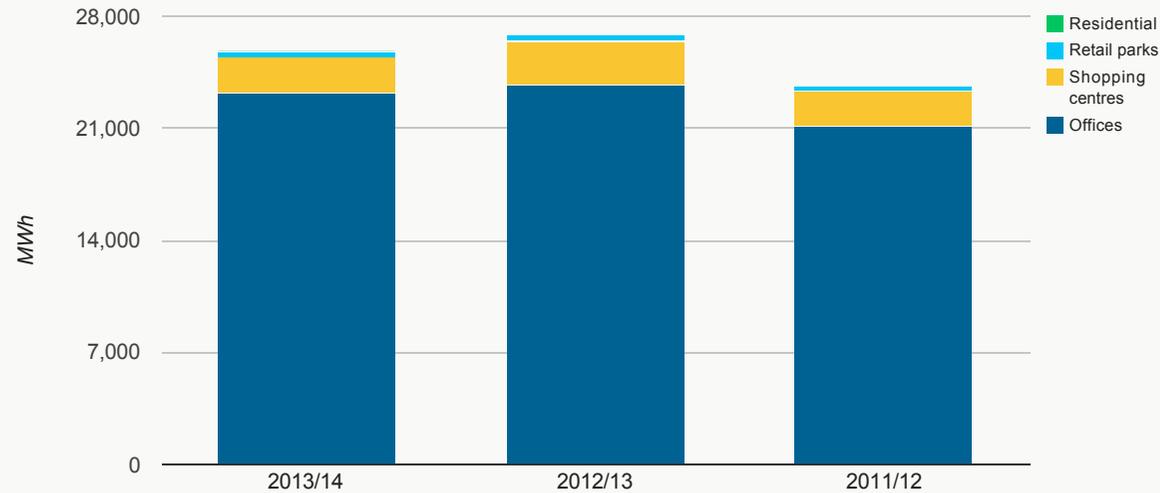
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**13. EPRA 3.3 ENERGY CONSUMPTION FROM FUELS** GRI: EN3, EN5, EN6, EN26 <sup>(A)</sup>



# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

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### 13. EPRA 3.3 ENERGY CONSUMPTION FROM FUELS GRI: EN3, EN5, EN6, EN26 <sup>(A)</sup>

	Natural gas (MWh)			Oil (MWh)			Biomass (MWh)			Total (MWh)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>												
Common parts	-	-	-	-	-	-	-	-	-	-	-	-
Shared services	22,702	23,140	20,926	99	567	216	-	-	0.004	22,801	23,707	21,141
Vacant space	-	-	-	-	-	-	-	-	-	-	-	-
Direct use in occupier spaces	20	85	212	-	-	-	-	-	-	20	-	-
British Land: Head Office occupied space	-	-	-	-	-	-	-	-	-	-	-	-
British Land: subsidiaries	399	444	335	-	-	-	-	-	-	399	-	-
<b>Total</b>	<b>23,120</b>	<b>23,668</b>	<b>21,472</b>	<b>99</b>	<b>567</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,219</b>	<b>23,707</b>	<b>21,141</b>
Scope (managed portfolio)	40/47	24/27	24/24	13/13	11/14	13/13	0/0	0/1	1	40/47	24/27	24/24
<b>Retail</b>												
Shopping centres: common parts	2,272	2,774	2,116	9	9	22	-	-	-	2,280	2,783	2,138
Retail parks: common parts	338	343	309	-	1	-	-	-	-	338	345	309
Direct use in retailer leased demises	2,988	3,250	2,329	-	-	-	-	-	-	2,988	3,250	2,329
Vacant space	-	-	-	-	-	-	-	-	-	-	-	-
Scope (managed portfolio)	15/15	16/16	14/14	4/4	6/6	6/6	0/0	0/0	0/0	15/15	16/16	14/14
<b>Residential</b>												
Common parts	0.4	-	-	-	-	-	-	-	-	0.4	-	-
Scope (managed portfolio)	1/1	0/0	0/0	0/0	0/0	0/0	0/0	0/0	0/0	1/1	0/0	0/0
<b>All property types</b>												
<b>TOTAL</b>	<b>28,718</b>	<b>30,035</b>	<b>26,227</b>	<b>107</b>	<b>577</b>	<b>237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,826</b>	<b>30,084</b>	<b>25,918</b>
Scope (managed portfolio)	56/63	40/43	28/28	17/17	17/20	19/19	0/0	0/1	1/1	56/62	40/43	28/28

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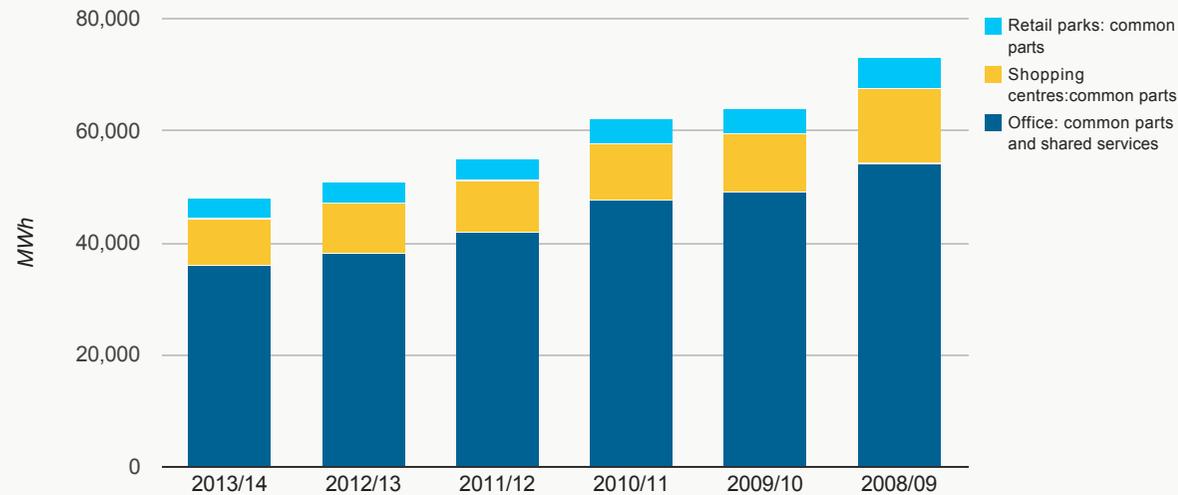
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### 14. LANDLORD INFLUENCED LIKE-FOR-LIKE ENERGY USE (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26 <sup>(A)</sup>

Assurance excludes cumulative savings and investments



# PERFORMANCE DATA

## ENVIRONMENTAL

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GRI: EN3, EN4, EN5, EN6, EN26 <sup>(A)</sup>

Assurance excludes cumulative savings and investments

	Energy use							Cumulative savings			Cumulative Investment
	MWh							MWh	Tonnes CO <sub>2</sub> e	£	£ Investment
	2013/14	Change 2008/09 to 2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	Over the last five years			Over the last three years
<b>Offices</b>											
Landlord-influenced	35,966	-34%	38,183	41,863	47,509	48,995	54,147	58,220	31,297	£4,357,000	£2,045,000
Scope (managed portfolio)	11/11	-	11/11	11/11	11/11	11/11	11/11	-	-	-	-
<b>Retail</b>											
Shopping centres: common parts	8,225	-38%	8,767	9,350	10,321	10,601	13,322	19,343	12,141	£1,755,000	£269,000
Retail parks: common parts	3,801	-34%	3,869	3,846	4,223	4,467	5,756	8,573	5,452	£810,000	£88,000
Scope (managed portfolio)	34/34	-	34/34	34/34	34/34	34/34	34/34	-	-	-	-
<b>All property types</b>											
<b>TOTAL</b>	<b>47,992</b>	<b>-34%</b>	<b>50,819</b>	<b>55,059</b>	<b>62,053</b>	<b>64,063</b>	<b>73,224</b>	<b>86,137</b>	<b>48,890</b>	<b>£6,922,000</b>	<b>£2,402,000</b>
Scope (managed portfolio)	45/45	-	45/45	45/45	45/45	45/45	45/45	-	-	-	-

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# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

#### ENVIRONMENTAL

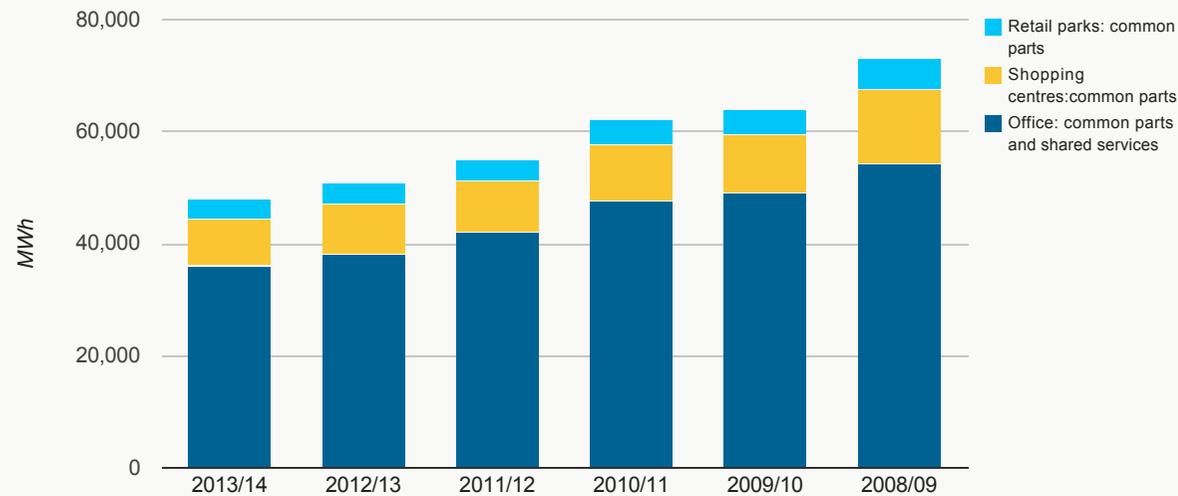
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### 15. OFFICE ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30 <sup>(A)</sup>

Assurance excludes investment prior to 2013/14



# PERFORMANCE DATA

## ENVIRONMENTAL

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## 15. OFFICE ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30 <sup>(A)</sup>

Assurance excludes investment prior to 2013/14

	MWh			Tonnes CO <sub>2</sub> e			Energy spend (£)			Investment (£)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Managed multi-let sites</b>												
<b>Landlord-influenced</b>												
Common parts	22,993	21,881	22,971	12,874	12,422	12,938	£2,336,000	£2,070,000	£2,067,000	£1,186,000	£568,000	£609,000
Shared services	53,862	54,953	58,109	22,757	23,249	25,588	£3,825,000	£3,613,000	£3,890,000			
<b>Sub-total</b>	<b>76,855</b>	<b>76,835</b>	<b>81,080</b>	<b>35,631</b>	<b>35,671</b>	<b>38,526</b>	<b>£6,161,000</b>	<b>£5,683,000</b>	<b>£5,957,000</b>	<b>£1,186,000</b>	<b>£568,000</b>	<b>£609,000</b>
<b>Occupier demises</b>												
British Land: Head Office occupied space	550	575	574	308	327	324	£56,000	£54,000	£52,000	-	-	-
British Land: subsidiaries	1,445	1,522	1,327	680	714	635	£118,000	£114,000	£98,000	-	-	-
Direct use in occupier spaces	76,268	88,165	92,018	42,684	50,042	51,839	£7,747,000	£8,335,000	£8,268,000	-	-	-
Vacant space	910	419	977	510	238	526	£92,000	£40,000	£88,000	-	-	-
<b>Sub-total</b>	<b>79,174</b>	<b>90,681</b>	<b>94,896</b>	<b>44,181</b>	<b>51,321</b>	<b>53,324</b>	<b>£8,013,000</b>	<b>£8,543,000</b>	<b>£8,506,000</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<b>Total</b>												
<b>Whole building</b>	<b>156,029</b>	<b>167,516</b>	<b>175,976</b>	<b>79,812</b>	<b>86,992</b>	<b>91,849</b>	<b>£14,174,000</b>	<b>£14,226,000</b>	<b>£14,463,000</b>	<b>£1,186,000</b>	<b>£568,000</b>	<b>£609,000</b>
<i>Scope (managed portfolio)</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>	<i>45/47</i>	<i>32/34</i>	<i>29/30</i>
<b>Unmanaged single-let buildings</b>												
<b>Whole building</b>	<b>12,668</b>	<b>14,563</b>	<b>16,380</b>	<b>7,093</b>	<b>8,403</b>	<b>8,420</b>	<b>£1,314,000</b>	<b>£1,266,000</b>	<b>£1,372,000</b>	<b>n/r</b>	<b>n/r</b>	<b>n/r</b>
<i>Scope (unmanaged buildings)</i>	<i>3/3</i>	<i>2/2</i>	<i>3/3</i>	<i>3/3</i>	<i>2/2</i>	<i>3/3</i>	<i>3/3</i>	<i>2/2</i>	<i>3/3</i>	<i>3/3</i>	<i>2/2</i>	<i>3/3</i>
<b>Overall</b>												
<b>TOTAL</b>	<b>168,697</b>	<b>182,079</b>	<b>192,356</b>	<b>86,905</b>	<b>95,395</b>	<b>100,270</b>	<b>£15,488,000</b>	<b>£15,492,000</b>	<b>£15,835,000</b>	<b>£1,186,000</b>	<b>£568,000</b>	<b>£609,000</b>

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# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

**ENVIRONMENTAL**

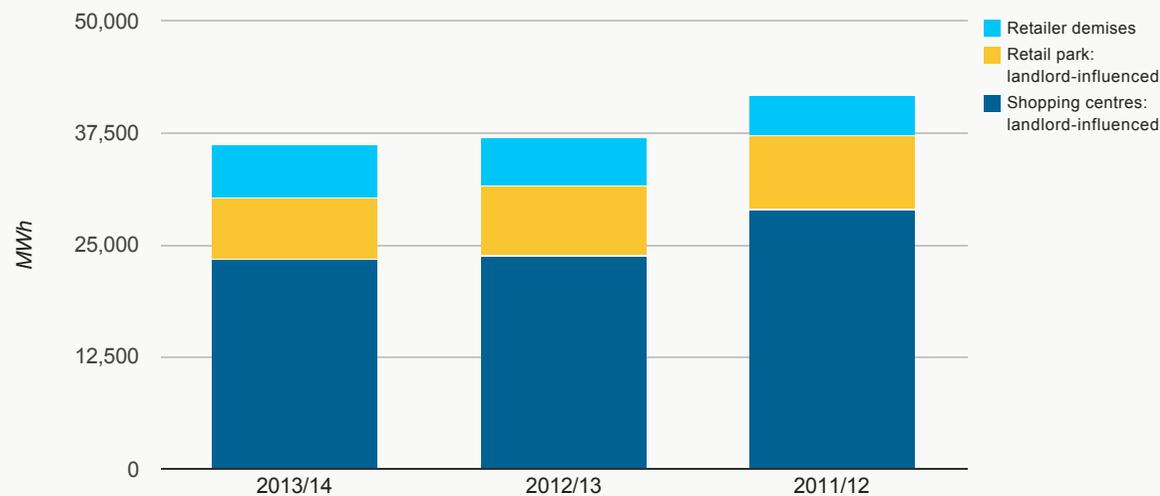
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### 16. RETAIL ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30 <sup>Ⓐ</sup>

Assurance excludes investment prior to 2013/14



# PERFORMANCE DATA

## ENVIRONMENTAL

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## 16. RETAIL ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30 <sup>Ⓐ</sup>

Assurance excludes investment prior to 2013/14

	MWh			Tonnes CO <sub>2</sub> e			Energy spend (£)			Investment (£)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Managed multi-let sites</b>												
<b>Landlord-influenced</b>												
Shopping centres: common parts	23,339	23,814	29,020	11,403	11,736	14,059	£2,132,000	£2,024,000	£2,489,000	£123,000	£228,000	£258,000
Retail parks: common parts	6,921	7,832	8,151	3,415	3,897	4,156	£639,000	£679,000	£711,000	£45,000		
<b>Sub-total</b>	<b>30,261</b>	<b>31,646</b>	<b>37,171</b>	<b>14,817</b>	<b>15,633</b>	<b>18,214</b>	<b>£2,771,000</b>	<b>£2,703,000</b>	<b>£3,200,000</b>	<b>£168,000</b>	<b>£228,000</b>	<b>£258,000</b>
<i>Scope (managed portfolio)</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>
<b>Retailer demises</b>												
Direct use in retailer leased demises (purchased by British Land)	4,558	5,374	4,385	1,292	1,653	1,461	244,000	£303,000	£266,000	£0	-	-
Vacant space	1,354	17	50	758	10	21	138,000	£2,000	£4,000	£0	-	-
<b>Sub-total</b>	<b>5,912</b>	<b>5,391</b>	<b>4,435</b>	<b>2,050</b>	<b>1,663</b>	<b>1,481</b>	<b>£382,000</b>	<b>£305,000</b>	<b>£270,000</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
<i>Scope (managed portfolio)</i>	<i>8/8</i>	<i>8/8</i>	<i>7/7</i>	<i>8/8</i>	<i>8/8</i>	<i>7/7</i>	<i>8/8</i>	<i>8/8</i>	<i>7/7</i>	<i>0/8</i>	<i>0/8</i>	<i>0/7</i>
<b>Overall</b>												
<b>TOTAL</b>	<b>36,172</b>	<b>37,037</b>	<b>41,606</b>	<b>16,867</b>	<b>17,296</b>	<b>19,696</b>	<b>£3,153,000</b>	<b>£3,008,000</b>	<b>£3,470,000</b>	<b>£168,000</b>	<b>£228,000</b>	<b>£258,000</b>
<i>Scope (managed portfolio)</i>	<i>76/78</i>	<i>77/83</i>	<i>75/81</i>	<i>75/78</i>	<i>77/83</i>	<i>75/81</i>	<i>76/78</i>	<i>77/83</i>	<i>75/81</i>	<i>76/78</i>	<i>77/83</i>	<i>75/81</i>

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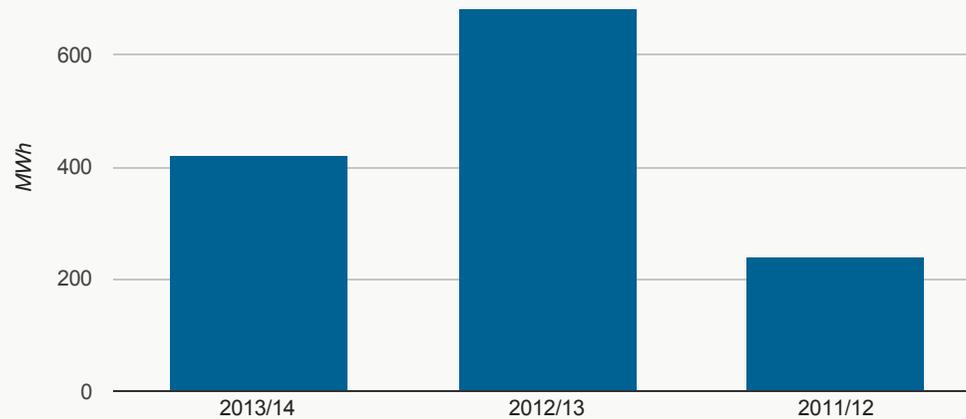
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- 78-80: Customers
- 81-86: Health and safety
- 87-88: Governance

#### 17. RESIDENTIAL ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30



# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

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- 35-41: Waste and materials
- 42-44: Land use

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## 17. RESIDENTIAL ENERGY USE GRI: EN3, EN4, EN5, EN6, EN26, EN30

	MWh			Tonnes CO <sub>2</sub> e			Energy spend (£)			Investment (£)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Managed multi-let buildings</b>												
<b>Landlord-influenced</b>												
Common parts	423	684	240	237	391	134	£42,000	£65,000	£22,000	0	-	-
Scope (managed portfolio)	346/656	313/313	307/307	346/656	313/313	307/307	346/656	313/313	307/307	0/656	0/313	307/307

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

#### ENVIRONMENTAL

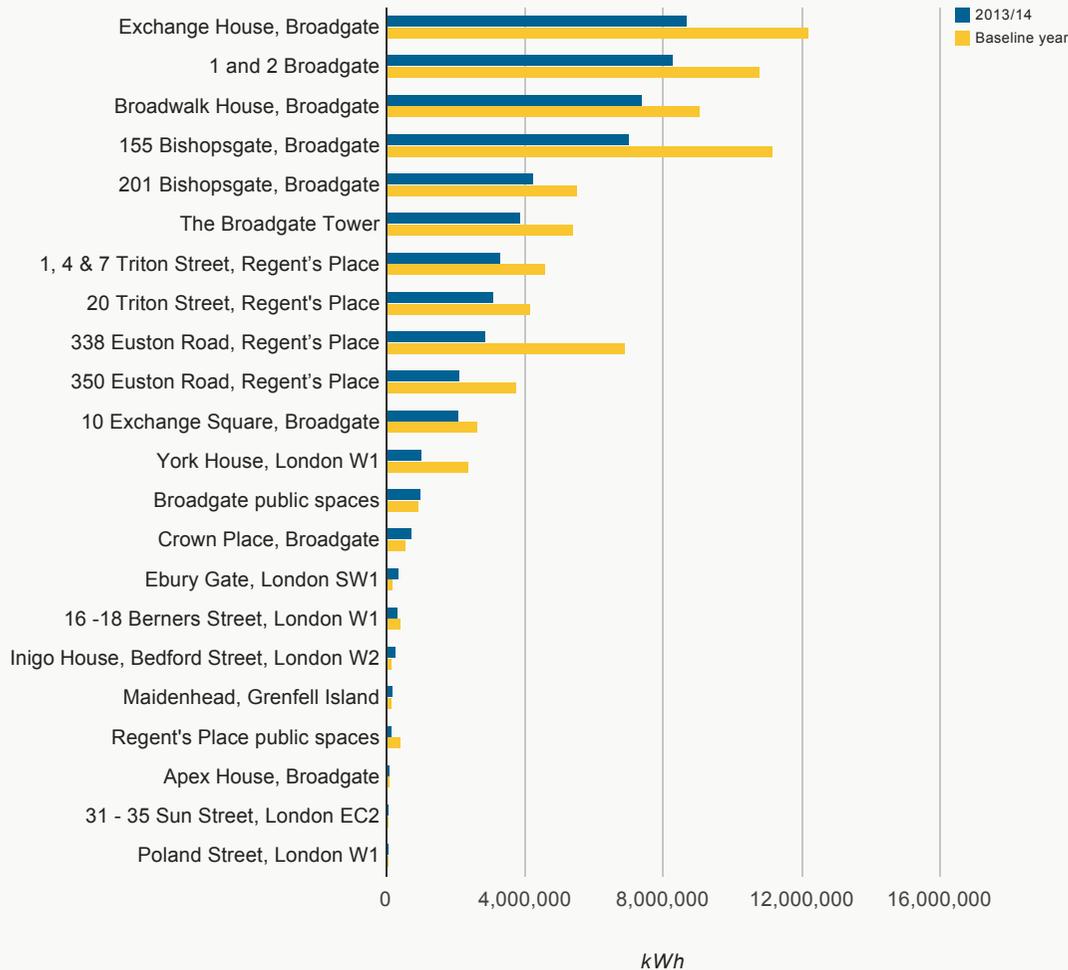
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### 18. LANDLORD-INFLUENCED ENERGY USE - BY OFFICE ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

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## 18. LANDLORD-INFLUENCED ENERGY USE - BY OFFICE ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26

### (PART 1)

	Energy use (kWh)			Cumulative savings			Cumulative investment
	2013/14	Change baseline year to 2013/14	Baseline year	kWh	Tonnes CO <sub>2e</sub>	Costs (£)	Investment (£)
<b>2008/09 Baseline year</b>							
338 Euston Road, Regent's Place	2,897,263	-58%	6,910,193	16,989,358	6,445	£923,000	£169,000
York House, London W1	1,032,806	-57%	2,383,009	5,696,849	2,436	£349,000	£10,000
350 Euston Road, Regent's Place	2,129,612	-43%	3,751,917	3,494,933	1,740	£262,000	£64,000
Exchange House, Broadgate	8,701,798	-29%	12,210,672	10,900,061	5,910	£817,000	£693,000
10 Exchange Square, Broadgate	2,090,088	-21%	2,642,005	2,277,318	1,537	£219,000	£51,000
155 Bishopsgate, Broadgate	7,052,629	-37%	11,190,471	11,330,111	7,243	£1,025,000	£189,000
Broadwalk House, Broadgate	7,414,641	-19%	9,099,623	5,463,646	4,152	£551,000	£159,000
1, 4 & 7 Triton Street, Regent's Place	3,321,570	-28%	4,623,337	1,939,050	1,578	£194,000	£696,000
16 -18 Berners Street, London W1	342,355	-18%	416,511	227,687	46	£6,000	£6,000
Ebury Gate, London SW1	371,328	75%	211,725	-358,876	-50	£8,000	£6,000
Poland Street, London W1	62,014	-4%	64,295	-23,100	-4	£2,000	£2,000
<i>Scope (managed portfolio)</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>
<b>2009/10 Baseline year</b>							
The Broadgate Tower	3,904,978	-28%	5,420,692	4,553,350	3,287	£471,000	£169,000
201 Bishopsgate, Broadgate	4,269,124	-23%	5,513,575	4,076,964	3,069	£444,000	£57,000
1 and 2 Broadgate	8,307,166	-23%	10,813,207	6,083,411	4,154	£525,000	£48,000
<i>Scope (managed portfolio)</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>
<b>2010/11 Baseline year</b>							
20 Triton Street, Regent's Place	3,119,395	-25%	4,182,555	2,819,536	783	£94,000	£38,000
Inigo House, Bedford Street, London W2	288,459	63%	177,485	-174,693	-51	£9,000	£1,000
Regent's Place public spaces	185,720	-57%	428,165	401,987	252	£43,000	£2,000
<i>Scope (managed portfolio)</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

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## 18. LANDLORD-INFLUENCED ENERGY USE - BY OFFICE ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26

### (PART 2)

	Energy use (kWh)			Cumulative savings		Cumulative investment	
	2013/14	Change baseline year to 2013/14	Baseline year	kWh	Tonnes CO <sub>2</sub> e	Costs (£)	Investment (£)
<b>2011/12 Baseline year</b>							
	-	-	-	-	-	-	-
<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>
<b>2012/13 Baseline year</b>							
31 - 35 Sun Street, London EC2	66,669	-12%	76,068	9,399	6	£1,000	£11,000
Apex House, Broadgate	126,386	19%	105,821	-20,565	-4	£0	£7,000
Broadgate public spaces	993,035	4%	951,748	-41,288	-16	-£4,000	£60,000
Crown Place, Broadgate	763,837	35%	566,485	-197,352	-56	-£8,000	£0
Maidenhead, Grenfell Island	189,601	2%	186,328	-3,273	-	£0	£0
<i>Scope (managed portfolio)</i>	<i>5/5</i>	<i>5/5</i>	<i>5/5</i>	<i>5/5</i>	<i>5/5</i>	<i>5/5</i>	<i>5/5</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

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### 19. LANDLORD-INFLUENCED ENERGY USE - BY RETAIL ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

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## 19. LANDLORD-INFLUENCED ENERGY USE - BY RETAIL ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26

### (PART 1)

	Energy use (kWh)			Cumulative savings		Cumulative investment	
	2013/14	Change baseline year to 2013/14	Baseline year	kWh	Tonnes CO <sub>2</sub> e	Costs (£)	Investment (£)
<b>2008/09 Baseline year</b>							
Glasgow Fort Shopping Park	691,918	-29%	970,555	1,292,085	737	£106,000	£7,000
Fort Kinnaird Shopping Park, Edinburgh	359,481	-34%	542,610	930,992	623	£92,000	£9,000
Meadowhall Shopping Centre, Sheffield	8,224,577	-38%	13,321,515	19,343,388	12,141	£1,755,000	£269,000
Teesside Shopping Park, Stockton-on-Tees	443,093	-37%	707,782	892,242	594	£86,000	£2,000
New Mersey Shopping Park, Speke	279,046	-24%	365,510	381,848	279	£38,000	£0
Crown Point Shopping Centre, Denton	259,108	-16%	309,886	340,408	222	£30,000	£1,000
Broughton Shopping Park, Chester	383,488	-9%	420,896	200,005	112	£10,000	£1,000
Parkgate Shopping Park, Rotherham	170,277	-18%	208,128	188,537	142	£19,000	£2,000
Prospect Place Retail Park, Dartford	143,354	5%	137,054	-39,066	0	£4,000	£2,000
<i>Scope (managed portfolio)</i>	<i>9/9</i>	<i>9/9</i>	<i>9/9</i>	<i>9/9</i>	<i>9/9</i>	<i>9/9</i>	<i>9/9</i>
<b>2009/10 Baseline year</b>							
St Stephen's Shopping Centre, Hull	1,376,317	-34%	2,090,304	2,371,957	1,491	£229,000	£48,000
Giltbrook Retail Park, Nottingham	482,082	-3%	497,975	-13,573	56	£0	£3,000
<i>Scope (managed portfolio)</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>
<b>2010/11 Baseline year</b>							
Surrey Quays Shopping Centre, London	987,963	-22%	1,271,927	652,890	426	£66,000	£4,000
Serpentine Green, Peterborough	1,743,605	-16%	2,086,589	515,361	592	£98,000	£33,000
Beaumont Leys Shopping Centre, Leicester	586,361	-28%	817,269	939,120	290	£42,000	£37,000
<i>Scope (managed portfolio)</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>	<i>3/3</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

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## 19. LANDLORD-INFLUENCED ENERGY USE - BY RETAIL ASSET (DEGREE DAY ADJUSTED)

GRI: EN3, EN4, EN5, EN6, EN26

### (PART 2)

	Energy use (kWh)			Cumulative savings		Cumulative investment	
	2013/14	Change baseline year to 2013/14	Baseline year	kWh	Tonnes CO <sub>2</sub> e	Costs (£)	Investment (£)
<b>2011/12 Baseline year</b>							
Drake Circus Shopping Centre, Plymouth	2,028,562	-8%	2,201,741	138,335	89	£19,000	£9,000
Green Lanes Shopping Centre, Barnstaple	552,282	3%	536,289	-41,047	-24	-£4,000	£6,000
<i>Scope (managed portfolio)</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>	<i>2/2</i>
<b>2012/13 Baseline year</b>							
	-	-	-	-	-	-	-
<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>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 11-20: ENERGY USE

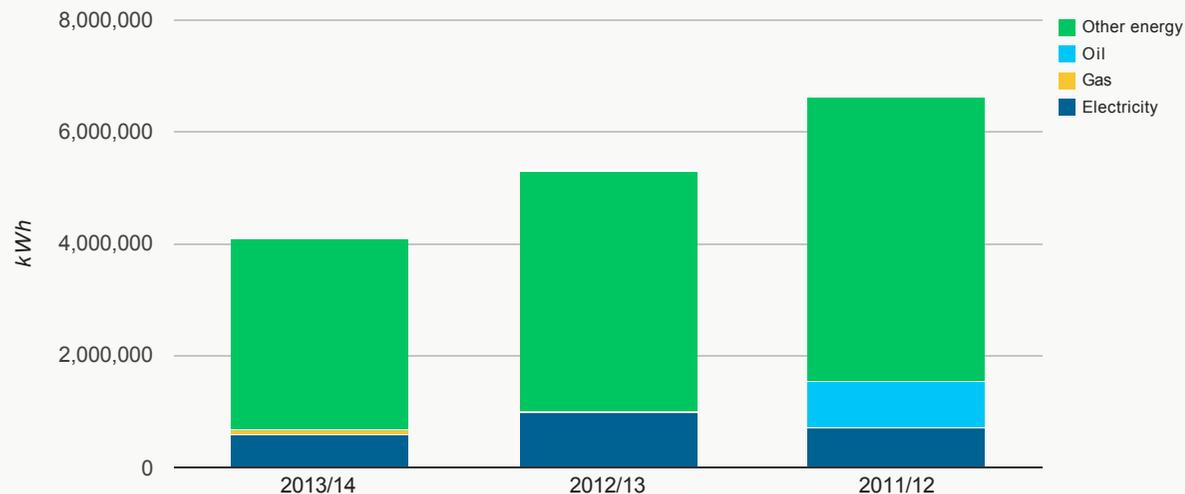
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### 20. ENERGY USE - DEVELOPMENTS GRI: EN3, EN4



# PERFORMANCE DATA

## ENVIRONMENTAL

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## 20. ENERGY USE - DEVELOPMENTS GRI: EN3, EN4

	2013/14		2012/13		2011/12	
	kWh	£	kWh	£	kWh	£
Electricity	604,602	£61,428	987,792	£88,208	711,051	£64,443
Gas	70,023	£2,052	23,694	£642	721	£19
Oil	1,345	£79	2,121	£127	827,663	£47,564
Other energy	3,431,505	£207,981	4,281,284	£285,367	5,080,312	£339,320
Scope	33/34		33/34		27/29	
<b>Total</b>	<b>4,107,475</b>	<b>£271,539</b>	<b>5,294,892</b>	<b>£374,343</b>	<b>6,619,747</b>	<b>£451,346</b>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

#### ENVIRONMENTAL

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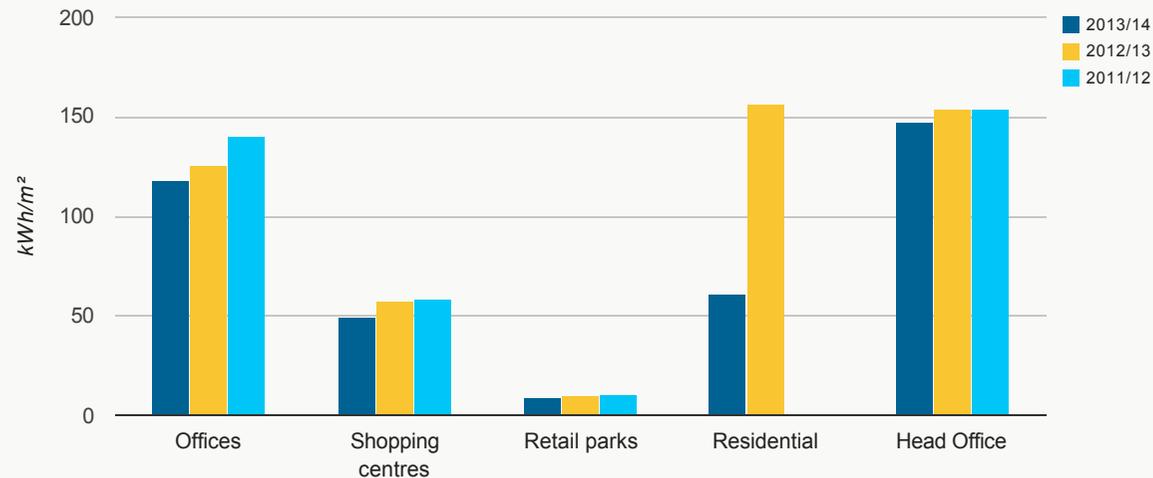
73-77: Staff training and development

78-80: Customers

81-86: Health and safety

87-88: Governance

#### 21. EPRA 3.4 ENERGY INTENSITY - FLOOR AREA GRI: CRE1, EN26 (A)



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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#### 21. EPRA 3.4 ENERGY INTENSITY - FLOOR AREA GRI: CRE1, EN26 <sup>Ⓐ</sup>

	kWh/m <sup>2</sup>				MWh			Floor area (m <sup>2</sup> )		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Landlord-influenced area: common parts and shared services	117.96	-16%	125.85	140.62	62,680	63,045	76,918	531,358	500,941	546,980
Direct use in occupier spaces	138.79	-17%	149.04	166.79	73,673	74,582	91,140	530,827	500,410	546,449
<b>Whole building</b>	<b>256.75</b>	<b>-16%</b>	<b>274.89</b>	<b>307.41</b>	<b>136,354</b>	<b>137,627</b>	<b>168,059</b>	<b>531,358</b>	<b>500,941</b>	<b>546,980</b>
Scope (managed buildings)	27/27		24/24	21/21	27/27	24/24	21/21	27/27	24/24	21/21
<b>Retail</b>										
Shopping centres: common parts	49.12	-16%	57.75	58.36	16,153	21,291	29,020	328,868	368,653	497,297
Retail parks: common parts	8.86	-17%	10.15	10.68	4,728	7,291	7,962	533,468	718,151	745,795
Scope (managed buildings)	51/51		67/67	73/73	51/51	67/67	73/73	51/51	67/67	73/73
<b>Residential</b>										
Common parts	60.69	-	156.17	n/r	381	684	n/r	6,280	4,381	n/r
Scope (managed buildings)	309/309	-	308/308	0/0	309/309	308/308	0/0	309/309	308/308	0/0
<b>Head Office</b>										
British Land: Head Office occupied space	147.50	-4%	154.29	154.01	550	575	574	3,729	3,729	3,729
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Subsidiaries</b>										
British Land: subsidiaries	440.63	3%	473.99	426.47	1,159	1,247	1,122	2,631	2,631	2,631
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

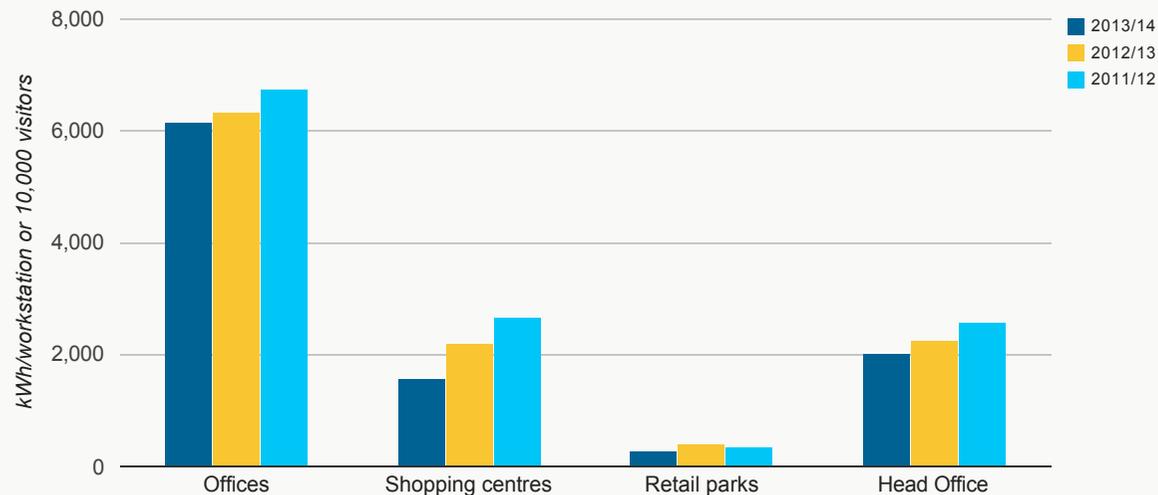
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**22. EPRA 3.4 ENERGY INTENSITY - WORKSTATIONS AND VISITORS** GRI: CRE1, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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21-28: Energy intensity and ratings

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35-41: Waste and materials

42-44: Land use

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78-80: Customers

81-86: Health and safety

87-88: Governance

## 22. EPRA 3.4 ENERGY INTENSITY - WORKSTATIONS AND VISITORS GRI: CRE1, EN26

	kWh/workstation or 10,000 visitors				MWh			Workstations/visitor numbers		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Whole building	6,160	-9%	6,324	6,744	136,248	136,832	167,192	22,119	21,637	24,791
Scope (managed portfolio)	23/23		21/21	17/17	23/23	21/21	17/17	23/23	21/21	17/17
<b>Retail</b>										
Shopping centres: common parts	1,564	-42%	2,197	2,678	16,153	21,275	29,005	103,283,616	96,850,318	108,308,460
Retail parks: common parts	297	-16%	431	352	4,720	6,616	6,500	158,968,788	153,419,266	184,583,822
Scope (managed portfolio)	50/50		51/51	47/47	50/50	51/51	47/47	50/50	51/51	47/47
<b>Head Office</b>										
British Land: Head Office occupied space	2,010	-22%	2,247	2,575	550	575	574	274	256	223
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Subsidiaries</b>										
British Land: subsidiaries	7,544	-	8,039	nr	920	965	nr	122	120	nr
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

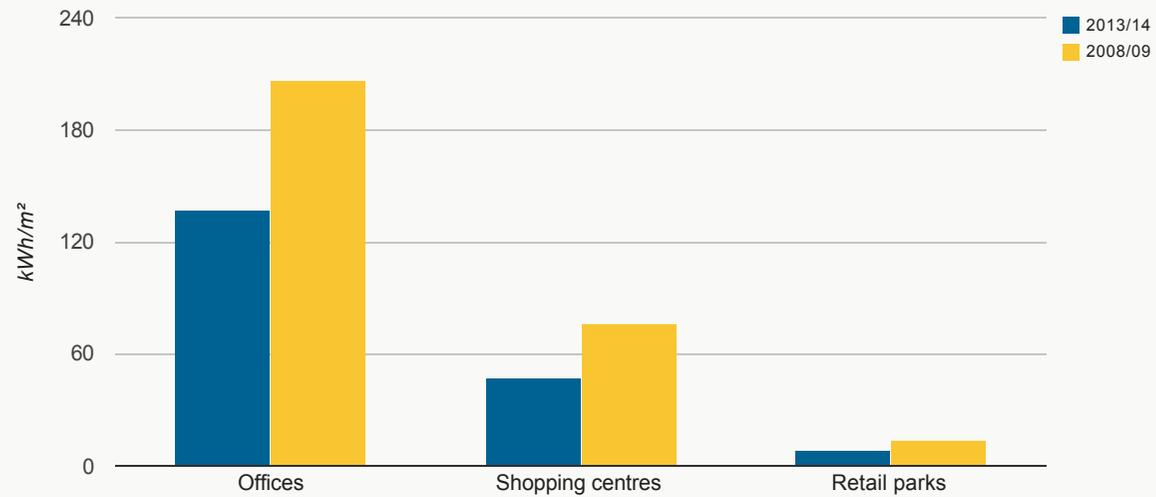
**ENVIRONMENTAL**

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#### 23. LANDLORD INFLUENCED LIKE-FOR-LIKE ENERGY INTENSITY - FLOOR AREA (DEGREE DAY ADJUSTED) GRI: CRE1, EN26 <sup>(A)</sup>



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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### 23. LANDLORD INFLUENCED LIKE-FOR-LIKE ENERGY INTENSITY - FLOOR AREA (DEGREE DAY ADJUSTED) GRI: CRE1, EN26 <sup>(A)</sup>

	Intensity (kWh/m <sup>2</sup> )			Energy (MWh)		Floor area (m <sup>2</sup> )	
	2013/14	Change 2008/9 to 2013/14	2008/09	2013/14	2008/09	2013/14	2008/09
<b>Offices</b>							
Landlord-influenced	137.36	-34%	206.80	35,966	54,147	261,830	261,830
<i>Scope (managed portfolio)</i>	<i>11/11</i>		<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>	<i>11/11</i>
<b>Retail</b>							
Shopping centres: common parts	47.36	-38%	76.71	8,225	13,322	173,656	173,656
Retail parks: common parts	9.32	-34%	14.11	3,801	5,756	408,033	408,033
<i>Scope (managed portfolio)</i>	<i>34/34</i>		<i>34/34</i>	<i>34/34</i>	<i>34/34</i>	<i>34/34</i>	<i>34/34</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

**ENVIRONMENTAL**

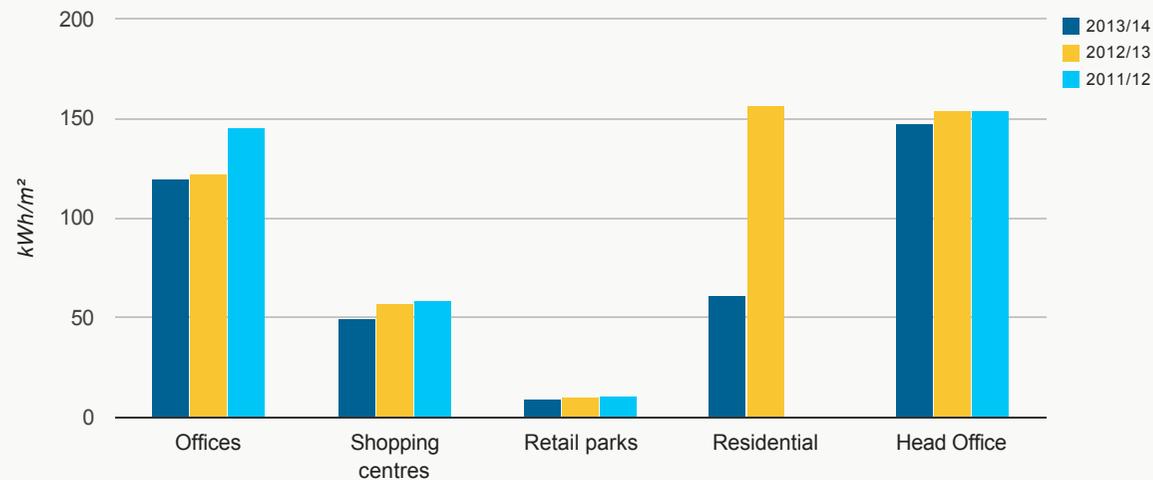
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#### 24. ENERGY INTENSITY - FLOOR AREA (DEGREE DAY ADJUSTED) GRI: CRE1, EN26 <sup>(A)</sup>

Assurance excludes residential



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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## 24. ENERGY INTENSITY - FLOOR AREA (DEGREE DAY ADJUSTED) GRI: CRE1, EN26 (A)

Assurance excludes residential

	kWh/m <sup>2</sup>				MWh			Floor area (m <sup>2</sup> )		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Landlord-influenced area: common parts and shared services	119.47	-18%	121.84	145.26	63,481	61,033	79,455	531,358	500,941	546,980
Direct use in occupier spaces	138.79	-17%	149.04	166.79	73,673	74,582	91,140	530,827	500,410	546,449
<b>Whole building</b>	<b>258.12</b>	<b>-15%</b>	<b>268.47</b>	<b>305.43</b>	<b>137,154</b>	<b>135,615</b>	<b>170,595</b>	<b>531,358</b>	<b>505,144</b>	<b>558,544</b>
Scope (managed buildings)	27/27		24/24	21/21	27/27	24/24	21/21	27/27	24/24	21/21
<b>Retail</b>										
Shopping centres: common parts	49.34	-16%	56.93	58.74	16,227	20,988	29,211	328,868	368,653	497,297
Retail parks: common parts	8.86	-17%	10.15	10.68	4,728	7,291	7,962	533,468	718,152	745,795
Scope (managed buildings)	51/51		67/67	73/73		67/67	73/73	51/51	67/67	73/73
<b>Residential</b>										
Common parts	60.69	-	156.17	n/r	381	684	n/r	6,280	4,381	n/r
Scope (managed buildings)	309/309	-	308/308	0/0	309/309	308/308	0/0	309/309	308/308	0/0
<b>Head Office</b>										
British Land: Head Office occupied space	147.50	-4%	154.29	154.01	550	575	574	3,729	3,729	3,729
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Subsidiaries</b>										
British Land: subsidiaries	440.63	3%	473.99	426.47	1,159	1,247	1,122	2,631	2,631	2,631
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

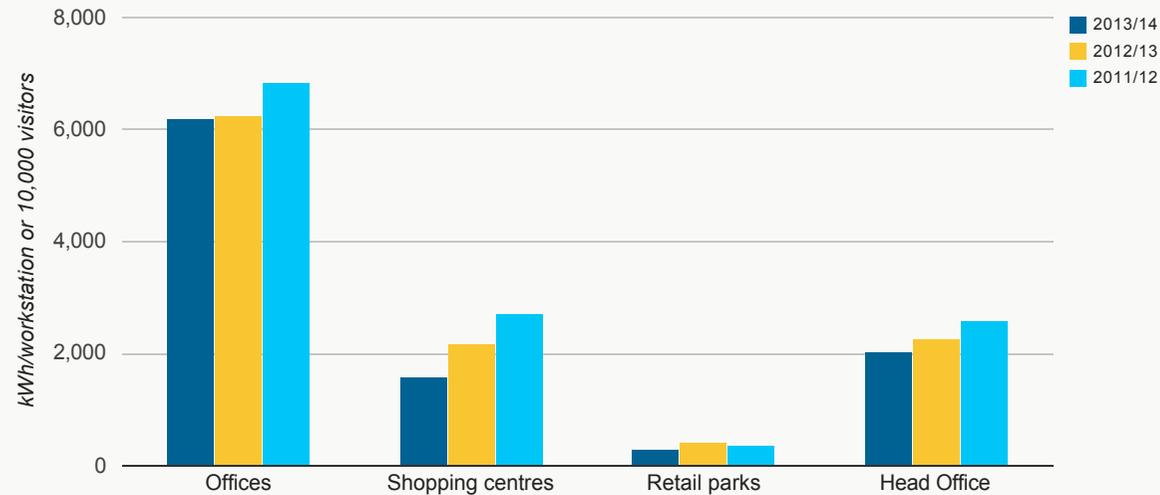
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#### 25. ENERGY INTENSITY - WORKSTATIONS AND VISITORS (DEGREE DAY ADJUSTED) GRI: CRE1, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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## 25. ENERGY INTENSITY - WORKSTATIONS AND VISITORS (DEGREE DAY ADJUSTED) GRI: CRE1, EN26

	kWh/workstation or 10,000 visitors				MWh			Workstations/visitor numbers		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Whole building	6,195	-9%	6,236	6,842	137,014	134,924	169,622	22,119	21,637	24,791
Scope (managed portfolio)	23/23		21/21	17/17	23/23	21/21	17/17	23/23	21/21	17/17
<b>Retail</b>										
Shopping centres: common parts	1,571	-42%	2,165	2,696	16,227	20,972	29,195	103,283,616	96,850,318	108,308,460
Retail parks: common parts	297	-16%	431	352	4,720	6,616	6,500	158,968,788	153,419,266	184,583,822
Scope (managed portfolio)	50/50		51/51	47/47	50/50	51/51	47/47	50/50	51/51	47/47
<b>Head Office</b>										
British Land: Head Office occupied space	2,010	-22%	2,247	2,575	550	575	574	274	256	223
Scope (managed portfolio)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1
<b>Subsidiaries</b>										
British Land: subsidiaries	7,544	-	8,039	nr	920	965	nr	122	120	nr
Scope (managed buildings)	1/1		1/1	1/1	1/1	1/1	1/1	1/1	1/1	1/1

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

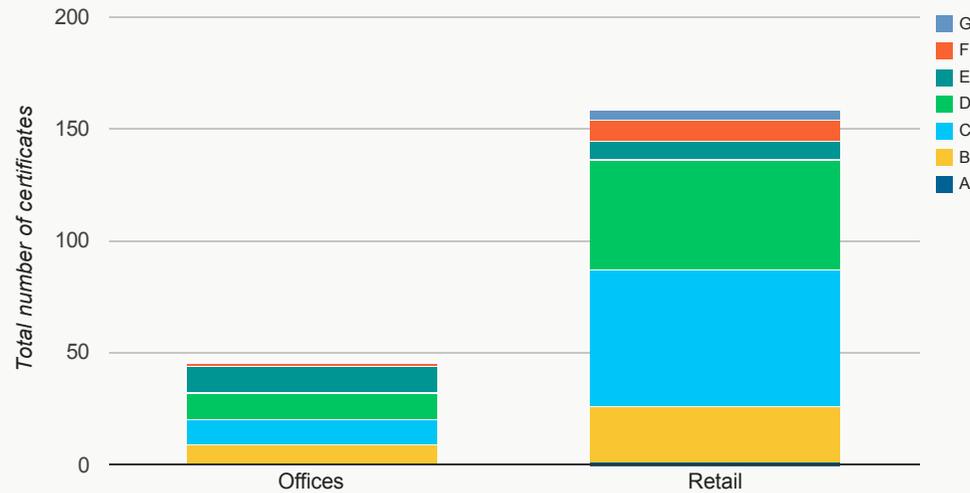
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**26. ENERGY PERFORMANCE CERTIFICATE RATINGS - WHOLE BUILDINGS** GRI: CRE8 **A**



# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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#### 26. ENERGY PERFORMANCE CERTIFICATE RATINGS - WHOLE BUILDINGS GRI: CRE8 <sup>(A)</sup>

	A	B	C	D	E	F	G	Missing
<b>Offices</b>								
England and Wales	0	9	11	12	12	1	0	44
Northern Ireland	0	0	0	0	0	0	0	1
Scotland	0	0	0	0	0	0	0	2
<b>Total</b>	<b>0</b>	<b>9</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>1</b>	<b>0</b>	<b>47</b>
<b>Percentage (%)</b>	<b>0%</b>	<b>10%</b>	<b>12%</b>	<b>13%</b>	<b>13%</b>	<b>1%</b>	<b>0%</b>	<b>51%</b>
Scope	0/92	9/92	11/92	12/92	12/92	1/92	0/92	47/92
<b>Retail</b>								
England and Wales	1	25	61	47	8	7	0	46
Northern Ireland	0	0	0	0	0	0	0	1
Scotland	0	0	0	2	0	3	4	2
France	-	-	-	-	-	-	-	-
Italy	-	-	-	-	-	-	-	-
Portugal	-	-	-	-	-	-	-	-
Spain	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>25</b>	<b>61</b>	<b>49</b>	<b>8</b>	<b>10</b>	<b>4</b>	<b>49</b>
<b>Percentage (%)</b>	<b>0%</b>	<b>12%</b>	<b>29%</b>	<b>24%</b>	<b>4%</b>	<b>5%</b>	<b>2%</b>	<b>24%</b>
Scope	1/207	25/207	61/207	49/207	8/207	10/207	4/207	49/207

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

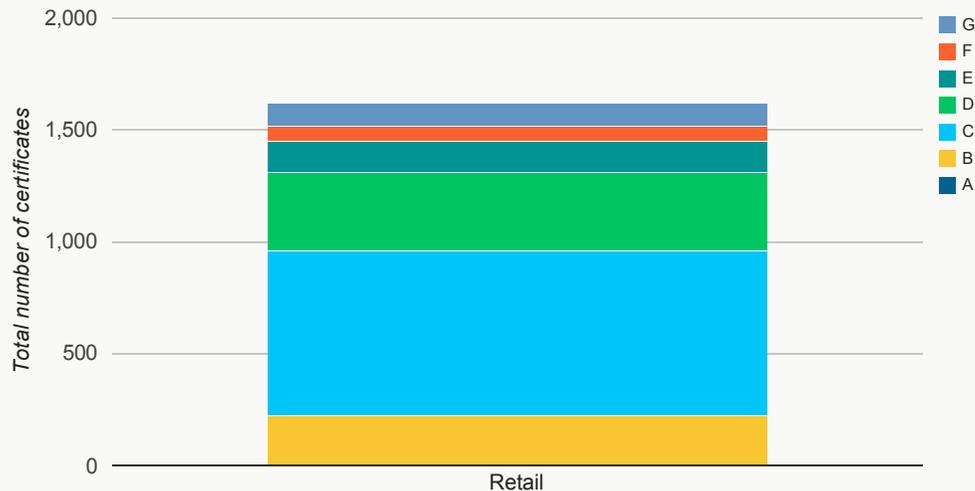
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**27. ENERGY PERFORMANCE CERTIFICATE RATINGS - OCCUPIER DEMISES** GRI: CRE8 <sup>(A)</sup>



# PERFORMANCE DATA

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#### 27. ENERGY PERFORMANCE CERTIFICATE RATINGS - OCCUPIER DEMISES GRI: CRE8 <sup>(A)</sup>

	A	B	C	D	E	F	G	Missing
<b>Retail</b>								
England and Wales	0	222	725	327	78	33	58	247
Northern Ireland	0	0	0	1	0	0	0	22
Scotland	0	2	10	23	60	37	44	25
France	-	-	-	-	-	-	-	-
Italy	-	-	-	-	-	-	-	-
Portugal	-	-	-	-	-	-	-	-
Spain	-	-	-	-	-	-	-	-
<b>Total</b>	<b>0</b>	<b>224</b>	<b>735</b>	<b>351</b>	<b>138</b>	<b>70</b>	<b>102</b>	<b>294</b>
<b>Percentage (%)</b>	<b>0%</b>	<b>12%</b>	<b>38%</b>	<b>18%</b>	<b>7%</b>	<b>4%</b>	<b>5%</b>	<b>15%</b>
<i>Scope</i>	<i>0/1914</i>	<i>224/1914</i>	<i>735/1914</i>	<i>351/1914</i>	<i>138/1914</i>	<i>70/1914</i>	<i>102/1914</i>	<i>294/1914</i>

# PERFORMANCE DATA

## ENVIRONMENTAL

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## 28. ENERGY EFFICIENCY - DEVELOPMENTS GRI: EN5, EN6, EN7, EN26 (PART 1)

	% better than relevant Building Regulations	Building Regulations Standard
	<b>2013/14</b>	
10 Brock Street, NEQ, Regent's Place, London - Office	49.39%	Part L2A 2006
10 Portman Square, London - Office	38.39%	Part L2A 2006
17-19 Bedford Court, London - Residential	35.08%	Part L1A 2006
18-20 Craven Hill Gardens, London - Residential	38.22%	Part L1B 2010
30 Brock Street, NEQ, Regent's Place, London - Office	47.42%	Part L2A 2006
39 Victoria Street, London - Office	6.41%	Part L2A 2010
4 Kingdom Street, Paddington Central, London - Office	28.60%	Part L2A 2010
5 Broadgate, London - Office	30.00%	Part L2A 2010
Affordable Resi, Clarges, London - Residential	64.29%	Part L1A 2010
Affordable Resi, NEQ, Regent's Place, London - Residential	78.62%	Part L1A 2006
Aldgate Place, London - Residential	36.00%	Part L1A 2010
Cinema, Broughton Shopping Park, Chester - Retail	6.20%	Part L1A 2010
Cinema, Whiteley Shopping, Fareham - Retail	26.00%	Part L2A 2010
Costa, Vulcan Road, Sheffield - Retail	16.10%	Part L2A 2010
Fort Kinnaird Cinema, North Quarter, Edinburgh - Retail	2.75%	Scottish Section 6
Fort Kinnaird Units Average, North Quarter, Edinburgh - Retail	28.71%	Scottish Section 6
Glasgow Fort Cinema - Retail	30.52%	Scottish Section 6
Industrial Unit, Deepdale, Preston - Retail	0.81%	Part L2A 2010
Kennel Club, Clarges, London - Office	27.03%	Part L2A 2010
Management Office, Deepdale, Preston - Office	13.44%	Part L2A 2010
Marble Arch House, London - Office	11.80%	Part L2A 2010
Market Resi, NEQ, Regent's Place, London - Residential	55.40%	Part L1A 2006
Next, Vulcan Road, Sheffield - Retail	7.80%	Part L2A 2010

# PERFORMANCE DATA

## ENVIRONMENTAL

### 21-28: ENERGY INTENSITY AND RATINGS

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## 28. ENERGY EFFICIENCY - DEVELOPMENTS GRI: EN5, EN6, EN7, EN26 (PART 2)

	% better than relevant Building Regulations	Building Regulations Standard
	<b>2013/14</b>	
Office Building, Clarges, London - Office	35.65%	Part L2A 2010
Residential Average, Deepdale, Preston - Residential	31.05%	Part L1A 2009
Retail Unit Average, Deepdale, Preston - Retail	29.64%	Part L2A 2010
Retail Unit Average, Glasgow Fort Phase 2, Glasgow - Retail	41.00%	Scottish Section 6
Retail Unit Average, Whiteley Shopping, Fareham - Retail	22.37%	Part L2A 2006
Retail Units Average, Clifton Moor, York - Retail	10.30%	Part L2A 2010
Retail Units Cinema Average, Whiteley Shopping, Fareham - Retail	27.00%	Part L2A 2010
The Clarges, London - Residential	58.91%	Part L1A 2010
The Hempel, London - Residential	41.00%	Part L1B 2010
The Leadenhall Building, London - Office	12.43%	Part L2A 2006
Yalding House, London - Office	29.64%	Part L2A 2010
<i>Scope</i>	34/35	
<b>Average</b>	<b>29.94%</b>	

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

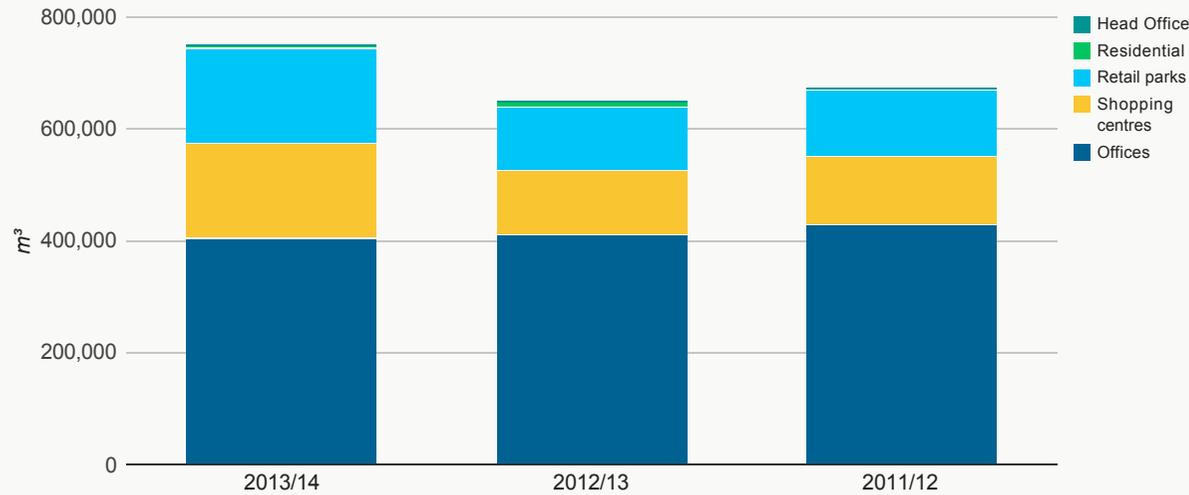
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**29. EPRA 3.8 WATER USE** GRI: EN8, EN10, EN26, EN30



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

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#### 29. EPRA 3.8 WATER USE GRI: EN8, EN10, EN26, EN30

	Mains water use			Non-mains water use						Total Water Use		
	m³			Borehole water (m³)			Water from on-site harvested sites (m³)			m³		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>												
Whole building	405,121	409,323	425,426	-	-	-	4	365	2,828	405,125	409,688	428,254
British Land: Head Office occupied space	2,552	2,253	2,342	-	-	-	-	-	-	2,552	2,253	2,342
British Land: subsidiaries	4,291	4,427	5,399	-	-	-	-	-	-	4,291	4,427	5,399
<i>Scope (managed portfolio)</i>	<i>41/47</i>	<i>32/34</i>	<i>30/30</i>	<i>0/0</i>	<i>0/0</i>	<i>0/0</i>	<i>1/1</i>	<i>2/2</i>	<i>2/2</i>	<i>41/47</i>	<i>32/34</i>	<i>30/30</i>
<b>Retail</b>												
Shopping centres: common parts	153,112	93,270	96,186	12,722	18,407	22,421	2,828	3,900	2,017	168,663	115,577	120,623
Retail parks: common parts	93,988	126,013	141,004	-	-	-	154	170	159	94,141	126,182	141,163
<i>Scope (managed portfolio)</i>	<i>35/35</i>	<i>35/35</i>	<i>34/34</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>4/4</i>	<i>4/4</i>	<i>4/4</i>	<i>35/35</i>	<i>35/35</i>	<i>34/34</i>
<b>Residential</b>												
Common parts	5,576	6,832	1,441	-	-	-	-	-	-	5,576	6,832	1,441
<i>Scope (managed portfolio)</i>	<i>139/656</i>	<i>37/37</i>	<i>80/80</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>139/656</i>	<i>37/37</i>	<i>80/80</i>
<b>All property types</b>												
<b>TOTAL</b>	<b>657,797</b>	<b>642,118</b>	<b>671,798</b>	<b>12,722</b>	<b>18,407</b>	<b>22,421</b>	<b>2,986</b>	<b>4,435</b>	<b>5,003</b>	<b>680,349</b>	<b>664,960</b>	<b>699,222</b>
<i>Scope (managed portfolio)</i>	<i>215/738</i>	<i>104/106</i>	<i>144/144</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>5/5</i>	<i>6/6</i>	<i>6/6</i>	<i>215/738</i>	<i>104/106</i>	<i>144/144</i>

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

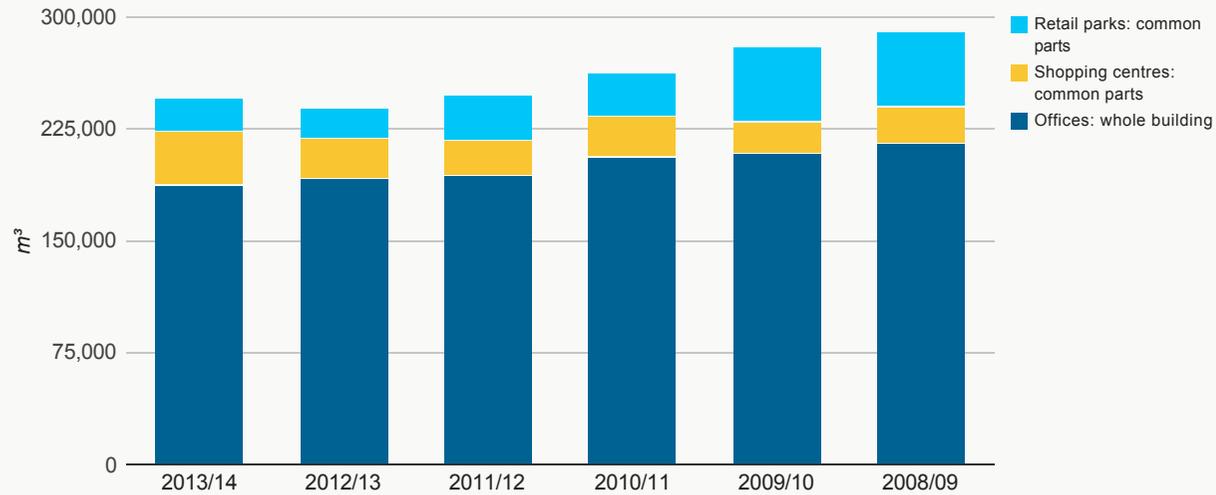
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**30. LIKE-FOR-LIKE WATER USE** GRI: EN8, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

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### 30. LIKE-FOR-LIKE WATER USE GRI: EN8, EN26

	Water use							Cumulative savings			Cumulative investment
	m <sup>3</sup>							m <sup>3</sup>	CO <sub>2</sub> e	Costs (£)	Investment (£)
	2013/14	Change 2008/09 to 2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	Over the last five years			Over the last three years
<b>Offices</b>											
Whole building	187,570	-13%	191,512	193,687	206,051	208,410	215,638	90,962	31	£113,000	£32,000
Scope (managed portfolio)	11/11		11/11	11/11	11/11	11/11	11/11				
<b>Retail</b>											
Shopping centres: common parts	35,382	46%	26,846	23,252	26,911	21,643	24,303	-12,520	-4	£16,000	£0
Retail parks: common parts	22,165	-56%	20,733	31,154	28,733	49,409	49,928	97,443	1	£120,000	£5,000
Scope (managed portfolio)	8/8		8/8	8/8	8/8	8/8	8/8				
<b>All property types</b>											
<b>TOTAL</b>	<b>245,117</b>	<b>-15%</b>	<b>239,091</b>	<b>248,093</b>	<b>261,694</b>	<b>279,463</b>	<b>289,869</b>	<b>175,885</b>	<b>28</b>	<b>£217,000</b>	<b>£37,000</b>
Scope (managed portfolio)	19/19		19/19	19/19	19/19	19/19	19/19				

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

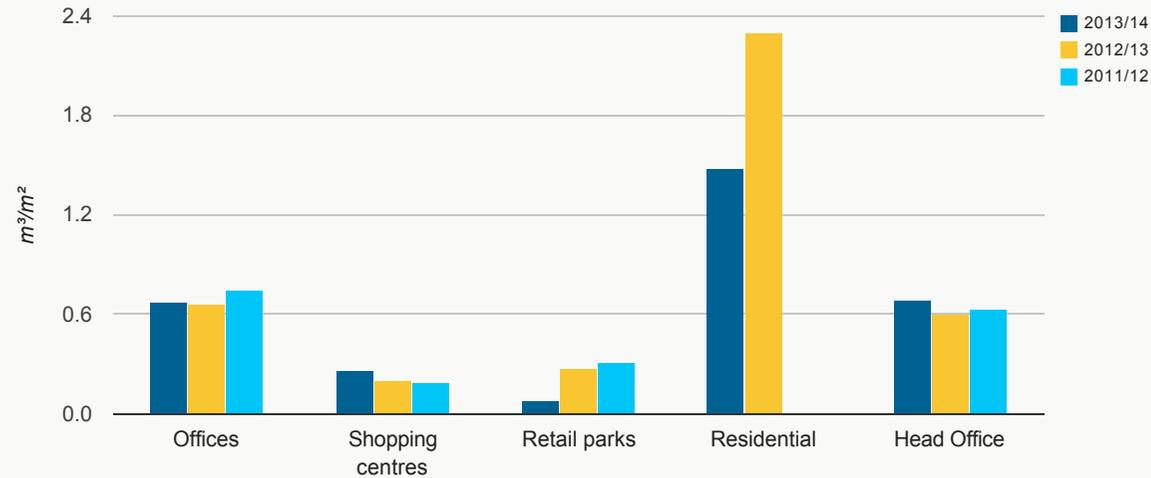
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**31. EPRA 3.9 WATER INTENSITY - FLOOR AREA GRI: CRE2, EN26**



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

#### ENVIRONMENTAL

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4-10: Carbon emissions

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#### 31. EPRA 3.9 WATER INTENSITY - FLOOR AREA GRI: CRE2, EN26

	m <sup>3</sup> per m <sup>2</sup>				m <sup>3</sup>			Floor area (m <sup>2</sup> )		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Whole building	0.68	-9%	0.66	0.74	357,969	330,550	416,679	528,503	500,941	562,060
British Land: Head Office occupied space	0.68	9%	0.60	0.63	2,552	2,253	2,342	3,729	3,729	3,729
British Land: subsidiaries	1.72	-33%	1.78	2.57	4,291	4,427	5,399	2,494	2,494	2,100
Scope (managed portfolio)	27/27		26/26	25/25	27/27	26/26	25/25	27/27	26/26	25/25
<b>Retail</b>										
Shopping centres: common parts	0.26	33%	0.20	0.19	85,161	73,735	96,186	328,868	368,653	494,557
Retail parks: common parts	0.08	-74%	0.27	0.31	23,000	122,484	139,072	289,603	451,607	450,944
Scope (managed portfolio)	21/21		33/33	33/33	21/21	33/33	33/33	21/21	33/33	33/33
<b>Residential</b>										
Common parts	1.48	nr	2.30	nr	5,576	6,832	1,441	3,766	2,972	n/r
Scope (managed portfolio)	139/139		38/38	n/a	139/139	38/38	80/80	139/139	38/38	n/a

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

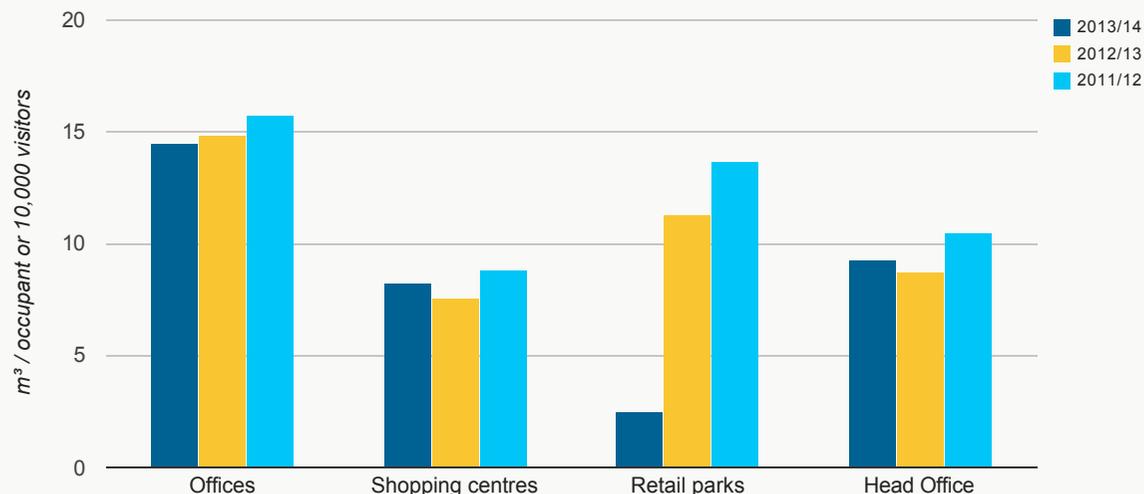
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**32. EPRA 3.9 WATER INTENSITY - WORKSTATIONS AND VISITORS** GRI: CRE2, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

#### ENVIRONMENTAL

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### 32. EPRA 3.9 WATER INTENSITY - WORKSTATIONS AND VISITORS GRI: CRE2, EN26

	m <sup>3</sup> /workstation or 10,000 visitors				m <sup>3</sup>			Work stations/visitor numbers		
	2013/14	Change 2011/12 to 2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
<b>Offices</b>										
Whole building	14.51	-8%	14.86	15.75	321,962	323,300	390,554	22,189	21,758	24,791
British Land: Head Office occupied space	9.32	-11%	8.80	10.50	2,552	2,253	2,342	274	256	223
British Land: subsidiaries	79.53	-	83.54	-	4,135	4,218	nr	52	50	nr
Scope (managed portfolio)	24/24		23/23	19/19	24/24	23/23	19/19	24/24	23/23	19/19
<b>Retail</b>										
Shopping centres: common parts	8.25	-7%	7.61	8.88	85,161	73,735	96,186	103,283,616	96,850,318	108,308,460
Retail parks: common parts	2.49	-82%	11.33	13.69	23,000	120,853	128,116	92,196,922	106,663,269	93,604,002
Scope (managed portfolio)	21/21		30/30	29/29	21/21	30/30	29/29	21/21	30/30	29/29

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

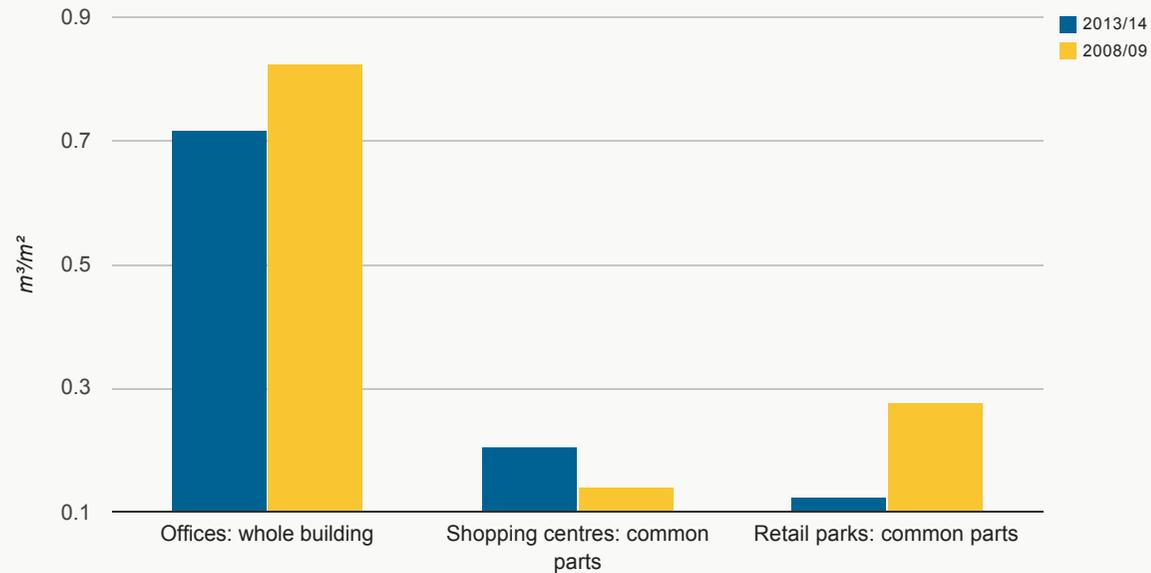
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**33. LIKE-FOR-LIKE WATER INTENSITY - FLOOR AREA** GRI: CRE2, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

#### ENVIRONMENTAL

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### 33. LIKE-FOR-LIKE WATER INTENSITY - FLOOR AREA GRI: CRE2, EN26

	Intensity (m <sup>3</sup> /m <sup>2</sup> )			Water (m <sup>3</sup> )		Floor area (m <sup>2</sup> )	
	2013/14	Change 2008/09 to 2013/14	2008/9	2013/14	2008/9	2013/14	2008/09
<b>Offices</b>							
Whole building	0.72	-13%	0.82	187,570	215,638	261,830	261,830
Scope	11/11	11/11	11/11	11/11	11/11	11/11	11/11
<b>Retail</b>							
Shopping centres: common parts	0.20	46%	0.14	35,382	24,303	173,656	173,656
Retail parks: common parts	0.12	-56%	0.28	22,165	49,928	179,261	179,261
Scope	8/8	8/8	8/8	8/8	8/8	8/8	8/8

# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

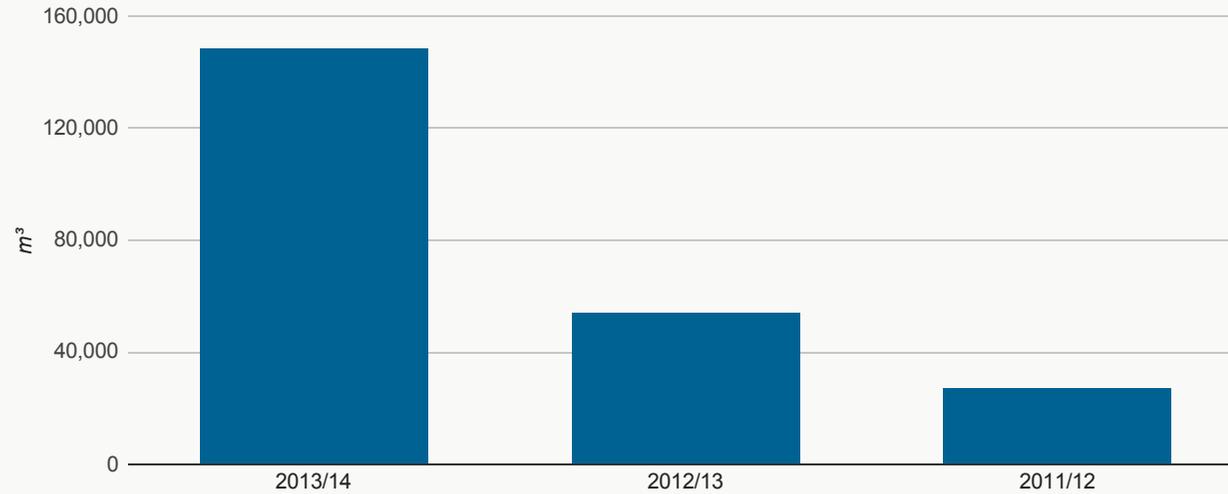
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#### 34. WATER USE - DEVELOPMENTS GRI: EN8



# PERFORMANCE DATA

## ENVIRONMENTAL

### 29-34: WATER USE AND INTENSITY

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#### 34. WATER USE - DEVELOPMENTS GRI: EN8

	2013/14		2012/13		2011/12	
	m <sup>3</sup>	£	m <sup>3</sup>	£	m <sup>3</sup>	£
Mains water	148,564	£196,817	54,302	£66,590	27,369	£32,246
Non-mains water use	n/a	n/a	n/a	n/a	n/a	n/a
<i>Scope</i>	33/34		33/34		27/29	
<b>Total</b>	<b>148,564</b>	<b>£196,817</b>	<b>54,302</b>	<b>£66,590</b>	<b>27,369</b>	<b>£32,246</b>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

**ENVIRONMENTAL**

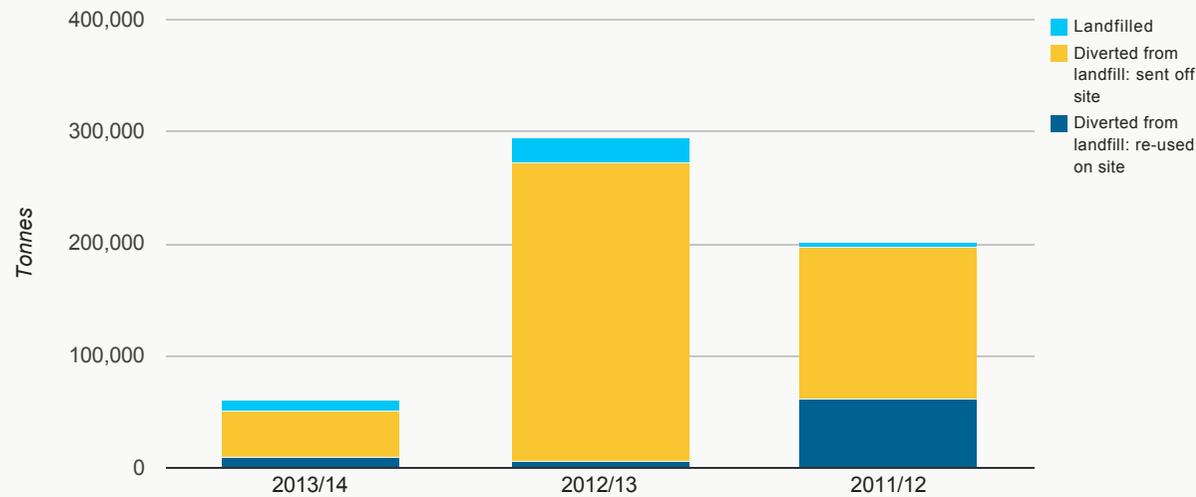
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### 35. WASTE MANAGEMENT - DEVELOPMENTS GRI: EN22, EN26 <sup>Ⓐ</sup>

Assurance excludes waste diverted from landfill through re-use on site and costs and savings (£)



# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

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### 35. WASTE MANAGEMENT - DEVELOPMENTS GRI: EN22, EN26 (A)

Assurance excludes waste diverted from landfill through re-use on site and costs and savings (£)  
(PART 1)

	2013/14			2012/13			2011/12		
	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use
<b>Demolition non-hazardous waste</b>									
Landfilled	2,060	£5,151	£0	19,145	£47,863	£0	1,836	£4,590	£0
Diverted from landfill: sent off site	16,588	£0	£41,471	41,879	£0	£104,697	54,345	£0	£135,863
Diverted from landfill: re-used on site	1,344	£0	£3,360	1,039	£0	£2,597	28,375	£0	£70,938
<b>Sub-total demolition non-hazardous waste</b>	<b>19,993</b>	<b>£5,151</b>	<b>£44,831</b>	<b>62,062</b>	<b>£47,863</b>	<b>£107,293</b>	<b>84,556</b>	<b>£4,590</b>	<b>£206,800</b>
Scope	32/34			33/34			28/29		
<b>Construction non-hazardous waste</b>									
Landfilled	7,961	£19,904	£0	2,934	£7,336	£0	2,702	£6,755	£0
Diverted from landfill: sent off site	25,241	£0	£63,103	224,719	£0	£561,797	80,588	£0	£201,470
Diverted from landfill: re-used on site	7,115	£0	£17,788	5,030	£0	£12,575	32,745	£0	£81,863
<b>Sub-total construction non-hazardous waste</b>	<b>40,318</b>	<b>£19,904</b>	<b>£80,891</b>	<b>232,683</b>	<b>£7,336</b>	<b>£574,373</b>	<b>116,035</b>	<b>£6,755</b>	<b>£283,333</b>
Scope	33/34			33/34			27/29		
<b>Hazardous waste</b>									
Landfilled	2	£5	£0	110	£275	£0	n/a	n/a	n/a
Diverted from landfill: sent off site	1	£0	£2	1	£0	£1	n/a	n/a	n/a
Diverted from landfill: re-used on site	0	£0	£0	0	£0	£0	n/a	n/a	n/a
<b>Sub-total hazardous waste</b>	<b>3</b>	<b>£5</b>	<b>£2</b>	<b>111</b>	<b>£275</b>	<b>£1</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
Scope	31/34			33/34			n/a		

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

#### ENVIRONMENTAL

- 1-2: Overview
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### 35. WASTE MANAGEMENT - DEVELOPMENTS GRI: EN22, EN26 <sup>Ⓐ</sup>

Assurance excludes waste diverted from landfill through re-use on site and costs and savings (£)  
(PART 2)

	2013/14			2012/13			2011/12		
	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use	Waste (tonnes)	Landfilled tax costs	Landfilled tax costs saved through recycling and re-use
<b>Total</b>									
<b>Total</b>	60,313	£25,059	£125,724	294,857	£55,474	£681,667	200,591	£11,345	£490,133
<b>Total % waste landfilled</b>			17%			8%			2%
<b>Total % waste diverted from landfill: sent off site</b>			69%			90%			67%
<b>Total % waste diverted from landfill: re-used on site</b>			14%			2%			30%

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

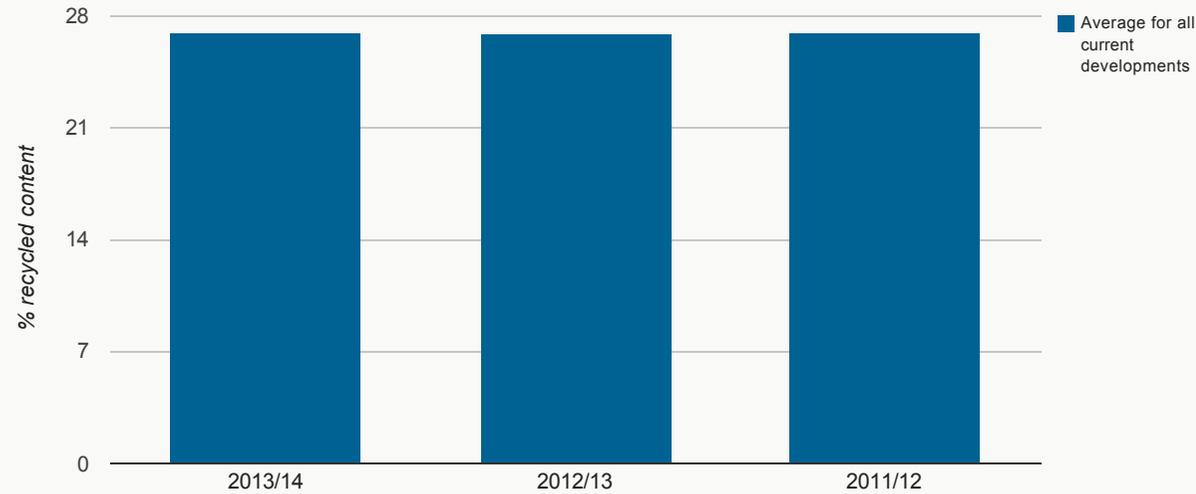
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### 36. RECYCLED MATERIALS - DEVELOPMENTS GRI: EN2, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

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### 36. RECYCLED MATERIALS - DEVELOPMENTS GRI: EN2, EN26

Current Developments	Materials with recycled content
	<b>2013/14</b>
10 and 30 Brock Street, NEQ, Regent's Place, London – Office	25%
20 Brock Street, NEQ, Regent's Place, London – Residential	23%
10 Portman Square, London – Office	25%
The Leadenhall Building, London – Office	27%
5 Broadgate, London – Office	33%
Marble Arch House, London – Office	22%
Whiteley Shopping Centre, Fareham – Retail	31%
Cinema, Glasgow Fort, Glasgow - Retail	33%
<i>Scope</i>	8/21
<b>Average for all current developments</b>	<b>27%</b>

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

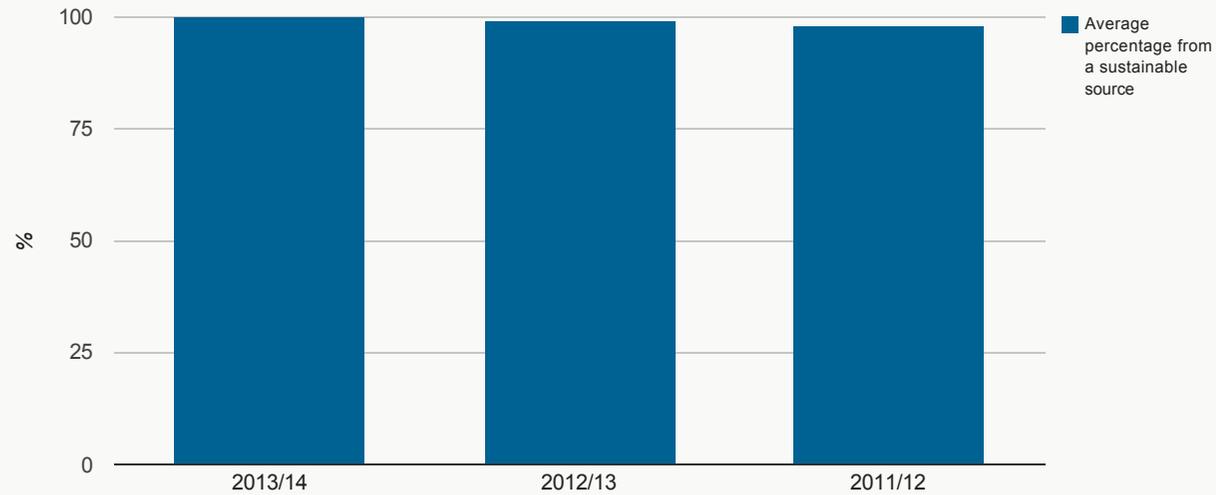
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**37. TIMBER FROM SUSTAINABLE SOURCES - DEVELOPMENTS** GRI: EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

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### 37. TIMBER FROM SUSTAINABLE SOURCES - DEVELOPMENTS GRI: EN26

	Total timber (m <sup>3</sup> )	Percentage from a sustainable source		
	2013/14	2013/14	2012/13	2011/12
The Leadenhall Building, London	90	100%	100%	100%
17-19 Bedford Court, London	81	100%	100%	82%
18-20 Craven Hill Gardens, London	309	100%	99%	n/a
39 Victoria Street, London	15	100%	100%	n/a
5 Broadgate, London	539	100%	100%	100%
Broadgate Circle, London	86	100%	n/a	n/a
Marble Arch House & 62-64 Seymour Street, London	126	100%	100%	100%
All other developments	406	99%	99%	98%
<b>British Land - all projects</b>	<b>1,651</b>	<b>100%</b>	<b>99%</b>	<b>98%</b>
<i>Scope</i>	32/34	32/34	33/34	27/29

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

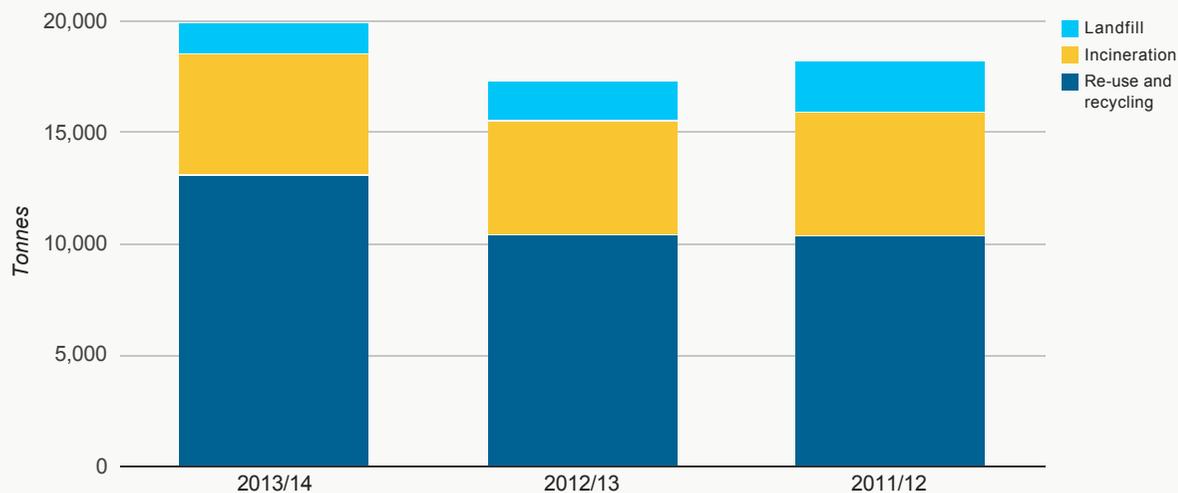
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**38. EPRA 3.10 WASTE MANAGEMENT - BY WEIGHT** GRI: EN22, EN26, EN30



# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

#### ENVIRONMENTAL

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### 38. EPRA 3.10 WASTE MANAGEMENT - BY WEIGHT GRI: EN22, EN26, EN30

	Non-hazardous managed waste														
	Offices (tonnes)			British Land: Head Office occupied space (tonnes)			Shopping centres (tonnes)			Retail parks (tonnes)			TOTAL (tonnes)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
Re-use	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0
Composting	313	362	280	4	4	3	1,205	468	257	100	123	46	1,623	957	586
Recycling	1,931	2,166	2,504	23	27	31	4,161	3,068	3,064	808	800	994	6,924	6,062	6,592
Direct to Materials Recovery Facility	1,020	765	810	0	0	0	2,309	1,632	1,435	1,176	992	889	4,505	3,389	3,134
Incineration with energy recovery	2,172	2,139	2,328	1	1	0	2,246	2,573	2,797	730	390	395	5,149	5,103	5,519
Incineration without energy recovery	4	0	9	-	-	-	271	49	0	10	11	60	286	59	68
Landfill	5	0	0	-	-	-	1,122	1,058	1,312	348	681	985	1,475	1,739	2,297
Other	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0
<b>Total</b>	<b>5,446</b>	<b>5,432</b>	<b>5,930</b>	<b>28</b>	<b>32</b>	<b>34</b>	<b>11,316</b>	<b>8,847</b>	<b>8,863</b>	<b>3,173</b>	<b>2,997</b>	<b>3,370</b>	<b>19,962</b>	<b>17,308</b>	<b>18,197</b>
Scope (partial waste management)	20/33	19/29	18/29	0/0	0/0	0/0	9/15	9/12	6/12	32/34	35/37	36/39	61/82	63/78	60/80
Scope (total waste management)	13/33	7/29	8/29	1/1	1/1	1/1	6/15	3/12	4/12	2/34	2/37	3/39	22/83	22/79	16/81

For more detailed data, please download our Excel Data files and refer to the Extra data worksheet.

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

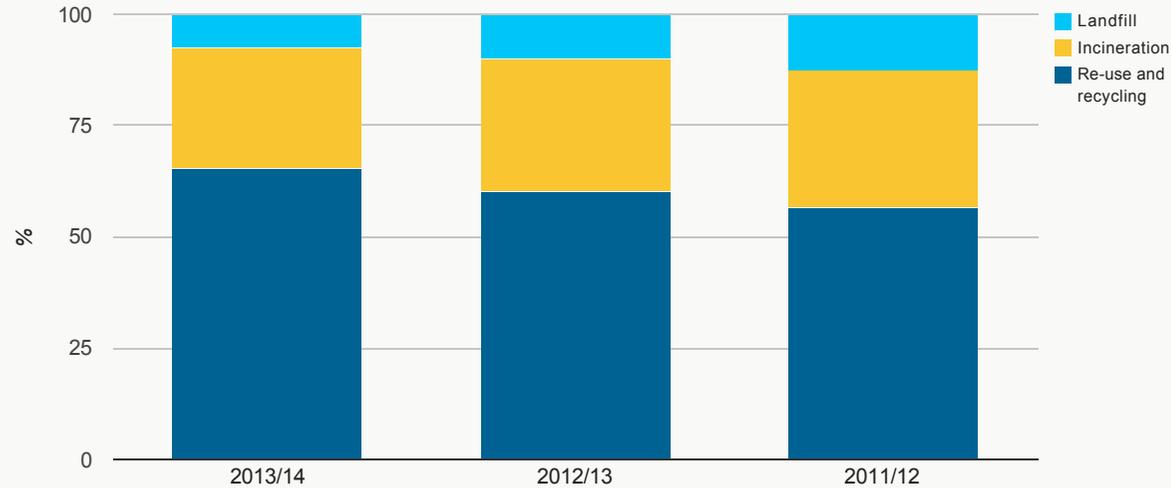
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**39. EPRA 3.11 WASTE MANAGEMENT - BY PROPORTION** GRI: EN22, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

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### 39. EPRA 3.11 WASTE MANAGEMENT - BY PROPORTION GRI: EN22, EN26

	Non-hazardous managed waste														
	Offices (%)			British Land: Head Office occupied space (%)			Shopping centres (%)			Retail parks (%)			TOTAL (%)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	6%	7%	5%	15%	11%	9%	11%	5%	3%	3%	4%	1%	8%	6%	3%
Recycling	35%	40%	42%	83%	87%	90%	37%	35%	35%	25%	27%	29%	35%	35%	36%
Direct to Materials Recovery Facility	19%	14%	14%	0%	0%	1%	20%	18%	16%	37%	33%	26%	23%	20%	17%
Incineration with energy recovery	40%	39%	39%	2%	2%	0%	20%	29%	32%	23%	13%	12%	26%	29%	30%
Incineration without energy recovery	0%	0%	0%	0%	0%	0%	2%	1%	0%	0%	0%	2%	1%	0%	0%
Landfill	0%	0%	0%	0%	0%	0%	10%	12%	15%	11%	23%	29%	7%	10%	13%
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>
Scope (partial waste management)	20/33	19/29	18/29	0/0	0/0	0/0	9/15	9/12	6/12	32/34	35/37	36/39	61/82	63/78	60/80
Scope (total waste management)	13/33	7/29	8/29	1/1	1/1	1/1	6/15	3/12	4/12	2/34	2/37	3/39	22/83	22/79	16/81

# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

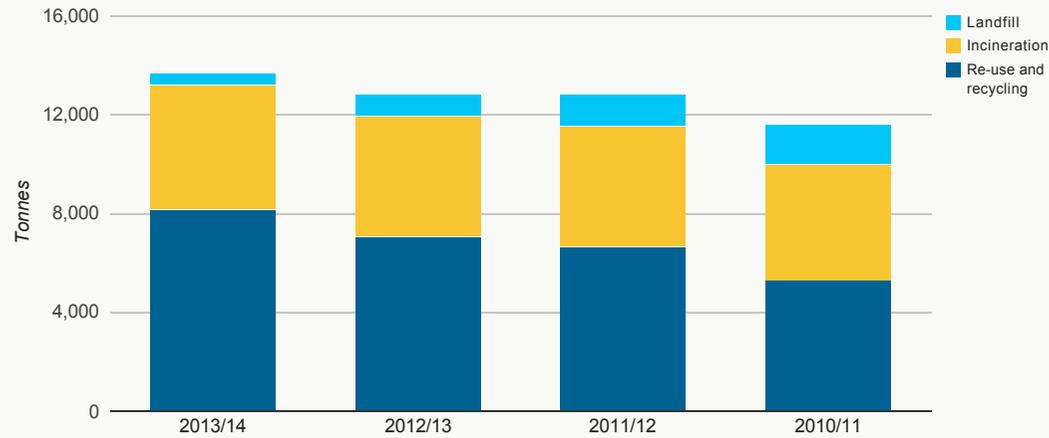
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**40. LIKE-FOR-LIKE WASTE MANAGEMENT - BY WEIGHT** GRI: EN22, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

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#### 40. LIKE-FOR-LIKE WASTE MANAGEMENT - BY WEIGHT GRI: EN22, EN26

	Non-hazardous managed waste																			
	Offices (tonnes)				British Land: Head Office occupied space (tonnes)				Shopping centres (tonnes)				Retail parks (tonnes)				TOTAL (tonnes)			
	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11
Re-use	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Composting	260	337	277	143	4	4	3	3	956	363	135	87	100	123	46	10	1,319	828	461	244
Recycling	1,813	1,661	2,094	1,577	23	27	31	22	3,648	3,204	2,831	2,360	1,374	1,377	1,230	1,080	6,858	6,269	6,185	5,039
Incineration with energy recovery	1,532	1,435	1,547	1,437	1	1	0	0	2,312	2,769	2,678	2,776	1,081	538	532	331	4,925	4,742	4,757	4,544
Incineration without energy recovery	0	1	4	172	-	-	-	-	32	35	23	9	58	70	111	11	90	107	138	192
Landfill	0	0	0	1	-	-	-	-	304	364	473	532	184	513	828	1,043	488	877	1,301	1,576
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>3,604</b>	<b>3,435</b>	<b>3,921</b>	<b>3,330</b>	<b>28</b>	<b>32</b>	<b>34</b>	<b>25</b>	<b>7,251</b>	<b>6,735</b>	<b>6,140</b>	<b>5,765</b>	<b>2,797</b>	<b>2,620</b>	<b>2,748</b>	<b>2,475</b>	<b>13,680</b>	<b>12,822</b>	<b>12,842</b>	<b>11,595</b>
Scope (partial waste management)	10/13	11/13	9/13	10/13	0/1	0/1	0/1	0/1	3/7	4/7	4/7	4/7	21/23	21/23	21/23	21/23	34/44	36/44	34/44	35/44
Scope (total waste management)	3/13	2/13	4/13	3/13	1/1	1/1	1/1	1/1	4/7	3/7	3/7	3/7	2/23	2/23	2/23	2/23	10/44	8/44	10/44	9/44

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# PERFORMANCE DATA

## ENVIRONMENTAL

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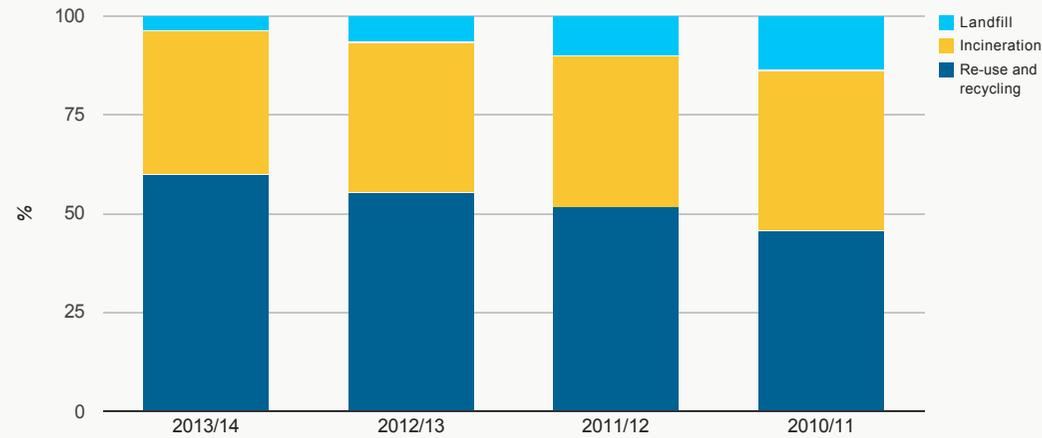
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**41. LIKE-FOR-LIKE WASTE MANAGEMENT - BY PROPORTION** GRI: EN22, EN26



# PERFORMANCE DATA

## ENVIRONMENTAL

### 35-41: WASTE AND MATERIALS

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#### 41. LIKE-FOR-LIKE WASTE MANAGEMENT - BY PROPORTION GRI: EN22, EN26

	Non-hazardous managed waste																			
	Offices (%)				British Land: Head Office occupied space (%)				Shopping centres (%)				Retail parks (%)				TOTAL (%)			
	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11	2013/14	2012/13	2011/12	2010/11
Re-use	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Composting	7%	10%	7%	4%	15%	11%	9%	12%	13%	5%	2%	2%	4%	5%	2%	0%	10%	6%	4%	2%
Recycling	50%	48%	53%	47%	83%	87%	91%	87%	50%	48%	46%	41%	49%	53%	45%	44%	50%	49%	48%	43%
Incineration with energy recovery	43%	42%	39%	43%	2%	2%	0%	1%	32%	41%	44%	48%	39%	21%	19%	13%	36%	37%	37%	39%
Incineration without energy recovery	0%	0%	0%	5%	0%	0%	0%	0%	0%	1%	0%	0%	2%	3%	4%	0%	1%	1%	1%	2%
Landfill	0%	0%	0%	0%	0%	0%	0%	0%	4%	5%	8%	9%	7%	20%	30%	42%	4%	7%	10%	14%
Other	0%	0%	0%	0%	0%	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>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Scope (partial waste management)	10/13	11/13	9/13	10/13	0/1	0/1	0/1	0/1	3/7	4/7	4/7	4/7	21/23	21/23	21/23	21/23	34/44	36/44	34/44	35/44
Scope (total waste management)	3/13	2/13	4/13	3/13	1/1	1/1	1/1	1/1	4/7	3/7	3/7	3/7	2/23	2/23	2/23	2/23	10/44	8/44	10/44	9/44

# PERFORMANCE DATA

## ENVIRONMENTAL

### 42-44: LAND USE

#### ENVIRONMENTAL

1-2: Overview

3: Financial

4-10: Carbon emissions

11-20: Energy use

21-28: Energy intensity and ratings

29-34: Water use and intensity

35-41: Waste and materials

42-44: Land use

#### SOCIAL

45: Overview

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54-56: Local procurement and apprenticeships

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73-77: Staff training and development

78-80: Customers

81-86: Health and safety

87-88: Governance

## 42. BIODIVERSITY - DEVELOPMENTS GRI: EN12, EN13, EN14, EN26

	2013/14	2012/13	2011/12	2010/11
Development projects active this year which have achieved or are on track to achieve net improvement in site biodiversity (%)	100%	100%	100%	90%
Size of habitats protected, restored or created across the development portfolio (m <sup>2</sup> )	13,889	30	n/r	n/r
Scope	7/7	1/1		
Development projects completed this year with a net improvement in site biodiversity	7	1	n/r	n/r
Scope	7/7	1/1		
Development projects currently active designed to result in a net improvement in site biodiversity	18	25	n/r	n/r
Scope	18/18	25/25		

# PERFORMANCE DATA

## ENVIRONMENTAL

### 42-44: LAND USE

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#### 43. LAND CONTAMINATION AND REMEDIATION GRI: CRE5, EN26

	2013/14	2012/13	2011/12
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> )	81,500	29,500	29,500
Total area of land potentially contaminated but not assessed (m <sup>2</sup> )	9,308	65,964	0
<i>Scope</i>	28/32	74/74	30/30

# PERFORMANCE DATA

## ENVIRONMENTAL

### 42-44: LAND USE

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#### 44. ENVIRONMENTAL COMPLIANCE GRI: EN28

	2013/14	2012/13	2011/12
Environmental non-compliance events	0	0	0
Environmental non-compliance costs	£0	£0	£0
Scope	843/843	519/519	482/482

# PERFORMANCE DATA

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We work within our business and across our supply chain to target our efforts and resources at the social issues that matter most, focusing on the properties, developments and initiatives where we can achieve the biggest impacts. Please use the navigation menu to the left to find out more about our social performance.

**£1.4m**

£1.4 million community investment, through cash, time and gifts-in-kind

**£7m**

£7 million contributed to communities through the planning process

**19,800**

19,800 people benefited from our community programme

**7.8/10**

7.8 out of 10 occupier satisfaction score (industry average 5.1)

**76%**

76% staff score for 'I love working for this organisation'

**0.12**

0.12 reportable accidents per 100,000 hours worked on our developments

# PERFORMANCE DATA

## SOCIAL

### 45: OVERVIEW

#### ENVIRONMENTAL

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## 45. SOCIAL SUMMARY (PART 1)

COMMUNITY	2013/14	2012/13	2011/12	For detail
Number of apprentices at our assets, funded or part-funded by British Land or our suppliers	98	90	24	Figs. 55-56
% local procurement (within 25 miles) for key suppliers, by activity	34% developments 89% offices 38% shopping centres	-	-	Fig. 54
% local procurement on SME suppliers	23% developments 16% offices 38% shopping centres	-	-	Fig. 54
% progress on our ten Community Charter commitments at all our major properties and developments	71%	64%	-	Fig. 57
Number of community projects funded or supported	161	-	-	-
Considerate Constructor Scheme average score	37.4/50	34.4/40	34.2/40	Fig. 59
STAFF	2013/14	2012/13	2011/12	For detail
% staff score for 'I love working for this organisation' (Best Companies to Work For survey)*	76%	75%	77%	Fig. 61
Gender remuneration ratio - Executive level*	109%	-	-	-
Gender remuneration ratio - Management level*	131% Operations Committee 101% Executive 107% Manager	-	-	Fig. 68
Gender remuneration ratio - Non-management level*	86%	-	-	Fig. 68
% staff retention	84%	85%	89%	Fig. 67
% female	18% Board 34% Management 72% Non-management	16% Board 41% Management 63% Non-management	19% Board 40% Management 60% Non-management	Fig. 70
% staff receiving appraisals	100%	100%	67%	Fig. 76
Hours of training per person*	22.0	21.4	14	Fig. 73
% staff volunteering in work time*	77%	76%	42%	Fig. 77
Hours of volunteering per person*	7.9	7.9	3.4	Fig. 77

# PERFORMANCE DATA

## SOCIAL

### 45: OVERVIEW

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## 45. SOCIAL SUMMARY (PART 2)

CUSTOMERS	2013	2011	2009	For detail
Score out of 10 for customer satisfaction with British Land	7.8	7.6	7.5	Figs. 78-79
Score out of 10 for customer satisfaction with our managing agents	7.6	7.6	6.3	Figs. 78-79
HEALTH AND SAFETY	2013/14	2012/13	2011/12	For detail
Reportable accident rate per 100,000 hours worked on developments	0.12	0.24	0.35	Fig. 86
Lost day accident rate per 100,000 hours worked on developments	0.06	0.10	0.14	Fig. 86
Reportable accident rate at our managed properties	32	47	54	Fig. 81
Reportable accident rate in British Land occupied demises	3	-	2	Fig. 83
% staff working days lost due to sickness	5%	-	-	Fig. 85

\* These staff indicators relate to full time equivalents at our Head Office. Other staff indicators relate to British Land and our wholly-owned subsidiaries Broadgate Estates Limited and The Source Skills Academy.

# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

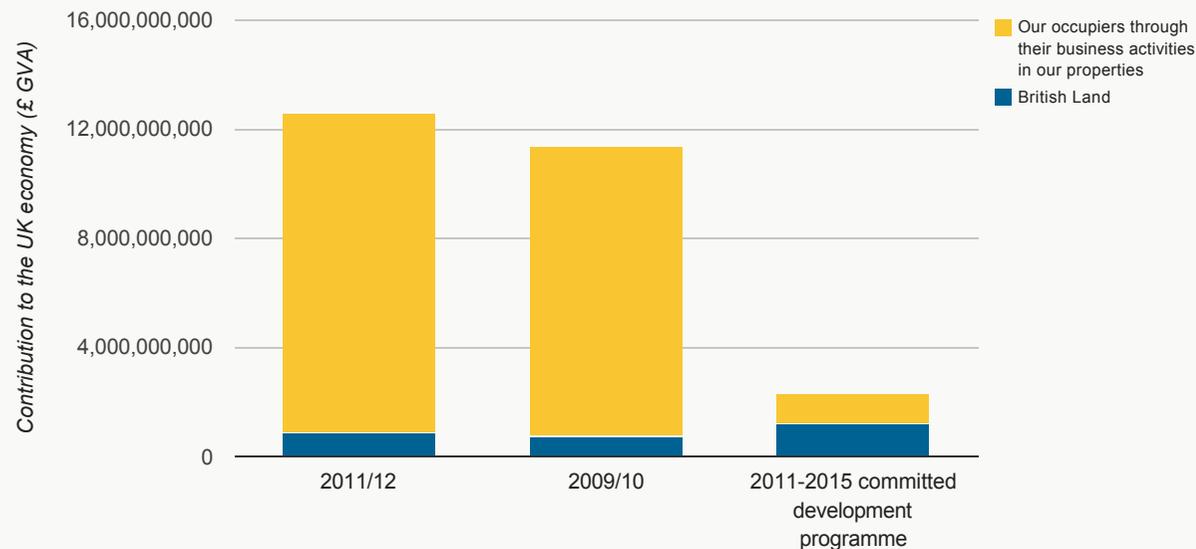
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#### 46. OUR ECONOMIC CONTRIBUTION GRI: EC1, EC8, EC9, S01, S09, S010



# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

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#### 46. OUR ECONOMIC CONTRIBUTION GRI: EC1, EC8, EC9, S01, S09, S010

	Our occupiers through their business activities at our properties				British Land				Our committed development programme (2011 to 2015)	
	2013/14	2012/13	2011/12	2009/10	2013/14	2012/13	2011/12	2009/10	Our future occupiers	British Land
Overall economic contribution to the UK economy (Gross Value Added)	no survey	no survey	£11.7 billion	£10.6 billion	no survey	no survey	£850 million	£750 million	£1.1 billion per annum	£1.2 billion
Jobs supported (through direct employment and spending with suppliers)	no survey	no survey	177,000	142,000	no survey	no survey	7,000	5,200	10,200 per annum	32,300
Total Tax Contribution	no survey	no survey	£1.5 billion (payroll taxes, business rates and corporation taxes only)	£1.3 billion (payroll taxes, business rates and corporation taxes only)	no survey	no survey	£121 million	£82.5 million	n/r	n/r

# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

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#### 47. THE SOURCE SKILLS ACADEMY TEN YEAR REVIEW GRI: EC8, EC9, SO9, SO10

**£53.4m** – £3.70 for every £1 invested

Social Return on Investment

Percentage breakdown by programme below

Delivering work-based learning	57%
Growing businesses	18%
Supporting local jobseekers	17%
Offering opportunities to local schoolchildren	6%
Moving young people on to positive outcomes	2%



# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

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#### 47. THE SOURCE SKILLS ACADEMY TEN YEAR REVIEW GRI: EC8, EC9, S09, S010

	Estimated Social Return on Investment 2003 - 2013	
	Total	Per £1 invested
Delivering work-based learning	£30,500,000	£3.30
Growing businesses	£9,500,000	£5.20
Supporting local jobseekers	£8,900,000	£4.70
Offering opportunities to local schoolchildren	£3,400,000	£2.60
Moving young people on to positive outcomes	£1,100,000	£3.50
<b>Total / Average</b>	<b>£53,400,000</b>	<b>£3.70</b>

# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

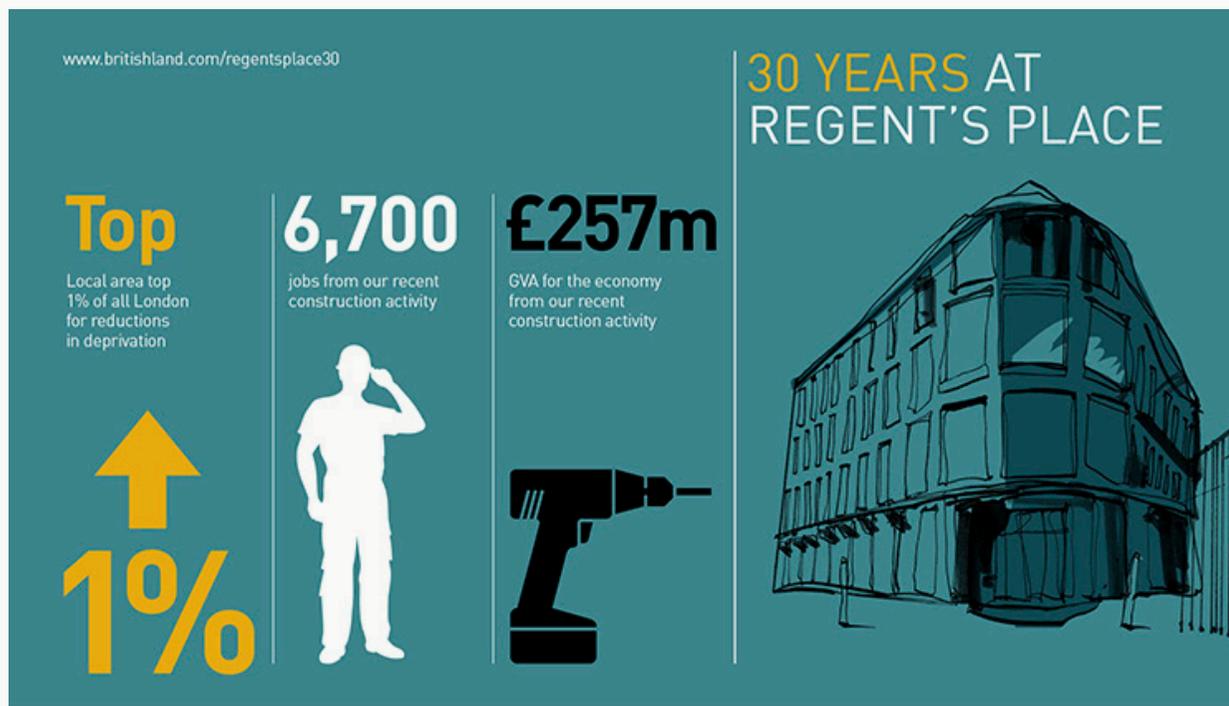
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#### 48. REGENT'S PLACE AT 30 GRI: EC8, EC9, SO9, SO10



# PERFORMANCE DATA

## SOCIAL

### 46-48: SOCIO-ECONOMIC CONTRIBUTIONS

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#### 48. REGENT'S PLACE AT 30 GRI: EC8, EC9, SO9, SO10

	Performance	Period
Reductions in levels of deprivation in the area around Regent's Place, reflects improvements in income, employment, health, housing, services and living environments, as well as reductions in crime	Top 1% of all London areas	2004-2010
Proportion of people at Regent's Place benefiting from the new walking routes created through our partnership with Camden Council and Transport for London	55%	2014
UK jobs supported through our construction activity at Regent's Place	6,700	2010-2013
Gross value added to the UK economy through our construction activity at Regent's Place	£257 million	2010-2013
Investment in local infrastructure and initiatives through our community programme and planning agreements at Regent's Place (cash and in-kind)	Over £50 million	2007-2013
New residential apartments created at Regent's Place, including over 50% affordable housing	310	2010-2013
Tonnes of carbon emissions saved through energy reductions in existing buildings at Regent's Place	6,900	2009-2013
Proportion of new office buildings certified BREEAM Excellent for sustainability	100%	2006-2014

# PERFORMANCE DATA

## SOCIAL

### 49-53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

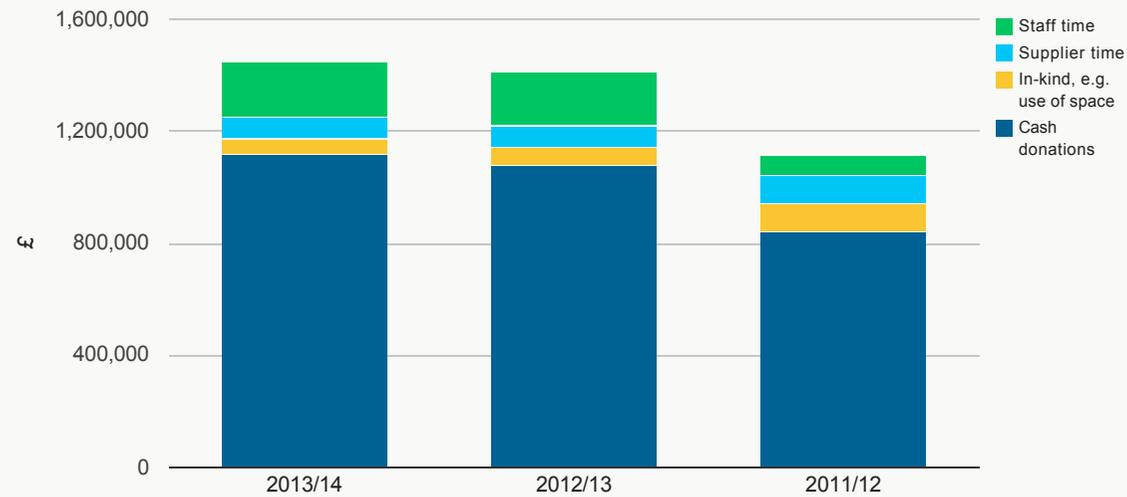
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**49. COMMUNITY INVESTMENT AND CONTRIBUTIONS** GRI: EC1, EC8



# PERFORMANCE DATA

## SOCIAL

### 49–53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

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#### 49. COMMUNITY INVESTMENT AND CONTRIBUTIONS GRI: EC1, EC8

	2013/14	2012/13	2011/12
<b>Community investment</b>			
Cash donations	£1,120,699	£1,079,305	£835,948
Staff time	£195,011	£191,065	£73,321
Supplier time	£74,136	£77,821	£100,446
In-kind, e.g. use of space	£53,311	£62,965	£102,632
<b>Sub-total</b>	<b>£1,443,157</b>	<b>£1,411,156</b>	<b>£1,112,347</b>
<b>Additional community contributions</b>			
Fundraising across our portfolio	£1,267,902	£1,087,807	£992,113
Occupier funding	£19,566	£35,260	£30,506
External funding for local training	£11,875	£33,100	£363,838
Other external funding	£5,420	£0	£16,201
<b>Sub-total</b>	<b>£1,304,763</b>	<b>£1,156,167</b>	<b>£1,402,657</b>
<b>Total community investment and contributions</b>	<b>£2,747,920</b>	<b>£2,567,323</b>	<b>£2,515,004</b>
Scope	107/129	94/127	82/120

# PERFORMANCE DATA

## SOCIAL

### 49-53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

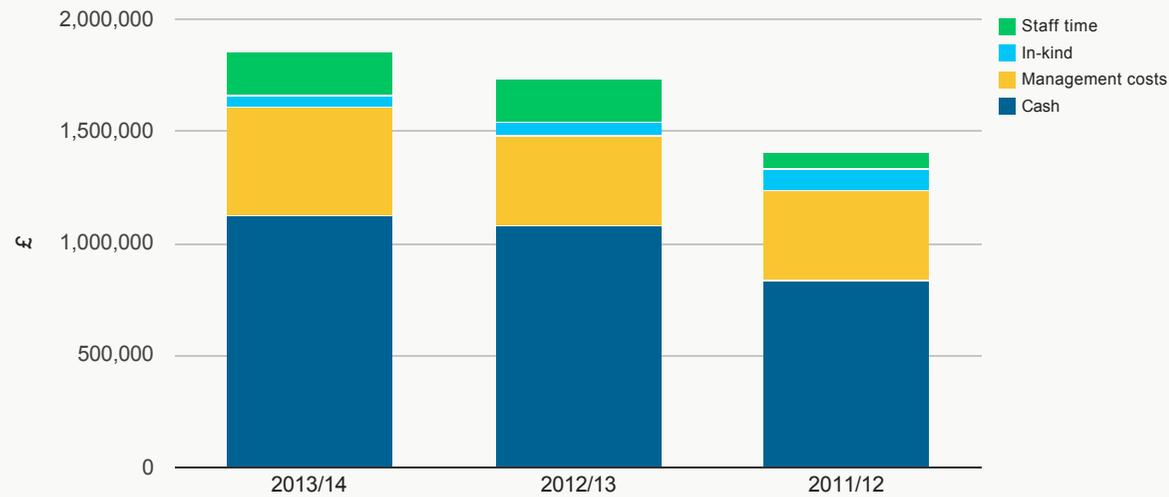
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**50. LBG CORPORATE COMMUNITY INVESTMENT** GRI: EC1, EC8



# PERFORMANCE DATA

## SOCIAL

### 49–53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

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#### 50. LBG CORPORATE COMMUNITY INVESTMENT GRI: EC1, EC8

	Direct community investment (£)			Leveraged community investment (£)		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
Cash	£1,120,699	£1,079,305	£835,948	£1,304,763	£1,156,167	£1,402,657
Staff time	£195,011	£191,065	£73,321	£74,136	£77,821	£100,446
In-kind	£53,311	£62,965	£102,632	-	-	-
Management costs	£481,918	£397,506	£394,932	-	-	-
<b>Total</b>	<b>£1,850,939</b>	<b>£1,730,840</b>	<b>£1,406,833</b>	<b>£1,378,899</b>	<b>£1,233,988</b>	<b>£1,503,103</b>

# PERFORMANCE DATA

## SOCIAL

### 49-53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

**ENVIRONMENTAL**

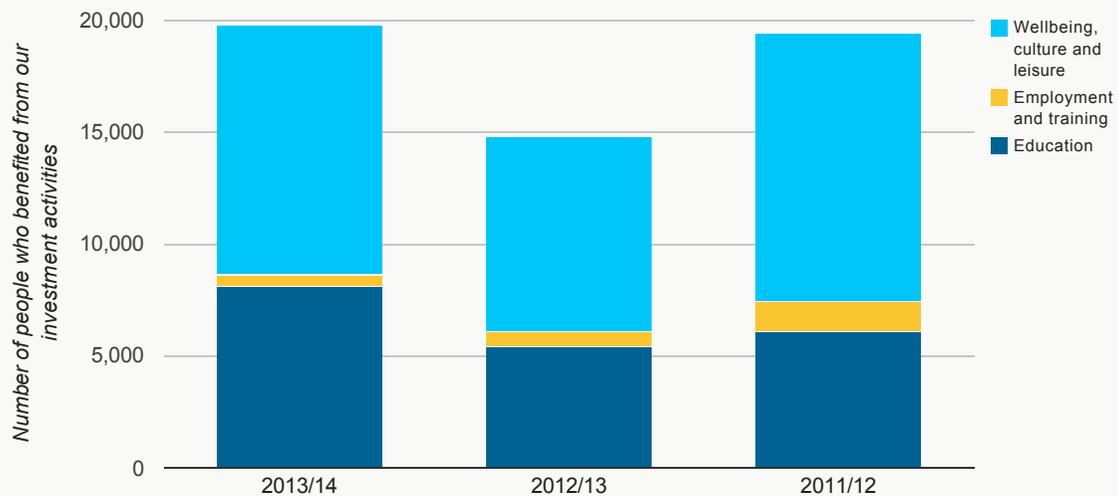
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- 81-86: Health and safety
- 87-88: Governance

**51. COMMUNITY INVESTMENT BENEFICIARIES** GRI: EC8, EC9 **A**

Assurance relates to total beneficiaries and excludes breakdown by age and type of activity.



# PERFORMANCE DATA

## SOCIAL

# 49–53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

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- 1-2: Overview
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## 51. COMMUNITY INVESTMENT BENEFICIARIES GRI: EC8, EC9 <sup>(A)</sup>

Assurance relates to total beneficiaries and excludes breakdown by age and type of activity.

	2013/14				2012/13				2011/12			
	0-16 year-olds	16-24 year-olds	Others	TOTAL	0-16 year-olds	16-24 year-olds	Others	TOTAL	0-16 year-olds	16-24 year-olds	Others	TOTAL
Education	7,717	273	111	8,101	5,333	68	60	5,461	5,065	1,023	28	6,116
Employment and training	0	405	139	544	0	259	373	632	0	275	1,009	1,284
Wellbeing, culture and leisure	5,979	1,557	3,596	11,132	6,408	470	1,839	8,717	7,148	29	4,856	12,033
<b>Total beneficiaries</b>	<b>13,696</b>	<b>2,235</b>	<b>3,846</b>	<b>19,777</b>	<b>11,741</b>	<b>797</b>	<b>2,272</b>	<b>14,810</b>	<b>12,213</b>	<b>1,327</b>	<b>5,893</b>	<b>19,433</b>

# PERFORMANCE DATA

## SOCIAL

### 49-53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

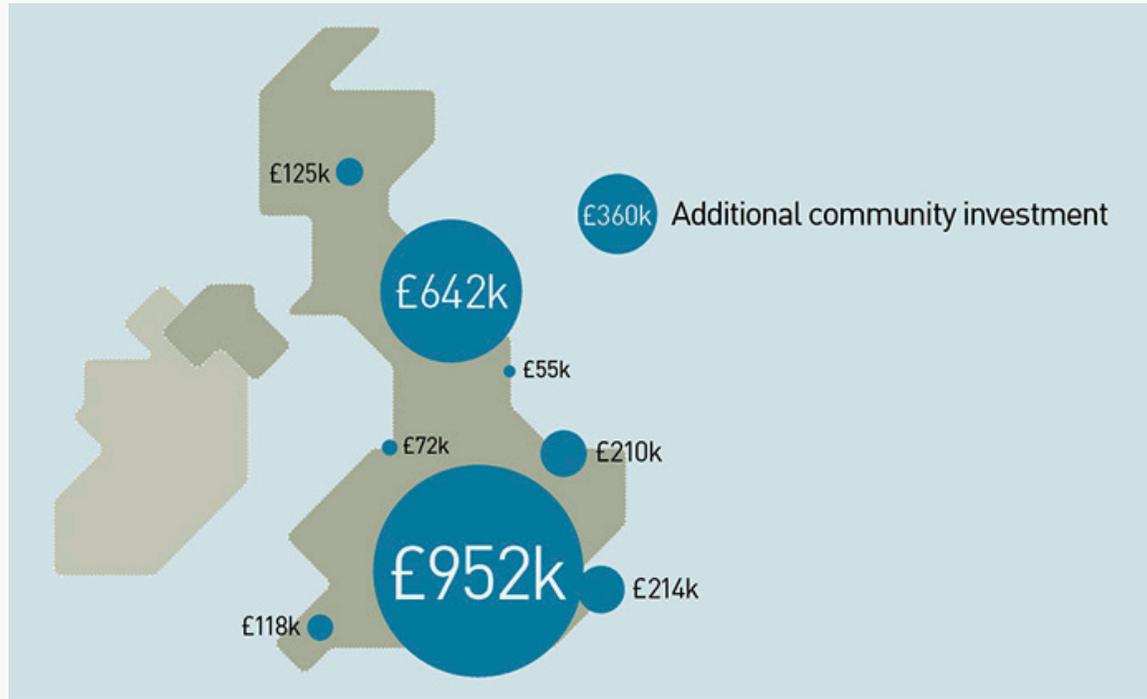
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**52. OUR COMMUNITY PROGRAMME AROUND THE UK** GRI: EC1, EC8, S01, S09



# PERFORMANCE DATA

## SOCIAL

### 49–53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

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#### 52. OUR COMMUNITY PROGRAMME AROUND THE UK GRI: EC1, EC8, S01, S09

Region	Properties and developments	Total value of our community programme		
		2013/14	2012/13	2011/12
London - City (includes Hackney, Islington and Tower Hamlets)	Blossom Street, Broadgate and The Leadenhall Building	£655,721	£699,191	£511,623
Yorkshire and the Humber	Bradford, Doncaster, Hull, Leeds, Rotherham, Sheffield, Wakefield and York	£641,599	£378,002	£717,555
Corporate		£360,422	£389,229	£308,747
London - West End	Marble Arch House, Paddington Central, 10 Portman Square, Regent's Place, 39 Victoria Street and our Head Office, York House	£296,117	£331,555	£237,798
Midlands and East of England	Basildon, Cambridge, Colchester, Hereford, Leamington Spa, Leicester, Lincoln, Mansfield, Milton Keynes, Newmarket, Nottingham, Peterborough, Stafford, Theale and Walsall	£209,733	£278,722	£317,048
South East England (excluding central London)	Ealing, Fareham, Kingston upon Thames, Luton, Orpington and Rotherhithe	£213,574	£96,162	£74,204
Scotland	Dumfries, Dumbarton, Edinburgh, Elgin, Glasgow and Inverness	£125,373	£172,848	£139,303
South West England	Barnstaple, Bath, Plymouth and Swindon	£118,135	£101,228	£85,777
North West England and Wales	Barrow-in-Furness, Chester, Cwmbran, Denton, Lancaster, Llandudno, Oldham, Preston and Speke	£72,214	£85,108	£60,513
North East England (excluding Yorkshire and the Humber)	Stockton-on-Tees and Sunderland	£55,032	£35,278	£41,520
Unallocated fundraising		-	-	£20,916
<b>Grand Total</b>		<b>£2,747,920</b>	<b>£2,567,323</b>	<b>£2,515,004</b>
	Scope	107/129	94/127	82/120

# PERFORMANCE DATA

## SOCIAL

### 49-53: COMMUNITY INVESTMENT AND CONTRIBUTIONS

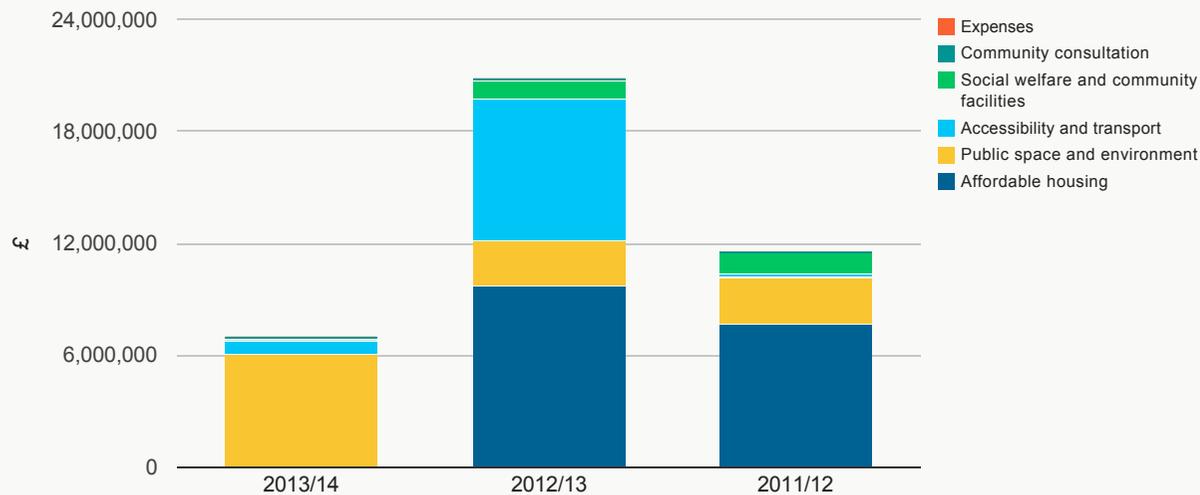
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**53. COMMUNITY CONTRIBUTIONS THROUGH PLANNING** GRI: EC1, EC8, S09 <sup>(A)</sup>



# PERFORMANCE DATA

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#### 53. COMMUNITY CONTRIBUTIONS THROUGH PLANNING GRI: EC1, EC8, SO9 <sup>Ⓐ</sup>

	2013/14	2012/13	2011/12
Affordable housing	£0	£9,714,248	£7,699,534
Public space and environment	£6,101,025	£2,380,241	£2,509,671
Accessibility and transport	£694,625	£7,601,228	£143,169
Social welfare and community facilities	£83,863	£1,010,461	£1,144,862
Community consultation	£106,573	£107,224	£53,389
Expenses	£1,350	£60,703	£252
<i>Scope</i>	60/61	82/82	63/63
<b>Total</b>	<b>£6,987,436</b>	<b>£20,874,105</b>	<b>£11,550,878</b>

# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

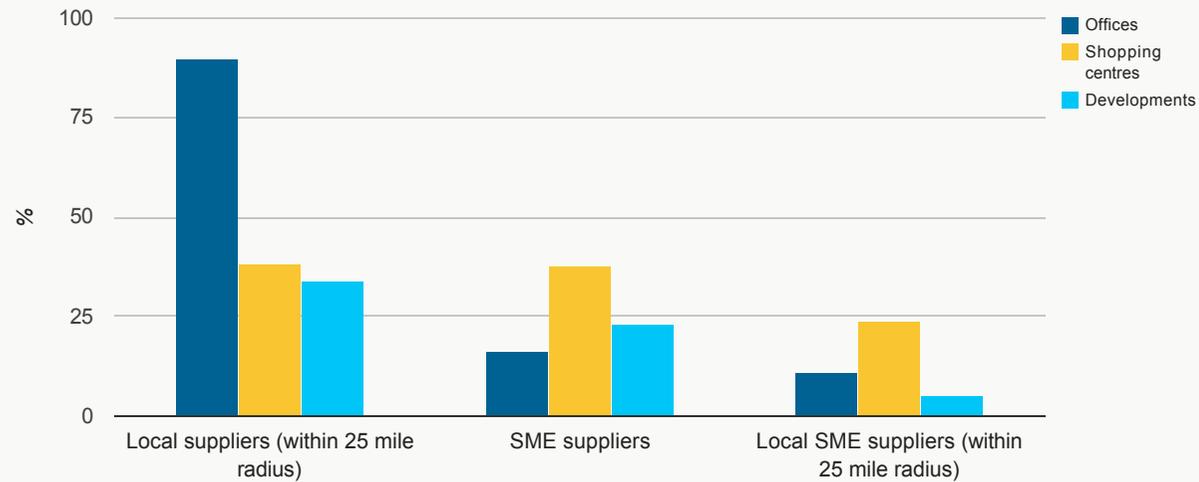
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**54. LOCAL AND SME PROCUREMENT - PROPORTION OF TOTAL EXPENDITURE** GRI: EC6



# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

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#### 54. LOCAL AND SME PROCUREMENT - PROPORTION OF TOTAL EXPENDITURE GRI: EC6

	Spend analysed	Local and SME procurement (£ spend)			Local and SME procurement (% of total £ spend)			Scope (managed portfolio)
		Local suppliers (within 25 mile radius)	SME suppliers	Local SME suppliers (within 25 mile radius)	Local suppliers (within 25 mile radius)	SME suppliers	Local SME suppliers (within 25 mile radius)	
<b>Managed portfolio</b>								
Offices	£5,335,518	£4,773,310	£864,659	£571,001	89%	16%	11%	5/45
Shopping centres	£15,060,105	£5,791,528	£5,659,680	£3,580,533	38%	38%	24%	10/17
<b>Sub-total</b>	<b>£20,395,623</b>	<b>£10,564,838</b>	<b>£6,524,339</b>	<b>£4,151,534</b>	<b>52%</b>	<b>32%</b>	<b>20%</b>	<b>15/62</b>
<b>Developments</b>								
Developments	£577,790,683	£195,107,353	£130,724,531	£29,502,592	34%	23%	5%	n/a

# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

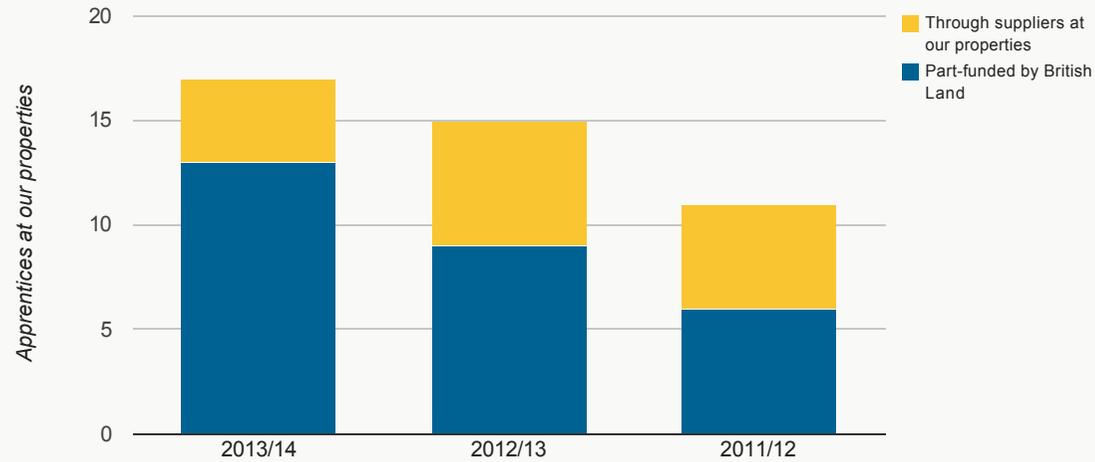
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#### 55. APPRENTICES AT OUR PROPERTIES GRI: EC9, S09, S010



# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

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#### 55. APPRENTICES AT OUR PROPERTIES GRI: EC9, S09, S010

Apprentices at British Land assets			
Part-funded by British Land	13	9	6
Through suppliers at our properties	4	6	5
Through The Source at our properties	64	89	103
Additional apprentices			
Part-funded by British Land in the local community	8	8	n/r
Through our Broadgate supply chain pilot project	5	5	n/r
Through The Source at non-British Land properties	899	943	766

# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

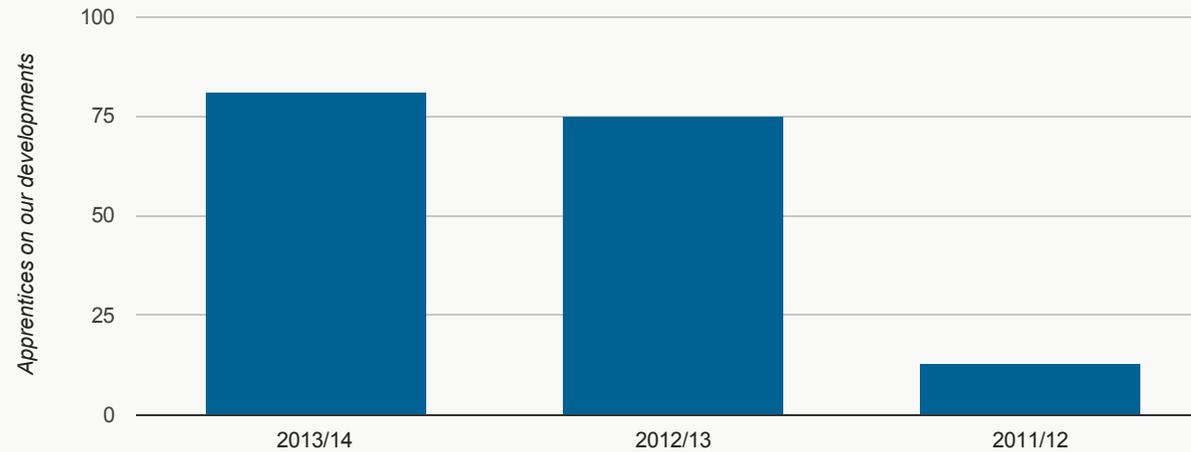
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#### 56. APPRENTICES ON OUR DEVELOPMENTS GRI: EC9, S09, S010



# PERFORMANCE DATA

## SOCIAL

### 54-56: LOCAL PROCUREMENT AND APPRENTICESHIPS

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#### 56. APPRENTICES ON OUR DEVELOPMENTS GRI: EC9, S09, S010

	2013/14	2012/13	2011/12
<b>Apprentices on our developments</b>			
Through suppliers on our developments	81	75	13
<i>Scope</i>	17/20	17/17	9/9

# PERFORMANCE DATA

## SOCIAL

### 57-58: COMMUNITY CHARTER

#### ENVIRONMENTAL

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### 57. COMMUNITY CHARTER PROGRESS BY COMMITMENT GRI: EC6, S01, S09, S010



# PERFORMANCE DATA

## SOCIAL

### 57-58: COMMUNITY CHARTER

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#### 57. COMMUNITY CHARTER PROGRESS BY COMMITMENT GRI: EC6, S01, S09, S010

	% progress	
	2013/14	2012/13
1. From the moment we acquire major properties, we will start to build relationships with local people and organisations	75%	69%
2. When we want to make significant changes to our properties, we will engage with the local community at an early stage	74%	71%
3. As we build, we will keep the local community informed about what's happening and listen to their views	77%	70%
4. We will aim to buy goods and services from local businesses, both directly and through our suppliers	40%	38%
5. We will support training, employment and education for local people	67%	60%
6. We will empower our Head Office and on-site teams to work with local people and organisations	75%	68%
7. We will encourage our suppliers and occupiers to actively support local projects	75%	66%
8. We will provide safe, clean and green environments for occupiers and local people	74%	70%
9. We will make it as easy as possible for people to get to and from our properties	75%	69%
10. We will independently assess our performance to ensure that we are working effectively with local communities	75%	61%
<b>Overall progress</b>	<b>71%</b>	<b>64%</b>
<i>Scope</i>	<i>61/61</i>	<i>49/49</i>

# PERFORMANCE DATA

## SOCIAL

### 57-58: COMMUNITY CHARTER

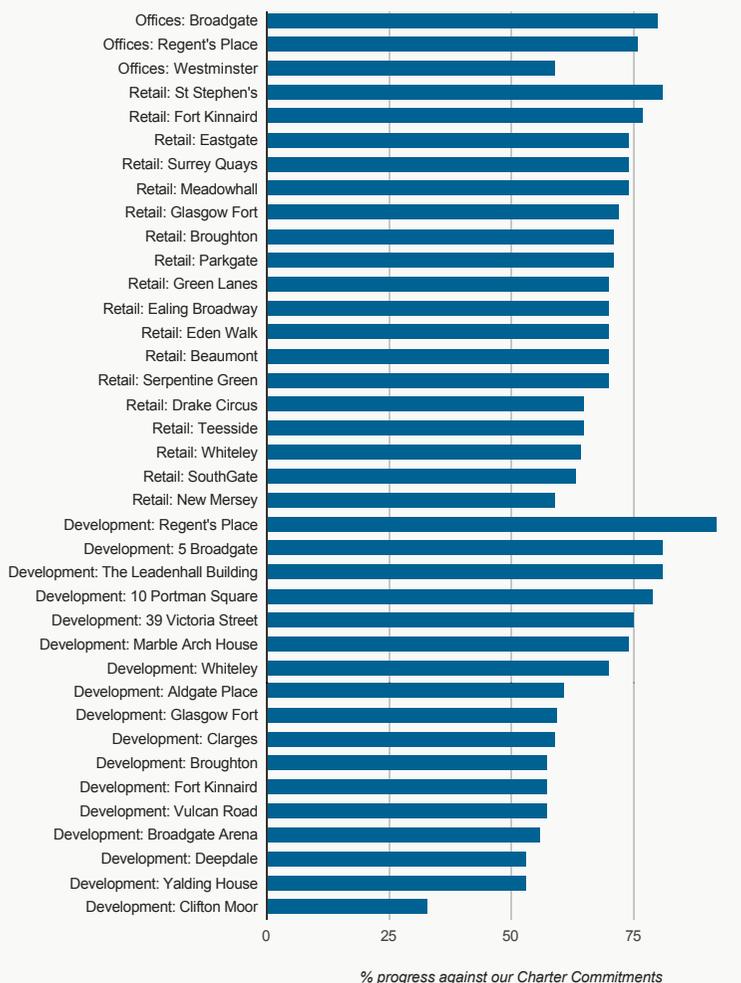
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### 58. COMMUNITY CHARTER PERFORMANCE AT MAJOR PROPERTIES AND DEVELOPMENTS GRI: EC6, S01, S09, S010



# PERFORMANCE DATA

## SOCIAL

### 57-58: COMMUNITY CHARTER

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## 58. COMMUNITY CHARTER PERFORMANCE AT MAJOR PROPERTIES AND DEVELOPMENTS GRI: EC6, S01, S09, S010

	% progress against our Charter Commitments
	2013/14
<b>Offices</b>	
City of London (Broadgate)	80%
London Borough of Camden (Regent's Place)	76%
London Borough of Westminster (Paddington Central and Westminster portfolio)	59%
<b>Retail</b>	
Barnstaple (Green Lanes Shopping Centre)	70%
Basildon (Eastgate Shopping Centre)	74%
Bath (SouthGate Shopping)	63%
Chester (Broughton Shopping Park)	71%
Ealing Broadway (Ealing Broadway Shopping Centre)	70%
Edinburgh (Fort Kinnaird Shopping Park)	77%
Glasgow (Glasgow Fort Shopping Park)	72%
Fareham (Whiteley Shopping)	65%
Hull (St Stephen's Shopping Centre)	81%
Kingston (Eden Walk Shopping Centre)	70%
Leicester (Beaumont Shopping Centre)	70%
Liverpool (New Mersey Shopping Park)	59%
Peterborough (Serpentine Green Shopping Centre)	70%
Plymouth (Drake Circus Shopping Centre)	65%
Rotherham (Parkgate Shopping)	71%
Rotherhithe (Surrey Quays Shopping Centre)	74%
Sheffield (Meadowhall Shopping Centre)	74%
Stockton-on-Tees (Teesside Shopping Park)	65%

# PERFORMANCE DATA

## SOCIAL

### 57–58: COMMUNITY CHARTER

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## 58. COMMUNITY CHARTER PERFORMANCE AT MAJOR PROPERTIES AND DEVELOPMENTS GRI: EC6, S01, S09, S010

Developments	% progress against our Charter Commitments	
		2013/14
5 Broadgate (London, EC2)		81%
10 Portman Square (London, W1)		79%
39 Victoria Street (London, SW1)		75%
Aldgate Place (London E1)		61%
Broadgate Arena (London, EC2)		56%
Broughton leisure (Chester)		58%
Clarges (London W1)		59%
Clifton Moor (York)		33%
Deepdale leisure (Preston)		53%
Fort Kinnaird leisure (Edinburgh)		58%
Glasgow Fort leisure		59%
Marble Arch House (London, W1)		74%
NEQ, Regent's Place (London, NW1)		92%
The Leadenhall Building (London, EC3)		81%
Vulcan Road (Sheffield)		58%
Whiteley Shopping (Fareham)		70%
Yalding House (London, W1)		53%

# PERFORMANCE DATA

## SOCIAL

### 59-60: LOCAL SATISFACTION

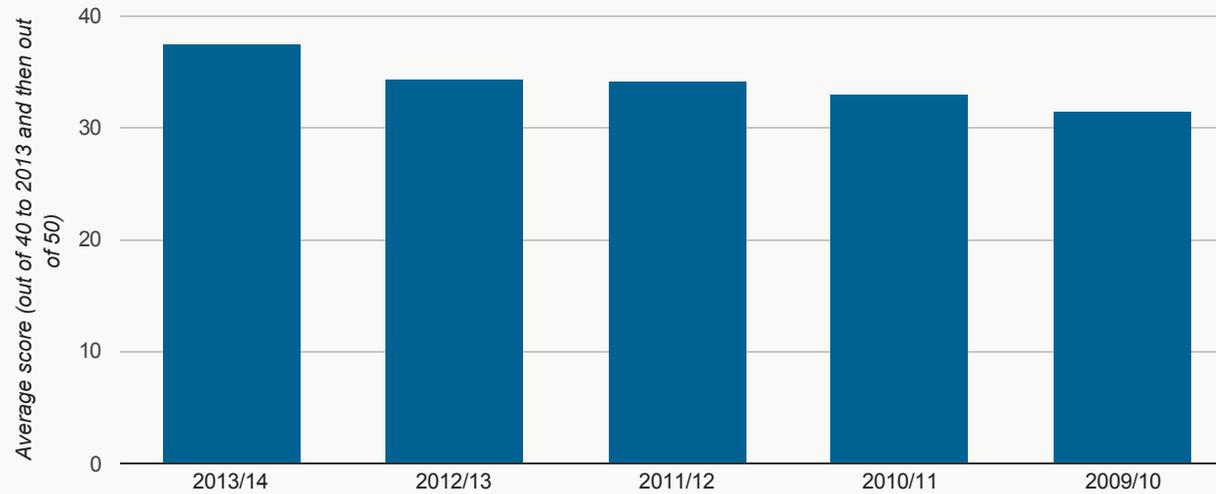
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- 87-88: Governance

#### 59. CONSIDERATE CONSTRUCTORS SCHEME GRI: HR2, SO1



# PERFORMANCE DATA

## SOCIAL

### 59-60: LOCAL SATISFACTION

#### ENVIRONMENTAL

- 1-2: Overview
- 3: Financial
- 4-10: Carbon emissions
- 11-20: Energy use
- 21-28: Energy intensity and ratings
- 29-34: Water use and intensity
- 35-41: Waste and materials
- 42-44: Land use

#### SOCIAL

- 45: Overview
- 46-48: Socio-economic contributions
- 49-53: Community investment and contributions
- 54-56: Local procurement and apprenticeships
- 57-58: Community Charter
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- 68: Staff remuneration
- 69-72: Equal opportunities and non-discrimination
- 73-77: Staff training and development
- 78-80: Customers
- 81-86: Health and safety
- 87-88: Governance

#### 59. CONSIDERATE CONSTRUCTORS SCHEME GRI: HR2, SO1

	2013/14 scores (out of 50)
39 Victoria Street, London	38
5 Broadgate, London	44
5 Broadgate, London	45
Bedford Street, London	36
Broadgate Circle, London	38
Clarges, London	33
Clarges, London	37
Craven Hill Gardens, London	38
Marble Arch House, London	42
Marble Arch House, London	43
Mayflower Retail Park, Basildon, Unit 3 and 4b	40
Oxford Street, London	34
The Kingston Centre, Milton Keynes (units and library)	32
The Kingston Centre, Milton Keynes (units and library)	32
The Shires RP, Leamington	32
Tollgate Centre Unit 1 and 2	35
Tollgate Centre Unit 6	37
Westside Retail Park, Unit 3c	37
	Scope 14/14
	<b>Average 37.4</b>

# PERFORMANCE DATA

## SOCIAL

### 59-60: LOCAL SATISFACTION

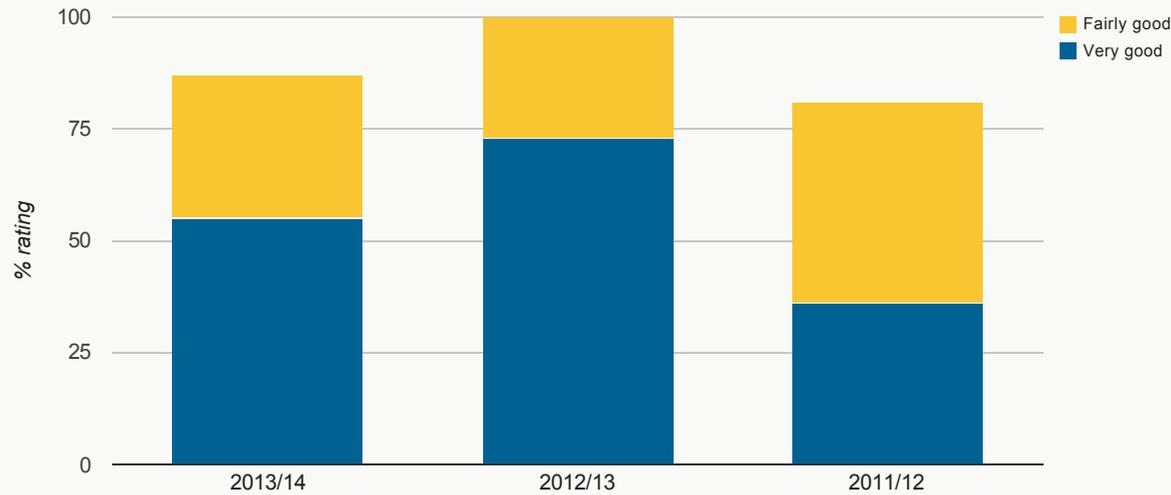
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- 87-88: Governance

**60. LOCAL SATISFACTION AROUND OUR MAJOR DEVELOPMENTS** GRI: S01



# PERFORMANCE DATA

## SOCIAL

### 59-60: LOCAL SATISFACTION

#### ENVIRONMENTAL

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- 87-88: Governance

#### 60. LOCAL SATISFACTION AROUND OUR MAJOR DEVELOPMENTS GRI: S01

	2013/14	2012/13	2011/12	2012 to 2014 average/total
Local contacts around our major developments rating satisfaction with us as very good	55%	73%	36%	55%
Local contacts around our major developments rating satisfaction with us as fairly good	32%	27%	45%	34%
<b>Total approval rating</b>	<b>87%</b>	<b>100%</b>	<b>81%</b>	<b>89%</b>
<i>Scope (interviewees)</i>	31	11	11	53

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

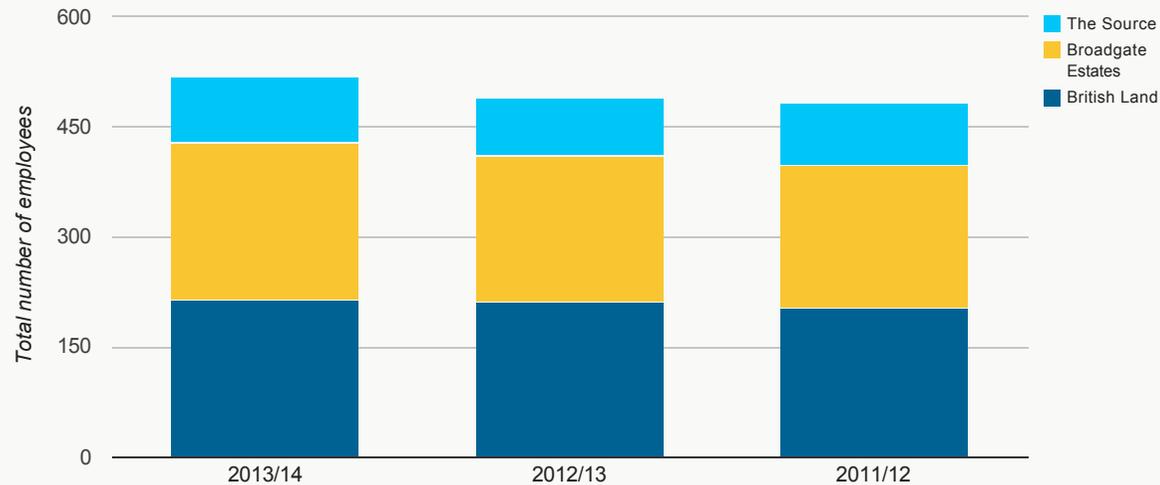
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**61. STAFF EMPLOYMENT** GRI: LA1, LA4



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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#### 61. STAFF EMPLOYMENT GRI: LA1, LA4

	Total number of employees									Part-time employees						Full-time employees					
	2013/14			2012/13			2011/12			2013/14		2012/13		2011/12		2013/14		2012/13		2011/12	
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
British Land	120.4	94.1	214.5	117.4	94.9	212.3	116.6	86.6	203.2	1.4	15.3	1.4	11.9	0.6	9.6	119.0	78.8	116.0	83.0	116.0	77.0
Broadgate Estates	115.0	98.0	213.0	105.0	92.0	197.0	103.0	91.0	194.0	1.0	6.0	1.0	7.0	3.0	5.0	114.0	92.0	104.0	85.0	100.0	86.0
The Source	29.5	61.5	91.0	23.5	56.5	80.0	27.0	58.5	85.5	4.5	8.5	3.5	8.5	4.0	10.5	25.0	53.0	20.0	48.0	23.0	48.0
<b>Total</b>	<b>264.9</b>	<b>253.6</b>	<b>518.5</b>	<b>245.9</b>	<b>243.4</b>	<b>489.3</b>	<b>246.6</b>	<b>236.1</b>	<b>482.7</b>	<b>6.9</b>	<b>29.8</b>	<b>5.9</b>	<b>27.4</b>	<b>7.6</b>	<b>25.1</b>	<b>258.0</b>	<b>223.8</b>	<b>240.0</b>	<b>216.0</b>	<b>239.0</b>	<b>211.0</b>

- Proportion of staff covered by collective bargaining agreement:

- British Land – 0.5%
- Broadgate Estates – 0%
- The Source – 0%

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

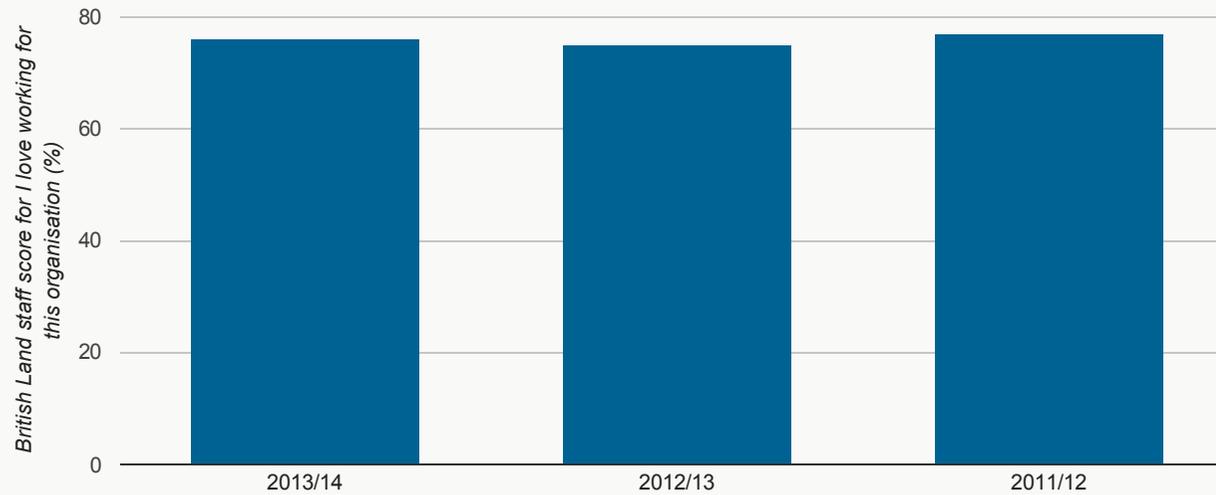
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#### 62. STAFF SATISFACTION



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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## 62. STAFF SATISFACTION

	The Sunday Times Best Companies to Work For survey		
	2013/14	2012/13	2011/12
Overall rating	One star	One star	One star
% British Land staff score for 'I love working for this organisation'	76%	75%	77%

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

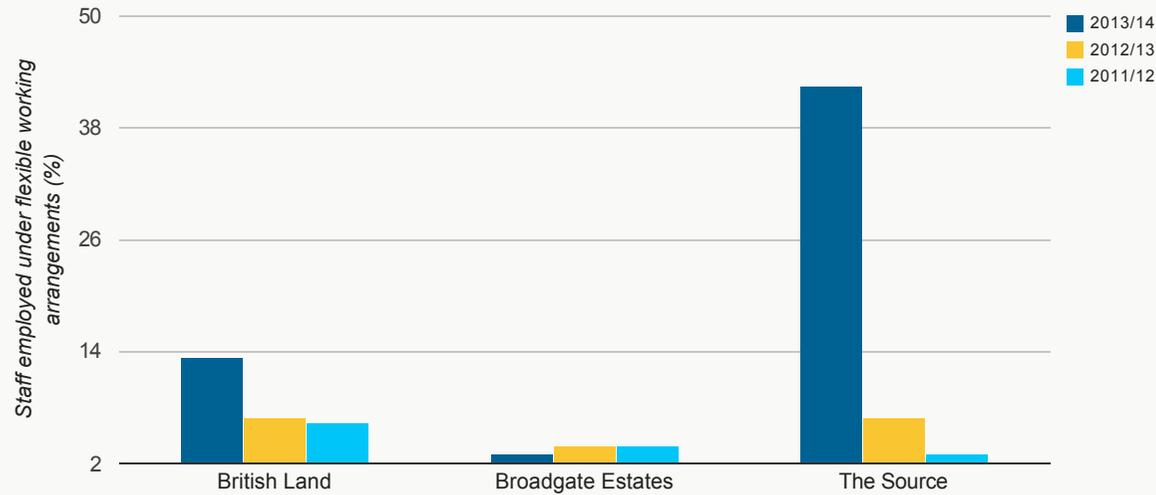
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#### 63. FLEXIBLE WORKING



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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#### 63. FLEXIBLE WORKING

	Employees employed under flexible working arrangements						
	2013/14			2012/13			2011/12
	Male	Female	All	Male	Female	All	All
British Land	4%	25%	14%	3%	13%	7%	7%
Broadgate Estates	2%	4%	3%	1%	4%	4%	4%
The Source	37%	44.5%	42.5%	3%	4%	7%	3%
<b>Average</b>	<b>14%</b>	<b>25%</b>	<b>20%</b>	<b>2%</b>	<b>7%</b>	<b>6%</b>	<b>5%</b>

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

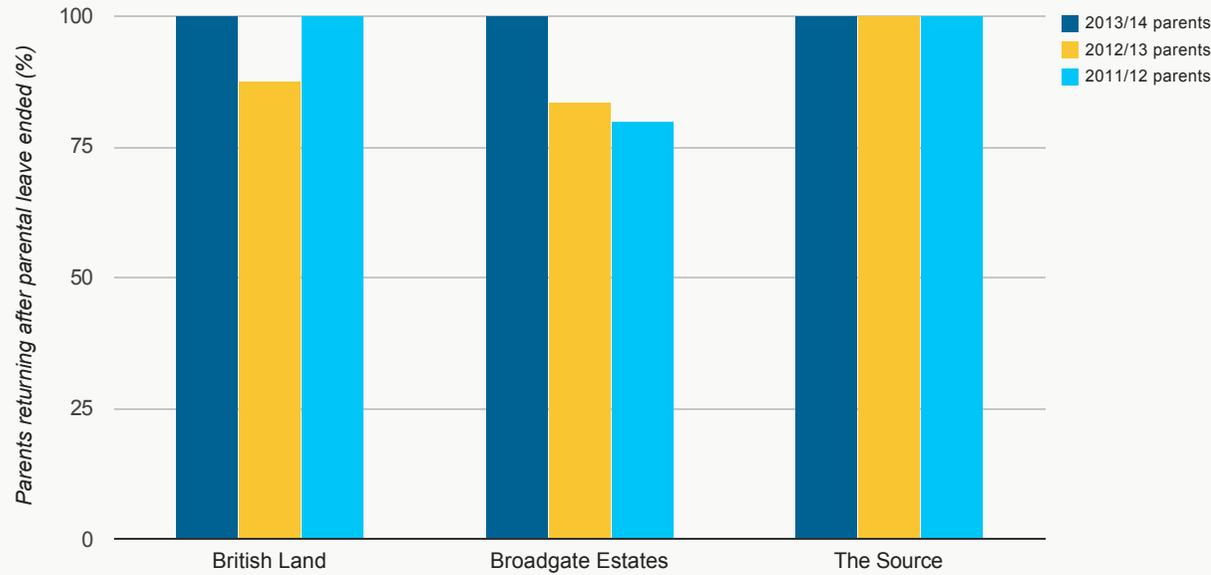
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#### 64. PARENTAL LEAVE GRI: LA15



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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#### 64. PARENTAL LEAVE GRI: LA15

	2013/14 Parents						2012/13 Parents						2011/12 Parents					
	British Land		Broadgate Estates		The Source		British Land		Broadgate Estates		The Source		British Land		Broadgate Estates		The Source	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Entitled to parental leave	10	5	4	3	0	2	5	8	4	6	0	1	7	5	6	10	0	2
Took entitled parental leave	9	5	4	3	0	2	5	8	4	6	0	1	7	5	6	10	0	2
Left the company during or after parental leave ended	0	0	0	0	0	0	0	2	0	2	-	0	0	0	0	4	0	0
Currently on leave as at 31 March	0	5	0	3	0	1	0	0	0	0	-	0	0	0	0	0	0	0
Returned from leave during the year	9	0	4	0	0	1	0	6	0	3	-	1	0	0	0	0	0	0
Returned and still employed 12 months after return	-	-	-	-	0	-	5	-	3	1	-	-	7	5	6	6	-	2
<b>Proportion of parents returning after parental leave ended</b>	<b>100%</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>75%</b>	<b>100%</b>	<b>67%</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>60%</b>	<b>-</b>	<b>100%</b>	
<b>Proportion of parents who returned and still employed 12 months after return</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100%</b>	<b>-</b>	<b>75%</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>60%</b>	<b>-</b>	<b>100%</b>

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

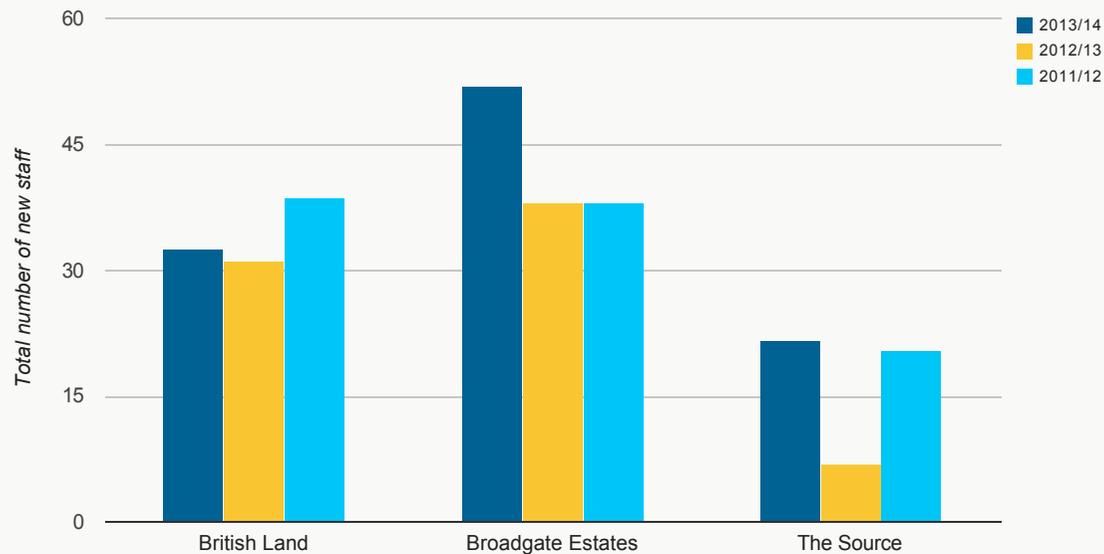
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#### 65. NEW STAFF GRI: LA2



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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#### 65. NEW STAFF GRI: LA2

	Total			Total by employee type									Total by gender						Total by age group												
	2013/14	2012/13	2011/12	2013/14			2012/13			2011/12			2013/14		2012/13		2011/12		2013/14		2012/13		2011/12								
				Employees	Management employees	Board of directors	Employees	Management employees	Board of directors	Employees	Management employees	Board of directors	Male	Female	Male	Female	Male	Female	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	32.4	31.2	38.6	12.4	20.0	0.0	18.4	12.8	0.0				38.6	17.0	15.5	14.0	17.2	21.0	17.6	3.0	27.4	2.0	0.0	3.0	27.2	1.0	0.0	4.0	32.6	2.0	0.0
Broadgate Estates	52.0	38.0	38.0	23.0	29.0	0.0	16.0	22.0	0.0	17.0	21.0	0.0	24.0	28.0	17.0	21.0	16.0	22.0	8.0	36.0	8.0	0.0	4.0	26.0	8.0	0.0	8.0	21.0	8.0	1.0	
The Source	21.5	6.8	20.5	21.5	0.0	n/a	6.8	0.0	n/a	19.5	1.0	n/a	10.5	11.0	2.8	4.0	10.0	10.5	6.0	7.0	8.5	0.0	1.0	4.8	1.0	0.0	4.5	9.8	6.2	0.0	
<b>Total number</b>	<b>105.9</b>	<b>76</b>	<b>97.1</b>	<b>56.9</b>	<b>49.0</b>	<b>0.0</b>	<b>41.2</b>	<b>34.8</b>	<b>0.0</b>				<b>97.1</b>	<b>51.5</b>	<b>54.5</b>	<b>33.8</b>	<b>42.2</b>	<b>47.0</b>	<b>50.1</b>	<b>17.0</b>	<b>70.4</b>	<b>18.5</b>	<b>0.0</b>	<b>8.0</b>	<b>58.0</b>	<b>10.0</b>	<b>0.0</b>	<b>16.5</b>	<b>63.4</b>	<b>16.2</b>	<b>1.0</b>
<b>New hires rate (%)</b>	<b>20%</b>	<b>16%</b>	<b>20%</b>	<b>10%</b>	<b>9%</b>	<b>0%</b>	<b>8%</b>	<b>7%</b>	<b>0%</b>				<b>20%</b>	<b>10%</b>	<b>11%</b>	<b>7%</b>	<b>9%</b>	<b>10%</b>	<b>10%</b>	<b>3%</b>	<b>14%</b>	<b>4%</b>	<b>0%</b>	<b>2%</b>	<b>12%</b>	<b>2%</b>	<b>0%</b>	<b>3%</b>	<b>13%</b>	<b>3%</b>	<b>0%</b>

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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#### 66. STAFF TURNOVER - REASONS GRI: LA2

Reasons for departure	2013/14 departures			2012/13 departures		
	British Land	Broadgate Estates	The Source	British Land	Broadgate Estates	The Source
Resignation	11.0	27.0	9.0	17.8	18.0	11.0
Dismissal	0.0	1.0	0.0	0.0	5.0	0.0
Mutual agreement or redundancy	9.8	2.0	0.0	7.0	5.0	0.0
Retirement	0.0	1.0	2.0	0.0	1.0	0.0
Departure during probationary period	1.0	7.0	0.0	2.0	1.0	1.0
Death	0.0	0.0	0.0	0.0	0.0	0.0
TUPE	10.0	4.0	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	1.0	1.0	0.0
<b>Total</b>	<b>31.8</b>	<b>42.0</b>	<b>11.0</b>	<b>27.8</b>	<b>31.0</b>	<b>12.0</b>

# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

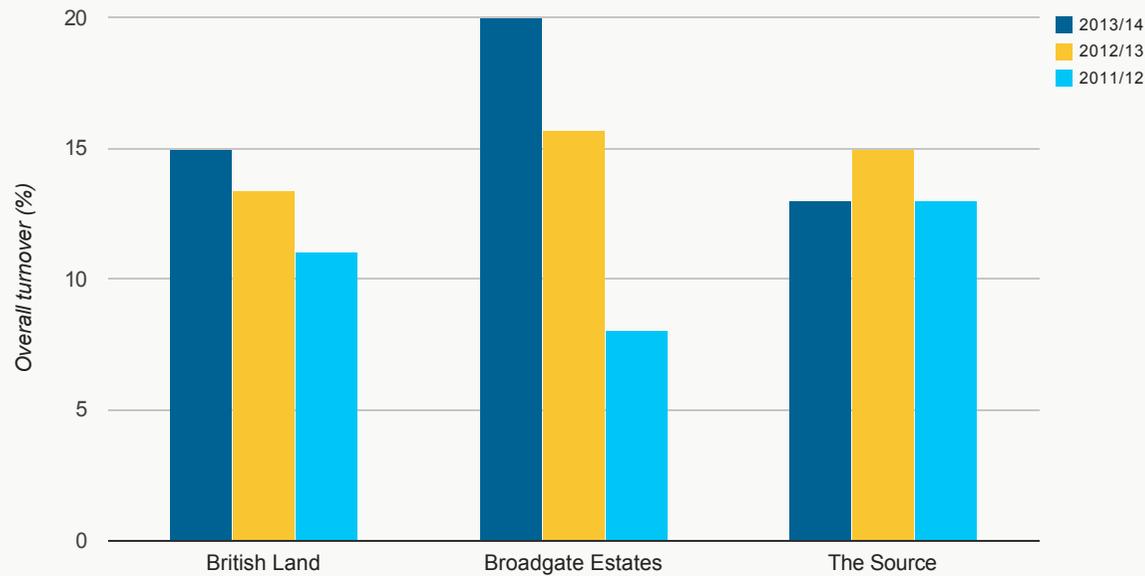
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**67. STAFF TURNOVER - RATES GRI: LA2 (A)**



# PERFORMANCE DATA

## SOCIAL

### 61-67: STAFF EMPLOYMENT

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- 81-86: Health and safety
- 87-88: Governance

#### 67. STAFF TURNOVER - RATES GRI: LA2 <sup>(A)</sup>

	2013/14 departures							2012/13 departures							2011/12 departures						
	Overall turnover		Turnover by gender		Turnover by age			Overall turnover		Turnover by gender		Turnover by age			Overall turnover		Turnover by gender		Turnover by age		
	All	Male	Female	18-25	26-46	47-60	61+	All	Male	Female	18-25	26-46	47-60	61+	All	Male	Female	18-25	26-46	47-60	61+
British Land	15%	14%	16%	14%	15%	11%	63%	13%	13%	14%	0%	14%	14%	0%	11%	5%	6%	0%	7%	3%	0%
Broadgate Estates	20%	14%	27%	27%	20%	20%	11%	16%	13%	18%	11%	16%	16%	14%	8%	10%	6%	27%	8%	2%	29%
The Source	13%	14%	12%	12%	16%	6%	11%	15%	7%	8%	5%	8%	1%	1%	13%	5%	8%	5%	5%	4%	0%
<b>Average</b>	<b>16%</b>	<b>14%</b>	<b>18%</b>	<b>18%</b>	<b>17%</b>	<b>12%</b>	<b>28%</b>	<b>15%</b>	<b>11%</b>	<b>13%</b>	<b>5%</b>	<b>13%</b>	<b>10%</b>	<b>5%</b>	<b>11%</b>	<b>7%</b>	<b>7%</b>	<b>11%</b>	<b>7%</b>	<b>3%</b>	<b>10%</b>

# PERFORMANCE DATA

## SOCIAL

### 68: STAFF REMUNERATION

#### ENVIRONMENTAL

- 1-2: Overview
- 3: Financial
- 4-10: Carbon emissions
- 11-20: Energy use
- 21-28: Energy intensity and ratings
- 29-34: Water use and intensity
- 35-41: Waste and materials
- 42-44: Land use

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- 45: Overview
- 46-48: Socio-economic contributions
- 49-53: Community investment and contributions
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- 57-58: Community Charter
- 59-60: Local satisfaction
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- 68: Staff remuneration
- 69-72: Equal opportunities and non-discrimination
- 73-77: Staff training and development
- 78-80: Customers
- 81-86: Health and safety
- 87-88: Governance

#### 68. MEDIAN SALARY AND REMUNERATION GRI: LA14 <sup>(A)</sup>

	Median base salary & gender ratios (2013/14)			Median remuneration & gender ratios (2013/14)		
	Female	Male	Ratio female to male (%)	Female	Male	Ratio female to male (%)
<b>British Land</b>						
Executive level	£465,000	£425,000	109%	£950,153	£950,453	100%
Management level:						
a) Executive Committee	n/a	£226,225	n/a	n/a	£421,862	n/a
b) Operations Committee	£200,000	£153,250	131%	£306,549	£261,375	117%
c) Executive	£90,000	£89,500	101%	£122,572	£116,381	105%
d) Manager	£60,000	£56,000	107%	£74,431	£68,381	109%
Non-management level	£36,433	£42,500	86%	£42,981	£46,981	91%
<b>Broadgate Estates</b>						
Executive level	£114,250	£112,500	102%	£169,797	£162,353	105%
Management level	£38,900	£54,550	71%	£43,685	£63,596	69%
Non-management level	£28,050	£28,100	100%	£29,835	£30,032	99%
<b>The Source</b>						
Executive level	n/a	n/a	n/a	n/a	n/a	n/a
Management level	£28,000	£29,800	94%	£28,875	£31,050	93%
Non-management level	£22,000	£22,000	100%	£22,500	£22,500	100%

# PERFORMANCE DATA

## SOCIAL

### 69-72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

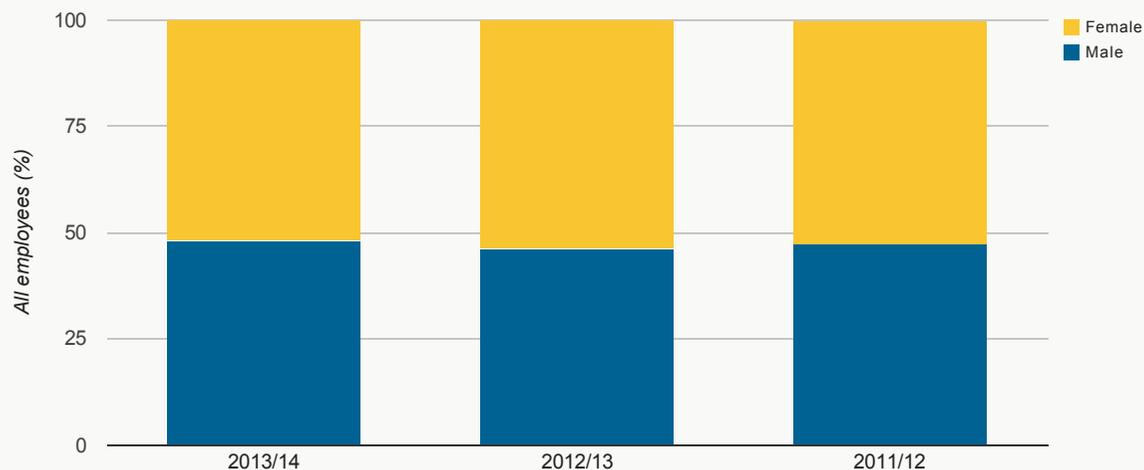
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**69. STAFF DIVERSITY - GENDER** GRI: LA1, LA13 <sup>Ⓐ</sup>



# PERFORMANCE DATA

## SOCIAL

# 69-72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

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## 69. STAFF DIVERSITY - GENDER GRI: LA1, LA13 <sup>Ⓐ</sup>

	All employees by gender						Non-management employees by gender						Management employees by gender						Board of directors by gender					
	2013/14		2012/13		2011/12		2013/14		2012/13		2011/12		2013/14		2012/13		2011/12		2013/14		2012/13		2011/12	
	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	57%	43%	55%	45%	57%	43%	27%	73%	30%	70%	37%	63%	72%	28%	71%	29%	74%	26%	82%	18%	83%	17%	86%	14%
Broadgate Estates	54%	46%	53%	47%	53%	47%	26%	74%	53%	47%	54%	46%	62%	38%	62%	38%	62%	38%	83%	17%	83%	17%	83%	17%
The Source	32%	68%	29%	71%	32%	68%	31%	69%	27%	73%	30%	70%	37%	63%	45%	55%	45%	55%	n/a	n/a	86%	14%	75%	25%
<b>Total/average</b>	<b>48%</b>	<b>52%</b>	<b>46%</b>	<b>54%</b>	<b>47%</b>	<b>53%</b>	<b>28%</b>	<b>72%</b>	<b>37%</b>	<b>63%</b>	<b>40%</b>	<b>60%</b>	<b>66%</b>	<b>34%</b>	<b>59%</b>	<b>41%</b>	<b>60%</b>	<b>40%</b>	<b>82%</b>	<b>18%</b>	<b>84%</b>	<b>16%</b>	<b>81%</b>	<b>19%</b>

# PERFORMANCE DATA

## SOCIAL

### 69-72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

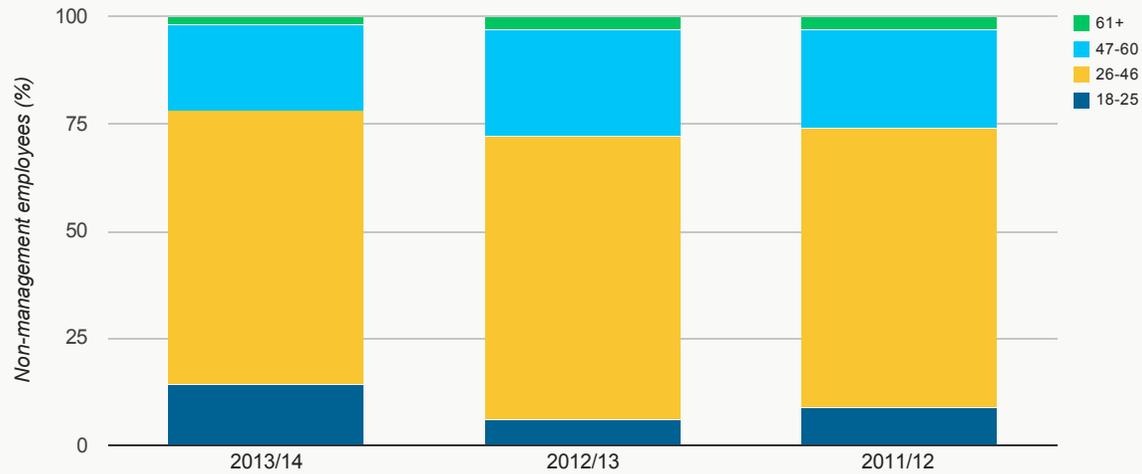
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**70. STAFF DIVERSITY - AGE** GRI: LA13



# PERFORMANCE DATA

## SOCIAL

# 69-72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

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- 87-88: Governance

## 70. STAFF DIVERSITY - AGE GRI: LA13

	Non-management employees by age												Management employees by age												Board of directors by age											
	2013/14				2012/13				2011/12				2013/14				2012/13				2011/12				2013/14				2012/13				2011/12			
	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+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land	8%	79%	13%	0%	5%	80%	14%	1%	7%	77%	16%	0%	1%	80%	18%	1%	2%	80%	17%	2%	1%	78%	21%	1%	0%	10%	60%	30%	0%	8%	58%	33%	0%	7%	57%	36%
Broadgate Estates	19%	75%	6%	0%	5%	70%	22%	4%	4%	70%	22%	4%	1%	69%	24%	6%	0%	70%	25%	5%	0%	69%	27%	4%	0%	33%	67%	0%	0%	33%	67%	0%	0%	33%	67%	0%
The Source	14%	40%	40%	5%	8%	47%	40%	5%	16%	48%	31%	5%	0%	40.0%	53%	7%	0%	27%	55%	18%	0%	36%	46%	18%	n/a	n/a	n/a	n/a	0%	43%	57%	0%	0%	38%	50%	13%
<b>Average</b>	<b>14%</b>	<b>65%</b>	<b>20%</b>	<b>2%</b>	<b>6%</b>	<b>66%</b>	<b>25%</b>	<b>3%</b>	<b>9%</b>	<b>65%</b>	<b>23%</b>	<b>3%</b>	<b>1%</b>	<b>63%</b>	<b>32%</b>	<b>5%</b>	<b>1%</b>	<b>59%</b>	<b>32%</b>	<b>8%</b>	<b>0%</b>	<b>61%</b>	<b>31%</b>	<b>8%</b>	<b>0%</b>	<b>22%</b>	<b>64%</b>	<b>15%</b>	<b>0%</b>	<b>28%</b>	<b>61%</b>	<b>11%</b>	<b>0%</b>	<b>26%</b>	<b>58%</b>	<b>16%</b>

# PERFORMANCE DATA

## SOCIAL

### 69-72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

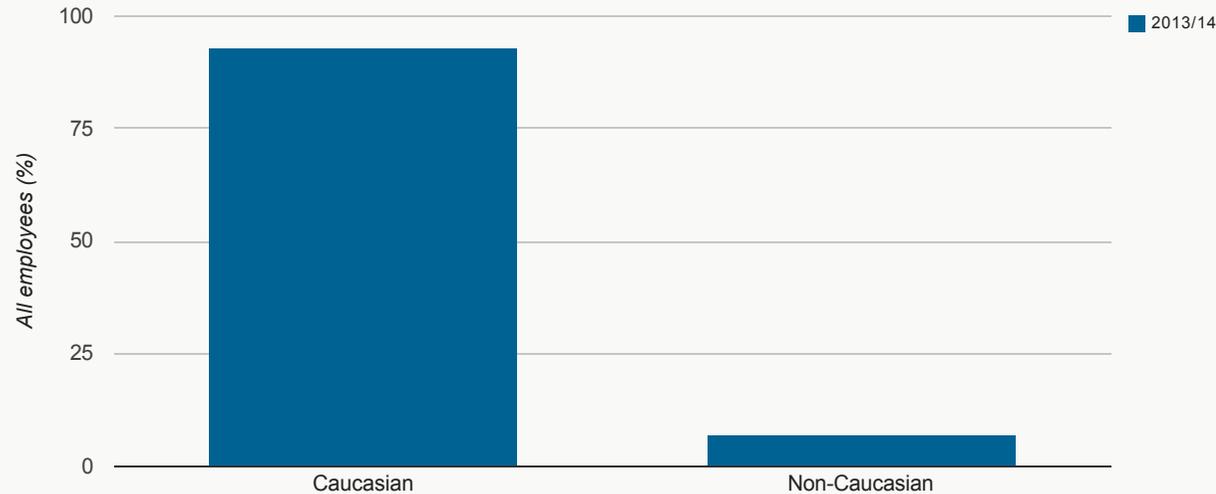
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#### 71. STAFF DIVERSITY - ETHNICITY GRI: LA13



# PERFORMANCE DATA

## SOCIAL

### 69–72: EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

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- 87-88: Governance

#### 71. STAFF DIVERSITY - ETHNICITY GRI: LA13

	2013/14	
	Caucasian	Non-Caucasian
British Land	90%	10%
Broadgate Estates	95%	5%
The Source	94%	6%
<b>Average</b>	<b>93%</b>	<b>7%</b>



# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

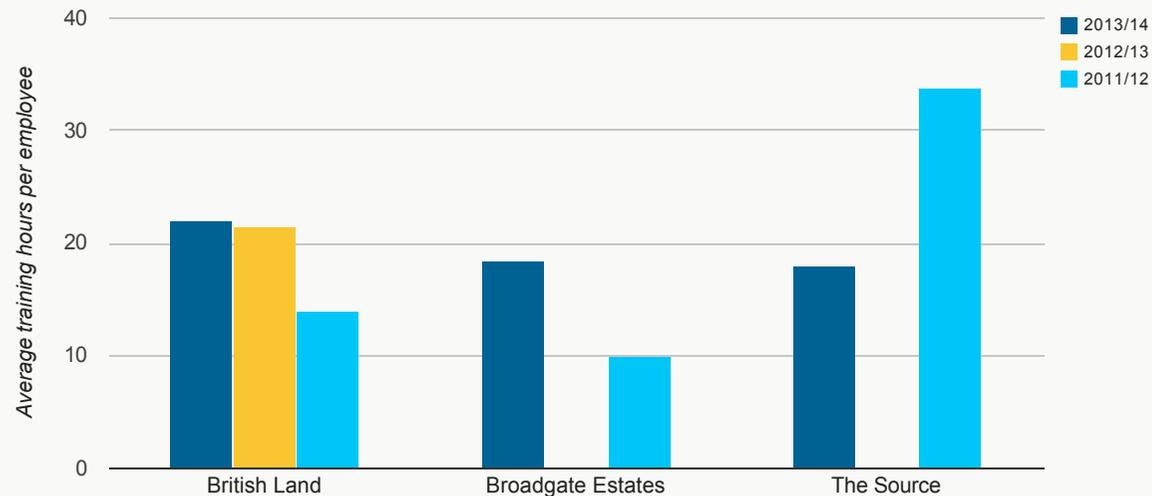
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#### 73. STAFF TRAINING - AVERAGE HOURS GRI: LA10



# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

#### ENVIRONMENTAL

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#### 73. STAFF TRAINING - AVERAGE HOURS GRI: LA10

	Average training hours per employee							
	2013/14			2012/13			2011/12	
	Male	Female	All	Male	Female	All	Male	Female
<b>British Land</b>								
<b>Average for all employees</b>	22.0			21.4			14.0	
Board of directors	27.0	48.0	34.0	21.0	42.0	26.0	13.0	15.0
Management	26.0	30.0	28.0	22.0	28.0	24.0		
Employees	18.0	18.0	18.0	18.0	18.0	18.0		
<b>Broadgate Estates</b>								
<b>Average for all employees</b>	18.5			n/r			10.0	
Board of directors	7.5	1.5	6.5	3.8	0.0	3.0	10.0	10.0
Management	17.0	17.0	17.0	11.0	8.4	10.0		
Employees	28.0	24.0	25.0	13.2	12.2	13.0		
<b>The Source</b>								
<b>Average for all employees</b>	18.0			n/r			33.8	
Board of directors	n/a	n/a	n/a	n/a	n/a	n/a	29.5	35.7
Management	19.0	15.5	17.3	61.5	68.8	65.5		
Employees	22.5	16.0	19.3	10.9	12.9	12.4		
<b>All</b>								
<b>Average</b>	19.5			n/r			19.3	

# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

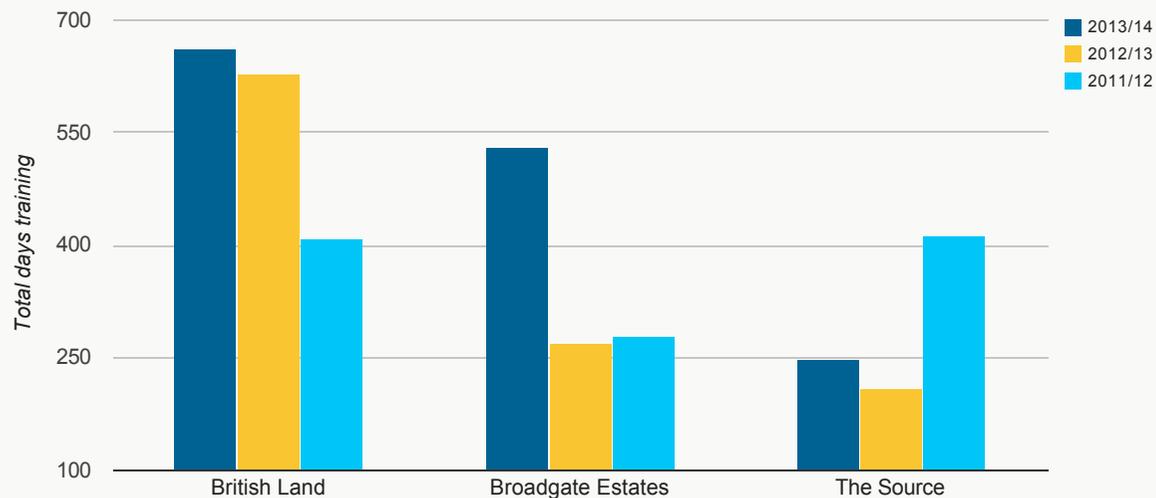
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#### 74. STAFF TRAINING - TOTAL DAYS



# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

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#### 74. STAFF TRAINING - TOTAL DAYS

	Total training days						Total training days per employee									
	2013/14		2012/13		2011/12		2013/14			2012/13			2011/12			
	Male	Female	Male	Female	Male	Female	Male	Female	All	Male	Female	All	Male	Female	All	
<b>British Land</b>																
<b>All employees</b>	661.0		628.9		407.0		3.0			n/a			n/a			
Board of directors	8.0	6.0	8.5	6.0	246.0	161.0	3.5	6.0	4.3	3.0	6.0	4.0	2.1	1.9	2.0	
Management	293.0	138.0	277.9	131.9			3.0	4.0	3.0	3.0	4.0	3.0				
Employees	59.0	157.0	56.7	148.0			3.0	3.0	3.0	3.0	3.0	3.0				
<b>Broadgate Estates</b>																
<b>All employees</b>	529.5		270.5		279.0		2.5			n/a			n/a			
Board of directors	5.0	0.2	2.5	0.0	153.0	126.0	1.0	0.2	0.8	0.5	0.0	0.5	1.5	1.5	2.0	
Management	218.0	130.0	131.0	62.0			2.0	2.0	2.0	1.5	1.0	1.0				
Employees	51.5	124.5	18.0	57.0			4.0	4.0	4.0	2.0	2.0	2.0				
<b>The Source</b>																
<b>All employees</b>	247.5		210.0		413.0		2.6			n/a			n/a			
Board of directors	n/a	n/a	n/a	n/a	114.0	299.0	n/a	n/a	n/a	n/a	n/a	n/a	4.2	5.2	4.8	
Management	11.0	21.0	41.0	55.0			2.75	5.25	8.0	8.2	9.1	8.7				
Employees	80.0	135.5	27.0	87.0			3.0	2.0	5.0	1.5	1.7	1.7				

# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

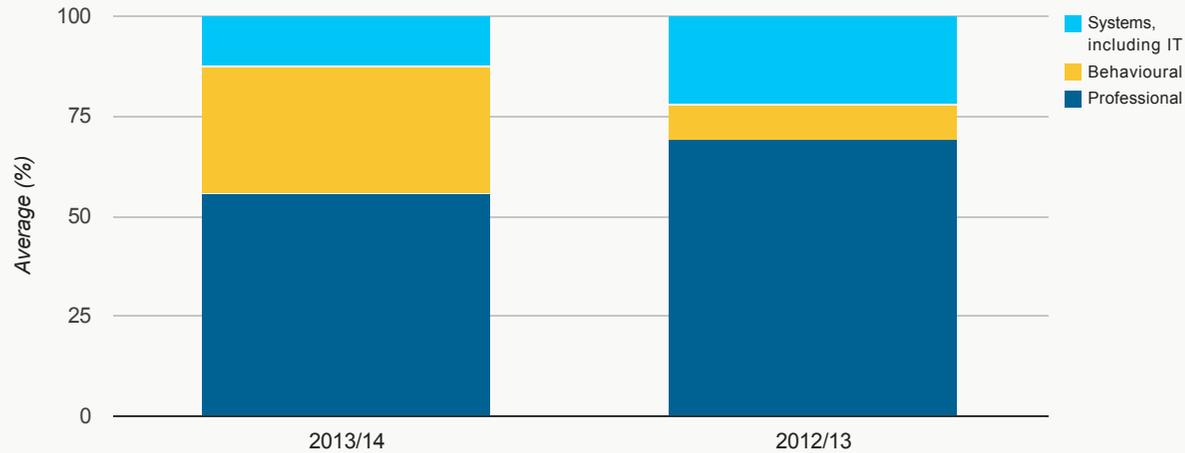
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**75. STAFF TRAINING - PROPORTION BY CATEGORY** GRI: S03



# PERFORMANCE DATA

## SOCIAL

# 73-77: STAFF TRAINING AND DEVELOPMENT

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## 75. STAFF TRAINING - PROPORTION BY CATEGORY GRI: S03

	2013/14	2012/13
<b>British Land</b>		
Professional	60%	83%
Behavioural	30%	7%
Systems, including IT	10%	10%
<b>Broadgate Estates</b>		
Professional	72%	30%
Behavioural	20%	15%
Systems, including IT	8%	55%
<b>The Source</b>		
Professional	35%	94%
Behavioural	45%	4%
Systems, including IT	20%	2%

The percentage of 2013/14 employees who have received training on anti-corruption matters in the last three years (2011/12-2013/14) is as follows:

- British Land - 95.3%
- Broadgate Estates Ltd -100%
- The Source - 0%

British Land figure is not 100% because anti-corruption training was not compulsory for contract and temporary staff. If such staff became permanent staff they may not have received their training.

# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

#### ENVIRONMENTAL

- 1-2: Overview
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- 78-80: Customers
- 81-86: Health and safety
- 87-88: Governance

#### 76. STAFF APPRAISALS GRI: LA12

	Employees receiving regular performance appraisals and 360-degree feedback								
	2013/14			2012/13			2011/12		
	Male	Female	All	Male	Female	All	Male	Female	All
British Land	100%	100%	100%	100%	100%	100%	100%	100%	100%
Broadgate Estates	100%	100%	100%	100%	100%	100%	0%	0%	0%
The Source	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Average %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>67%</b>	<b>67%</b>	<b>67%</b>

# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

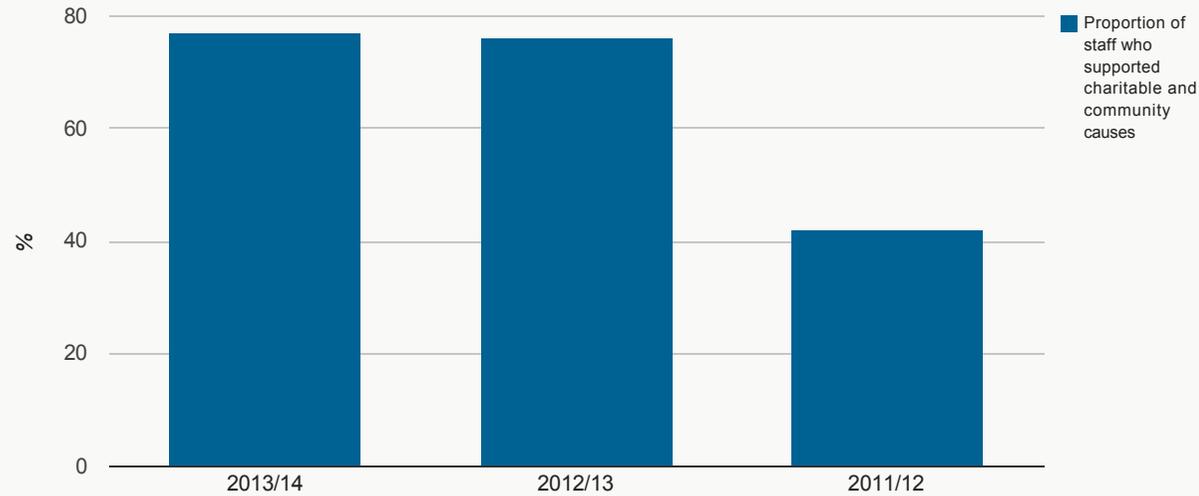
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- 1-2: Overview
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**77. STAFF VOLUNTEERING** GRI: EC8, S09



# PERFORMANCE DATA

## SOCIAL

### 73-77: STAFF TRAINING AND DEVELOPMENT

#### ENVIRONMENTAL

- 1-2: Overview
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- 4-10: Carbon emissions
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#### 77. STAFF VOLUNTEERING GRI: EC8, S09

	2013/14	2012/13	2011/12
Proportion of staff who supported charitable and community causes	77%	76%	42%
Average number of hours per employee spent supporting charitable and community causes	7.9	7.9	3.4

# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

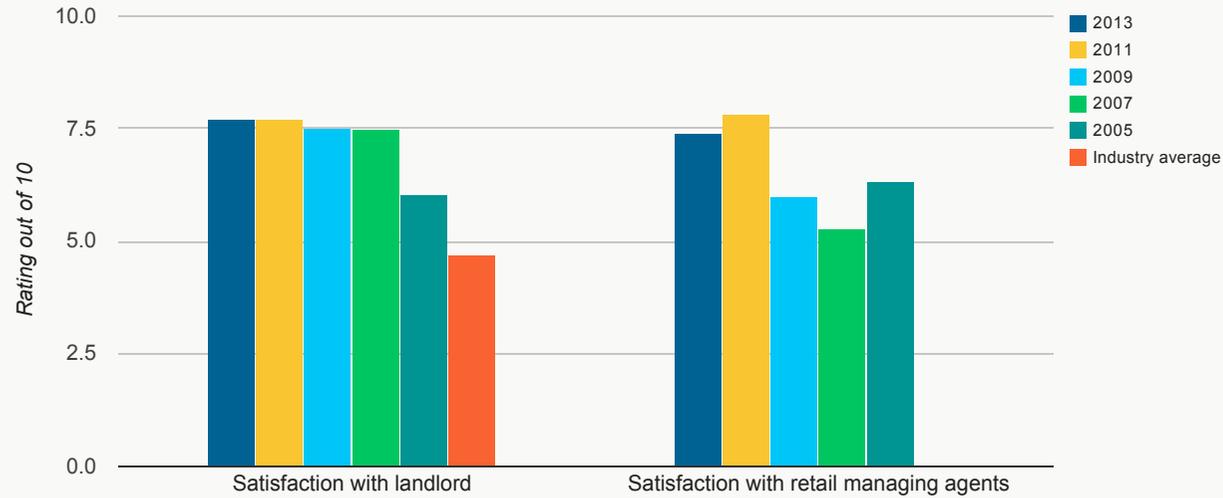
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### 78. RETAIL SATISFACTION GRI: PR5



# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

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#### 78. RETAIL SATISFACTION GRI: PR5

	Rating out of 10					
	2013	2011	2009	2007	2005	Industry average
Satisfaction with landlord	7.7	7.7	7.5	7.5	6.0	4.7
Communication with landlord	7.6	7.0	7.4	7.4	-	5.0
Service charge arrangements	8.3	7.2	7.3	4.0	-	4.7
Interaction on environmental issues	-	6.6	-	-	-	3.8
Satisfaction with retail managing agents	7.4	7.8	6.0	5.3	6.3	-
Understanding needs	7.6	7.2	7.1	7.2	5.0	-
Responsiveness	7.5	7.7	7.3	6.0	-	-
Value for money (service charge)	7.3	6.4	5.8	-	6.0	-
<i>Scope (number of retailers)</i>	<i>33/749</i>	<i>37</i>	<i>30</i>	<i>24</i>	<i>38</i>	<i>-</i>

# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

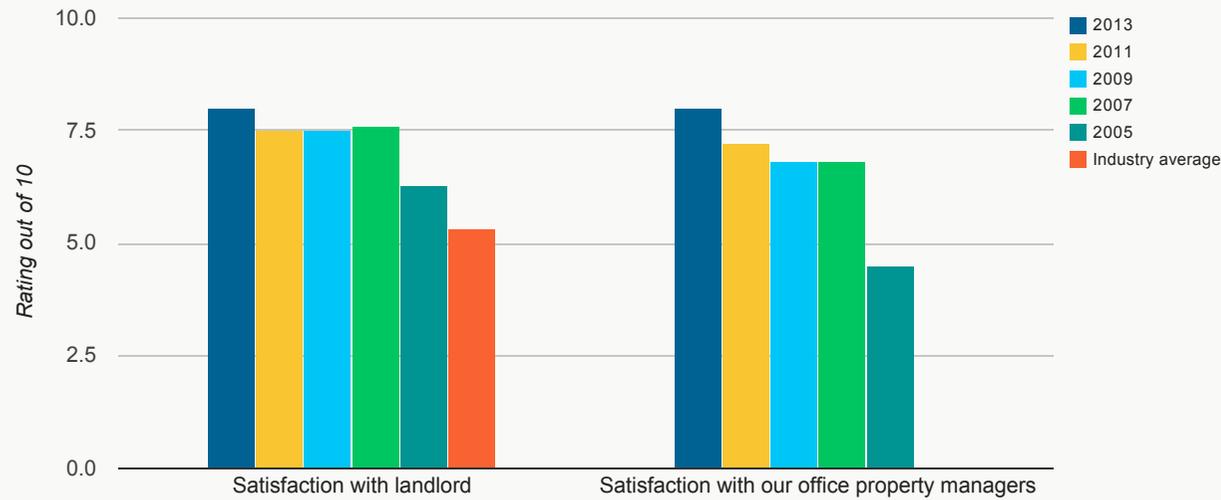
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### 79. OFFICE SATISFACTION GRI: PR5



# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

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- 87-88: Governance

#### 79. OFFICE SATISFACTION GRI: PR5

	Rating out of 10					
	2013	2011	2009	2007	2005	Industry average
Satisfaction with landlord	8.0	7.5	7.5	7.6	6.3	5.3
Communication with landlord	7.7	7.3	7.3	7.9	-	5.0
Service charge arrangements	7.7	7.7	6.0	6.4	-	4.7
Interaction on environmental issues	8.2	7.8	-	-	-	3.8
Satisfaction with our office property managers	8.0	7.2	6.8	6.8	4.5	-
Understanding needs	7.9	7.2	7.0	6.9	6.4	-
Responsiveness	7.8	7.1	8.1	7.1	-	-
Value for money (service charge)	7.1	6.9	5.6	-	6.0	-
<i>Scope (number of occupiers)</i>	<i>53/198</i>	<i>28</i>	<i>20</i>	<i>16</i>	<i>20</i>	<i>-</i>

# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

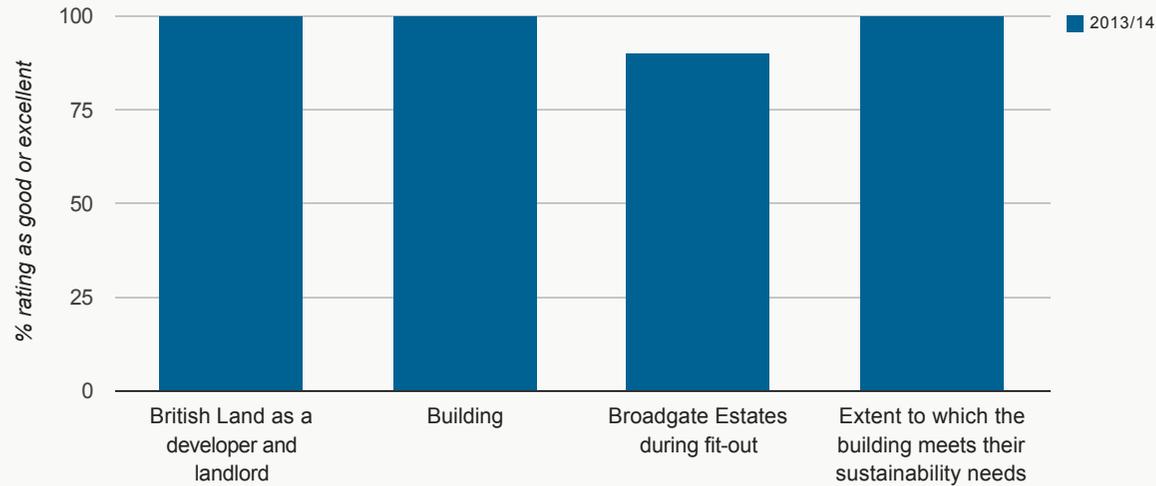
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### 80. OCCUPIER SATISFACTION IN NEW BUILDINGS GRI: PR5



# PERFORMANCE DATA

## SOCIAL

### 78-80: CUSTOMERS

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#### 80. OCCUPIER SATISFACTION IN NEW BUILDINGS GRI: PR5

	Office customers rating as excellent or good		
	2013/14	2012/13	2011/12
British Land as a developer and landlord	100%	No survey	95%
Building	100%	No survey	95%
Broadgate Estates during fit-out	90%	No survey	89%
Extent to which the building meets their sustainability needs	100%	No survey	85%

# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

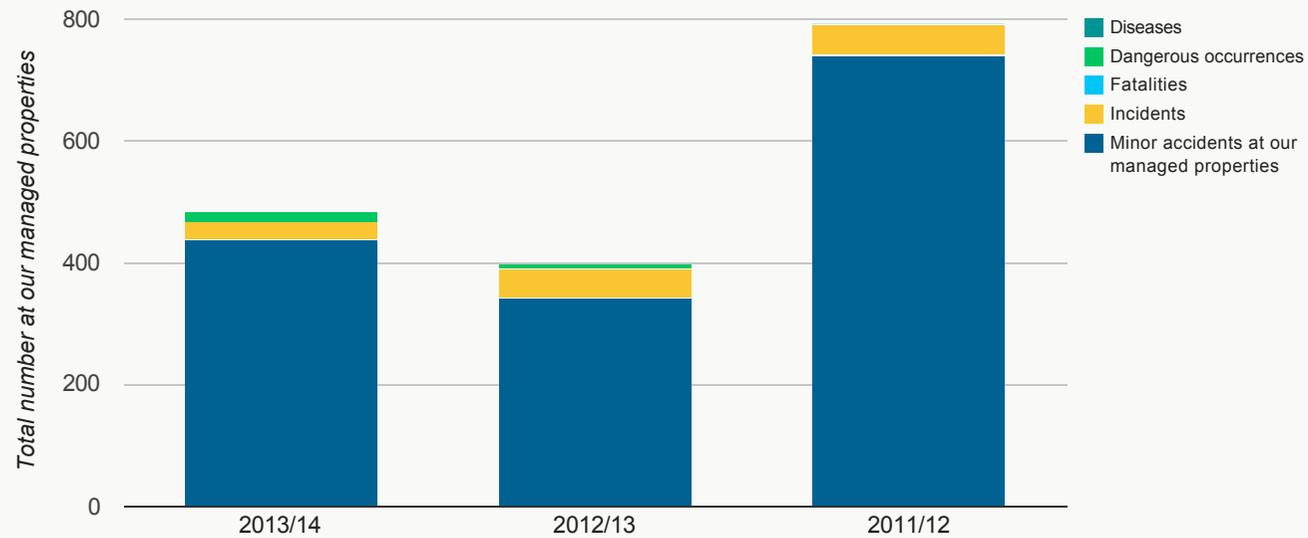
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**81. ACCIDENTS - MANAGED PORTFOLIO** GRI: LA7 <sup>Ⓐ</sup>



# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

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### 81. ACCIDENTS - MANAGED PORTFOLIO GRI: LA7 <sup>Ⓐ</sup>

	Reportable fatal, non-fatal lost day or RIDDOR accidents at our managed properties												Minor accidents at our managed properties		
	2013/14				2012/13				2011/12				2013/14	2012/13	2011/12
	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences	Fatalities	Incidents	Diseases	Dangerous occurrences			
Offices	0	2	0	0	0	7	0	0	0	13	0	0	44	31	232
Retail	0	30	0	16	0	39	0	10	2	39	0	0	391	310	508
Residential	0	0	0	0	0	1	0	0	n/r	n/r	n/r	n/r	1	1	n/r
<b>Total</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>47</b>	<b>0</b>	<b>10</b>	<b>2</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>436</b>	<b>342</b>	<b>740</b>
Scope	729/785	729/785	729/785	729/785	190/190	190/190	190/190	190/190					729/785	190/190	

# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

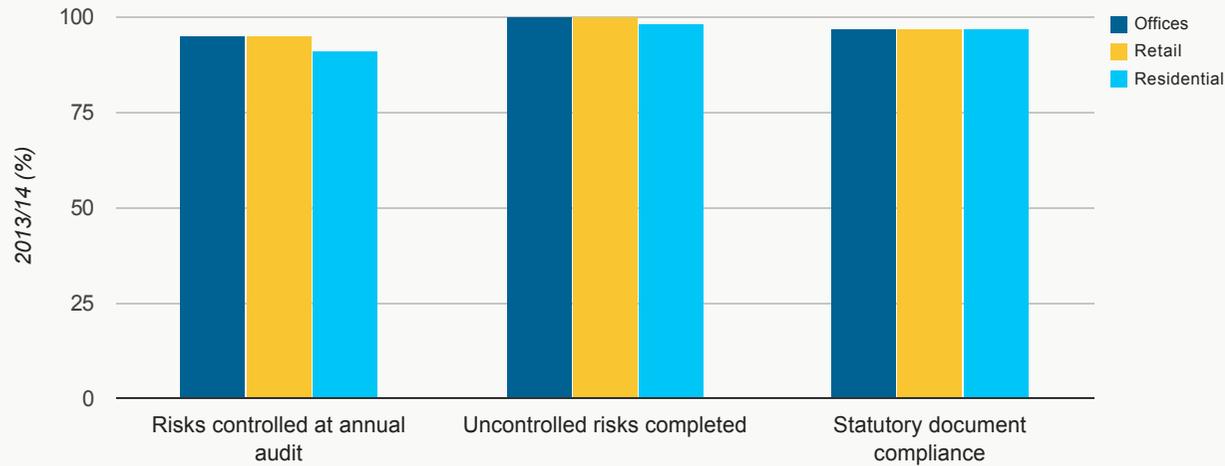
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### 82. MANAGEMENT SYSTEM COMPLIANCE – MANAGED PORTFOLIO GRI: PR2



# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

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## 82. MANAGEMENT SYSTEM COMPLIANCE – MANAGED PORTFOLIO GRI: PR2

	Risks controlled at annual audit			Uncontrolled risks completed			Statutory document compliance		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
Offices	95%	97%	95%	100%	100%	99%	97%	99%	98%
Retail	95%	93%	93%	100%	99%	99%	97%	88%	87%
Residential	91%	77%	n/r	98%	95%	n/r	97%	63%	n/r
Scope	729/785	190/190		729/785	190/190		729/785	190/190	

# PERFORMANCE DATA

## SOCIAL

### 81–86: HEALTH AND SAFETY

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#### 83. REPORTABLE ACCIDENTS – BRITISH LAND OWN OCCUPIED SPACE GRI: LA7 <sup>Ⓐ</sup>

	Reportable RIDDOR accidents					
	Fatalities			Incidents		
	2013/14	2012/13	2011/12	2013/14	2012/13	2011/12
British Land	0	0	0	1	0	0
Broadgate Estates	0	0	0	0	0	0
The Source	0	0	0	2	0	2
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>2</b>

# PERFORMANCE DATA

## SOCIAL

### 81–86: HEALTH AND SAFETY

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#### 84. ACCIDENT FREQUENCY RATE – STAFF GRI: LA7

	Accident frequency rate (number of accidents per 100,000 staff hours worked)		
	2013/14	2012/13	2011/12
British Land	0.24	0	0
Broadgate Estates	0	1.56	1.32
The Source	1.13	0	0.6

# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

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#### 85. LOST WORKING DAYS - STAFF GRI: LA7

	Working days lost through sickness									Working days lost (% 2013/2014 and per 100,000 hours)								
	2013/14			2012/13			2011/12			2013/14			2012/13			2011/12		
	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All	Male	Female	All
British Land	229.5	363.0	592.5	233.0	431.8	664.8	196.0	368.0	564.0	1%	1%	1%	102	233	161	n/r	n/r	n/r
Broadgate Estates	499.5	427.0	926.5	461.0	363.5	824.5	541.0	334.5	875.5	11%	11%	11%	225	203	215	269	189	231
The Source	95.0	388.0	483.0	55.0	262.0	317.0	71.5	252.0	323.5	1%	2%	2%	120	238	203	136	219	193
<b>Total or Average (%)</b>	<b>824.0</b>	<b>1,178.0</b>	<b>2,002.0</b>	<b>749.0</b>	<b>1,057.3</b>	<b>1,806.3</b>	<b>808.5</b>	<b>954.5</b>	<b>1,763.0</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>	<b>447.0</b>	<b>674.0</b>	<b>579.0</b>	<b>405.0</b>	<b>407.5</b>	<b>424.0</b>

# PERFORMANCE DATA

## SOCIAL

### 81-86: HEALTH AND SAFETY

#### ENVIRONMENTAL

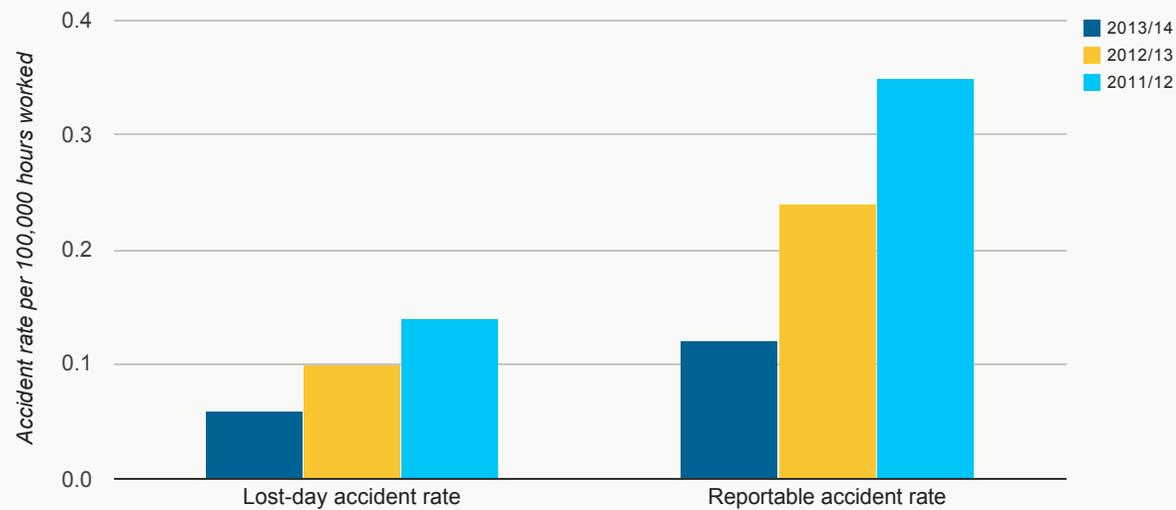
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### 86. HEALTH AND SAFETY - DEVELOPMENTS GRI: PR2 <sup>(A)</sup>

Assurance excludes total health and safety incidents of non-compliance



# PERFORMANCE DATA

## SOCIAL

### 81–86: HEALTH AND SAFETY

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## 86. HEALTH AND SAFETY - DEVELOPMENTS GRI: PR2 <sup>Ⓐ</sup>

Assurance excludes total health and safety incidents of non-compliance

	2014/13	2012/13	2011/12
Lost-day accident rate (number of incidents per 100,000 hours worked)	0.06	0.10	0.14
Reportable accident rate (number of incidents per 100,000 hours worked)	0.12	0.24	0.35
Total job-related fatal accidents	0	1	0
Total job-related lost-day or reportable non-fatal accidents	6	14	10
<i>Scope</i>	33/34	34/34	29/29
Total health and safety incidents of non-compliance	0	0	0

# PERFORMANCE DATA

## SOCIAL

### 87-88: GOVERNANCE

#### ENVIRONMENTAL

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#### 87. RISK MANAGEMENT GRI: S02

	Specifically analysed for risks by British Land			
	Related to anti-competition		Related to anti-corruption	
	2013/14	2013/14	2012/13	2011/12
British Land	100%	0%	100%	100%
Broadgate Estates	100%	0%	100%	100%
The Source	100%	0%	100%	100%

# PERFORMANCE DATA

## SOCIAL

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#### 88. CODES OF CONDUCT - INCIDENTS GRI: S07

	Number of breach incidents		
	2013/14	2012/13	2011/12
Improper direct or indirect promise, offering, or authorisation, of anything of value to or by vendors or clients	0	0	0
Improper offer or receipt of any kickback, loan, fee, reward or other advantage to or by vendors or by clients	0	0	0
Giving of aid, donations or voting designed to exert improper influence	0	0	0
Conflicts of interest not properly disclosed	0	0	0
Contravention of competition laws (e.g. price fixing, bid rigging, market allocation schemes)	0	0	0
Compliance with confidentiality of information laws	0	0	0
Money laundering	0	0	0
Insider trading/dealing	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON 2015 TARGETS

### PROGRESS ON 2015 TARGETS

#### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

#### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

#### NEW MANAGEMENT ACTIONS FOR 2015

### WE REPORT PROGRESS AGAINST OUR 2015 TARGETS ANNUALLY. SELECTED KEY PERFORMANCE DATA IS ASSURED BY PWC.

Next year will see the culmination of these long-term targets, which we report progress against annually. In this context, we are carrying out a comprehensive review of our corporate responsibility strategy and setting new targets. We will publish these in the coming year.

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON 2015 TARGETS

### PROGRESS ON 2015 TARGETS

#### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

#### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

#### NEW MANAGEMENT ACTIONS FOR 2015

### (PART 1)

2015 TARGETS	2014 PROGRESS
<b>CARBON EMISSIONS</b>	
To reduce our like-for-like carbon emissions (Scope 1 and 2) by 40%, compared to 2009.	— Since 2009, we have achieved 36% less Scope 1 and 2 emissions across our like-for-like portfolio (weather adjusted), saving 37,000 tonnes of carbon.
<b>MANAGING BUILDINGS EFFICIENTLY</b>	
To achieve 40% less landlord-influenced energy use across our existing portfolio, compared to 2009.	— Since 2009, we have achieved 34% less landlord-influenced energy use across our like-for-like portfolio (weather adjusted), saving occupiers £6.9 million.
Where we take on management responsibility for major new buildings, to achieve 30% less landlord-influenced energy use within five years.	— Since 2011, we have added four properties, achieving 23% reductions in three years (weather adjusted). Since 2012, we have added two properties, achieving 6% reductions in two years. No new major properties were added to the portfolio in 2013. Across all six properties, we have achieved cumulative savings of £315,000.
To send zero managed waste to landfill.	— 93% of waste diverted from landfill at our properties, with £1.5 million landfill tax savings through recycling over the last three years.
To reduce managed water use by 20%, compared to 2009.	— Since 2009, we have reduced water use across our like-for-like portfolio by 15%, saving occupiers £217,000.
<b>DEVELOPING SUSTAINABLE BUILDINGS</b>	
To get planning permission for a showcase sustainable building.	— Following last year's internal review, this year we focused on potential projects in partnership with an interested retail occupier. We held a series of workshops to develop outline concepts together and agree goals. We are now discussing potential locations.
To send zero managed waste to landfill.	— 83% diverted from landfill at our developments, with 519,000 tonnes diverted from landfill over the last three years — Our major London based construction sites regularly divert 98% of waste from landfill. Outside London, the picture is more mixed and in Scotland we are finding it particularly challenging.

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON 2015 TARGETS

### PROGRESS ON 2015 TARGETS

#### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

#### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

#### NEW MANAGEMENT ACTIONS FOR 2015

### (PART 2)

<b>SUPPORTING COMMUNITIES</b>	
To implement our Community Charter at all our major properties and developments.	<ul style="list-style-type: none"> <li>– 71% progress on our Community Charter in the second year.</li> <li>– £7 million contributed to communities through the planning process.</li> <li>– £1.4 million community investment, through cash, time and gifts in-kind.</li> </ul>
<b>ENGAGING STAFF</b>	
To maintain One Star rating in The Sunday Times Best Companies to Work For.	– One Star rating in The Sunday Times Best Companies to Work For 2014 survey.
To continue annual appraisals and 360° feedback for all staff, and introduce more regular feedback throughout the year.	<ul style="list-style-type: none"> <li>– We continued our annual appraisals and 360° feedback for all staff.</li> <li>– In the coming year, we will be introducing a formal mid-year review.</li> </ul>
<b>CUSTOMER SATISFACTION</b>	
To score 8.0 out of 10 on customer satisfaction with British Land.	– In our most recent biennial independent customer survey our occupiers scored satisfaction with British Land 7.8 out of 10 on average, outperforming the industry average of 5.1.
To score 8.0 out of 10 on customer satisfaction with our managing agents.	– In our most recent biennial independent customer survey our occupiers scored satisfaction with our managing agents 7.6 out of 10 on average.

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

As we work towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to report on our progress against our 2014 management actions. Selected key performance data is assured by PwC.

(PART 1)

CARBON	2014 PROGRESS	% COMPLETE
Review and publish a revised carbon strategy.	<ul style="list-style-type: none"> <li>We have advanced our thinking on carbon in 2014 but have decided not to publish a revised strategy until we have completed the wider review of our corporate responsibility vision and targets in 2015. We will publish our revised carbon strategy in the coming year.</li> </ul>	50%
MANAGING BUILDINGS EFFICIENTLY	2014 PROGRESS	% COMPLETE
Continue to implement environmental action plans at our major assets (30 assets). This will include undertaking Energy Performance Certificates (EPCs) at all assets and development of action plans where our EPC standards are not met, the introduction of automatic meter reading for those non-domestic assets which don't already have this and a retail portfolio lighting review to identify opportunities for energy efficient LED lighting.	<ul style="list-style-type: none"> <li>We continued to implement environmental action plans at all major assets. These now incorporate Long-term Asset Replacement Plans to provide clarity on future actions and opportunities</li> <li>We have completed 88% of our EPC survey as at 31st March 2014, and have developed action plans for units deemed at risk</li> <li>Across our office portfolio, we continued to implement existing initiatives with building engineers to good effect.</li> <li>Across our retail portfolio, we installed 191 automatic meter reading (AMR) systems, covering 98% of main incoming meters. We will install meters in the remaining, newly acquired properties early next year. A live data feed now produces daily reports and automatically updates our corporate responsibility reporting system, Credit 360. We also completed lighting surveys at ten retail properties and are now presenting findings back to our local teams.</li> </ul>	95%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

#### (PART 2)

MANAGING BUILDINGS EFFICIENTLY (CONTINUED)	2014 PROGRESS	% COMPLETE
Continue to work with the Better Buildings Partnership to introduce a landlord energy rating scheme for non-domestic buildings. We hope that the voluntary introduction of this scheme by landlords will, in time, transform the letting market whereby occupiers specify minimum energy ratings in buildings when leasing space.	<ul style="list-style-type: none"> <li>– We continue to work with the Better Building Partnership (BBP) on landlord energy ratings</li> <li>– The BBP has trialled a fully functioning prototype rating tool with members, is running a commercialisation working group to explore the best way to bring the tool to market, and is in discussion with potential partner organisations about collaborative opportunities</li> <li>– We are reviewing whether future energy targets for our assets can incorporate landlord energy ratings.</li> </ul>	55%
We will work with the industry to develop a methodology to enable comparison of energy use between the original design assumptions and the actual operational performance. This will help to inform future design, as well as identify opportunities for operational reductions in energy.	<ul style="list-style-type: none"> <li>– We welcomed the publication by the Chartered Institution of Building Services Engineers (CIBSE) of Technical Memorandum 54 (TM54): Evaluating Operational Energy Performance of Buildings at the Design Stage</li> <li>– We used this methodology to review and model the operational performance of building designs at three newly completed properties. We plan to undertake this modelling on more developments</li> <li>– Where TM54 modelling has been completed, we are using these benchmarks to review operational performance and design assumptions.</li> </ul>	100%
We have capital expenditure plans across the retail portfolio for the introduction of waterless urinals and more efficient taps. In addition we are piloting a water optimisation process (similar to our energy optimisation already implemented) at Exchange House in Broadgate.	<ul style="list-style-type: none"> <li>– We installed waterless urinals and washroom upgrades at Broughton Shopping Park, Drake Circus Shopping Centre, Fort Kinnaird Shopping Park and St Stephen's Shopping Centre. 338 Euston Road at Regent's Place will install almost 50 waterless urinals in April 2014. We are hoping for further progress next year</li> <li>– We now specify water efficient fittings and waterless urinals in our retail development guidance</li> <li>– Our water optimisation pilot at Exchange House with EP&amp;T Global has proved challenging. Investigations are ongoing to ensure meter locations are optimal and capture the largest water consumption.</li> </ul>	100%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

#### (PART 3)

DEVELOPING SUSTAINABLE BUILDINGS	2014 PROGRESS	% COMPLETE
Have a showcase project defined, and location and/or customer selected, along with internal support.	<ul style="list-style-type: none"> <li>We focused on potential projects in partnership with an interested retail occupier. We held a series of workshops to develop outline concepts together and agree goals. We are now discussing potential locations.</li> </ul>	90%
Update our Sustainability Brief for Developments with input from responsible sourcing review, lessons learnt, external stakeholders, and our supply chain.	<ul style="list-style-type: none"> <li>We published our updated Sustainability Brief for Developments in January 2014. In this fourth version, we increased our focus on local procurement, employment and training, including apprenticeships, and simplified some of the Brief processes to make it more user friendly</li> <li>We are continuing our ongoing roll out and training with our supply chain.</li> </ul>	100%
Continue to apply our Sustainability Brief for Developments, or an equivalent, to all developments over £300,000, where British Land is funding at least 50% of the development.	<ul style="list-style-type: none"> <li>Most projects are performing well on the requirements set out in our Sustainability Brief for Developments, with some adaptation of core targets to suit development conditions.</li> </ul>	100%
Support at least one industry project which furthers understanding and awareness about embodied carbon in our supply chain.	<ul style="list-style-type: none"> <li>British Land was founder and co-sponsor of the UK Green Building Council's first Embodied Carbon Week in April 2014.</li> </ul>	100%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

As we work towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to report on our progress against our 2014 management actions.

#### (PART 1)

SUPPORTING COMMUNITIES	2014 PROGRESS	% COMPLETE
We will develop frameworks for implementation of our Community Charter at sites where we intend to develop or acquire.	<ul style="list-style-type: none"> <li>We have action plans for implementation of our Community Charter at all our major assets. Where we have plans for future development or planning aspirations, we are tailoring these plans.</li> </ul>	100%
We will understand the current position in relation to local procurement at major assets. This will include undertaking a baseline analysis and identify opportunities where future local procurement may be appropriate with a view to increase the proportion of supply locally.	<ul style="list-style-type: none"> <li>We commissioned an independent review of local procurement at ten shopping centres, six developments and one central London mixed-use campus. The review showed that British Land provides a substantial contribution to the local economy, labour markets and skills development. It also identified opportunities to support local procurement, which we will be implementing through our supply chain plan.</li> <li>Find out more: <a href="http://www.britishland.com/blogs">www.britishland.com/blogs</a></li> </ul>	100%
Continue to identify education, training and local employment opportunities across the portfolio. This will include learning from our supply chain employment work at Broadgate and determining the extent to which this model is transferable across our major assets.	<ul style="list-style-type: none"> <li>We are supporting retail training and apprenticeship programmes in Edinburgh, Hull, Preston, Rotherham and Sheffield. Over 100 local jobseekers have gained sustainable employment with our suppliers at Broadgate in the City, through our Skills into Work programme with community partner the East London Business Alliance. We also support construction apprenticeships and local employment schemes at many of our developments.</li> <li>After a series of successful pilots, we will be expanding our support of The Prince's Trust's Get Into training courses to areas including Leicester and Peterborough. We are also encouraging training and upskilling of existing staff.</li> </ul>	100%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

#### (PART 2)

SUPPORTING COMMUNITIES (CONTINUED)	2014 PROGRESS	% COMPLETE
Continue to work with our supply chain and occupiers to identify apprenticeship opportunities. We intend to increase the number of apprenticeships we support and encourage significantly.	<ul style="list-style-type: none"> <li>At our properties, together with our suppliers, we funded or part-funded 17 apprentices this year. On our developments, our supply chain is supporting 81 apprenticeships.</li> <li>Next year, we will stipulate 3% apprentices in some of our major new contracts.</li> </ul>	 50%
ENGAGING STAFF	2014 PROGRESS	% COMPLETE
Continue to review and develop our training programme, including offering more training opportunities in-house.	<ul style="list-style-type: none"> <li>A new Head of Learning and Development role was appointed, who is reviewing and improving our training provision.</li> </ul>	 60%
Introduce initiatives to support gender diversity in the workplace and hold workshops to discuss other areas of diversity.	<ul style="list-style-type: none"> <li>A new Director of Human Resources was appointed, Joff Sharpe, who reviewed and improved our human resources strategy, which we will be actioning in 2014/15.</li> </ul>	 20%
Continue to undertake an annual staff survey.	<ul style="list-style-type: none"> <li>95% of staff completed The Sunday Times Best Companies to Work For survey 2014, scoring us 76% for 'I love working for this organisation'.</li> </ul>	 100%
Publish our new Staff Handbook, making it more accessible for all.	<ul style="list-style-type: none"> <li>We published our new Staff Handbook internally, just after the year end, in June 2014.</li> </ul>	 90%
Achieve 80% staff volunteering, with a continued focus on skills-based opportunities.	<ul style="list-style-type: none"> <li>77% of staff took part in community activities in work time, with 14% regularly volunteering in schools and 12% supporting skills-based opportunities.</li> </ul>	 96%
Continue to improve our induction process.	<ul style="list-style-type: none"> <li>Our induction process is being reviewed, based on feedback from the Sunday Times staff survey 2014 and a recent staff pulse survey.</li> </ul>	 30%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

#### (PART 3)

EXCEEDING CUSTOMER EXPECTATIONS	2014 PROGRESS	% COMPLETE
Develop new customer-focused action plans, informed by feedback from our 2013 occupier survey.	<p>Our Retail Strategy</p> <ul style="list-style-type: none"> <li>– Detailed understanding of the consumer: We undertake extensive research to provide us with detailed knowledge on how people shop at each of our key assets.</li> <li>– Providing the right services to attract both the retailer and consumer: Services covers a broad range including digital, Click and Collect, marketing and community engagement and are becoming an increasingly important part of British Land's retail offer.</li> <li>– Creating the right space in an environment where people want to shop and retailers can thrive: We continually look to invest in our assets whether through great shop fits or major refurbishments and extensions to provide retailers with high quality, flexible modern space at affordable prices.</li> <li>– For more detail: <a href="http://www.britishland.com/annualreport">www.britishland.com/annualreport</a></li> </ul> <p>Our Offices strategy</p> <ul style="list-style-type: none"> <li>– Understanding needs: Continuing to work with our occupiers to understand their diverse business requirements; Adapting our Customer Charter to reflect the different needs of individual occupiers</li> <li>– Service charges: Consolidating procurement to gain cost efficiencies; Continuing to consult with occupiers regarding service charges; Investigating how we can better integrate financial systems to provide more supporting information when billing for utilities</li> <li>– Building management: Making more effective use of building performance data; Reviewing our helpdesk systems and procedures; Learning from areas where the visitor experience works best</li> <li>– Responding to requests: Reviewing the overall Licence for Alterations process and timescales for completion to identify further opportunities for improvement; Introducing our new online application tool</li> </ul>	100%

# TARGETS & MANAGEMENT ACTIONS

## PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

#### (PART 4)

EXCEEDING CUSTOMER EXPECTATIONS (CONTINUED)	2014 PROGRESS	% COMPLETE
	<p>Our Offices strategy (CONTINUED)</p> <ul style="list-style-type: none"> <li>– New occupiers: Continuing to commission post-occupancy satisfaction surveys; Involving our management team more during the development phase; Carrying on implementing transitional plans for fit-outs and occupier moves before practical completion of new developments; Working harder to develop close relationships with new occupiers early on.</li> <li>– For more detail: <a href="http://www.britishland.com/occupiers">www.britishland.com/occupiers</a></li> </ul>	
Communicate our 2013 occupier survey results and outline key initiatives to further improve customer satisfaction.	<ul style="list-style-type: none"> <li>– During the year, we published the results of our 2013 occupier survey, which confirmed that we continue to significantly outperform industry averages for occupier satisfaction. We also outlined key initiatives to further improve customer satisfaction (see above).</li> </ul>	100%

# TARGETS & MANAGEMENT ACTIONS

## NEW MANAGEMENT ACTIONS FOR 2015

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

As we work towards our challenging 2015 targets, we set annual management actions to drive performance. Here, we are pleased to set out our management actions for the coming year.

#### OVERALL

- Deliver our long-term targets, which culminate in 2015
- Review our corporate responsibility strategy and targets
- Further integrate social and environmental factors into our business decision making
- Launch a Supply Chain Charter and implement our supply chain plan
- Report in line with the GRI 4 Guidelines Core option
- Revise our Sustainability Brief for Management
- Pilot the Government's Soft Landings methodology at our 4 Kingdom Street development in Paddington Central. This covers environmental, economic and social aspects.

#### ADDITIONAL ENVIRONMENTAL ACTIONS

- Implement environmental recommendations from our supply chain review
- Publish our new climate change strategy, incorporating carbon reductions and climate change adaptation
- Introduce daily energy use monitoring at our retail properties and take appropriate actions to optimise efficiency
- Share findings with the industry from CIBSE TM54 design and operational methodology pilots in our developments

# TARGETS & MANAGEMENT ACTIONS

## NEW MANAGEMENT ACTIONS FOR 2015

### PROGRESS ON 2015 TARGETS

### PROGRESS ON ENVIRONMENTAL MANAGEMENT ACTIONS FOR 2014

### PROGRESS ON SOCIAL MANAGEMENT ACTIONS FOR 2014

### NEW MANAGEMENT ACTIONS FOR 2015

Continued from previous page

#### ADDITIONAL ENVIRONMENTAL ACTIONS (CONTINUED)

- Continue to work with the industry to develop and launch landlord energy ratings for commercial buildings
- Determine the business case for investment in on-site micro generation of energy.

#### ADDITIONAL SOCIAL ACTIONS

- Launch a Community Toolkit for developments
- Require some of our major suppliers to have 3% apprentices in the workforce in new contracts
- All major assets to produce local procurement plans
- Continue to work with the World Green Business Council to identify wellbeing metrics to pilot at a new development, as part of our efforts to understand the impact we can have on wellbeing in buildings
- Gain OHSAS 18001 Occupational Health and Safety accreditation
- Achieve 80% staff volunteering, with a continued focus on skills-based opportunities
- Introduce a formal talent review process to strengthen the Company's approach to identifying high potential employees and tailoring development plans for them
- Roll out People Management and Leadership Development programmes.

# REPORTING CRITERIA

## INTRODUCTION

### INTRODUCTION

#### ENVIRONMENTAL

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Carbon emissions

Energy use, intensity and ratings

Water use and intensity

Waste and material

Land use

#### SOCIAL

Socio-economic contributions

Community investment and contributions

Local procurement and apprenticeships

Community Charter

Local satisfaction

Staff

Customers

Health and safety

Governance

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting corporate responsibility (CR) data in our CR Report and this Full Data Report. Further explanations are provided in each section of this Full Data Report.

### PRINCIPLES

- We report data on issues relevant to our CR 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 below).
- Numbers may not add up due to rounding.
- We have applied the Global Reporting Initiative's (GRI) G3.1 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement by interpreting their requirements against our operations. Our assurer, PricewaterhouseCoopers LLP (PwC), has confirmed that our GRI reporting has achieved a B+ level.
- 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 figures for prior years, where the restatement is material. Details of restatements are provided below.

# REPORTING CRITERIA

## INTRODUCTION

### INTRODUCTION

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- Socio-economic contributions
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- Local procurement and apprenticeships
- Community Charter
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- Customers
- Health and safety
- Governance

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### ASSURANCE

- We engaged PwC to perform independent limited assurance of a selection of our most material 2013/14 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 CR 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 also assured a selection of our 2012/13, 2011/12 and 2010/11 data. Earlier data was assured by other providers.

### TERMS

- Assets – properties and developments.
- Our managed portfolio – properties where we have operational or management influence.
- Management influenced, managed or landlord-influenced – properties where we have operational or management influence.
- 'nr' – data is not available and has not been reported.
- 'n/a' – data is not applicable.
- '-' indicates zero.

# REPORTING CRITERIA

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### INTRODUCTION

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### SCOPE

- Data in this report covers 99% of our managed portfolio by value, 100% of development projects and 66% of our investment portfolio.
- All 2013/14 data in this report covers our financial year from 1 April 2013 to 31 March 2014, unless otherwise stated. The same approach applies for previous years.
- 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.
- We report much of our managed portfolio data by portfolio type, in line with our financial reporting: offices, shopping centres, retail parks and residential. Where we refer to retail, this includes both shopping centres and retail parks.
- We report much of our developments data by construction value: small (£300,000 to £5 million) and major (over £5 million). We do not report on development projects with a construction value less than £300,000. We report on active developments with planning permission, developments under construction and developments completed in this financial year, unless otherwise stated.
- Broadgate Estates Ltd is wholly owned by British Land and is the building manager for all our multi-let offices. It also manages other buildings not owned by British Land. Broadgate Estates Ltd is mentioned explicitly where its performance is reported.
- All staff at The Source Skills Academy in Sheffield are employed through Meadowhall Education Ltd, which is wholly owned by British Land. The Source is mentioned explicitly where it is reported and is accounted for as an office property.

# REPORTING CRITERIA

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### INTRODUCTION

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Socio-economic contributions  
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 Staff  
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### SCOPE (CONTINUED)

- Data from properties acquired or sold, or which are under our operating influence during the reporting period, are reported from the date of purchase / management or until the date of sale/no longer managed.
- We aim to capture all relevant data, but, where this is not feasible, we estimate figures and pro-rate available data wherever practical. Where we estimate, we make this clear in the reporting criteria or the data notes.
- In 2013/14, our total investment portfolio comprised 59% multi-let properties, 34% single-let properties, 2% residential properties and 5% developments by value. We had management influence for 785 properties and 58 developments. These comprised 66% of our total investment portfolio by value.
- All our development projects and the majority of our managed properties are located in the UK. During the year, we outsourced management responsibilities for 11 properties in France, Italy, Portugal and Spain. We reported data for these properties up to the date our management responsibilities ceased.
- 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.
- 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.
- We report 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 both the entire current reporting year and the baseline year.

# REPORTING CRITERIA INTRODUCTION

## INTRODUCTION

### ENVIRONMENTAL

- Overview
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### SOCIAL

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## SCOPE (CONTINUED)

**TABLE 1: OUR MANAGED PORTFOLIO**

	Number of assets		Floor areas (m <sup>2</sup> )	
	2013/14	2012/13	2013/14	2012/13
Offices	45	36	625,807	635,806
British Land: Head Office occupied space	1	1	3,729	3,729
British Land: Subsidiaries	5*	5*	3,025	3,025
Shopping Centres	17	14	712,696	493,145
Retail parks	61	68	746,349	773,492
Residential	656	313	6,280	4,381
<b>Total</b>	<b>785</b>	<b>437</b>	<b>2,097,886</b>	<b>1,913,578</b>

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

**TABLE 2: OUR DEVELOPMENTS**

	Number of projects		
	2013/14	2012/13	2011/12
In design	21 (1 non-managed)	43 (3 non-managed)	34 (2 non-managed)
In construction	19 (2 non-managed)	19 (2 non-managed)	15
Completed	18 (1 non-managed)	20 (3 non-managed)	15 (1 non-managed)
<b>Total</b>	<b>58</b>	<b>82</b>	<b>64</b>

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**TABLE 3: CHANGES IN OUR PORTFOLIO**

2013/14	Number of assets
Acquired	12 properties (8 offices and 4 retail) <sup>†</sup>
Sold	11 properties (3 offices and 8 retail)
Management responsibility outsourced	11 properties in France, Italy, Portugal and Spain
Developments transferred into managed portfolio	5 developments (4 offices and 1 retail)
Managed properties transferred into developments	1 property (1 office)

<sup>†</sup>A single property was unable to report data; we will work on collecting data for this property next year.

**TABLE 4: OUR LIKE-FOR-LIKE MANAGED PORTFOLIO**

2013/14 AGAINST OUR 2008/09 BASELINE	Number of assets
Offices	11
Retail parks	33
Shopping centres	1
Residential	0
<b>Total</b>	<b>45</b>

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### METHODOLOGY

- The majority of environmental and social data at most of our properties and developments is collected using an online reporting system, Credit 360.
- Managing agent site staff at our managed properties and project teams on our managed developments provide monthly and quarterly responses to automated data requests from the Credit 360 system. Community activity data is reported on an ongoing basis. 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 assets, resource use consumption data is fed directly into Credit 360.
- For residential, resource use data has been provided by our managing agents in spreadsheet format.
- Annually, all 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.

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### MANAGED PORTFOLIO – INTENSITY MEASURES

- 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:
  - Vacant space is excluded from floor area intensity calculations.
  - Office floor areas are based on Gross Internal Area (GIA) with the exception of 3 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.

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#### FIG. 1 ENVIRONMENTAL SUMMARY

- Please refer to data notes for each individual Fig.
- As per EPRA Best Practice Recommendations, EPRA energy data covers energy procured by British Land.
- Energy, water and carbon intensity data covers whole building usage for offices and common parts usage for shopping centres and retail parks.

#### FIG. 2 SUSTAINABILITY RATINGS

- This Fig. covers all major development projects which have received planning consent and were active in the financial year. It excludes minor developments as these are not required to undertake BREEAM certifications by our Sustainability Brief for Developments policy.
- Certification ratings are normally given at the level of individual buildings; therefore there may be more than one certification per development.
- We reviewed all major developments which have been active this financial year and obtained certificates, pre-assessments or draft reports from design team.
- The rating, % performance, scheme name and scheme year were provided by certified assessors in formal reports or included in the final certificate.
- Scores for draft reports and pre-assessments are liable to change before final certification.

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### FIG. 3 CUMULATIVE LIKE-FOR-LIKE COST SAVINGS AND INVESTMENT (DEGREE DAY ADJUSTED)

- Resource use, associated cost savings, service charge investment and corporate investments are reported cumulatively for like-for-like properties across baselines of 2011/12 and 2012/13.
- Service charge and corporate investments are reported cumulatively for like-for-like properties across baselines of 2011/12 and 2012/13.
- Service charge investment relates to any spend within the property that has improved resource use efficiency.
- Cumulative savings are calculated to show accumulated savings across the reporting period. Cumulative savings are the sum of savings from the baseline year to each year within the reporting year period up to the current reporting year.
- Cost savings were calculated by multiplying any decrease in kWh/m<sup>3</sup> between reporting years, and applying current year cost factors.
- Savings also include any reduction in CRC payments associated with reduced carbon emissions.
- Water cost factors are based on the prices of our largest water supplier, Thames Water, as Ofwat no longer provides national water cost data. Water cost figures for 2012/13 have been sourced from: 'Thames Water Metered charges - 2012 to 2013'.
- Landfill tax savings have been calculated by multiplying re-used, composted and recycled waste 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.
- Investment figures can include installation costs and VAT.
- 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.

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**TABLE 5: UTILITY COST RATES BY COUNTRY**

Country	Resource type (per kWh/m <sup>3</sup> /tonne)	Rates			
		2013/14	2012/13	2011/12	2010/11
United Kingdom	Electricity	£0.1016	£0.0946	£0.0900	£0.0842
	Gas	£0.0293	£0.0271	£0.0265	£0.0212
	Fuel oil	£0.6978	£0.7076	£0.6810	£0.5414
	Petrol	£1.2876	£1.3547	£1.2383	n/a
	Red diesel	£0.6626	£0.7274	£0.7312	n/a
	Water	£1.3248	£1.2263	£1.1782	£1.1528
	Landfill tax	£72.00	£64.00	£56.00	£48.00
	Landfill tax (demolition)	£2.50	£2.50	£2.50	£2.50
	Carbon (CRC)	£12.00	£12.00	£12.00	£12.00
France	Electricity	£0.0659	£0.0657	£0.0610	£0.0455
	Gas	£0.0338	£0.0350	£0.0333	£0.0205
	Fuel oil	£1.0890	£1.0943	£0.7409	£0.7979
	Water	£1.3248	£1.2263	£1.1782	£1.1528
Spain	Electricity	£0.0832	£0.0840	£0.0913	£0.0708
	Gas	£0.0325	£0.0311	£0.0279	£0.0180
	Fuel oil	£1.0960	£0.9523	£0.7252	£0.7733
	Water	£1.3248	£1.2263	£1.1782	£1.1528
Portugal	Electricity	£0.0828	£0.0853	£0.0815	£0.0610
	Gas	£0.0351	£0.0355	£0.0320	£0.0187
	Fuel oil	£1.1050	£1.0225	£0.9511	£0.9380
	Water	£1.3248	£1.2263	£1.1782	£1.1528
Italy	Electricity	£0.1223	£0.1221	£0.1234	£0.0884
	Gas	£0.0336	£0.0353	£0.0278	£0.0191
	Fuel oil	£1.3410	£1.1819	£1.0825	£1.2007
	Water	£1.3248	£1.2263	£1.1782	£1.1528

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#### FIGS 4-10 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:** Developments with planning permission, under construction or completed. Includes 100% of emissions from joint venture developments and 100% of developments undertaken by others with our funding. Exclusions from reporting are niche, small projects we were unable to benchmark as well as developments under design which do not yet have planning permission.
- **British Land and Broadgate Estates Ltd occupied space:** Electricity, gas, oil and vehicle fuels used by British Land and Broadgate Estates Ltd staff 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 staff travelling on business, including travel by car, taxi, rail, bus and air.

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#### FIGS 4-10 METHODOLOGY – MANAGED PROPERTIES

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government conversion factors for Company Reporting 2014'.
- Carbon conversion emissions factors (see Table 6, below) are sourced from Defra/DECC's guidelines as above, with the exception of Portugal gas (Source: 'IEA Statistics, CO<sub>2</sub> emissions from fuel combustion, 2013 edition').
- Emissions are reported as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e). This includes: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O), collectively referred to as GHGs.
- GHG emissions for British Land Head Office business travel are calculated by converting staff business travel expenditure to kilometres travelled, before applying the conversion factors.
- 2013/14 staff business travel expenditure by mode of travel is taken from staff credit card spend, and the following conversion factors are applied to spend (£) to yield kilometres travelled:
  - Air travel: £0.12/km (incl. VAT).
  - Car: £0.28/km.
  - Taxis: £2.69/km.
  - 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.

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#### FIGS 4-10 METHODOLOGY – DEVELOPMENTS

- British Land commissioned an embodied carbon study from Davis Langdon (now Aecom) in spring 2011, to provide a reliable overview of the level of embodied carbon associated with the development portfolio for 2010/11 and 2011/12. This study and the associated report were revisited and updated in March 2012, March 2013 and February 2014, in line with the actual construction programme. The restatements significantly altered the historical figures.
- 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 employs 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 begins 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.
- To determine a reliable overview of the portfolio and to avoid assessing every project by 'deep-dive' analysis, 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.
  - Whiteley Shopping, retail 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.

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#### FIGS 4-10 METHODOLOGY – DEVELOPMENTS (CONTINUED)

- From these benchmarks a pro-rated applicable m<sup>2</sup> was applied to the rest of the portfolio of projects by typology. To refine the m<sup>2</sup> carbon benchmarks further, Aecom supplemented, where necessary, data from our own internal benchmarks, databases and project experience to ensure each one was as robust as possible.
- 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 bio-renewable 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.
  - **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.

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#### FIGS 4-10 METHODOLOGY – DEVELOPMENTS (CONTINUED)

- **Site energy:** This is based on Aecom estimates according to industry standard construction practices, not reported site energy information.
- **Waste data:** A percentage waste allowance was applied to each material type. These figures were based on WRAP's standard industry practice database and Aecom's internal benchmarks.
- **Transport data:** As mentioned above, the quantities were used to calculate the weights for each material type across all components. This, coupled with the waste allowance, was used for calculating tonnages, which, in turn, was used for estimating emissions from transport.
- **Additional assumptions:** It is assumed that all developments' embodied carbon figures are part of the Scope 3 reporting element of the British Land carbon footprint.

#### FIGS 4-10 ADJUSTMENTS AND RESTATEMENTS

- Our carbon emissions for all reporting years have been restated in order to account for material changes to the conversion factors provided by Defra for company reporting purposes.
- Carbon emission figures for 2012/13 have been adjusted and restated where primary data has been found to be incorrectly reported in the preceding year. In the spirit of transparency and accuracy this is restated regardless of the overall impact.

#### FIG. 4 EPRA 3.5 – TOTAL DIRECT GREENHOUSE GAS EMISSIONS

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 13 EPRA 3.3 and include emissions from Scope 1 only (direct emissions as per EPRA guidance).

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#### FIG. 5 EPRA 3.6 – TOTAL INDIRECT GREENHOUSE GAS EMISSIONS

— Carbon emissions relate to energy consumption (kWh) reported in Fig. 11 EPRA 3.1 and include emissions from Scopes 2 and 3 (indirect emissions as per EPRA guidance).

#### FIG. 6 EPRA 3.7 – GREENHOUSE GAS INTENSITY FROM BUILDING ENERGY

— Carbon emissions relate to energy consumption (kWh) reported in Fig. 11 EPRA 3.1 and Fig. 13 EPRA 3.3 and include emissions from Scopes 1, 2 and 3.

#### FIG. 7 REPORTED FOOTPRINT – SCOPES 1 TO 3

— Carbon emissions relate to energy consumption (kWh) reported in Figs. 15, 16 and 17, 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.

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#### FIG. 8 SCOPE 3 FOOTPRINT – INCLUDING ESTIMATED ACTIVITIES

- Reported Scope 3 footprint copied from Fig. 7 Reported footprint – Scopes 1 to 3
- Additional estimated Scope 3 footprint calculated as follows:
  - Managed portfolio, Developments, Property Acquisition and Corporate: emissions calculated in 2011/12:
    - Commuting emissions: British Land staff emissions calculated from Full Time Equivalent (FTE) data and York House travel survey data. Meadowhall staff emissions calculated from FTE data and National Travel Survey (commuting) data.
    - Procurement emissions calculated by mapping British Land spend to input-output carbon intensities to produce out-turn consumption-based emissions for goods and services purchased by British Land using British Land and Meadowhall spend data (excludes Broadgate Estates Ltd spend data).
    - Spend data was mapped to 123 Standard Industrial Classification (SIC) sectors, which were then input to Arup's Beacon tool.
    - Carbon intensity data in Beacon is supplied under exclusive licence by the Centre for Sustainability Accounting (CenSA).
  - Managed and single-let properties: emissions calculated in 2012/13 based on 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 calculated in 2012/13 based on visitor numbers, 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 2011 and distance data for commuting and shopping.

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#### FIG. 9 REPORTED SCOPE 1 AND 2 INTENSITY (DEGREE DAY ADJUSTED)

- Emissions associated with gas and electricity used for central heating, ventilation and air conditioning (HVAC) consumption based on kWh adjusted for weather using degree days.
- Emissions based on scope of properties reporting energy intensity.
- Turnover based on gross rental and related income for properties in the managed portfolio which contribute to Scope 1 and 2 greenhouse gas emissions: £577.6m for 2013/14, £555.6m for 2012/13, £563.9m for 2011/12, and £517.9m for 2010/11.
- FTE based on the total number of employees reported in Fig 61. Staff Employment: 2013/14: 517.5, 2012/13: 489, 2011/12: 483 and 2010/11: 491.

#### FIG. 10 LANDLORD INFLUENCED LIKE-FOR LIKE SCOPE 1 AND 2 (DEGREE DAY ADJUSTED)

- Carbon emissions relate to energy consumption (kWh) reported in Fig. 14 and includes emissions from Scopes 1 and 2.

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Resource type		UK	France	Italy	Portugal	Spain
Electricity generated	Electricity generated Scope 2 direct GHG (kgCO <sub>2</sub> e/kWh)	0.44548	0.07909	0.40631	0.25531	0.23798
	Electricity generated Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.07033	0.01194	0.06134	0.03854	0.03593
Electricity losses	Electricity losses Scope 3 direct GHG (kgCO <sub>2</sub> e/kWh)	0.03809	0.00601	0.02685	0.0221	0.01345
	Electricity losses Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.00601	0.01194	0.06134	0.03854	0.03593
Gas (Net Calorific Value)	Natural Gas Scope 1 direct GHG (kgCO <sub>2</sub> e/kWh)	0.20421	n/a	n/a	0.20421	0.20421
	Natural Gas Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	0.03118	n/a	n/a	0.03118	0.03118
Oil	Gas oil Scope 1 direct GHG (kgCO <sub>2</sub> e/litres)	2.9343	n/a	n/a	2.9343	2.9343
	Gas/ diesel oil Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/litres)	0.5776	n/a	n/a	0.5776	0.5776
Geothermal	Electricity generated Scope 2 direct GHG (kgCO <sub>2</sub> e/kWh)	n/a	n/a	0.40631	n/a	n/a
	Electricity generated Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	n/a	n/a	0.06134	n/a	n/a
	Electricity losses Scope 3 direct GHG (kgCO <sub>2</sub> e/kWh)	n/a	n/a	0.02685	n/a	n/a
	Electricity losses Scope 3 life-cycle GHG (kgCO <sub>2</sub> e/kWh)	n/a	n/a	0.00405	n/a	n/a
Refrigerants	R407c (GWP/tonne)	1526	n/a	n/a	n/a	1526
	R134a (GWP/tonne)	1300	n/a	n/a	n/a	n/a
Fuel use	Diesel Scope 1 (kg CO <sub>2</sub> e/litre)	2.6705	n/a	n/a	n/a	n/a
	Diesel Scope 3 (kg CO <sub>2</sub> e/litre)	0.5677	n/a	n/a	n/a	n/a
	Petrol Scope 1 (kg CO <sub>2</sub> e/litre)	2.3104	n/a	n/a	n/a	n/a
	Petrol Scope 3 (kg CO <sub>2</sub> e/litre)	0.4628	n/a	n/a	n/a	n/a
	LPG Scope 1 (kg CO <sub>2</sub> e/litre)	1.4929	n/a	n/a	n/a	n/a
	LPG Scope 3 (kg CO <sub>2</sub> e/litre)	0.187	n/a	n/a	n/a	n/a
Water	Water supply (kg CO <sub>2</sub> e/m <sup>3</sup> )	0.3441	0.3441	0.3441	0.3441	0.3441

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(PART 2)

Resource type		UK	France	Italy	Portugal	Spain
British Land travel	Average car: GHG (kgCO <sub>2</sub> e per vehicle km)	0.19023	n/a	n/a	n/a	n/a
	Average car: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.03935	n/a	n/a	n/a	n/a
	Domestic average: GHG (kgCO <sub>2</sub> e per vehicle km)	0.172757	n/a	n/a	n/a	n/a
	Domestic average: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.035618	n/a	n/a	n/a	n/a
	Short-haul international average: GHG (kgCO <sub>2</sub> e per vehicle km)	0.101768	n/a	n/a	n/a	n/a
	Short-haul international average: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.020995	n/a	n/a	n/a	n/a
	Black cab: GHG (kgCO <sub>2</sub> e per vehicle km)	0.15294	n/a	n/a	n/a	n/a
	Black cab: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.0325	n/a	n/a	n/a	n/a
	Private taxi: GHG (kgCO <sub>2</sub> e per vehicle km)	0.144343	n/a	n/a	n/a	n/a
	Private taxi: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.030643	n/a	n/a	n/a	n/a
	National rail: GHG (kgCO <sub>2</sub> e per vehicle km)	0.04904	n/a	n/a	n/a	n/a
	National rail: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.00854	n/a	n/a	n/a	n/a
	Tube: GHG (kgCO <sub>2</sub> e per vehicle km)	0.06361	n/a	n/a	n/a	n/a
	Tube: life-cycle GHG (kgCO <sub>2</sub> e per vehicle km)	0.00998	n/a	n/a	n/a	n/a

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#### FIGS. 11-19 AND 21-25 SCOPE – MANAGED PROPERTIES

Property type	Total properties	Resource type	Properties not reporting	Reason
Offices	45	Electricity	1	1: Added to the portfolio during reporting year and unable to provide data
		Gas	14	14: No shared services gas
		Oil	31	31: No shared services oil use
British Land: Head Office occupied space and subsidiaries	2	Electricity	0	-
		Gas	1	1: No gas consumption
		Oil	2	2: No oil use
Retail parks	61	Electricity	2	2: Unable to obtain data from joint venture partners
		Gas	56	56: No common parts gas use
		Oil	60	60: No common parts oil use
Shopping centres	17	Electricity	0	-
		Gas	5	5: No common parts gas use
		Oil	13	13: No common parts oil use
Residential	656	Electricity	310	310: Unable to obtain data from managing agent
		Gas	647	337: No common parts gas use 310: Unable to obtain data from managing agent
		Oil	656	346: No common parts oil use 310: Unable to obtain data from managing agent

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#### FIGS. 11-19 AND 21-25 METHODOLOGY – MANAGED PROPERTIES

- At our retail properties, where meters serve both common parts and occupier areas, AMRs and managing agent site staff provide sub-meter readings, which 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.
- 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).
- Energy use in Broadgate Estates Ltd occupied areas in buildings not owned by British Land is estimated based on billing information.
- On-site renewables at our offices comprises photovoltaic panels at two of our offices, 20 Triton Street and Ropemaker Place (sold in March 2013). We have accounted for this energy in shared services energy use in the building. This renewable energy is not exported to the grid.
- On-site renewables in retail comprises a wind turbine installation at Giltbrook Retail Park. We have accounted for this energy in common parts energy use in the building. This energy is used on site and not 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.
- UK and Continental Europe energy costs are calculated using the DECC and National Statistics publication 'Quarterly energy prices March 2014'. Averages are assumed for all energy costs.

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#### FIGS. 11-19 AND 21-25 METHODOLOGY – MANAGED PROPERTIES (CONTINUED)

- The UK electricity price was applied to Continental Europe geothermal energy use as no data was available.
- An exchange rate of 0.8262 £:€ was applied (sourced from <http://www.x-rates.com>).
- Adjustments and restatements: energy use for 2012/13 was restated as we work continuously to improve the accuracy of our data. In our retail portfolio, inaccuracies were identified with some meter readings. These were adjusted accordingly.

#### FIGS. 9-10, 14, 18, 20 AND 23-25: DEGREE DAY CORRECTED DATA

- 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 have switched to a ten 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 ten year HDD average = normalised gas kWh.

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#### FIGS. 9-10, 14, 18, 20 AND 23-25: DEGREE DAY CORRECTED DATA (CONTINUED)

- 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 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 where 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 ten 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. 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 Credit 360.

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#### FIGS. 9-10, 14, 18, 20 AND 23-25: DEGREE DAY CORRECTED DATA (CONTINUED)

— 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.

#### FIG. 11 EPRA 3.1 – PURCHASED ELECTRICITY USE

— On-site generated renewables are excluded as they are supplied by British Land and not purchased.

#### FIG. 20 ENERGY USE – DEVELOPMENTS

- This Fig. does not include data on non-managed developments.
- Energy data is collected and reviewed from our managed development sites and is converted, if necessary, from litres or m<sup>3</sup> to kWh (see Table 8: Carbon Trust recommended conversion factors, below) and then into costs (see Table 5: Utility cost rates by country, in the Financial section).
- Adjustments and restatements: 2012/13 Diesel and electricity usage has been restated, as actual figures have now been implemented. Costs have also been updated to reflect these changes. 2012/13 Gas data has been restated due to using an adjusted conversion factor. 2011/12 Electricity cost data has been restated due to a change in the cost factors.

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#### FIGS. 26-27 EPC RATINGS

- Data includes both managed and non-managed properties.
- Excludes properties sold within the reporting year.
- England and Wales, Scotland, and Northern Ireland are listed separately as each country calculates ratings differently.
- Residential ratings are not reported.
- N/A refers to properties where EPCs are not required
- Retail properties include shopping centres, retail parks and offices ancillary to retail.
- No certificates held for Continental European properties during the reporting period

#### FIG. 28 ENERGY EFFICIENCY – DEVELOPMENTS

- Major developments active this year, which have received planning permission.
- Regulations apply at the level of individual buildings; therefore there may be multiple buildings per development.
- This year, one UK development is not reporting. Exclusions: 8 developments which do not require new building regulations or have not yet received planning permission.
- Percentages may change over time as a project progresses and design evolves.
- Relates only to regulated energy (and emissions) as defined under UK building regulations.

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#### FIG. 28 ENERGY EFFICIENCY – DEVELOPMENTS (CONTINUED)

— Figures reported are based on engineer's 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 (sometimes 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 is 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		9.61
Gas	m <sup>3</sup>	11.13

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#### FIGS. 29-33 SCOPE – MANAGED PROPERTIES

TABLE 9: SCOPE OF WATER REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	45	5	3: No water use 2: Added to the portfolio during reporting year and unable to provide data
British Land: Head Office occupied space and subsidiaries	2	2	-
Retail parks	61	40	40: No common parts water use
Shopping centres	17	2	1: Water reported at estate level 1: No common parts water use
Residential	656	517	207: No common parts water use 310: Unable to obtain data from managing agent

#### FIGS. 29-33 METHODOLOGY– MANAGED PROPERTIES

- Water data comprises mains water and non-mains water used within our multi-let managed portfolio.
- Non-mains water comprises water harvested on site and water used from boreholes.
- 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.

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#### FIG. 34 WATER USE – DEVELOPMENTS

- This Fig. does not include data on non-managed developments.
- Water data comprises mains water used on our managed development sites. Data is collected and reviewed, and then converted into costs (see Table 5: Utility cost rates by country, in the Financial section).

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#### FIG. 35 WASTE MANAGEMENT – DEVELOPMENTS

- This Fig. does not include data on non-managed developments.
- We consider our waste figures have 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 either diverted from landfill, landfilled or re-used on site. 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 figures. Where this is not possible, the contractors use industry standard conversion factors (<http://www.wrap.org.uk/content/waste-landfill-reporting-portal>) and report the tonnage figures through Credit 360.
- Landfill tax costs are for indicative purposes only. Landfill tax savings 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). This is for indicative purposes only, as not all waste included in the diverted from landfill waste would be subject to landfill tax costs.
- Adjustments and restatements: 2012/13 Construction and demolition waste figures were updated due to waste temporarily re-used onsite having now been sent offsite and diverted from landfill. Landfill tax costs have been updated to reflect these changes.

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#### FIG. 36 RECYCLED MATERIALS – DEVELOPMENTS

- This Fig. covers new build (not refurbishment) major development projects which have received planning permission and are active this year.
- Methodology, as calculated by the WRAP Designing Out Waste or Net Waste Toolkits: At product level, recycled content is the proportion, by mass, of recycled material in a product or packaging (as defined by ISO 14021). At project level, recycled content is calculated as a proportion of the total value of materials used, by summing the total cost of each material multiplied by its percentage recycled content by mass. The value of re-used and reclaimed materials used in construction is quantified based on calculating 100% of the purchase cost of the equivalent newly manufactured product, which is substituted by the re-used content.

#### FIG. 37 TIMBER FROM SUSTAINABLE SOURCES – DEVELOPMENTS

- This Fig. does not include data on non-managed developments.
- This Fig. covers all timber (including temporary) used on development sites active this year, both major and minor. Sustainable timber refers to timber sourced from a certified sustainable source, i.e. Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC).

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### FIGS. 38-41 WASTE MANAGEMENT SCOPE – MANAGED PROPERTIES

**TABLE 10: SCOPE OF WASTE REPORTING**

Property type	Total properties	Properties not reporting	Reason
Offices	45	12	4: Added to the portfolio during reporting year and unable to provide data 8: Waste reported at an estate level and not attributable to an individual property
British Land: Head Office occupied space and subsidiaries	2	2	
Retail parks	61	26	26: No managed waste
Shopping centres	17	2	1: Waste reported at an estate level and not attributable to an individual property 1: No managed waste
Residential	656	656	346: No common parts waste management 310: Unable to obtain data from managing agent

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#### FIGS. 38-41 WASTE MANAGEMENT METHODOLOGY - MANAGED PROPERTIES

- Waste figures only cover 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
- For like-for-like waste management, where waste was sent to MRFs, the performance of these facilities has been reported. This performance data has been applied to the total volume of waste sent to an MRF and factored into waste performance numbers. For example, of 100 tonnes sent to MRF, where the MRF performance is 50% recycling, 30% incineration and 20% landfill, 50 tonnes remains as MRF recycling, 30 tonnes is added to incineration figures and 20 tonnes is added to landfill figures.
- Like-for-like waste management is reported from 2010/11, as consistent data is only available from this baseline.
- Head Office waste is waste generated in British Land occupied areas at York House.
- Landfill tax costs: volume of waste to landfill multiplied by the relevant cost factor for landfill tax.
- Landfill tax costs for Continental Europe are based on UK landfill tax rates and are for indicative purposes only.
- Landfill tax costs and savings were calculated by multiplying 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).

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#### FIG. 42 BIODIVERSITY

- Major development projects with planning permission active this financial year, where the project has planning permission. Two non-managed developments are excluded.
- Size of habitats restored or protected across the development portfolio, covers the period 1 April 2012 to 31 March 2013.
- Information is based on formal ecologists' reports or design team commitments, where applicable.

#### FIG. 43 LAND CONTAMINATION AND REMEDIATION – DEVELOPMENTS

- In 2013/14, this Fig. covers major construction activity. At four development sites, information was not available at the time of reporting. In previous years, it covers all construction activity.
- We reviewed last year's information and raised a specific query with project managers and construction executives for newly purchased sites.
- We defined '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. 44 ENVIRONMENTAL COMPLIANCE

- This Fig. covers all development projects and all managed assets.

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#### FIG. 46 OUR ECONOMIC CONTRIBUTION

- The information in this Fig. has been extracted from a detailed socio-economic contribution study we commissioned by PricewaterhouseCoopers LLP (PwC).
- For the full report, please visit [www.britishland.com/contributions](http://www.britishland.com/contributions).
- For the full methodology statement by PwC, please visit [www.britishland.com/PwC](http://www.britishland.com/PwC).

#### FIG. 47 THE SOURCE SKILLS ACADEMY TEN YEAR REVIEW

- The Source is a training and development centre set up by British Land and Sheffield City Council, which celebrated its tenth birthday in 2013.
- An independent review by PricewaterhouseCoopers LLP (PwC) was commissioned to estimate the social return on investment generated by The Source.
- For The Source 10 Year Review, please visit [www.britishland.com/TheSource](http://www.britishland.com/TheSource).
- For the full methodology statement by PwC, please visit [www.thesourceacademy.co.uk/PwC](http://www.thesourceacademy.co.uk/PwC).

#### FIG. 48 REGENT'S PLACE 30 YEAR REVIEW

- The information in this Fig. has been extracted from a detailed analysis we commissioned by nef consulting
- For the full report, please visit [www.britishland.com/regentsplace30](http://www.britishland.com/regentsplace30).
- For the full methodology statement by nef consulting, please visit [www.britishland.com/nefc](http://www.britishland.com/nefc).

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#### FIGS. 49-52 SCOPE

- UK only.
- Data covers community investment activities at our Head Office and our managed portfolio, and voluntary community investment activities at our major developments. A small number of properties that fall outside the defined scope for our managed portfolio or developments have reported community activity and so are included in these figures.
- Cash donations are exclusive of VAT.
- Financial contributions towards apprenticeships at our managed properties are included only if all of the following criteria are met:
  1. The payments are made to external bodies.
  2. British Land is not directly benefiting.
  3. Without British Land support, it is considered unlikely that the apprenticeship opportunities would exist.
  4. There is a proper structure for the apprenticeships.
- Staff time and supplier time relates to time spent on community investment activities during paid working hours only and is valued in accordance with LBG guidelines (see Methodology, below, for further information about LBG).
- Staff time relates to those employed directly or contractually at our Head Office.
- Supplier time relates to managing agent site staff and contracted suppliers at our managed sites, and, in a small number of cases, suppliers employed through our Head Office. Time spent supporting apprenticeships falls outside the scope of these figures.
- 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.

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#### FIGS. 49-52 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).
- Community investment activity data is collected across the managed portfolio using an online reporting system, Credit 360. At our managed properties, managing agent site staff record local activity. At our Head Office, designated personnel input details of British Land financial contributions and any other relevant support in relation to Head Office activities. Designated Head Office personnel also record community investment activity relating to our developments, where it falls within the scope of this data.
- Valuing British Land staff input (also see Adjustments and restatements, below): Average staff value is calculated using information we disclose in our Annual Report on employee costs, staff numbers and directors' pay. An average hourly cost is calculated for directly employed staff based at our Head Office only. The valuation covers wages and salaries, social security costs, pension costs, equity-settled share-based payments and other elements of the benefits package. Separate average hourly costs per employee hour are calculated for Executive Directors and other staff, and allocated accordingly.
- Time spent by those amongst our managing agent site staff who are in management positions is valued according to the average hourly cost of those involved in our community programme. The valuation of time includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office management staff. Time donated by suppliers in non-management positions is valued according to the latest Office for National Statistics UK average earnings figures, taking into account a 10% allowance for employers' National Insurance and 5% for pension contributions.

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#### FIGS. 49-52 METHODOLOGY (CONTINUED)

— Adjustments and restatements:

- Prior to 2014, the value of British Land staff time was calculated by using an average value based on all staff that had been involved in our community programme, with separate average values being attributed to Executive Directors. This average was based on salary and bonus costs. In 2014, staff time valuations were reviewed, and calculations based on full remuneration costs were made, as outlined in 'Methodology' above. Revised valuations were also made for 2011/12 and 2012/13 staff costs and appropriate figures restated.
- In Fig. 52 Our community programme around the UK, a review of 2011/12 region categorisations was undertaken and some spend reallocated to ensure consistency with subsequent years.
- In 2012, figures relating to elements of the operations of The Source Skills Academy\* in Sheffield were included in this data. Following a full review of data relating to The Source in 2013, and with guidance from LBG, we have since not reported a number of activities that had been included in our figures historically. From 2012, we removed figures relating to funding obtained by The Source from the Skills Funding Agency. In 2013, following further consultation with LBG, we also removed public funding received by The Source for delivery of their courses. Figures relating to these activities were previously reported in Fig. 49 Community investment and contributions (External funding for local training), Fig. 50 LBG corporate community investment' (Leveraged cash investment) and Fig 51. Community investment beneficiaries.

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#### FIGS. 49-52 METHODOLOGY (CONTINUED)

- \*Adjacent to Meadowhall Shopping Centre, The Source is a £5.5 million training and development centre, set up as a charity by British Land in partnership with Sheffield City Council in 2003. The Source has been the only Centre of Vocational Excellence for Retail in South Yorkshire since 2005, and became a National Skills Academy for Retail in 2009. Representatives from British Land, Meadowhall, Sheffield City Council, Rotherham Borough Council and the National Skills Academy are on the Board of Trustees. The Source is also underwritten by British Land, which has agreed to cover any capital or operating deficits until 2023.

#### FIG. 49 COMMUNITY INVESTMENT AND CONTRIBUTIONS

- Fundraising includes funds raised by our Head Office staff and management teams at our properties, funds raised by charities at our sites where space for fundraising has been donated, and Head Office staff payroll giving of £37,861.
- Occupier funding relates to funding through the service charge.
- External funding for local training relates to funds for training leveraged from other sources as a direct result of British Land funding, British Land funding for training matched by our joint venture partners and funding gained by The Source (2012 only. See Adjustments and restatements, above, for more detail).
- Other external funding includes additional funds leveraged from other sources as a direct result of British Land funding.

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#### FIG. 50 LBG CORPORATE COMMUNITY INVESTMENT

- LBG is an internationally recognised standard for measuring corporate community investment [www.lbg-online.net](http://www.lbg-online.net).
- Direct community investment relates to British Land's financial contributions, British Land staff time input and in-kind (mainly space) donations from British Land.
- Leveraged cash investment includes fundraising, occupier funding, external funding for local training and other external funding (as detailed in Fig. 49 Community investment and contributions).
- Leveraged staff time relates to time input from the management teams and supplier staff at the properties within the scope of this data.

#### FIG. 51 COMMUNITY INVESTMENT 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 financial contributions from British Land and/or through face-to-face assistance from British Land staff or managing agent site staff. Details of beneficiary numbers are provided either by the charity or community group supported or, in the case of face-to-face support, this information may be supplied by our site or Head Office staff.
- We estimate figures only if there is a reasonable basis upon which to do so.
- If British Land or site staff 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.

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#### FIG. 51 COMMUNITY INVESTMENT BENEFICIARIES (CONTINUED)

- 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 on British Land's request. One such project appears in these figures, where 13 individuals benefited in 2013/14.
  - 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 public funds available to support such initiatives, for example in areas of severe deprivation. One such project appears in these figures, where 24 individuals benefited in 2013/14.
- These figures exclude those benefiting through payments towards charity core funding, as direct beneficiaries cannot be accurately measured. They also exclude individuals that attended local events such as carnivals and festivals.
- Community investment activities are categorised according to the key focus and objective of each activity:
  - **Education:** includes activities supporting the studies of those in further or higher education. Sharing of expertise, including mentoring (students and adults) is also reported in this category, as are initiatives aimed at supporting the development of soft skills.
  - **Employment and training:** includes programmes specifically designed to support local people into employment, vocational training courses, interview and CV writing support for jobseekers and mentoring support to those looking to start their own business through The Prince's Trust's specialist mentor scheme.
  - **Wellbeing, culture and leisure:** includes sporting activities such as the Capital Kids Cricket league in London.

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#### FIG. 52 OUR COMMUNITY PROGRAMME AROUND THE UK

- Cash contributions towards London-wide initiatives such as the Capital Kids Cricket League are split equally between London – City and London – West End.
- Corporate contributions relate to national causes such as The Prince's Trust's Team programme, The Prince's Regeneration Trust and Shelter, and to match funding contributions in support of British Land staff fundraising and payroll giving.

#### FIG. 53 COMMUNITY CONTRIBUTIONS THROUGH PLANNING

- These figures are a summary of costs associated with public contributions or community benefit, which are associated with our managed and unmanaged development programme and the grant of planning permissions.
- These figures relate to any spend on a British Land owned development, whether managed or unmanaged; there is no pro-rating for joint venture development.
- Definitions:
  - 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.

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#### FIG. 53 COMMUNITY CONTRIBUTIONS THROUGH PLANNING (CONTINUED)

- **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.
- Our development activity varies significantly in response to economic conditions.
- We compile these figures 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 figures and ensure no double counting with Figs. 49-52 Community Investment and contributions figures.
- For affordable housing and cost-to-build community facilities, the costs are part of a wider construction budget and the figures are 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.

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#### FIG. 54 LOCAL AND SME PROCUREMENT

- An external consultant was hired to undertake an assessment of budget allocation by tier one suppliers at the following three levels: within 25 miles; SMEs; and SMEs within 25 miles.
- They reviewed local and SME procurement at a sample of British Land assets:
  - Developments: NEQ at Regent's Place (10 - 30 Brock Street and The Triton Tower), Broadgate, 10 Portman Square and The Leadenhall Building.
  - Managed portfolio offices: Regent's Place.
  - Managed portfolio shopping centres: Southgate Bath, Beaumont Leicester, Drake Circus Plymouth, Green Lanes Barnstaple, Serpentine Green Peterborough, Surrey Quays Rotherhithe, Whitely Hampshire, Eastgate Basildon, St Stephen's Hull, Ealing Broadway.
- Budget allocation for developments relates to the period 2011/12 to 2013/14. Budget allocation for the managed portfolio (offices and shopping centres) relates to the 2013/14 financial year.
- Geographical location of suppliers based on postcode of nearest site of supply (i.e. branches of national company treated as local supplier). SME status was defined as less than 250 employees and not a branch of a non-SME.

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#### FIGS. 55-56 APPRENTICES – METHODOLOGY

- UK only.
- We are focusing apprenticeship activity at our major developments and properties which fall under the scope of our Community Charter. These are defined as properties with annual service budgets over £500,000 and developments with construction value over £5 million.
- Apprenticeships are accredited work-based training programmes designed around the needs of employers, which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.

#### FIG. 55 APPRENTICES AT OUR PROPERTIES

- We offer matched funding for apprentices directly employed, or employed through our suppliers across our Community Charter managed properties.
- At our properties, we report on individual apprentices each financial year.
- Additional funding contributions from British Land to our properties or suppliers which create apprentices are reported here.
- Figures reported through The Source at non-British Land properties represent additional apprentice figures The Source has achieved.

#### FIG. 56 APPRENTICES ON OUR DEVELOPMENTS

- As our developments are finite projects, we report total apprentice numbers as an aggregate figure over the lifetime of the project.

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#### FIGS. 57-58 METHODOLOGY

- We are focusing on delivering our Community Charter commitments at our major UK properties and developments first, where we have on-site teams who can work closely with local people and community groups. These consist of properties with annual service budgets over £500,000 and developments with a construction value over £5 million.
- Percentages are based on the following calculations, where commitments are applicable: Full marks for Best practice; 75% for Good performance; 40% for Made a good start; 0% for No real progress or No information.

#### FIG. 57 COMMUNITY CHARTER PROGRESS BY COMMITMENT

- To provide meaningful results across our entire portfolio, we have weighted scores for our retail portfolio, office portfolio and development programme by the proportion of our portfolio they represent by value.

#### FIG. 58 COMMUNITY CHARTER PERFORMANCE AT MAJOR PROPERTIES AND DEVELOPMENT

- Of our retail properties, Whiteley Shopping is now operational. We sold Eastgate Shopping Centre in January 2014 and acquired a 50% share of Southgate Shopping Centre in Bath in September 2013. Our data this year includes activity for these assets.
- Of our office properties, we acquired Paddington Central in July 2013, which we report under London Borough of Westminster. We are reviewing our Charter commitments with the on-site management team.
- Of our developments, a number of projects were tendered before the Charter was launched and it has been more challenging to implement all commitments. We have, however, been successful at our larger developments and are working across all projects to support community activities and the Considerate Constructors Scheme. We have not reported on Hereford, as we have no management responsibility for this development.

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#### FIG. 59 CONSIDERATE CONSTRUCTORS SCHEME

- All Considerate Constructors audits of British Land development sites from April 2013 to March 2014.
- Scoring for Considerate Constructors changed on 1 January 2013 to be a score out of 50, rather than 40. See <http://www.ccscheme.org.uk/> for more information.
- 14 developments in the UK were audited by Considerate Constructors this year.

#### FIG. 60 LOCAL SATISFACTION AROUND OUR MAJOR DEVELOPMENTS

- Each year, we commission independent surveys of key local contacts at our major developments post planning and post construction. We review these findings (both positive and negative) on a project-by-project basis to inform how we approach future development.
- Surveys have been conducted as follows:
  - 2013/14: Aldgate Place, Glasgow Fort Shopping Park, Marble Arch House, Meadowhall surrounding land, Regent's Place, 39 Victoria Street and Whiteley Shopping.
  - 2012/13: 199 Bishopsgate, Surrey Quays Shopping Centre, 39 Victoria Street and Whiteley Shopping.
  - 2011/12: 5 Broadgate and Parkgate Shopping.

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#### FIGS. 61-76 SCOPE

- UK and Europe permanent full time equivalents (FTEs) or number of employees (headcount) as at 31 March 2014. FTEs at British Land and The Source. Headcount at Broadgate Estates Ltd.
- Figures include those on maternity and paternity leave and those on sabbatical. Unless otherwise stated, figures exclude employees not on a permanent contract at the end of the reporting year, including those on fixed-term contracts, internships, temporary staff, contractors and consultants.

#### FIGS. 61-76 METHODOLOGY

- Employee information is primarily retrieved from Cascade, the human resource teams' software programme.
- For British Land and The Source, part time employees are counted as a fraction of an FTE.

#### FIG. 62 STAFF SATISFACTION

- 207 British Land staff participated in the Sunday Times survey, out of 220 eligible staff. This represents a 95% participation rate.

#### FIG. 63 FLEXIBLE WORKING

- Figures for employees employed under flexible working arrangements are based on the FTE or headcount as a proportion of the total FTE or total headcount.

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#### FIG. 64 PARENTAL LEAVE

- This Fig. shows:
  - The number of men and women that were entitled to parental leave.
  - How many of these men and women took leave.
  - The proportion of these men and women that returned from parental leave.
  - The proportion of these returning men and women that remained in employment with British Land for a substantial amount of time after their return, i.e. 12 months.
- The Fig. is structured to report each set of parents within the reporting year they became a parent, i.e. 2013/14, 2012/13 and 2011/12. This means the number of people entitled to parental leave and that take it will remain static for each set of parents in each reporting year. The other data points in the reporting year will be updated annually as we track their return to work status.
- 2012/13 and 2011/12 figures have been restated where they have been found to have been previously reported incorrectly.

#### FIG. 65 NEW STAFF

- The new hires rate is calculated by dividing the number of new hires by the total figure reported in Fig. 61 Employment.

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#### FIGS 66-67 STAFF TURNOVER – REASONS AND RATES

- Leavers include employee redundancies and retirement.
- Employees leaving are based on the FTE or headcount of leavers divided by the total number of FTE or total headcount at the end of the year.
- For gender and age, the FTE or headcount of leavers for each category was divided by the equivalent total FTE or total headcount at the end of the year.
- ‘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.

#### FIGS. 68 AVERAGE SALARY AND REMUNERATION

- UK only.
- For Broadgate Estates, ‘Executive’ includes Board and Portfolio Directors.
- Figures include salary, bonus, car allowance and private medical insurance, except for The Source where private medical insurance is not included as it only applies to a minor number of employees. For British Land, where there has been a policy change during the reporting period, private medical insurance remuneration as at the end of the reporting period is included.
- Remuneration related to share schemes is not included.
- Information is obtained from staff annual total reward statements. The statement contains data obtained as follows:
  - The payroll software programme, Cascade, provides all salary and bonus information.
  - The human resources team maintains a spreadsheet containing all benefits data.

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#### FIGS. 68 AVERAGE SALARY AND REMUNERATION (CONTINUED)

- For British Land, the bonus elements of remuneration figures are calculated based on estimates. Final bonus calculations are undertaken later in the year and were not available during this report timeframe. The estimate is based on the pool bonus allocation approved by Finance. This is then distributed as an estimate across the three staff 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 figures are based on the prior year bonus paid, as the current year bonuses have not yet been decided. For The Source, the bonus elements are based on actual bonus paid in the reporting period.
- Figures for part time employees have been pro-rated to their full time equivalent figures.

#### FIGS. 69-71 STAFF DIVERSITY – GENDER, AGE, ETHNICITY

- British Land Board of Directors figures include Non-Executive Directors in addition to FTE.
- British Land Board of Directors figures are based on headcount rather than FTE.
- For 2013/14, the total % female/male figures were calculated by summing staff figures. Previous years were calculated as an average of each organisation's % female/male figures.

#### FIGS 73-75 STAFF TRAINING – AVERAGE HOURS, TOTAL DAYS

- Numbers of employees receiving training at British Land and Broadgate Estates Ltd are based on headcount, and, for The Source, numbers are based on FTE.

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#### FIG. 76 STAFF APPRAISALS

- Performance review results based on staff participating in 360-degree feedback and formal appraisals with their line managers during the year. Those on probation may also undertake the full process, and others will have set objectives.
- In 2012/13, British Land continued annual appraisals and 360-degree feedback for all staff. Percentages were not reported, as the process was completed after the financial year end. Figures have now been reported.
- 2012/13 figures for Broadgate Estates Ltd have been restated to remove employees who should not have been included in the scope of the figures. This included those on maternity leave, long-term sickness leave, new employees and those still in their probation period. In 2011/12, Broadgate Estates Ltd reviewed and redeveloped the annual appraisal process. Following a People Strategy Review, annual appraisals were moved from Q4 to Q1. Informal reviews took place throughout the year as an ongoing process.

#### FIG. 77 STAFF VOLUNTEERING

- This covers staff participation in our employer supported volunteering programme and other activities during working hours that directly benefit charitable or community organisations or beneficiaries.
- FTEs comprise staff employed directly or contractually by British Land at our Head Office:
  - 2013/14: 205 of 267 staff and contractors volunteered.
  - 2012/13: 188 of 248.
  - 2011/12: 93 of 232.

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#### FIG. 77 STAFF VOLUNTEERING (CONTINUED)

- The total number of hours recorded is:
  - 2013/14: 2,099.
  - 2012/13: 1,950.
  - 2011/12: 796.
- The FTE figure (including contractors) is provided by human resources on a quarterly basis. The average figure across the reporting period is then applied.

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#### FIGS. 78-80 METHODOLOGY

- We report scores out of 10, so that our performance can easily be benchmarked against the Property Industry Alliance's Occupier Satisfaction Survey 2012, which is the industry average.
- Where we have historic data for comparable questions, this has been converted to out-of-10 scores, to reveal satisfaction trends.
- To preserve the endpoints as endpoints (for instance, so 1 is 1 and not 2), a straight linear scale was not used. The following conversion factors were used: 1 = 1; 2 = 3.25; 3 = 5.5; 4 = 7.75; 5 = 10.
- We have reported historic data for all measures where it is available. The tables below show the exact wording used in each survey.

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### FIG. 78 RETAIL SATISFACTION

— Independent survey of retail occupiers in British Land's UK managed properties by The Leadership Factor: 33 Property Directors and service charge contacts; 133 Store Managers and day-to-day contacts.

(PART 1)

TABLE 11: RETAIL SATISFACTION MEASURES					
KEY MEASURES	2013	2011	2009	2007	2005
Satisfaction with British Land	Overall satisfaction with British Land	Overall performance of British Land as a landlord	Overall performance of British Land as a landlord	How would you rate your overall satisfaction with British Land as a landlord?	Overall satisfaction with British Land as a landlord
Communication with landlord	Keeping the occupier informed of British Land new initiatives. Frequency and relevance of communication from British Land	How do you rate the frequency and style of communication that you have?	How do you rate the level and style of communication that you have with British Land?	How do you rate your overall satisfaction with communication with British Land?	-
Service charge arrangements	General management of service charge	Satisfaction with service charge management (day-to-day contacts)	Satisfaction with billing and documentation	How satisfied are you that British Land's agents manage your service charge monies in your own interests?	-
Interaction on environmental issues	-	How do you rate British Land's commitment to the environmental agenda?	-	-	-

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### FIG. 78 RETAIL SATISFACTION (CONTINUED)

(PART 2)

TABLE 11: RETAIL SATISFACTION MEASURES					
KEY MEASURES	2013	2011	2009	2007	2005
Satisfaction with managing agents	Overall satisfaction with managing agent	How do you rate your overall satisfaction with the centre and/or property management team?	Overall satisfaction with the performance of centre management	Where applicable, how satisfied are you with the service from the managing agents?	Where applicable, how satisfied have you been with the service received from the managing agents?
Understanding needs	British Land understanding the day to day needs of the business	How well do your contacts at British Land understand your business needs as a retailer?	How well do your contacts understand your business needs?	How well do your direct contact/s at British Land understand your business needs?	How well does British Land understand you and your business needs?
Responsiveness	British Land responsiveness to requests	How do you rate the responsiveness to requests that you make?	How do you rate the responsiveness to requests that you make?	How responsive is British Land and its managing agents to requests you make?	-
Value for money (service charge)	Service charge representing value for money	How do you rate the value for money you receive for your service charge?	How do you rate the value for money you receive for your service charge?	-	Does British Land provide value for money through the service charge?

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### FIG. 79 OFFICE SATISFACTION

— Independent survey of office occupiers in UK managed properties by The Leadership Factor: 53 respondents.

(PART 1)

KEY MEASURES	2013	2011	2009	2007	2005
Satisfaction with British Land	Overall satisfaction with British Land	Overall performance of British Land as a landlord	Overall performance of British Land as a landlord	How would you rate your overall satisfaction with British Land as a landlord?	Overall satisfaction with British Land as a landlord
Communication with landlord	Keeping the occupier informed of British Land new initiatives. Frequency and relevance of communication from British Land	How do you rate the frequency and style of communication that you have?	How do you rate the level and style of communication that you have with British Land?	How do you rate your overall satisfaction with communication with British Land?	-
Service charge arrangements	Consultation on the service charge	How satisfied are you with service charge management and compliance with the Service Charge Code?	Satisfaction with billing and documentation	How satisfied are you that British Land's agents manage your service charge monies in your own interests?	-
Interaction on environmental issues	Environmental credentials of British Land	How do you rate British Land's commitment to the environmental agenda?	-	-	-

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### FIG. 79 OFFICE SATISFACTION (CONTINUED)

(PART 2)

TABLE 12: OFFICE SATISFACTION MEASURES					
KEY MEASURES	2013	2011	2009	2007	2005
Satisfaction with managing agents	Overall satisfaction with Broadgate Estates Ltd	How do you rate your overall satisfaction with the performance of Broadgate Estates Ltd?	Overall satisfaction with Broadgate Estates Ltd	Where applicable, how satisfied are you with the service from the managing agents?	Where applicable, how satisfied have you been with the service received from the managing agents?
Understanding needs	British Land understanding the day to day needs of the business	How well do your contacts at British Land understand your business needs?	How well do your contacts understand your business needs?	How well do your direct contact/s at British Land understand your business needs?	How well does British Land understand you and your business needs?
Responsiveness of British Land	British Land responsiveness to requests	How do you rate the responsiveness to requests that you make direct to British Land?	How do you rate the responsiveness to requests that you make?	How responsive are British Land and its managing agents to requests you make?	-
Value for money (service charge)	Service charge representing value for money	How do you rate the value for money you receive for your service charge?	How do you rate the value for money you receive for your service charge?	-	Does British Land provide value for money through the service charge?

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#### FIG. 80 OCCUPIER SATISFACTION IN NEW BUILDINGS

- 2013/14 new office developments: 10 Brock Street, 10 Portman Square, 199 Bishopsgate, The Broadgate Tower, The Leadenhall Building and 350 Euston Road.
- 2011/12 new office developments: 201 Bishopsgate, The Broadgate Tower, 10 Triton Street, 20 Triton Street and Ropemaker Place.
- 2013/14 independent post occupancy surveys by The Leadership Factor: 12 respondents, of which two were prior to occupancy and so were not asked any questions relating to fit out, moving in, building quality and overall satisfaction. These questions will be asked once they have occupied the office space.
- 2011/12 independent post occupancy surveys by RealService: 25 respondents.
- Survey scores 7 to 10 were defined as excellent or good.
- The question related to meeting sustainability needs was asked solely of senior executives.

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#### FIGS. 81-82 SCOPE – MANAGED PROPERTIES

TABLE 13: SCOPE OF HEALTH AND SAFETY REPORTING

Property type	Total properties	Properties not reporting	Reason
Offices	45	7	7: Properties not currently covered in health and safety reporting
Retail parks	61	3	3: Properties not currently covered in health and safety reporting
Shopping centres	17	1	1: Property acquired during the reporting year and not yet included in our health and safety scope
Residential	656	39	39: Properties not currently covered in health and safety reporting

#### FIG. 81 ACCIDENTS – MANAGED PORTFOLIO

- Safety incidents reported to British Land and Broadgate Estates Ltd. excluding buildings managed by Broadgate Estates but not owned by British Land.
- British Land and its managing agents 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.
- 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.

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#### FIG. 81 ACCIDENTS – MANAGED PORTFOLIO (CONTINUED)

- 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.
- 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.
- British Land also requires its managing agents to record and report all minor accidents, in line with guidance from Ark Workplace Risk Ltd (external Health & Safety consultants). Minor accidents include some incidents that have not resulted in an injury where the incident is a significant near miss. Minor accidents need not be reported under RIDDOR.
- Accident and incident data is collected from managing agents via the HSSmart system. This system is managed and provided by Ark Workplace Risk Ltd.

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#### FIG. 82 MANAGEMENT SYSTEM COMPLIANCE – MANAGED PORTFOLIO

- We use three key management metrics to monitor the management of health and safety by our managing agents on site:
  1. **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” (80% for residential) at the time of the annual assessment.
  2. **Uncontrolled risks completed:** 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.
  3. **Statutory document compliance:** We require all documents required by statute, as well as our own defined list of additional documents, 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.
- This health and safety data applies to the common parts and vacant space at all of our multi-let properties where British Land has responsibility to manage
- 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 fully repairing and insuring obligation on the occupier

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#### FIG. 82 MANAGEMENT SYSTEM COMPLIANCE – MANAGED PORTFOLIO (CONTINUED)

– Ark undertakes annual risk assessment audits at all multi-let properties under British Land's management responsibility. Where a new property is acquired by British Land 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.

#### FIG. 83 REPORTABLE ACCIDENTS – BRITISH LAND OWN OCCUPIED SPACE

- British Land is required to report all fatalities, specified injuries and accidents or incidents that result in someone being unable to work for more than seven days to the HSE or the relevant local authority under the RIDDOR regulations 2013. This applies when this occurs to anyone (including employees, contractors and visitors) in its offices.
- Safety incidents reported to British Land, Broadgate Estates Ltd and The Source, occurring in demises occupied by staff. This would cover accidents to permanent employees, contractors and visitors.
- British Land refers to the Head Office team.
- Accident and incident data is collected from office staff via the HSSmart system. This system is managed and provided by Ark Workplace Risk Ltd.

#### FIG. 84 ACCIDENT FREQUENCY RATE – STAFF

- AFR: number of RIDDOR reported accidents per / 100,000 staff hours worked.
- RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.
- Accident frequency rate is calculated as:  $(\text{Number of RIDDOR reportable accidents} \times 100,000) / (\text{Number of person hours worked})$ . Number of person hours is based on average FTEs x 260 days x 7.5 hours per day.

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#### FIG. 85 LOST WORKING DAYS – STAFF

- Lost days cover general absenteeism due to sickness. They include any lost days from work related accidents.
- Working days in the year are calculated as the average FTE for British Land and The Source and the average headcount for Broadgate Estates Ltd x 260.
- A lost day is calculated from the moment an employee leaves work (half day for example) or does not arrive at work.
- The working days lost rate for previous years was calculated as: (Number of days lost x 100,000) / (Number of person hours worked).
- The 2013/14 rate is calculated as: (Number of days sickness) / (FTE/headcount as at 31.03.14 x 260).
- The number of person hours is based on: Average FTEs/headcount x 260 days at 7.5 hours per day.

#### FIG. 86 HEALTH AND SAFETY – DEVELOPMENTS

- This Fig. does not include data on non-managed developments.
- Health and safety was reported by 33 developments this year (all developments were in the UK). UK developments report injuries to the Health and Safety Executive (HSE) in accordance with RIDDOR guidelines.
- 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.
- Incidents of non-compliance refer to the number of HSE Prohibition Notices and Improvement Notices served.

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#### FIG. 86 HEALTH AND SAFETY – DEVELOPMENTS (CONTINUED)

##### – Lost Day Accident Rate:

– 2012/13 and 2013/14 refer 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,  $\times 100,000 / \text{number of hours worked}$ ).

– 2011/12 refers to the number of RIDDOR injuries which were not major but resulted in the injured person being away from work or unable to do the full range of their normal duties for more than three consecutive days (not including the day of the accident) per 100,000 hours worked (that is,  $\times 100,000 / \text{number of hours worked}$ ). Therefore, 2011/12 cannot be compared to the subsequent two years of data.

##### – Reportable Accident Rate:

– 2012/13 and 2013/14 refer 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).

– 2011/12 refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over three day injury totals). Therefore, 2011/12 data cannot be compared to the subsequent two years of data.

– Incidents of non-compliance refer to the number of HSE Prohibition notices and Improvement notices served.

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### FIG. 87 RISK MANAGEMENT

- In 2012/13, KPMG updated a 2011/12 assessment of British Land's procedures in relation to the risk of bribery and corruption. Minor recommended updates were made to the Anti-Bribery and Corruption Policy, Procedures and Guidance in December 2013.
- In 2013/14 risks for anti-competition were considered internally and discussed with Company solicitors. Our Competition Policy, Procedures and Guidance document was published in April 2014.

### FIG. 88 CODES OF CONDUCT – INCIDENTS

- Breach incidents would be those reported to the Company Secretary and the Internal Audit team.

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Our sustainability reporting is aligned with the Global Reporting Initiative's G3.1 Sustainability Reporting Guidelines and Construction & Real Estate Sector Supplement. Since 2011, we have reported at the B+ applicable level, which has been assured by PricewaterhouseCoopers. In previous years this has been assured by PwC and other providers (see earlier Full Data Reports). To demonstrate our application of GRI guidelines we have cross-referenced our sustainability reporting to the guidelines under the following headings:

- [Profile](#)
- [Management Approach](#)
- [Performance Indicators](#)

### REFERENCES ARE AVAILABLE FROM THE FOLLOWING WEB LINKS:

- [Annual Report and Accounts 2014](#)
- [Full Data Report 2014](#)
- [British Land Website](#)

Where we have partially responded this year we have indicated the timeframe where we intend to report in full: short-term [one year]; medium-term [two to four years]; or long-term [five years or more].

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

#### STANDARD DISCLOSURES PART I: Profile

The profile disclosures provide the overall context for understanding our performance including our strategy, profile and governance.

#### 1. Strategy and Analysis

Profile Disclosure	Reported	Cross-reference/Direct answer
1.1	Fully	<p><a href="#">ARA</a></p> <ul style="list-style-type: none"> <li>Page: 42</li> </ul>
1.2	Fully	<p><a href="#">ARA</a></p> <ul style="list-style-type: none"> <li>Pages: 16-29, 36-41, 42</li> </ul> <p><a href="#">WEB</a> / Responsibility</p> <ul style="list-style-type: none"> <li>Identifying what matters most: The role of business; Stakeholder engagement; Risk management; Materiality</li> <li>Our strategy: Places people prefer; Our corporate responsibility strategy; Governance and reporting; Supply chain</li> <li>Social focus: Community; Customers; Staff; Health and Safety</li> <li>Environmental focus: Energy and carbon; Climate change adaptation; Materials and waste; Water and biodiversity</li> <li>Our policies</li> <li>Our performance</li> </ul>

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2. Organizational Profile		
Profile Disclosure	Reported	Cross-reference/Direct answer
2.1	Fully	The British Land Company PLC
2.2	Fully	<a href="#">ARA</a> — Pages: 2, 16-23, 32
2.3	Fully	<a href="#">ARA</a> — Pages: 2, 14-15, 18-23, 26, 27, 114-118
2.4	Fully	York House 45 Seymour Street London W1H 7LX
2.5	Fully	<a href="#">FDR</a> — Reporting Criteria
2.6	Fully	<a href="#">ARA</a> — Page: 17
2.7	Fully	<a href="#">ARA</a> — Pages: 2, 16, 18-23 <a href="#">FDR</a> — Reporting Criteria
2.8	Fully	<a href="#">ARA</a> — Pages: 1, 2, 16, 18-23, 79-81, 114-118
2.9	Fully	<a href="#">ARA</a> — Pages: 18-23, 60-61
2.10	Fully	<a href="#">WEB</a> — About us, Awards

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3. Report Parameters		
Profile Disclosure	Reported	Cross-reference/Direct answer
3.1	Fully	Fiscal year 1 April 2013 to 31 March 2014
3.2	Fully	June 2013
3.3	Fully	Annual, in line with our <a href="#">Annual Report and Accounts</a>
3.4	Fully	Justin Snoxall Head of Business Group British Land E. <a href="mailto:justin.snoxall@britishland.com">justin.snoxall@britishland.com</a> T. +44 (0) 20 7467 3464
3.5	Fully	<a href="#">WEB</a> / Responsibility <ul style="list-style-type: none"> <li>— Identifying what matters most: The role of business; Materiality; Stakeholder engagement; Risk management</li> <li>— Our strategy: Our corporate responsibility strategy</li> </ul>
3.6	Fully	<a href="#">FDR</a> <ul style="list-style-type: none"> <li>— Reporting Criteria</li> </ul>
3.7	Fully	<a href="#">FDR</a> <ul style="list-style-type: none"> <li>— Reporting Criteria</li> </ul>
3.8	Fully	<a href="#">FDR</a> <ul style="list-style-type: none"> <li>— Reporting Criteria</li> </ul>
3.9	Fully	<a href="#">FDR</a> <ul style="list-style-type: none"> <li>— Reporting Criteria</li> </ul>
3.10	Fully	<a href="#">FDR</a> <ul style="list-style-type: none"> <li>— Reporting Criteria</li> </ul>

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3.11	Fully	<u>FDR</u> — Reporting Criteria
3.12	Fully	This GRI Index
3.13	Fully	<u>WEB</u> / Responsibility — Our Strategy: Governance and reporting — Our performance
<b>4. Governance, Commitments, and Engagement</b>		
<b>Profile Disclosure</b>	<b>Reported</b>	<b>Cross-reference/Direct answer</b>
4.1	Partially	<u>ARA</u> — Pages: 2, 62-73, 79-81  We do not report the percentage of individuals by minority group within our Board and its committees.
4.2	Fully	<u>ARA</u> — Pages: 66-67
4.3	Fully	<u>ARA</u> — Pages: 66-67
4.4	Fully	<u>ARA</u> — Pages: 68-73 <u>WEB</u> / Responsibility — Identifying what matters most: Stakeholder engagement
4.5	Fully	<u>ARA</u> — Pages: 30-35, 94-107 <u>WEB</u> / Responsibility — Our strategy: Our corporate responsibility strategy; Governance and reporting

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4.6	Fully	<p><u>ARA</u></p> <p>— Pages: 68-73, 74-78, 82</p>
4.7	Fully	<p><u>ARA</u></p> <p>— Pages: 68-73, 79-81</p>
4.8	Fully	<p><u>ARA</u></p> <p>— Pages: 2, 14-15, 18-29, 30, 32-35</p> <p><u>WEB</u></p> <p>— About Us, Our Vision and Values        — Responsibility, Our Policies</p>
4.9	Fully	<p><u>ARA</u></p> <p>— Pages: 36-41, 60-65, 68-78</p> <p><u>WEB</u> / Responsibility</p> <p>— Identifying what matters most: Materiality; Stakeholder engagement; Risk management        — Our strategy: Governance and reporting</p>
4.10	Fully	<p><u>ARA</u> – pages: 74-78</p> <p><u>WEB</u> – Responsibility:</p> <p>— Identifying what matters most: Governance and reporting</p>
4.11	Fully	<p><u>ARA</u></p> <p>— Pages: 36-41</p> <p><u>WEB</u> / Responsibility</p> <p>— Identifying what matters most: Governance and reporting</p>

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4.12	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Our Strategy: Governance and reporting</li> <li>— Social focus: Community; Staff; Health and safety</li> <li>— Environmental focus: Energy and carbon; Climate change adaptation</li> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
4.13	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Our Strategy: Governance and reporting</li> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
4.14	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
4.15	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
4.16	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
4.17	Fully	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Materiality; Stakeholder engagement; Risk Management</li> <li>— Our Strategy: Our corporate responsibility strategy; Governance and reporting</li> </ul>

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## STANDARD DISCLOSURES PART II: MANAGEMENT APPROACH

Management approach disclosures explain how we manage the sustainability issues reported as our key performance indicators in the next section.

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	<b>Economic Performance</b>	Fully	<a href="#">ARA</a> – Pages: 26-27, 36-41, 114-127
	<b>Market presence</b>	Fully	<a href="#">FDR</a> – Targets and Management Actions <a href="#">WEB / Responsibility</a> – Our strategy: Governance and reporting – Social focus: Community; Staff
	<b>Indirect Economic Impacts</b>	Fully	<a href="#">FDR</a> – Performance data: Figures 46, 47, 48, 49, 50, 51, 52, 53, 55, 56 <a href="#">WEB / Responsibility</a> – Our strategy: Places people prefer; Governance and reporting – Social focus: Community; Staff – Our policies

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	<b>Materials</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figure 36</li> <li>— Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>— Our strategy: Governance and reporting</li> <li>— Environmental focus: Materials and waste</li> <li>— Our policies</li> </ul>
	<b>Energy</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 11-25, 28</li> <li>— Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>— Our strategy: Governance and reporting</li> <li>— Environmental focus: Energy and carbon; Climate change</li> <li>— Our policies</li> </ul>
	<b>Water</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 29-34</li> <li>— Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>— Our strategy: Governance and reporting</li> <li>— Environmental focus: Water and biodiversity</li> <li>— Our policies</li> </ul>

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<b>Biodiversity</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figure 42</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Environmental focus: Water and biodiversity</li> <li>– Our policies</li> </ul>
<b>Emissions, effluents and waste</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 4-10, 35, 39-41</li> <li>– Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Environmental focus: Energy and carbon; Climate change adaptation</li> <li>– Our policies</li> </ul>
<b>Land degradation, contamination and remediation</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figure 43</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Our policies</li> </ul>
<b>Products and Services</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 2, 4-7, 9-19, 21-25, 28-33, 35-43</li> <li>– Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Social focus: Community; Staff, Health and safety</li> <li>– Environmental focus: Energy and carbon; Climate change adaptation; Materials and waste; Water and biodiversity</li> <li>– Our policies</li> </ul>

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<b>Compliance</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figure 44</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>– Identifying what matters most: Risk assessment</li> <li>– Our strategy: Governance and reporting</li> <li>– Our policies</li> </ul>
<b>Transport</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 7, 8, 10</li> <li>– Targets and management actions</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>– Environmental focus: Energy and carbon; Climate change adaptation</li> <li>– Our policies</li> </ul>
<b>Overall</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 3, 15-17, 29, 38</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Environmental focus: Energy and carbon; Climate change adaptation, Materials and waste; Water and biodiversity</li> <li>– Our policies</li> </ul>

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

G3 DMA	Description	Reported	Cross reference/Direct answer
<b>Aspects</b>	<b>Employment</b>	Fully	<p><u>FDR</u></p> <ul style="list-style-type: none"> <li>- Performance data: Figures 61, 64-67, 69</li> <li>- Targets and management actions</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>- Our strategy: Governance and reporting</li> <li>- Social focus: Community; Staff</li> <li>- Our policies</li> </ul>
	<b>Labour/management relations</b>	Fully	<p><u>FDR</u></p> <ul style="list-style-type: none"> <li>- Performance data: Figure 61</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>- Our strategy: Governance and reporting</li> <li>- Social focus: Staff</li> </ul>
	<b>Occupational Health and safety</b>	Fully	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>- Pages: 38-41</li> </ul> <p><u>FDR</u></p> <ul style="list-style-type: none"> <li>- Performance data: Figures 81, 83, 84, 85</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>- Our strategy: Governance and reporting</li> <li>- Social focus: Staff; Health and safety</li> <li>- Our approach, Our policies</li> </ul>

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<b>Training and education</b>	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 73, 76</li> <li>– Targets and management actions</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Social focus: Community; Staff</li> <li>– Our policies</li> </ul>
<b>Diversity and equal opportunity</b>	Fully	<p><b>ARA</b></p> <ul style="list-style-type: none"> <li>– Pages: 28-29, 68-73, 79-81</li> </ul> <p><b>FDR</b></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 68-71</li> <li>– Targets and management actions</li> </ul> <p><b>WEB</b></p> <ul style="list-style-type: none"> <li>– About us, Careers</li> <li>– Responsibility, Our strategy: Governance and reporting</li> <li>– Responsibility, Social focus: Staff</li> </ul>
<b>Equal remuneration for women and men</b>	Fully	<p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>– Social focus: Staff</li> </ul>

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

GMA D3	Description	Reported	Cross reference/Direct answer
Aspects	<b>Investment and procurement practices</b>	Not	
	<b>Non-discrimination</b>	Fully	<b>FDR</b> – Performance data: Figure 72 – Targets and management actions <b>WEB / Responsibility</b> – Identifying what matters most: Risk management – Our strategy: Governance and reporting; Supply chain – Social focus: Staff
	<b>Freedom of association and collective bargaining</b>	Fully	<b>FDR</b> – Targets and management actions <b>WEB / Responsibility</b> – Identifying what matters most: Risk management – Our strategy: Governance and reporting; Supply chain
	<b>Child labor</b>	Fully	<b>FDR</b> – Targets and management actions <b>WEB / Responsibility</b> – Identifying what matters most: Risk management – Our strategy: Governance and reporting; Supply chain

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<b>Prevention of forced and compulsory labor</b>	Partially	<b>FDR</b> — Targets and management actions <b>WEB / Responsibility</b> — Identifying what matters most: Risk management — Our strategy: Governance and reporting; Supply chain
<b>Security Practices</b>	Not	
<b>Indigenous rights</b>	Not	
<b>Assessment</b>	Not	
<b>Remediation</b>	Fully	<b>FDR</b> — Performance data: Figure 72 <b>WEB / Responsibility</b> — Our strategy: Governance and reporting; Supply chain

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

G3 DMA	Description	Reported	Cross reference/Direct answer
<b>Aspects</b>	<b>Local communities</b>	Fully	<p><u>FDR</u></p> <ul style="list-style-type: none"> <li>– Performance data: Figure 46-48, 52, 53, 55-60</li> <li>– Targets and management actions</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>– Our strategy: Governance and reporting</li> <li>– Social focus: Community</li> <li>– Our policies</li> </ul>
	<b>Corruption</b>	Fully	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>– Pages: 68-73</li> </ul> <p><u>FDR</u></p> <ul style="list-style-type: none"> <li>– Performance data: Figures 75, 87</li> </ul> <p><u>WEB</u></p> <ul style="list-style-type: none"> <li>– About us, Our vision and values</li> <li>– Responsibility, Identifying what matters most: Risk management</li> <li>– Responsibility, Our strategy: Governance and reporting; Supply chain</li> <li>– Responsibility, Social focus: Staff</li> <li>– Responsibility, Our policies</li> </ul>
	<b>Public policy</b>	Fully	<p><u>WEB</u></p> <ul style="list-style-type: none"> <li>– About us, Governance: Committees</li> <li>– Responsibility, Identifying what matters most: Stakeholder engagement</li> </ul>
	<b>Anti-competitive behavior</b>	Fully	<p><u>WEB</u></p> <ul style="list-style-type: none"> <li>– Responsibility, Our policies</li> </ul>
	<b>Compliance</b>	Fully	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>– Pages: 36-41</li> </ul>

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

G3 DMA	Description	Reported	Cross reference/Direct answer
Aspects	<b>Customer health and safety</b>	Fully	<b>FDR</b> – Performance data: Figures 82, 86 <b>WEB / Responsibility</b> – Our strategy: Governance and reporting – Social focus: Health and safety – Our policies
	<b>Product and service labelling</b>	Fully	<b>FDR</b> – Performance data: Figures 2, 26, 27, 78-80 – Targets and Management Actions <b>WEB / Responsibility</b> – Identifying what matters most: Risk management; Stakeholder engagement – Our strategy: Governance and reporting – Social focus: Customers; Health and safety – Our policies
	<b>Marketing communications</b>	Not	
	<b>Customer privacy</b>	Not	
	<b>Compliance</b>	Fully	<b>ARA</b> – Pages: 36-41

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### STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS

We have reported against 63 key performance indicators including at least one indicator from each category. For partial disclosures, where we meet some but not all of the GRI requirements, we have provided a short commentary. We will review opportunities to further align our reporting in future years.

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Economic performance</b>		
EC1	Fully	<p><u>ARA</u></p> <p>— Pages: 14-15, 42, 82, 114-127</p> <p><u>FDR</u></p> <p>— Performance data: Figures 46, 49, 50, 52, 53</p>
EC2	Fully	<p><u>ARA</u></p> <p>— Pages: 14-15, 18-25, 28-29, 38-41</p> <p><u>WEB / Responsibility</u></p> <p>— Identifying what matters most: Risk management</p>
EC3	Fully	<p><u>ARA</u></p> <p>— Pages: 126-127</p> <p>Supplementary direct answer: 100% of eligible staff participate in our non-contributory Defined Benefits scheme. 91% of eligible staff participate in our non-contributory Defined Contribution scheme – all staff are eligible to join the DC scheme once they have completed their 6 months' probation period.</p>

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EC4	Fully	Direct answer: In 2014, capital allowances were claimed totalling an estimated £15 million. This figure includes an estimate for qualifying expenditure on developments completed in 2014.
<b>Market presence</b>		
EC6	Fully	<p><u>FDR</u></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 54, 57, 58</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Social focus: Community</li> <li>— Our policies</li> </ul>
<b>Indirect economic impacts</b>		
EC8	Fully	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>— Pages: 18-23</li> </ul> <p><u>FDR</u></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 46, 47, 48, 49, 50, 51, 52, 53</li> </ul>
EC9	Fully	<p><u>FDR</u></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 46, 47, 48, 51, 55, 56</li> </ul> <p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Our stories, Our communities</li> <li>— Responsibility, Our strategy: Places people prefer</li> <li>— Responsibility, Social focus: Community</li> </ul>

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Materials</b>		
EN1	Partially	<u>WEB</u> / Responsibility – Our stories: Developments We are able to report on a project level basis; hence this is noted as 'Partially' reported.
EN2	Fully	<u>FDR</u> – Performance data: Figure 36
<b>Energy</b>		
EN3	Fully	<u>FDR</u> – Performance data: Figures 13-20
EN4	Fully	<u>FDR</u> – Performance data: Figures 11-12, 14, 15-20
CRE1	Fully	<u>FDR</u> – Performance data: Figures 21-25
EN5	Fully	<u>FDR</u> – Performance data: Figures 11-19, 28
EN6	Fully	<u>FDR</u> – Performance data: Figures 11-19, 28
EN7	Fully	<u>FDR</u> – Performance data: Figure 28

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<b>Water</b>		
EN8	Fully	<u>FDR</u> — Performance data: Figures 29, 30, 34
EN10	Fully	<u>FDR</u> — Performance data: Figure 29
CRE2	Fully	<u>FDR</u> — Performance data: Figures 31, 32, 33
<b>Biodiversity</b>		
EN12	Partially	<u>FDR</u> — Performance data: Figure 42 <u>WEB</u> / Responsibility — Environmental focus: Water and biodiversity  We report on some of the direct and indirect positive and negative impacts of our developments and managed properties, both in terms of numbers of properties and through case studies. We do not report in detail on the nature of the impacts in all circumstances.
EN13	Partially	<u>FDR</u> — Performance data: Figure 42  We report the size of habitat but not the location or whether each initiative was assessed by independent external professionals. A review in 2013 determined that it is not material to report on these aspects.

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EN14	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figure 42</li> </ul> <p><b>WEB / Responsibility</b></p> <ul style="list-style-type: none"> <li>— Environmental focus: Water and biodiversity</li> <li>— Responsibility, Our policies</li> </ul>
<b>Emissions, effluents and waste</b>		
EN16	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 4, 5, 7, 8, 10</li> </ul>
EN17	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 4, 5, 7, 8, 10</li> </ul>
CRE3	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 6, 9</li> </ul>
EN18	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 4, 5, 7, 8, 10</li> </ul>
EN22	Partially	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 35, 39-41</li> </ul> <p>We do not currently report managed hazardous waste from our managed portfolio due to data collection challenges.</p>

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<b>Land degradation, contamination and remediation</b>		
CRE5	Fully	<u>FDR</u> — Performance data: Figure 43
<b>Products and services</b>		
EN26	Fully	<u>FDR</u> — Performance data: Figures 2, 4-7, 9-19, 21-25, 28-33, 35-43
<b>Compliance</b>		
EN28	Fully	<u>FDR</u> — Performance data: Figure 44
<b>Transport</b>		
EN29	Partially	<u>FDR</u> — Performance data: Figures 7, 8, 10  We report on carbon emissions associated with business travel and embodied carbon from our development activities related to transport to site. We do not disclose specific information on mitigation of these transport impacts, although we do report on mitigation of total embodied carbon.
<b>Overall</b>		
EN30	Fully	<u>FDR</u> — Performance data: Figures 3, 15-17, 29, 38

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Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Employment</b>		
LA1	Partially	<p><u>FDR</u></p> <p>— Performance data: Figures 61, 69</p> <p>We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.</p>
LA2	Fully	<p><u>FDR</u></p> <p>— Performance data: Figures 65, 66, 67</p>
LA15	Fully	<p><u>FDR</u></p> <p>— Performance data: Figure 64</p>
<b>Labour/management relations</b>		
LA4	Fully	<p><u>FDR</u></p> <p>— Performance data: Figure 61</p>
<b>Occupational health and safety</b>		
LA7	Partially	<p><u>FDR</u></p> <p>— Performance data: Figures 81, 83, 84, 85</p> <p>We report on our employees; we do not consider it applicable to report on this indicator for supervised workers or independent contractors.</p>

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: LABOUR PRACTICES AND DECENT WORK

#### GRI PROFILE

#### GRI MANAGEMENT APPROACH

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Continued from previous page

<b>Training and education</b>		
LA10	Fully	<u>FDR</u> — Performance data: Figure 73
LA11	Partially	<u>WEB / Responsibility</u> — Social focus: Staff  We report on skills management and lifelong learning for employees. We do not report on the management of career endings.
LA12	Fully	<u>FDR</u> — Performance data: Figure 76
<b>Diversity and equal opportunity</b>		
LA13	Fully	<u>ARA</u> — Pages: 28-29 <u>FDR</u> — Performance data: Figures 69, 70, 71
LA14	Fully	<u>FDR</u> — Performance data: Figure 68

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: HUMAN RIGHTS

#### GRI PROFILE

#### GRI MANAGEMENT APPROACH

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 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
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 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Investment and procurement practices</b>		
HR2	Fully	<p><b>FDR</b></p> <ul style="list-style-type: none"> <li>Performance data: Figure 59</li> </ul> <p><a href="#">WEB</a> / Responsibility</p> <ul style="list-style-type: none"> <li>Our strategy: Supply chain</li> </ul> <p>Supplementary direct answer:</p> <p>We have undertaken a responsible supply chain management risk assessment to produce Heat Maps that map ethical and environmental risks across our supply chain and business partners. Human rights were integral to this process and included in the assessment category 'Labour practices &amp; fair pay', 'Ethical standards' and 'Health and safety'. All new supplier contracts, where the heat maps have identified human rights exposure, will have contractual controls included.</p> <p>In addition, we report on our developments through the industry-wide Considerate Constructors Scheme scores. The Code of Considerate Practice outlines the Scheme's expectations and covers relevant human rights aspects under the headings 'Secure Everyone's Safety' and 'Value their Workforce'.</p> <p>Furthermore, on our developments all (100%) of our main and second tier contractors are required to participate in a UK construction supply chain qualification programme, Building Confidence. The scheme verifies, through annual audits, a supplier's management systems and compliance with statutory requirements covering aspects including health, safety, risk assessment, training, equality, monitoring working hours and pay. The audits provide an overall score as well as rankings on topical areas. We do not currently use this information for screening out contractors.</p>

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: HUMAN RIGHTS

#### GRI PROFILE

#### GRI MANAGEMENT APPROACH

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 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Continued from previous page

HR4	Fully	<p><u>FDR</u></p> <p>— Performance data: Figure 72</p> <p>Supplementary direct answer:          There are no incidents to report. Should any incidents be reported, we will review reporting this indicator broken down by disability and sexual orientation with an aim to report in the medium-term.</p>
<b>Freedom of association and collective bargaining</b>		
HR5	Fully	<p><u>WEB</u> / Responsibility</p> <p>— Our strategy: Supply chain</p> <p>Supplementary direct answer:</p> <p>We have undertaken a responsible supply chain management risk assessment across our business and supply chain. Freedom of association issues were included in the assessment category 'Labour practices &amp; fair pay'. For this category the managed portfolio spend categories 'Security' and 'Cleaning' were assessed as Red.</p> <p>We will launch our Responsible Supply Chain Charter in July 2014. We will adopt a prioritised approach to tackling the issues identified in our supply chain risk management process, concentrating on those areas of supply that have been identified as high risk. For example, we now require stonework (an identified risk area) purchased outside the EU to undergo thorough checks on labour conditions at point of extraction and manufacture. The Charter sets out actions expected of suppliers and a timeframe by which they must be implemented. Actions will be required where sustainability risks have been identified as Red or Amber in the supplier's category of spend and above a spend threshold.</p>

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: HUMAN RIGHTS

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 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Continued from previous page

Child labor		
HR6	Fully	<p><b>WEB / Responsibility</b></p> <p>— Our strategy: Supply chain</p> <p>Supplementary direct answer:</p> <p>We have undertaken a responsible supply chain management risk assessment to produce Heat Maps across our business and supply chain. Child labour issues were included in the assessment category 'Labour practices &amp; fair pay'. For this category the managed portfolio spend categories 'Security', 'Cleaning' and 'Marketing &amp; promotions' were assessed as Red.</p> <p>We will launch our Responsible Supply Chain Charter in July 2014. We are adopting a prioritised approach to tackling the issues identified in our supply chain risk management process, concentrating on those areas of supply that have been identified as high risk. The Charter sets out actions expected of suppliers and a timeframe by which they must be implemented. Actions will be required where sustainability risks have been identified as Red or Amber in the supplier's category of spend and above a spend threshold.</p> <p>British Land's operations and upper supply chain (1<sup>st</sup> and 2<sup>nd</sup> tier suppliers) are considered to have no significant risk of incidents of child labour. We are aware that procurement of building materials, uniforms and personal protective equipment manufactured outside the EU has some risk of child labour but we consider the risk to be low given the type and quantity of materials likely to be procured outside the EU by our supply chain. We have reviewed our procurement policies and will institute a requirement for stone traceability and risk assessment.</p>

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: HUMAN RIGHTS

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<b>Forced and compulsory labor</b>		
HR7	Fully	<p><b>WEB / Responsibility</b></p> <p>— Our strategy: Supply chain</p> <p>Supplementary direct answer:</p> <p>We have undertaken a responsible supply chain management risk assessment to produce Heat Maps across our business and supply chain. Forced labour issues were included in the assessment category 'Labour practices &amp; fair pay'. For this category the managed portfolio spend categories 'Security', 'Cleaning' and 'Marketing &amp; promotions' were assessed as Red and can be deemed 'significant'.</p> <p>We will launch our Responsible Supply Chain Charter in July 2014. We are adopting a prioritised approach to tackling the issues identified in our supply chain risk management process, concentrating on those areas of supply that have been identified as high risk. The Charter sets out actions expected of suppliers and a timeframe by which they must be implemented. Actions will be required where sustainability risks have been identified as Red or Amber in the supplier's category of spend and above a spend threshold.</p>
<b>Remediation</b>		
HR11	Fully	<p><b>FDR</b></p> <p>— Performance data: Figure 72</p> <p>Supplementary direct answer: There are no grievances to report.</p>

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: SOCIETY

#### GRI PROFILE

#### GRI MANAGEMENT APPROACH

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Local communities</b>		
SO1	Fully	<u>FDR</u> — Performance data: Figures 46, 52, 57, 58, 59, 60
SO9	Fully	<u>FDR</u> — Performance data: Figures 46, 47, 48, 52, 53, 55, 56, 57, 58 <u>WEB / Responsibility</u> — Our stories: Social — Social focus: Community
SO10	Fully	<u>FDR</u> — Performance data: Figures 46, 47, 48, 55, 56, 57, 58 <u>WEB / Responsibility</u> — Social focus: Community
CRE7	Fully	Direct answer: No people were physically displaced in the reporting period.
<b>Corruption</b>		
SO2	Fully	<u>FDR</u> — Performance data: Figure 87
SO3	Fully	<u>FDR</u> — Performance data: Figure 75
SO4	Fully	Direct answer: No incidents reported and therefore no actions to report.

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: SOCIETY

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<b>Public policy</b>		
SO5	Fully	<u>WEB</u> / Responsibility – Identifying what matters most: Stakeholder engagement
SO6	Fully	<u>ARA</u> – Pages: 68-73 Supplementary direct answer: There were no contributions.
<b>Anti-competitive behaviour</b>		
SO7	Fully	<u>FDR</u> – Performance data: Figure 88
<b>Compliance</b>		
SO8	Fully	Direct answer: Zero fines and sanctions to report.

# GRI INDEX

## GRI PERFORMANCE INDICATORS

### SOCIAL: PRODUCT RESPONSIBILITY

#### GRI PROFILE

#### GRI MANAGEMENT APPROACH

Economic  
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 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

#### GRI PERFORMANCE INDICATORS

Economic  
 Environmental  
 Social: Labour Practices and Decent Work  
 Social: Human Rights  
 Social: Society  
 Social: Product Responsibility

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

Performance Indicator	Reported	Cross-reference/Direct answer
<b>Customer health and safety</b>		
PR1	Fully	<p><a href="#">WEB</a> / Responsibility</p> <ul style="list-style-type: none"> <li>— Social focus: Health and safety</li> <li>— Our policies</li> </ul> <p>Supplementary direct answer: Health and safety impacts are considered at each stage of the property life cycle:</p> <ul style="list-style-type: none"> <li>- New construction: Yes, 100%</li> <li>- Management: Yes, 100%</li> <li>- Development: Yes, 100%</li> </ul>
PR2	Fully	<p><a href="#">FDR</a></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 82, 86</li> </ul>
<b>Product and service labelling</b>		
CRE8	Fully	<p><a href="#">FDR</a></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 2, 26, 27</li> </ul>
PR5	Fully	<p><a href="#">ARA</a></p> <ul style="list-style-type: none"> <li>— Pages: 24-25</li> </ul> <p><a href="#">FDR</a></p> <ul style="list-style-type: none"> <li>— Performance data: Figures 78, 79, 80</li> </ul> <p><a href="#">WEB</a> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Stakeholder engagement</li> </ul>
<b>Compliance</b>		
PR9	Fully	<p>Supplementary direct answer: We have not identified any non-compliance with laws or regulations.</p>

# UN GLOBAL COMPACT

## HUMAN RIGHTS (PRINCIPLES 1 - 2)

## LABOUR (PRINCIPLES 3 - 5)

## LABOUR (PRINCIPLE 6)

## ENVIRONMENT (PRINCIPLE 7)

## ENVIRONMENT (PRINCIPLES 8 - 9)

## ANTI-CORRUPTION (PRINCIPLE 10)

Since December 2009, we have been a signatory to the UN Global Compact and continue to support its principles through our corporate responsibility programme. This Communication on Progress summarises our efforts, within our sphere of influence, to implement the ten principles encompassing human rights, environment, labour and anti-corruption.

It provides cross-references to relevant sections of our website and our independently assured GRI B+ rated Corporate Responsibility Report 2014.

Our statement of continued support is available at:

– [British Land Website, Responsibility, Our stories](#)

### REFERENCES ARE AVAILABLE FROM THE FOLLOWING WEB LINKS:

- [Annual Report and Accounts 2014](#)
- [Corporate Responsibility Report 2014](#)
- [Full Data Report 2014 including GRI Index](#)
- [British Land Website](#)

# UN GLOBAL COMPACT

## HUMAN RIGHTS (PRINCIPLES 1 - 2)

### HUMAN RIGHTS (PRINCIPLES 1 - 2)

#### LABOUR (PRINCIPLES 3 - 5)

#### LABOUR (PRINCIPLE 6)

#### ENVIRONMENT (PRINCIPLE 7)

#### ENVIRONMENT (PRINCIPLES 8 - 9)

#### ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

HUMAN RIGHTS (PRINCIPLES 1 AND 2)				
<b>1: Businesses should support and respect the protection of internationally proclaimed human rights</b>				
<b>2: Make sure that they are not complicit in human rights abuses</b>				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<u>GRI Index 2014</u>	<u>WEB</u> / Responsibility	<u>ARA</u>	<u>FDR</u>	<u>FDR</u>
Performance Indicators: — LA7, LA13-14 — HR2, HR4-7 — SO5 — PR1, PR2	Our Policies: — Supplier Payment Policy — Corporate Responsibility Policy — Health and Safety Policy for Developments — Health and Safety Policy for Managed Properties in the UK — Health and Safety Guidance for Occupiers — Health and Safety Management Principles for Managing Agents	— Pages: 28-29 <u>WEB</u> / Responsibility — Identifying what matters most: Risk management — Our strategy: Governance and reporting; Supply chain — Social focus: Staff; Health and safety — Our Policies: Community Charter	Performance data, Figures: — 69-72 — 81-86	Targets and management actions

# UN GLOBAL COMPACT LABOUR (PRINCIPLES 3 - 5)

HUMAN RIGHTS (PRINCIPLES 1 - 2)

LABOUR (PRINCIPLES 3 - 5)

LABOUR (PRINCIPLE 6)

ENVIRONMENT (PRINCIPLE 7)

ENVIRONMENT (PRINCIPLES 8 - 9)

ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

## LABOUR (PRINCIPLES 3, 4 AND 5)

**3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining**

**4: The elimination of all forms of forced and compulsory labour**

**5: The effective abolition of child labour**

GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<p><u>GRI Index 2014</u></p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> <li>— LA4</li> <li>— HR2, HR5, HR6, HR7</li> <li>— SO5</li> </ul>	<p><u>WEB</u> / Responsibility</p> <p>Our Policies:</p> <ul style="list-style-type: none"> <li>— Corporate Responsibility Policy</li> </ul>	<p><u>WEB</u> / Responsibility</p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Risk management</li> <li>— Our strategy: Supply chain; Governance and reporting</li> <li>— Social focus: Staff</li> </ul> <p><u>WEB</u> / About us</p> <ul style="list-style-type: none"> <li>— Careers</li> </ul>	<p><u>FDR</u></p> <p>Performance data, Figures:</p> <ul style="list-style-type: none"> <li>— 61</li> <li>— 69-72</li> </ul>	<p><u>FDR</u></p> <p>Targets and management actions</p>

# UN GLOBAL COMPACT LABOUR (PRINCIPLE 6)

HUMAN RIGHTS (PRINCIPLES 1 - 2)

LABOUR (PRINCIPLES 3 - 5)

LABOUR (PRINCIPLE 6)

ENVIRONMENT (PRINCIPLE 7)

ENVIRONMENT (PRINCIPLES 8 - 9)

ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

LABOUR (PRINCIPLE 6)				
6: The elimination of discrimination in respect of employment and occupation				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<p><u>GRI Index 2014</u></p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> <li>— LA2, LA13, LA14</li> <li>— HR2, HR4</li> <li>— SO5</li> </ul>	<p><u>WEB / Responsibility</u></p> <p>Our Policies:</p> <ul style="list-style-type: none"> <li>— Corporate Responsibility Policy</li> </ul>	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>— Pages: 28-29</li> </ul> <p><u>WEB / Responsibility</u></p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Risk management</li> <li>— Our strategy: Governance and reporting</li> <li>— Social focus: Staff</li> </ul> <p><u>WEB / About us</u></p> <ul style="list-style-type: none"> <li>— Careers</li> </ul>	<p><u>FDR</u></p> <p>Performance data, Figures:</p> <ul style="list-style-type: none"> <li>— 61</li> <li>— 69-72</li> </ul>	<p><u>FDR</u></p> <p>Targets and management actions</p>

# UN GLOBAL COMPACT ENVIRONMENT (PRINCIPLE 7)

HUMAN RIGHTS (PRINCIPLES 1 - 2)

LABOUR (PRINCIPLES 3 - 5)

LABOUR (PRINCIPLE 6)

ENVIRONMENT (PRINCIPLE 7)

ENVIRONMENT (PRINCIPLES 8 - 9)

ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

ENVIRONMENT (PRINCIPLE 7)				
7: Businesses should support a precautionary approach to environmental challenges				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<p><u>GRI Index 2014</u></p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> <li>— EC2</li> <li>— EN18, EN26, EN30</li> <li>— SO5</li> </ul>	<p><u>WEB / Responsibility</u></p> <p>Our Policies:</p> <ul style="list-style-type: none"> <li>— Corporate Responsibility Policy</li> <li>— Sustainability Brief for Acquisitions</li> <li>— Sustainability Brief for Management</li> <li>— Sustainability Brief for Developments</li> </ul>	<p><u>ARA</u></p> <ul style="list-style-type: none"> <li>— Pages: 38-41</li> </ul> <p><u>WEB / Responsibility:</u></p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Risk management</li> <li>— Our strategy: Governance and reporting</li> <li>— Environmental focus</li> </ul>	<p><u>FDR</u></p> <p>Targets and management actions</p> <p>Performance data, Figures:</p> <ul style="list-style-type: none"> <li>— 1-44</li> </ul>	<p><u>FDR</u></p> <p>Targets and management actions</p>

# UN GLOBAL COMPACT ENVIRONMENT (PRINCIPLES 8 - 9)

HUMAN RIGHTS (PRINCIPLES 1 - 2)

LABOUR (PRINCIPLES 3 - 5)

LABOUR (PRINCIPLE 6)

ENVIRONMENT (PRINCIPLE 7)

ENVIRONMENT (PRINCIPLES 8 - 9)

ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

ENVIRONMENT (PRINCIPLES 8 AND 9)				
<b>8: Undertake initiatives to promote greater environmental responsibility</b>				
<b>9: Encourage the development and diffusion of environmentally friendly technologies</b>				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<u>GRI Index 2014</u> Performance Indicators: — EN1-8, EN10, EN12-14, EN16-18, EN22, EN26, EN28-30, CRE1-5 — SO5	<u>WEB / Responsibility</u> Our Policies: — Corporate Responsibility Policy — Sustainability Brief for Acquisitions — Sustainability Brief for Management — Sustainability Brief for Developments	<u>WEB / Responsibility</u> — Identifying what matters most: Risk management — Our strategy: Governance and reporting — Environmental focus	<u>FDR</u> Targets and management actions Performance data, Figures: — 1-44	<u>FDR</u> Targets and management actions

# UN GLOBAL COMPACT ANTI-CORRUPTION (PRINCIPLE 10)

HUMAN RIGHTS (PRINCIPLES 1 - 2)

LABOUR (PRINCIPLES 3 - 5)

LABOUR (PRINCIPLE 6)

ENVIRONMENT (PRINCIPLE 7)

ENVIRONMENT (PRINCIPLES 8 - 9)

ANTI-CORRUPTION (PRINCIPLE 10)

Abbreviations: ARA - Annual Report and Accounts 2014; FDR - Full Data Report 2014; WEB - British Land Website

ANTI-CORRUPTION (PRINCIPLE 10)				
10: Businesses should work against corruption in all its forms, including extortion and bribery				
GRI INDICATORS	POLICY	MANAGEMENT	ACHIEVEMENTS	FUTURE ACTIONS
<p><u>GRI Index 2014</u></p> <p>Performance Indicators: SO2-6</p>	<p><u>WEB / Responsibility</u></p> <p>Our Policies:</p> <ul style="list-style-type: none"> <li>— Corporate Responsibility Policy</li> <li>— Anti-bribery and Corruption Policy</li> </ul>	<p><u>WEB / About us</u></p> <ul style="list-style-type: none"> <li>— Our vision and values</li> </ul> <p><u>WEB / Responsibility</u></p> <ul style="list-style-type: none"> <li>— Identifying what matters most: Risk management</li> <li>— Our strategy: Governance and reporting; Supply chain</li> <li>— Social focus: Staff</li> </ul>	<p><u>FDR</u></p> <p>Performance data, Figures:</p> <ul style="list-style-type: none"> <li>— 75</li> <li>— 87-88</li> </ul>	<p><u>FDR</u></p> <p>Targets and management actions</p>

# INDEPENDENT ASSURANCE



## INDEPENDENT ASSURANCE

### INDEPENDENT LIMITED ASSURANCE REPORT TO THE DIRECTORS OF THE BRITISH LAND COMPANY PLC

The 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 Full Data Report for the year ended 31 March 2014.

#### 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 2014 has not been prepared, in all material respects, in accordance with the Reporting Criteria; or
- British Land's declared GRI application level of B+ is not fairly stated in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say below.

#### SELECTED INFORMATION

The scope of our work was limited to assurance over the information marked with the symbol in British Land's Full Data Report (FDR) 2014 (the "Selected Information") and British Land's declared Global Reporting Initiative (GRI) application level of B of the GRI "3.1" Guidelines.

The Selected Information and the Reporting Criteria against which it was assessed are summarised below. Our assurance covers the year ended 31 March 2014 and does not extend to information in respect of earlier periods or to any other information included in the Full Data Report 2014.

- British Land's GRI application level [www.britishland.com/crdata](http://www.britishland.com/crdata)
- Fig. 3: Cumulative like-for-like cost savings and investments (degree day adjusted)
- Fig. 4: EPRA 3.5 Total direct greenhouse gas emissions

# INDEPENDENT ASSURANCE

## INDEPENDENT ASSURANCE

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- Fig. 5: EPRA 3.6 Total indirect greenhouse gas emissions
- Fig. 6: EPRA 3.7 Greenhouse gas intensity from building energy
- Fig. 7: Reported footprint – Scopes 1 to 3
- Fig. 9: Reported Scope 1 and 2 intensity (degree day adjusted)
- Fig. 10: Landlord influenced like-for-like Scope 1 and 2 (degree day adjusted)
- Fig. 11: EPRA 3.1 Purchased electricity use
- Fig. 13: EPRA 3.3 Energy consumption from fuels
- Fig. 14: Landlord influenced like-for-like energy use (degree day adjusted)
- Fig. 15: Office energy use
- Fig. 16: Retail energy use
- Fig. 21: EPRA 3.4 Energy intensity – floor area
- Fig. 23: Landlord influenced like-for-like energy intensity – floor area (degree day adjusted)
- Fig. 24: Energy intensity – floor area (degree day adjusted)
- Fig. 26: Energy Performance Certificate ratings – whole buildings
- Fig. 27: Energy Performance Certificate ratings – occupier demises
- Fig. 35: Waste management – developments
- Fig. 51: Community investment beneficiaries
- Fig. 53: Community contributions through planning
- Fig. 67: Staff turnover – rates
- Fig. 68: Median salary and remuneration

# INDEPENDENT ASSURANCE

## INDEPENDENT ASSURANCE

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- Fig. 69: Staff diversity – gender
- Fig. 81: Accidents – managed portfolio
- Fig. 83: Reportable accidents – British Land own occupied space
- Fig. 86: Health and safety – developments.

We assessed the Selected Information using British Land's Reporting Criteria as set out at [www.britishland.com/crdata](http://www.britishland.com/crdata) and the GRI G3.1 Guidelines at: [www.globalreporting.org/resource/library/G3.1-Sustainability-Reporting-Guidelines.pdf](http://www.globalreporting.org/resource/library/G3.1-Sustainability-Reporting-Guidelines.pdf)

### PROFESSIONAL STANDARDS APPLIED AND LEVEL OF ASSURANCE

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 – 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions information, with reference to the International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements' (ISAE 3410), 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 the International Standard on Quality Control (UK&I) 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.

# INDEPENDENT ASSURANCE

## INDEPENDENT ASSURANCE

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### UNDERSTANDING REPORTING AND MEASUREMENT METHODOLOGIES

The Selected Information needs to be read and understood together with the Reporting Criteria. 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. The nature, methods and precision used to determine non-financial information can result in materially different measurements, affecting comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 March 2014.

### WORK DONE

Considering the risk of material misstatement of the Selected Information, we:

- Made enquiries of British Land's management, including the Corporate Responsibility (CR) team and those with responsibility for CR management and group CR reporting;
- Evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included visiting five 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 CR team;
- Performed limited substantive testing on a selective basis of the Selected Information at corporate Head Office and in relation to a limited number of sites to check that data had been appropriately measured, recorded, collated and reported;
- With respect to the developments carbon footprint data disclosed in Fig 7 in the FDR, we evaluated the methodology and basis of the independent valuation of the developments carbon footprint, but did not test in detail the underlying calculation models and assumptions;
- With respect to data on Energy Performance Certificates disclosed in Figs 26 and 27 in the FDR, we have examined underlying reports produced by external consultants and engineers, but have not tested in detail the underlying calculation models and assumptions;

# INDEPENDENT ASSURANCE

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- Assessed the GRI Index on British Land's website [www.britishland.com/crdata](http://www.britishland.com/crdata) for compliance with the GRI application level requirements for B+; and
- Assessed the disclosure and presentation of the Selected Information.

### BRITISH LAND'S RESPONSIBILITIES

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 Full Data Report 2014.

### 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.

# INDEPENDENT ASSURANCE

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This report, including our conclusions, has been prepared solely for the Directors of British Land as a body in accordance with the agreement between us, to assist the Directors in reporting British Land's corporate responsibility performance and activities. We permit this report to be disclosed in the Full Data Report 2014, to enable the Directors to show they have addressed 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 Directors as a body and British Land for our work or this report except where terms are expressly agreed between us in writing.

PRICEWATERHOUSECOOPERS LLP, CHARTERED ACCOUNTANTS, LONDON 12TH MAY 2014





#### Contact us

We hope you find this Report interesting. If you have any questions or comments about our approach to stakeholder engagement or the future of our corporate responsibility strategy, please contact us: [cr@britishland.com](mailto:cr@britishland.com)

#### Want to know more?

For our online Full Data Report, where you can download Excel data, please visit [www.britishland.com/crdata](http://www.britishland.com/crdata)

For more information on our approach to corporate responsibility and our performance: [www.britishland.com/responsibility](http://www.britishland.com/responsibility)

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