

Places People
Prefer



*The Queen's Award
for Enterprise*

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

Welcome to our 2018/19 sustainability performance review

In 2015, we embarked on a challenging five-year programme designed to create a step change in our environmental impact and social contribution.

As we complete our fourth year, we're seeing great results in many areas, while some have proved more challenging. You will find details of both in these accounts, together with full data on indicators we record annually. Our objective with this report is to provide stakeholders with transparency into the way we conduct business.

Performance against targets

We've already exceeded our carbon intensity reduction target, reporting a 64% reduction against our 2009 baseline. While this partly reflects wider Grid decarbonisation efforts, the 44% reduction in portfolio energy intensity that we also achieved over the same period played a significant role. This was due to our detailed focus on improving the management of individual assets, requiring a considerable team effort, stretching from Inverness in Scotland to Plymouth on the south coast.

Our focus on skills and community continues to yield strong results. Our investment in the neighbourhoods that host our assets benefited over 36,300 people this year, including apprentices, jobseekers and schoolchildren. More than 1,200 people have been supported into employment through our **Bright Lights** programme since 2012 and 2.4% of the workforce at our prioritised suppliers are now apprentices. These programmes, designed centrally but tailored and delivered locally, create strong bonds between local people and our places, increase the sense of wellbeing, grow valued skills and foster a greater sense of neighbourhood.

Creating Places People Prefer

This year, we made good progress developing an approach that reduces embodied carbon in development. We have an extensive committed pipeline of 1.3 million sq ft and recognise the environmental impact of demolition and the materials commonly used in construction.

Using major developments at Broadgate and Regent's Place as testbeds, we have worked hand-in-hand with our extended supply chain to challenge how we redevelop existing buildings. As a result, at 100 Liverpool Street we have been able to retain around half of the original structure, reducing embodied carbon by 7,200 tonnes, with a further 4,100 tonnes set to be saved through carbon-efficient design and the use of low-carbon materials. At 1 Triton Square, our progressive whole-life carbon strategy will save 35,600 tonnes CO₂e in construction and operation against a best



practice new build. This is a reduction of 33%: a saving that exceeds the ambitious carbon reduction targets required to meet the UK's commitment to the Paris Climate Agreement. Both buildings are scheduled to complete in 2020.

Our community contribution continues to grow. We are a long-term investor in places and recognise that British Land thrives when the communities surrounding our assets also prosper. To maximise the effectiveness of our local investment, we put our five **Local Charter** promises into practice at our places. These provide our site teams with guidance on how we can most effectively make a local social contribution without prescribing the actions they must take.

44%
reduction in
portfolio energy
intensity against
our 2009 baseline.

This empowers our teams to work with their local neighbours to devise the most valuable programme for their area. We've made 92% progress implementing the five Charter commitments at all our key assets and major developments, benefiting thousands of individuals, charities, businesses and schools across the UK.



Young Readers Programme

We were delighted to win the 2018 Charity Times award for Corporate Community Involvement in recognition of the value created by our **Young Readers Programme** partnership with the National Literacy Trust – a popular feature within our education promise. This has now supported over 40,000 children across the UK to improve their literacy skills and enjoyment of reading.

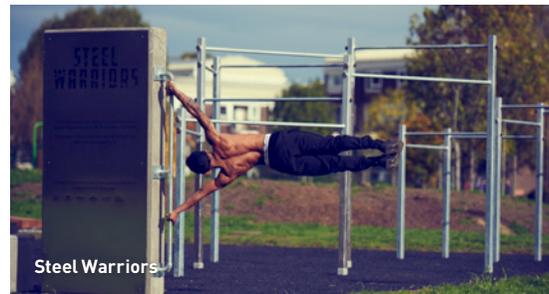
The power of partnership

Although British Land benefits from considerable resources, energy and imagination, our experience shows that working in partnership wherever possible produces greater value for more people.

¹ Edinburgh's Economic Strategy 2018.

The **Regent's Place Community Fund** is a strong example, bringing together customers, suppliers and community partners to make a greater difference on big local issues such as employability, health and wellbeing. 1,500 local people benefited from the Fund's involvement last year and our major corporate customers were able to forge meaningful, long-term connections with the surrounding community that can be difficult to create.

Helping those who are tackling some of the UK's most challenging issues is another way in which we seek to make a contribution: knife crime is growing in prominence and, without the expertise to address the issue directly ourselves, we instead actively support **Steel Warriors**, an inspirational organisation seeking to eradicate this form of violence by tackling the underlying motives. We host their team at Regent's Place, support our colleagues in volunteering and connect Steel Warriors with others who can provide further support so they can achieve their objective.



Steel Warriors

At Fort Kinnaird, **the Recruitment & Skills Centre**, our award-winning partnership with three local councils, the DWP, Skills Development Scotland and Capital City Partnership has now supported 3,585 people into employment in its first five years and enhanced the skills of 2,663 people. In a region where one in six households has no adult in work¹, this represents a meaningful contribution to the local area.



C4WS Homeless Project



Bright Lights Starting Out in Retail



Hikapee Theatre performing to students at Broadgate

We take a similarly collaborative approach on our development sites, working with our contractors and supply chain to extend the overall contribution we can make, particularly to local businesses. At **Broadgate**, our ten-year investment programme to transform the campus offers a particularly strong opportunity to make a sustainable impact across East London and in the first two years alone we've invested 47% (£87m) of construction spend within the City of London and neighbouring boroughs. £61m of this has been invested with SMEs, supporting local entrepreneurs and creating jobs in the neighbourhoods around Broadgate.



Paddington Central

Climate change

When we set our 2020 carbon and energy reduction targets in 2015, the Science Based Targets initiative (SBTi) methodology for our sector hadn't been established. However, subsequent analysis shows that our targets go beyond the demands of the SBTi for Scope 1 and 2 emissions and we've more than halved our carbon intensity over the past decade. While Grid decarbonisation has contributed, our successful energy efficiency programme has played a significant role.

The world moves on and, in developing our forward strategy, we'll establish science-based targets supporting international efforts to limit global warming to 2°C or lower.

As we enter the final year of our current strategy, we're implementing an asset-by-asset programme to reduce energy use across the portfolio beyond the 44% we've already achieved against our 2009 baseline. Our stretching target is a 55% reduction.

We're proud of the progress we and our partners have made on reducing embodied carbon, and for the first time this year are reporting a reduction of 10% against our 2020 target of 15%. Cement accounts for around 8% of global carbon emissions and steel up to 9%²: our industry must move away from a reliance on these types of materials. As well as encouraging our partners to reuse superstructure and specify concrete and steel with high recycled content, we're actively exploring alternatives such as cross-laminated timber that sequester carbon while being easy to install and fire resistant.

We recognise the value of analysing in detail the impact of climate change on our business and are committed to adopting the recommendations of the Task Force for Climate-related Financial Disclosure. Initial information can be found on pages 62 to 64 of our [2019 Annual Report and Accounts](#).

We've now established an internal TCFD Steering Committee, sponsored by our Chief Financial Officer and comprising representatives from across our business. This Committee will undertake the comprehensive analysis required to ensure our corporate strategy evolves to accommodate the risks and opportunities posed by altering weather patterns while we continue to reduce our own environmental impact.

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The world moves on and, in developing our forward strategy, we'll establish science-based targets supporting international efforts to limit global warming to 2°C or lower.

”

² Chatham House Report: Making Concrete Change (2018).

Worldsteel: Steel's Contribution to a Low Carbon Future and Climate Resilient Societies (2019).

Social contribution

This year, we published socio-economic analysis of the impact of our activities at a further two assets: Fort Kinnaird in Edinburgh and Broughton in Flintshire. Understanding the impact of our investment and where opportunities exist enables us to increase our social contribution and apply our learnings at other assets. All our [socio-economic reports](#) can be found on our website.

Wellbeing

Research shows that urban design influences how individuals feel and behave, and we view this as a significant opportunity both for our customers and the UK as a whole. Places designed with wellbeing at the core stimulate community cohesion, active

lifestyles, reduce stress and create delight: these are all encapsulated in our [wellbeing principles](#), which we devised with Happy City in 2015 and now guide the design of all our developments.

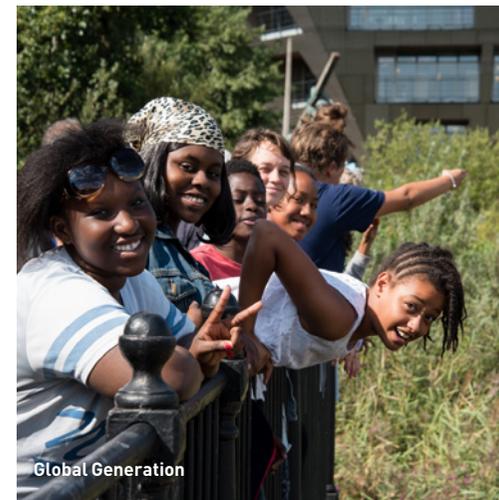
This year, we undertook research with WPI Economics to define the potential opportunity for the UK of putting wellbeing at the centre of all urban design. Our [Design for Life](#) analysis showed that, in every 30-year development cycle, the UK economy and society could receive a £15bn boost from reduced illness, more sustainable communities and better productivity at work, leading to improved lives and a more prosperous nation. This insight into the scale of the opportunity has anchored our commitment to develop our focus on wellbeing further. We will continue to share our findings and promote a wellbeing-centred approach to urban design.

Challenges we've encountered

Over the year, three of our five-year targets posed particular challenges.

In 2015, we committed to 3% of our prioritised supplier workforce being apprentices. Our suppliers have done well, but some have found the recent Apprentice Levy and changes to education funding difficult to navigate. We continue to support them in employing apprentices but also recognise the positive impact of other elements of Bright Lights, our skills and employment programme. We're therefore increasing focus on helping people improve their skills and giving additional support to those who face significant barriers to employment. This directly benefits our communities, customers and suppliers.

As mentioned above, designing urban environments that improve wellbeing is core to our approach as a company. In 2015, we expected to be able to assess the impact through metrics we used in our day-to-day business. We've since recognised that these are not an effective proxy for wellbeing as too many variables come into play, such as consumer confidence and the macro political climate. We're closely following the evolution of social value reporting and exploring whether this could be used to track the impact on our wellbeing activities: we know quality of life is important to all our stakeholders and are committed to driving meaningful progress in this field.



Finally, recognising the value of volunteering both to those who volunteer and to society, in 2015 we set ourselves a target of 90% of employees volunteering by 2020. We hit the target in 2017, but sustaining this level has proved challenging³. With our growing understanding of how to support people with diverse characteristics and skills, we decided to refocus on our associated target of supporting 20% of employees into skills-based volunteering positions. Working with Cass Business School and Step on Board, we support individual employees in identifying, applying for and securing **trustee roles** in charities. We're proud that 17% of our workforce are now skills-based volunteers, creating greater value for society through the application of their professional skills in non-profits while developing new skills and insights that enhance their own careers at British Land.

“

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Although progress has been slow in these areas, their existence demonstrates the ambitious nature of the programme we set ourselves back in 2015. As we identify with more certainty the avenues where we can make the greatest difference in our world, we will continue to stretch ourselves and share what we learn from doing so.

Ambitious next steps

Our world faces many challenges. Alongside the growing threat posed by global heating, the security and reward of employment need to improve, more people require access to better opportunities and there is substantial social value to be unlocked from more diverse thought and collaboration at every level.

As we enter the final year of our current programme and plan our next steps, these issues are at the forefront of our thinking. We intend to build on the lessons we've learnt so far, continuing to pioneer new approaches, materials and technologies and embedding sustainable thinking at the heart of our business, as we evolve to become a mixed-use specialist.

Our next steps will continue to align to the UN Sustainable Development Goals, helping to address global and local challenges through our everyday business activity. We will maintain our commitment to rigour and transparency and, as ever, we will be ambitious and share our experiences – whether challenging or successful – to accelerate wider progress.



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³ Volunteering data excludes British Land Property Management employees.

Our 2020 sustainability strategy

Aligned to the corporate strategy, our 2020 sustainability strategy is built around four focus areas, which address major social, economic and environmental trends to create value for our stakeholders and the business.

British Land has been a signatory to the UN Global Compact since 2009 and our sustainability focus areas support several of the UN Sustainable Development Goals (SDGs), as outlined here. Goal 17, on Partnerships, underpins all our activities.

Next year will be the final reporting date for our associated 2020 targets. We have made excellent progress against many, while facing challenges with others.

We are currently engaging with people across our business, key stakeholders and external experts to develop our post 2020 sustainability strategy, which we will launch next year.

Customer orientation



Wellbeing

Create places that promote health, improve productivity and increase enjoyment



Customers

Occupiers and people at our places

Right places



Community

Make a positive contribution locally and behave so our places are considered part of their local community



Communities

Local people and organisations

Capital efficiency



Futureproofing

Protect and enhance asset value through environmental stewardship, including energy generation and efficiency, materials innovation and flood risk reduction



Shareholders

Investors and co-investors

Expert people



Skills and opportunity

Develop skills and opportunities to help local people and businesses grow



Partners

Local authorities, suppliers and employees

This year we established a Corporate Social Responsibility Committee to assist the Board in understanding the views of our key stakeholders and our impacts on community and environment. For more on our robust approach to governance, visit www.britishland.com/sustainability/governance

In this report

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

- **Performance data:** Material data on each of our sustainability strategy focus areas: Wellbeing, Community, Futureproofing and Skills and opportunity.
- **Reporting criteria:** Detail on how performance data has been calculated.
- **EPRA Index:** Our reporting on the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Performance Measures.
- **Independent Assurance:** Where you see ^(A) PwC has independently assured 2019 total data, in accordance with ISAE 3000 (Revised) and ISAE 3410. We have been getting selected data independently assured since 2007 (see earlier reports).

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

For more on our sustainability strategy: www.britishland.com/sustainability

We report on all assets where we have day-to-day operational or management influence (our managed portfolio) and all developments over £300,000 with planning permission, on-site or completed in the year. The exception is EPC and flood risk data, where we report on all assets under management. As at 31 March 2019, our managed portfolio comprised 73% of our assets under management. Please see the scope column for indicator-specific reporting coverage.

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

'2019' refers to our financial year from 1 April 2018 to 31 March 2019. The same approach applies for previous years.

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

Performance data 2019

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Our performance on sustainability indices

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



CDP 2018:
A- score



MSCI ESG Leaders Index* 2018:
AAA rating



FTSE4Good Index 2018:
Top 96th percentile



DJSI World 2018
Top 92nd percentile



GivX Community Value Awards 2018:
Ranked second overall



Sustainalytics ESG Ratings 2018:
Top 98th percentile for our sector

*MSCI disclaimer available at www.britishland.com/sustainability/performance/benchmarks

Performance overview

Fig. 1 Overview

Focus	Indicators	2020 targets	Performance			2019 scope (assets or units)	
			2019	2018	2017		
Overall¹	Continued inclusion in three out of four sustainability indices: DJSI Europe, DJSI World, FTSE4Good and GRESB ²		4/4	4/4	4/4	-	
	Major developments on track to implement Sustainability Brief		100%	100%	nr	16/16	
 Wellbeing	Deliver a WELL certified commercial office to shell and core, and set corporate policy for future developments	Deliver	On track	On track	On track	-	
	Develop and pilot retail wellbeing specification	Deliver	In progress	In progress	On track	-	
	Sense of wellbeing for visitors at our places	Increase	84%	84%	84%	-	
	Define and trial a methodology for measuring productivity in offices	Deliver	Completed	Completed	On track	-	
	Research and publish on how development design impacts public health outcomes	Deliver	Completed	On track	On track	-	
	Pilot interventions to improve local air quality	3	In progress	Target established	n/a	-	
	Injury Incidence Rate (RIDDOR)	Offices		14.17	12.88	23.51	46/46
		Retail		0.01	0.01	0.01	58/58
	Injury Frequency Rate (RIDDOR)	Developments		0.12	0.13	0.08	31/34
	 Community	Implement our Local Charter at key assets and major developments	100%	92%	Charter updated	Target established	-
British Land employee skills-based volunteering		20%	17%	16%	16%	-	
British Land employee volunteering		90%	81%	79%	90%	-	
Community programme beneficiaries			36,358	39,798	35,600	-	

¹ Sustainability Action Plans have been superseded by Local Charter activities, see 'Community'. Our Local Charter covers community, wellbeing, skills and opportunity. Futureproofing initiatives are covered through Asset Plans, which include provisions for identifying climate-related risks and opportunities, such as flood risk assessments and audits to identify energy saving opportunities.

² In this financial year we were listed in DJSI 2018 World and Europe, awarded a green star in GRESB 2018 and ranked in the top 96th percentile of FTSE4Good 2018.

Focus	Indicators	2020 targets	Performance			2019 scope (assets or units)	
			2019	2018	2017		
 Futureproofing	Developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail	100%	92%	92%	100%	15/15	
	Carbon (Scope 1 and 2) intensity reduction versus 2009 (index scored)	55%	64%	54%	44%	70/70	
	Landlord energy intensity reduction versus 2009 (index scored)	55%	44%	40%	35%	70/70	
	Electricity purchased from renewable sources	100%	96%	97%	93%	107/108	
	Average reduction in embodied carbon emissions versus concept design on major developments	15%	10%	nr	nr	2/2	
	Waste diverted from landfill: managed properties and developments	100%	99.6%	99%	98%	108/116	
	Portfolio with green building ratings (% by floor area)		18%	18%	16%	179/179	
	Energy Performance Certificates rated F or G (% by floor area)		5%	5%	4%	2663/2864	
	Portfolio at high risk of flood (% by value)		3%	3%	3%	178/179	
High flood risk assets with flood management plans (% by value)		100%	100%	nr	12/12		
 Skills and opportunity	People supported into employment (cumulative) ¹	1,700	1,232	839	542	-	
	Strategic suppliers agreed with terms of our Supplier Code of Conduct	100%	53%	Code launched	n/a	34/64	
	Prioritised supplier workforce who are apprentices	3%	2.4%	1.2%	nr	178/220	
	Pilot a Living Wage Zone at a London campus	Deliver	In progress	-	-	-	
	Workforce paid at least Living Wage Foundation rate	Group employees	100%	100%	100%	100%	-
		Supplier workforce at managed properties		66% ²	70%	72%	103/103
	Developments supply chain spend within 25 miles			66%	71%	60%	5/6

¹ Employment figures from 2016-2018 have been restated for accuracy

² From FY19, these figures exclude the employees of any subsidiary organisations

Wellbeing

Sense of wellbeing

Fig. 2 Visitor wellbeing scores

	2019	2018	2017
Retail			
Visitor perception of wellbeing (%)	82%	83%	84%
Offices			
Campus user perception of wellbeing (%)	87%	85%	-
Total portfolio			
Visitor perception of wellbeing (%)	84%	84%	84%

Biodiversity

Fig. 3 Biodiversity - developments

	2019	2018	2017
Sites with net improvements in biodiversity, achieved or on track (%)	93%	94%	87%
Habitats protected, restored or created (m ²)	7,886	544	1,376
<i>Scope (development projects)</i>	14/14	16/16	15/15

Health and safety

Fig. 4 Accidents - managed portfolio and corporate

(A) Assurance covers total 2019 data and 2019 RIDDOR Injury Incidence Rates.

	Reportable fatal, non-fatal lost day or RIDDOR incidents at our managed properties									Injury Incidence Rate (RIDDOR)		
	2019			2018			2017			2019	2018	2017
	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences			
Managed portfolio												
Offices	0	4	0	0	4	0	0	8	0	14.17	12.88	23.51
Retail	0	18	0	0	31	0	0	22	0	0.01	0.01	0.01
Residential	0	0	0	0	0	0	0	0	0	0	nr	n/a
Sub-total	0	22	0	0	35	0	0	30	0	n/a	n/a	n/a
<i>Scope (managed properties)</i>	<i>116/116</i>	<i>116/116</i>	<i>116/116</i>	<i>113/113</i>	<i>113/113</i>	<i>113/113</i>	<i>112/112</i>	<i>112/112</i>	<i>112/112</i>	<i>116/116</i>	<i>101/101</i>	<i>104/104</i>
Corporate												
Group offices	0	0	0	0	0	0	0	0	0	0	0	0
Overall												
Total	0	22	0	0	35	0	0	30	0	n/a	n/a	n/a

Corporate	Injury Frequency Rate	
	2019	2018
Group offices	0	0

Health and safety continued

Fig. 5 Accidents - developments

(A) Assurance covers 2019 data.

	2019	2018	2017
Injury Frequency Rate (RIDDOR)	0.12	0.13	0.08
Total job-related fatal accidents	0	0	0
Total job-related lost-day or reportable non-fatal accidents	4	3	2
<i>Scope (development projects)</i>	<i>31/34</i>	<i>38/38</i>	<i>39/44</i>

Fig. 6 Health and safety - compliance

	2019	2018	2017
Managed portfolio (OHSAS 18001)			
Proportion subject to health and safety review	100%	100%	100%
Proportion with 90% of all identified risks deemed to be under control at annual risk assessment	94%	92%	95%
Proportion of uncontrolled risks resolved within documented timeframe	98.2%	97.9%	99.4%
Total health and safety incidents of non-compliance	-	-	nr
<i>Scope (managed properties)</i>	<i>116/116</i>	<i>113/113</i>	<i>112/112</i>
Developments			
Total health and safety incidents of non-compliance	-	-	-
<i>Scope (development projects)</i>	<i>31/34</i>	<i>38/38</i>	<i>39/44</i>
Corporate (OHSAS 18001)			
Proportion of uncontrolled risks resolved within documented timeframe at British Land offices	98%	98%	100%
Proportion of uncontrolled risks resolved within documented timeframe at Broadgate Estates offices	100%	100%	100%

Health and safety continued

Fig. 7 Lost working days

	Lost day rate		Absentee rate		
	2019	2018	2019	2018	2017
British Land Group					
Male	7.54	-	1%	1%	nr
Female	-	-	1%	1%	nr
Group total	3.68	-	1%	1%	1%

Community

Community engagement

Fig. 8 Local Charter and community engagement

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

Volunteering

Fig. 9 British Land employee and key supplier volunteering

	2019	2018	2017
British Land employees¹			
Volunteering (%)	81%	79%	90%
Volunteering (hours)	2,339	2,422	2,726
Skills-based volunteering (%)	17%	16%	16%
Time spent supporting charitable and community causes (average number of hours per person)	10.3	9.7	11.7
Key suppliers			
Volunteering (hours)	6,504	5,359	5,351

¹ Excludes British Land Property Management employees, formerly Broadgate Estates Ltd, which was brought in-house in May 2018.

Contributions and investment

Fig. 10 Community investment (LBG)

	Direct community investment (£)			Leveraged community investment (£)		
	2019	2018	2017	2019	2018	2017
Cash	1,423,690	1,687,447	1,351,303	832,180	720,545	922,302
British Land employee time (direct) / Key supplier workforce time (leveraged)	184,772	203,654	250,596	174,894	126,792	149,312
In-kind (e.g. space)	154,094	204,167	42,055	-	-	-
Sub-total¹	1,762,556	2,095,268	1,643,954	1,007,074	847,337	1,071,614
Management costs	573,813	582,156	447,225	-	-	-
Total	2,336,369	2,677,424	2,091,179	1,007,074	847,337	1,071,614

¹ The 2018 sub-total and total were restated due to an error in the sub-total calculations (£2,095,286 was corrected to £2,095,268).

Fig. 11 Community programme beneficiaries

	No. of individual beneficiaries		
	2019	2018	2017
Education	22,603	19,602	20,742
Employment and training	443	512	758
Wellbeing, culture and leisure	13,312	19,684	14,100
Total	36,358	39,798	35,600

Contributions and investment continued

Fig. 12 Community contributions through planning and development

	2019	2018	2017
Community contributions through planning and development ¹	6	3	17
<i>Scope (development projects)</i>	<i>12/12</i>	<i>5/5</i>	<i>30/31</i>

¹ This spend is associated with planning consents. Our development activity varies significantly from year to year and so this figure may fluctuate.

Considerate constructors

Fig. 13 Considerate Constructors Scheme

	2019	2018	2017
Average scores (out of 50)	38.2	36.9	36.7
<i>Scope (development projects)</i>	<i>31/34</i>	<i>31/31</i>	<i>32/44</i>

Futureproofing

Building certifications

Fig. 14 Sustainability ratings

(A) Assurance covers total proportion of 2019 data by floor area.

Developments - sustainability ratings (on track to achieve)	2019		2018		2017	
	Total floor area (m ²)	Proportion	Total floor area (m ²)	Proportion	Total floor area (m ²)	Proportion
BREEAM Outstanding	34,002	9%	-	-	-	-
BREEAM Excellent	237,170	62%	221,910	61%	116,309	52%
BREEAM Very Good	74,857	20%	110,677	30%	26,654	12%
BREEAM Good	1,710	-	-	-	-	-
BREEAM Pass	-	-	-	-	-	-
BRE Home Quality Mark Level 3	2,020	1%	-	-	-	-
Code for Sustainable Homes Level 4	274	-	31,730	9%	80,975	36%
Not yet certified ¹	30,320	8%	-	-	-	-
Total	380,354	100%	364,318	100%	223,939	100%
<i>Scope (development projects)</i>	<i>20/20</i>	<i>20/20</i>	<i>21/21</i>	<i>21/21</i>	<i>16/16</i>	<i>16/16</i>
BREEAM Excellent for Offices and Excellent or Very Good for Retail	309,519	92%	296,078	92%	139,184	100%
<i>Scope (development projects)</i>	<i>15/15</i>	<i>15/15</i>	<i>16/16</i>	<i>16/16</i>	<i>11/11</i>	<i>11/11</i>
Assets - sustainability ratings						
BREEAM Outstanding	43,331	2%	2,429	0%	2,429	0%
BREEAM Excellent	284,941	13%	356,481	15%	376,622	14%
BREEAM Very Good	46,292	2%	44,233	2%	32,461	1%
BREEAM Good	4,214	0%	4,214	0%	10,677	0%
BREEAM Pass	6,643	0%	3,716	0%	-	-
BRE Home Quality Mark	-	-	-	-	-	-
Code for Sustainable Homes Level 4	-	-	1,236	0%	14,298	1%
Total	385,421	18%	412,309	18%	436,487	16%
<i>Scope (assets under management)</i>	<i>179/179</i>	<i>179/179</i>	<i>234/234</i>	<i>234/234</i>	<i>259/259</i>	<i>259/259</i>

¹ One residential development where British Land intends to seek Home Quality Mark certification after practical completion

Building certifications continued

Fig. 15 Energy Performance Certificates (EPC)

	2019	2018	2017
Proportion by floor area			
Proportion of portfolio A or B rated	22%	23%	25%
Proportion of portfolio F or G rated	5%	5%	4%
<i>Scope (assets under management - unit level)</i>	2663/2864	2558/2660	2296/2389

Fig. 16 ISO 14001 certification

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

Financial

Fig. 17 Energy efficiency investment and savings

(A) Assurance covers 2019 savings and total 2019 investment data; £3.0m of gross savings and £1.2m of investment.

	Investment (2012 to 2019)			Savings (2012 to 2019)			<i>Scope (managed portfolio)</i>
	Asset level	Corporate	Total	Gross	Net	Resource	
	£m			£m			
Energy use							
Landlord energy	£8	£1	£9	£17	£8	176,032	75/75

Carbon emissions

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

(A) Assurance covers 2019 data for overall total Scope 1, Scope 2 (location and market based) and Scope 3 only.

	Tonnes CO ₂ e															
	2019					Change: 2017 to 2019	2018					2017				
	Direct	Indirect		Indirect	Total (location based)		Direct	Indirect		Indirect	Total (location based)	Direct	Indirect		Indirect	Total (location based)
	Scope 1	Scope 2		Scope 3			Scope 1	Scope 2		Scope 3		Scope 1	Scope 2		Scope 3	
	Location based	Market based				Location based	Market based				Location based	Market based				
Managed portfolio																
Landlord obtained energy use																
Offices: common parts and shared services	5,087	13,982	215	4,554	23,623	-41%	6,216	19,356	430	6,544	32,115	6,875	25,546	426	7,756	40,177
Offices: direct use in occupier space	-	-	-	28,037	28,037	-38%	-	-	-	36,596	36,596	-	-	-	45,349	45,349
Offices: direct use in flexible workspace ('Storey')	-	-	-	72	72	nr	-	-	-	nr	nr	-	-	-	nr	nr
Retail: common parts	711	5,588	1,095	1,594	7,894	-23%	522	7,244	1,445	2,234	9,999	365	7,809	6,204	2,037	10,210
Retail: direct use in occupier space	-	-	-	1,205	1,205	-3%	-	-	-	1,404	1,404	-	-	-	1,245	1,245
Residential: common parts	2,864	122	147	30	3,016	11742%	-	34	-	9	43	-	22	-	4	25
Residential: direct use in occupier space	-	-	-	467	467	nr	-	-	-	63	63	-	-	-	-	-
All property types: refrigerant loss	123	-	-	-	123	-53%	66	-	-	-	66	261	-	-	-	261
All property types: on-site vehicles	171	-	-	40	211	63%	164	-	-	38	202	108	-	-	22	130
Sub-total	8,956	19,692	1,457	35,999	64,647	-34%	6,967	26,633	1,875	46,888	80,488	7,609	33,377	6,630	56,412	97,397
Landlord obtained water use																
All property types	-	-	-	225	225	0%	-	-	-	219	219	-	-	-	224	224
Waste disposal																
All property types	-	-	-	409	409	-7%	-	-	-	437	437	-	-	-	440	440
Sub-total	8,956	19,692	1,457	36,632	65,280		6,967	26,633	1,875	47,543	81,144	7,609	33,377	6,630	57,077	98,062
<i>Scope (managed properties)</i>						<i>115/116</i>					<i>102/113</i>					<i>98/112</i>
Developments¹																
Embodied carbon: materials	-	-	-	34	34	-100%	-	-	-	33,126	33,126	-	-	-	3,530	3,530
<i>Scope (development projects)</i>						<i>1/1</i>					<i>3/3</i>					<i>2/2</i>
Corporate																
Group offices: energy use	-	496	-	122	618	-32%	-	668	-	180	848	-	772	-	142	915
Overall																
Total	8,956	20,188	1,457	36,789	65,933	9%	6,967	27,301	1,875	80,849	115,118	7,609	34,149	6,630	60,749	102,507

¹ Completed projects during the reporting period only

Carbon emissions continued

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

(A) Assurance covers total 2019 managed portfolio data only.

	Tonnes CO ₂ e											
	Direct (Scope 1)			Indirect (Scope 2)			Indirect (Scope 3)			Total		
	2019	Change 2018 to 2019	2018	2019	Change 2018 to 2019	2018	2019	Change 2018 to 2019	2018	2019	Change 2018 to 2019	2018
Managed portfolio												
Landlord obtained energy use												
Offices: common parts and shared services	4,861	-14%	5,681	13,665	-23%	17,683	4,270	-24%	5,640	22,795	-21%	29,003
Offices: direct use in occupier space	-	-	-	-	-	-	27,140	-24%	35,627	27,140	-24%	35,627
Retail: common parts	509	-3%	524	5,226	-29%	7,353	1,703	-21%	2,167	7,438	-26%	10,044
Retail: direct use in occupier space	-	-	-	-	-	-	1,015	-28%	1,411	1,015	-28%	1,411
Residential: common parts and shared services	-	-	-	28	63%	17	7	-24%	9	35	33%	26
Residential: direct use in occupier space	-	-	-	-	-	-	59	-7%	63	-	-	-
All property types: refrigerant loss	123	87%	66	-	-	-	-	-	-	123	87%	66
All property types: on-site vehicles	171	4%	165	-	-	-	40	4%	39	211	4%	203
Sub-total	5,664	-12%	6,435	18,919	-24%	25,053	34,234	-24%	44,955	58,817	-23%	76,380
Landlord obtained water use												
All property types	-	-	-	-	-	-	216	5%	206	216	5%	206
Waste disposal												
All property types	-	-	-	-	-	-	400	-7%	432	400	-7%	432
Total	5,664	-12%	6,435	18,919	-24%	25,053	34,850	-24%	45,593	59,433	-23%	77,018
<i>Scope (managed properties)</i>	<i>43/43</i>		<i>43/43</i>	<i>83/83</i>		<i>83/83</i>	<i>83/83</i>		<i>83/83</i>	<i>83/83</i>		<i>83/83</i>

Carbon emissions continued

Fig. 20 Indirect (Scope 3) value chain greenhouse gas emissions

	2019
	Tonnes CO ₂ e
Purchased goods and services¹	52,417
Corporate spend	46,678
Developments spend	5,739
Capital goods¹	73,304
Embodied carbon in acquisitions	57,862
Embodied carbon in developments (materials)	15,441
Fuel and energy related activities (not included in Scopes 1 and 2)	6,340
Upstream emissions from common parts and shared services energy	6,178
Upstream emissions from on-site vehicle energy	40
Upstream emissions from energy use at Group offices	122
Waste generated in operations	409
Business travel (air travel)	108
Employee commuting¹	112
Downstream transportation and distribution	843,332
Retail - visitor travel	810,114
Offices - occupier commuting	33,218
Downstream leased assets	116,996
Non-landlord obtained energy at non-BL managed assets	87,063
Landlord obtained energy - direct use in occupier space	29,708
Upstream emissions from landlord obtained water use	225

¹ Indicates that the emissions of these categories were primarily calculated as part of our 2016 analysis of Scope 3 using the Arup Beacon tool. British Land is transitioning toward Scope 3 reporting using primary data.

Carbon emissions continued

Fig. 21 Total greenhouse gas emissions by gas¹

	2019	
	Tonnes CO ₂ e	
	Scope 1	Scope 2 (Location based)
British Land Group		
Carbon dioxide (CO ₂)	8,806	20,032
Methane (CH ₄)	11	47
Nitrous oxide (N ₂ O)	16	109
Hydrofluorocarbons (HFCs)	123	NA
Total	8,956	20,188

¹ Global warming potentials sourced from the IPCC Fourth Assessment Report.

Carbon emissions continued

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

(A) Assurance covers total 2019 data only. Assurance excludes overall tonnes CO₂e per £m of gross rental income.

		2019	Change 2018 to 2019	2018	2009
Carbon intensity reduction (Scopes 1 and 2; index scored)					
Offices		63%	10%	53%	Baseline
Retail - enclosed		75%	7%	68%	Baseline
Retail - open air		52%	11%	42%	Baseline
Overall		64%	10%	54%	Baseline
Carbon intensity					
Offices	tonnes CO ₂ e/m ²	0.044	-20%	0.055	0.118
Retail - enclosed	tonnes CO ₂ e/m ²	0.043	-23%	0.056	0.174
Retail - open air	tonnes CO ₂ e/car park space	0.049	-21%	0.062	0.106
<i>Scope (managed properties)</i>		<i>70/70</i>		<i>70/73</i>	<i>75/81</i>
Other carbon intensity measures (Scopes 1 and 2)					
Residential: common parts	tonnes CO ₂ e/m ²	0.033	-46%	0.061	nr
Group occupied floors	tonnes CO ₂ e/m ²	0.066	-26%	0.089	nr
Overall	tonnes CO ₂ e/£m of gross rental income	50.22	-13%	58.03	nr

Carbon emissions continued

Fig. 23 Reduction in embodied carbon

	2019	
	Tonnes CO ₂ e	%
Embodied carbon - retaining the structure		
Equivalent embodied emissions of a best practice new development	95,721	-
British Land emissions savings through decision to retain structure	-51,971	-54%
Embodied carbon - reduction target		
Baseline emissions at concept stage	43,750	-
British Land emissions savings through design and materials	-4,553	-10%
Embodied carbon - total savings		
Overall emissions savings	-56,524	-59%
<i>Scope (development projects)</i>		2/2

Energy use

Fig. 24 Total electricity consumption

(A) Assurance covers overall total 2019 consumed electricity data only.

	2019				2018				2017			
	Renewable		Non-renewable	Total	Renewable		Non-renewable	Total	Self-generated (Solar PV)	Purchased	Total	
	Self-generated (Solar PV)	Purchased	Purchased		Self-generated (Solar PV)	Purchased	Purchased					
Managed portfolio												
Offices: common parts	46	23,771	584	24,401	33	26,099	1,000	27,132	26	27,429	27,455	
Offices: shared services	-	27,299	0	27,299	-	30,249	100	30,349	-	35,194	35,194	
Offices: direct use in occupier space	-	76,583	1,175	77,758	-	80,202	555	80,756	-	87,568	87,568	
Offices: direct use in flexible workspace ('Storey')	-	255	-	255	-	nr	nr	nr	-	nr	nr	
Sub-total	46	127,908	1,759	129,713	33	136,549	1,655	138,237	26	150,191	150,217	
Retail: common parts	623	17,066	2,977	20,666	313	17,377	3,700	21,390	206	19,006	19,212	
Retail: direct use in occupier space	-	1,176	544	1,720	-	1,013	53	1,066	-	771	771	
Residential: common parts	-	33	399	432	-	96	0	96	-	53	53	
Residential: direct use in occupier space	-	168	1,157	1,324	-	142	0	142	-	-	-	
<i>Scope (managed properties)</i>				<i>107/108</i>				<i>94/105</i>			<i>91/105</i>	
Corporate												
Group offices	-	1,753	-	1,753	-	1,900	-	1,900	-	1,875	1,875	
Overall												
Total	669	148,102	6,836	155,608	346	157,079	5,408	162,833	232	171,895	172,127	
Proportion of purchased electricity from renewable sources				96%				97%			93%	
Proportion of total electricity from renewable sources				96%				97%			93%	

Energy use continued

Fig. 25 Total fuel consumption

(A) Assurance covers overall total 2019 consumed fuel data only.

	Total fuel consumed (MWh)		
	2019	2018	2017
Managed portfolio			
Offices: common parts	-	-	-
Offices: shared services	24,808	30,297	33,542
Offices: direct use in occupier space	2,537	712	406
Sub-total	27,345	31,009	33,948
Retail: common parts	3,448	2,516	1,726
Retail: direct use in occupier space	2,550	3,323	3,645
Residential: common parts	14,011	nr	nr
Residential: direct use in occupier space	1,845	nr	nr
Sub-total	49,199	36,848	39,319
All property types: on-site vehicles	679	652	nr
<i>Scope (managed properties)</i>	<i>60/61</i>	<i>46/52</i>	<i>46/48</i>
Corporate			
Group offices	-	-	-
Overall			
Total	49,878	37,500	39,319
Proportion of purchased fuel from renewable sources	0%	0%	0%
Proportion of total fuel from renewable sources	0%	0%	0%

Energy use continued

Fig. 26 Like-for-like total electricity and fuel consumption

(A) Assurance covers total 2019 energy consumed data only.

	Total consumed electricity (MWh)			Total consumed fuel (MWh)			Total energy consumed (MWh)		
	2019	Change 2018 to 2019	2018	2019	Change 2018 to 2019	2018	2019	Change 2018 to 2019	2018
Managed portfolio									
Offices: common parts	23,339	3%	22,662	-	-	-	23,339	3%	22,662
Offices: shared services	26,910	-4%	28,166	23,701	-14%	27,683	50,611	-9%	55,849
Offices: direct use in occupier space	75,883	-4%	79,210	1,605	17%	1,374	77,488	-4%	80,584
Sub-total	126,132	-3%	130,038	25,306	-13%	29,056	151,438	-5%	159,094
Retail: common parts	19,361	-10%	21,534	2,458	-3%	2,531	21,818	-9%	24,065
Retail: direct use in occupier space	1,182	9%	1,086	2,550	-23%	3,323	3,733	-15%	4,409
Residential: common parts	98	101%	49	-	-	-	98	101%	49
Residential: direct use in occupier space	168	-	142	-	-	-	-	-	-
Total	146,941	-4%	152,850	30,314	-13%	34,911	177,255	-6%	187,760
<i>Scope (managed properties)</i>	<i>83/83</i>		<i>83/83</i>	<i>43/43</i>		<i>43/43</i>	<i>83/83</i>		<i>83/83</i>

Energy use continued

Fig. 27 Total energy consumed and generated on site

(A) Assurance covers overall total 2019 data only.

	Total energy consumed (MWh)		
	2019	2018	2017
Managed portfolio			
Offices: common parts	24,401	27,132	27,455
Offices: shared services	52,107	60,646	68,737
Offices: direct use in occupier space	80,295	81,469	87,974
Offices: direct use in flexible workspace ('Storey')	255		
Sub-total	157,059	169,247	184,165
Retail: common parts	24,114	23,906	20,938
Retail: direct use in occupier space	4,270	4,390	4,416
Residential: common parts	14,443	96	53
Residential: direct use in occupier space	3,169	142	nr
All property types: on-site vehicles	679	652	nr
All property types: district heating and cooling	-	-	-
Sub-total	203,733	198,433	209,572
<i>Scope (managed properties)</i>	<i>107/108</i>	<i>94/105</i>	<i>91/105</i>
Corporate			
Group offices	1,753	1,900	1,875
Overall			
Total	205,486	200,333	211,446
Proportion of purchased energy from renewable sources	72%	79%	81%
Proportion of total energy from renewable sources	72%	79%	81%
Energy generated on site (MWh and %)			
Solar PV (including energy exported to the grid)	1,131	782	669
CHP	879	1,664	2,588
Total generated	2,011	nr	nr
Proportion of energy use in common parts and shared services	1.72%	1.46%	2.17%
Proportion of all energy use	0.98%	0.83%	1.22%

Energy use continued

Fig. 28 Total energy by fuel type

		MWh
		2019
British Land Group		
Natural gas consumed	Self-generation of heat	31,715
	Self-cogeneration or self-trigeneration	10,098
	Sub-total	41,813
Diesel consumed	Self-generation of electricity	58
	Other	727
	Sub-total	785
Gas oil consumed	Self-generation of electricity	315
Petrol consumed	Other	33
Total		42,946

Energy use continued

Fig. 29 Building energy index and intensity

(A) Assurance covers total 2019 data only. Assurance excludes other energy intensity measures.

		2019	Change 2018 to 2019	2018	2009
Energy intensity reduction (index scored)					
Offices		42%	4%	38%	Baseline
Retail - enclosed		58%	2%	56%	Baseline
Retail - open air		29%	3%	25%	Baseline
Overall		44%	4%	40%	Baseline
Energy intensity					
Offices	kWh/m ²	136.40	-6%	145.71	235.21
Retail - enclosed	kWh/m ²	149.02	-5%	156.48	353.71
Retail - open air	kWh/car park space	161.06	-4%	168.13	221.10
<i>Scope (managed properties)</i>		<i>70/70</i>		<i>70/73</i>	<i>75/81</i>
Other energy intensity measures					
Residential: common parts	kWh/m ²	116.80	-33%	173.55	nr
Group occupied floors	kWh/m ²	147.73	-37%	233.37	nr

Fig. 30 Energy efficiency - developments

	2019	2018	2017
% better than relevant Building Regulations (average)	25%	26%	21%
<i>Scope (development projects)</i>	<i>16/16</i>	<i>14/14</i>	<i>10/10</i>

Water use

Fig. 31 Total water consumption

	Mains water use (m ³)			Non-mains water use (m ³)						Total water use (m ³)		
	2019	2018	2017	Borehole water			Water from on-site harvesting			2019	2018	2017
				2019	2018	2017	2019	2018	2017			
Managed portfolio												
Offices: whole building	429,824	529,210	540,286	-	-	-	1,409	733	256	431,233	529,943	540,542
Retail: common parts	102,923	75,354	110,913	18,735	10,542	10,521	391	382	1,565	122,049	86,278	122,999
<i>Scope (managed properties)</i>	<i>45/69</i>	<i>41/70</i>	<i>60/65</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>3/3</i>	<i>3/6</i>	<i>4/5</i>	<i>45/69</i>	<i>41/70</i>	<i>60/65</i>
Corporate												
Group offices	nr	nr	nr	-	-	-	-	-	-	nr	nr	nr
Overall												
Total	532,747	604,564	651,199	18,735	10,542	10,521	1,800	1,115	1,821	553,282	616,221	663,541

Fig. 32 Like-for-like total water consumption

	Non-mains water use (m ³)				Total water use (m ³)		
	Borehole water		Water from on-site harvesting		2019	Change 2018 to 2019	2018
	2019	2018	2019	2018			
Managed portfolio							
Offices: whole building	-	-	1,409	733	425,278	-5%	447,337
Retail: common parts	18,735	11,013	391	378	95,016	9%	87,281
Residential: common parts	-	-	-	-	-	-	-
Total	18,735	11,013	1,800	1,111	520,294	-3%	534,618
<i>Scope (managed properties)</i>	<i>1/1</i>	<i>1/1</i>	<i>1/3</i>	<i>1/3</i>	<i>37/53</i>		<i>37/53</i>

Water use continued

Fig. 33 Building water index and intensity

		2019	Change 2018 to 2019	2018	2009
Water intensity reduction (index scored)					
Offices		23%	8%	15%	Baseline
Retail - enclosed		nr	nr	nr	Baseline
Retail - open air		nr	nr	nr	Baseline
Overall		nr	nr	nr	Baseline
Water intensity					
Offices	m ³ / FTE	14.09	-9%	15.56	18.31
Retail - enclosed	m ³ / 10,000 visitors	nr	nr	nr	14.51
Retail - open air	m ³ / 10,000 visitors	nr	nr	nr	3.42
<i>Scope (managed properties)</i>		<i>28/40</i>		<i>26/57</i>	<i>17/41</i>
Other water intensity measures					
Residential: common parts	m ³ / m ²	nr	-	nr	nr
Group occupied floors	m ³ / FTE	nr	-	nr	nr

Waste and materials

Fig. 34 Waste management - managed portfolio and corporate

(A) Assurance covers total 2019 non-hazardous managed waste data and proportion by disposal route only.

	Managed portfolio						Corporate			Total		
	Offices			Retail			British Land offices					
	2019	2018	2017	2019	2018	2017	2019	2018	2017	2019	2018	2017
Non-hazardous managed waste (tonnes)												
Re-use	11	14	13	8	26	-	-	-	-	19	40	13
Composting	1,362	1,492	1,307	1,037	1,340	1,631	5	4	4	2,404	2,836	2,942
Recycling	3,280	2,995	3,322	5,100	5,327	5,873	15	10	16	8,395	8,332	9,211
Incineration with energy recovery	2,072	2,744	3,239	6,101	6,134	5,991	8	10	6	8,182	8,887	9,236
Landfill	-	-	-	2	6	35	-	-	-	2	6	35
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	6,725	7,244	7,882	12,249	12,833	13,530	28	24	26	19,002	20,100	21,437
Proportion by disposal route (%)												
Re-use	0%	0%	0%	0%	0%	0%	-	0%	0%	0%	0%	0%
Composting	20%	21%	17%	8%	10%	12%	16%	17%	17%	13%	14%	14%
Recycling	49%	41%	42%	42%	42%	43%	53%	43%	59%	44%	41%	43%
Incineration with energy recovery	31%	38%	41%	50%	48%	44%	31%	41%	24%	43%	44%	43%
Landfill	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	-	-	-	-	-	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>43/46</i>	<i>33/39</i>	<i>31/34</i>	<i>34/36</i>	<i>34/48</i>	<i>34/43</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>77/82</i>	<i>67/87</i>	<i>65/77</i>
Hazardous managed waste (tonnes)												
Recycling	5	nr	nr	-	nr	nr	-	nr	nr	5	nr	nr
Incineration	6	nr	nr	0.3	nr	nr	-	nr	nr	7	nr	nr
Landfill	-	nr	nr	0.0	nr	nr	-	nr	nr	0	nr	nr
Total	12	4	nr	0.3	nr	nr	-	-	nr	12	4	nr
<i>Scope (managed properties)</i>	<i>34/36</i>	<i>28/39</i>	<i>-</i>	<i>43/46</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>77/82</i>	<i>28/87</i>	<i>-</i>
Proportion by disposal route (%)												
Recycling	45%	nr	nr	0%	nr	nr	0%	nr	nr	44%	nr	nr
Incineration	55%	nr	nr	100%	nr	nr	0%	nr	nr	56%	nr	nr
Landfill	0%	nr	nr	0%	nr	nr	0%	nr	nr	0%	nr	nr
<i>Scope (managed properties)</i>	<i>34/36</i>	<i>28/39</i>	<i>-</i>	<i>43/46</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>77/82</i>	<i>28/87</i>	<i>-</i>

Waste and materials continued

Fig. 35 Like-for-like waste management - managed portfolio

(A) Assurance covers total 2019 data and proportion by disposal route only.

	Managed portfolio						Total 2018
	Offices		Retail		2019	Change 2018 to 2019	
	2019	2018	2019	2018			
Non-hazardous managed waste (tonnes and %)							
Re-use	11	14	8	26	19	-52%	39
Composting	1,362	1,482	995	1,337	2,357	-16%	2,818
Recycling	3,238	2,883	5,035	5,334	8,273	1%	8,218
Incineration with energy recovery	2,036	2,661	5,893	6,121	7,929	-10%	8,783
Landfill	-	-	2	6	2	-62%	6
Other	-	-	-	-	-	-	-
Total	6,647	7,040	11,933	12,824	18,580	-6%	19,864
Proportion by disposal route (%)							
Re-use	0%	0%	0%	0%	0%	0%	0%
Composting	20%	21%	8%	10%	13%	-2%	14%
Recycling	49%	41%	42%	42%	45%	3%	41%
Incineration with energy recovery	31%	38%	49%	48%	43%	-2%	44%
Landfill	0%	0%	0%	0%	0%	0%	0%
Other	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>26/36</i>	<i>26/36</i>	<i>33/46</i>	<i>33/46</i>	<i>59/82</i>		<i>59/82</i>

Waste and materials continued

Fig. 36 Waste management - developments

(A) Assurance covers overall total 2019 data only. Assurance excludes waste diverted from landfill through re-use on site and landfilled tax costs (£).

	2019		2018	2017
	Landfill tax costs (£)	Waste (tonnes)	Waste (tonnes)	Waste (tonnes)
Non-hazardous waste				
Re-use on site	-	1	263	1,107
Re-use and recycling off site	-	48,040	77,427	71,146
Incineration	-	107	309	251
Sub-total: diverted from landfill	-	48,148	77,998	72,503
Landfill	26,104	293	650	1,837
Total non-hazardous waste	26,104	48,442	78,648	74,341
Hazardous waste				
Diverted from landfill	-	7	26	339
Landfill	633	7	48	8
Total hazardous waste	633	14	74	347
Overall				
Total	26,737	48,456	78,722	74,688
Re-use on site	-	0%	0%	1%
Re-use and recycling off site	-	99%	98%	95%
Incineration	-	0%	0%	1%
Landfill	-	1%	1%	2%
<i>Scope (development projects)</i>	<i>31/34</i>	<i>31/34</i>	<i>38/38</i>	<i>39/44</i>

Waste and materials continued

Fig. 37 Sustainably sourced timber - developments

	Proportion from sustainable sources		
	2019	2018	2017
Forest Stewardship Council (FSC)	91%	98%	91%
Programme for the Endorsement of Forest Certification (PEFC)	9%	2%	9%
<i>Scope (development projects)</i>	<i>31/34</i>	<i>38/38</i>	<i>39/44</i>
Overall	100%	100%	100%

Physical risks

Fig. 38 Flood risk

	2019	2018	2017
Proportion at high risk of flood (by value)	3%	3%	3%
High flood risk assets with flood management plans (by value)	100%	100%	nr
<i>Scope (assets under management)</i>	<i>178/179</i>	<i>230/234</i>	<i>252/259</i>

Fig. 39 Environmental compliance

	2019	2018	2017
Environmental non-compliance events	-	-	4
<i>Scope (managed properties and development projects)</i>	<i>138/138</i>	<i>142/151</i>	<i>143/156</i>

Skills and opportunity

Bright Lights

Fig. 40 People supported into employment

	Total 2016 to 2019	2019	2018	2017	2016
Apprentices at our places	79	9	14	18	38
Apprentices at our developments ¹	211	46	36	91	38
Group apprentices	23	15	3	5	nr
Through The Source Apprentice Support Service	228	70	47	59	52
Other local apprentice programmes	26	10	4	5	7
Sub-total	567	150	104	178	135
Starting Out programmes	293	64	100	76	53
Group graduate schemes and internships	40	20	9	7	4
Other employment programmes	332	159	75	23	75
Total	1,232	393	288	284	267

¹ Apprentices at our developments data has been restated as it is now reported for each financial year. Previously, it was aggregated over the lifetime of the project.

Fig. 41 Apprentices in our supply chain

	2019	2018	2017
Prioritised supplier workforce who are apprentices			
Sub-contractors: managed portfolio	2.6%	0.8%	nr
Sub-contractors: developments	1.9%	2.0%	3.1%
Subtotal	2.4%	1.2%	nr
Direct contractors	3.0%	2.1%	nr ¹
Overall	2.4%	1.2%	nr
<i>Scope (out of prioritised suppliers)</i>	<i>178/220</i>	<i>209/232</i>	<i>65/65</i>

¹ 2017 pilot study data is not comparable and therefore is not reported.

Procurement

Fig. 42 Supplier Code of Conduct

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

Fig. 43 Spend within 25 miles and with SMEs - developments¹

	2019	2018	2017
Direct contractors spend with sub-contractors	£256m	£356m	£159m
Spend with SMEs	40%	37%	49%
Spend within 25 miles	66%	71%	60%
Spend within borough	44%	22%	21%
<i>Scope (development projects)</i>	5/6	11/12	7/7

¹ Cumulative spend on active developments

Fig. 44 Prompt payment

British Land Group

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

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

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

Supplier workforce

Fig. 45 Supplier workforce paid at least Living Wage Foundation rate

	2019	2018	2017
Proportion by hours worked (%)¹			
Offices	99%	100%	100%
Retail	37%	44%	51%
Overall suppliers	66%	70%	72%
<i>Scope (managed properties)</i>	<i>103/103</i>	<i>92/101</i>	<i>98/104</i>

¹ From 2019, supplier workforce excludes Broadgate Estates employees.

Group employment

Fig. 46 Employment

	Total number of employees			Part time employees			Full time employees		
	2019 ¹	2018	2017	2019	2018	2017	2019	2018	2017
British Land Group									
Male	260.1	352.7	339.5	1.1	2.0	2.5	259.0	350.7	337.0
Female	281.1	335.1	310.7	40.1	33.7	30.7	241.0	301.4	280.0
All	540.1	687.8	650.2	41.1	35.6	33.2	500.0	652.2	617.0

¹ The reduction in our total number of employees is due to the sale of our third-party property management portfolio in 2018.

Group employment continued

Fig. 47 New employees

		2019	2018	2017
British Land Group				
New employees		91.7	135.2	166.5
New hires rate		17%	20%	26%
New hires by gender				
Proportion of new hires	Male	36%	46%	46%
	Female	64%	54%	54%
New hires rate	Male	12%	18%	22%
	Female	21%	22%	29%
New hires by management levels				
Proportion of new hires	Board Directors	1%	0%	nr
	Senior management	11%	19%	nr
	Middle management and non-management	88%	81%	nr
New hires rate	Board Directors	8%	0%	nr
	Senior management	9%	11%	nr
	Middle management and non-management	19%	24%	nr
New hires by age				
Proportion by age	Age 18 - 25	13%	12%	8%
	Age 26 - 46	72%	76%	66%
	Age 47 - 60	14%	12%	22%
	Age 61 +	1%	0%	4%
New hires rate	Age 18 - 25	80%	58%	64%
	Age 26 - 46	18%	22%	25%
	Age 47 - 60	8%	10%	22%
	Age 61 +	9%	0%	47%

Group employment continued

Fig. 48 Employee turnover

		2019	2018	2017
British Land Group¹				
Total departures		101.9	100.9	97.8
Departures rate		19%	15%	15%
Turnover by gender				
Proportion by gender	Male	46%	49%	39%
	Female	54%	51%	61%
Turnover rate	Male	18%	14%	11%
	Female	19%	15%	20%
Turnover by management levels				
Proportion by management level	Board Directors	2%	0%	0%
	Senior management	13%	24%	29%
	Middle management and non-management	85%	76%	71%
Turnover rate	Board Directors	15%	0%	0%
	Senior management	13%	10%	13%
	Middle management and non-management	20%	17%	16%
Turnover by age				
Group total	Age 18 - 25	7%	5%	6%
	Age 26 - 46	69%	75%	73%
	Age 47 - 60	21%	19%	18%
	Age 61 +	4%	2%	4%
Turnover rate	Age 18 - 25	46%	17%	31%
	Age 26 - 46	19%	16%	16%
	Age 47 - 60	15%	11%	11%
	Age 61 +	32%	7%	12%

¹ We have excluded from our turnover calculations the employees who transferred to a new employer under TUPE regulations following the sale of our third-party property management portfolio in 2018.

Group employment continued

Fig. 49 Salary and remuneration¹

(A) Assurance covers 2019 data only for median based salary/remuneration and gender ratios.

	Median based salary and gender ratios				Median remuneration and gender ratios			
	2019		2018		2019		2018	
	Male	Female	Ratio female to male (%)	Ratio female to male (%)	Male	Female	Ratio female to male (%)	Ratio female to male (%)
British Land Group²								
Executive Directors	£455,175	-	-	-	£891,643	-	-	-
Senior management	£125,460	£118,450	94%	98%	£191,925	£166,706	87%	89%
Middle management and non-management	£58,000	£42,364	73%	71%	£69,041	£51,086	74%	69%
Paid Living Wage Foundation wage								
British Land Group			100%	100%				

¹ In Fig. 49, we use median salary to compare gender pay ratios of employees at the same employment level. In Fig. 50, we report the mean and median gender pay ratio using the UK Government reporting methodology, which compares across all employees, not by employment level.

² Following an organisational change in 2018, we now report British Land Group data. 2018 data has been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

Group employment continued

Fig. 50 Gender pay gap

	Difference between men and women			
	Gender pay gap		Gender bonus gap	
	2018			
	Mean (average)	Median (middle)	Mean (average)	Median (middle)
British Land	40.7%	40.6%	63.1%	75.5%
Broadgate Estates	28.8%	31.3%	54.2%	31.8%

	Proportion of employees receiving a bonus	
	2018	
	Male	Female
British Land	80.3%	77.9%
Broadgate Estates	77.5%	72.2%

	Proportion of male and female employees in quartile pay bands	
	2018	
	Male	Female
British Land		
Lower quartile	28.8%	71.2%
Lower middle quartile	37.9%	62.1%
Upper middle quartile	54.5%	45.5%
Upper quartile	72.3%	27.7%
Broadgate Estates		
Lower quartile	25.0%	75.0%
Lower middle quartile	44.3%	55.7%
Upper middle quartile	67.0%	33.0%
Upper quartile	80.7%	19.3%

Group employment continued

Fig. 51 CEO to employee pay ratio

	2019	2018
British Land Group		
Ratio of CEO compensation to median employee compensation	27:1	35:1

Fig. 52 Employee diversity - gender

	2019		2018		2017	
	Male	Female	Male	Female	Male	Female
British Land Group¹						
Board	77%	23%	75%	25%	77%	23%
Senior management level	67%	33%	67%	33%	70%	30%
Middle management and non-management	43%	57%	48%	52%	49%	51%
Overall	48%	52%	51%	49%	53%	47%

¹ Following an organisational change in 2018, we now report British Land Group data. 2017 and 2018 data have been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

Fig. 53 Employee diversity - age

	2019				2018				2017			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land Group¹												
Board	0%	8%	77%	15%	0%	8%	75%	17%	0%	0%	77%	23%
Senior management	0%	71%	27%	2%	0%	68%	31%	1%	0%	69%	30%	1%
Middle management and non-management	3%	70%	25%	2%	5%	68%	24%	3%	4%	69%	25%	3%
Overall	3%	69%	27%	2%	4%	67%	26%	3%	3%	68%	26%	3%

¹ Following an organisational change in 2018, we now report British Land Group data. 2017 and 2018 data have been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

Group employment continued

Fig. 54 Employee diversity - ethnicity

	2019	2018	2017
British Land Group			
Asian	2%	3%	2%
Black	0.2%	2%	1%
Mixed	1%	2%	1%
Other	0.2%	1%	0.3%
White	38%	61%	43%
Not disclosed	59%	31%	52%

Fig. 55 Employee training - average hours

	2019			2018			2017		
	Male	Female	All	Male	Female	All	Male	Female	All
British Land Group¹									
Board	11.4	-	11.4	26.5	-	26.5	50.2	46.5	49.3
Senior management	14.4	14.6	14.5	27.5	25.7	26.9	26.9	33.0	28.7
Middle management and non-management	14.1	12.4	13.1	11.0	12.6	11.8	9.5	10.5	10.0
Overall			13.4			14.2			13.2

¹ Following an organisational change in 2018, we now report British Land Group data. 2017 and 2018 data have been restated to reflect the incorporation of Broadgate Estates employees into the British Land Group.

Group employment continued

Fig. 56 Employee training - proportion by category

	Proportion of employees trained ¹		
	2019	2018	2017
British Land Group			
Anti-bribery and corruption	100%	100%	100%
Health and safety	100%	100%	100%
Information security	100%	100%	nr
Data Protection (GDPR awareness)	100%	Launched	nr

¹ May exclude new starters, who have six weeks to complete the mandatory training.

Fig. 57 Annual performance review

	2019		2018	
	Male	Female	Male	Female
British Land Group ¹	100%	100%	100%	100%

¹ Covers all employees present from the beginning of the performance review year.

Reporting criteria 2019

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Introduction

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting sustainability data in our 2019 Annual Report and Accounts, Sustainability Accounts and corporate website. Further explanations are provided in each section of these Reporting Criteria.

Principles

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

Assurance

- We engaged PwC to perform independent limited assurance of a selection of our most material 2019 data.
- We have designed, implemented and maintained internal controls and processes over information relevant to the measurement and preparation of the assured data, that to the best of our knowledge is free from material misstatement, whether due to fraud or error.
- Where data in this Report has been assured, this is explicitly stated.
- PwC's assurance report is included in this Report in the Assurance Statement section. Data included in the scope of PwC's assurance is outlined in this section.
- PwC has assured a selection of our data for nine years. Earlier data was assured by other providers.

Standard Terms

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

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

Scope

- In May 2018, we brought our wholly-owned property management subsidiary, Broadgate Estates, in-house, selling its third-party property management portfolio. Broadgate Estates data is now included within British Land and Group data, unless stated otherwise.
- We report data where we have day-to-day operational or management influence (our ‘managed portfolio’). This includes assets 100% owned by British Land and those where we have a stake in a joint venture or investment fund. As at 31 March 2019, our managed portfolio comprises 73% of our assets under management.
- Exceptions are Sustainability Ratings and Flood Risk, where we report on 100% of assets under management.
- We report much of our managed portfolio data by portfolio type: offices, retail and residential. For index intensity ratios, we categorise retail assets by ‘enclosed’ and ‘open air’.
- We report on active developments, between 1 April 2018 and 31 March 2019, with planning permission, developments under construction and developments completed in this financial

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

- All 2019 data in this Report covers our financial year from 1 April 2018 to 31 March 2019.
- Most data tables in this Report show the number of assets reporting, over the total number of assets, where that data is applicable.
- Data for properties acquired, sold or under our operating influence is reported from the date of

purchase/management until the date of sale/management handover.

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

Table 1: Managed portfolio

	Number of assets		
	2019	2018	2017
Offices ¹	46	43	42
Retail ²	58	58	62
Residential ³	12	12	8
Total	116	113	112

¹ Offices now includes our flexible workspace offices, Storey. ² Includes one industrial and two leisure assets.

³ Residential units belonging to one estate reported jointly.

Table 2: Our developments

	Number of projects		
	2019	2018	2017
In planning/design	9	8	7
In construction/completed	34	38	44
Non-managed	0	0	1
Total	43	46	52

Performance overview

FIG. 1: OVERVIEW

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

- For 2019, 21,285 responses were recorded.
- Results from surveys conducted at new assets were included.
- Percentage scores are for the percentage of total respondents rating each variable 4/5 or 5/5, excluding '0' or 'N/A'.
- For 'Visitor perception of wellbeing', respondents rated each of the following 4/5 or 5/5: "How would you rate [name of centre] for cleanliness, quality of architecture and landscaping, personal safety and security and signage?" For 2019, we have also included a rating on 'Atmosphere' to align with appraisal of our campus assets. In 2016 and 2017, respondents also rated quality and width of walkways.

experiences and sentiment towards our campus destinations.

- Each rating metric was measured by asking "How would you rate [name of campus] in terms of the following aspects? (Rating question) 1 = Very poor and 5 = Excellent, 0 = N/A"
- For 2019, 3,030 responses were recorded.
- Percentage scores are for the percentage of respondents rating each variable 4/5 or 5/5, of all respondents who answered that question, excluding '0 = N/A'.
- For 'Campus user perception of wellbeing', respondents rated each of the following 4/5 or 5/5: "How would you rate [name of centre] for cleanliness, quality of architecture and landscaping, personal safety and security, signage and quality of atmosphere?"

Wellbeing

Sense of wellbeing

FIG. 2: VISITOR WELLBEING SCORES

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

Retail visitors

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

Retail occupiers

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

Campus visitors

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

Total portfolio

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

Biodiversity

FIG. 3: BIODIVERSITY – DEVELOPMENTS

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

Health and safety

FIGS. 4-7: METHODOLOGY – RIDDOR REPORTING

- The reporting criteria below relate to RIDDOR reporting for all British Land managed activities in our properties, developments and group offices.

- British Land, our managing agents or development project managers are required to report all fatalities and specified injuries that occur to anyone (including employees, contractors and visitors) in the common parts and the vacant space of our multi-let properties to the Health and Safety Executive (HSE) or the relevant local authority. This requirement is set out under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), which amended the 1995 and 2012 Regulations.
- In relation to RIDDOR, an accident is a separate, identifiable, unintended incident, which causes physical injury. This specifically includes acts of non-consensual violence to people at work.
- A specified injury is defined as:
 - Fractures, other than to fingers, thumbs and toes.
 - Amputations.
 - Any injury likely to lead to permanent loss of sight or reduction in sight.
 - Any crush injury to the head or torso causing damage to the brain or internal organs.
 - Serious burns (including scalding), which cover more than 10% of the body / causes significant damage to the eyes, respiratory system or other vital organs.
 - Any scalping requiring hospital treatment.
 - Any loss of consciousness caused by head injury or asphyxia.
 - Any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness / requires resuscitation or admittance to hospital for more than 24 hours.
- Accidents or incidents that result in someone being unable to work for more than seven days

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

FIGS. 4 AND 6: SCOPE – MANAGED PORTFOLIO

Table 3: Scope of health and safety reporting

Property type	Total properties	Properties not reporting
Offices	46	0
Retail	58	0
Residential	12	0
Total	116	0

- For our multi-let properties, health and safety data applies to the common parts and vacant space where British Land has responsibility to manage. Space occupied and managed directly by occupiers (i.e. their own demises) is outside our reporting scope.
- For our group offices, health and safety data applies to the demised areas where British Land has management responsibility.
- Reportable incidents are grouped by year, based upon the date they occurred.

FIG. 4: ACCIDENTS – MANAGED PORTFOLIO AND CORPORATE

- Managed portfolio – safety incidents reported to British Land.

- Group offices – safety incidents reported to British Land, occurring in demises occupied by employees. This covers accidents to permanent employees, contractors and visitors.
- Injury Incidence Rates (RIDDOR) – formerly referred to as Accident Frequency Rates (AFRs) – are calculated as follows:
 - Offices – Total reportable accidents over the period / Total people working in each office building over the period x 100,000. Data for total people working in each office building is calculated as an average FTE for a period. Occupiers provided this data by email and there might be differences in reporting methodologies; we therefore accept there may be up to 10% variance in the reported FTE data. In 2018

and 2019, FTE data generally excludes flexible workspace leases.

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

FIG. 5: ACCIDENTS – DEVELOPMENTS

- Health and safety data was reported by 31 developments this year. Developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Injury Frequency Rate refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over seven-day injury totals) per 100,000 hours worked (that is, RIDDOR reportable injuries x 100,000 / Number of hours worked).
- Number of hours worked data is estimated for small developments without a digital security system to record hours: (average personnel) x (hours) x (days worked in the month).

FIG. 6: HEALTH AND SAFETY – COMPLIANCE

- British Land's health and safety management system has been certified by the British Standards Institution (BSI) under BS OHSAS 18001. Within this system, there are objectives for our managed portfolio, group offices and developments.
- Incidents of non-compliance – the number of HSE Prohibition Notices and Improvement Notices served.

Managed portfolio and group offices

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

Developments

- For our developments, we use a number of metrics to monitor health and safety management:
 - Risk Registers: All risk registers are reviewed to ensure principal contractors are controlling risks appropriately.
 - Construction Phase Health and Safety Plans: Construction does not commence until a health and safety plan is implemented.
 - Health and Safety File: The health and safety file is maintained for each construction project and made available to all relevant personnel.

FIG. 7: LOST WORKING DAYS

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

Community

Community engagement

FIG. 8: LOCAL CHARTER AND COMMUNITY ENGAGEMENT

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

Volunteering

FIG. 9: BRITISH LAND EMPLOYEE AND KEY SUPPLIER VOLUNTEERING

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

British Land employees

- Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. Other contractors are not included from 2017. Employee volunteering data currently excludes British Land Property Management, formerly Broadgate Estates Ltd, which was brought in-house in May 2018.
- Volunteering (% and hours) covers participation in our volunteering programme and other activities that directly benefit community organisations, undertaken during working hours. The percentage is based on the average FTE figure across the four quarters during the reporting period.
- British Land volunteer absolute figures:
 - 2019: 226.
 - 2018: 197.
 - 2017: 210.
- Skills-based volunteering (%) is any input that uses specialist skills, personal talents and experiences to support non-profit organisations. This includes charity trustees, school governors, mentoring for non-profit organisations and expert support on strategic issues or specific projects. It does not include direct support for community beneficiaries unless the beneficiary is, for example, a business start-up seeking expert input. We follow LBG guidance to include employees that undertake skills-based volunteering solely outside paid working hours if it directly relates to our community investment programme.

Key suppliers

- British Land Property Management, formerly Broadgate Estates Ltd, which was brought in-house in May 2018.
- Contracted suppliers at our managed properties, developments and Head Office.
- Volunteering (hours) is the sum of time spent supporting community causes by British Land Property Management and contracted suppliers working at our managed properties, developments and Head Office. It relates to time during paid working hours only.

Contributions and investment

FIGS. 10-11: SCOPE

- Data covers community investment around our Head Office and managed portfolio, and non-mandatory community investment at our developments.
- Cash donations exclude VAT.
 - Financial contributions related to creating new apprenticeships across our managed portfolio are only included if all the following criteria are met:
 - Payments are made to external bodies.
 - British Land is not directly benefiting.
 - Without British Land support, it is considered unlikely that the apprenticeship opportunities would exist.
 - An appropriate structure is in place for the apprenticeships.
- British Land employee time (direct): Permanent full time equivalents (FTEs) and fixed term contractors paid via payroll. It only covers time contributed during paid working hours. Time spent supporting apprenticeships falls outside the scope of this data.

- In-kind contributions: Donations of space and equipment owned by British Land, based on cost rather than commercial value, in accordance with LBG guidelines.

FIGS. 10-11: METHODOLOGY

- All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment: www.lbg-online.net
- Direct employee time input: An average hourly value of time is calculated using information disclosed in our Annual Report on employee costs, employee numbers and Directors' pay. This covers wages and salaries, social security costs, pension costs, equity-settled share-based payments and other elements of the benefits package for those on our payroll. Separate average hourly costs are calculated for Executive Directors and applied accordingly, excluding share incentive costs.
- From 2018, British Land Property Management time at our retail and office assets is valued according to an average cost provided by HR. This includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office property management teams. For the methodology for 2017, see page 48 of our [2017 Sustainability Accounts](#).
- Supplier time (Other) at our retail and office assets and time input at our developments are valued according to the latest Office for National Statistics UK average earnings data, with a 10% allowance for employers' National Insurance and 5% for pension contributions.

FIG. 10: COMMUNITY INVESTMENT (LBG)

- Direct community investment: British Land's financial contributions, employee time (during paid working hours) and in-kind (mainly space) donations.
- Leveraged cash investment: Fundraising, funding at site level (through the service charge or marketing budget) and other external funding leveraged as a direct result of our contributions.
- Key supplier workforce time (leveraged): Supplier time during working hours and British Land employee time outside working hours where it directly supports our community investment programme.
- Management costs: Overall management of our community investment programme, including employee salaries and benefits, spend relating to research, reporting and communications and other associated costs.
- The 2018 sub-total and total were restated by 0.001% due to an error, with £2,095,286 corrected to £2,095,268.

FIG. 11: COMMUNITY PROGRAMME BENEFICIARIES

- We look to measure the reach of our community investment programme by recording the number of individuals who directly benefited from our support during the reporting period. Data covers only those who have received direct support through initiatives funded by British Land and/or through face-to-face assistance from British Land employees, British Land Property Management and key suppliers at our sites or through our Head Office. Details of beneficiary numbers are provided by the charity or community group supported or are reported by the individuals that provided support. We estimate data only if there is a reasonable basis upon which to do so.

- We do not report beneficiaries if we have provided core funding to a cause, as direct beneficiaries cannot be accurately measured. We also do not report visitors to local events such as carnivals and festivals fully or part funded by British Land as, again, direct beneficiaries cannot be accurately measured.
- If we part fund an initiative, we only report the number of beneficiaries that can be directly attributed to our contribution. However, we log 100% of direct beneficiaries if:
 - The initiative is fully led by British Land and/or our site teams and up to 50% of the full cost is provided by a joint venture partner.
 - The initiative is fully led by British Land and/or our site teams and the community partner has accessed up to 50% of the cost from other sources.
- If British Land employees or suppliers support a session/workshop and volunteers from other organisations are involved, we record the total number of beneficiaries attending, where it is deemed reasonable to do so.
- Community investment beneficiaries are categorised according to the key focus of each activity:
 - **Education:** Activities with learning outcomes, supporting hard or soft skills development, for those in full time, further or higher education. Also, sharing of expertise, such as mentoring staff at non-profit organisations and job-related training provided to teachers participating in projects.
 - **Employment and training:** Programmes specifically designed to support local people into employment, vocational training courses, interview and CV support for jobseekers, and

mentoring support for those looking to start their own business. Includes apprenticeships at our managed properties that meet the criteria detailed in the scope of this data.

- **Wellbeing, culture and leisure:** Causes focusing on social wellbeing, physical and mental health, sporting activities, celebratory events for local community groups, recreational classes for local people and other support not categorised elsewhere.

FIG. 12: COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT

- Covers our mandatory financial contributions and associated activities related to the implementation of our planning permissions and our active development programme. This includes:
 - **Affordable housing:** Constructing affordable housing, not including design fees.
 - **Public space and environment:** Environmental or art enhancements with a clear community benefit, regardless of land ownership.
 - **Accessibility and transport:** Contributions to highways, roads or public spaces outside our ownership boundary, including payments made to local authorities.
 - **Social welfare and community facilities:** Construction of community facilities and general support to community groups not captured in our community investment programme.
 - **Community consultation:** Consultation around our development applications, including consultants' fees for attendance at events but excluding PR fees.
 - **Expenses:** Sundry expenses relating to the above, excluding legal fees and council expenses.

- Figures are based on spend in the financial year.
- For affordable housing and construction of community facilities, the costs are part of a wider construction budget; data is estimated by our cost consultants based on their professional knowledge and project understanding, and pro-rated monthly across the construction period.

Considerate constructors

FIG. 13: CONSIDERATE CONSTRUCTORS SCHEME

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

Futureproofing

Building certifications

FIG. 14: SUSTAINABILITY RATINGS

- Covers all assets under management and all major developments which have received planning consent and were active in the financial year and suitable for BREEAM certification.
- Certification ratings can be given at the building, unit, or sub-building level; therefore, there may be more than one certification per asset or development.
- The Code for Sustainable Homes was withdrawn in March 2015 for new developments. All current certificates are still valid.
- From 2019, we are reporting on residential developments on track to achieve the BRE Home Quality Mark.
- **Developments:**
 - Developments hold pre-assessed ratings or certificates achieved at design stage; these are provided by certified assessors. It is possible for development scores to change before final certification, which occurs post completion. Final building certifications are reported as provided by certified assessors in formal reports or included in an official final certificate.
 - We aim to achieve the most up-to-date version of BREEAM as appropriate for each development.
- **Existing portfolio:**
 - Existing portfolio hold design stage and/or completion certification. From 2016 all existing developments hold BREEAM completion or In-Use certification.

FIG. 15: ENERGY PERFORMANCE CERTIFICATES

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

FIG. 16: ISO 14001 CERTIFICATION

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

Financial

FIG. 17: ENERGY EFFICIENCY INVESTMENT AND SAVINGS

- Resource use, associated cost savings, asset level and corporate investments are reported cumulatively for properties with at least two years of data in the 2012 to 2019 period and still in the portfolio at 31 March 2019.
- Cumulative savings are the sum of savings from each year of the reporting period (2012 to 2019).
- Savings for each year within the reporting period are calculated by comparing year's consumption with the baseline year.
- Baseline year varies according to how long the asset has been owned and managed by British Land.
- For offices to be included in the analysis, an asset has to have been owned and managed by British Land for at least two and a half years. Savings data excluded where voids exceed 15% of Net Internal Area (NIA) in any of the reporting years.
- Cost savings were calculated by multiplying any decrease in kWh energy between reporting years and applying current year cost factors.
- Energy cost factors were derived from our energy procurement broker responsible for most of our office and retail energy procurement in 2019 and applied to all managed energy use.
- Savings include any reduction in CRC payments associated with reduced carbon emissions.
- Savings exclude fuel oil consumption data.
- Cumulative investment is calculated to show accumulated financial investment since 2012. Cumulative investment is the sum of the investments from each year within the reporting period up to the current reporting year.
- Corporate investment includes spend from our corporate sustainability budget on fees and consultancy that supported relevant initiatives.
- Asset level investment includes:
 - Costs for installations which result in improvements to energy efficiency and/or cost savings related to energy use. Investments do not include like-for-like replacement of plant and equipment or maintenance costs.
 - The purchase price (excluding import duties and non-refundable purchase taxes) and other direct costs for the installation to become operational (including site preparation, delivery and handling, installation and assembly, testing and professional fees).
- Asset level investment excludes VAT.
- Some asset level investment in energy efficiency has been estimated for 2016.

Table 4: Utility cost rates

Resource type (per kWh/tonne)	Rates							
	2019	2018	2017	2016	2015	2014	2013	2012
Electricity	£0.1209	£0.1260	£0.1198	£0.1101	£0.1046	£0.1016	£0.0946	£0.0900
Gas	£0.0219	£0.0282	£0.0312	£0.0324	£0.0348	£0.0293	£0.0271	£0.0265
Carbon (CRC)	£18.30	£17.70	£17.20	£16.90	£16.40	£12.00	£12.00	£12.00

Carbon emissions

FIGS. 18-22: SCOPE

- **Managed portfolio:** Emissions from electricity, gas, oil, vehicle fuel and water obtained by British Land and consumed. Refrigerant loss from air conditioning units. Waste managed by British Land.
- **Developments:** Major developments completed within the year. Includes 100% of emissions from our developments, joint venture developments and developments undertaken by others with our funding.
- **Corporate:** Electricity in floors and areas occupied by British Land (Fig. 18). Fuel use by British Land employee business travel (Fig. 20).

FIGS. 18-22: METHODOLOGY – MANAGED PORTFOLIO

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government Conversion Factors for Company Reporting 2018'.
- Carbon conversion emissions factors for 2019 (see Table 5) are sourced from the UK Department for Business, Energy & Industrial Strategy/Defra's 2018 guidelines. Conversion factors for 2018 and 2017 are sourced from earlier Defra/DECC guidelines.

- The source of the gas warming potential is IPCC Fourth Assessment Report (AR4 - 100 year).
- Emissions are reported as tonnes of carbon dioxide equivalent (CO₂e). This includes the seven main GHG emissions covered by the Kyoto Protocol, in line with common practice: carbon dioxide (CO₂), methane (CH₄), hydrofluorocarbons (HFCs), nitrous oxide (N₂O), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃).
- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG Protocol, as follows:
 - Scope 1: Combustion of fuels, refrigerant loss.
 - Scope 2: Electricity use.
 - Scope 3: Gas, oil, electricity transmission and distribution losses and life-cycle emissions, water, waste disposal (including emissions from hazardous waste since 2019) – Fig. 18; retail visitors' and office commuters' travel, third-party procured energy at non-managed assets and business travel – Fig. 20.
- This year, emissions from our flexible workspace offices (Storey) are included in our reporting.

FIG. 18: METHODOLOGY – DEVELOPMENTS

- The scope is limited to major developments completed this year.

- Development emissions are calculated using British Land benchmarks (provided by Atkins) and measured floor areas. Emissions from embodied carbon is reported for projects completed during the reporting year.

FIG. 18: TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 and 3) GREENHOUSE GAS EMISSIONS

- Scope 1 emissions: Managed portfolio fuel use in common parts and shared services and our own energy use reported in Fig. 25, along with emissions from refrigerant loss from air conditioning units in our managed portfolio (direct emissions as per EPRA guidance).
- Scope 2 emissions: Managed portfolio electricity use in common parts and shared services and our own energy use reported in Fig. 24 (indirect emissions as per EPRA guidance).
- For 2017 to 2019, we reported Scope 2 emissions according to a location-based and a market-based method. We use the location-based method to report our total carbon emissions and track performance against our 2009 baseline. The location-based method was also used for emissions reported in previous years.

- The location-based method reflects the average emissions intensity of the Grid. We use the Defra UK Grid average emissions factor for the location-based method ('Electricity generated Scope 2 direct').
- The market-based method reflects emissions from electricity that we purchase. We use supplier specific emission rates where available and the residual mix emissions factor for the remaining supplies (see Table 5).
- In 2019, 96% of our purchased electricity was backed by Renewable Energy Guarantees of Origin (REGOs). This is based on electricity contracts and a report from our energy supplier's assurance provider.
- 2019 residual mix emission factor is sourced from RE-DISS European Residual Mixes 2017, Version 1.13, 11 July 2018.
- From 2019, market-based emissions data is reported as carbon dioxide equivalent (CO₂e).
- Scope 3 emissions: Energy and water use reported in Figs. 24, 25 and 31, and waste disposal reported in Fig. 34, along with emissions from refrigerant loss from air conditioning units in our managed portfolio, developments (including both embodied carbon and site activities) and fuel use in British Land owned vehicles and business travel (indirect emissions as per EPRA guidance).
- For 2019 and 2018, Scope 3 emissions resulting from water use at retail sites are reported for all sites that reported water use in Fig. 31 and partially reported for some of the retail sites where water data was not complete and therefore not included in Fig. 31.
- 2019 Scope 3 emissions also include emissions from hazardous waste.

FIG. 19: LIKE-FOR-LIKE TOTAL DIRECT AND INDIRECT (SCOPES 1, 2 and 3) GREENHOUSE GAS EMISSIONS

- Emissions relate to energy and water use reported in Figs. 26 and 32, and waste disposal reported in Fig. 35.
- Like-for-like Scope 2 emissions are reported according to the location-based method.

FIG. 20: INDIRECT (SCOPE 3) EMISSIONS

- This year, we have updated the following emissions calculations:
 - Business travel: calculated based on flights information provided by our travel management for all air travel by British Land employees;
 - Retail visitor travel: estimated based on surveys of visitors' mode and duration of travel;
 - Offices commuter travel: estimated based on surveys of campus workers' mode of transport and distance travelled; and
 - Third-party procured energy at non-managed assets: estimated based on floor space, property type and average electricity and fuel consumption provided by the Chartered Institution of Building Services Engineers (CIBSE).
- Other emissions are based on our detailed Scope 3 footprint review in 2016. For the methodology, see page 89 of our [2016 Sustainability Accounts](#).

FIG. 21: EMISSIONS BY GAS

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

Table 5: Carbon conversion factors

Resource type		UK
Electricity generated, location-based	Electricity generated Scope 2 direct GHG (kg CO ₂ e/kWh)	0.28307
	Electricity generated Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.04198
Electricity generated, market-based	REGO backed electricity (kg CO ₂ e/kWh)	0.00000
	Residual mix for GB (kg CO ₂ e/kWh)	0.368
Electricity losses	Electricity losses Scope 3 direct GHG (kg CO ₂ e/kWh)	0.02413
	Electricity losses Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.00358
Gas (net calorific value)	Natural gas Scope 1 direct GHG (kg CO ₂ e/kWh)	0.20437
	Natural gas Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.02841
Oil	Gas oil Scope 1 direct GHG (kg CO ₂ e/litres)	2.97049
	Gas / diesel oil Scope 3 life-cycle GHG (kg CO ₂ e/litres)	0.63253
Refrigerants	HFC 134a (GWP/tonne)	1430.0
	R407c (GWP/tonne)	1774.0
	R410a (GWP/tonne)	2088.0
	R417a (GWP/tonne)	2346.0
Fuel use	Diesel Scope 1 (kg CO ₂ e/litre)	2.68779
	Diesel Scope 3 (kg CO ₂ e/litre)	0.62564
	Petrol Scope 1 (kg CO ₂ e/litre)	2.30075
	Petrol Scope 3 (kg CO ₂ e/litre)	0.59665
	LPG Scope 1 (kg CO ₂ e/litre)	1.51906
	LPG Scope 3 (kg CO ₂ e/litre)	0.19102
Water	Water supply (kg CO ₂ e/m ³)	0.34400
Waste	Re-use – Wood (kg CO ₂ e/tonne)	64.3758
	Re-use – Clothing / textiles (kg CO ₂ e/tonne)	21.3842
	Anaerobic digestion (kg CO ₂ e/tonne)	21.3842
	Recycling – Commercial and industrial (kg CO ₂ e/tonne)	21.3842
	Recycling – Batteries – consumer (kg CO ₂ e/tonne)	21.3842
	Recycling – WEEE – mixed (kg CO ₂ e/tonne)	21.3842
	Incineration – Energy recovery (kg CO ₂ e/tonne)	21.3842
	Landfill – Commercial and industrial (kg CO ₂ e/tonne)	99.7729
Air travel	Hazardous waste	21.3842
	Domestic - Economy (with RF)	0.29832
	Long haul - First class	0.65115
	Long haul - Business	0.47208
	Long haul - Premium economy	0.26046
	Short haul - First class	0.55987
	Short haul - Business	0.4059
	Short haul - Economy	0.1597

FIG. 23: REDUCTION IN EMBODIED CARBON

- Covers all major developments on site within the period.
- Target is to achieve 15% reduction in embodied carbon in concrete, steel, rebar, aluminium and glass in construction, compared to a baseline produced at concept stage.
- Baseline is calculated using British Land benchmarks (provided by Atkins) and measured floor areas.
- Reported embodied carbon is calculated in tonnes of CO₂e using actual embodied carbon data produced by concrete, steel, rebar, aluminium and glass used in the development to 31 March 2019, plus a forecast of the remaining embodied carbon expected to practical completion.
- Carbon intensity is calculated using tonnes of CO₂e divided by the floor area of the project.
- Carbon intensity is used to determine the reduction against our 15% target.

Energy use**FIGS. 24, 25, 27, 28: SCOPE – MANAGED PORTFOLIO****Table 6: Scope of energy reporting**

Property type	Total properties	Resource type	Scope	Outside scope – reason	Properties not reporting ¹
Retail	58	Electricity	54	4 – No landlord procured electricity	0
		Fuel	15	43 – No common parts gas use	0
Offices	46	Electricity	42	4 – No landlord procured electricity	1
		Fuel	36	10 – No shared services gas use	1
Residential	12	Electricity	12	0	0
		Fuel	10	2 – No shared services gas use	0
Overall	116	Total energy	108	8 – As above	1

¹ Unable to obtain or verify data

FIGS. 24-28: METHODOLOGY – MANAGED PORTFOLIO

- As per EPRA Best Practice Recommendations, energy data covers energy procured by British Land.
- Where asset energy data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2019, this accounts for 2% of total reported consumption.
- At our retail properties, where meters serve both common parts and occupier areas, sub-meter readings are deducted from the meter total to provide common parts consumption. Where this is not possible, the split between common parts and occupier consumption is estimated. Where an estimate is not available, mixed meters are reported in common parts.
- At the majority of our managed offices, common parts, shared services and occupier direct use is sub-metered. Where sub-metering is not available, the split between common parts, shared services and occupier consumption is estimated.
- Energy use relating to vacant space or vacant units is included in common parts.
- Energy use for major development works at our assets is deducted from total consumption.
- Oil use is measured where possible. Otherwise, it is estimated based on methods that reflect what equipment is being used for.
- See Table 7 for fuel oil conversion factors.
- On-site renewables at our offices comprise photovoltaic panels at three of our offices: 10 Portman Square, 20 Triton Street and 7 Clarges. This energy is used on site and included in common parts data.

- Low carbon technologies at our offices include a combined heat and power (CHP) plant at 10 Brock Street, an air source heat pump at 350 Euston Road and a ground source heat pump at 10 Portman Square. Fuel use in CHP is reported in Figs. 25, 26 and 27. The resulting electricity was excluded from Figs. 24, 26 and 27 to avoid double counting. The heat and power output from CHP is reported in Fig. 27.
- On-site renewables in retail comprise photovoltaic panels at Whiteley, Serpentine, St Stephen's, Deepdale, Orbital, Old Market and Meadowhall. Energy generated at St Stephen's and Serpentine is both consumed on site (common parts energy use) and exported to the Grid. Energy generated at Orbital is consumed on site. Energy generated at Whiteley, Deepdale and Old Market is exported to the Grid.
- For the purpose of our greenhouse gas emissions calculations, we have assumed that all electricity generated at our retail sites has been exported to the Grid.
- Proportion of purchased electricity from renewable sources is calculated as Total renewable electricity purchased / Total purchased electricity.
- Proportion of total electricity from renewable sources is calculated as Self-generated renewable electricity plus Total renewable electricity purchased / Total electricity consumption.
- The heating value used for natural gas is the Lower Heating Value (LHV).
- This year, we have included energy consumption in our flexible workspace offices (Storey) in our reporting.

Table 7: Conversion factors

Resource type	Unit	Rate to kWh
Fuel oil	Litres	11.88
Diesel		10.64
LPG		7.01
Petrol		9.57
Gas	m ³	11.01

FIG. 27: TOTAL ENERGY CONSUMED AND GENERATED ON SITE

- Total managed portfolio and corporate energy use (MWh) reported in Figs. 24 and 25.
- Generation relates to electricity and heat produced on site, from renewable and/or low carbon sources.

FIG. 30: ENERGY EFFICIENCY – DEVELOPMENTS

- Major developments active this year submitted for planning permission and subject to building regulations, excluding public realm works.
- Regulations apply at the level of individual buildings; therefore, there may be multiple buildings per development.
- Relates only to regulated energy and emissions, as defined under UK building regulations.
- The percentage improvement is calculated as: Target Emission Rate (TER) – Building Emission Rate (BER) / TER x 100. The TER is the maximum allowable emissions for that building (referred to as notional emissions in 2010 regulations). BER is the predicted, regulated emissions based on the output of the building-specific software simulation (Dwelling Emission Rate in residential projects).

- The percentage improvement for each unit is based on engineers' reports or building regulations submissions, using accredited software.
- The average percentage improvement is calculated based on the number of units, without reference to the size of the building.

Water use

FIG. 31: SCOPE – MANAGED PORTFOLIO

Table 8: Scope of water reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting ¹
Retail	58	29	29 – No common parts water use	24
Offices	46	40	6 – No landlord procured water use	0
Residential	12	0	12 – No common parts water use	0

¹ Unable to obtain or verify data

FIGS. 31-33: METHODOLOGY – MANAGED PORTFOLIO

- Water data comprises mains and non-mains water used in our multi-let managed portfolio.
- Where asset water data was partially unavailable, we used data from adjacent periods to estimate data for missing periods. In 2019, this accounts for 1% of total reported consumption.
- Borehole water relates to use in the common parts at Meadowhall. Some borehole water is used to backwash the cleaning filters associated with the borehole plant. This water is not reported.
- In offices, we only report whole building use, as there is insufficient sub-metering to do otherwise.
- In retail and residential, we only report common parts use. For retail, 2018 and 2019 include data

for five retail properties. Data was not verified and potentially incomplete for the other 24 sites and therefore not reported.

- Water use for major development works at our assets is deducted from the total consumption.
- Note: mains water refers to municipal water in the EPRA guidance, borehole water to ground water, and on-site harvesting to rainwater harvesting.

Resource use intensity

FIGS. 22, 29, 33: METHODOLOGY Intensity index

- Our index methodology tracks and reports the relative resource efficiency of our entire managed portfolio over time and demonstrates performance against our 2009 baseline.

- We report an index score for energy, carbon and water.
- Each property is classified by asset type: 'office', 'retail – enclosed' and 'retail – open air'.
- Each index score is based on the ratio of associated resource use or emissions intensity against our 2009 baseline. The overall portfolio index is calculated by weighting each asset class by total resource use or emissions per reporting year.
- Scope 1 and 2 intensities for retail and offices are reported in Fig. 22 in this Report and in our Annual Report and Accounts 2019. For the financial ratio, see 'Carbon Emissions Scope 1 and 2 Financial Intensity Measures'.
- Properties are only included in intensity indexes where they have robust denominator data (floor area, footfall, car park spaces or number of workstations) and resource use data (energy or water) and where they have been owned and managed by British Land for the entire reporting year (retail) or 18 months (offices and refurbishments).
- Energy intensity is calculated using 'kWh equivalent' and adjusted for weather variance using our degree day methodology described below. kWh equivalent conversion factors are:
 - Electricity: 1.0.
 - Natural gas: 0.4.
 - Fuel oil: 0.4.
- For offices:
 - Landlord energy intensity relates to consumption for shared services and in common parts.
 - Resource use data relating to vacant space is excluded.
 - Floor areas relate to Net Internal Areas (NIA).

- For landlord energy and carbon intensity ratios, floor areas are adjusted for voids. Where voids exceed 20% of NIA, floor areas are adjusted to 80% of NIA.
- Fuel oil data was not available for 2009, so 2010 data was applied to both years.
- For water intensity, workstations are used as the denominator.
- Estate areas (public realm) are excluded from the intensity calculations.
- **For retail:**
 - Landlord energy intensity relates to consumption in common parts and car park areas. Common parts are used as the denominator for 'retail – enclosed' and car park spaces for 'retail – open air'.
 - Resource use data relating to vacant space is excluded.
 - Industrial, leisure and other retail assets are excluded from the intensity calculations based on the de minimis rule.
 - For water intensity, footfall is used as the denominator.
 - Borehole consumption data was estimated for 2009.

Degree day corrected data

- Degree day corrected data is used for our index methodology.
- To report the impact and performance of our energy efficiency programme more accurately, we have normalised our data for heating and cooling degree days using Chartered Institution of Building Services Engineers (CIBSE) and Carbon Trust guidance. Degree day normalisation attempts to ensure that changes in gas used for heating and

electricity used for cooling do not reflect changes in outside temperatures.

- Heating degree days (HDD): quantify the number of days and the length of time that temperatures have dropped below 15.5°C.
- Cooling degree days (CDD): quantify the number of days and the length of time that temperatures have exceeded 15.5°C.
- The HDD calculation: Gas kWh/HDDs for reporting year = kWh per HDD; kWh per HDD multiplied by 10 year HDD average = normalised gas kWh.
- The CDD calculation: Shared services electricity kWh/CDDs for reporting year = kWh per CDD; kWh per CDD multiplied by 10 year CDD average = normalised shared services electricity. In our CDD calculation, we estimate and exclude baseline consumption that takes place regardless of external temperatures. We only normalise for CDD from April to September.
- We test for the correlation between outside air temperature and heating or cooling consumption using the R² correlation coefficient. We calculate the R² correlation for the last 12 or 24 months depending on data availability. Where correlation is weak (less than 0.7), data is excluded from DD normalisation.
- We source our degree day data from www.degreedays.net
- We recognise that:
 - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. Properties that use gas solely for heating hot water for non-space heating purposes are excluded from our normalisation.
 - Not all shared services electricity consumed is for the direct provision of cooling. In retail, we cannot separate energy consumed for cooling from other common parts energy use and therefore CDD is not used in retail.

Other intensity measures

- Residential properties are only included in intensity calculations where common parts consumption data for the entire reporting year is available.
- Group occupied floors relates to the Net Lettable Area (NLA) occupied by British Land.
- **Carbon emissions Scope 1 and 2 financial intensity measures:**
 - We publish our financial Scope 1 and 2 emissions intensity in our Annual Report and Accounts 2019.
 - Financial intensity ratio expresses absolute Scope 1 and 2 emissions in relation to Gross Rental Income for properties in the managed portfolio.
 - Absolute Scope 1 and 2 emissions relate to managed portfolio electricity, gas use and refrigerant loss from air conditioning, and fuel use in British Land owned vehicles.
 - Gross Rental Income (GRI) from the managed portfolio comprises Group GRI of £482 million (2018: £441 million), plus 100% of the GRI generated by joint ventures and funds of £271 million (2018: £385 million), less GRI generated by assets outside the managed portfolio of £173 million (2018: £235 million).

Waste and materials

FIG. 34: WASTE MANAGEMENT SCOPE – MANAGED PORTFOLIO

Table 9: Scope of waste reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting ¹
Retail	58	46	12 – No managed waste	3
Offices	46	36	10 – No managed waste	2

¹ Unable to obtain data

FIGS. 34-35: WASTE MANAGEMENT METHODOLOGY – MANAGED PORTFOLIO AND CORPORATE

- Waste data covers hazardous and non-hazardous waste managed by British Land. Occupier waste not managed by us is not reported.
- Hazardous waste by disposal route is reported for the first time this year.
- Waste sent to a Material Recovery Facility (MRF) is included in recycling, incineration and/or landfill figures. MRF output is calculated at a site level, monthly, based on each facility's average performance.
- British Land Offices waste covers waste generated in British Land's Head Office.
- British Land Property Management (formerly Broadgate Estates) offices' waste is included in the property where the office is located.
- Waste data is estimated for March, using data from the previous period and site team operational knowledge.

FIG. 36: WASTE MANAGEMENT – DEVELOPMENTS

- Covers waste generated on developments active this year, both major and small.

- Our waste data has a fairly high accuracy rate, as it is a legal requirement in the UK to document the generation and disposal of construction waste. No pro-rating is undertaken for developments' waste data, given the diversity of site activities.
- Re-use on site refers to waste generated from construction or demolition activities, which is re-used in the construction process or permanently in the new construction.
- Re-use and recycling off site refers to waste generated from construction or demolition activities and re-used or recycled at another location.
- Where we cannot verify if materials sent to landfill were used for landfill site structure or capping a disposal area, we adopt the WRAP Diversion Rate of 50% landfill. See [WRAP Reporting Guidance](#).
- Site waste reporting varies between tonnes and m³ of waste across the industry.
- Landfill tax costs are indicative only. Landfill tax costs are calculated by multiplying waste diverted from landfill by the relevant landfill tax cost factor (£88.95 in 2019) as this consists mainly of construction waste as opposed to inert waste in previous years.

FIG. 37: SUSTAINABLY SOURCED TIMBER

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

Physical risks

FIG. 38: FLOOD RISK

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

FIG. 39: ENVIRONMENTAL COMPLIANCE

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

Skills and Opportunity

Bright Lights

FIG. 40: PEOPLE SUPPORTED INTO EMPLOYMENT

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

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

FIG. 41: APPRENTICES IN OUR SUPPLY CHAIN

- Apprenticeships are accredited work-based training programmes which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.
- Proportion of supply chain workforce who are apprentices calculated by dividing the sum of our suppliers' UK apprentices by their total UK employees.
- Data covers direct suppliers and sub-contractors, comprising:
 - Main development contractors working on British Land projects, which comprised 97% of the main construction spend in 2019.
 - Sub-contractors on our managed portfolio with whom we spend over £250,000 annually for critical service categories. In 2019, this group comprised 87% of spend in critical service categories and 53% of total service charge spend across all categories. Critical service categories include security, cleaning, mechanical and electrical maintenance, lift maintenance, building fabric maintenance, waste management, construction and fit-out works, and planned preventative maintenance.
 - Sub-contractors on our developments: one development supplier provided data on sub-contractors at four sites.

Procurement

FIG. 42: SUPPLIER CODE OF CONDUCT

- In March 2018, we launched our new Supplier Code of Conduct, which builds on the good practice established through our earlier Supply Chain Charter, which it replaces. We ask all suppliers to comply with this Code.
- We report this year on the percentage of strategic suppliers who signed up to our Supplier Code of Conduct.
- Strategic suppliers represent a combination of high value and high risk and where switching costs would be high and potentially cause reputational damage, significant loss of income and may harm or stop operations. This group of suppliers typically comprises 20% of our overall supplier base by volume and 80% of spend.

FIG. 43: SPEND WITHIN 25 MILES AND WITH SMEs – DEVELOPMENTS

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

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

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

Supplier workforce

FIG. 45: SUPPLIER WORKFORCE PAID AT LEAST LIVING WAGE FOUNDATION RATE

- Covers hours worked by employees and contractors, working regularly at our managed properties.
- Group data now includes British Land Property Management (formerly Broadgate Estates), which was previously included in the Suppliers category.
- Real Living Wage Foundation rates per hour are sourced from <http://www.livingwage.org.uk/what-living-wage>:
 - 2018: £10.55 or more for work in London or £9.00 for work outside London.
 - 2017: £10.20 or more for work in London or £8.75 for work outside London.
 - 2016: £9.75 or more for work in London or £8.45 for work outside London.
 - 2015: £9.40 or more for work in London or £8.25 for work outside London.

Group employment

FIGS. 46-57: SCOPE

- Permanent full time equivalents (FTEs) as of 31 March 2019 at British Land.
- Includes those on maternity and paternity leave, long term sick leave and sabbatical. Unless otherwise stated, data excludes employees not on a permanent contract at the end of the reporting year, including those on fixed term contracts, internships, apprenticeships, temporary employees, contractors and consultants.
- Employment type is defined as shown in Table 10 unless otherwise stated.
- Employees of Broadgate Estates who were transferred under TUPE regulations when we sold our third-party property management portfolio

in May 2018 have been excluded from turnover calculations. 'TUPE' refers to the Transfer of Undertakings (Protection of Employment) Regulations, which exist to protect employees when businesses change hands, moving affected employees from the old to the new employer.

- Following an organisational change in 2018, we now report British Land Group data. 2017 and 2018 data have been restated to reflect the incorporation of former Broadgate Estates employees into the British Land Group.

FIG. 47: NEW EMPLOYEES

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

Table 10: Employment levels

Employment type	British Land
Executive Directors	Permanent FTEs who are British Land Board Directors
Senior management	Executive Committee, levels II and III and former Directors of Broadgate Estates, now known as British Land Property Management.
Middle management and non-management	All employees, excluding Executive Directors and Senior management
Employees	All permanent FTEs

FIG. 48: EMPLOYEE TURNOVER

- Leavers include the following scenarios: resignation; dismissal; employee redundancies; mutual agreement leavers; retirement; departure during probation; and death.
- Turnover rates are based on the FTE of leavers divided by the total number of FTEs at the end of the year (as reported in Fig. 46 Employment).
- For gender and age, the FTE of leavers for each category was divided by the equivalent total FTEs at the end of the year.

FIG. 49: SALARY AND REMUNERATION

- Only individuals employed for the whole year, 1 April 2018 to 31 March 2019, are included.
- Figures include salary, bonus, car allowance and private medical insurance.
- Remuneration related to share schemes is not included.
- The bonus element is based on the prior year bonus paid, as current year bonuses have not yet been decided.
- Salary and bonus payment data for part time employees has been pro-rated to their FTE data.

FIG. 50: GENDER PAY GAP

- British Land and Broadgate Estates Ltd comply with the mandatory government criteria for gender pay gap reporting.
- All employees employed on 5 April 2018 are included in the data.
- Any bonus received in the year preceding 5 April 2018 is included in the bonus calculations and is not pro-rated.
- Full details of gender pay gap reporting can be found on www.gov.uk.

FIG. 51: CEO TO EMPLOYEE PAY RATIO

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

FIGS. 52-54: EMPLOYEE DIVERSITY – GENDER, AGE, ETHNICITY

- British Land Board of Directors data is based on headcount rather than FTE and includes Non-Executive Directors.
- From 2016, ethnicity data has been captured through the human resources systems upon request from human resources. All data has been given voluntarily by employees.
- British Land data for 2018 was collected through an anonymous diversity survey carried out in June 2017. No survey was conducted in 2018.
- For reporting purposes, we use the Office of National Statistics ethnicity categories, shown in Table 11.

Table 11: Ethnicity

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

FIG. 56: EMPLOYEE TRAINING – PROPORTION BY CATEGORY

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

FIG. 57: ANNUAL PERFORMANCE REVIEW

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

Our EPRA Index 2019

We have received Gold Awards for sustainability reporting from the European Public Real Estate Association (EPRA), seven years running. EPRA published the third edition of its Best Practice Recommendations on Sustainability Reporting in 2017. For each EPRA indicator, we outline below where data can be found in this Report or in our Annual Report and Accounts 2019.



EPRA best practice recommendations on sustainability reporting

Environmental	British Land Sustainability Accounts 2019
Elec-Abs (Total electricity consumption)	Fig. 24: Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	Fig. 26: Like-for-like total electricity and fuel consumption
DH&C-Abs (Total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption
DH&C-LfL (Like-for-like total district heating & cooling consumption)	Not applicable as no district heating and cooling consumption
Fuels-Abs (Total fuel consumption)	Fig. 25: Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	Fig. 26: Like-for-like total electricity and fuel consumption
Energy-Int (Building energy intensity)	Fig. 29: Building energy index and intensity
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	Fig. 18: Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	Fig. 18: Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Dir-LfL (Like-for-like total direct greenhouse gas (GHG) emissions)	Fig. 19: Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-LfL (Like-for-like total indirect greenhouse gas (GHG) emissions)	Fig. 19 Like-for-like total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Int (Greenhouse gas (GHG) intensity from building energy consumption)	Fig. 22: Greenhouse gas index and intensity from building energy consumption
Water-Abs (Total water consumption)	Fig. 31: Total water consumption
Water-LfL (Like-for-like total water consumption)	Fig. 32: Like-for-like total water consumption
Water-Int (Building water intensity)	Fig. 33: Building water index and intensity
Waste-Abs (Total weight and total weight by disposal route) – Non-Hazardous and Hazardous	Fig. 34: Waste management – managed portfolio and corporate
Waste-LfL (Like-for-like total weight of waste by disposal route)	Fig. 35: Like-for-like waste management – managed portfolio
Cert-Tot (Type and number of sustainably certified assets)	Figs. 14-16: Sustainability ratings

Social

British Land Sustainability Accounts

Diversity-Emp (Employee gender diversity)	Fig. 52: Employee diversity – gender
Diversity-Pay (Gender pay ratio)	Fig. 49: Salary and remuneration
Emp-Training (Training and development)	Fig. 55: Employee training – average hours
Emp-Dev (Employee performance appraisals)	Fig. 57: Annual performance review
Emp-Turnover (Employee turnover and retention)	Fig. 47: New employees Fig. 48: Employee turnover
H&S-Emp (Employee health and safety)	Fig. 4: Accidents – managed portfolio and corporate Fig. 7: Lost working days
H&S-Asset Asset health and safety assessments	Fig. 6: Health and safety – compliance
H&S-Comp (Asset health and safety compliance)	Fig. 6: Health and safety – compliance
Comty-Eng (Community engagement, impact assessments and development programmes)	Fig. 8: Local Charter and community engagement

Governance

British Land Annual Report and Accounts

Gov-Board (Composition of the highest governance body)	Our Board's Executive and Non-Executive Directors are reported in the Annual Report on pages 68-71 Average tenure of Non-Executive Directors is reported in the Annual Report on page 108 Board members with environmental or social competencies are reported in the Annual Report on page 68-71
Gov-Select (Nominating and selecting the highest governance body)	The appointment process for new Directors is reported in the Annual Report on pages 86-87
Gov-CoI (Process for managing conflicts of interest)	The Board procedure for managing conflicts of interest is reported in the Annual Report on page 76

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

The Board of Directors of The British Land Company plc (“British Land”) engaged us to provide limited assurance on the information described below and set out in British Land’s Sustainability Accounts for the year ended 31 March 2019.

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 2019 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

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

Selected Information

The scope of our work was limited to assurance over the information marked with the symbol (A) in the British Land’s Sustainability Accounts (the “Selected Information”). The Selected Information is summarised right.

We assessed the Selected Information using British Land’s “Reporting Criteria” as set out at www.britishland.com/sustainability. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Sustainability Accounts.

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ and, in respect of

Sustainability Accounts Reference	Selected Information
4	Accidents – managed portfolio and corporate
5	Accidents – developments
14	Sustainability ratings
17	Energy efficiency investments and savings
18	Total direct and indirect (Scopes 1, 2 & 3) greenhouse gas emissions
19	Like-for-like total direct and indirect greenhouse gas emissions
22	Greenhouse gas index and intensity
24	Total electricity consumption
25	Total fuel consumption
26	Like-for-like total electricity and fuel consumption
27	Total energy consumed and generated onsite
29	Building energy index and intensity
34	Waste management – managed portfolio and corporate
35	Like-for-like waste management – managed portfolio
36	Waste management – developments
49	Salary and Remuneration

the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 ‘Assurance Engagements on Greenhouse Gas Statements’, issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Our Independence and Quality Control

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

We apply International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented

policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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

Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with the Reporting Criteria, which British Land is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 March 2019.

Work done

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

- made enquiries of British Land's management, including the Sustainability team and those with responsibility for Sustainability management and group Sustainability reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included analysing corporate head office and 68 sites (including 1 physical site visit), selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group Sustainability team;

- considered the significant estimates and judgements made by management in the preparation of the Selected Information;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to 68 sites to check that data had been appropriately measured, recorded, collated and reported. Where supporting evidence was provided in a written report from a third party, we have assessed the independence and competency of the third party;
- evaluated the methodology and basis of the independent valuation of the developments carbon footprint, with respect to the developments carbon footprint data disclosed in table 18 of the Sustainability Accounts, but did not test in detail the underlying calculation models and assumptions;
- considered the disclosure and presentation of the Selected Information;
- reviewed the Reporting Criteria to ensure assumptions and judgements have been clearly disclosed; and
- communicated findings and recommendations in a report to senior management.

We have not performed any assurance procedures over the gathering and processing of data by third party providers of distribution services.

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 Sustainability Accounts.

Our responsibilities

We are responsible for:

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

This report, including our conclusions, has been prepared solely for the Board of Directors of British Land in accordance with the agreement between us, to assist the Directors in reporting British Land's corporate responsibility performance and activities. We permit this report to be disclosed in the Sustainability Accounts for the year ended 31 March 2019, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and British Land for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP

Chartered Accountants

London

7 June 2019

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



Further information

Sustainability information is integrated throughout our Annual Report:

 www.britishland.com/annualreport

For more on our sustainability strategy and progress on our 2020 targets:

 www.britishland.com/sustainability

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About British Land

We are a leading UK property company. We create and manage places that reflect the changing needs of the people who work, visit or live in and around them.

