

# Corporate Responsibility Summary Report 2006



## How we report

**Above: Broadgate, City of London.**  
During the winter Broadgate occupiers and local schools can book to use Broadgate's outdoor ice rink free of charge.

This is our fifth year of corporate responsibility reporting.

**F**or 2006, to integrate corporate responsibility (CR) reporting with financial reporting, we have printed this summary report which will be included in our Annual Report and Accounts 2007. We have published our full CR Report online in a format that is designed to be widely

accessible and provide easy navigability for users. This switch to online reporting is also part of our efforts to improve our environmental performance by reducing the number of printed documents we generate, saving trees and reducing potential waste to landfill.

**View our full CR Report at**  
[www.britishland.com/crReport/2006](http://www.britishland.com/crReport/2006)

**This summary report contains an overview of our:**

- Approach to CR management
- Focus areas of risk and opportunity: British Land people, occupiers and suppliers, regeneration, community, resource use, waste management and biodiversity
- Progress against 2006 targets
- Key performance indicators, objectives and targets for 2007.

## Managing CR

As one of the UK's largest property investment companies we finance, develop and manage property for the long term.

**O**ur integrated approach to CR helps in our development and management of sustainable, commercially viable properties that are attractive to occupiers, leading to better returns for our shareholders. Taking our corporate responsibilities seriously helps us to meet existing and potential regulatory requirements, and also protects and enhances our valuable reputation.

**The Board** regularly reviews risks to the business, including those arising from CR issues. Peter Clarke, Executive Officer, chairs the CR Committee, and reports to the Executive Committee and Board as necessary.

The **CR Committee**, consisting of heads of department and senior representatives, takes direct responsibility for targets. This Committee also oversees **working groups**, each focusing on a key area, such as the supply chain.

In 2006 we continued to focus on the seven areas of **risk** and **opportunity** agreed in 2005 following a two year consultation process with shareholders, employees, occupiers, local communities, suppliers and experts. These focus areas will be reviewed again in 2007.

Our approach to CR is underpinned by policies and documents including our CR Policy, Sustainability Briefs for Developments and Refurbishments, Service Commitment for Occupiers, Waste Management Plan, Biodiversity Programme and sustainable Travel Plans. You can download these at [www.britishland.com/downloads.htm](http://www.britishland.com/downloads.htm)

## Introduction from Stephen Hester

**“**I welcome the progress that we made in 2006 on CR issues such as climate change, occupier relations and consultation with local communities.  
**”**

**I**n 2006 we continued to integrate CR into every aspect of what we do. I believe that this brings benefits to our business and stakeholders as well as to society and the environment.

We have been working to reduce our impact on climate change for a number of years. By financing, developing and managing properties that manage energy, waste and water responsibly we not only conserve the world's resources we reduce our costs and those of our occupiers. In 2006 for the first time we are publishing a printed summary of our CR Report with the full version online as just one part of our efforts to manage our environmental impact.

We also continued to implement our Sustainability Brief for Developments, Biodiversity Programme and Waste Management Plan, as well as launching our Sustainable Guide for Property Acquisitions, developing our sustainable Travel Plans and creating a Water Management Programme.

We always welcome feedback from our stakeholders and have commissioned further independent stakeholder research for 2007.

If you have any comments on this report or on our approach to CR please do contact us at [cr@britishland.com](mailto:cr@britishland.com) ”

# Energy use and carbon dioxide emissions

Monitoring and managing energy use reduces our carbon dioxide emissions, minimises the impact of increasing energy prices and helps us to meet existing and future regulatory requirements.

We have been working with the Carbon Trust since 2003 to develop and implement our **energy benchmarking tool**, which provides an active means of controlling energy use in the common (landlord-controlled) areas of our portfolio. In 2006 we rolled it out to managing agents. Based on initial findings, we carried out energy surveys for seven properties and developed improvement recommendations covering aspects such as

management and control of services, lighting, space heating, ventilation, and building fabric.

As well as benchmarking the energy performance of the common areas of our portfolio we engaged with **occupiers at Broadgate** to monitor and manage the areas that they are responsible for. We are also evaluating the energy performance of our development projects and assessing the likely Energy Performance Certification

## ANNUAL CO<sub>2</sub> EMISSIONS

|                   | CO <sub>2</sub> (tonnes per year) |               |               |
|-------------------|-----------------------------------|---------------|---------------|
|                   | 2005/6                            | 2004/5        | 2003/4        |
| Electricity (kWh) | 17,879*                           | 17,980        | 18,269        |
| Gas (kWh)         | 4,648                             | 5,173         | 5,998         |
| Oil (kWh)         | 0.17                              | 0.312         | 35            |
| <b>Total</b>      | <b>22,527</b>                     | <b>23,153</b> | <b>24,302</b> |

Total CO<sub>2</sub> emissions (tonnes) are calculated by converting reported energy use into kilograms of CO<sub>2</sub> using DEFRA conversion factors.

\*All CO<sub>2</sub> calculations include emissions from energy used in properties supplied by Climate Change Levy exempt sources through the National Grid. During 2005/6, 100% of the electricity supplied to properties, with a total common floor area of 422,624m<sup>2</sup>, was from Climate Change Levy exempt sources, which represents 85% of the total reported CO<sub>2</sub> emissions associated with electricity and 67.5% of total reported emissions.

level of two development projects, Ropemaker Place and The Leadenhall Building.

As part of the **carbon management programme** we are reviewing opportunities to reduce carbon dioxide (CO<sub>2</sub>) emissions by switching to no or low-carbon energy sources. 67.5% of the CO<sub>2</sub> emissions reported for the common areas of our portfolio in 2005/2006 was from energy supplied entirely from Climate Change Levy exempt

sources. We continue to engage with our energy suppliers to increase this proportion. In 2006 we also commissioned a **wind feasibility study** in conjunction with the Carbon Trust. This ongoing study aims to identify opportunities to achieve CO<sub>2</sub> savings by installing wind turbines on our properties and switching energy supply for common areas to wind-generated power. This may also enable us to release renewable electricity back to the National Grid.

# Reporting resource use

We use energy to power lighting, heating, ventilation and cooling, and for cleaning activities. We use water for domestic facilities, cooling and landscape watering.

We record **energy and water information** for the common (landlord-controlled) areas of our multi-let properties. These are the areas where, as landlord, we control usage and can directly effect improvements. Information for April 2005 to March 2006 is compared to information for the same period in 2004/5, according to Department for Environment, Food and Rural Affairs (DEFRA) guidelines. Information was reported from properties with a total common floor area of 1.49 million square metres (m<sup>2</sup>) in 2005/6, a 42% increase on 2004/5.

Total **water use** decreased by 16% to 417,926 cubic metres (m<sup>3</sup>) in 2005/6. Approximately 60% of our total

reported water usage was in offices and over 30% was in shopping centres. Overall intensity of water use decreased from 0.82 m<sup>3</sup> per m<sup>2</sup> in 2004/5 to 0.51 m<sup>3</sup> per m<sup>2</sup> in 2005/6. Residential properties used water most intensely per m<sup>2</sup> compared with other property types. During 2006 we sold our residential portfolio and so our water management activities now focus on our shopping centre and office portfolios.

Total **consumption of all energy** types (electricity, gas and oil) decreased by 4% to 66,041,930 kWh in 2005/6. Associated **CO<sub>2</sub> emissions** also decreased by 2.7% to 22,527 tonnes in 2005/6. This slight decrease reflects year on year changes in the

## OTHER INITIATIVES

**324,000**

litres of rainwater harvested and used for landscaping, cleaning and flushing toilets at Meadowhall Shopping Centre.

**140**

cycle spaces at Regent's Place as part of our sustainable Travel Plan for the area.

**11%**

Meadowhall Shopping Centre **reduced energy consumption** by 11% in 2006, reducing carbon dioxide emissions.

composition of the property portfolio as well as year on year reductions in reported resource use by properties.

**Electricity use** accounts for almost 80% of the total CO<sub>2</sub> emissions from the property portfolio and represents our most intensive source of CO<sub>2</sub> per m<sup>2</sup>. **Gas use** accounts for almost all of the remaining CO<sub>2</sub> emissions and is our most intensively used energy source per m<sup>2</sup>. **Oil use**, which was reported in only one of our properties, makes a minor contribution to our CO<sub>2</sub> emissions and remains consistent with 2004/5.

**Total CO<sub>2</sub> emissions associated with electricity use** in offices decreased by 16.6% to 6,938 tonnes in 2005/6, largely due to the energy management activities at Broadgate. Total CO<sub>2</sub> emissions for electricity in shopping centres increased by 10% to 9,787 tonnes in 2005/6, largely due to data from two additional properties

and a significant increase in electricity reported from one shopping centre. Total CO<sub>2</sub> emissions for electricity in 'other' properties increased by 56% to 1,154 tonnes in 2005/6, due to the inclusion of one retail property which reported high consumption; the accuracy of this property's data will be reviewed in 2007.

**Total CO<sub>2</sub> emissions associated with gas use** in offices decreased by 13% to 4,043 tonnes in 2005/6, largely due to properties reporting a decrease in use and fewer reporting properties. Total CO<sub>2</sub> emissions for gas use in shopping centres increased by 16% to 605 tonnes in 2005/6 due to more centres reporting gas use and an increase in gas use. However, CO<sub>2</sub> emissions per m<sup>2</sup> for gas use in shopping centres decreased by 65% to 1.9 kilograms in 2005/6, largely due to newly reporting properties reporting a low consumption relative to common floor area.

## Waste Management

Minimising waste across the portfolio

# Resource recovery at Meadowhall



Responsible waste management reduces our impact on climate change, saves valuable resources and can reduce disposal and transport costs.

In 2005 Meadowhall became the first UK shopping centre to develop an on-site Resource Recovery Centre. The Centre invested £35,000 in facilities to sort, separate and send materials for recycling, including paper, cardboard, plastics and metals.

In 2006 it is estimated that the return on investment was over **£100,000**. This was due to the savings on transport and disposal costs, combined with the revenue from

the segregated materials. In 2006 **92% of waste** entering the Resource Recovery Centre was **recycled**.

By working in partnership with Crown Hill Employment, adults with learning difficulties benefited from **job opportunities** at the recycling facility. They are now able to work without the support of carers from Crown Hill Employment and are extremely good at running the facility efficiently while maintaining an excellent working atmosphere.

### OTHER INITIATIVES

**15%**

Target of material containing **at least 15% recycled content** by value established for all our new developments.

**1,000**

**aluminium units a week** were crushed by the Reverse Vending Machine at Eastgate Shopping Centre.

**46%**

**Recycling at Broadgate** increased from 40% in 2005 to 46% in 2006, through the installation of cardboard balers and glass crushing facilities for all occupiers.

## Regeneration

Improving lives with long-term investment

# Regeneration at Regent's Place

The Regent's Place Masterplan aims to help transform areas of Euston Road in London into a vibrant place, with street life, attractive landscaping, major squares and green spaces.

Following two years of consultation, detailed **planning permission** was received for our development at Osnaburgh Street in Regent's Place. This scheme will include residential units with over 50% affordable housing, high quality offices, a community theatre and shops around a new public space. We are now working with the local community to manage the project with minimal disruption to their lives.

We have also been **consulting** with stakeholders about proposals for more offices, residential units and community facilities in the north-east

quadrant of the estate. The proposals include high quality offices, community facilities and new landscaped routes. Following stakeholder feedback, there will be a new community One Stop Shop, a new community arts centre and a larger performance space with increased seating at Triton Square.

In 2006 we invested £100,000 in a joint project with Transport for London and Camden Council to design **improved pedestrian access** at the Euston Road underpass. We also worked with Squint Opera, Edco, Farrells and South Camden Community School to review how the area could be improved. As part of Enterprise Week and the London Architecture Biennale a group of 14 year olds created a video of ideas for the area.

Visit [www.britishland.com/crReport/2006](http://www.britishland.com/crReport/2006) to view the 'Hustle and Flow' video.

### OTHER INITIATIVES

**4,000**

The phase two development at Blythe Valley Park is forecast to create 4,000 **new permanent jobs**.

**828**

**new homes** planned in the first phase of the Canada Water Masterplan.

**422**

**learners** have improved their retail and customer service skills at The Source at Meadowhall since the facility opened in 2003.

## Biodiversity

Managing and enhancing habitats and species

# Our Biodiversity Programme

By enhancing local ecosystems our properties are more attractive places to work, live in and visit, and are thus more attractive to occupiers.

The British Land **Biodiversity Programme**, published in 2005, promotes the consideration of biodiversity at each stage of the property lifecycle.

We manage and enhance biodiversity at our properties through **Biodiversity Action Plans (BAPs)**. In 2006 we implemented site-specific BAPs for Teesside Shopping Park and Regent's Place and developed them for Meadowhall Shopping Centre and Blythe Valley Park.

Our **Urban Generic BAP** and our **Soft Landscape Generic BAP** can be implemented across the portfolio at properties which do not require their own site-specific BAP. They contain generic measures, for instance relating to providing habitats for birds and bats.

### IMPLEMENTING BIODIVERSITY ACTION PLANS

**Two floating islands** were created in a balancing pond at Teesside Shopping Park, providing nesting and roosting areas for waterfowl.

An experimental **green roof design** was trialled, informing the future design of green roofs and providing an attractive habitat for Black Redstarts.

**60**

**bird boxes** were placed in Basildon parks in a joint project between Eastgate Shopping Centre, Essex Wildlife Trust and a Young Enterprise Company.



The Teesside team worked with Tees Valley Wildlife Trust to create two floating islands in a balancing pond, providing nesting and roosting areas for waterfowl.

# Awards 2006

- ★ The British Land Company PLC won Property Week Retail and Leisure Awards for **Retail Deal** and **Retail Developer/ Investor of the Year**.
- ★ Meadowhall Shopping Centre won Business in the Community Big Ticks for **Energy Efficiency, Waste Management and Employability**.
- ★ Eastgate Shopping Centre won a National **Green Apple Award** and the National Green Heroes **Environment Award** for the second year running.
- ★ The Source at Meadowhall won the World of Learning Award for National **Training Venue of the Year**.



# Move to York House

An efficient and high quality Head Office that is designed and equipped to meet the needs of our people.

During 2006 we prepared for our Head Office move from Cornwall Terrace London NW1, to York House London W1, in Spring 2007. A **Relocation Committee**, consisting of senior managers and executives, was formed. This Committee **consulted** with employees and experts to ensure that York House meets the needs of our people.

Employees were **updated about progress** through newsletters and a section on the Company's Intranet. We also **consulted** them on various features of the new offices including printing, faxing and telephone requirements, as well as the chairs and desks that they will be using. During December 2006 **tours** of York House were organised to discuss seating and operational arrangements.

The fit out of the property was guided by the **British Land Sustainability Brief**. Nearly £500,000 has been invested in CR measures, including installing cycle racks, showers and energy mains metering. A draft Travel Plan for York House was developed in December 2006; it will be published in early 2007.

#### OTHER INITIATIVES

**£295,356**

Time spent **volunteering** by our managers and employees in 2006 was estimated to be worth £295,356.

**32**

**employees** at Meadowhall Shopping Centre are being supported with literacy skills.

**80%**

In 2006 more than 80% of Eastgate Shopping Centre **employees participated** in charitable events.

York House, designed by EPR, will provide 8,640 square metres of office space, 1,770 square metres of retail and ancillary space, and 22 high quality residential apartments.

# Investing in the future

By supporting good causes we enhance our reputation. Supporting local initiatives also builds our relationships with local stakeholders.

In 2006 we invested over £650,000 in good causes, such as **education, the arts and sport**. Our sponsorships included:

- The British Land UK Chess Challenge.
- The British Land National Ski Championships for the 28th consecutive year.
- The British Land British Open and Amateur Championships for Real Tennis for the 13th year.

Our property management teams have responsibility for community funding decisions at our properties. This enables a speedy response and entrusts decision making to those who are most familiar with the needs of their **local communities**. In 2006 local sponsorship included:

- Eastgate Shopping Centre supporting St Luke's Hospice.
- Teesside Shopping Park supporting a multi-use games area.
- Meadowhall Shopping Centre supporting the European Brandenburg Ensemble.

#### OTHER INITIATIVES

Local people **enjoyed events** at our properties around the UK, such as ice skating at Broadgate Arena in London.

We are working with local emergency services and community groups to ensure our shopping centres are **safe and pleasant** places to visit and work.

The five-day **Young Managers' course** at Broughton Shopping Park helped pupils from the local St David's School to gain an insight into retail.



In 2006 we continued our support of the National Literacy Trust's 'Reading is Fundamental' initiative. 836 children from 14 local primary schools participated in a five-day reading event at The Source at Meadowhall.

# Customer satisfaction

The value in our portfolio comes from customers choosing to lease our buildings. We are committed to continuing to develop the ways we work to support our customers' own business needs more effectively.

In 2006, based on occupier feedback we made a number of changes to improve how we manage our properties:

- We established a **Key Account Programme** involving our senior management for 85 occupiers.
- We published **Our Service Commitment** to occupiers and began using it to manage the performance of our employees and our managing agents.
- Following a **review of our managing agents** we implemented changes to improve service to occupiers, including consolidating our managing agents from 19 to nine, establishing new contract terms and agreeing key performance indicators.

- We reviewed our **service charge management** and introduced a number of changes to ensure that we exceed the standards set out in the new Service Charge Code.
  - We reviewed and amended the **licence application process** for our London office portfolio, streamlining the process and reducing bureaucracy for our customers.
- We also continued to support customer service through our active involvement in Real Service, a benchmarking group dedicated to helping the real estate industry improve customer service and generate improved performance.
- Next steps:** we have commissioned a follow up piece of independent research for April 2007.

#### OTHER INITIATIVES

**50%**

Occupiers in the Broadgate Environmental Working Group aim to **reduce waste per head by 5%** and to **recycle over 50% of waste** in 2007.

**£160,000**

Eastgate Shopping Centre secured a **Community Fund grant of over £160,000** over three years to further improve accessibility, benefiting retailers and customers.

The Supply Chain Working Group distributed a **CR training presentation** to all Head Office employees to encourage responsible procurement.

# Progress against targets 2006

Assurance by Bureau Veritas

**Below we review our progress towards meeting the targets set out in our 2005 Corporate Responsibility Report. Our corporate responsibility documents are available for download at [www.britishland.com/downloads.htm](http://www.britishland.com/downloads.htm)**

## Corporate Responsibility Management

### Implement effective corporate responsibility management processes.

Corporate Responsibility Policy revised and re-issued in April 2006.

Corporate Responsibility System Documentation Guide developed in 2006 and to be distributed to staff and suppliers in 2007.

### Promote sustainable design and construction of developments.

Sustainability Brief for Developments revised in 2006 and to be re-issued in 2007.

Sustainability Brief for Refurbishments drafted in 2006 and to be launched in early 2007.

### Consider corporate responsibility issues within investments.

Sustainability Guide for Property Acquisitions launched in October 2006.

### Communicate relevant corporate responsibility activities to stakeholders.

Meadowhall Shopping Centre Corporate Responsibility Communications Plan revised and re-issued in 2006.

Retail Management Forum on corporate responsibility and other management issues held in March 2006.

## British Land People

### Ensure staff needs are considered before and after the Head Office move.

Relocation Committee established, information provided in staff newsletters and on the Portal, staff and external experts consulted and staff tours conducted of York House.

### Encourage the community local to Meadowhall Shopping Centre to pursue job opportunities at the Centre and ensure that employees have the necessary skills to fulfil their jobs.

2,000 job sheets distributed each week in the Centre and sent to local community groups with positions also advertised in local job centres and on the Meadowhall website.

32 Meadowhall staff are being supported with literacy skills using Skills for Life funding. In 2007 this will be extended to include retailers' employees.

## Occupiers and Suppliers

### Engage with occupiers to build closer relationships.

Heads of Asset Management contacted 85 key occupiers about how we manage our properties. Key Account Programme and Service Commitment developed. Managing agents reviewed. Programme of meetings with occupiers. Further independent consultation with occupiers commissioned for 2007.

### Engage with first tier suppliers (consultants and contractors) to raise awareness of environmentally and socially sound goods and services.

Training presentation on corporate responsibility sent to all Head Office employees during December 2006.

Distribution of letter on corporate responsibility principles that British Land expects its suppliers to adhere to piloted with suppliers in 2006.

## Regeneration

### Contribute to the regeneration of socially deprived areas where we operate.

Retail Foundation Degree established in partnership with Sheffield College and Sheffield Hallam University and to be delivered at The Source at Meadowhall by Sheffield College from March 2007.

Project agreed with Camden Council for British Land volunteers to work with children from two primary schools on an architecture based project to be launched in 2007.

## Community

### Manage relations with communities to achieve social and business benefits.

In 2006 we invested £20,000 in a multi-use games area in Middlesbrough through the Groundwork Trust.

Head Office volunteers supported two projects in Westminster: gardening on housing estates and carrying out research for Abbey Community Centre.

A team from our subsidiary, Broadgate Estates, supported the Runnymede Trust in preparing for and managing an office move in Hackney.

Findings of consultation study undertaken at two British Land projects fed back to in-house team and external consultants and masterplanning guidance strengthened in the revised Sustainability Brief for Developments.

Problems in identifying suitable socio-economic data at single project level have led to wider discussions with Government officials on the need for further research on economic indicators using data from a wide range of projects.

British Land's Head of Internal Audit mentored a senior GP at Fountayne Road Health Centre in Hackney. Broadgate Estate's Technical and Environmental Director mentored the Headteacher at St John the Baptist school in Hackney.

## Resource Use

### Promote efficient use of energy and water.

Seven poor energy performing properties selected for an energy survey and improvement measures identified.

Water Management Programme drafted in 2006 and to be launched in 2007.

Members of the Broadgate Environmental Working group identified carbon dioxide emissions relating to their properties and adopted a Carbon Emission Reduction Charter.

### Promote the use of sustainable transport.

New Travel Plans developed for the Osnaburgh Street development in Regent's Place.

Travel Plan for York House drafted in 2006 and to be launched in early 2007.

## Waste Management

### Maximise opportunities for waste avoidance and reduction.

Waste management review carried out at Teesside with recommendations to be implemented in 2007. Improvement plan developed for waste management at Queensmere Observatory Shopping Centre.

Process developed for property managers to report waste management arrangements but not implemented as we are now reviewing options to incorporate waste management reporting into our proposed e-risk Manager System.

Review carried out of paper recycling contractors working in the City and one of the Heads of Asset Management wrote to all occupiers at Broadgate about waste management.

92% of the accepted material at the Meadowhall Shopping Centre Resource Recovery Centre recycled in 2006.

## Biodiversity

### Safeguard and enhance biodiversity.

At Teesside eight of the ten Biodiversity Action Plan actions were completed, including the creation of two floating islands in a balancing pond. At Regent's Place progress was made on all Biodiversity Action Plan actions with completion scheduled for 2007.

Site-specific Biodiversity Action Plans developed for Meadowhall and Blythe Valley Park.

Landscape Management Plan being developed at Blythe Valley Park and to be trialled in 2007.

**For more information on corporate responsibility at British Land in 2006 please visit [www.britishland.com/crReport/2006](http://www.britishland.com/crReport/2006)**

# Targets 2007

Assurance by Bureau Veritas

In line with our corporate responsibility focus areas, we have identified Key Performance Indicators (KPI) to be monitored year on year, and have set objectives and targets for 2007.

| Corporate Responsibility Management |  |
|-------------------------------------|--|
| <b>Objective</b>                    | • <b>Implement effective corporate responsibility management processes.</b>  |
| Targets                             | <ul style="list-style-type: none"> <li>• Developments team to implement a management system and certify to the ISO14001 standard.</li> <li>• Review our approach to carbon management and build on existing climate change mitigation and adaptation strategies.</li> <li>• Develop systems to amalgamate group wide data for corporate responsibility reporting.</li> </ul> |
| <b>Objective</b>                    | • <b>Promote sustainable design and construction of developments.</b>  |
| Targets                             | <ul style="list-style-type: none"> <li>• Implement the revised Sustainability Brief for Developments on all new projects, including mainland European projects that British Land has control over.</li> <li>• Conduct a Post Occupancy BREEAM Review of York House.</li> </ul>   |
| <b>Objective</b>                    | • <b>Engage with stakeholders on British Land's corporate responsibility activities.</b>   |
| Targets                             | <ul style="list-style-type: none"> <li>• Complete a further independent and formal stakeholder engagement exercise.</li> <li>• Implement Meadowhall Shopping Centre Corporate Responsibility Communications Plan.</li> <li>• Hold at least one Property Management Forum, to discuss corporate responsibility and other management issues.</li> </ul>                        |

| British Land People |  |
|---------------------|--|
| <b>Objective</b>    | • <b>Ensure effective staff recruitment, retention and performance.</b>  |
| Target              | • Review Human Resources strategy and Key Performance Indicators.  |
| KPI                 | <ul style="list-style-type: none"> <li>• Turnover of staff.</li> <li>• Lost days/sickness.</li> <li>• % of pre-tax underlying profit given to staff volunteering initiatives and sponsorship.</li> </ul> |

| Occupiers and Suppliers |  |
|-------------------------|--|
| <b>Objective</b>        | • <b>Deliver improved customer satisfaction.</b>   |
| Targets                 | <ul style="list-style-type: none"> <li>• Undertake an occupier survey and achieve 30% improvement in overall satisfaction rating from 2005.</li> <li>• Comply with the new Code of Practice for Commercial Leases and Service Charges in Commercial Property.</li> <li>• Implement a process to monitor managing agents' achievement of operational Key Performance Indicators.</li> <li>• Work with occupiers to review opportunities for renewable energy supply to reduce carbon dioxide emissions at Broadgate.</li> </ul>   |
| KPI                     | • Average occupier satisfaction rating (%).  |
| <b>Objective</b>        | • <b>Promote the highest standards of health and safety to suppliers and contractors.</b>  |
| Targets                 | <ul style="list-style-type: none"> <li>• Achieve sustained 100% compliance with the e-risk Manager System across managed properties at Broadgate and Regent's Place in 2007.</li> <li>• Collate and analyse all accident statistics from managed properties at Broadgate and Regent's Place on a quarterly basis. Identify any trends and set reduction targets.</li> </ul>  |
| KPI                     | • Health and Safety reportable accident frequency rate on developments.  |
| <b>Objective</b>        | • <b>Engage with first tier suppliers (consultants and contractors) to raise awareness on environmentally and socially sound goods and services.</b>   |
| Targets                 | <ul style="list-style-type: none"> <li>• 100% of timber on development and refurbishment projects to be from certified sustainably managed sources.</li> <li>• Distribute Corporate Responsibility System Documentation Guide to all managing agents and development project teams.</li> <li>• Review the current Corporate Responsibility and Procurement Policy and consider integrating it within the Company's Procurement Policy.</li> <li>• Establish process to spot-check first tier suppliers' compliance with the Company's revised Procurement Policy.</li> </ul> |
| KPI                     | • % of timber from Forest Stewardship Council (FSC) or equivalent certified sustainably managed sources.   |

| Regeneration     |   |
|------------------|---|
| <b>Objective</b> | • <b>Contribute to the regeneration of socially deprived areas where we operate.</b>  |
| Targets          | <ul style="list-style-type: none"> <li>• The Source at Meadowhall to provide Retail Foundation Degree to 12 students in partnership with Sheffield College.</li> <li>• Continue to raise awareness and uptake of the Scottish Vocational Qualification in Retailing which is delivered through the Glasgow Fort Partnership for employees and occupiers at Glasgow Fort. Target 60 participants signed up to the course in 2007.</li> <li>• Encourage the local community living within a five mile radius of Meadowhall and Glasgow Fort to pursue job opportunities within the retail sector.</li> <li>• Offer two training programmes with guaranteed interviews to unemployed local people at Meadowhall to enable them to seek work in the retail sector.</li> </ul> |
| KPI              | <ul style="list-style-type: none"> <li>• % of construction employment that is drawn from the local community.</li> <li>• % of employees at Meadowhall from the local community.</li> </ul>  |

| Community        |  |
|------------------|--|
| <b>Objective</b> | • <b>Manage relations with communities to achieve social and business benefits.</b>                    |
| Target           | • Employees to work with children from two primary schools in Camden on an architecture based project. |
| KPI              | • % of managed properties where British Land actively engages with the community.                      |

| Resource Use     |   |
|------------------|---|
| <b>Objective</b> | • <b>Promote efficient use of energy.</b>   |
| Targets          | <ul style="list-style-type: none"> <li>• Complete wind energy feasibility study of retail properties, set and implement action programme.</li> <li>• Work with Broadgate occupiers to pilot the inclusion of their energy data within the performance benchmarking process.</li> <li>• Complete decentralised low carbon energy feasibility studies at York House and Broadgate.</li> </ul>     |
| KPI              | <p>For common (landlord) areas of managed properties:</p> <ul style="list-style-type: none"> <li>• CO<sub>2</sub> per m<sup>2</sup>.</li> <li>• kWh of energy used per m<sup>2</sup>.</li> <li>• % of energy from Climate Change Levy exempt sources.</li> </ul> <p>For developments:</p> <ul style="list-style-type: none"> <li>• % better than Building Regulations Part L2: 2006.</li> </ul> |
| <b>Objective</b> | • <b>Promote efficient use of water.</b>  |
| Targets          | <ul style="list-style-type: none"> <li>• Implement the Water Management Programme.</li> <li>• Undertake a feasibility study at Broadgate for the collection of rainwater for re-use in cleaning and landscaping.</li> </ul>   |
| KPI              | • m <sup>3</sup> per m <sup>2</sup> of water used for common (landlord) areas of managed properties.  |
| <b>Objective</b> | • <b>Promote the use of sustainable transport.</b>  |
| Targets          | <ul style="list-style-type: none"> <li>• Review the progress of the Head Office Travel Plan for York House.</li> <li>• Develop a plan for reducing the environmental impact of business travel.</li> <li>• Undertake pilot study for one building, reviewing the relative carbon footprint of building energy use and travel by staff and visitors.</li> </ul>                                  |
| KPI              | • Number of managed properties covered by a travel plan.  |

| Waste Management |  |
|------------------|--|
| <b>Objective</b> | • <b>Minimise waste and maximise recycling and the amount of recycled content in materials used.</b>   |
| Targets          | <ul style="list-style-type: none"> <li>• Broadgate Environmental Working Group to reduce waste per head at Broadgate by 5%.</li> <li>• Broadgate Environmental Working Group to recycle over 50% of all waste at Broadgate.</li> <li>• Work with site-managers and managing agents to improve the sharing and reporting of waste management information and data across our managed portfolio.</li> <li>• Review the progress of the waste strategy for British Land's new Head Office and set targets to reduce, re-use and recycle.</li> <li>• Work with occupiers at Regent's Place on a recycling system to reduce the amount of waste to landfill and increase the percentage of waste recycled.</li> </ul> |
| KPI              | <ul style="list-style-type: none"> <li>• Average target % of waste to be recycled on developments.</li> <li>• Average target % of recycled content of materials by value on developments.</li> <li>• % of waste to landfill at Broadgate, Meadowhall and Regent's Place.</li> </ul>  |

| Biodiversity     |  |
|------------------|--|
| <b>Objective</b> | • <b>Safeguard and enhance biodiversity.</b>   |
| Targets          | <ul style="list-style-type: none"> <li>• Prepare site-specific Biodiversity Action Plans for Leeds Westside Shopping Park and Oxford Shopping Park.</li> <li>• Review progress of the green roof trial and report recommendations to the Development and Asset Management teams.</li> <li>• Monitor the implementation of the site-specific Biodiversity Action Plans at Teesside, Regent's Place, Blythe Valley Park and Meadowhall.</li> <li>• Launch the Urban and Soft Landscape Generic Biodiversity Action Plans.</li> <li>• Develop and launch the Generic Ecology and Landscape Management Specification.</li> </ul> |
| KPI              | • Number of managed properties covered by Biodiversity Action Plans.   |

We welcome your feedback on our Corporate Responsibility Summary Report 2006. Please email us at [cr@britishland.com](mailto:cr@britishland.com)



**British Land**  
Or write to Claudine Blamey  
Corporate Responsibility Executive  
British Land, York House, 45 Seymour St  
London W1H 7LX  
t. +44 (0)207 467 3455  
f. +44 (0) 207 467 2869  
[www.britishland.com](http://www.britishland.com)