



Sustainability Accounts 2017

Places People Prefer



THE QUEEN'S AWARDS
FOR ENTERPRISE.
SUSTAINABLE DEVELOPMENT
2016

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 Sustainability Accounts 2017

Here you can find sustainability performance data requested by our stakeholders and investor indices.

For the primary reporting on our sustainability progress, see our Annual Report and Accounts 2017:

www.britishland.com/annualreport

We 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.

For more on our sustainability strategy, including progress on our 2020 targets:

www.britishland.com/sustainability

Our Sustainability Accounts 2017

- **Performance data:** Material data on each of our 2020 sustainability strategy focus areas: Wellbeing, Community, Futureproofing, and Skills and opportunity.
- **Reporting criteria:** Detail on how performance data has been calculated.
- **EPRA Index:** We report in line with the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting.
- **Independent Assurance:** Where you see **(A)** PwC has independently assured 2017 total data, in accordance with ISAE 3000 (Revised) and ISAE 3410. We have been getting selected data independently assured for a decade (see earlier Reports).

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.

We have prioritised our reporting based on what's most material to our stakeholders and business.

Customer orientation



Wellbeing

Create places that promote health, improve productivity and increase enjoyment

Occupiers and shoppers

Right places



Community

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

Local people

Capital efficiency



Futureproofing

Protect asset value and generate income through energy generation and efficiency, materials innovation and flood risk reduction

Investors

Expert people



Skills and opportunity

Develop skills and opportunities to help local people and businesses grow

Local authorities and suppliers

Positive outcomes for our stakeholders

- Dividends and long term capital growth for shareholders
- Enjoyable, convenient experiences which promote wellbeing for the users of our properties
- Improving sales performance and productivity for our occupiers
- Attractive sustainable environments, events, jobs and skills development for our local communities
- Profitable, collaborative business for our suppliers
- Enjoyable, challenging, rewarding work for our employees

Performance data 2017

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Performance overview

Data covers up to 97% of our multi-let managed portfolio by value (71% of assets under management) and 100% of development projects, except for EPC and flood risk data, where the scope covers 100% of assets under management. Please see the scope column for indicator specific reporting coverage. Selected data has been independently assured for a decade.

'2017' refers to our financial year from 1 April 2016 to 31 March 2017. The same approach applies for previous years.

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

Trend

↑ Positive

→ Neutral

↓ Negative

Fig. 1 Overview

Focus	Performance indicator	2020 target	Trend	2017	2016	2015	Scope
 Wellbeing	Deliver a WELL certified commercial office to shell and core, and set corporate policy for future developments	Deliver	↑	On track	Target established		-
	Develop and pilot retail wellbeing specification	Deliver	↑	On track	Target established		-
	Increase the sense of wellbeing for shoppers, retailers and occupiers at our places	Increase	↑	On track	Baseline established		-
	Define and trial a methodology for measuring productivity in offices	Deliver	↑	On track	Target established		-
	Research and publish on how development design impacts public health outcomes	Deliver	↑	On track	Target established		-
 Community	Implement our Local Charter at all staffed assets and major developments	100%	n/a	nr	nr	nr	-
	British Land employee volunteering	90%	↑	90%	84%	83%	-
	British Land employee skills-based volunteering	20%	→	16%	16%	10%	-
	Community programme beneficiaries	n/a	↑	35,600	29,482	18,791	-

Focus	Performance indicator	2020 target	Trend	2017	2016	2015	Scope	
 Futureproofing	Developments on track to achieve BREEAM Excellent for offices and Excellent or Very Good for retail	100%	↑	93%	82%	94%	13/13	
	Carbon (Scope 1 and 2) intensity reduction versus 2009 (index scored)	55%	↑	44% (56/100)	40% (60/100)	39% (61/100)	67/73	
	Landlord energy intensity reduction versus 2009 (index scored)	55%	↓	35% (65/100)	38% (62/100)	40% (60/100)	67/73	
	Landlord embodied carbon intensity reduction per m ² for projects over £50m versus 2015	15%	n/a	nr	nr	nr	-	
	Waste diverted from landfill: managed properties and developments	100%	→	98%	98%	95%	104/121	
	Energy Performance Certificates rated F or G	n/a	↓	4%	3%	3%	2296/2389	
	On site renewable energy income	n/a	↑	£89,000	£39,000	£7,000	3/3	
	Portfolio at high risk of flood (by value)	n/a	↑	3%	5%	8%	252/259	
 Skills and opportunity	Tier 1 and 2 contracts that are Supply Chain Charter compliant (for prioritised contracts)	100%	n/a	nr	nr	nr	-	
	Tier 2 supply chain spend within 25 miles	Managed properties	n/a	↓	63%	81%	nr	94/104
		Developments	n/a	→	60%	60%	nr	7/7
	Prioritised supplier workforce who are apprentices – pilot study	Tier 1 suppliers	3%	↑	1.7%	nr	n/a	-
		Tier 2 development suppliers	3%	↑	3.1%	nr	n/a	-
	Employees paid Living Wage Foundation wage	100%	→	100%	100%	nr	-	
	Supplier workforce paid Living Wage Foundation wage: managed properties	n/a	→	72%	72%	nr	98/104	
	Supplier workforce living within 25 miles of our places	n/a	↑	70%	67%	nr	105/112	

Wellbeing

Sense of wellbeing

Fig. 2 Shopper, retailer and occupier wellbeing scores

	2017	2016
Retail		
Shopper perception of wellbeing [%]	84%	80%
Shopper rating of facilities [%]	58%	50%
Retailer sense of belonging at our places (average score out of 10)	7.7	nr
Retailer satisfaction with public realm (average score out of 10)	7.8	nr
Retailer satisfaction with enlivenment (average score out of 10)	7.4	nr
Retailer satisfaction with customer service and hospitality from our centre teams (average score out of 10)	8.6	nr
Offices		
Occupier sense of memorable experience at our places (average score out of 10)	8.2	nr
Occupier perception of productivity [%]	74%	nr
Occupier sense of pride in office space [%]	89%	nr

Biodiversity

Fig. 3 Biodiversity - developments

	2017	2016	2015
Sites with net improvements in biodiversity, achieved or on track [%]	87%	83%	96%
Habitats protected, restored or created (m ²)	1,376	1,572	9,908
<i>Scope (development projects)</i>	<i>15/15</i>	<i>18/26</i>	<i>9/9</i>

Health and safety

Fig. 4 Accidents - managed portfolio and corporate

(A) Assurance covers total 2017 data and RIDDOR Accident Frequency Rate.

	Reportable fatal, non-fatal lost day or RIDDOR accidents at our managed properties									Accident Frequency Rate (RIDDOR)		
	2017			2016			2015			2017	2016	2015
	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences	Fatalities	Incidents	Dangerous occurrences			
Managed portfolio												
Offices	0	8	0	0	6	1	0	2	1	23.51	18.85	7.50
Retail	0	20	0	0	23	0	0	19	3	0.01	0.01	0.01
Residential	0	0	0	0	0	0	0	0	0	n/a	n/a	n/a
Sub-total	0	28	0	0	29	1	0	21	4	n/a	n/a	n/a
<i>Scope (managed properties)</i>	112/112	112/112	112/112	107/107	107/107	107/107	115/130	115/130	115/130	104/104	101/101	104/104
Corporate												
Group offices	0	0	0	0	0	0	0	0	0	0	0	0
Overall												
Total	0	28	0	0	29	1	0	21	4	n/a	n/a	n/a

Fig. 5 Accidents - developments

(A) Assurance covers 2017 data only.

	2017	2016	2015
Lost-day accident rate (number of incidents per 100,000 hours worked)	0.00	0.09	0.05
Accident frequency rate (number of RIDDOR accidents per 100,000 hours worked)	0.08	0.14	0.19
Total job-related fatal accidents	0	0	1
Total job-related lost-day or reportable non-fatal accidents	2	3	7
<i>Scope (development projects)</i>	39/44	39/42	42/47

Health and safety continued

Fig. 6 Health and safety - compliance

	2017	2016	2015
Managed portfolio (OHSAS 18001)			
Proportion subject to health and safety review	100%	100%	87%
Proportion with 90% of all identified risks deemed to be under control at annual risk assessment	95%	94%	95%
Proportion of uncontrolled risks resolved within documented timeframe	99.4%	99.6%	99%
<i>Scope (managed properties)</i>	112/112	107/107	115/130
Developments			
Total health and safety incidents of non-compliance	0	1	1
<i>Scope (development projects)</i>	39/44	39/42	42/47
Corporate (OHSAS 18001)			
Proportion of uncontrolled risks resolved within documented timeframe at British Land offices	100%	86%	99%
Proportion of uncontrolled risks resolved within documented timeframe at Broadgate Estates offices	100%	83%	nr

Health and safety continued

Fig. 7 Lost working days

	Working days lost through sickness			Working days lost		
	2017	2016	2015	2017	2016	2015
British Land						
Male	79	128	88	0.1%	0.4%	0.3%
Female	788	452	208	1%	2%	1%
All	867	580	296	1%	1%	1%
Broadgate Estates						
Male	646	616	677	1%	1%	2%
Female	572	689	535	1%	2%	2%
All	1,217	1,305	1,212	1%	1%	2%
Group total	2,084	1,884	1,508	1%	1%	1%

Community

Volunteering

Fig. 8 British Land employee and key supplier volunteering

	2017	2016	2015
British Land employees			
Volunteering (%)	90%	84%	83%
Volunteering (hours)	2,726	2,658	2,883
Skills-based volunteering (%)	16%	16%	10%
Time spent supporting charitable and community causes (Average number of hours)	11.7	10.1	10.5
Key suppliers			
Volunteering (hours)	5,351	5,439	2,560

Contributions and investment

Fig. 9 Community investment (LBG)

	Direct community investment (£)			Leveraged community investment (£)		
	2017	2016	2015	2017	2016	2015
Cash	1,351,303	1,371,044	1,287,500	922,302	1,901,936	849,783
British Land employee time (direct) / Key supplier workforce time (leveraged)	250,596	251,470	236,016	149,312	153,642	71,361
In-kind	42,055	57,488	33,154	-	-	-
Management costs	447,225	605,579	528,392	-	-	-
Total	2,091,179	2,285,581	2,085,062	1,071,614	2,055,578	921,144

Contributions and investment continued

Fig. 10 Community programme beneficiaries

	No. of individual beneficiaries		
	2017	2016	2015
Education	20,742	14,513	8,043
Employment and training	758	452	483
Wellbeing, culture and leisure	14,100	14,517	10,265
Total	35,600	29,482	18,791

Fig. 11 Community contributions through planning and development

	£m		
	2017	2016	2015
Community contributions through planning and development	17	32	12
<i>Scope (development projects)</i>	<i>30/31</i>	<i>41/41</i>	<i>26/26</i>

Considerate constructors

Fig. 12 Considerate Constructors Scheme

	2017	2016	2015
Average scores (out of 50)	36.7	37.3	38.9
<i>Scope (development projects)</i>	<i>32/44</i>	<i>25/25</i>	<i>18/18</i>

Futureproofing

Building certifications

Fig. 13 Sustainability ratings

(A) Assurance covers total proportion of 2017 data by value and floor area. Assurance excludes Energy Performance Certificates.

	2017		2016	
Developments - Sustainability ratings (on track to achieve)	Total floor area (m ²)	Proportion (by floor area)	Total floor area (m ²)	Proportion (by floor area)
BREEAM Outstanding	-	-	-	-
BREEAM Excellent	116,309	49%	286,894	65%
BREEAM Very Good	31,709	13%	33,283	8%
BREEAM Good	-	-	1,107	0%
BREEAM Pass	10,428	4%	10,428	2%
Code for Sustainable Homes Level 4	80,975	34%	106,490	24%
Code for Sustainable Homes Level 3	-	-	-	-
Total	239,422	100%	438,202	100%
<i>Scope (development projects)</i>	<i>18/18</i>	<i>18/18</i>	<i>27/27</i>	<i>27/27</i>
BREEAM Excellent for Offices and Excellent or Very Good for Retail	144,239	93%	303,578	82%
<i>Scope (development projects)</i>	<i>13/13</i>	<i>13/13</i>	<i>17/17</i>	<i>17/17</i>
Assets - Sustainability ratings	Total floor area (m ²)	Proportion (by value)	Total floor area (m ²)	Proportion (by value)
BREEAM Outstanding	2,429	0%	2,429	0%
BREEAM Excellent	376,622	27%	362,765	24%
BREEAM Very Good	32,461	2%	34,232	2%
BREEAM Good	10,677	1%	10,677	1%
BREEAM Pass	0	-	-	-
Code for Sustainable Homes Level 4	14,298	0%	13,062	0%
Code for Sustainable Homes Level 3	0	-	-	-
Total	436,487	30%	423,165	27%
<i>Scope (assets under management)</i>	<i>259/259</i>	<i>259/259</i>	<i>273/273</i>	<i>273/273</i>
Energy Performance Certificates				
Proportion of portfolio A or B rated	32%	25%	nr	30%
Proportion of portfolio F or G rated	4%	4%	nr	3%
<i>Scope (assets under management - unit level)</i>	<i>2296/2389</i>	<i>2296/2389</i>	<i>nr</i>	<i>2369 / 2856</i>

Financial

Fig. 14 Energy efficiency investment and savings

(A) Assurance covers 2017 savings and total investment data only; £4.8m of gross savings and £0.3m of investment.

	Investment (2012 to 2017)			Savings (2012 to 2017)			Scope (managed portfolio)
	Asset level	Corporate	Total	Gross	Net	Resource	
	£m			£m			
Energy use							
Landlord energy	7	1	8	13	5	137,657	71/74
Occupier energy	-	-	-	5	n/a	44,223	25/27

Fig. 15 Energy generated on-site and associated income

	Generation (MWh)			Income (£)		
	2017	2016	2015	2017	2016	2015
Combined Heat and Power (CHP)	1,919	1,786	1,064	0	0	0
Solar panels (PV)	669	389	322	89,000	39,000	7,000
Total	2,588	2,175	1,385	89,000	39,000	7,000
<i>Scope (managed portfolio)</i>	<i>7/9</i>	<i>7/9</i>	<i>6/6</i>	<i>3/3</i>	<i>3/3</i>	<i>2/2</i>

Carbon emissions

Fig. 16 Total direct and indirect (Scope 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers overall total 2017 data only.

	Tonnes CO ₂ e																
	2017						Change 2015 to 2017	2016						2015			
	Direct		Indirect		Indirect Scope 3	Total		Direct		Indirect		Indirect Scope 3	Total	Direct		Indirect Scope 3	Total
	Scope 1	Location based	Market based	Scope 2				Scope 1	Location based	Market based	Scope 2			Scope 1	Scope 2		
Managed portfolio																	
Landlord obtained energy use																	
Offices: common parts and shared services	6,875	25,546	426	7,756	40,177	-12%	6,747	28,612	26,282	8,254	43,613	6,238	30,336	8,899	45,473		
Offices: direct use in occupier space	-	-	-	45,349	45,349	-10%	-	-	-	50,291	50,291	-	-	50,652	50,652		
Retail: common parts	365	7,809	6,204	2,037	10,210	-32%	418	9,433	9,827	2,365	12,216	584	11,433	2,982	14,999		
Retail: direct use in occupier space	-	-	-	1,245	1,245	10%	-	-	-	948	948	-	-	1,131	1,131		
Residential: common parts	-	22	0	4	25	-85%	-	47	48	11	58	30	106	31	167		
All property types: refrigerant loss	261	-	-	-	261	-53%	644	-	-	-	644	554	-	-	554		
All property types: on-site vehicles	108	-	-	22	130	-5%	119	-	-	26	144	112	-	24	136		
Sub-total	7,609	33,377	6,630	56,412	97,397	-14%	7,927	38,092	36,157	61,895	107,914	7,519	41,874	63,720	113,113		
Landlord obtained water use																	
All property types	-	-	-	224	224	15%	-	-	-	216	216	-	-	195	195		
Waste disposal																	
All property types	-	-	-	440	440		-	-	-	nr	nr	-	-	nr	nr		
Sub-total	7,609	33,377	6,630	57,077	98,062	-13%	7,927	38,092	36,157	62,111	108,130	7,519	41,874	63,915	113,308		
<i>Scope (managed properties)</i>					98/112						<i>97/109</i>				<i>130/143</i>		
Developments																	
Embodied carbon: materials	-	-	-	3,530	3,530	-96%	-	-	-	57,788	57,788	-	-	93,215	93,215		
<i>Scope (development projects)</i>					2/2						<i>4/9</i>				<i>6/9</i>		
Corporate																	
Group offices: energy use	-	772	0	142	915	16%	-	618	577	151	769	-	628	159	787		
British Land business travel	-	-	-	nr	0	-	-	-	-	197	197	-	-	168	168		
Overall																	
Total	7,609	34,149	6,630	60,749	102,507	-51%	7,927	38,710	36,734	120,247	166,884	7,519	42,503	157,456	207,478		

Carbon emissions continued

Fig. 17 Like-for-like total direct and indirect (Scope 1, 2 and 3) greenhouse gas emissions

(A) Assurance covers total 2017 data only.

	Tonnes CO ₂ e											
	Direct (Scope 1)			Indirect (Scope 2)			Indirect (Scope 3)			TOTAL		
	2017	Change 2016 to 2017	2016	2017	Change 2016 to 2017	2016	2017	Change 2016 to 2017	2016	2017	Change 2016 to 2017	2016
Managed Portfolio												
Landlord obtained energy use												
Offices: common parts and shared services	6,775	3%	6,598	25,369	-9%	27,731	7,654	-5%	8,021	39,798	-6%	42,351
Offices: direct use in occupier space	-	-	-	-	-	-	45,322	-10%	50,225	45,322	-10%	50,225
Retail: common parts	365	-15%	428	7,674	-10%	8,498	2,003	-6%	2,135	10,041	-9%	11,061
Retail: direct use in occupier space	-	-	-	-	-	-	1,245	28%	970	1,245	28%	970
Residential: common parts	-	-	-	22	-15%	26	4	-43%	6	25	-21%	32
All property types: refrigerant loss	260.8	-59%	644	-	-	-	-	-	-	261	-59%	644
All property types: onsite vehicles	108	-7%	115	-	-	-	22	-10%	25	130	-7%	140
Sub-total	7,508	-4%	7,785	33,064	-9%	36,255	56,249	-8%	61,381	96,821	-8%	105,422
Landlord obtained water use												
All property types	-	-	-	-	-	-	218	6%	205	218	6%	205
Waste disposal												
All property types	-	-	-	-	-	-	436	-1%	440	436	-1%	440
TOTAL	7,508	-4%	7,785	33,064	-9%	36,255	56,902	-8%	62,026	97,475	-8%	106,066
<i>Scope (managed properties)</i>	<i>41/43</i>		<i>41/43</i>	<i>83/95</i>		<i>83/95</i>	<i>83/95</i>		<i>83/95</i>	<i>83/95</i>		<i>83/95</i>

Carbon emissions continued

Fig. 18 Additional estimated Scope 3 Footprint

	2015 - Tonnes CO ₂ e
Managed and single-let properties	
Retail: visitor travel	2,770,585
Energy: occupier/third party procured	584,222
Offices: visitor travel	137,751
Offices: service charges	14,517
Retail: service charges	6,612
Residential: visitor travel	6,567
Residential: service charges	136
Developments	
Supply chain emissions	15,407
Finance, legal and other business services	3,260
Design and engineering services	2,479
Property acquisition	
Embodied carbon in buildings	57,862
Investment and finance	2,141
Corporate	
Energy and water: assets managed by Broadgate Estates for third parties	36,242
Finance	20,438
Property outgoings	18,566
Administration expenses	5,533
Employee commuting	112
Business travel: Broadgate Estates	33
Overall	
Total	3,682,462

Carbon emissions continued

Fig. 19 Greenhouse gas index and intensity from building energy consumption

(A) Assurance covers 2017 data only. Assurance excludes overall tonnes CO₂e per £m of gross rental income.

		2017	Change 2016 to 2017	2016	2009
Carbon intensity index (Scope 1 & 2)					
Index score (out of 100)					
Offices		59	-5	64	100
Retail - enclosed		39	-4	42	100
Retail - open air		60	1	59	100
Total		56	-4	60	100
Carbon intensity					
Offices	tonnes CO ₂ e/m ²	0.069	-8%	0.075	0.118
Retail - enclosed	tonnes CO ₂ e/m ²	0.067	-9%	0.073	0.174
Retail - open air	tonnes CO ₂ e/car park space	0.064	2%	0.063	0.106
<i>Scope (managed properties)</i>		<i>67/73</i>		<i>75/78</i>	<i>75/81</i>
Other carbon intensity measures (Scope 1 & 2)					
Residential: common parts	tonnes CO ₂ e/m ²	0.091	13%	0.081	nr
Group occupied floors	tonnes CO ₂ e/m ²	0.105	28%	0.082	nr
Overall	tonnes CO ₂ e/£m of gross rental income	67.39	-15%	79.48	nr

Energy use

Fig. 20 Total electricity consumption

(A) Assurance covers overall total 2017 consumed electricity data only.

	Purchased and consumed electricity (MWh)			Self-generated electricity consumed (MWh)			Total consumed electricity (MWh)		
	2017	2016	2015	2017	2016	2015	2017	2016	2015
Managed portfolio									
Offices: common parts	27,429	25,612	23,247	26	19	35	27,455	25,632	23,282
Offices: shared services	35,194	36,916	40,640	-	-	-	35,194	36,916	40,640
Offices: direct use in occupier space	87,568	87,327	83,379	-	-	-	87,568	87,327	83,379
Sub-total	150,191	149,855	147,266	26	19	35	150,217	149,874	147,301
Retail: common parts	19,006	20,421	22,280	206	43	5	19,212	20,465	22,285
Retail: direct use in occupier space	771	418	431	-	-	-	771	418	431
Residential: common parts	53	101	215	-	-	-	53	101	215
<i>Scope (managed properties)</i>	<i>91/105</i>	<i>93/103</i>	<i>125/137</i>	<i>4/5</i>	<i>4/5</i>	<i>4/4</i>	<i>91/105</i>	<i>93/103</i>	<i>125/137</i>
Corporate									
Group offices	1,875	1,380	1,387	-	-	-	1,875	1,380	1,387
Overall									
Total	171,895	172,175	171,579	232	63	40	172,127	172,238	171,619

Energy use continued

Fig. 21 Total fuel consumption

(A) Assurance covers overall total 2017 data only.

	Total (MWh) – all non-renewable		
	2017	2016	2015
Managed portfolio			
Offices: common parts	-	-	-
Offices: shared services	33,542	32,804	30,275
Offices: direct use in occupier space	406	365	239
Sub-total	33,948	33,169	30,513
Retail: common parts	1,726	2,020	2,798
Retail: direct use in occupier space	3,645	3,046	3,088
Residential: common parts	-	-	-
Sub-total	39,319	38,234	36,399
<i>Scope (managed properties)</i>	<i>46/48</i>	<i>45/45</i>	<i>45/46</i>
Corporate			
Group offices	-	--	-
Overall			
Total	39,319	38,234	36,399

Energy use continued

Fig. 22 Like-for-like total electricity and fuel consumption

(A) Assurance covers total 2017 energy consumed data only.

	Total consumed electricity (MWh)			Total consumed fuel (MWh)			Total energy consumed (MWh)		
	2017	Change 2016 to 2017	2016	2017	Change 2016 to 2017	2016	2017	Change 2016 to 2017	2016
Managed portfolio									
Offices: common parts	27,081	12%	24,160	-	-	-	27,081	12%	24,160
Offices: shared services	35,054	-4%	36,472	33,052	3%	32,078	68,106	-1%	68,550
Offices: direct use in occupier space	87,515	0%	87,212	406	11%	365	87,921	0%	87,576
Sub-total	149,650	1%	147,843	33,458	3%	32,443	183,108	2%	180,286
Retail: common parts	18,875	2%	18,452	1,726	-15%	2,037	20,601	1%	20,490
Retail: direct use in occupier space	771	70%	453	3,645	20%	3,050	4,416	26%	3,503
Residential: common parts	53	-5%	56	-	-	-	53	-5%	56
TOTAL	169,349	2%	166,804	38,829	3%	37,530	208,178	2%	204,334
<i>Scope (managed properties)</i>	<i>83/95</i>		<i>83/95</i>	<i>41/43</i>		<i>41/43</i>	<i>83/95</i>		<i>83/95</i>

Energy use continued

Fig. 23 Total energy consumed and generated on site

(A) Assurance covers overall total 2017 energy consumed data only.

	Total energy consumed (MWh)		
	2017	2016	2015
Managed portfolio			
Offices: common parts	27,455	25,632	23,282
Offices: shared services	68,737	69,719	70,915
Offices: direct use in occupier space	87,974	87,692	83,618
Sub-total	184,165	183,043	177,815
Retail: common parts	20,938	22,485	25,083
Retail: direct use in occupier space	4,416	3,464	3,519
Residential: common parts	53	101	215
All property types: district heating and cooling	-	-	-
Sub-total	209,572	209,092	206,631
<i>Scope (managed properties)</i>	<i>91/105</i>	<i>93/103</i>	<i>125/137</i>
Corporate			
Group offices	1,875	1,380	1,387
Overall			
Total	211,446	210,472	208,018
Energy generated on site (MWh and %)			
Total generated	2,588	2,175	1,385
Proportion of energy use in common parts and shared services	2.17%	1.84%	1.15%
Proportion of all energy use	1.22%	1.03%	0.67%

Energy use continued

Fig. 24 Building energy index and intensity

(A) Assurance covers 2017 data only.

		2017	Change 2016 to 2017	2016	2009
Energy intensity index					
Index score (out of 100)					
Offices		68	1	66	100
Retail - enclosed		46	1	44	100
Retail - open air		67	6	60	100
Total		65	2	62	100
Energy intensity					
Offices	kWh/m ²	158.70	2%	155.64	235.21
Retail - enclosed	kWh/m ²	161.89	3%	156.97	353.71
Retail - open air	kWh/car park space	150.01	12%	133.66	221.10
<i>Scope (managed properties)</i>		<i>67/73</i>		<i>75/78</i>	<i>75/81</i>
Other energy intensity measures					
Residential: common parts	kWh/m ²	189.68	9%	174.53	nr
Group occupied floors	kWh/m ²	240.64	33%	180.80	nr

Fig. 25 Energy efficiency - developments

	2017	2016	2015
% better than relevant Building Regulations (average)	21.18%	30.90%	25.30%
<i>Scope (development projects)</i>	<i>10/10</i>	<i>20/28</i>	<i>20/26</i>

Water use

Fig. 26 Total water consumption

	Mains water use (m ³)			Non-mains water use (m ³)						Total water use (m ³)		
	2017	2016	2015	Borehole water			Water from on-site harvesting			2017	2016	2015
				2017	2016	2015	2017	2016	2015			
Managed portfolio												
Offices: whole building	540,286	513,419	413,371	-	-	-	256	3,364	2,271	540,542	516,783	415,642
Retail: common parts	110,913	113,290	121,229	10,521	20,823	17,733	1,565	2,594	2,337	122,999	136,707	141,299
Residential: common parts	-	-	100	-	-	-	-	-	-	0	0	100
<i>Scope (managed properties)</i>	<i>60/65</i>	<i>66/70</i>	<i>70/81</i>	<i>1/1</i>	<i>1/1</i>	<i>1/1</i>	<i>4/5</i>	<i>5/5</i>	<i>4/4</i>	<i>60/65</i>	<i>66/70</i>	<i>70/81</i>
Corporate												
Group offices	nr	3,786	2,350	-	-	-	-	-	-	0	3,786	2,350
Overall												
Total	651,199	626,709	534,700	10,521	20,823	17,733	1,821	5,958	4,608	663,541	653,490	557,041

Fig. 27 Like-for-like total water consumption

	Non-mains water use (m ³)				Total water use (m ³)		
	Borehole water		Water from on-site harvesting		2017	Change 2016 to 2017	2016
	2017	2016	2017	2016			
Managed portfolio							
Offices: whole building	-	-	256	3,364	522,245	4%	502,515
Retail: common parts	10,521	20,811	1,565	2,096	123,049	7%	115,517
Residential: common parts	-	-	-	-	-	-	-
Total	10,521	20,811	1,821	5,460	645,294	4%	618,032
<i>Scope (managed properties)</i>	<i>1/1</i>	<i>1/1</i>	<i>4/4</i>	<i>4/4</i>	<i>55/58</i>		<i>55/58</i>

Water use continued

Fig. 28 Building water index and intensity

		2017	Change 2016 to 2017	2016	2009
Water intensity index					
Index score (out of 100)					
Offices		80	-3	82	100
Retail - enclosed		65	-6	71	100
Retail - open air		84	31	52	100
Total		78	-1	79	100
Water intensity					
Offices	m ³ / FTE	14.59	-3%	15.08	18.31
Retail - enclosed	m ³ / 10,000 visitors	9.47	-8%	10.29	14.51
Retail - open air	m ³ / 10,000 visitors	2.86	59%	1.79	3.42
<i>Scope (managed properties)</i>		48/54		50/65	17/41
Other water intensity measures					
Residential: common parts	m ³ / m ²	-	-	-	nr
Group occupied floors	m ³ / FTE	nr	-	2.32	nr

Waste and materials

Fig. 29 Waste management - managed portfolio and corporate

(A) Assurance covers total 2017 data and proportion by disposal route only.

	Managed portfolio						Corporate			TOTAL		
	Offices			Retail			British Land offices					
	2017	2016	2015	2017	2016	2015	2017	2016	2015	2017	2016	2015
Non-hazardous managed waste (tonnes)												
Re-use	13.4	0.3	0.2	0.0	5	15	-	-	-	13	5	15
Composting	1,307	633	398	1,631	1,788	1,633	4	4	4	2,942	2,425	2,035
Recycling	3,322	3,722	2,671	5,873	6,732	6,461	16	14	29	9,211	10,468	9,162
Incineration with energy recovery	3,239	3,086	2,372	5,991	5,041	4,319	6	6	9	9,236	8,132	6,701
Landfill	0	0	0	35	184	680	-	-	-	35	184	680
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	7,882	7,442	5,443	13,530	13,750	13,108	26	23	42	21,437	21,215	18,593
Proportion by disposal route (%)												
Re-use	0%	0%	0%	0%	0%	0%	-	-	-	0%	0%	0%
Composting	17%	9%	7%	12%	13%	12%	17%	16%	9%	14%	11%	11%
Recycling	42%	50%	49%	43%	49%	49%	59%	60%	70%	43%	49%	49%
Incineration with energy recovery	41%	41%	44%	44%	37%	33%	24%	24%	22%	43%	38%	36%
Landfill	0%	0%	0%	0%	1%	5%	-	-	-	0%	1%	4%
Other	-	-	-	-	-	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>31/34</i>	<i>31/31</i>	<i>36/36</i>	<i>34/43</i>	<i>32/35</i>	<i>39/42</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>65/77</i>	<i>63/66</i>	<i>75/78</i>

Waste and materials continued

Fig. 30 Like-for-like waste management - managed portfolio

(A) Assurance covers total 2017 data and proportion by disposal route only.

	Managed portfolio						TOTAL
	Offices		Retail		2017	Change 2016 to 2017	
	2017	2016	2017	2016			
Non-hazardous managed waste (tonnes and %)							
Re-use	13	0.3	0	5	13	151%	5
Composting	1,311	637	1,631	1,788	2,942	21%	2,425
Recycling	3,329	3,711	5,821	6,657	9,150	-12%	10,367
Incineration with energy recovery	3,235	3,074	5,863	4,993	9,098	13%	8,067
Landfill	0	0	33	179	33	-81%	179
Other	-	-	-	-	-	-	-
Total	7,888	7,422	13,349	13,622	21,237	1%	21,043
Proportion by disposal route (%)							
Re-use	0%	0%	0%	0%	0%	0%	0%
Composting	17%	9%	12%	13%	14%	2%	12%
Recycling	42%	50%	44%	49%	43%	-6%	49%
Incineration with energy recovery	41%	41%	44%	37%	43%	5%	38%
Landfill	0.0%	0.0%	0.2%	1.3%	0.2%	-0.7%	0.9%
Other	-	-	-	-	-	-	-
<i>Scope (managed properties)</i>	<i>30/30</i>	<i>30/30</i>	<i>31/39</i>	<i>31/39</i>	<i>61/69</i>		<i>61/69</i>

Waste and materials continued

Fig. 31 Waste management - developments

(A) Assurance covers overall total 2017 data only. Assurance excludes waste diverted from landfill through re-use on site and landfilled tax costs (£).

	2017		2016	2015
	Waste (tonnes)	Landfill tax costs (£)	Waste (tonnes)	Waste (tonnes)
Non-hazardous waste				
Re-use on site	1,107	-	3,172	75,959
Re-use and recycling off site	71,146	-	nr	nr
Incineration	251	-	nr	nr
Sub-total: diverted from landfill	72,503	-	125,901	214,430
Landfill	1,837	4,869	2,414	10,422
Total non-hazardous waste	74,341	4,869	128,314	224,851
Hazardous waste				
Diverted from landfill	339	-	1,901	7,802
Landfill	8	22	258	1,019
Total hazardous waste	347	22	2,158	8,821
Overall				
Total	74,688	4,891	130,473	233,672
Re-use on site		1%	2%	33%
Re-use and recycling off site		95%	96%	63%
Incineration		1%		
Landfill		2%	2%	5%
<i>Scope (development projects)</i>		<i>39/44</i>	<i>38/42</i>	<i>38/47</i>

Waste and materials continued

Fig. 32 Sustainably sourced timber - developments

	Proportion from a sustainable source		
	2017	2016	2015
Forest Stewardship Council (FSC)	91%	87%	99%
Programme for the Endorsement of Forest Certification (PEFC)	9%	9%	1%
<i>Scope (development projects)</i>	<i>39/44</i>	<i>36/42</i>	<i>36/47</i>
Total	100%	96%	99%

Physical risks

Fig. 33 Portfolio flood risk

	2017	2016	2015
Proportion at high risk of flood (by value)	3%	5%	8%
<i>Scope (assets under management)</i>	<i>252/259</i>	<i>267/273</i>	<i>286/293</i>

Fig. 34 Environmental compliance

	2017	2016
Environmental non-compliance events	4	2
Environmental non-compliance costs	nr	nr
<i>Scope (managed properties and development projects)</i>	<i>143/156</i>	<i>135/151</i>

Skills and opportunity

Apprentices

Fig. 35 Apprentices at our places and in local communities

	2017	2016	2015
At our properties and in our local communities			
Apprenticeships funding	£126,487	£120,665	£188,356
Through our property teams	18	38	44
Part-funded in our local communities	4	4	4
Through our Broadgate supply chain project	1	3	4
Through The Source Apprenticeship Support Service	59	52	42
At our developments			
Through our development project teams	146	82	73
<i>Scope (development projects)</i>	8/8	17/17	17/17
Group apprentices			
British Land and Broadgate Estates	5	nr	nr

Fig. 36 Apprentices in our supply chain - pilot survey

	2017
Proportion of supply chain workforce who are apprentices	
Corporate: British Land tier 1 suppliers	1.7%
<i>Coverage (% of total spend)</i>	41%
Managed portfolio: Tier 2 suppliers	nr
Developments: Tier 2 suppliers	3.1%
<i>Number of tier 2 suppliers</i>	65

Procurement

Fig. 37 Spend within 25 miles and with SMEs

(A) Assurance covers total 2017 managed portfolio spend with tier 2 suppliers only.

		2017	2016
Spend analysed (£m)			
British Land spend with tier 1 suppliers		320	337
Managed portfolio spend with tier 2 suppliers		56	35
Developments spend with tier 2 suppliers (total project spend to date)		159	104
Spend with SMEs			
British Land spend with tier 1 suppliers		20%	34%
Managed portfolio spend with tier 2 suppliers	Offices	32%	35%
	Retail	42%	33%
	Total	35%	34%
Developments spend with tier 2 suppliers (total project spend to date)		49%	51%
Spend within 25 miles			
British Land spend with tier 1 suppliers		n/a	n/a
Managed portfolio spend with tier 2 suppliers	Offices	86%	93%
	Retail	22%	21%
	Total	63%	81%
Developments spend with tier 2 suppliers (total project spend to date)		60%	60%
	<i>Scope (managed properties)</i>	<i>94/104</i>	<i>87/103</i>
	<i>Scope (development projects)</i>	<i>7/7</i>	<i>4/7</i>

Procurement continued

Fig. 38 Prompt payment

	2017	2016	2015
Payments to suppliers within 30 days			
Corporate: British Land	62%	74%	72%
Managed portfolio: Tier 1 suppliers payments to Tier 2 suppliers	66%	69%	63%

Supplier workforce

Fig. 39 Employment within 25 miles, living wage and exclusive zero hours contracts

	2017	2016	2015
Proportion by hours worked (%)			
Supplier workforce living within 25 miles of our places			
Offices	90%	90%	80%
Retail	97%	97%	96%
Developments (over £5m)	34%	31%	35%
Sub-total	70%	67%	nr
<i>Scope (managed properties and development projects)</i>	<i>105/112</i>	<i>108/120</i>	<i>119/128</i>
Supplier workforce paid Living Wage Foundation wage at our properties			
Offices	99.6%	99.7%	99.0%
Retail	50.6%	50.8%	nr
Sub-total	72%	72%	nr
<i>Scope (managed properties)</i>	<i>98/104</i>	<i>89/101</i>	<i>37/38</i>
Key suppliers with workers on exclusive zero hour contracts			
Managed Portfolio: supplier workforce provided through service charge	-	-	-
Developments: project workforce	-	-	-
<i>Scope (managed properties and development projects)</i>	<i>105/112</i>	<i>105/117</i>	<i>99/108</i>

Group employment

Fig. 40 Employment

	Total number of employees			Part-time employees			Full-time employees		
	2017	2016	2015	2017	2016	2015	2017	2016	2015
British Land									
Male	112.2	116.0	120.8	1.2	2.0	1.8	111.0	114.0	119.0
Female	106.5	111.8	108.4	18.5	16.0	17.4	88.0	95.8	91.0
All	218.7	227.8	229.2	19.7	18.0	19.2	199.0	209.8	210.0
Broadgate Estates									
Male	227.3	190.0	126.8	1.3	3.0	1.8	226.0	187.0	125.0
Female	204.2	172.0	109.6	12.2	10.0	6.6	192.0	162.0	103.0
All	431.5	362.0	236.4	13.5	13.0	8.4	418.0	349.0	228.0
Group total	650.2	589.8	465.6	33.2	31.0	27.6	617.0	558.8	438.0

Group employment continued

Fig. 41 New employees

	2017	2016	2015
British Land			
By gender: male	10.0	19.0	15.4
By gender: female	12.8	17.6	25.3
By age: 18 - 25	2.0	3.0	6.0
By age: 26 - 46	20.0	28.6	33.9
By age: 47 - 60	0.8	5.0	1.8
By age: 61 +	0.0	0.0	0.0
Overall	22.8	36.6	40.7
Broadgate Estates			
By gender: male	66.0	90.1	26.0
By gender: female	77.7	87.1	25.8
By age: 18 - 25	11.7	25.3	3.0
By age: 26 - 46	89.3	111.9	33.0
By age: 47 - 60	35.8	38.0	15.8
By age: 61 +	7.0	2.0	0.0
Overall	143.7	177.2	51.8
Group total			
By gender: male	76.0	109.1	41.4
By gender: female	90.5	104.7	51.1
By age: 18 - 25	13.7	28.3	9.0
By age: 26 - 46	109.3	140.5	66.9
By age: 47 - 60	36.6	43.0	17.6
By age: 61 +	7.0	2.0	0.0
Overall	166.5	213.8	92.5
New hires rate (%)			
By gender: male	22%	36%	17%
By gender: female	29%	37%	23%
By age: 18 - 25	64%	93%	64%
By age: 26 - 46	25%	34%	19%
By age: 47 - 60	22%	32%	19%
By age: 61 +	47%	18%	0%
Overall	26%	36%	20%

Group employment continued

Fig. 42 Employee turnover

	2017	2016	2015
British Land			
Total departures	36.60	44.4	30.6
By gender: male	12%	22%	14%
By gender: female	21%	17%	12%
By age: 18 - 25	50%	20%	14%
By age: 26 - 46	14%	19%	14%
By age: 47 - 60	26%	23%	9%
By age: 61 +	0%	50%	0%
Overall	17%	19%	13%
Broadgate Estates			
Total departures	61.15	53.5	28.0
By gender: male	10%	15%	11%
By gender: female	19%	15%	13%
By age: 18 - 25	27%	16%	29%
By age: 26 - 46	17%	17%	13%
By age: 47 - 60	7%	6%	9%
By age: 61 +	12%	56%	0%
Overall	14%	15%	11%
Group total			
Total departures	97.75	97.9	58.6
By gender: male	11%	17%	13%
By gender: female	20%	16%	13%
By age: 18 - 25	31%	17%	21%
By age: 26 - 46	16%	18%	14%
By age: 47 - 60	11%	11%	9%
By age: 61 +	12%	56%	0%
Overall	15%	17%	13%

Group employment continued

Fig. 43 Salary and remuneration

(A) Assurance covers 2017 data only.

	Median based salary & gender ratios					Median remuneration & gender ratios				
	2017			2016	2015	2017			2016	2015
	Male	Female	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)	Male	Female	Ratio female to male (%)	Ratio female to male (%)	Ratio female to male (%)
British Land										
Executive level	£446,250	£493,000	110%	110%	109%	£878,925	£925,675	105%	105%	100%
Management level: Executive Committee	£274,562	£230,000	84%	84%	83%	£492,959	£416,982	85%	84%	83%
Management level: Operations Committee	£175,798	£208,000	118%	109%	129%	£274,728	£288,798	105%	90%	128%
Management level: Executive	£100,500	£88,868	88%	90%	94%	£146,761	£138,342	94%	71%	99%
Management level: Manager	£63,345	£60,000	95%	101%	104%	£87,500	£84,126	96%	101%	103%
Non-management level	£45,900	£39,980	87%	77%	91%	£52,880	£47,564	90%	83%	92%
Broadgate Estates										
Executive level	£120,564	-	-	108%	105%	£200,273	-	-	107%	104%
Management level	£55,975	£43,000	77%	78%	81%	£64,112	£48,417	76%	76%	79%
Non-management level	£27,000	£28,250	105%	89%	92%	£31,917	£30,909	97%	86%	91%
Group total										
Executive level			87%	110%	109%			86%	105%	101%
Management level			94%	92%	98%			92%	84%	98%
Non-management level			94%	81%	92%			93%	84%	92%
Paid Living Wage Foundation wage										
British Land employees			100%	100%	nr					
Broadgate Estates employees			100%	100%	nr					
Overall			100%	100%	nr					

Group employment continued

Fig. 44 Employee diversity - gender

(A) Assurance covers 2017 data only.

	2017		2016		2015	
	Male	Female	Male	Female	Male	Female
British Land						
Board of Directors	77%	23%	69%	31%	90%	10%
Management level	62%	38%	64%	36%	66%	34%
Non-management level	29%	71%	27%	73%	25%	75%
Overall	52%	48%	52%	48%	54%	46%
Broadgate Estates						
Board of Directors	78%	22%	86%	14%	83%	17%
Management level	63%	37%	65%	35%	63%	37%
Non-management level	28%	72%	18%	82%	25%	75%
Overall	53%	47%	52%	48%	54%	46%
Group total						
Board of Directors	77%	23%	75%	25%	88%	13%
Management level	63%	37%	64%	36%	64%	36%
Non-management level	29%	71%	22%	78%	25%	75%
Overall	53%	47%	52%	48%	54%	46%

Group employment continued

Fig. 45 Employee diversity - age

	2017				2016				2015			
	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+	18-25	26-46	47-60	61+
British Land												
Board of Directors	0%	0%	77%	23%	0%	0%	77%	23%	0%	0%	70%	30%
Management level	0%	79%	19%	1%	0%	82%	17%	1%	1%	81%	17%	1%
Non-management level	5%	86%	9%	0%	6%	82%	12%	0%	8%	81%	11%	0%
Broadgate Estates												
Board of Directors	0%	33%	67%	0%	0%	43%	57%	0%	0%	33%	67%	0%
Management level	1%	61%	34%	5%	2%	64%	31%	3%	0%	67%	27%	6%
Non-management level	12%	69%	18%	1%	20%	65%	15%	0%	12%	78%	10%	0%
Group total												
Board of Directors	0%	14%	73%	14%	0%	15%	70%	15%	0%	13%	69%	19%
Management level	0%	67%	29%	4%	1%	70%	26%	3%	0%	73%	23%	4%
Non-management level	9%	75%	15%	0%	13%	73%	14%	0%	10%	80%	11%	0%

Group employment continued

Fig. 46 Employee diversity - ethnicity

	2017	2016
British Land		
Asian	2%	2%
Black	0%	0.5%
Mixed	1%	1%
Other	1%	0.5%
White	38%	38%
Not disclosed	59%	58%
Broadgate Estates		
Asian	2%	2%
Black	2%	3%
Mixed	1%	1%
Other	0%	0%
White	46%	52%
Not disclosed	49%	42%
Group total		
Asian	2%	2%
Black	1%	2%
Mixed	1%	1%
Other	0%	0%
White	43%	46%
Not disclosed	52%	48%

Group employment continued

Fig. 47 Employee training - average hours

	2017			2016			2015		
	Male	Female	All	Male	Female	All	Male	Female	All
British Land									
Board of Directors	50.2	46.5	49.3	26.6	17.2	22.9	16.5	45.0	48.5
Management level	23.5	24.3	23.8	7.1	4.8	6.3	26.0	27.0	26.5
Non-management level	16.6	17.1	16.9	83.1	38.0	50.0	43.0	31.0	34.3
Overall	21.9			22.2			29.4		
Broadgate Estates									
Board of Directors	9.6	8.0	9.3	5.6	2.5	5.1	8.7	3.0	7.8
Management level	7.3	8.0	7.5	13.0	11.5	12.5	16.9	17.8	17.3
Non-management level	16.7	9.0	11.3	11.0	11.5	11.5	25.3	31.1	29.7
Overall	8.7			12.1			20.2		
Group average	13.2			16.0			24.7		

Fig. 48 Employee training - Proportion by category

	Proportion of employees trained		
	2017	2016	2015
British Land			
Anti-corruption	100%	100%	100%
Health and safety	100%	100%	100%
Broadgate Estates			
Anti-corruption	100%	100%	100%
Health and safety	100%	100%	100%

Reporting criteria 2017

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Introduction

The following sets out the overall principles, boundaries, scope and methodologies applied when reporting sustainability data in our 2017 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.
- The data reported is meaningful and consistent with the explanatory notes.
- The data is presented transparently to aid the reader in making judgements or decisions on performance and to have confidence in the report.
- The data is as accurate and complete as practical and feasible.
- Consistent boundaries and methodologies are used wherever possible to allow comparisons over time.
- Assumptions, estimates and exclusions are stated and explained.
- Certain key data is independently assured (see below).
- We aim to ensure data is as accurate and comparable between years as possible. Where updated or new data is available, we restate data for prior years where the restatement is material. Details of restatements are provided in the relevant sections of these Reporting Criteria.
- Numbers may not add up due to rounding.

Assurance

- We engaged PwC to perform independent limited assurance of a selection of our most material 2017 data in this Report.
- 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.
- We identified the key data to be assured with PwC, informed by stakeholder engagement and our 2020 sustainability strategy.
- Where data has been assured, this is explicitly stated.
- PwC's assurance report is included in this Report in the Assurance Statement section. Data included in the scope of PwC's assurance is outlined in this section.
- PwC has assured a selection of our data for seven 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 and Broadgate Estates. This includes Estate Management Offices.
- Third party assets – properties owned by others but managed on a day-to-day basis by Broadgate Estates, our property management subsidiary, which also provides services to third parties.
- ‘nr’ – data is not available and has not been reported.
- ‘n/a’ – data is not applicable.
- ‘-’ indicates zero.

Scope

- We report data where we have 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. In 2017, our managed portfolio comprised 73% of our assets under management.
- The 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.

- Broadgate Estates, our wholly owned subsidiary, manages all our offices and most multi-let retail assets, so we can deliver a consistently high standard of service across the portfolio.
- We report on active developments with planning permission, developments under construction and developments completed in this financial year, unless otherwise stated. We do not pro-rate information for joint venture developments. We report 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 2017 data in this Report covers our financial year from 1 April 2016 to 31 March 2017. The same approach applies for previous years.
- Most data tables in this Report include a scope row, showing the number of assets reporting, over the total number of assets, where that data is applicable.
- 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.
- From 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 EPRA guidelines that assets have been part of the portfolio for the last two years.

Table 1: Managed portfolio

	Number of assets		
	2017	2016	2015
Offices	42	41	42
Retail*	62	62	68
Residential	8	6	33
Total**	112	109	143

*Includes 1 industrial, 3 leisure and 4 other retail assets.

**Group offices included in Corporate.

Table 2: Our developments

	Number of projects		
	2017	2016	2015
In planning/design	7	17	19
In construction/ completed	44	42	47
Non-managed	1	1	1
Total	52	60	67

Methodology

- Most environmental and social data at our properties and developments is collected using an online reporting system, cr360.
- Property teams on our managed portfolio and project teams on our managed developments provide monthly, quarterly and annual responses to automated data requests from cr360. This data is reviewed at least quarterly by British Land or a specialist consultant.
- For retail assets where we have installed Automated Meter Reading (AMR) systems, resource use data is fed directly into cr360.
- For offices, we use defined templates to import resource use data into cr360.
- For residential, resource use data is provided by our managing agents in spreadsheet format.
- Checks are undertaken to ensure all data has been submitted to the system before aggregation and reporting begins.
- Each year, a selection of properties and developments are subject to detailed audits by internal and external auditors.

Wellbeing

Sense of wellbeing

FIG. 2 SHOPPER, RETAILER AND OCCUPIER WELLBEING SCORES

We conduct satisfaction surveys across our retail and office portfolios, asking occupiers and customers questions about their experience of visiting and/or working at our assets.

Retail customers

- An external consultancy conducts shopper surveys on our behalf. These surveys target shoppers at the end of their visit, respondents are not incentivised to complete the survey. Questions are asked concerning shopping behaviours, habits, experiences and sentiment towards our shopping destinations.
- Each rating metric was measured consistently in 2016 and 2017 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?"
- Percentage scores are for the percentage of respondents rating each variable 4/5 or 5/5, of all respondents who answered that questions, excluding '0=N/A'.
- For 'Shopper 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 and width of walkways?"
- For 'Shopper rating of facilities', respondents rated each of the following 4/5 or 5/5: "How would you rate [name of centre] for family facilities, toilet facilities and free public amenities?"

Retail occupiers

- An external consultancy conducts retailer surveys on our behalf. These surveys target retail store managers via an online portal; respondents are not incentivised to complete the survey. Questions are asked concerning the retailer's experience of working at our asset and engagement with our site teams.
- 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 10= Excellent, 0=N/A?"

Office occupiers

- An external consultancy conducts occupier surveys on our behalf. These surveys target both senior level executives and those with operational responsibilities via telephone interviews; respondents are not incentivised to complete the survey. Various questions are asked concerning the occupier's experience of working at our asset and engaging with our site teams.
- Occupier sense of memorable experience was measured by asking: "How would you rate [name of campus/office] in terms of the following aspects? (Rating question) 1= very poor and 10= Excellent, 0=N/A?"
- Percentage scores are for the percentage of respondents agreeing or strongly agreeing with statements relating to the question theme.
- For 'Occupier perception of productivity', respondents rated: "The design of your current office enables staff to work productively".
- For 'Occupier perception of pride in office space', respondents rated: "I am proud to bring visitors to our office".

Biodiversity

FIG. 3 BIODIVERSITY – DEVELOPMENTS

- This Fig. covers major developments which have external works; it 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 covers more than 10% of the body/causes significant damage to the eyes, respiratory system or other vital organs.
- Any scalping requiring hospital treatment.
- Any loss of consciousness caused by head injury or asphyxia.
- Any other injury arising from working in an enclosed space which leads to hypothermia or heat-induced illness/requires resuscitation or admittance to hospital for more than 24 hours.
- Accidents or incidents that result in someone being unable to work for more than seven days are also reportable under the RIDDOR regulations. Accidents to members of the public (visitors) are reportable if they result in an injury and the person is taken directly to hospital for treatment. Reporting of ill health is not required unless it is caused or made worse by the person's work activity. Certain near-miss events must also be reported as dangerous occurrences, including incidents involving lifting equipment, pressure systems, electrical incidents causing explosion or fire, and collapse of scaffolding.

Table 3: Scope of health and safety reporting

Property type	Total properties	Properties not reporting
Offices	42	-
Retail	62	-
Residential	8	-
Total	112	

FIG. 4 SCOPE – MANAGED PORTFOLIO

- 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 and Broadgate Estates have responsibility to manage.

FIG. 4 ACCIDENTS – MANAGED PORTFOLIO AND CORPORATE

- Managed portfolio – safety incidents reported to British Land and Broadgate Estates, excluding buildings managed by Broadgate Estates but not owned by British Land.
- Group offices – safety incidents reported to British Land and Broadgate Estates, occurring in demises occupied by employees. This covers accidents to permanent employees, contractors and visitors.
- Accident and incident data is collected from managing agents via the QUOODA® system. This system is managed and provided by Ark Workplace Risk Ltd.
- Accident Frequency Rates (AFRs) 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 provide average FTE data by email. There might be differences in reporting methodologies and frequency of the data provided by our occupiers; we therefore accept there may be up to 10% variance in the reported FTE data.
- Retail – total reportable accidents over the period / total footfall over the period x 100,000.
- Group offices – total accidents over the period/ total number of British Land and Broadgate Estates employees over the period x 100,000.
- AFR does not include dangerous occurrences.
- The diseases column has been removed from this Fig., as there was nothing to report.

FIG. 5 ACCIDENTS – DEVELOPMENTS

- Health and safety was reported by 39 developments this year. Developments report injuries to the HSE in accordance with RIDDOR guidelines.
- Lost Day Accident Rate:
 - Refers to the number of RIDDOR injuries which are not major but result in the injured person

being away from work or unable to do the full range of their normal duties for more than seven consecutive days (not including the day of the accident) per 100,000 hours worked (that is, x 100,000 / number of hours worked).

- Reportable Accident Rate:
 - Refers to the number of RIDDOR reportable injuries (this is calculated from the combined total of any fatalities, major injuries and over seven day injury totals) per 100,000 hours worked (that is, x 100,000 / number of hours worked).

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.

Managed portfolio and group offices

- For our managed portfolio sites and group offices, we use three key metrics to monitor health and safety management:
 1. Risks controlled at annual audit: Ark Workplace Risk Ltd (Ark) visits each property and undertakes a health and safety risk assessment audit. This identifies risks in the common parts and vacant space of each multi-let property. Ark assesses whether the risk is "under control" or "requires action". We target our management agents to ensure that 90% of all risks are deemed to be "under control" during the annual assessment.
 2. 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". For intolerable risks, we require the action to be completed within five

working days; for substantial risks, we require the action to be completed within one month; and for moderate risks, we require the action to be completed within three months.

3. Statutory document compliance: We require all documents required by statute and by British Land's own standards, to be available on site and to be valid. This includes, lift inspection reports and legionella risk assessments. We give managing agents one month to renew documents which are no longer valid.
- Ark undertakes annual risk assessment audits at all multi-let properties under British Land's management responsibility. Where a new property is acquired and British Land has 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.
- Incidents of non-compliance – the number of HSE Prohibition notices and Improvement notices served.

FIG. 7 LOST WORKING DAYS

- Lost days cover general absenteeism due to sickness. They include any lost days from work-related accidents.
- Lost days are calculated from the moment an employee leaves work (half day, for example) or does not arrive at work.
- 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.
- Working days lost percentage rate calculated as number of days' sickness / average FTE x 260.

Community

Volunteering

FIG. 8 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. This data is provided quarterly by human resources. Other contractors are not included from 2017.
- We keep a central log of all employee participation in our volunteering programme. Designated personnel input volunteering hours relating to scheduled events. Employees report additional volunteering time, usually via an online volunteer time recording system on our intranet.
- Volunteering (% and hours) covers participation in our volunteering programme and other activities during working hours that directly benefit community organisations or beneficiaries. The percentage is based on the average FTE figure across the four quarters during the reporting period.
- British Land volunteer absolute figures:
 - 2017: 210.
 - 2016: 221 (including contractors).
 - 2015: 227 (including contractors).
- Skills-based volunteering (%) relates to 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 a business start-up seeking expert input. We follow LBG guidance to include skills-based volunteering outside paid working hours if it relates to our community investment programme. There were no such cases this year.

Key suppliers

- Broadgate Estates teams and contracted suppliers at our managed properties, developments and Head Office.
- Data is captured via an online reporting system, cr360. At our managed properties, Broadgate Estates records data, at our developments the main contractor records data and, at our Head Office, designated personnel record data.
- Volunteering (hours) is the sum of time spent supporting community causes by Broadgate Estates and contracted suppliers at our managed properties, developments and Head Office. It relates to time during paid working hours only. It does not include leveraged time relating to British Land employees.

Contributions and investment

FIGS. 9-10 SCOPE

- Data covers community investment at our Head Office and managed portfolio, and non-mandatory community investment at our developments.
- Cash donations are exclusive of 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. 9-10 METHODOLOGY

- All data follows the principles of LBG, an internationally recognised standard for measuring corporate community investment www.lbg-online.net
- Data is captured via an online reporting system, cr360. At our managed properties, Broadgate Estates records data, at our developments the main contractor records data and, at our Head Office, designated personnel record data relating to our developments, where it falls within the scope of this data.
- 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.

- Supplier time (management) at our retail and office assets is valued according to a British Land benchmark value exercise, which calculated the average hourly cost of those involved in community activity in 2012, with a 2.5% annual increase for inflation. This includes salary, pension, healthcare, bonus and car allowance. Separate values are attributed to retail and office management. This valuation will be reviewed in 2018.
- Supplier time (non-management) 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. 9 LBG CORPORATE COMMUNITY INVESTMENT

- Direct community investment: British Land's financial contributions, employee time 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.

FIG. 10 COMMUNITY PROGRAMME BENEFICIARIES

- We look to measure the wider impact of our community investment programme by recording the number of individuals who directly benefited from our support during the reporting period. Data includes those who have received support through initiatives funded by British Land and/or through face-to-face assistance from British Land employees or Broadgate Estates and other key suppliers at our sites. Details of beneficiary numbers are provided by the charity or community group supported or are reported by the individuals that provided support. We estimate data only if there is a reasonable basis upon which to do so.
- If British Land employees or 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.
- 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.
- We do not report beneficiaries if we have provided core funding to a cause, as direct beneficiaries cannot be accurately measured. We also exclude visitors to local events such as carnivals and festivals part funded by British Land.

- 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. It 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 for disadvantaged groups not categorised elsewhere.

FIG. 11 COMMUNITY CONTRIBUTIONS THROUGH PLANNING AND DEVELOPMENT

- This Fig. is a summary of spend towards public contributions or community benefit associated with our development programme and the granting of planning permissions. The costs include:
 - **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.
- Our development activity varies significantly in response to economic conditions.

- We compile this data through a review of development accounting codes and analysis of construction costs by our cost consultants, all supplemented by a detailed check to allocate data and ensure there is no double counting. 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. 12 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. 13 SUSTAINABILITY RATINGS

- For our investment portfolio, this Fig. covers all assets under management. Valuations are based on total property valuation and do not relate to British Land's share.
- For our development programme, this Fig. covers all major developments which have received planning consent and were active in the financial year. Certification ratings can be given at the building, unit, or sub-building level; therefore, there may be more than one certification per asset or development.
- EPC ratings are reported as provided by certified assessors in formal reports or included in an official final certificate.
- Final building certifications are reported as provided by certified assessors in formal reports or included in an official final certificate.
- Developments can hold draft or pre-assured ratings; these are provided by certified assessors. Scores for developments are liable to change before final certification, which occurs post completion.
- 2016 figures have been restated to correct a calculation error.

Financial

FIG. 14 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 2011 to 2017 period and still in the portfolio as at 31 March 2017.
- Cumulative savings are the sum of savings from each year of the reporting period (2012 to 2017).
- 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 2017 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.

Investment data includes:

- Costs for installations which result in improvements to resource efficiency and/or cost savings related to resource use, in excess of what would have been achieved if the installation had not happened.
- 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).
- Some asset level investment in resource efficiency has been estimated for 2016.
- Corporate investment includes spend from our corporate sustainability budget on fees and consultancy that supported relevant initiatives.

Investment data excludes:

- Like-for-like replacement of plant and equipment or maintenance costs.
- VAT.

Table 4: Utility cost rates

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

FIG. 15 ENERGY GENERATED ON SITE AND ASSOCIATED INCOME

- Generation relates to electricity, heating and cooling produced on site, from renewable and/or low carbon sources. In 2015, only the electricity data was reported as the CHP metering system was not fully operational to report on thermal usage.
- Revenue relates to any income derived from the production of energy, including Feed-in Tariffs (FITs) and any revenue from the sale of power to occupiers. The associated operational and management costs are not included in this figure.
- Revenue is calculated on a site basis using the tariffs applicable to individual installations.
- In some instances, we produce renewable and/or low carbon energy with no associated revenue; this energy is included in the generation data.
- Energy generation and income data for 2016 has been restated as more accurate and complete data has become available.

Carbon emissions

FIGS. 16-19 SCOPE

- **Managed portfolio:** 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:** Includes 100% of emissions from our developments, joint venture developments and developments undertaken by others with our funding:
 - 2016 and 2017: Major developments completed this year.
 - 2015: Developments with planning permission, under construction or completed.
- **Corporate:** Electricity in floors and areas occupied by British Land and Broadgate Estates. Fuel use by British Land employee business travel.

FIGS. 16-19 METHODOLOGY – MANAGED PORTFOLIO

- We refer to 'World Resources Institute Greenhouse Gas (GHG) Protocol' and 'UK Government Conversion Factors for Company Reporting 2016'.
- Carbon conversion emissions factors for 2017 (see Table 5) are sourced from Defra/DECC's 2016 guidelines, except for refrigerant R417A gases,

which are currently not present in the guidelines. A weighted average emission factor for refrigerants R134a, R125 and R600 gases has been used for R417A gases. Conversion factors for 2015 and 2016 are sourced from earlier Defra/DECC guidelines.

- Emissions are reported as tonnes of carbon dioxide equivalent (CO₂e). This includes the six 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) and sulphur hexafluoride (SF₆).
- In 2015 and 2016, emissions for British Land business travel are calculated by converting employee business travel expenditure to kilometres travelled and applying the conversion factors. We did not report the business travel emissions in 2017.
- 2016 business travel conversion factors:
 - Air travel: £0.16/km (incl VAT).
 - Fuel/mileage (car): £0.29/km.
 - Taxis: £2.87/km (incl VAT).
 - Rail: £0.32/km (incl VAT).

- Emissions are grouped by Scope 1, 2 and 3 in accordance with the GHG Protocol, as follows:
 - Scope 1: Gas and oil generation, refrigerant loss, vehicle fuel use.
 - Scope 2: Electricity generation, geothermal energy.
 - Scope 3: Gas, oil, electricity transmission losses and life-cycle emissions, water, waste disposal, business travel.

FIG. 16 METHODOLOGY – DEVELOPMENTS

- The scope is limited to major developments completed this year; two major developments completed in 2017.
- For one development, we have used a benchmark which we estimate is 75% accurate.
- Development emissions are calculated using British Land benchmarks (provided by Atkins) and measured floor areas. The exception is 5 Broadgate (completed in 2016), where the design and construction team measured and reported emissions.
- In 2015, British Land changed the methodology for calculating embodied carbon emissions to reflect our new strategy and to focus on major projects. We appointed Atkins to calculate embodied carbon from materials in our developments, with a standard allowance for transport and emissions from site activities. For the methodology, see page 87 of our [2016 Sustainability Accounts](#).

FIG. 16 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. 21, 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. 20 (indirect emissions as per EPRA guidance).

- Scope 3 emissions: Energy and water use reported in Figs. 20, 21 and 26, and waste disposal reported in Fig. 29, 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).

- In 2016 and 2017, 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 2017, 93% 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. In 2016, the total supplier's fuel mix was used.

- Residual mix emission factor is sourced from RE-DISS European Residual Mixes 2014, Version 1.0corr2.

- Market-based emissions data is reported as carbon dioxide (CO₂).

FIG. 17 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. 22 and 27, and waste disposal reported in Fig. 30.
- Like-for-Like Scope 2 emissions are reported according to the location-based method.

FIG. 18 ADDITIONAL ESTIMATED SCOPE 3 FOOTPRINT

- For the methodology, see page 89 of our [2016 Sustainability Accounts](#).

FIG. 19 GREENHOUSE GAS INDEX AND INTENSITY FROM BUILDING ENERGY CONSUMPTION

- Please see the Intensity Index section.

Table 5: Carbon conversion factors

Resource type		UK
Electricity generated, Location-based	Electricity generated Scope 2 direct GHG (kg CO ₂ e/kWh)	0.41205
	Electricity generated Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.06188
Electricity generated, Market-based	REGO Backed Electricity (kg CO ₂ e/kWh)	0.00000
	Residual Mix for GB (kg CO ₂ /kWh)	0.54206
Electricity losses	Electricity losses Scope 3 direct GHG (kg CO ₂ e/kWh)	0.03727
	Electricity losses Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.00560
Gas (Net Calorific Value)	Natural Gas Scope 1 direct GHG (kg CO ₂ e/kWh)	0.20444
	Natural Gas Scope 3 life-cycle GHG (kg CO ₂ e/kWh)	0.02776
Oil	Gas oil Scope 1 direct GHG (kg CO ₂ e/litres)	2.96572
	Gas / diesel oil Scope 3 life-cycle GHG (kg CO ₂ e/litres)	0.55747
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)	2.67620
	Diesel Scope 3 (kg CO ₂ e/litre)	0.55266
	Petrol Scope 1 (kg CO ₂ e/litre)	2.30250
	Petrol Scope 3 (kg CO ₂ e/litre)	0.45040
	LPG Scope 1 (kg CO ₂ e/litre)	1.50502
	LPG Scope 3 (kg CO ₂ e/litre)	0.18916
Water	Water supply (kg CO ₂ e/m ³)	0.34400
Waste	Re-use – Wood (kg CO ₂ e/tonne)	67.0
	Re-use – Clothing / Textiles (kg CO ₂ e/tonne)	21.0
	Anaerobic Digestion (kg CO ₂ e/tonne)	21.0
	Recycling – Commercial & Industrial (kg CO ₂ e/tonne)	21.0
	Recycling – Batteries – Consumer (kg CO ₂ e/tonne)	65.0
	Recycling – WEEE – Mixed (kg CO ₂ e/tonne)	21.0
	Incineration – Energy Recovery (kg CO ₂ e/tonne)	21.0
Landfill (kg CO ₂ e/tonne)	199	

Energy use

FIGS. 20, 21, 23 SCOPE – MANAGED PORTFOLIO

Table 6: Scope of energy reporting

Property type	Total properties	Resource type	Scope	Outside scope – reason	Properties not reporting*
Offices	42	Electricity	40	2 – No landlord procured electricity	1
		Fuel	34	8 – No shared services gas	1
Retail	62	Electricity	57	5 – No landlord procured electricity	6
		Fuel	14	48 – No common parts gas use	1
Residential	8	Electricity	8	-	7
		Fuel	0	8 – No common parts gas use	0
Overall	112	Total energy	105	7 – as above	14

*Unable to obtain or verify data

FIGS. 20-23 METHODOLOGY – MANAGED PORTFOLIO

- As per EPRA Best Practice Recommendations, EPRA 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 2017, 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 provided by managing agent or via AMRs and are deducted from the meter total to provide common parts consumption. Where this is not possible, managing agents estimate the split between common parts and occupier consumption. Where an estimate is not available, mixed meters are reported in common parts.
- At our offices, managing agents provide sub-metered common parts, shared services and occupier direct use data. Where this detail is not available, managing agents estimate the split between common parts, shared services and occupier consumption.
- 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 the run time of plant.
- See Table 7 for fuel oil conversion factors. We will be reviewing all conversion factors next year.
- On site renewables at our offices comprise photovoltaic panels at two of our offices: 10 Portman Square and 20 Triton Street. This is included in common parts energy use. This energy is used on site and not exported to the Grid.
- 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. 21, 22 and 23. The resulting electricity was excluded from Figs. 20, 22 and 23 to avoid double counting. The electricity, heating and cooling output from CHP is reported in Figs. 15 and 23.
- On site renewables in retail comprise photovoltaic panels: 456 kW at Whiteley, 280 kW at St Stephen's, 45 kW at Deepdale, 7kW at Orbital, 1kW at Old Market and 250 Watt at Clifton Moore. Energy generated at St. Stephen's 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.

- We restated scopes for 2016 and 2015 to exclude properties confirmed as having no landlord supply.

Table 7: Conversion factors

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

FIG. 23 TOTAL ENERGY CONSUMED AND GENERATED ON SITE

- Total managed portfolio and corporate energy use (MWh) reported in Figs. 20 and 21.
- Total energy generated on site aligns with Fig. 15. This Fig. includes energy generated and consumed on site and energy exported to the Grid.

FIG. 25 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. 26 SCOPE – MANAGED PORTFOLIO

Table 8: Scope of water reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting*
Offices	42	38	4: No landlord procured water	3
Retail	62	27	35: No common parts water use	2
Residential	8	0	8: No common parts water use	0

*Unable to obtain or verify data

FIGS. 26-27 METHODOLOGY– MANAGED PORTFOLIO

- Water data comprises mains water 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 2017, this accounts for less than 1% of total reported consumption.
- Borehole water relates to borehole water 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 not sufficient sub-metering to do otherwise.
- In retail and residential, we only report common parts use.
- Water use for major development works at our assets is deducted from the total consumption.
- We restated scopes for 2016 and 2015 to exclude properties confirmed as having no landlord supply.

Resource use intensity

FIGS. 19, 24, 28 METHODOLOGY Intensity Index

- We have developed an index methodology to track and report the relative resource efficiency of our entire managed portfolio over time and demonstrate 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.
- Residential properties are excluded from the intensity index calculations as the data scope is insufficient for both the current and baseline years.
- 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.
- In 2016, we amended the methodology for Scope 1 and 2 intensities to align it with the index

methodology to track performance against our carbon reduction targets. We restated Scope 1 and 2 intensity data for 2015 and 2009 to ensure that data is consistent. Scope 1 and 2 intensities for retail and offices are reported in Fig. 19 in this Report and in our Annual Report and Accounts 2017. 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). Where NIA data was not available for the baseline year but robust consumption data was available, the more recent NIA data was applied at 100%.
 - 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; data was not available for 2009, so 2010 data was applied to both years.
 - Water intensity data for 2016 was restated to m³/FTE, from m³/workstations. 2009 data was not restated, as FTE data was not available.
 - 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; data was not available for 2009, so 2010 data was applied to both years.
 - Water intensity data for 2016 and 2009 has been restated to include borehole and rainwater consumption. 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 a base temperature of 15.5°C.
 - Cooling degree days (CDD): quantify the number of days and the length of time that temperatures have exceeded a base temperature of 15.5°C.
 - 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, defined by a correlation of less than 0.7, data is excluded from DD normalisation.
 - We source our degree day data from www.degreedays.net, uploaded monthly to cr360.
 - We recognise that:
 - Not all gas consumed is for space heating and that gas is not the only source of heating in our properties. 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 both common parts consumption data for the entire reporting year and robust denominator (floor area) data is available.
 - Group occupied floors relates to the Net Lettable Area (NLA) occupied by British Land and Broadgate Estates.
- 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 2017.
 - 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 £442 million (2016: £451 million), plus 100% of the GRI generated by joint ventures and funds of £437 million (2016: £451 million), less GRI generated by assets outside the managed portfolio of £259 million (2015: £315 million).

Waste and materials

FIG. 29 WASTE MANAGEMENT SCOPE – MANAGED PORTFOLIO

Table 9: Scope of waste reporting

Property type	Total properties	Scope	Outside scope – reason	Properties not reporting*
Offices	42	34	8: No managed waste	3
Retail	62	43	19: No managed waste	9
Residential	8	0	8: No managed waste	0

*Unable to obtain data

FIGS. 29-30 WASTE MANAGEMENT METHODOLOGY – MANAGED PORTFOLIO

- Waste data covers non-hazardous waste managed by British Land. Occupier waste not managed by us is not reported.
- Hazardous waste is not reported as robust tonnage data is not available.
- 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.
- Broadgate Estates offices waste is included in the property where the management office is located.
- For some retail properties, waste data is estimated for March 2017, using data from the previous period and site team operational knowledge.
- Waste data for 2016 has been restated where more accurate data has become available or primary data was incorrectly reported in the preceding year.

FIG. 31 WASTE MANAGEMENT – DEVELOPMENTS

- This Fig. covers waste generated on developments active this year, both major and small.
- Waste was reported by 39 developments this year, all in the UK.
- 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 not removed from site and re-used in the construction process or permanently in the new construction.
- 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. We request that sites gather tonnage data and report it through cr360.
- Landfill tax costs are for indicative purposes only. Landfill tax costs are calculated by multiplying waste diverted from landfill by the relevant landfill tax cost factor (£2.65 in 2017).

FIG. 32 SUSTAINABLY SOURCED TIMBER

- This Fig. 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. 33 PORTFOLIO FLOOD RISK

- This Fig. 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.

FIG. 34 ENVIRONMENTAL COMPLIANCE

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

Skills and Opportunity

Apprentices

FIG. 35 APPRENTICES AT OUR PLACES AND IN LOCAL COMMUNITIES

- We focus on apprentices at properties and developments under the scope of our Local Charter, i.e. properties where we have full time managers on site and developments with a construction value over £5 million.
- Apprenticeships are accredited work-based training programmes designed around the needs of employers, which lead to nationally recognised qualifications. Apprenticeships are used to train both new and existing employees.
- Apprentice funding relates to contributions at our Local Charter properties for apprentice wages and dedicated support by The Source Skills Academy to suppliers in creating and sustaining apprenticeships.
- We offer support and funding towards apprentices directly employed by British Land and Broadgate Estates, or employed by suppliers at our Local Charter properties.
- At our properties, we report on individual apprentices each financial year, including those in our supply chain.
- At our developments, we report total apprentice data as an aggregate number over the lifetime of the project. This figure includes 47 apprentices working in off site manufacturing for our developments.

FIG. 36 APPRENTICES IN OUR SUPPLY CHAIN – PILOT SURVEY

- Proportion of supply chain workforce who are apprentices calculated by dividing the sum of our suppliers' UK apprentices by their total UK employees.
- 18 of our largest tier 1 suppliers (by spend) provided

data. Three development suppliers provided data on 65 tier 2 suppliers at three sites.

- We do not yet have data for our managed portfolio tier 2 suppliers.
- As we move from a voluntary pilot focusing on key suppliers to working with a broader range of suppliers, the proportion of apprentices may reduce. This is because the pilot study included a high proportion of construction firms employing large numbers of apprentices and because companies that did not respond to our pilot survey might not be performing as well in this area.

Procurement

FIG. 37 SPEND WITHIN 25 MILES AND WITH SMEs

- Managed portfolio spend: Paid invoices. Taxes, insurance, finance and banking, utility, IT and telecom costs are excluded from the scope of this analysis. Data has been taken from the Broadgate Estates finance and supplier systems.
- Developments spend: Actual and committed spend. Company size data and location data provided by our tier 1 suppliers is tested and verified by an independent consultant quarterly before the supplier uploads it to cr360
- Spend data is not reported on an accrual basis.
- Spend within 25 miles: Expenditure in the period with all suppliers with a postcode within 25 miles of the British Land asset using their goods or services. A company within 25 miles is defined as an organisation providing a service to a British Land property or development from permanent business premises within a 25-mile radius. The local branch of a national firm is included if within 25 miles. For our managed portfolio, the distance is calculated using latitude and longitude coordinates to find the shortest distance between the two points. For our

developments, the driving distance is calculated.

- Spend with SMEs: Expenditure in the period with all suppliers that are micro, small or medium sized enterprises.
 - For our managed portfolio and corporate spend, we use the EU definition of Small Med Large enterprises, i.e. those employing fewer than 250 persons and with an annual turnover not exceeding €50 million and/or an annual balance sheet total not exceeding €43 million. We used the Dun & Bradstreet entity matching to identify SME suppliers for 2016 and 2017 spend. We only included results where confidence was medium (e.g. supplier name and town) to high (e.g. name, address and postcode). Over 70% of matches were high confidence.
 - For our developments, SME classification data based on the EU definition was not available at the time of analysis. SME was defined as an organisation employing fewer than 250 people. We have excluded suppliers that we know are part of a group with a combined total of more than 250 people.

FIG. 38 PROMPT PAYMENT

- For our corporate and managed portfolio tier 1 suppliers, we report payment within 30 days from the date of the invoice. Corporate data is normalised to exclude disputes.

Supplier workforce

FIG. 39 EMPLOYMENT WITHIN 25 MILES, LIVING WAGE AND EXCLUSIVE ZERO HOURS CONTRACTS

- For our managed portfolio, this Fig. covers hours worked by employees and contractors whose costs are met under the service charge.
- Managing agents report hours worked by employees and contractors living within 25 miles of the site, paid the Living Wage Foundation rates and employed on exclusive zero hours contracts.
- Living Wage Foundation rates per hour are sourced from: www.livingwage.org.uk/what-living-wage
 - 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.
 - 2014: £9.15 or more for work in London or £7.85 for work outside London.
- For our developments, this Fig. covers hours worked by permanent and temporary employees, including apprentices.
- In 2015, employment within 25 miles of site was reported by pilot developments. In 2016, employment within 25 miles of site was reported by all major developments and three small developments. In 2017, employment within 25 miles of site was reported by all major developments. All developments are asked to report hours worked by workers on exclusive zero hours contracts.

Group employment

FIGS. 40-48 SCOPE

- Permanent full time equivalents (FTEs) as at 31 March 2017 at British Land and our wholly owned subsidiary Broadgate Estates.

- Figs. include 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 follows, unless otherwise stated:

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

FIGS. 40-48 METHODOLOGY

- Employee information is primarily retrieved from the human resources' software programmes.
- Part time employees are counted as a fraction of an FTE.

FIG. 41 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').

FIG. 42 EMPLOYEE TURNOVER – NUMBERS AND RATES

- Leavers include the following scenarios: resignation; dismissal; employee redundancies; mutual agreement leavers; retirement; departure during probation; death and TUPE.

- 'TUPE' refers to the Transfer of Undertakings (Protection of Employment) Regulations. These regulations exist to protect employees when their business changes hands, moving affected employees from their old employer to the new employer.
- Turnover rates are based on the FTE of leavers divided by the total number of FTEs at the end of the year (as reported in Fig. 40 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. 43 SALARY AND REMUNERATION

- Only individuals employed for the whole year, 1 April 2016 to 31 March 2017 are included.
- Employment type is defined as follows:

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

- Figures include salary, bonus, car allowance and private medical insurance.
- Remuneration related to share schemes is not included.
- Information for British Land is obtained from human resources' software and a spreadsheet containing medical insurance benefit data. For British Land, the bonus elements of remuneration numbers are estimated based on planned bonuses approved by finance and agreed with human resources. Final bonus calculations are undertaken later in the year and actual values were not available during this report timeframe. Therefore, the distribution is an estimate across the groups reported on: Board, Management and Non-management. For British Land, the bonus calculation does not include a bonus for leavers, due to the timing of when this bonus is paid. For Broadgate Estates, the bonus elements of remuneration numbers are based on the prior year bonus paid, as the current year bonuses have not yet been decided.
- Salary, car allowance and private medical insurance data for part time employees has been pro-rated to their FTE data.
- The gender ratios are calculated by dividing the female data by the male data and multiplying by 100.

FIG. 44-46 EMPLOYEE DIVERSITY – GENDER, AGE, ETHNICITY

- British Land Board of Directors data includes Non-Executive Directors in addition to FTE so that reporting is in line with Annual Report diversity reporting requirements.
- British Land Board of Directors data is based on headcount rather than FTE for the same reason as above.
- Broadgate Estates Board of Directors are based on employees only; Non-Executive Directors are British Land employees and so already reported.
- The total percentage female/male data is calculated by summing employee numbers.

- 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.
- For reporting purposes, ethnicity categories have been grouped together as follows:

FIG. 48 EMPLOYEE TRAINING – PROPORTION BY CATEGORY

- Proportion of employee data regarding anti-corruption and bribery and health and safety is a rolling result, representing the employee population at 31 March 2017.

Grouped category	Includes
Asian	Asian – Bangladeshi
	Asian – Indian
	Asian – Pakistani
	Asian – Other
Black	Black – African
	Black – Caribbean
	Black – Other
Mixed	Mixed – Other
	Mixed – White and Asian
	Mixed – White and Black African
	Mixed – White and Black Caribbean
Other	Arab
	Other Ethnic 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

Our EPRA Index 2017

We report in line with the latest European Public Real Estate Association (EPRA) Best Practice Recommendations on Sustainability Reporting (2nd edition September 2014). For each EPRA indicator, we outline below where data can be found in our Sustainability accounts 2017: www.britishland.com/data

EPRA Sustainability Performance Measures	British Land Sustainability Accounts
Elec-Abs (Total electricity consumption)	Fig. 20 Total electricity consumption
Elec-LfL (Like-for-like total electricity consumption)	Fig. 22 Like-for-like total electricity and fuel consumption
DH&C-Abs (Total district heating & cooling consumption)	Not applicable as no district heating & cooling consumption
DH&C-LfL (Like-for-like total district heating & cooling consumption)	Not applicable as no district heating & cooling consumption
Fuels-Abs (Total fuel consumption)	Fig. 21 Total fuel consumption
Fuels-LfL (Like-for-like total fuel consumption)	Fig. 22 Like-for-like total electricity and fuel consumption
Energy-Int (Building energy intensity)	Fig. 24 Building energy index and intensity
GHG-Dir-Abs (Total direct greenhouse gas (GHG) emissions)	Fig. 16 Total direct and indirect (Scopes 1, 2 and 3) greenhouse gas emissions
GHG-Indir-Abs (Total indirect greenhouse gas (GHG) emissions)	Fig. 16 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. 17 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. 17 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. 19 Greenhouse gas index and intensity from building energy consumption
Water-Abs (Total water consumption)	Fig. 26 Total water consumption
Water-LfL (Like-for-like total water consumption)	Fig. 27 Like-for-like total water consumption
Water-Int (Building water intensity)	Fig. 28 Building water index and intensity
Waste-Abs (Total weight of waste by disposal route)	Fig. 29 Waste management - managed portfolio and corporate
Waste-LfL (Like-for-like total weight of waste by disposal route)	Fig. 30 Like-for-like waste management - managed portfolio
Cert-Tot (Type and number of sustainably certified assets)	Fig. 13 Sustainability ratings

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

The Board of Directors of The British Land Company plc (“British Land”) engaged us to provide limited assurance on the information described below and set out in British Land’s Sustainability Accounts for the year ended 31 March 2017.

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 2017 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

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

Selected Information

The scope of our work was limited to assurance over the information marked with the symbol (A) in British Land’s Sustainability Accounts for the year ending 31 March 2017 (the “Selected Information”). The Selected Information is summarised in the table below. Our assurance does not extend to information in respect of earlier periods or to any other information included in the Sustainability Accounts for the year ending 31 March 2017.

We assessed the Selected Information using British Land’s Reporting Criteria as set out at www.britishland.com/sustainability.

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

Sustainability Accounts Reference	Selected Information
4	Accidents – managed portfolio and corporate
5	Accidents – developments
13	Sustainability ratings
14	Energy efficiency investments and savings
16	Total direct and indirect (Scopes 1, 2 & 3) greenhouse gas emissions
17	Like-for-like total direct and indirect greenhouse gas emissions
19	Greenhouse gas index and intensity
20	Total electricity consumption
21	Total fuel consumption
22	Like-for-like total electricity and fuel consumption
23	Total energy consumed and generated onsite
24	Building energy index and intensity
29	Waste management – managed portfolio and corporate
30	Like-for-like waste management – managed portfolio
31	Waste management – developments
37	Spend within 25 miles and with SMEs
43	Salary and Remuneration
44	Employee diversity – gender

Historical Financial Information’ and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 ‘Assurance engagements on greenhouse gas statements’, issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including

an understanding of internal control, and the procedures performed in response to the assessed risks.

Our Independence and Quality Control

We applied the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity,

objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Control (UK) 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 2017.

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

57 sites, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group Sustainability team;

- considered the significant estimates and judgements made by management in the preparation of the Selected Information;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office and in relation to 57 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 16 of the Sustainability Accounts, but did not test in detail the underlying calculation models and assumptions; and
- considered the disclosure and presentation of the Selected Information.

British Land’s 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 for the year ending 31 March 2017.

Our responsibilities

We are responsible for:

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

This report, including our conclusions, has been prepared solely for the Board of Directors of British Land in accordance with the agreement between us dated 10 February 2017, to assist the Directors in reporting British Land’s Sustainability performance and activities. We permit this report to be disclosed in the Sustainability Accounts for the year ended 31 March 2017 and disclosed at www.britishland.com/sustainability, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and British Land for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP

Chartered Accountants

London

12 May 2017

[†]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

Contact us

Sarah Cary

Head of Sustainable Places

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

 sustainability@britishland.com

 +44 (0)20 7486 4466

 [@BritishLandPLC](https://twitter.com/BritishLandPLC)

Reporting standards and assurance

Selected data independently assured by PwC. Data covers up to 97% of our multi-let managed portfolio by value (71% of assets under management) and 100% of development projects.

About British Land

British Land is a leading UK commercial property company focused on high quality retail and London offices. Our vision is to create Places People Prefer.

