




























Our performance in 2007/08






Progress statements are provided by external consultants Arup and a sample of these has been independently reviewed by Bureau Veritas.

CORPORATE RESPONSIBILITY MANAGEMENT	PERCENTAGE COMPLETE
Objective: Implement effective corporate responsibility management processes.	
<ul style="list-style-type: none"> An Environmental Management System was implemented and first stage ISO 14001 certification audit was completed, with a final stage audit scheduled for June 2008. 	 80%
<ul style="list-style-type: none"> A review was undertaken of British Land's carbon management strategy, focused on mitigation. The results informed the 2008/09 targets. 	 100%
<ul style="list-style-type: none"> A system was developed to gather corporate responsibility data for managed properties and this continues to be refined. Data for development projects is being gathered as part of the Environmental Management System. 	 85%
Objective: Promote sustainable design and construction of developments.	
<ul style="list-style-type: none"> The revised Sustainability Brief for Developments was launched and is being implemented for all development team projects in the UK. Currently there are no projects in mainland Europe that British Land has control over. 	 100%
<ul style="list-style-type: none"> A BREEAM Management and Operation assessment of York House has been commissioned and the results are pending. 	 30%
Objective: Engage with stakeholders on British Land's corporate responsibility activities.	
<ul style="list-style-type: none"> A further independent and formal stakeholder research study was completed in August 2007, informing the development of the Building Together corporate responsibility strategy. 	 100%
<ul style="list-style-type: none"> The Meadowhall Corporate Responsibility Communication Plan is being implemented and corporate responsibility information is now available online at www.meadowhall.co.uk 	 100%
<ul style="list-style-type: none"> A forum for British Land property management teams was held in June 2007 to discuss occupier survey findings, carbon management, security, biodiversity and water management. 	 100%

OUR CUSTOMERS AND US	PERCENTAGE COMPLETE
Objective: Deliver improved customer satisfaction.	
<ul style="list-style-type: none"> An independent Occupier Survey was completed in March 2007. The overall satisfaction rating was 73%, which is an 82.5% improvement on 40% satisfaction levels from 2005. 	 100%
<ul style="list-style-type: none"> In July 2007 British Land joined the Commercial Landlords Accreditation Scheme. Lease Code guidelines were issued to all letting agents and Service Charge Code guidelines were sent to all managing agents. 	 70%
<ul style="list-style-type: none"> Managing Agents provide data on operational key performance indicators to British Land on a quarterly basis for review. 	 100%
<ul style="list-style-type: none"> A feasibility study on opportunities to install renewable energy sources was completed and the results continue to be evaluated, particularly regarding combined heat and power technology. 	 50%

US AND OUR SUPPLIERS	PERCENTAGE COMPLETE
Objective: Ensure effective staff recruitment, retention and performance.	
<ul style="list-style-type: none"> Discussions were held with peer companies to review Human Resources strategies. The results of these continue to be reviewed. Opportunities being considered include providing training on diversity to team managers. 	 30%
Objective: Promote the highest standards of health and safety to suppliers and contractors.	
<ul style="list-style-type: none"> An average of 98% compliance with the e-risk Manager System was achieved across managed properties at Broadgate and Regent's Place during the fourth quarter, and an average of 66% during the second and third quarters of 2007. 	 82%
<ul style="list-style-type: none"> Accident statistics were collated and analysed across all managed properties, including those at Broadgate and Regent's Place. Targets were not set as the levels of accidents and injuries was considered low. 	 90%
Objective: Engage with first tier suppliers (consultants and contractors) to raise awareness on environmentally and socially sound goods and services.	
<ul style="list-style-type: none"> An average of 94% of timber was from a certified sustainable managed source for our eight development projects. Information regarding refurbishments was not available. 	 94%
<ul style="list-style-type: none"> The Corporate Responsibility System Documentation Guide was distributed to British Land employees, development teams and managing agents via email and available on British Land website. 	 100%
<ul style="list-style-type: none"> A Service Charge Procurement Policy was developed and issued in May 2007, replacing the previous Corporate Responsibility and Procurement Policy. The revised Sustainability Brief for Developments was issued in 2007, providing guidance on procurement during design and construction. 	 100%
<ul style="list-style-type: none"> At the beginning of 2008 our Internal Audit team began to review the performance of our agents to ensure that our Service Charge Procurement Policy is being implemented and to identify opportunities to improve processes. During 2008 the team will hold one-on-one discussions with each agent and audit their procurement processes. 	 100%

OUR USE OF RESOURCES	PERCENTAGE COMPLETE
Objective: Promote efficient use of energy.	
<ul style="list-style-type: none"> A wind energy feasibility study of retail properties was completed and we are continuing to review opportunities at Teesside Shopping Park. 	 100%
<ul style="list-style-type: none"> Occupiers at Broadgate provided energy performance data for 85% of all occupied space at Broadgate. League tables were produced and information shared with occupiers. 	 85%
<ul style="list-style-type: none"> Low carbon energy feasibility studies at York House and Broadgate were completed in 2007. The results continue to be reviewed. 	 80%
Objective: Promote efficient use of water.	
<ul style="list-style-type: none"> The Water Management Programme was finalised and will be implemented by staff and suppliers from 2008. 	 30%
<ul style="list-style-type: none"> In April 2007 a 2,000 litre tank was installed at Broadgate to collect rainwater so that it can be re-used for watering plants and cleaning. In 2008 the tank capacity will be trebled. 	 100%
Objective: Promote the use of sustainable transport.	
<ul style="list-style-type: none"> An independent review of staff commuter journeys, executive business travel and the York House Travel Plan was undertaken in 2007. A number of initiatives were introduced at York House and the Travel Plan will be updated in 2008/09. 	 100%
<ul style="list-style-type: none"> An independent Executive Travel Diary Survey was undertaken in 2007 to identify opportunities to further reduce the environmental impact of business travel. Recommendations will be incorporated into the revised York House Travel Plan to be launched in 2008/09. 	 80%
<ul style="list-style-type: none"> During 2007/08 data was collected at British Land's Head Office, York House, regarding Executives' business travel and building energy use. In 2008/09 this data will be collated and a carbon footprint produced. 	 50%
Objective: Minimise waste and maximise recycling and the amount of recycled content in materials used.	
<ul style="list-style-type: none"> Waste per head at Broadgate was reduced by 4% year-on-year, against a target of 5%. 	 80%
<ul style="list-style-type: none"> 42% of all waste at Broadgate was recycled, against a target of 50%. 	 84%
<ul style="list-style-type: none"> A software system to share waste information and data continues to be piloted with ten properties. 	 30%
<ul style="list-style-type: none"> A review of the waste strategy for British Land's Head Office and a waste audit was completed in 2007. The target has been set to recycle 60% of waste in 2008/09. 	 100%
<ul style="list-style-type: none"> The Regent's Place Environmental Working Group extended waste data collection across the estate. For those involved in the wet and dry waste scheme, recycling in 2007 was 85%. 	 100%
Objective: Safeguard and enhance biodiversity.	
<ul style="list-style-type: none"> An ecological survey was undertaken at Leeds Westside Shopping Park but work stopped after sale of site. A site visit was carried out at Oxford Shopping Park and British Land's generic plan for Urban Landscapes will be applied. 	 20%
<ul style="list-style-type: none"> The green roof trial was monitored by Arup throughout 2007 and the findings reported to British Land Development and Asset Management teams. 	 100%
<ul style="list-style-type: none"> At Teesside six of the nine Biodiversity Action Plans targets were completed. At Regent's Place the Biodiversity Action Plans targets were not completed but bird boxes were purchased and discussions held regarding installation of a green roof. The Biodiversity Action Plan at Meadowhall is being reviewed to consider British Land's local development projects. Blythe Valley Park was sold in 2007. The percentage complete relates to progress at Teesside and Regent's Place only. 	 46%
<ul style="list-style-type: none"> The Urban and Soft Landscape Generic Biodiversity Action Plans will be launched during 2008 together with other guidance including the Sustainability Brief for Refurbishments and the Water Management Programme. 	 0%
<ul style="list-style-type: none"> A Generic Ecology and Landscape Management Plan was drafted and will be launched during 2008. 	 70%

OUR COMMUNITIES AND US	PERCENTAGE COMPLETE
Objective: Contribute to the regeneration of socially deprived areas where we operate.	
<ul style="list-style-type: none"> The Retail Foundation Degree was validated at the Source at Meadowhall and will be delivered in partnership with Sheffield Hallam University and Sheffield College. Unfortunately, response was low, due to the cost and time implications. On-line options are now being explored. 	 0%
<ul style="list-style-type: none"> Glasgow Fort Shopping Park promoted the Scottish Vocational Qualification in Retailing and 40 learners qualified in 2007. The programme continues to be offered. 	 66%
<ul style="list-style-type: none"> All vacancies at Meadowhall Shopping Centre are advertised within the local communities and Centre management are actively involved in local jobs fairs to encourage the local community to pursue job opportunities within the retail sector. Over 638 people attended a Jobs Fair at Glasgow Fort Shopping Park in 2007, of whom 286 were appointed to positions. 	 100%
<ul style="list-style-type: none"> 64 people from socio-economically disadvantaged areas participated in training programmes offering guaranteed interviews at Meadowhall Shopping Centre, of whom over 50% found employment. 	 100%
Objective: Manage relations with communities to achieve social and business benefits.	
<ul style="list-style-type: none"> British Land supported the 'CONNECT' project, involving a temporary stone feature displayed in Triton Square at Regent's Place, designed and created by children from St Dominic's and Our Lady's Primary Schools. 	 100%