

[INTRODUCTION](#)[NATURAL RESOURCES](#)[CUSTOMERS](#)[COMMUNITIES](#)[STAFF AND SUPPLIERS](#)[PROPERTIES](#)

CUSTOMERS

WE AIM TO TREAT OUR CUSTOMERS AS PARTNERS, TO HELP THEM TO ACHIEVE THEIR GOALS, AND TO HELP US TO ACHIEVE OURS.

[Customer satisfaction](#)[Cutting occupancy costs](#)[Resource reduction partnerships](#)

AWARD

Voted Landlord of the Year 2009 by UK retailers.

£3.5m

savings for occupiers on service charges, with average savings of 7% per m²

BEST SERVICE CHARGE

Voted Best Service Charge Provider by UK retailers, for the second year running.

30%

of occupiers in our multi-let offices signed carbon reduction agreements.

AWARD

Estates Gazette's National Property Company of the Year 2009.



“Thank you for your proactive response in seeking to minimise retailers’ occupational costs. It’s encouraging to know that we are on the same side, working to the same goal to make us mutually more competitive.”

Clive Bentley
Property Director, Costa Coffee

[Find out more](#)

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- Customer satisfaction**
- Cutting occupancy costs
- Resource reduction partnerships

Customer satisfaction

In the UK, we are now a genuinely customer-focused business, with 82% of our customers rating us as good or excellent, exceeding our 2013 target.

This is an impressive turnaround from just 40% in 2005, and a further improvement on 73% in 2007. Along with our managing agents, we will build on this, addressing the issues identified by our occupiers. Delivering value for money remains a key priority.

We recently expanded our in-house property management team so that we can engage with occupiers more actively and directly, at the same time as managing and supporting our agents more effectively. We also continue to engage actively with the Property Managers Association for UK retailers, to keep up to date with emerging trends.

Feedback from our first independent customer survey in Continental Europe identified opportunities to improve satisfaction. We will be focusing on building relationships, delivering value, improving responsiveness and consistency, and encouraging sustainability.

Happy customers are more likely to stay in our buildings, helping us to maintain our high occupancy rates and charge optimum rents. In turn, this helps us to give good returns to our shareholders and to protect capital value across our portfolio.

83% relationship satisfaction

Customer satisfaction chart



- [Our Approach to Customers](#)
- [Customer Data 2010](#)

CUSTOMER SERVICE

Top quartile for customer service in the RealService Best Practice Index.

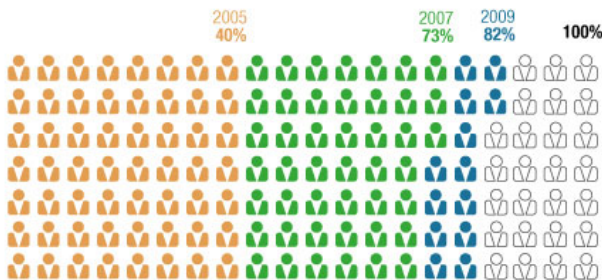
83%

of our UK occupiers rate their relationship with us as good or excellent.

LANDLORD OF THE YEAR

as voted by UK retailers in 2009.

UK Occupiers rating overall satisfaction as good or excellent (%)



Based on independent surveys carried out with 50 occupiers in 2009, 54 occupiers in 2007 and 41 occupiers in 2005.

Customer service

Several members of our property management teams were nominated for our customer service awards.

Retailers provided overwhelmingly positive feedback about Bernard Davy, managing agent with Munroe K. They praised him for his willingness to take calls anytime, night or day, as well as how he resolves issues practically and promptly, for instance arranging snow clearance machines late on Christmas Eve in readiness for trading on Boxing Day.

Michael Urban, security guard at 350 Euston Road, received extensive positive feedback from both occupiers and colleagues.

As well as his professional, calm and courteous approach, he was praised for helping approved contractors to access roof areas, offering assistance to people visiting occupiers and providing emergency cover for colleagues.





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Customer satisfaction

Cutting occupancy costs

Resource reduction partnerships

Cutting occupancy costs

We aimed to cut service charge costs by 5%. The average forecast saving across our portfolio is 7%.

We recognise that value for money is a high priority for our occupiers, but also that they have high service expectations – and rightly so. We work closely with our managing agents and occupiers to identify opportunities to cut costs, without compromising service.

We generated significant savings by re-rendering contracts for services such as cleaning, security and landscaping, as well as by reviewing working hours. We also standardised legal fees for Licences for Alterations to improve consistency and deliver better value.

We used the scale of our portfolio to negotiate competitive insurance coverage, reducing premiums for our occupiers by 5% on average. Broadgate Estates also negotiated lower electricity rates for our office occupiers, saving them £680,000 on their energy bills.

We continue to fund the cost of new Regional Centre Managers at our shopping parks, to help retailers to increase footfall and sales. Our management fees are fixed until 2010, with management fees on our retail parks capped at £50,000.

£70,000 water cost savings

£2.3 million savings for retailers at Meadowhall Shopping Centre

7% savings on energy use at Glasgow Fort Shopping Park

[Our Approach to Customers](#)

[Customer Data 2010](#)

BEST

Service Charge Provider 2009 as voted by UK retailers, for the second year running.

£3.5m

savings on service charges, with 10% savings per sq ft across our retail portfolio and 3% across our offices.

£700,000

energy cost savings, thanks to 12% less energy use across our like-for-like portfolio.

£230,000

landfill taxes avoided for occupiers at our properties, thanks to 5,800 tonnes of waste being re-used or recycled.

£70,000

water cost savings, thanks to 13% less water use across our like-for-like portfolio.

At Meadowhall

We cut forecast service charge costs for retailers by £2.3 million.

These savings at Meadowhall Shopping Centre in Sheffield are the result of three months of collaborative work between British Land, managing agent, Smith Young, the on-site management team and major retailers.

Successful initiatives included more efficient delivery of security, cleaning and customer services, energy saving measures, and revised preventative maintenance plans, as well as better integrated reporting structures across the on-site management team and managing agent.

[More about Meadowhall](#)



18%
reduction per sq ft


Winner
of our Cost Reduction Award 2010

At Glasgow Fort

We cut energy costs by an estimated 7%.

The team at Glasgow Fort Shopping Park worked through the night to identify the best balance of lighting levels. They fine tuned the time switches and introduced additional circuit controls to strike the optimum balance between safety and economy.

This will contribute to a reduction in service charges, forecast to save retailers £90,000 this year. Savings were achieved across a number of areas as well as energy use, including security, cleaning and maintenance.

 [More about Glasgow Fort](#)



£4,000 saving
on energy bills for retailers

50,000 kWh
less energy use

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Resource reduction partnerships

We are working with 30% of occupiers in our multi-let office buildings to reduce resource use.

Through our resource reduction partnerships, we have implemented initiatives that are expected to reduce annual energy usage by 380,000 kWh in the common parts of participating buildings at Broadgate and Regent's Place.

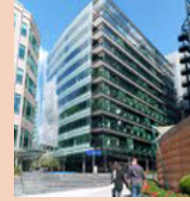
By working with occupiers we maximise energy saving opportunities, given that they are the major energy users in our offices. We also collaborate closely with building management teams, as it is critical that they show leadership.

We invest management time in driving the process, as well as part-funding a sustainability consultant in each building to identify initiatives, manage the scheme and record the results. 90% of our office occupiers surveyed stated that our sustainability initiatives added value to their business.

Occupier initiatives include introducing lights-off policies, installing solar and motion sensors, reducing run times for air conditioning systems, applying solar gain film to windows and adjusting timings on sensors so that lights are on for less time after motion detection.

[Download customer data](#)

13 occupier partners at Broadgate



2% energy saving forecast for Western Asset Management



Green500 Platinum Award at 350 Euston Road

1.1 million kWh energy savings at York House

£30,000

potential energy savings identified in the common parts of participating buildings at Broadgate and Regent's Place.

13 OCCUPIER PARTNERS

at Broadgate: Alpari, Ashurst, Calyon, Close Asset Management, F&C Asset Management, Henderson Global Investors, Herbert Smith, Landesbank Baden-Württemberg, Legg Mason International Equities, Mayer Brown International, Reed Smith, Société Générale and Western Asset Management.

2m litres

potential water savings identified at Broadgate and Regent's Place.

6 OCCUPIER PARTNERS

at Regent's Place: ATOS Origin, Balfour Beatty Capital, Capital One, ELEXON, General Medical Council and JPMorgan Chase.

4 OCCUPIER PARTNERS

at York House: Bunzl, Government of Singapore Investment Corporation Pte Ltd, hurleypalmerflatt and Moor Park Capital Partners.

At 10 Exchange Square

Western Asset Management is set to cut energy use by 2%.

Western Asset has been actively engaged in our Environmental Working Group at 10 Exchange Square in Broadgate. Over the last year, they have made considerable progress, introducing a number of initiatives that will significantly reduce use of electricity, gas and water.

These include re-programming heating hours, as well as plans to re-programme lighting systems and install motion sensors. They have also agreed to install water saving devices and are investigating an automated switch-off system for their computing equipment.

[More about Broadgate](#)



19,000 kWh forecast energy savings

£1,320 forecast energy cost savings

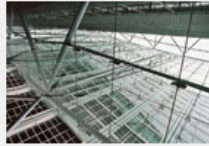
At 350 Euston Road

Green500 Platinum Award 2009 for our resource reduction partnership at 350 Euston Road.

British Land and Broadgate Estates have signed up to the Green500, together with all office occupiers at 350 Euston Road in Regent's Place, Balfour Beatty Capital, Capital One, ELEXON and the General Medical Council.

The Green500 is targeting 500 of the biggest organisations in London to reduce carbon emissions. Initiatives at 350 Euston Road include encouraging behavioural change amongst employees, for instance through environmental roadshows and an ongoing cycle to work scheme.

[More about Regent's Place](#)



51%
reduction in water use

7.5 million
litres less water use

At York House

We cut total building energy use by 1.1 million kWh.

British Land, Broadgate Estates and all of the office occupiers at York House signed a Carbon Reduction Memorandum of Understanding. Thanks to our partnership approach, we reduced British Land controlled energy use by 32% compared to last year, and our occupiers reduced energy use in their areas by 8%.

We also increased recycling to 70%, from 40% last year and carried out a building-wide travel survey to identify opportunities to encourage green travel modes, such as cycling and walking or using public transport.

[More about York House](#)



Over £60,000
savings on energy bills

400 tonnes
less carbon emissions