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## STAFF AND SUPPLIERS

WE AIM TO TREAT OUR SUPPLIERS AND STAFF AS MEMBERS OF A SINGLE TEAM WHO WORK TOGETHER TO ENSURE THE SUCCESS OF OUR BUSINESS AND DELIVERY OF SERVICE TO OUR CUSTOMERS.

- Head Office staff
- Broadgate Estates staff
- Managing agents
- Development teams

100%

of Head Office staff participated in our new 360° feedback process, requesting anonymous feedback from a range of people.

2,944 HOURS

of training for Broadgate Estates staff, equivalent to 18 hours per person.

GOLD

our managing agents achieved all Gold Service Charge Awards or better.

REVIEW

in-depth review of supply chain risks at Regent's Place.



“British Land continues to lead the way and inspire others with its sustainability objectives. Mace is proud to have worked with such a strong client in helping them to achieve ISO:14001 accreditation and their first pre-certified LEED Platinum office development.”

**Jonathan Foster**  
Director, Mace

[Find out more](#)

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### Head Office staff

All of our personnel have their training needs reviewed through our appraisal process, with further support available.

Our appraisal process, which includes our new 360° feedback process, helps our staff and managers to focus on specific training needs. This year, we recorded 672 hours of training and development, including training in IT packages, financial modelling and presentation skills. We are improving how we gather and record training data. To deliver our strategy we need to attract and retain appropriately skilled and experienced professionals. Next year, we will carry out a survey to measure staff satisfaction.

Staff from different areas of the business formed a new group to make our Head Office 'greener'. This group helped us to reduce electricity use in our own offices per person by 11% and to recycle 70% of waste. They sent a survey to all staff to identify priorities, before raising environmental awareness by communicating with staff through emails, posters and campaigns. One of the members of the group, Scott Jackson, cut his own home energy use by 33% after installing an energy monitor, and is now encouraging others to take this step, with British Land funding the monitors.

**15%** of staff worked flexibly up from 9% last year

-  **At Netley Primary School** our volunteers transformed an outdoor area
-  **At Waterlow Park** our volunteers donned pond waders to clear weeds

[Our Approach Staff and Suppliers](#)  
[Staff Data 2010](#)

158 STAFF

at our Head Office, managing over 2,500 suppliers for us and our occupiers.

## AWARDS

We recognised our staff and other stakeholders for their efforts and achievements at our annual awards ceremony.

15%

of staff work flexibly, up from 9% last year.

9%

staff turnover, reduced from 18% last year.

## PROMPT

We signed up to the Government's new Prompt Payment Code.

### At Netley Primary School

**Our staff volunteers continued to support teachers and children.**

Initiatives at Netley Primary School, near to our Regent's Place estate, include ongoing reading support, annual volunteering days and a series of creative projects. In October, a team of volunteers painted benches, plant containers and a play train in an array of bright colours. They also decorated a stairwell with numbers to provide children with a fun way to practice counting.



"On the painting day one of the children didn't want to go home because he liked the playground so much!"

Teaching Assistant at Netley Primary School, Gemma Cummins

### Volunteers

providing reading support since 2005

[Trip to our Head Office for young reading partners](#)

[More about our Head Office](#)



### At Waterlow Park

Our volunteers worked in the conservation area in this public park in Camden.

They chopped back undergrowth, collected leaves and built log habitats, as well as donning waders to clear pond weeds. Every year we offer all staff up to two workdays each for volunteering, with projects including long-term reading support and mentoring programmes, as well as annual community-based team challenge events like the day at Waterlow Park.

**27%**

of our Head Office staff participated in volunteering projects

[More about our Head Office](#)



"Nature conservation volunteering is a chance to learn new skills, enhance and create habitats for wildlife, promote health and well-being, and help biodiversity. The site will directly benefit as a result of tasks carried out by volunteer groups to conserve and enhance this wild area."

Nature Conservation Officer at Waterlow Park, Ben Genovese

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**Broadgate Estates staff**


Broadgate Estates Limited is a property management company that is wholly-owned by British Land.

Broadgate Estates manages some of the UK's most prestigious developments, for British Land and our peers. These include Chiswick Park, More London, Paternoster, 1 Poultry, Regent's Place and of course Broadgate, London - where it all began. 89% of our office occupiers independently surveyed in 2009 rated our responsiveness as good or excellent, an increase from 57% in 2007. This was largely thanks to the efforts of the Broadgate Estates teams at Broadgate, Regent's Place and York House.

All new Broadgate Estates employees undertake a 12 hour induction programme, with further training available. Six people took advantage of the five days available to all employees for study leave. A further six people joined the Broadgate Estates Future Skills talent development programme in September 2009. Through this three-year programme, they are benefiting from in-house training courses, as well as externally accredited courses. They will also receive mentoring support and go on secondments with British Land and selected service partners.

**10%** of staff worked flexibly, up 3% from last year

-  **Delivering value at Regent's Place**
-  **Employment projects for local people at Broadgate**

 [Staff Data 2010](#)


<b>160</b> <b>PEOPLE</b>	employed by Broadgate Estates.
<b>2,944</b> <b>HOURS</b>	of training, equivalent to 18 hours per person.
<b>10%</b>	of staff worked flexibly, up from 3% last year.
<b>72%</b>	average customer satisfaction with Broadgate Estates. We are working with Broadgate Estates to improve this further.

**At Regent's Place**

**Broadgate Estates continues to work with our occupiers to cut costs whilst maintaining high standards.**

This year, they generated significant savings by retendering contracts for utilities and services such as cleaning, security and landscaping, as well as by reviewing working hours.

They also used the scale of the portfolio they manage to negotiate lower rates for occupiers' own energy bills. Gas rates are now 37% lower than last year and electricity rates 10% lower, at a time when prices are rising for many businesses elsewhere.



[More about Regent's Place](#)

**At Broadgate**

**Broadgate Estates continues to support employment projects for local people.**

The team works in partnership with the East London Business Alliance (ELBA) to help local people to develop employability skills and gain employment at Broadgate. Over the last two years, over 30 unemployed east Londoners have received employment or work experience on the estate.

Members of our Broadgate team also took local students on tours of the estate, through our ongoing partnership with ELBA.

[More about Broadgate](#)



**Lord Mayor's  
Dragon Award**

for Broadgate Estates and  
Knightsbridge Guarding

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### Managing agents

43% of our customers surveyed in 2009 rated satisfaction with our agents as good or excellent, an improvement on 40% in 2007.

Our Asset Managers continued to work with our agents to improve performance further. We use agents to manage our properties on a day-to-day basis so that we can adjust the level of management to meet occupiers' changing needs and respond quickly to the purchase or sale of properties.

Our agents work with us and our occupiers to maintain our properties to the high standards we set. Largely thanks to their efforts, footfall at our retail properties consistently exceeds the UK average.

We proactively monitor our agents' performance on customer-focused standards for processing Licences for Alterations and managing service charges, as well as for preventing risks and incidents.

We now also monitor how quickly lawyers process these requests, as well as the fees they charge, as we identified these as areas for improvement.

ALL

Gold awards or better

**Colliers CRE** won our Managing Agent of the Year Award

[Our Approach Staff and Suppliers](#)  
[Supplier Data 2010](#)

- ALL GOLD AWARDS**

or better for service charge management at our properties audited by the Property Managers Association.
- SEVEN AGENTS**

work with us to manage our 26 million sq ft UK portfolio, consolidated from 19 agents a few years ago.
- ALL SERVICE CHARGE**

information issued on time across our office portfolio, with 97% on time across our retail portfolio.
- PLATINUM**

Service Charge Award at Broughton Shopping Park, the first in the UK.
- 98%**

of properties achieved our high health and safety standards.
- ALL LICENCE REQUESTS**

actioned within five days across our retail portfolio and 92% across our office portfolio.

### Managing Agent of the Year

**We are working with our seven managing agents to deliver excellent customer service.**

Colliers CRE manages five of our retail and shopping parks in Northern England, Ireland and Scotland. This year, they won our Customer Service Award and Finance Team Award.

Over 50% of British Land employees surveyed rated Colliers CRE as excellent for service, communication, responsiveness and understanding of our needs. They also rated their finance team as excellent for accuracy and problem solving. We will be carrying out an independent customer survey in 2011.

ALL

service charge information on time

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ALL

licence requests on time

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### Development teams


We develop buildings in partnership with a team of specialists that includes architects, engineers, building contractors and numerous sub-contractors.


We work with our development teams to monitor and manage our impacts through an ISO:14001 certified Environmental Management System. We diverted 86% of development waste from landfill, making strong progress towards our target to send zero waste to landfill by 2012. Our developments are also 27% more energy efficient than current standards on average, as we work towards achieving planning consent for a zero carbon commercial building by 2015.

In partnership with our contractor at Regent's Place, Bovis Lend Lease, we carried out an in-depth study of sustainability within our supply chain. This revealed that our independent audits of construction suppliers are working well, and that concrete and steel typically have the greatest environmental impacts of all our construction materials. It also identified opportunities to improve the sustainability of construction materials used by our suppliers and of our on-site working practices. Next year, we will update our Sustainability Brief which has been driving performance on all our major projects since 2004.

**0.2%** reportable accidents per 100,000 hrs worked

 **Supplier of the Year Award** for Mace at Ropemaker Place

 **Carbon footprint review** at Ropemaker Place

 [Our Approach Staff and Suppliers](#)

### EXCELLENT

developments over the last few years.

**97%**

of fit-out waste recovered as well as 86% of construction waste, diverting 5,364 tonnes of waste from landfill.

**60,000sq ft**

of green space created on our developments in central London, improving biodiversity.

**0.26**

reportable accidents per 100,000 hours worked on our developments, compared to 0.30 last year.

### ECO HOMES EXCELLENT

and Very Good ratings at Regent's Place.

**23%**

recycled content in our new developments.

### Supplier of the Year

Mace won our Supplier of the Year Award 2010.

They provided project management, construction management and cost consultancy services at Ropemaker Place, delivering this £150 million construction project on time and under budget.



"Ropemaker was delivered on time and under budget in May 2009, to a high quality of construction. Mace has continued to be a skilled and efficient project manager since completion, expertly coordinating occupier requests and multiple fit-outs."

**£150m** construction project

Completed on time and under budget

[More about Ropemaker Place](#)

Head of Developments at British Land, Nigel Webb

## At Ropemaker Place

**We commissioned two reports on the carbon emissions associated with the construction, operation and future demolition of the building.**

The total carbon footprint, assuming a 60-year lifespan, is 196,873 tonnes of CO<sub>2</sub>e, equivalent to the amount of electricity needed to run the London Underground for four months.

If the national electricity grid decarbonises, as planned by the Government, Ropemaker Place's total carbon footprint would decrease by 39%, resulting in the proportion related to materials and site construction activities increasing to 68% from 42%. This means our choice of building materials in the future will be even more important.



Embodied carbon in steel and concrete represented 16% of the total footprint

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Ongoing building maintenance represented 15% of the total carbon footprint

[More about Ropemaker Place](#)