

# GRI INDEX

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**CORPORATE RESPONSIBILITY**  
2010

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# CONTENTS

Our sustainability reporting is aligned with the Global Reporting Initiative's G3 Sustainability Reporting Guidelines. This is our first year of reporting and we have reported at the B+ applicable level (which has been assured by Bureau Veritas).

To demonstrate our application of GRI guidelines we have cross-referenced our sustainability reporting to the guidelines under the following headings:

1. Standard Disclosures	<b>01</b>
2. Management Approach	<b>08</b>
3. Performance Indicators	<b>11</b>



# 1. STANDARD DISCLOSURES

THE STANDARD DISCLOSURES PROVIDE THE OVERALL CONTEXT FOR UNDERSTANDING OUR PERFORMANCE INCLUDING OUR STRATEGY, PROFILE AND GOVERNANCE.

Profile	Where to find the disclosure or response
<b>1. Strategy and Analysis</b>	
1.1 Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and its strategy.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Chairman's statement, page 15</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction, Chief Executive's statement</a></li> </ul>
1.2 Description of key impacts, risks, and opportunities.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Principal risks, pages 22 - 25</li> <li>- Corporate governance, pages 71 - 72</li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Our strategy</a></li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction, Our approach to CR</a></li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Energy Management</a></li> <li>- <a href="#">Water Management</a></li> <li>- <a href="#">Waste Management</a></li> <li>- <a href="#">Staff and Supplier Management</a></li> <li>- <a href="#">Community Satisfaction</a></li> <li>- <a href="#">Customer Satisfaction</a></li> </ul>
<b>2. Organizational Profile</b>	
2.1 Name of the organization.	The British Land Company PLC
2.2 Primary brands, products, and/or services.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Our business at a glance, pages 02 – 05</li> <li>- Performance review, Retail, pages 40 – 43</li> <li>- Performance review, Office, pages 49 – 51</li> <li>- Performance review, Development, pages 54 – 55</li> <li>- Business sustainability, Suppliers, page 62</li> </ul>
2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Our business at a glance, pages 02, 04</li> <li>- Performance review, Retail, pages 40 – 43</li> <li>- Performance review, Office, pages 49 – 51</li> <li>- Performance review, Development, pages 54 – 55</li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Property</a></li> </ul>
2.4 Location of organization's headquarters.	<p>York House 45 Seymour Street London W1H 7LX <a href="#">Contact us</a></p> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Contacts and updates</a></li> </ul>

Profile	Where to find the disclosure or response
<b>2. Organizational Profile</b> continued	
2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Head Office, portfolio: UK  Managed Fund portfolios: Spain, France, Italy, Portugal
2.6 Nature of ownership and legal form.	<a href="#">Annual Report &amp; Accounts 2010</a> - Our business at a glance, page 02  British Land website - <a href="#">What we do</a> - <a href="#">Investors</a>  Companies House - <a href="#">Company details</a>
2.7 Markets served (including geographic breakdown, sectors served, and types of customers/ beneficiaries).	<a href="#">Annual Report &amp; Accounts 2010</a> - Our business at a glance, pages 02-04  British Land website - <a href="#">What we do</a>
2.8 Scale of the reporting organization, including number of employees, net sales, total capitalization broken down in terms of debt and equity; and quantity of products or services provided.	<a href="#">Annual Report &amp; Accounts 2010</a> - Financial performance, pages 27-34 - Portfolio valuation, pages 36-37 - Sector and asset allocation, pages 38-39 - Financial statements, pages 88-92  <a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff
2.9 Significant changes during the reporting period regarding size, structure, or ownership	<a href="#">Annual Report &amp; Accounts 2010</a> - Chairman's statement, page 15 - Financial performance, Impact of Meadowhall and Broadgate joint ventures, page 31
2.10 Awards received in the reporting period.	<a href="#">Annual Report &amp; Accounts 2010</a> - Business sustainability, page 60  Corporate Responsibility Report 2010 - <a href="#">Introduction, Awards we've won</a>  British Land website - <a href="#">About us, Awards</a>  British Land website, corporate responsibility - <a href="#">Managing corporate responsibility, Benchmarking</a>

Profile	Where to find the disclosure or response
<b>3. Report Parameters</b>	
<b>Report profile</b>	
3.1 Reporting period (e.g., fiscal/calendar year) for information provided.	Fiscal year 1 April 2009 to 31 March 2010
3.2 Date of most recent previous report (if any).	May 2009
3.3 Reporting cycle (annual, biennial, etc.)	Annual. In line with our Annual Report & Accounts.
3.4 Contact point for questions regarding the report or its contents.	Justin Snoxall Head of the Business Group British Land E. justin.snoxall@britishland.com T. +44 (0) 20 7467 3464
<b>Report Scope and Boundary</b>	
3.5 Process for defining report content, including determining materiality; prioritizing topics within the report; and identifying stakeholders the organization expects to use the report.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Business sustainability, pages 60–62</li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Energy Management</a></li> <li>- <a href="#">Water Management</a></li> <li>- <a href="#">Waste Management</a></li> <li>- <a href="#">Staff and Supplier Management</a></li> <li>- <a href="#">Community Satisfaction</a></li> <li>- <a href="#">Customer Satisfaction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Stakeholder engagement</a></li> </ul> <p>The report content is structured around British Land’s partnership approach to developing, managing and financing property responsibly. This was the outcome of a review of corporate responsibility activities, informed by expert opinion, stakeholder feedback and benchmarking.</p> <p>The four cornerstones of our corporate responsibility strategy are built around the Company’s most material issues:</p> <ul style="list-style-type: none"> <li>- Natural resources</li> <li>- Customers</li> <li>- Communities</li> <li>- Staff and suppliers</li> </ul> <p>Ongoing stakeholder engagement includes discussions and meetings with occupiers, local community groups, employees, investors, Government officials and local authorities. The Company also undertake extensive early consultation with local stakeholders on all our major developments.</p> <p>A CR Report team, comprising the majority of the CR Review Committee plus suppliers, defines the content of the Report. This is based on internal and external factors including the above partnership approach for the structure, results of stakeholder engagement, feedback from staff and suppliers during the year, for example at CR Review quarterly meetings, and commitments such as the UN Global Compact and compliance with the GRI. A review was undertaken of all GRI indicators in order to identify those that were material and would be reported this year, those that may be material and would be reviewed during the coming year to confirm whether they are/aren’t, and those deemed not material. This review was reported to the CR Review committee for consideration and agreement of the final GRI indicators to be reported.</p>

Profile	Where to find the disclosure or response
<b>3. Report Parameters</b> continued	
<b>Report Scope and Boundary</b> continued	
<p>3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.</p>	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Our business at a glance, pages 02, 04</li> <li>- Performance review, Joint ventures and funds, page 60</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Summary Report</a></li> <li>- <a href="#">Introduction, Our approach to CR</a></li> <li>- <a href="#">Introduction, Medium-term targets</a></li> </ul> <p>Corporate Responsibility Full Data Report 2010</p> <ul style="list-style-type: none"> <li>- Data Notes</li> <li>- Scope of resource use data</li> </ul>
<p>3.7 State any specific limitations on the scope or boundary of the report.</p>	<p><a href="#">Corporate Responsibility Full Data Report 2010</a></p> <ul style="list-style-type: none"> <li>- Data Notes</li> <li>- Scope of resource use data</li> </ul>
<p>3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.</p>	<p>Our resource use performance data covers our managed multi-let properties, including Joint Venture properties where we have management control, if not full authority, over operations.</p> <p>Our staff data includes our 1001% owned subsidiary, Broadgate Estates Limited.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a></p> <ul style="list-style-type: none"> <li>- Data Notes</li> <li>- Scope of resource use data</li> </ul>
<p>3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.</p>	<p><a href="#">Corporate Responsibility Full Data Report 2010</a></p> <ul style="list-style-type: none"> <li>- Data Notes</li> <li>- Scope of resource use data</li> </ul>
<p>3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.</p>	<p><a href="#">Corporate Responsibility Full Data Report 2010</a></p> <ul style="list-style-type: none"> <li>- Data Notes</li> <li>- Scope of resource use data</li> </ul>
<p>3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.</p>	<p>We have remained committed to continuously reviewing and refining our efforts of collecting comprehensive data and are pleased to state that for the Corporate Responsibility Report 2010 we have expanded the level of data and presented additional data.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a></p>
<p>3.12 Table identifying the location of the Standard Disclosures in the report. Identify the page numbers or web links where the following can be found.</p>	<p><a href="#">This GRI Index</a></p>
<p>3.13 Policy and current practice with regard to seeking external assurance for the report.</p>	<p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Independent Assurance</a></li> </ul>

Profile	Where to find the disclosure or response
<b>4. Governance, Commitments and Engagements</b>	
<b>Governance</b>	
4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 66-72</li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Our team</a></li> </ul>
4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	<p>The Chairman is a non-executive Chairman.</p> <p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Governance, page 67</li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Governance</a></li> </ul>
4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	<p>The Board of Directors comprises eight Non-executive members, including the Non-executive Chairman</p> <p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Governance, page 67</li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Governance</a></li> </ul>
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Governance, Investor relations, page 72</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers, Head Office staff</a></li> </ul> <p>British Land website, corporate responsibility,</p> <ul style="list-style-type: none"> <li>- <a href="#">Our team</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Governance</a></li> <li>- <a href="#">Investors</a></li> </ul>
4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Remuneration Report, pages 74-78</li> </ul>
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, page 68</li> </ul>
4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 68-71</li> </ul>

Profile	Where to find the disclosure or response
<b>4. Governance, Commitments and Engagements</b> continued	
<b>Governance</b> continued	
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<p>Our Corporate Responsibility Policy is implemented and is supported by a range of external and internal strategies, plans and other documents that are implemented across our managed UK and Continental Europe properties and projects.</p> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Our strategy</a></li> <li>- <a href="#">Policies and documents</a></li> <li>- <a href="#">Natural resources</a></li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Energy Management</a></li> <li>- <a href="#">Water Management</a></li> <li>- <a href="#">Waste Management</a></li> <li>- <a href="#">Staff and Supplier Management</a></li> <li>- <a href="#">Community Satisfaction</a></li> <li>- <a href="#">Customer Satisfaction</a></li> </ul>
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Principal risks, pages 22-25</li> <li>- Corporate governance, pages 71-72</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Our approach to CR</a></li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Energy Management</a></li> <li>- <a href="#">Water Management</a></li> <li>- <a href="#">Waste Management</a></li> <li>- <a href="#">Staff and Supplier Management</a></li> <li>- <a href="#">Community Satisfaction</a></li> <li>- <a href="#">Customer Satisfaction</a></li> </ul>
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Our strategy</a></li> </ul> <p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Business sustainability, page 60</li> </ul>
4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Principal risks, page 25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Greenhouse Gas Emissions Report</a></li> <li>- <a href="#">Resource reduction partnerships</a></li> <li>- <a href="#">Natural resources</a></li> </ul>

Profile	Where to find the disclosure or response
<b>4. Governance, Commitments and Engagements</b> continued	
<b>Commitments to external initiatives</b>	
<p>4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.</p>	<p>British Land has adopted the following external initiatives that are relevant across its UK managed operations and all of which are voluntary:</p> <ul style="list-style-type: none"> <li>- UN Global Compact (December 2009)</li> <li>- Prompt Payment Code (March 2010)</li> <li>- WRAP Halving Waste to Landfill Commitment (September 2009)</li> <li>- Service Charges in Commercial Property: A Code of Practice (2006)</li> <li>- Commercial Lease Code 2007 (2007)</li> </ul>
<p>4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations.</p>	<p>We belong to Better Buildings Partnership (founding member), Commercial Landlords Accreditation Scheme (CLAS), RealService and UK Green Building Council (founding member), British Property Federation (member) and British Council of Offices (member)</p>
<b>Stakeholder Engagement</b>	
<p>4.14 List of stakeholder groups engaged by the organization.</p>	<p>Our ongoing stakeholder engagement includes discussions and meetings with our occupiers, employees and suppliers, local communities, investors, analysts, Government officials, local authorities, peers and industry experts.</p> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Stakeholder engagement</a></li> </ul>
<p>4.15 Basis for identification and selection of stakeholders with whom to engage.</p>	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Stakeholder engagement</a></li> </ul> <p>Corporate Responsibility Report 2007</p> <ul style="list-style-type: none"> <li>- <a href="#">Stakeholder feedback</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Occupier survey 2009</a></li> </ul>
<p>4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.</p>	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Stakeholder engagement</a></li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Community, Community investment</a></li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Community Satisfaction</a></li> </ul> <p>Corporate Responsibility Report 2007</p> <ul style="list-style-type: none"> <li>- <a href="#">Stakeholder feedback</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Occupier survey 2009</a></li> </ul>
<p>4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.</p>	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility, Stakeholder engagement</a></li> </ul> <p>Corporate Responsibility Report 2007</p> <ul style="list-style-type: none"> <li>- <a href="#">Stakeholder feedback</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Occupier survey 2009</a></li> </ul>

# 2. MANAGEMENT APPROACH

MANAGEMENT APPROACH DISCLOSURES EXPLAIN HOW WE MANAGE THE SUSTAINABILITY ISSUES REPORTED AS OUR KEY PERFORMANCE INDICATORS IN THE NEXT SECTION.

Economic	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010 <a href="#">Introduction</a></p> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">About us, Strategy</a></li> </ul>
Economic performance	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Strategy in action, pages 16-25</li> <li>- Performance review, pages 26-65</li> <li>- Financial Statements, pages 88-131</li> </ul>
Market presence	<p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction, Our approach to CR</a></li> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul>
Indirect economic impacts	<p><a href="#">Corporate Responsibility Full Data Report 2010</a></p> <ul style="list-style-type: none"> <li>- Medium-term targets</li> </ul> <p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and Supplier Management</a></li> <li>- <a href="#">Community Satisfaction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Prompt Payment Code</a></li> </ul>
Environment	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul>
Materials	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Performance review, Business sustainability, pages 60-61</li> </ul>
Energy	<p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Natural Resources</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul>
Water	
Biodiversity	<p>Corporate Responsibility Report 2010, management documents</p> <ul style="list-style-type: none"> <li>- <a href="#">Energy Management</a></li> <li>- <a href="#">Water Management</a></li> <li>- <a href="#">Waste Management</a></li> </ul>
Emissions, effluents, and waste	
Products and services	
Compliance	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Natural Resources</a></li> </ul>
Transport	

# 2. MANAGEMENT APPROACH

Labour practices and decent work	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul>
Employment	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Performance review, Business sustainability, pages 60 &amp; 62</li> </ul>
Labour/ management relations	<p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul>
Occupational health and safety	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> </ul>
Training and education	<p>We do not report indicator information on all labour practices and decent work categories. We will continue to review the comprehensiveness of our reporting, considering the GRI guidance and principles.</p>
Diversity and equal opportunity	
Human rights	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul>
Investment and procurement practices	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Performance review, Business sustainability, pages 60-63</li> </ul>
Non-discrimination	<p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul>
Freedom of association and collective bargaining	
Abolition of child labour	<p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> </ul>
Complaints and grievance practices	
Security practices	<p>We do not report indicator information on all human rights categories. We will continue to review the comprehensiveness of our reporting, considering the GRI guidance and principles.</p>
Indigenous rights	

Society	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul>
Community	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Performance review, Business sustainability, page 62</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Communities</a></li> <li>- <a href="#">Community investment</a></li> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Communities</a></li> </ul> <p>We do not report indicator information on all society categories. We will continue to review the comprehensiveness of our reporting considering the GRI guidance and principles.</p>
Corruption	
Public policy	
Anti-competitive behaviour	
Compliance	
Product responsibility	
Overall	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Corporate governance, pages 71-72</li> <li>- Strategy in action, pages 22-25</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Introduction</a></li> </ul> <p>British Land website, corporate responsibility</p> <ul style="list-style-type: none"> <li>- <a href="#">Managing corporate responsibility</a></li> </ul> <p>British Land website</p> <ul style="list-style-type: none"> <li>- <a href="#">Media</a></li> </ul>
Customer health and safety	<p><a href="#">Annual Report &amp; Accounts 2010</a></p> <ul style="list-style-type: none"> <li>- Performance review, Business sustainability, page 63</li> </ul> <p>Corporate Responsibility Report 2010</p> <ul style="list-style-type: none"> <li>- <a href="#">Staff and suppliers</a></li> <li>- <a href="#">Summary Data Report 2010</a></li> </ul> <p>We do not report indicator information on all product responsibility categories. We will continue to review the comprehensiveness of our reporting, considering the GRI guidance and principles.</p>
Product and service labelling	
Marketing communications	
Customer privacy	
Compliance	

# 3. KEY PERFORMANCE INDICATORS

IN 2009/10 WE REPORTED AGAINST 31 KEY PERFORMANCE INDICATORS INCLUDING AT LEAST ONE INDICATOR FROM EACH CATEGORY. FOR PARTIAL DISCLOSURES, WHERE WE MEET SOME BUT NOT ALL OF THE GRI REQUIREMENTS, WE HAVE PROVIDED A SHORT COMMENTARY. WE WILL REVIEW OPPORTUNITIES TO FURTHER ALIGN OUR REPORTING IN FUTURE YEARS.

Indicators that are noted as 'Core' by GRI are presented in standard font, those that are deemed 'Additional' by GRI are presented in grey font.

EC: Economic Performance Indicators		
Economic Performance	Full or partial	Location
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Full	<p><a href="#">Annual Report &amp; Accounts 2010</a> - Financial statements, pages 86 - 127</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Communities, Figs 7.1, 7.2, 7.3, 7.4, 7.5</p> <p>Corporate Responsibility Report 2010 - <a href="#">Communities, Community investment</a></p>
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change.	Full	<p><a href="#">Annual Report &amp; Accounts 2010</a> - Principal risks, page 25</p> <p>Corporate Responsibility Report 2010 - <a href="#">Greenhouse Gas Emissions Report</a></p>
Indirect Economic Impacts		
EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Partial	<p>We report on community investment in terms of costs related cash donations, staff time, supplier time, in-kind support and contributions through planning. We do not report on the expected or current impacts on communities and local economies. Will review reporting on this during 2010.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Communities, Figs. 7.3, 7.6 and 7.7</p> <p>Corporate Responsibility Report 2010 - <a href="#">Communities</a> - <a href="#">Communities, Community investment</a> - <a href="#">Communities, At our properties</a> - <a href="#">Communities, At our developments</a></p>
EN: Environmental Performance Indicators		
Materials	Full or partial	Location
EN2 Percentage of materials used that are recycled input materials.	Full	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Waste, Fig. 3.5</p>
Energy		
EN3 Direct energy consumption by primary energy source.	Full	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Energy, Figs. 1.1 and 1.2</p>
EN4 Indirect energy consumption by primary source.	Full	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Energy, Figs. 1.1 and 1.2</p>

# 3. KEY PERFORMANCE INDICATORS

<b>EN: Environmental Performance Indicators</b> continued		
<b>Energy</b> continued	<b>Full or partial</b>	<b>Location</b>
EN5 Energy saved due to conservation and efficiency improvements.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Energy, Figs. 1.1, 1.5, 1.7 and 1.9
EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Full	Corporate Responsibility Report 2010 - <a href="#">Natural resources, Energy</a> - <a href="#">Properties</a>
EN7 Initiatives to reduce indirect energy consumption and reductions achieved.	Full	Corporate Responsibility Report 2010 - <a href="#">Natural resources, Energy</a> - <a href="#">Properties</a>
<b>Water</b>		
EN8 Total water withdrawal by source.	Partial	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Water, Fig. 2.1  A number of our properties use non-mains water, such as rainwater harvesting. Meters are currently being installed to allow us to fully report on this indicator.  British Land website - <a href="#">Occupier survey 2007, Managing environmental impacts</a>
<b>Biodiversity</b>		
EN13 Habitats protected or restored.	Partial	This year we are not reporting in full against this indicator as we do not have sufficient data. A number of our development projects have protected habitats (and enhanced them). During 2010 we will review full reporting of this indicator.  Corporate Responsibility Report 2010 - <a href="#">Natural resources, Biodiversity</a>  <a href="#">Corporate Responsibility Full Data Report 2010</a> - Other environmental measures, Fig. 5.3
EN14 Strategies, current actions, and future plans for managing impacts on biodiversity.	Full	Corporate Responsibility Report 2010 - <a href="#">Natural resources, Biodiversity</a> - <a href="#">Biodiversity leaflet</a>  <a href="#">Summary Data Report 2010</a> - Targets for next year, page 05  British Land website, corporate responsibility - <a href="#">Managing corporate responsibility, Policies and documents</a>
<b>Emissions, Effluents and Waste</b>		
EN16 Total direct and indirect greenhouse gas emissions by weight.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Carbon, Figs. 4.2, 4.3, 4.4, 4.5, 4.6  <a href="#">Corporate Responsibility Report 2010</a> - Greenhouse Gas Emissions Report  Our reporting covers all our Scope 1 and 2 emissions (direct and indirect) and some of our indirect (Scope 3) emissions. We do not currently report on all 'Scope 3' indirect greenhouse gas emissions.

# 3. KEY PERFORMANCE INDICATORS

<b>EN: Environmental Performance Indicators</b> continued		
<b>Emissions, Effluents and Waste</b> continued	<b>Full or partial</b>	<b>Location</b>
EN17 Other relevant indirect greenhouse gas emissions by weight.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Carbon, Fig. 4.2, 4.3, 4.4, 4.5, 4.6
EN19 Emissions of ozone-depleting substances by weight.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Carbon, Fig. 4.2
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Carbon, Fig. 4.3  Corporate Responsibility Report 2010 - <a href="#">Natural resources, Energy</a> - <a href="#">Natural resources, Waste and materials</a> - <a href="#">Natural resources, Water</a> - <a href="#">Natural resources, Carbon and CRC</a>
EN22 Total weight of waste by type and disposal method.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Waste, Figs. 3.1, 3.2, 3.3
<b>Products and services</b>		
EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Waste, Figs. 3.1, 3.2, 3.3 - Water, Figs. 2.5, 2.6, 2.7, 2.8 - Carbon, Figs. 4.3, 4.4, 4.5, 4.6 - Energy, Figs. 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.13  Corporate Responsibility Report 2010 - <a href="#">Properties</a> - <a href="#">Natural resources, Energy</a> - <a href="#">Natural resources, Waste and materials</a> <a href="#">Natural resources, Water</a> - <a href="#">Natural resources, Biodiversity</a> - <a href="#">Biodiversity leaflet</a>  Corporate Responsibility Report 2010, management documents - <a href="#">Energy Management</a> - <a href="#">Waste Management</a> - <a href="#">Water Management</a>  British Land website, corporate responsibility - <a href="#">Natural resources, Ropemaker carbon footprint</a> - <a href="#">Sustainable transport in developments</a>
<b>Compliance</b>		
EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Full	<a href="#">Corporate Responsibility Full Data Report 2010</a> - Other environmental measures, Fig. 5.1, 5.2
<b>Transport</b>		
EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Partial	We report on the impact of Head Office business travel and developments transport to site in terms of carbon emissions. There are other impacts associated with the management of our properties that we do not currently report. We will review reporting on these during 2010.  <a href="#">Corporate Responsibility Full Data Report 2010</a> - Carbon, Figs. 4.2, 4.3

# 3. KEY PERFORMANCE INDICATORS

<b>EN: Environmental Performance Indicators</b> continued		
<b>Overall</b>	<b>Full or partial</b>	<b>Location</b>
EN30 Total environmental protection expenditures and investments by type.	Partial	<p>We have reported on costs associated with waste landfill tax, purchase of carbon offset certificates, external environmental consultancy services and fines for non-compliance (there were none). This does not cover all environmental expenditures and investments and we will review reporting on a more complete set of data during 2010.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Other environmental measures, Fig. 5.1</p>
<b>HR: Human Rights Performance Indicators</b>		
HR4 Total number of incidents of discrimination and actions taken.	Full	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Fig. 8.7</p>
<b>LA: Labour Practices &amp; Decent Work Performance Indicators</b>		
<b>Employment</b>		
LA1 Total workforce by employment type, employment contract, and region.	Partial	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Fig. 8.1</p>
LA2 Total number and rate of employee turnover by age group, gender, and region.	Partial	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Fig. 8.3</p>
<b>Occupational Health and Safety</b>		
LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partial	<p>We report on fatal, reportable lost-days and non-fatal accidents but do not report on occupational diseases or absenteeism. We will review reporting on these during 2010.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Figs. 8.4, 8.5 and 9.4</p>
<b>Training and Education</b>		
LA10 Average hours of training per year per employee by employee category.	Partial	<p>We report total days training and average number of hours training for British Land and Broadgate Estates staff. This data is not reported for each employment category, such as senior management, middle management etc. We will review reporting in this way during 2010.</p> <p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Fig. 8.6</p>
LA12 Percentage of employees receiving regular performance and career development reviews.	Full	<p><a href="#">Corporate Responsibility Full Data Report 2010</a> - Staff, Fig. 8.1</p>

# 3. KEY PERFORMANCE INDICATORS

LA: Labour Practices & Decent Work Performance Indicators		
Diversity and Equal Opportunity	Full or partial	Location
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partial	<p>We report on diversity in terms of gender and age groups for all staff and management staff at British Land and Broadgate Estates. We do not report on diversity in terms of minority groups, nor do we report on diversity related to specific governance bodies. We will review reporting against these during 2010.</p> <p><u>Corporate Responsibility Full Data Report 2010</u>                      - Staff, Fig. 8.2</p> <p>British Land website, corporate responsibility                      - <u>Managing corporate responsibility, Our team</u></p> <p>British Land website                      - <u>Our people</u>                      - <u>The British Land Company PLC, Directors Executive Committee</u>                      - <u>The British Land Corporation Ltd., Directors</u></p>

S0: Society Performance Indicators		
Community		
S01 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Partial	<p>We report on the extent of our community contributions through planning of our development projects. We have medium-term target to assess local satisfaction with British Land as a developer. We do not report on the impact of operations on local communities. We will review reporting on this during 2010.</p> <p><u>Corporate Responsibility Full Data Report 2010</u>                      - Communities, Fig. 7.6</p> <p>Corporate Responsibility Report 2010                      - <u>Community investment</u>                      - <u>Communities, At our properties,</u>                      - <u>Communities, At our developments</u></p> <p>Corporate Responsibility Report 2010, management documents                      - <u>Community satisfaction</u></p> <p>British Land website, corporate responsibility                      - <u>Communities</u></p>

Public Policy		
S05 Public policy positions and participation in public policy development and lobbying	Partial	<p>We are involved with lobbying and engage with our peers and industry experts through a number of sector associations including the following:</p> <ul style="list-style-type: none"> <li>- <u>Better Buildings Partnership</u> (founding member)</li> <li>- <u>British Property Federation</u> – member of Sustainability Committee, Commercial Committee, Construction Committee</li> <li>- <u>Commercial Landlords Accreditation Scheme (CLAS)</u></li> <li>- <u>RealService</u></li> <li>- <u>UK Green Building Council</u> (founding member).</li> </ul>

# 3. KEY PERFORMANCE INDICATORS

**PR: Product Responsibility Performance Indicators**

**Product and Service Labelling**

PR5 Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.

Full

Corporate Responsibility Full Data Report 2010  
 - Customers, Figs. 6.1, 6.2, 6.3, 6.4, 6.5

Corporate Responsibility Report 2010  
 - Customers  
 - Customer satisfaction

British Land website  
 - Our Service Commitment

**Compliance**

PR9 Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.

Full

There were no significant fines for noncompliance with laws and regulations concerning the provision and use of our products and services.

**WANT TO KNOW MORE?**

If you would like to know more about our approach to corporate responsibility or let us know your views, please email us at [cr@britishland.com](mailto:cr@britishland.com)

Or write to:  
Justin Snoxall  
Head of the Business Group  
British Land  
York House  
45 Seymour Street  
London W1H 7LX

t. +44 (0) 20 7486 4466  
f. +44 (0) 20 7467 2869

[britishland.com/crReport2010](http://britishland.com/crReport2010)



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