



FIG. 6.1 CUSTOMER SATISFACTION GRI: PR5

	Rating British Land as an owner as excellent or good (%)				Rating our managing agents as excellent or good (%)			
	2009/10	2008/09	2006/07	2005/06	2009/10	2008/09	2006/07	2005/06
UK offices	91%	85%	75%	40%	no survey	53%	62%	35%
UK retail	no survey	80%	71%		no survey	37%	16%	
UK average	NA	82%	73%	40%	NA	43%	40%	35%

DATA NOTES

2009/10 UK results were based on 12 respondents to post-occupancy surveys at 201 Bishopsgate and The Broadgate Tower. The Broadgate Tower survey is not yet complete. Findings to date are only interim whilst new occupiers take occupation and will be completed before the end of this next financial year. 2008/09 results were based on 50 independent telephone interviews with occupiers in early 2009. 2006/07 results based on 54 independent telephone interviews in early 2007. 2005/06 results based on 41 independent telephone interviews in late 2005. In 2010, we carried out our first independent customer survey in Continental Europe and are reviewing results. Our next independent customer survey in the UK will be in 2010/11.

In 2005, the survey results were reported at a total portfolio level, rather than office and retail portfolios. Prior to 2009 excellent and good were reported as very satisfied and satisfied respectively. Retail comprises shopping centres and retail parks.

FIG. 6.2 CUSTOMERS RATING US AS EXCELLENT OR GOOD GRI: PR5

Customers rating us as excellent or good

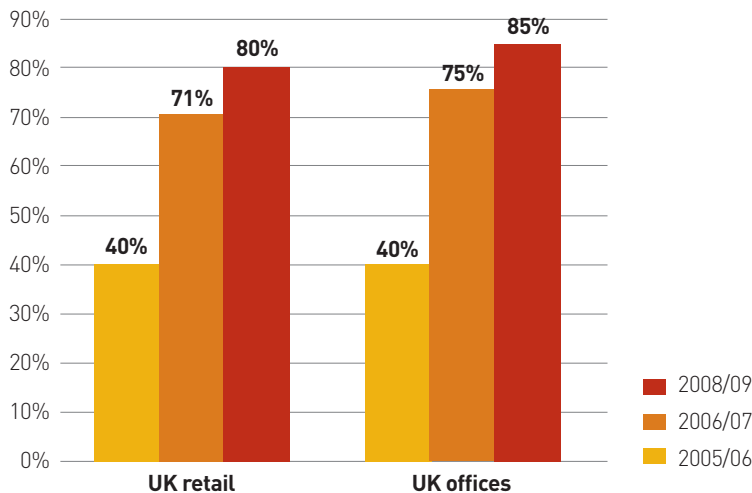


FIG. 6.3 CUSTOMERS RATING OUR AGENTS AS EXCELLENT OR GOOD GRI: PR5

Customers rating our agents as excellent or good

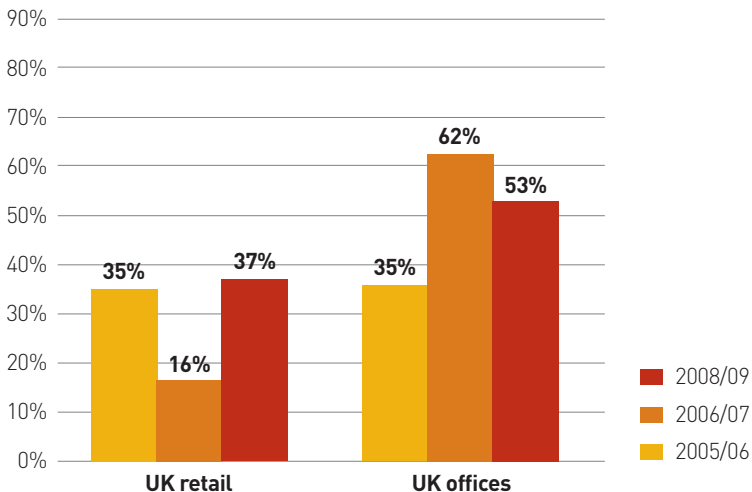




FIG. 6.4 CUSTOMER WILLINGNESS TO RECOMMEND GRI: PR5

	Rating very likely or likely to recommend British Land (%)			
	2009/10	2008/09	2006/07	2005/06
UK offices	100%	80%		
UK retail	no survey	86%	84%	82%
UK average	NA	83%	84%	82%

DATA NOTES

As per Figure 6.1 above.

FIG. 6.5 UNDERSTANDING CUSTOMERS' NEEDS GRI: PR5

	Rating British Land's understanding of customers' needs as excellent or good (%)			
	2009/10	2008/09	2006/07	2005/06
UK offices	70%	63%	69%	37%
UK retail	no survey	67%	74%	
UK average	NA	65%	72%	37%

DATA NOTES

As per Figure 6.1 above.

FIG. 6.6 SERVICE CHARGE MANAGEMENT

	Service charge communications completed on time (%)		
	2009/10	2008	2007
Offices	100%	100%	75%
Retail	97%	95%	100%
Average	99%	98%	88%

DATA NOTES

UK only. Managing agents' compliance with our management requirements for timely delivery of reports on budgets, forecasts, reconciliations, cash reconciliations, year end within budget and notifications of overspend. Figures for 2008 and 2007 refer to calendar year performance.

FIG. 6.7 OCCUPIER RETENTION

	2009/10	2008/09
Occupier retention (%)	43%	51%

DATA NOTES

Leases retained where the occupier had an unfettered option to renew. 121 leases retained of 284 determined this year, and 114 leases retained of 265 determined last year.

FIG. 6.8 REALSERVICE BEST PRACTICE INDEX

	2009/10	2008/09
Index Quartile Position	Top	Top

DATA NOTES

The RealService Index benchmark is an annual scorecard that measures the engagement and skills of member organisations in delivering high levels of customer service. The survey is conducted through online self assessments reviewed by independent verifiers.

FIG. 6.9 OCCUPATIONAL COSTS

	Average service charge cost (£ per sq ft)		Average property insurance costs (£ per sq ft)	
	2009	2008	2009/10	2008/09
Offices	£8.71	£8.73	£0.39	NR
Shopping centres	£6.16	£7.23	£0.31	
Shopping parks	£1.40	£1.47		NR
Retail parks	£0.99	£1.00	£0.12	

DATA NOTES

UK only. Offices floor area is net internal area. Retail floor area is gross internal area. 2009/10 office service charge cost is based on calendar year end. Property insurance is made up of building damage and loss of rent and service charges. Office insurance costs include FRI (Full Repairing and Insuring lease) properties.



FIG. 6.10 AVERAGE SERVICE CHARGE COSTS

Sector	2008/09 (£ per sq ft)	2009/10 (£ per sq ft)	Saving between 2008/09 and 2009/10
Office portfolio			
Broadgate offices	£9.48	£9.15	£0.34
Other London offices	£8.81	£8.64	£0.17
Sub-total offices	£9.30	£9.01	£0.29
Retail portfolio			
Bulky goods retail parks	£0.69	£0.66	£0.02
Retail parks	£1.00	£0.99	£0.01
Shopping parks	£1.47	£1.40	£0.07
Shopping centres	£7.23	£6.16	£1.08
Sub-total retail	£2.45	£2.20	£0.26
Total	£3.56	£3.30	£0.26

DATA NOTES

2009/10 actual figures are subject to final financial audit.

FIG. 6.11 SERVICE CHARGE REDUCTION PERFORMANCE 2009/10

Sector	Floor area (square feet)	2008/09 actual	2009/10 actual	% decrease between 2008/09 and 2009/10	Savings between 2008/09 and 2009/10
Office portfolio					
Broadgate offices	1,600,473	£15,175,857	£14,638,982	4%	£536,875
Other London offices	595,113	£5,245,419	£5,143,429	2%	£101,990
Sub total offices	2,195,586	£20,421,276	£19,782,411	3%	£638,865
Retail portfolio					
Bulky goods retail parks	490,732	£336,861	£325,245	3%	£11,616
Retail parks	4,179,447	£4,194,710	£4,137,126	1%	£57,584
Shopping parks	4,344,107	£6,403,793	£6,079,253	5%	£324,540
Shopping centres	2,334,120	£16,879,999	£14,369,093	15%	£2,510,906
Sub total retail	11,348,406	£27,815,363	£24,910,171	10%	£2,904,646
Total	13,543,992	£48,236,639	£44,693,128	7%	£3,543,511

DATA NOTES

2009/10 actual figures are subject to final financial audit. These figures have been updated since publication of our Corporate Responsibility Summary Report, which was based on forecast figures for 2009/10 (as final data was not available at time of publication).



FIG. 6.12 LEASE MANAGEMENT

	Customers rating British Land as Lease Code compliant (% of 'yes' responses, OSI equivalent rating)		Customers rating lease flexibility as excellent or good (% total responses, OSI equivalent rating)		Customers rating lease flexibility as excellent or good (% total responses, OSI equivalent rating)	
	2009/10	2008/09	2009/10	2008/09	2009/10	2008/09
Offices	no survey	100%	75%	50%	57%	71%
Retail	no survey	96%	no survey	28%	no survey	50%
Average	No survey	98% (OSI 40%)	NA	39% (OSI 38%)	NA	61%

DATA NOTES

As per Figure 6.1 above.

OSI is the UK Occupier Satisfaction Rating Index, an annual index and opinion survey to measure satisfaction amongst customers of the UK commercial property industry. OSI does not distinguish between property types. OSI lease code compliance for 2009 is the 2009 Index reported '% satisfied' results. OSI lease flexibility for 2009 is the 2009 Index reported 'Flexibility of leases (length and break options)' results.

FIG. 6.13 SERVICE CHARGE AUDITS

	Properties audited (number)	
	2009/10	2008/09
Platinum audits	1	NA
Gold audits	6	6
Silver audits	0	2
Bronze audits or below	0	0
Total Gold and Platinum audits	7	6
	(100%)	(75%)

DATA NOTES

Independent Service Charge Code audits carried out by the Property Managers Association. The Platinum rating was introduced in 2009/10.