

Biodiversity

Our Biodiversity Programme

By enhancing local ecosystems our properties are more attractive places to work, live in and visit, and are thus more attractive to occupiers.

The British Land **Biodiversity Programme**, published in 2005, promotes the consideration of biodiversity at each stage of the property lifecycle.

We manage and enhance biodiversity at our properties through **Biodiversity Action Plans** ('BAPs'). In 2006 we implemented site-specific BAPs for Teesside Shopping Park and Regent's Place and developed them for Meadowhall Shopping Centre and Blythe Valley Park.

Our **Urban Generic BAP** and our **Soft Landscape Generic BAP** can be implemented across the portfolio at properties which do not require their own site-specific BAP. They contain generic measures, for instance relating to providing habitats for birds and bats.

British Land people

Move to York House

An efficient and high quality Head Office that is designed and equipped to meet the needs of our people.

During 2006 we prepared for our Head Office move from Cornwall Terrace, London NW1, to York House, London W1, in Spring 2007.

A **Relocation Committee**, consisting of senior managers and executives, was formed. This Committee **consulted** with employees and experts to ensure that York House meets the needs of our people.

Employees were **updated about progress** through newsletters and a section on the Company's Intranet. We also consulted them on various features of the new offices including printing, faxing and telephone requirements, as well as the chairs and desks that they will be using. During December 2006 **tours** of York House were organised to discuss seating and operational arrangements.

The fit out of the property was guided by the **British Land Sustainability Brief**. Nearly £500,000 was invested in corporate responsibility measures, including installing cycle racks, showers and energy mains metering. A draft Travel Plan for York House was developed in December 2006; it will be published in 2007.

Community – strengthening local ties

Investing in the future

By supporting good causes we enhance our reputation. Supporting local initiatives also builds our relationships with local stakeholders.

In 2006 we invested over £650,000 in good causes, such as **education, the arts and sport**. Our sponsorships included:

- The British Land UK Chess Challenge.
- The British Land National Ski Championships for the 28th consecutive year.
- The British Land British Open and Amateur Championships for Real Tennis for the 13th year.

Our property management teams have responsibility for community funding decisions at our properties. This enables a speedy response and entrusts decision making to those who are most familiar with the needs of their **local communities**. In 2006 local sponsorship included:

- Eastgate Shopping Centre supporting St Luke's Hospice.
- Teesside Shopping Park supporting a multi-use games area.
- Meadowhall Shopping Centre supporting the European Brandenburg Ensemble.

Occupiers and suppliers

Customer satisfaction

The value in our portfolio comes from customers choosing to lease our buildings. We are committed to continuing to develop the ways we work to support our customers' own business needs more effectively.

In 2006, based on occupier feedback, we made a number of changes to improve how we manage our properties:

- We established a **Key Account Programme** involving our senior management for 85 occupiers.
- We published **Our Service Commitment** to occupiers and began using it to manage the performance of our employees and our managing agents.
- Following a **review of our managing agents** we implemented changes to improve service to occupiers, including consolidating our managing agents from 19 to 9, establishing new contract terms and agreeing key performance indicators.
- We reviewed our **service charge management** and introduced a number of changes to ensure that we exceed the standards set out in the new Service Charge Code.
- We reviewed and amended the **licence application process** for our London office portfolio, streamlining the process and reducing bureaucracy for our customers.

We also continued to support customer service through our active involvement in Real Service, a benchmarking group dedicated to helping the real estate industry improve customer service and generate improved performance.

Progress against targets 2006

Assurance by Bureau Veritas*

Below we review the progress we made during 2006 of just a few of our targets set out in our 2005 Corporate Responsibility Report; for a full report on how we have performed please see our online report.

Corporate responsibility management

Consider corporate responsibility issues within investments

- Sustainability Guide for Property Acquisitions launched in October 2006.

British Land people

Ensure staff needs are considered before and after the Head Office move

- Relocation Committee established, information provided in staff newsletters and on the Intranet, staff and external experts consulted and staff tours conducted of York House.