

## Occupiers and suppliers

### Engage with occupiers to build closer relationships

- Heads of Asset Management contacted 85 key occupiers about how we manage our properties. Key Account Programme and Service Commitment developed. Managing agents reviewed. Programme of meetings with occupiers. Further independent consultation with occupiers commissioned for 2007.

### Engage with first tier suppliers (consultants and contractors) to raise awareness of environmentally and socially sound goods and services

- Training presentation on corporate responsibility sent to all Head Office employees during December 2006.
- Distribution of letter on corporate responsibility principles, that British Land expects its suppliers to adhere to, piloted with suppliers in 2006.

## Regeneration

### Contribute to the regeneration of socially deprived areas where we operate

- Retail Foundation Degree established in partnership with Sheffield College and Sheffield Hallam University and to be delivered at The Source at Meadowhall by Sheffield College from 2007.

## Community

### Manage relations with communities to achieve social and business benefits

- British Land's Head of Internal Audit mentored a senior GP at Fountayne Road Health Centre in Hackney. Broadgate Estate's Technical and Environmental Director mentored the Headteacher at St John the Baptist School in Hackney.

## Resource use

### Promote efficient use of energy and water

- Members of the Broadgate Environmental Working Group identified carbon dioxide emissions relating to their properties and adopted a Carbon Emission Reduction Charter.

## Waste management

### Maximise opportunities for waste avoidance and reduction

- 92% of the accepted material at the Meadowhall Shopping Centre Resource Recovery Centre recycled in 2006.

## Biodiversity

### Safeguard and enhance biodiversity

- At Teesside eight of the ten Biodiversity Action Plan actions were completed, including the creation of two floating islands in a balancing pond. At Regent's Place progress was made on all Biodiversity Action Plan actions with completion scheduled for 2007.

## Targets 2007

### Assurance by Bureau Veritas\*

In line with our corporate responsibility focus areas, we have identified Key Performance Indicators (KPI) to be monitored year on year, and have set objectives and targets for 2007; below are just a selection of the objectives and targets. Please refer to the online Corporate Responsibility Report for the full version.

### Corporate responsibility management

#### Objective: Implement effective corporate responsibility management processes

- Targets:*
- Developments team to implement a management system and certify to the ISO14001 standard.
  - Review our approach to carbon management and build on existing climate change mitigation and adaptation strategies.
  - Develop systems to amalgamate Group-wide data for corporate responsibility reporting.

### British Land people

#### Objective: Ensure effective staff recruitment, retention and performance

- Target:*
- Review Human Resources strategy and Key Performance Indicators.
- KPI:*
- Turnover of staff.
  - Lost days/sickness.
  - % of pre tax underlying profit given to staff volunteering initiatives and sponsorship.

## Occupiers and suppliers

### Objective: Deliver improved customer satisfaction

- Target:*
- Undertake an occupier survey and achieve 30% improvement in overall satisfaction rating from 2005.

- KPI:*
- Average occupier satisfaction rating (%).

### Objective: Engage with first tier suppliers (consultants and contractors) to raise awareness on environmentally and socially sound goods and services

- Target:*
- Distribute Corporate Responsibility System Documentation Guide to all managing agents and development project teams.

- KPI:*
- % of timber from Forest Stewardship Council (FSC) or equivalent certified sustainably managed sources.

## Regeneration

### Objective: Contribute to the regeneration of socially deprived areas where we operate

- Target:*
- Continue to raise awareness and uptake of the Scottish Vocational Qualification in Retailing which is delivered through the Glasgow Fort Partnership for employees and occupiers at Glasgow Fort. Target 60 participants signed up to the course in 2007.

- KPI:*
- % of construction employment that is drawn from the local community.
  - % of employees at Meadowhall from the local community.

## Community

### Objective: Manage relations with communities to achieve social and business benefits

- Target:*
- Employees to work with children from two primary schools in Camden on an architecture based project.

- KPI:*
- % of managed properties where British Land actively engages with the community.

## Resource use

### Objective: Promote efficient use of energy

- Targets:*
- Work with Broadgate occupiers to pilot the inclusion of their energy data within the performance benchmarking process.
  - Complete decentralised low carbon energy feasibility studies at York House and Broadgate.

#### *KPI:*

For common (landlord) areas of managed properties:

- CO<sub>2</sub> per m<sup>2</sup>.
- KWh of energy used per m<sup>2</sup>.
- % of energy from Climate Change Levy exempt sources.

For developments:

- % better than Building Regulations Part L2: 2006.

## Waste management

### Objective: Minimise waste and maximise recycling and the amount of recycled content in materials used

- Target:*
- Work with site-managers and managing agents to improve the sharing and reporting of waste management information and data across our managed portfolio.

- KPI:*
- Average target % of waste to be recycled on developments.
  - Average target % of recycled content of materials by value on developments.
  - % of waste to landfill at Broadgate, Meadowhall and Regent's Place.

## Biodiversity

### Objective: Safeguard and enhance biodiversity.

- Target:*
- Prepare site-specific Biodiversity Action Plans for Leeds Westside Shopping Park and Oxford Shopping Park.

- KPI:*
- Number of managed properties covered by Biodiversity Action Plans.

\*Independent assurance statement by Bureau Veritas. For more details please see the CR Report 2006: [www.britishland.com/crReport/2006](http://www.britishland.com/crReport/2006)