



LONDON
SQUARE

SOCIAL IMPACT STRATEGY 2023-2025



INTRODUCTION

London Square is proud to be a leading property developer, delivering outstanding homes of all types and tenures to create mixed and balanced communities. Founded in 2010, the Company has already created a development pipeline worth over £2 billion. By focusing solely on the capital and its surrounding areas, we are specialists in developing homes that are worthy of this magnificent city and the demands on its residents.



[Learn more about the Sustainable Development Goals](#)

Skills and employment, access to good work and civic assets are central to the way we do business. London Square's Social Impact Strategy 2023 – 2025, aims to support communities in which we work overcome socio-economic inequalities and to ensure that specified outcomes are based on local context and need. This can only be achieved through collaborative partnerships that deliver maximum benefit and a long-lasting legacy.

The objectives for this strategy are focused on our homes, communities and business. At its core, it is about listening to customers, understanding their needs, and fostering meaningful dialogue with stakeholders. By proactively engaging with communities on issues such as economic inequality, social mobility and accessibility, we can deliver initiatives which are relevant and purposeful; and which local people care about and genuinely need.

To guide our approach and ensure it is aligned with the latest best practice, we undertook a comprehensive review of existing guidance and frameworks, including the [UK Government's Social Value Model](#) from PPN06/20, [BS 8950 standard for Social Value](#) and [Green Building Council's Framework for Defining Social Value](#).

We have also engaged with the UN's Sustainable Development Goals, specifically goals 3, 8 and 10, of which the Company aligns wholly or in part with 10 of the 17 goals.

LONDON SQUARE'S BUILDING SUSTAINABLE COMMUNITIES STRATEGY IS FUNDAMENTAL TO HOW WE CREATE SOCIAL VALUE.

We maintain an up-to-date understanding of our material topics through engagement and dialog with key stakeholders, as well as by monitoring our business and industry peers and the relevant trends and drivers. This approach helps us to understand the perceptions of our stakeholders, the potential risks and opportunities for our business, and enables us to evaluate our ability to create and sustain value.

In September 2021, London Square engaged the services of PwC to undertake a robust materiality review of the market to support the development of the Company's ESG (Sustainability) strategy. An analysis of the market was undertaken, along with interviews with key internal and external stakeholders. The resulting report shaped the

future direction of the Company's Sustainability strategy and targets for building sustainable communities, both of which will be reviewed annually and fed into London Square's overall Company strategy, or as we call it: The Five-Year Plan.

In 2023 London Square surveyed our customers to understand their views on sustainability and what matters most to them, when buying or renting a new home. In addition, staff were asked to respond to a survey which asked their views on the Company's approach to Building Sustainable Communities.

The results are summarised in You Said, We Did – Building Sustainable Communities, and have been fed into the Square Future Framework, ensuring our strategy for a sustainable future is aligned to our stakeholders' views.



We have focused our Social Impact Strategy 2023-2025 on three key themes:

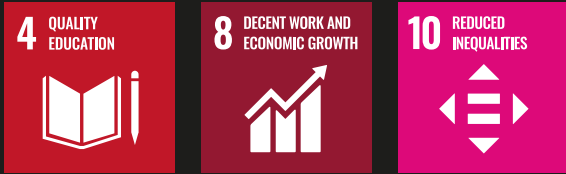
1. SOCIAL MOBILITY

2. TACKLING ECONOMIC INEQUALITY

3. WELLBEING



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1. SOCIAL MOBILITY

Attracting and including a wide and diverse talent pool is a priority for the Company. In the year ending March 2023 (FY23) we undertook over 200 hours of outreach activities, interacting with more than 3,600 individuals across a range of venues and locations. In addition, through our wider public and cultural engagement activities, we reached out to over 14,000 people.

As signatories to the [Good Work Standard](#) and [Social Mobility Pledge](#), we continue to collaborate with our supply chain partners and stakeholders to share best practice on what businesses can do to help advance opportunities for people from all backgrounds.

Examples of our targeted activities:

WOMEN IN BUILD, ISLINGTON

At the former Holloway Women's Prison site development, we have established a 'Women in Build' pre-employment programme to upskill and empower women to enter the trade sector, increase diversity and inclusion, and help to address the skills gap in the sector.

As well as getting hands-on training in multi-skills construction and a CSCS card, participants learn about new technologies and modern methods of construction. Our goal is to provide a pool of talented women who can work on the site, where we have committed to creating 51 apprenticeships during the construction phase.





ADDING SOCIAL VALUE BY ADVANCING SOCIAL MOBILITY

In Southwark we have partnered with social mobility charity upReach to create opportunities for university students from less-advantaged backgrounds to access internship and graduate roles.

upReach help young people from across the UK realise their potential through sector targeted professional development programmes designed to support undergraduates who are interested in joining a particular sector or industry.

Through successful partnerships with top employers, the charity offers students access to a comprehensive range of opportunities and activities to broaden their horizons, understand career pathways and develop the skills, networks and experiences needed for professional success.

Nneoma, an architecture undergraduate at Loughborough University, joined London Square on a placement in April. During her time at the Rich Estate Development in Bermondsey, she got

to grips with the day-to-day operations of our sales and marketing suite, in addition to shadowing the project team on-site.

Following the placement, Neoma was introduced to Exterior Architecture and successfully secured an industrial placement with the firm starting August 2022.





CREATING SOCIAL VALUE THROUGH DIGITAL INCLUSION

London Square has been involved in a number of social value initiatives helping to support the local communities in the areas in which we work. In Waltham Forest we have rolled-out an IT donation scheme to schools serving the most disadvantaged communities to support digital inclusion and accessibility.

Last summer, Lammas School received a donation of refurbished laptops from London Square, which will contribute to the improvement of educational experience of students: facilitating their

access to online learning, enabling them to extend their ability to study outside their timetabled sessions and supporting their employability skills and access to careers development advice.

The pandemic has highlighted how significant the issue of digital inequality is and there have been significant social drivers recently for getting IT hardware out to children who still use their parents' phone to do their schoolwork.

According to a recent [Teach First](#) survey, only 2% of teachers working in schools serving the most disadvantaged communities say all their pupils have adequate access to devices and internet to complete homework.

The laptops from London Square, will enhance students' opportunities, making a significant difference to what they can achieve in the future.





SKILLS FOR THE GREEN ECONOMY

Through London Square's long-standing involvement with the Mayor of London Careers Programme we have worked with more than two thousand school and college students, to help develop a talent pool of young people equipped with the skills they need to get into good jobs.

Last November, we were delighted to support London Schools' Climate Kick-Start - a city wide schools programme aimed at empowering young people to help tackle climate change, loss of wildlife and air pollution.

Held at London Stadium, year 9 students from 30 schools in East and South-East London were invited to learn about green jobs through some of the world's latest virtual reality technology.

Students tried out the metaverse, built to coincide with COP27, thanks to technology supplied by CGI, a global IT and business consulting services firm and partner to the presidency of COP27.

London Square facilitated six workshops throughout the day that explored architecture, design, modular building methods and engineering, to highlight the types of skills and qualifications

young people will need for a rewarding career in the built environment.

The event brought together over 40 major employers and more than one thousand students to explore green career pathways that are set to boom in London in the next 20 to 30 years.

Jointly hosted by CGI and Local London, a partnership of nine boroughs in the eastern part of the capital, schools with the highest percentage of students eligible for free school meals were given priority to join the event to learn about the green jobs that will be available in their lifetimes.





SOCIAL MOBILITY

| SOCIAL IMPACT MEASURES | OUTPUTS | OUTCOMES |
|--|--|--|
| <p>Promote and extend social mobility and equality in our organisation, and sharing best practice with our supply chain to open up opportunity for all.</p> | <ul style="list-style-type: none"> • Number of re-training and return to work opportunities for under-represented groups • Number of work experience opportunities provided to pupils from under-represented groups • Number of visits to schools and colleges to provide coaching through quality careers advice, enrichment experience and mentoring to support people from disadvantaged backgrounds or circumstances • Number of work experience and apprenticeship opportunities to support people from disadvantaged backgrounds or circumstances • Time volunteered by London Square staff (hours) on mentoring schemes • Number of companies in the supply chain to have signed the Social Mobility Pledge | <ul style="list-style-type: none"> • Supporting diversity and return to work schemes that widen access to the built environment • Supporting those most disadvantaged in the labour market • Improved personal aspirations in education, employment and skills of local people • Increased local employment and apprenticeships • Increased positive role models and mentorship for young people • Implementing the principles in the Social Mobility Pledge |





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2. TACKLING ECONOMIC INEQUALITY

Social purpose is woven into London Square's fabric. From creating new apprenticeship and employment opportunities, to improving education and training, we are committed to tackling economic inequality at root. We achieve this by working with our supply chain and delivery partners to create opportunities for local people to upskill through apprenticeships, traineeships, and sector-based training programmes so that they can ultimately obtain meaningful and sustainable employment.

In FY23 the Company spent £8.5m with local suppliers and contractors and delivered over 1000 hours of free training to support unemployed people into work. We are taking a strategic lead to address skills shortage in the sector by ensuring we collaborate with our supply chain partners, colleges and training providers to adopt new approaches to meet these growing skills needs.

Examples of our targeted activities:

- Supported over 400 weeks of apprenticeships and created 150 jobs for local unemployed people across our developments.
- Provided over 1000 hours of free online ESOL English language, literacy, numeracy and IT courses for people with childcare responsibilities, jobseekers and mature students from Black and ethnic minorities delivered in partnership with the Workers' Educational Association.
- Delivered 50 engagement sessions in schools, colleges, jobcentres and community events to provide details about skills and employment opportunities along with offers of support for residents interested in applying for work experience, jobs and apprenticeships.
- Facilitated STEM workshops for students with social, emotional and mental health needs to engage young people who are furthest away from the labour market.
- Designed a work experience shadowing scheme targeting students from low socio-economic backgrounds to provide inspiration and a deeper understanding of careers in the built environment.



GREEN SKILLS HUB AT THE FORMER HOLLOWAY WOMEN'S PRISON DEVELOPMENT

The Green Skills Hub will transform a section of the former Holloway Prison visitor centre into a temporary on-site training space that will deliver tangible community benefit whilst the site is being developed.

The project will create opportunities to train and upskill Islington borough residents to help address the shortage of sector specific courses for the construction sector to make the transition towards a low-carbon industry.

The Hub also aims to establish and nurture partnerships and programmes that will become embedded in longer-term strategies and designs for the proposed Women's Centre and Holloway Park development.

Last August, London Square piloted a sustainability in construction course with participants achieving an accredited qualification in health & safety, environmental awareness and sustainability and CSCS card.

The training programme targeted women, ex-offenders and under-represented groups and addressed skills shortages facing the built environment particularly in the interiors and green skills sectors.





CREATING SOCIAL VALUE THROUGH GRANTS AND SPONSORSHIP – THE HYDE DEVELOPMENT

London Square were delighted to sponsor Barnet Council's Domestic Abuse and Violence against Women and Girls' Strategy 2022-25 launch at Saracens X Stadium.

Coinciding with International Women's Day, the event highlighted that 1 in 3 women worldwide will experience violence in their lifetime, most likely at the hands of someone they know.

Gender based violence is a matter of priority for the Council through its commitment to helping to create an environment that is free of fear and harassment and where women and girls can feel safe and be safe wherever they are within the Borough.





SUPPORTING EXISTING AND FUTURE COMMUNITIES – ST MICHAEL'S SQUARE, CROYDON

London Square celebrated National Careers Week with a host of local employers at Legacy, Croydon Youth Zone.

Legacy is a multi-purpose facility where young people in Croydon have the opportunity to participate in diversionary activities including music production, basketball, boxing, art and cookery.

The Centre provides vital support and mentoring for young people aged 8-19 and a safe space to hang out and make new friends.

The event had a host of employers including London Square, Royal Navy and The British Army actively engaging with over 150 young people to promote apprenticeship and training opportunities in Croydon.





TACKLING ECONOMIC INEQUALITY

| SOCIAL IMPACT MEASURES | OUTPUTS | OUTCOMES |
|--|--|--|
| <p>Improve the choices and quality of life for local people by supporting individuals to access volunteering, employment, education and training opportunities with a focus on increasing skills levels and qualifications.</p> | <ul style="list-style-type: none"> • Number of new local jobs created (with a particular focus on underrepresented groups) • Number of local apprenticeships/internships/traineeships (with a particular focus on underrepresented groups) • Number of pre-employment programmes designed to prepare jobseekers for working in the construction industry including H&S, CSCS, CISRS, PASMA, SSSTS training and certification • Number of accredited and non-accredited courses for adults to increase employability skills, including ESOL, ICT, Functional Skills English and maths | <ul style="list-style-type: none"> • Increased local employment and apprenticeships • Employees paid the living wage • Supporting those most disadvantaged in the labour market • Increased positive role models and mentorship for young people • Improved personal aspirations in education, employment and skills of local people • Grow and strengthening the economy through the creation of local employment opportunities, training and apprenticeships as part of procurement and sub-contracting arrangements |
| <p>Investing in the local economy</p> | <ul style="list-style-type: none"> • Value (£) spend with local suppliers, social enterprises and SMEs • Value (£) spend through sponsorship and funding of community initiatives • Number of charities and creative start-ups benefitting from our subsidised workspaces | <ul style="list-style-type: none"> • Supporting locally sourced contracts and supply chains • Creating more opportunities for small and medium enterprises (SME's), voluntary, community and social enterprises (VCSE) and local companies |





[Learn more about the Sustainable Development Goals](#)



3. WELLBEING

We believe that our greatest strength and our most important asset is our people. Wellbeing starts with people: our connections with our communities, customers and stakeholders; the behaviour, care and compassion we show one another; the environment we create to live and work together.

The Company provides numerous opportunities throughout the year for employees to give back in ways that leverage their talent, skills and passion for good in the communities where we live and work. We are always looking for opportunities to connect our people with the causes they are most passionate about and to leverage our unique skill set for the greater good.

Examples of our targeted activities:

- Promoted public transport, car clubs and cycle to work schemes.
- Provided positive role models and mentorship for young people through our work experience and early careers programmes.
- Attended job fairs aimed at supporting underrepresented groups, including ex-offenders, care leavers, refugees and asylum seekers, and people with special educational needs and disabilities.
- Implemented a Payroll Giving scheme.



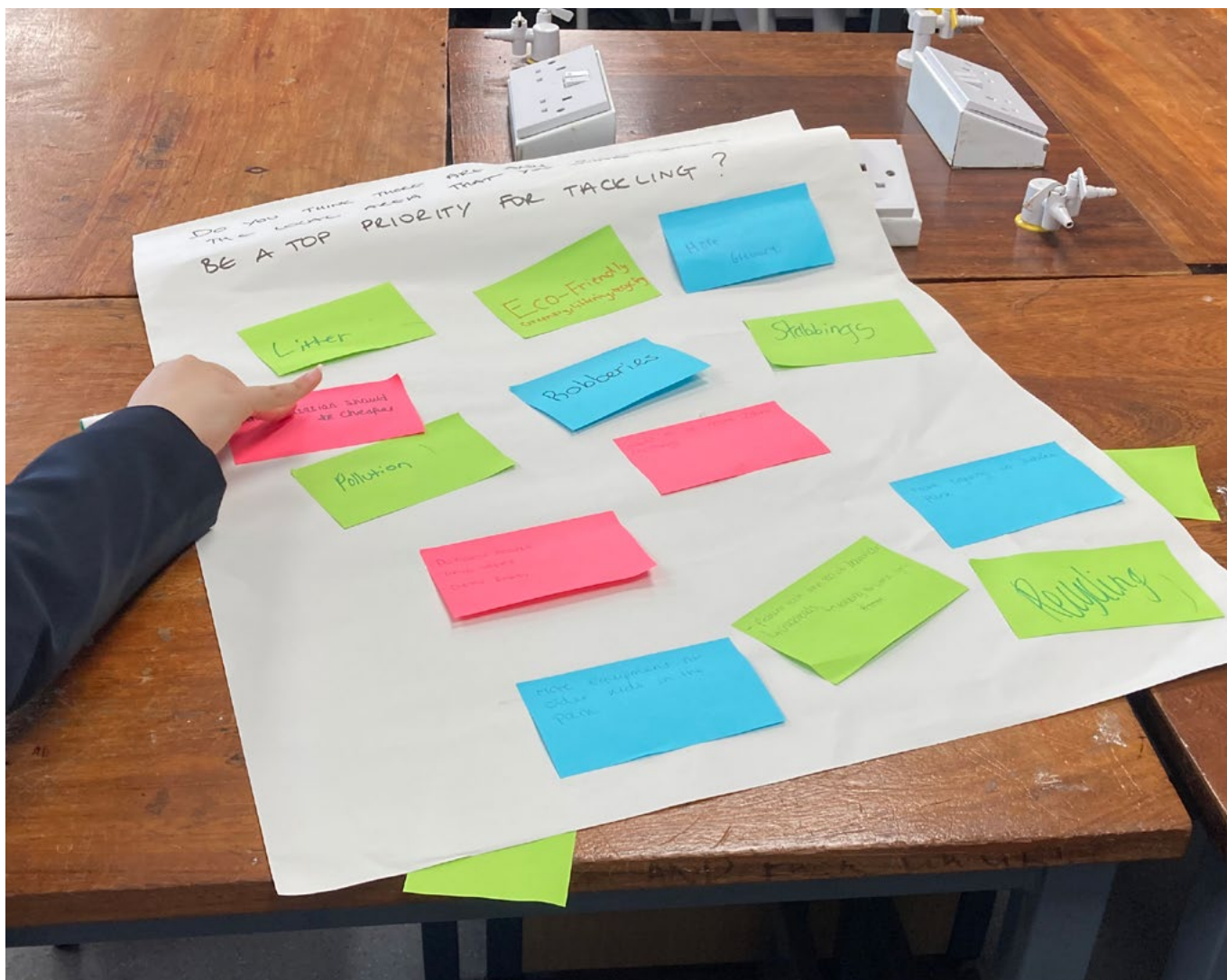


CREATING SOCIAL VALUE THROUGH PARTICIPATORY BUDGETING

In Lambeth, London Square has implemented an asset-based community development method, namely Appreciative Inquiry and Participatory Budgeting to engage stakeholders in self-determined change.

Participatory Budgeting means involving local residents in deciding how to spend public money. At its core PB is about local people shaping local services to more effectively meet local priorities.

We are allocating £250,000 to a fund which will be managed and controlled by the community to create a vibrant and exciting public realm and enhance the co-working space so that it remains attractive to existing and new tenants. The fund will be used to mobilise ideas which bring the public realm and workspaces to life.





REDUCING HEALTH INEQUALITIES AND SOCIAL ISOLATION

London Square has an intrinsic understanding of the meaning of community and providing that vital connection between people – from building communal garden squares and courtyards, delivering a state of the art theatre for local groups, creating studios and gallery space for emerging artists and schools, building a day nursery for working parents, making available incubator spaces for start-up businesses or making sure there is a corner food store as part of the scheme.

All our developments feature communal garden squares and open spaces where neighbours can meet up or enjoy a quiet moment in the fresh air. Since the pandemic, we have decided that every future home we build will have its own private outside space – a balcony, terrace or patio.

We made a London-wide commitment by supporting the London Gardens Trust with its annual event to open up private squares and spaces to the public to enjoy. London Square

Open Gardens Weekend was a major success, with over 40,000 visitors across a weekend in June.

The London Square team celebrated the event by joining volunteers and local residents on a rooftop oasis, a half-acre garden created on top of a former car park on the Doddington Estate in Battersea where residents grow fruit, vegetables, flowers and shrubs.

Inspired by the weekend, we are now rolling out a scheme to install a mini-London Square Garden across every borough.

Through the London Gardens Trust, we have identified schools, a mental health residential centre and community groups and offered to provide a raised garden bed, planted out with flowers or fruit or vegetables, giving children and adults a chance to get their hands dirty and look after their patch.





WELLBEING

| SOCIAL IMPACT MEASURES | OUTPUTS | OUTCOMES |
|--|--|--|
| <p>Maintain and extend the strong sense of community and develop the capacity of local people through health and wellbeing, mentoring, outreach and engagement initiatives.</p> | <ul style="list-style-type: none"> • Value (£) of investment/support in the community/through grants and sponsorship • Number of visits to local schools and colleges • Number of work experience opportunities provided to pupils (for under-represented groups) • Number of health and wellbeing promotion interventions supported for staff, customers and the community • Time volunteered by London Square staff (hours) • Number of companies in the supply chain to have implemented the 6 standards in the <u>Mental Health at Work</u> commitment | <ul style="list-style-type: none"> • Increased capacity and sustainability of the local voluntary and community sector • An open channel of communication between London Square and communities • Reduced health inequalities and social isolation – supporting people to become more physically active and to improve their health and well-being • Creating happier and healthier communities • Increased social cohesion and sense of belonging • Implementing the 6 standards in the <u>Mental Health at Work</u> commitment |





STAKEHOLDER MAPPING

London Square is committed to taking a collaborative approach to the issues that matter most, and that includes seeking out opportunities for employees across the business to get involved.

Local authorities, housing association partners, academic institutions, voluntary, community, and social enterprise organisations and frontline teams working with priority groups make most of the social impact work we do possible, which is why developing and maintaining close relationships with them is fundamental to how we operate.

London Square’s stakeholder engagement plan ensures that residents, businesses and delivery partners are informed and satisfied at different phases of the development life cycle.

This includes:

| | PHASE | STAKEHOLDERS |
|--|---------------------|--|
| <ul style="list-style-type: none"> • Pre-submission public consultation programme • Focus groups and workshops (in-person and virtual) | Planning | Residents, Local businesses, VCSEs, Visitors to the area, Councils, Housing Associations |
| <ul style="list-style-type: none"> • Dedicated engagement websites • Surveys | Design | Residents, Local businesses, Visitors to the area, Architects, Design teams, Councils |
| <ul style="list-style-type: none"> • Site visits • Newsletters | Construction | Residents, Local businesses, Visitors to the area, Supply chain, Councils |
| <ul style="list-style-type: none"> • Flyers • Social media campaigns • Press • Email updates | Operation | Residents, Local businesses, Employees, Suppliers, Councils |



IMPACT MEASUREMENT

London Square's approach is to focus on real life outcomes over monetisation, and our starting point has been to establish a clear baseline of where we are today to help set targets and assess the impact being created through our actions.

Through community and stakeholder engagement we have been able to further focus our aims and measures on what matters most to them. We understand that real life stories and testimonies are incredibly important to our stakeholders and so as well as advancing our approach to quantifying our impact we will continue to bring it to life through the voices of our people, partners, and communities.

Quarterly performance reviews will track the impact of our community support, allowing us to apply lessons learnt, adapt plans to reflect emerging priorities and target time and resources effectively.

The Company will benchmark its social value against industry best practice, ensuring we maximise opportunities and exceed expectations. We will review our metrics to ensure that they remain relevant and ambitious as well as commit to publishing our impact annually.

SOCIAL IMPACT ROADMAP

| 2023 | 2024 | 2025 |
|--|--|--|
| <ul style="list-style-type: none"> • Approved social value definition and framework in place • Launch Social Impact Strategy 2023-25 internally and externally to ensure consistency • Capture supplier contributions in social value reporting tool • Review and update our project and operational processes • Design an employee volunteering programme that enables staff to directly connect with our customers, neighbourhoods and our social purpose | <ul style="list-style-type: none"> • Establish a baseline for social value performance • Implement a base set of supply chain metrics • Include social value metrics in the Company Report • Produce annual social value progress report • Embed the importance of delivering social value across all our suppliers • Improve the skills of our people and suppliers through our partnership with Supply Chain Sustainability School | <ul style="list-style-type: none"> • Establish social value governance: steering group, cross-department working group and supply chain focus group • Review supply chain base metrics • Implement corporate level reporting system • Embed social value into our end-to-end procurement processes • Establish a social value fund supporting local community projects • Embed social value in the Company culture and within the supply chain |