



LONDON  
SQUARE

AN ALDAR COMPANY



# SOCIAL IMPACT STRATEGY 2026-2028



SQUARE  
FUTURE

Building Sustainable Communities

# Social Impact Strategy 2026–2028

## Foreword

Our vision is to shape the future of London living, setting new standards for how people experience life in our capital city.

London faces significant socio-economic challenges, including a chronic shortage of homes, rising living costs and unequal access to opportunity.

Sustainable development has a critical role to play in supporting the capital. Not only can it deliver safe, sustainable places, our industry can support social mobility, help strengthen communities, improve climate resilience and access to opportunity.

This is essential to ensuring London remains a place where people from all backgrounds can build their future.

Since publishing our first Social Impact Strategy in 2023, we have moved from good intentions to a more disciplined, evidence-led approach. In 2025, our activity generated £3.31 million of social value, just under 1% of turnover, giving us a clear baseline and, more importantly, a clear opportunity to do more.

This next stage is about scale, consistency and accountability. Across our projects, we are embedding social impact into how decisions are made, from early design through to delivery, and grounding our approach in local need, robust data and independent measurement.

We are focusing our efforts where we can have the greatest long-term impact: creating routes into employment, opening access to the industry, and working with communities in ways that create a lasting benefit. These priorities reflect both the needs of London and the responsibility we have as a growing business delivering critical social infrastructure.

This is a step change in both scale and expectation. In a challenging market it will require stronger partnerships, deeper engagement with our supply chain and the communities we serve, and a clear focus on measuring what matters.

Our aim is simple: that every London Square development leaves a positive, measurable and lasting impact; not only through the homes we build, but through the opportunities we create and the communities we help support.

**Adam Lawrence**  
**Chief Executive Officer**





# Mission, vision and values

In 2025, we refreshed and recommitted to our mission, vision and values embedding these across our teams. This has also directly influenced the focus areas for our 2026-2028 Social Impact Strategy.

## Mission

We're dedicated to enhancing the fabric of London's communities, creating places that reflect the capital at its best: dynamic, diverse, and full of life.

## Vision

To shape the future of London living, setting new standards for how people experience life in our capital city.

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| <b>VALUES</b><br><i>The core principles guiding our decisions and culture</i> | <b>Collaborative</b><br>We achieve more when we work together.<br><br>Open minds, shared goals, and trusted partnerships shape everything from our culture to the impact that we have. | <b>Ambitious</b><br>We think big and move fast.<br><br>Bold, driven and curious, we see potential where others don't, pushing boundaries and challenging convention to stay ahead. | <b>Committed</b><br>We hold ourselves to the highest standards.<br><br>Every detail and decision reflect the discipline, care and pride we bring to our work, requiring excellence in everything we do. | <b>Responsible</b><br>We do the right thing - openly, honestly and with integrity.<br><br>Acting as one team, we're committed to ethical behaviour and driving positive outcomes for people, places and the planet. |
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# Our Strategy & Goals

Our strategy is built around three pillars through which we aim to create more inclusive, equitable and resilient places for people to live, work and thrive in.

Across all our goals and pillars we aim to generate social value equivalent to, or greater than, 3% of our annual turnover through our projects and social and affordable housing provision. We measure this using the National TOMs Framework.

## Employment with Impact

Positive social impact starts with the culture we create within our business and supply chains. Safe, fair and inclusive workplaces are the foundation for everything that follows; shaping how we work with our supply chain, strengthen community resilience and promote long-term social mobility.

This way we ensure that every role offers dignity, security and the chance to progress. This enables us to go beyond job creation, delivering high-quality employment that supports long-term wellbeing, builds confidence and drives more inclusive growth across London.

### Our Employment focus areas

- Deliver 200 new employment opportunities in the strategy period
- New jobs filled by local residents
- Job starts, representing opportunities created for individuals previously unemployed.
- Contribution to supporting people in vulnerable circumstances, ensuring our initiatives drive inclusive growth and equitable access to the benefits of construction employment
- Maintain an Annual Injury Incidence Rate (AIIR) at least 20% lower than the HBF published rate
- Payment of the real Living Wage to all employees and workers across London Square sites
- Employee diversity to be equal to the London BAME average of 46%



### **Education & Skills**

We recognise the sector's power to drive employment and skills development and the urgent need to make the sector more accessible to underrepresented groups, including women. Through Education & Skills, we deliver high-quality training and mentoring, offering targeted outreach and bespoke pre-employment programmes that support people to take their first steps towards meaningful employment.



#### Our Education & Skills focus areas

- Deliver 250 apprenticeships and training opportunities in the strategy period, as well as;
- Provide work experience placements, extended placements (minimum six weeks), bespoke training opportunities and upskilling initiatives that equip people with the tools to succeed in our sector
- Support educational outreach, including careers fairs, school and college talks, site visits and sector-based work programmes

### **Community Engagement & Inclusion**

We invest in healthier, connected and resilient neighbourhoods by supporting green spaces, culture, leisure and wellbeing initiatives that promote local life and foster a sense of belonging.

At the same time, we seek to deliver the optimum number of affordable homes, from shared ownership to social rent, in our schemes. This is achieved either in partnership with the Group's Registered Provider, Square Roots, or with other affordable housing providers.

#### Our Community & Engagement focus areas

- Deliver the maximum number of viable affordable homes a project can support, helping more Londoners access high-quality housing
- Deliver developments with accessible transport links and local amenities.
- Community giving measured through digital inclusion programmes, space lent for community use, volunteering hours, fundraising activities, charitable donations, local community initiatives.
- 90% take up of our annual volunteering day by the end of the strategy period

### **Employment with Impact**

Employment is not only a key pathway to tackling economic inequality, but healthy workplaces are also a powerful driver of wellbeing. It is no longer enough to focus on creating skills and employment; jobs need to be high quality, sustainable opportunities that provide meaningful work and pay a fair wage.

We recruit for talent and skills without bias, providing equality of opportunity in all its forms.

As members of the Mayor's Good Work Standard and a Living Wage Employer, this is central to the way we do business and we are proud to say that our employees, as well as our site-wide workforce receive the Living Wage.



## Case Study: Celebrating Hidden Disabilities Week

During Hidden Disabilities Week we announced that the company had joined the global Sunflower network, a key step in fostering a more inclusive workplace at London Square.

The Sunflower is a globally recognised symbol that allows individuals with non-visible disabilities to discreetly signal they may need additional support, time, space or understanding.

During the week we spotlighted a different hidden disability each day, raising awareness of what living and working with a hidden disability can be like and highlighting simple ways to provide support to colleagues.

Sunflower lanyards are available at all London Square locations, as well as supporter pins for those who would like to show their commitment to the Sunflower network.

The number of employees with a declared disability rose from 2% in January to 4% in December 2025. We believe this figure has more to do with awareness and increasing confidence in disclosure than our workforce demographic dramatically changing, however it is positive to see that awareness and confidence in disability declaration is increasing.



### Case Study: O'Halloran & O'Brien Bootcamp

In partnership with O'Halloran & O'Brien (OHOB), London Square successfully delivered two construction bootcamps, providing Islington residents with the chance to gain hands-on industry experience. Out of 18 participants, 6 progressed into apprenticeships or employment across a variety of construction disciplines.

The bootcamp offered an introduction to the construction industry, showcasing the wide range of career pathways available on site.

Local resident and parent of two Tsion joined Holloway Park through the bootcamp and began her journey as an Assistant Site Manager with OHOB's. Such was her success in the role that when OHOB's package came to an end, Tsion was offered the position of Community Liaison Officer with London Square.

In her role, Tsion regularly visits schools, colleges and training providers to share her journey into construction, helping to break down barriers and encourage more women and local residents to consider careers in the industry.

Tsion also manages the on-site Green Skills Hub, she works with local organisations, training providers and residents to deliver workshops, careers sessions and activities focused on sustainability and green construction skills.



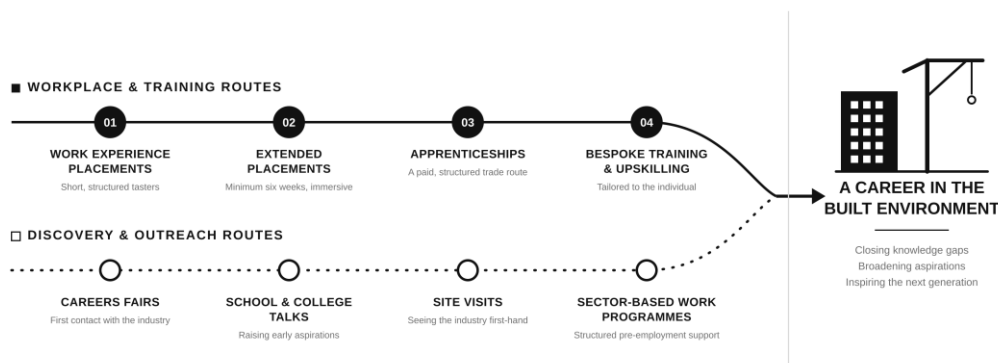
## Education Support

There are many misconceptions about careers in construction and residential development, often overlooking the sector's skills diversity, constant innovation and breadth of opportunity. These are frequently reinforced by a lack of up-to-date careers advice and limited understanding of the built environment within schools and education settings, which can restrict young people's awareness of the pathways available.

London Square aims to change that narrative by showcasing the wide range of skills, disciplines and routes into the industry, demonstrating that construction is not only about building structures but also about building futures. Through our Education & Skills pillar, we promote access to learning and development that highlights these opportunities while actively championing diversity and inclusion across all our programmes.

## ROUTES INTO CONSTRUCTION

How work experience, training and outreach build careers in the built environment



## Work Experience

London Square offers work experience opportunities at both our head office and across sites. Every placement is delivered through a structured programme, built around clear learning outcomes.

In 2025, we delivered 35 placements; in 2026, we have already exceeded this, delivering more than 40 placements in the first half of the year alone. This demonstrates the pace at which the programme is growing and the increasing demand for accessible routes into the industry.

Our five-day work experience programme on sites are designed for local residents who are interested in construction or would like to learn more about careers in the industry. The programme is open to anyone curious about the built environment, regardless of prior experience and participants gain an introduction to the construction and development process through a mix of interactive learning, practical activities, and direct engagement with industry professionals.

By working closely with people and gaining a clear understanding of their skills, attitude and experience, we are better placed to support them into work and refer them to suitable opportunities on site.



As part of our 2026-2028 strategy, our ambition is to deliver an average of 10 work experience placements for every live site across the life of each project, ensuring the target reflects the full delivery period rather than an annual requirement.

### **Case Study: Kingston**

London Square hosted fourteen Kingston University students for one week on our recently refreshed work experience programme at Hawks Road. The programme has now been replicated in our Lambeth, Wandsworth, Southwark, Islington, Kingston, Hammersmith and Fulham and Bexley sites. Over the past year, the programme has become a catalyst for helping people into employment.

*"Exploring how construction spaces can be both practical and inviting, I learnt something new every single day...It's genuinely been one of the most insightful experiences I've had" - Owen*

### **Site Visits**

As part of our commitment to widening awareness of construction and development careers, London Square delivers around 60 site visits and outreach activities each year.

These experiences bring the industry to life for students, residents and local partners, turning abstract career choices into visible, achievable pathways.

Our LSQ x Peabody Careers Workshop at Ark Burlington Danes Academy is a strong example of this approach: a practical, engaging intervention that connects young people directly with employers, challenges misconceptions about construction, and helps them see how their skills and ambitions could translate into future roles across housing, construction and placemaking.

### **Case Study: The London Square Sales Academy**

The Sales Academy is a dedicated training programme launched by London Square in 2026 to train and empower the business' next generation of sales talent.

More than 70 people applied for this first cohort, many with no background in property, or even sales. The paid 10-week programme combined classroom learning with on-the-job training, covering everything from the new homes market and customer experience excellence to sales systems and compliance. Each trainee was mentored by a London Square team member throughout.

The structure is designed to build real employability, not just theoretical knowledge, giving candidates recognised skills, practical experience and the confidence to operate at a professional standard from day one.

The success of the programme was clearly demonstrated with one of the candidates successfully selling two properties during their on-site rotations. In all, six trainees were successful in gaining offers of full time employment with London Square at the completion of the programme.



## Community Engagement & Inclusion

Strong communities are essential for a thriving city, and the construction sector has an important role in supporting this.

Our impact is focused on delivering affordable housing for Londoners, volunteering and fundraising by staff as well as our support for local events, charities and digital inclusion programmes. This blend of activity is vital as social impact is highly contextual, and we aim to listen to local stakeholders to help them address local needs rather than adopting a one size fits all approach.

### Case Study: Brixton: Listening to the Community

Following two years of community engagement London Square and Lambeth Council were successful in gaining planning permission for a 295 home scheme.

More than 3,000 people took part in the consultation which included public events, workshops, surveys and targeted outreach. The programme also included 3 specialised engagement groups, aimed at increasing participation in the plans from underrepresented groups. All participants were paid for their time.

The participant feedback shaped key elements of the plans, such as incorporating local design cues to reflect Brixton's heritage, revising the affordable housing mix to be all social rent, and increasing the amount of new planting and trees.

Participants will also be invited to advise on future elements of the project including the deployment of a £250,000 community chest fund which will support local initiatives.

"This level of genuine, ground-up collaboration is incredibly rare.....By approving this project, you aren't just greenlighting a physical space. You are setting a powerful precedent and a model for how all future London developments should include local voices from the start." Olivero, a resident speaking in favour of the scheme at the planning committee meeting.





## Homes for Londoners

London's resilience relies not just on how we support its environment and build sustainably, but in ensuring that people of all backgrounds and incomes can build lives here.

We work in partnership with local authorities, housing associations, investors and public bodies and the Group's registered provider, Square Roots, to deliver a significant proportion of homes for shared ownership, affordable and social rent.

The Company is committed to maximising the delivery of affordable homes by optimising our schemes to provide the homes London needs. While the number of units delivered varies each year depending on the progress of our pipeline, we aim to maximise the number of affordable homes in our pipeline with a goal of at least 35%.

Across our future pipeline including schemes in design and currently under construction, c39% of units are intended for the affordable market. As Square Roots expands in the coming years, we expect this percentage to grow to over 1000 social rent units under management by 2030.

## Case Study: Hawks Road, Kingston

Hawks Road is the second fully affordable scheme we have delivered for our Registered Provider Square Roots in Kingston. Supported by grant from the GLA and funding from the Pension Insurance Corporation it completed in 2026 delivering 125 affordable homes.

Beyond delivering much-needed housing, the development also created meaningful social value, supporting 760 construction jobs, including 21 apprenticeships, and generating £21 million of local spend through the engagement of local suppliers and materials sourced from within 30 miles of the site.

## Volunteering

Launching in 2026, the London Square Volunteering Programme, creates structured, meaningful opportunities for employees to contribute their time, skills and energy to local causes, strengthening the connection between our workforce and the neighbourhoods we serve.

All permanent employees are entitled to one paid volunteering day per calendar year. Activities are aligned with borough priorities and delivered in partnership with a curated network of charity partners, ensuring that our volunteering generates credible, measurable social value.

Programme goals:

Respond to Local Need – Activities are chosen in direct response to borough priorities, so our volunteering addresses real community needs rather than pre-set agendas.

Support Our Workforce – We provide accessible, meaningful opportunities that strengthen employee engagement, wellbeing and participation year-on-year.

Build Lasting Relationships – We commit to the same partners and places over time, moving beyond one-off gestures to build genuine trust within the communities where we develop.



Deliver Measurable Social Value – We record and report all volunteering activity against the National TOMs framework, ensuring every hour generates credible, quantifiable outcomes.

See the Social Impact roadmap for our take-up targets.

### **Unlocking Opportunity Through Digital Access**

London Square donates surplus IT equipment to community-led organisations across London, helping to widen access to digital resources for people, often outside of formal education settings. The equipment is all high end and is serviced, with the latest version of the Microsoft suite installed prior to donation. As well as laptops and PCs, we have donated monitors, keyboards and mice.

This initiative supports employment, education and social inclusion by enabling children, young people and adults to develop essential digital skills, complete homework, access online learning, and engage with employment opportunities. It also extends the life of the equipment, diverting components from landfill.

Some of the organisations we supported in 2025 include:

- Healthy Generations Islington – Helping older women and vulnerable adults improve digital literacy, access healthcare online, and reduce social isolation.
- The Harlequins Foundation – Launching a digital literacy programme for local children with limited technology access.
- One True Voice Women Islington – Supporting local women and single mothers with employment training and childcare support.
- Disability Action – Providing IT access for disabled local residents to enable independent living.
- Find Your Feet Brixton – Empowering underrepresented communities with training bootcamps and employment events.

*“Many thanks to London Square for your support in helping our residents. These donations will make a big difference” – Zandalee, Women@TheWell*

### **Charity Partnerships**

London Square recognises the importance of charity partnerships; they help us identify local needs in every borough we work in, providing insights and access to communities we might otherwise miss. In 2025, some of our interactions with charities included:

#### Raising Funds & Volunteering

In 2025, London Square and Square Roots teams raised significant funds and volunteered extensively to support a range of charitable causes.

Six London Square employees completed a 160-mile cycle around the M25, raising £10,615 for the Motor Neurone Disease Association, while a further £1,780 was generated through an auction of surplus office items following our refurbishment. Square Roots also completed a 25km Thames Bridges Trek, raising funds for the Royal Hospital's Veterans' Outreach Programme.

Alongside these activities, London Square employees contributed 80 volunteering hours with The Harlequins Foundation, helping raise over £10,000 through matchday raffle sales. Funds raised



support programmes that improve the physical, mental and social wellbeing of young people in and around Twickenham, where London Square has two projects.

#### Make and Mend

The Kundakala Make and Mend Programme is a six-month sewing course delivered at the Holloway Park Green Skills Hub, giving local women free access to a safe, well-equipped space where they can build practical skills, confidence and connections. Many participants had never used a sewing machine before, but through hands-on teaching, peer learning and specialist equipment, they developed techniques including garment construction, alterations, repair and upcycling.

The programme supports progression beyond hobby sewing, helping women gain transferable skills and, in some cases, pathways into employment, further training or self-employment. Its graduation ceremony showcased a wide range of items, from clothing and bags to homeware and soft furnishings, demonstrating the tangible outcomes made possible through sustained access to the Green Skills Hub. The course now leads to an accredited award through ACL Islington, with progression onto a Level 1 Certificate in Fashion & Textiles. Its success shows how community space within a live development can directly support skills, inclusion and social value outcomes.

## Social Impact Strategy Roadmap 2026–2028

London Square will focus on embedding a consistent and credible social impact approach across the business. Our priority is to establish a single, measurable and trusted social value framework, supported by TOMs model and adapted to London with clear proxy values and practical guidance. The TOMs calculator will be embedded, tested and refined across all live sites, ensuring teams can confidently capture and report impact data.

A Social Impact Champions Network will be established and trained to lead delivery on site, alongside standard operating procedures for placements, work experience and evidence management.

School and college outreach activity will be refined to ensure relevance, impact and alignment with our values. All activity will be captured to establish robust baseline KPIs.

By the end of 2026, all live sites will be operating consistently, with trained champions in place and a baseline dataset published in the London Square Sustainability report.

In 2027, the focus will shift to strengthening quality, verification and scale. Activity will scale through the expansion of training programmes, increased apprenticeships and work experience placements as well as supply chain engagement.

Model social value clauses will be implemented in contracts to drive consistency and performance, while evidence and reporting protocols will be refined based on best practise.

By 2028, London Square will demonstrate verified social impact and will fully embed social value practices. Case studies will evidence long-term outcomes, and social value dashboards will be integrated into project reviews and governance.



Benchmarking against peers will inform the next three-year strategy, ensuring ongoing alignment with industry best practice. By the end of the strategy period, 100% of sites will meet or exceed social value targets, with social impact fully integrated into decision-making and recognised as a key strength of the London Square brand, the roadmap and progress against milestones will be publicly accessible.

## Social Impact Roadmap 2026-2028

|                                 | 2026                                                                                                             | 2027                                                                                                     | 2028                                                                                           |
|---------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <b>Social Value Calculation</b> | Embed the Social Value Portal, ensuring alignment with the National TOMs framework                               | Use the evidence capture to generate social value case studies to further promote opportunities          | Achieve assurance of social value data                                                         |
| <b>Social Value Generation</b>  | Accurate capture of all social value activity, with appropriate evidence in the Social Value Portal              | Company achieves >3% social value as a percentage of annual turnover                                     | Company reviews social value generation target and rebase if appropriate                       |
| <b>Social Impact Champions</b>  | Identify and train Social Impact Champions to support community and employment activity throughout the business. | Champions in place and across all locations. Expand champions' remit to EDI.                             | Expand the EDI communication and training available to the workforce.                          |
| <b>Volunteering</b>             | 25% participation target. establishing a baseline, laying the groundwork for participation growth.               | 60% participation target. A significant step-up as awareness and engagement builds across the workforce. | 90%+ participation target. Full rollout with the majority of employees actively participating. |

## Integrated Social Impact Delivery & Assurance

As London Square grows, our approach to social impact is becoming more consistent, measurable and accountable across every project.

Since our first strategy, we have moved from a largely site-led approach to a more structured, business-wide model. We now capture social value activity in real time, supported by improved data collection and clearer processes. This allows us to track performance more accurately; compare results across sites and provide a stronger evidence base for the impact we deliver.

In 2025, we strengthened this further by adopting the Social Value Portal in line with the National TOMs framework. This enables us not only to calculate social value, but to evidence it and secure independent verification. This shift is important. It moves us from reporting activity to demonstrating credible, externally recognised outcomes.



Our approach now also focuses on the full picture of impact. Alongside positive outcomes such as employment, skills and community investment, we also assess and manage the potential impacts of construction, including disruption, traffic and pressure on local services. By identifying these factors early, we can plan effective mitigation and seek to manage these impacts with local communities throughout delivery.

While we apply a consistent framework across all projects, we do not take a one-size-fits-all approach. Each project begins with an understanding of local conditions and community priorities, shaped through engagement with councils, partners and residents. This allows us to set locally relevant targets where needed. This might include supporting adults with learning disabilities in Bexley or tracking the progression of women returning to work through our scheme in Holloway Park.

As we continue to grow, we will build on this foundation by strengthening transparency, improving benchmarking against best practice and embedding social impact more firmly into project decision-making. This will allow us to demonstrate not just that we are generating social value, but that we are doing so in a way that is credible, comparable and relevant to the communities we are building for.