



GPE.
Greater together

A fairer future for London

Our Social Impact Strategy v2.0 2025

Introduction

“We are committed to building a sustainable legacy and contributing to a fairer future for London. Working with our communities to create a positive, lasting social impact is a key aspect of delivering on that commitment.”



Nick Sanderson

Chief Financial & Operating
Officer and Chair of Social
Impact Committee

We unlock potential, creating premium sustainable spaces for London to thrive and when our communities thrive, our business thrives too.

We know that there are significant social, environmental and economic challenges in London, with some of the most disadvantaged communities in the UK located within the central London boroughs in which we are working. We know that the most disadvantaged will also be those most impacted by climate change, therefore social impact is a key pillar of our Sustainability Strategy.

Through our spaces and services, working with our customers, supply chain and our employees, we have an opportunity to drive positive change in our communities whilst creating a more inclusive environment.

In 2020, within our Sustainability Statement of Intent, “The Time is Now”, we committed to creating at least £10 million of social value by 2030 and would not have been created without our direct involvement.

In 2021 we released our Social Impact Strategy v1.0, which set out our plans to achieve that. As we update that Strategy in 2025, we are delighted to have created almost £4 million of social value. Key highlights are outlined on [page 3](#).

We are now doubling down on our commitment to “create a lasting positive social impact in our communities”, evolving from a value-based approach, to a focus on the areas where we believe we can deliver the most meaningful change for our communities.

Our updated strategy reflects this shift to an impact-focused approach, while preserving our overarching vision of creating a lasting positive social impact in our communities.

We retain a strong focus on diversity, equity and inclusion, as we seek to deliver on our corporate commitment to more closely reflect the diversity of the communities in which we operate. To support this, we will also continue to take a hyper-local approach to ensure our continued support appropriately represents the evolving needs of these communities.

Our updated strategy has three core principles:

- Promoting inclusive communities
- Delivering healthier, greener spaces
- Nurturing strong partnerships

As we progress, we will continue to hold ourselves to account, engaging with community groups and stakeholders to ensure that our focus remains appropriate to support a fairer future for London.

We will report on our achievements annually, both in terms of our delivery and continuing to be transparent on the social value we have created.

[See page 6 for an overview of our strategy](#)



Progress made as we seek to deliver a positive lasting social impact

Launched in 2021, our Social Impact Strategy v1.0, used evidence-based research from the boroughs in which we operate. Through that research, we identified four pillars to frame our approach:

- Enabling healthy and inclusive communities
- Championing diverse skills and accessible employment
- Supporting the growth of local business and social enterprise
- Connecting people with urban nature

Our efforts were focused through three lenses: Our People, Our Spaces and Our Lasting Impact.

This approach was also integrated within Our Brief for Creating Sustainable Spaces and our Sustainable Finance Framework.

Since the release of our Social Impact Strategy v1.0, **we have created nearly £4 million of social value**, measured using the National Themes Outcomes and Measures (TOMs) framework. This value has been created through various initiatives spanning our four focus areas.

Some highlights of our approach are set out on this page for each pillar of v1.0.



Enabling healthy and inclusive environments

Key achievements

Our People

- Welcomed young people to our developments through the Build UK Open Doors programme, which showcases the range of careers available in the construction sector.

Our Spaces

- Became a Disability Confident Leader and have conducted accessibility reviews across our whole portfolio.
- Supported Purple Tuesday and the Sunflower charity to improve the accessibility of our spaces.

Our Lasting Impact

- Through our strategic charity partnership with XLP, raised £620,000 and enabled almost 2,000 hours of volunteering to support young disadvantaged Londoners.



Championing diverse skills and accessible employment opportunities

Key achievements

Our People

- Supported inclusive leadership through a two way mentoring programme involving our Executive Committee and wider senior leadership group, amounting to 164 hours of training and mentoring.

Our Spaces

- Supported the creation of a social impact plan for all developments, facilitating community initiatives and apprenticeships through our supply chain partners.
- Hired and trained eight apprentices at our operational buildings and across our business.

Our Lasting Impact

- Provided 66 weeks of internships over the last three years, focused on improving access to under-represented groups in the real estate industry.



Supporting the growth of local business and social enterprise

Key achievements

Our People

- Integrated social impact KPIs within our building services engineering contract.
- Conducted an audit of our supply chain processes in connection with social impact and modern slavery, with findings now being implemented.

Our Spaces

- Implemented opportunities for local charities, community groups and social enterprises to have access to our spaces.
- Increased our spend with social enterprises, with over £250,000 spent directly with social enterprises during the last three years.

Our Lasting Impact

- Generated £1,249,000 social value through the donation of space to local charities and social enterprises.



Connecting people with urban nature

Key achievements

Our People

- Through our Community Day, provided opportunities for all our people to support the creation and maintenance of London's green spaces annually since 2020.

Our Spaces

- Retrofitted nature-based solutions across our portfolio, increasing Biodiversity Net Gain (BNG) by at least 3% each year since the launch of our strategy.

Our Lasting Impact

- Ensured that all green spaces within our portfolio have long term maintenance strategies in place.
- Worked strategically with London Wildlife Trust and Bankside Open Spaces Trust supporting rewilding and public realm projects.

Creating a lasting positive social impact in our communities

The principles of our updated strategy, v2.0:

To achieve our overarching vision of creating a lasting positive social impact, we have identified three main principles for our updated approach. These principles form the framework that will support us as we deliver more equitable outcomes within our local community.



Promoting inclusive communities



Delivering healthier, greener spaces



Nurturing strong partnerships

Why it resonates with our business

- London is one of the world's most diverse cities and yet numerous barriers to social mobility remain.
- The real estate industry needs to go further and faster on diversity, equity and inclusion if it is to represent the diversity of the communities which it serves.
- Numerous skills gaps need to be addressed at speed if the industry is to respond to the challenge of climate change.

- When London thrives, our business thrives.
- Nature-based solutions help facilitate improved resilience to climate change in our communities by providing shading, reducing flash flooding and improving air quality.
- Improved air quality supports better health outcomes for our local communities and customers.
- Accessible, safe spaces support a more inclusive London.

- Our strong partnerships with charities, community groups, customers, supply chain partners and employees can substantially amplify our impact.
- By working together with like-minded organisations, we can support the creation of more ethical supply chains, reducing the risk of human rights abuses.
- By involving our supply chain and customers in our social impact endeavours, such as volunteering, we support improved outcomes for our charity partners, whilst building high quality relationships.

Our evolving approach to social impact

Our streamlined approach

In updating this strategy, we have evaluated the successes and also the learning opportunities from our Social Impact Strategy v1.0.

Key learnings

1. Outputs with a high social value may not have a lasting positive social impact for our local communities. For example, the donation of space to a charity creates a significant amount of social value for GPE and is highly impactful for the charity but may not support the local community.
2. Some actions from v1.0 could be delivered as one-off initiatives without a focus on lasting impact.
3. Our original strategy was difficult to adapt as our business pivoted to our ever more customer focused approach. Our updated strategy allows for more flexibility, as our business continues to evolve and the needs of our communities change.
4. The pillars and lenses of v1.0 were complex to communicate to our employees and supply chain partners.

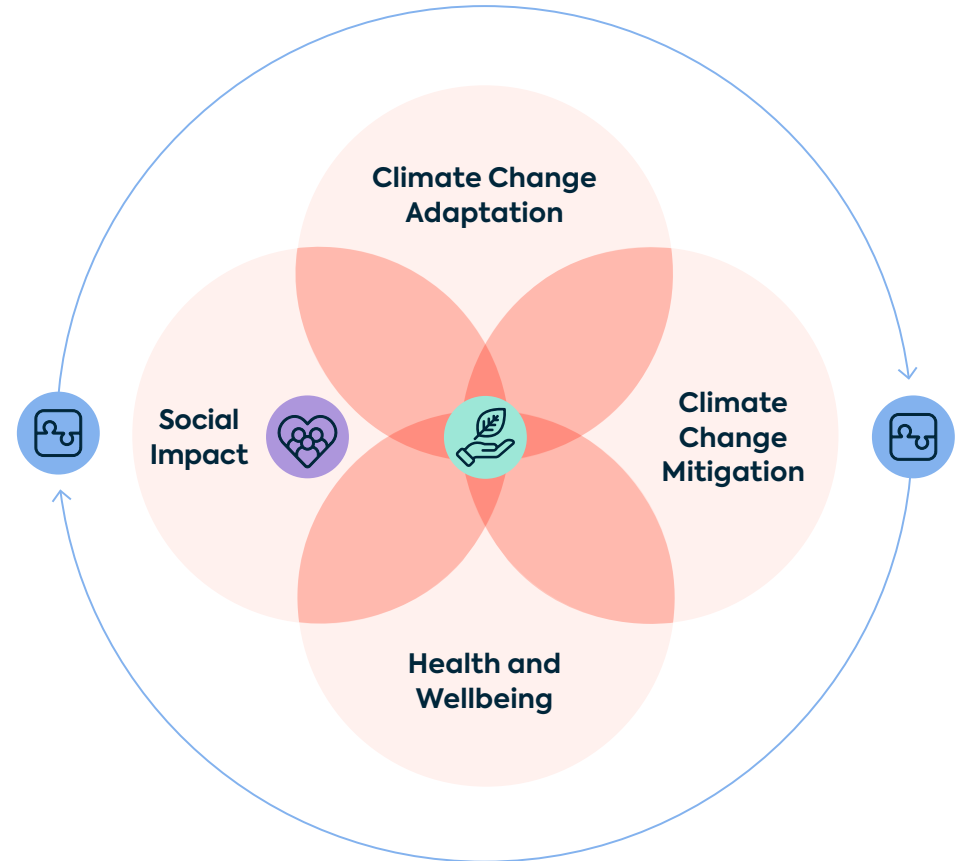
Our updated strategy is simpler and impact focused, rather than social value driven, with our four original pillars streamlined into three principles:


- 
Promoting inclusive communities: we will work with our communities to create more inclusive spaces, support green skills initiatives and reduce the barriers that restrict social mobility, both within and beyond the real estate industry.
- 
Delivering healthier, greener spaces: we will continue to connect our customers and local residents with urban nature, while helping to reduce air pollution and improve resilience to climate change.
- 
Nurturing strong partnerships: we will continue to collaborate with our partners to maximise our collective positive impact.

In 2020, when we first formalised our approach to sustainability, we recognised the inextricable link between social impact and climate change, placing it as one of four pillars within our Sustainability Statement of Intent.

This updated strategy continues to build on that approach, recognising the interconnections of our sustainability pillars, and working towards making our great city more resilient to climate change, whilst supporting a fairer future for London communities.

Social impact is a key strategic sustainability priority, and by nurturing strong partnerships we will go further, faster




Our strategic sustainability priorities


Promoting inclusive communities


Delivering healthier, greener spaces


Nurturing strong partnerships


Climate change resilience



Promoting inclusive communities

Our updated strategy will continue to focus on education, social mobility and inclusion, supporting long-lasting employment opportunities within our industry for under-represented groups.

Stakeholders:

- + Local Communities
- + Our People
- + Our Supply Chain
- + Our Customers
- + Charity Partners

Early career programmes

Since our Social Impact Strategy v1.0 was launched, a key area of focus has been expanding early careers opportunities made available within our business and at our buildings. This has included:

- Running careers and CV workshops, GCSE Maths and English support; providing property tours to introduce young people to potential careers in real estate.
- Working with our employees and supply chain partners to provide internships, work experience and apprenticeships.



Promoting inclusive communities

How we are delivering long lasting impact

We are committed to supporting a more diverse real estate sector. Since launching our Social Impact Strategy v1.0, we have worked to create outcomes that reduce inequalities.

This has included:

- The provision of internships, mentoring and apprenticeships.
- Our commitment to fair payment including all individuals working on our projects both from GPE and within our contractors.
- Better integration of accessible design features into our spaces.
- Educating our staff and improving our practices on inclusion and diversity through our Employee Impact Groups.

Looking forward

Our updated approach continues to place focus on education and social mobility, supporting increased long-lasting employment opportunities within our industry for under-represented groups. This will be achieved by:

- Supporting early careers opportunities within our business such as work experience and internships which target individuals from disadvantaged or under-represented groups within our business and supply chain.
- Embedding inclusive design principles across our projects and conducting inclusivity and accessibility audits across our operational portfolio to support those with both visible and hidden disabilities.
- Partnering with green skills initiatives to improve local knowledge of employment opportunities in a lower-carbon economy, whilst supporting improved climate change resilience.

Measuring our impact*

- + Number of completed apprenticeships/internships delivered within our business or within our supply chain or at our buildings
- + Number of apprenticeships/work experience/internships resulting in full-time employment in our business or within the industry
- + Number of people from lower socio-economic backgrounds reached by green skills initiatives facilitated by our business
- + % change in number of supply chain partners reporting diversity and inclusion data
- + Positive customer feedback on the inclusivity and accessibility of our spaces

Charitable relationships

We will continue to support charities that work to improve social mobility within London and report publicly on the impact of our donations and actions annually.

A careers workshop managed by our charity partner, Young Westminster Foundation, and facilitated by us at buildings across our portfolio.



* Several aspects of this principle closely align with our own internal, diversity & inclusion strategy and our approach to recruiting future talent.



UN Sustainable Development Goals alignment:



To celebrate International Women's Day in 2025, our GPE BEING (Belonging, Expression, Identity and Gender) Impact Group hosted a panel of women across our business to discuss their successes and challenges.



Placemaking in Southwark

At our Minerva House development, from the outset, we have a focused on placemaking, to create a healthier, greener space. This has included:

- Our Thames River barge servicing strategy, which allowed us to reduce the impact of the development on local air quality by decreasing HGV usage during the deconstruction stage by 65%.
- Working with local stakeholders we have improved biodiversity and greening both at terrace level and within the public realm area to provide opportunities for visitors to stop and pause close to Southwark Cathedral, whilst improving and opening up the Jubilee Walkway.



Delivering healthier, greener spaces

Our updated strategy will expand our focus on the health and wellbeing of our communities, focussing on measures that can support improved resilience to climate change as well as better physical and mental resilience.

Stakeholders:

- + Our People
- + Local Residents
- + Our Customers
- + Visitors



Delivering healthier, greener spaces

How we are delivering long lasting impact

Since the launch of our ESG-linked Revolving Credit Facility (RCF) in 2020, we have been focused on improving biodiversity net gain in our portfolio by at least 3% year on year. In addition, installation of green infrastructure was a prerequisite of our development projects well before it became a planning requirement.

Our Social Impact Strategy v1.0 integrated urban greening initiatives from the outset and since then successful partnerships have been established, with a number of organisations focused on greening London such as the London Wildlife Trust and Bankside Open Spaces Trust. Working with these organisations, we are supporting improved climate resilience of the boroughs in which we operate.

Additionally, we know that urban greening improves air quality and the health and wellbeing of those living and working in our buildings and local communities.

Looking forward

Our updated approach will build upon our existing successes, positively impacting the health and wellbeing of our communities, focussing on measures that can support improved resilience to climate change as well as better physical and mental health resilience. In particular we will:

- Improve air quality through the installation of nature-based solutions across our portfolio and within our communities.
- Increase access to nature through our places and our charitable relationships.
- Embed public safety initiatives across our portfolio.
- Expand existing community relationships that support a healthier future for London.

Measuring our impact

- + Annual increase in biodiversity net gain delivered by GPE across London
- + Impact delivered from investment in green spaces and/or infrastructure in our London boroughs
- + Emissions and particulate reduction at our construction sites, delivered through the use of off-site construction techniques, electric vehicles and equipment
- + Number of properties implementing public safety initiatives such as the Safe Havens programme
- + Improvement in air quality and biodiversity delivered through the support of community groups

Charitable relationships

We will continue to support charities that work to improve the wellbeing of people within London and report publicly on the impact of our donations and volunteering annually.

Some of the GPE team volunteering at the London Wildlife Trust's, Camley Street Natural Park as part of our Community Day.



UN Sustainable Development Goals alignment:



Working together with Westminster City Council, the New West End Company and other local stakeholders we provided a resilient green space at Hanover Square, overlooked by one of our new developments.



Nurturing strong partnerships

Working jointly with our supply chain and customers, we will increase the ambition of our existing partnerships both in local boroughs and across London, as well as establish new relationships to further amplify our impact.

Stakeholders:

+ Our Supply Chain

+ Our Customers

+ Our Peers

+ Charity Partners

+ New Partners

Charity partnership with XLP

In 2022 we launched our charity relationship with XLP to support their vision of creating positive futures for young people in the city. Since the start of our partnership we have:

- Raised £620,000 in donations.
- Supported 60 young people in CV and careers workshops.
- Attended 40 bus youth club sessions.
- Collaborated with our service partners to facilitate £42,000 worth of pro-bono refurbishment work at XLP facilities.

Nurturing strong partnerships

How we are delivering long lasting impact

We have always worked to create strong connections with our customers, supply chain partners and broader value chain.

These connections have supported us in amplifying our impact and reach with the charities, social enterprises and local businesses we are working with to create better outcomes for London's communities.

Strong relationships with our supply chain partners have been integral to embedding social impact within our development projects and facilitating social impact initiatives across our operational portfolio.

Collaboration with local authorities, business improvement districts, industry groups and our peers has also been fundamental to our approach, as we seek to support a more equitable future for under-represented community groups.

Looking forward

Our updated approach increases the ambition of our existing partnerships, as well as establishing new ones to broaden our impact. Together we will:

- Improve our responsible procurement processes to improve transparency on ethical sourcing and responsible labour practices further down the supply chain.
- Support our partners in setting and achieving their own social impact commitments.
- Increase spend with social enterprises.
- Expand our engagement in industry-wide advocacy initiatives.
- Collaborate with broader stakeholders, suppliers and peers to deliver innovative solutions for a just-transition.

Measuring our impact

- + Local organisations reached through community engagement during projects
- + % change in customer engagement on social impact
- + % change in supply chain engagement on social impact
- + Actions implemented and maintained following ethical sourcing and labour audits
- + Impact on people reached through collaborative social impact projects
- + Economic impact from spend with local businesses across our developments and operational buildings
- + Number of new relationships established through industry-wide advocacy initiatives
- + Outcomes delivered through a diverse range of volunteering opportunities

Charitable relationships

To monitor how we are amplifying our social impact, we will measure the pro bono support provided by our supply chain to our charity partners and the hours of contact provided for our charity partners with customers, both in terms of volunteering and donations.

Members of the GPE team, our supply chain partners and customers undertaking a Thames Beach Clean.



UN Sustainable Development Goals alignment:



Members of the 2 Aldermanbury Square team celebrate their achievements standing on top of the completed centre column in 2024. By nurturing strong partnerships such as these we deliver greater social impact.

Holding ourselves to account

Reporting on progress

We will evaluate the impact of our actions through the various measurables outlined within this document, and report on these annually. These have been identified as the most meaningful factors that our business is able to influence, but are not an exhaustive list.

While we are now adopting this more impact-focused approach, we recognise the continued importance in understanding the social value that we create. For this reason, we will continue to use the most recent iteration of the National TOMs Framework to measure, and report on, our social value creation.

The National TOMs framework allocates a proxy value for time spent, or pound invested, and is one of the most widely used methods for the measurement of social value, including by government, local authorities and businesses. We will continue to measure against our original £10 million target by 2030, alongside our updated measurement process.

Implementing and updating

Following publication of our Social Impact Strategy v2.0, we will apply our new principles to everything we do. In particular, we have aligned the approach set out in Our Brief for Creating Sustainable Spaces with this strategy update, to continue the integration of our objectives across our developments and managed portfolio.

We recognise that the needs of our communities are continually evolving, as well as approaches to social impact and social value as measurable concepts. Through annual progress reviews, we will be able to measure our effectiveness and continue to reshape our approach to ensure that it remains fit for purpose and appropriate for the communities in which we are operating.

Social Impact Committee

Our Social Impact Committee is integral to overseeing progress against our strategy and ensuring that we deliver on our commitment to create a lasting positive social impact.

Our Social Impact Committee, chaired by the Chief Financial & Operating Officer, oversees the activities, initiatives and approach adopted by the business in implementing this strategy.

The Committee meets on a quarterly basis and updates our Executive Committee and the Board of Directors at appropriate points throughout the year. Attendees represent all departments to ensure that social impact is championed across the business and to improve transparency across the organisation.



The interest paid on our ESG-linked RCF adjusts depending on performance against our KPIs. The funds raised through this adjustment are donated to the London Wildlife Trust.





Appendix

Alignment with UN Sustainable Development Goals (SDGs)

The goals address the global challenges we face across a wide range of issues, including poverty, inequality, and environmental degradation. This strategy will positively contribute towards eight of the goals.

UN SDG	Most Relevant Global Target(s)*	Our Contribution	Associated Principle(s)	
 3 GOOD HEALTH AND WELL-BEING	3.9	Focussing on measures that can support improved resilience to climate change as well as better physical and mental resilience.	 Delivering healthier, greener spaces  Nurturing strong partnerships	
 4 QUALITY EDUCATION	4.1 4.3 4.4	4.5 4.6 4.7	Educational and training provision for young people and disadvantaged groups promotes inclusive education and lifelong learning.	 Promoting inclusive communities
 5 GENDER EQUALITY	5.1 5.5	Accessible employment opportunities and senior leadership mentoring supports equal opportunities and will empower women.	 Promoting inclusive communities  Nurturing strong partnerships	
 8 DECENT WORK AND ECONOMIC GROWTH	8.3 8.8	Supporting good quality jobs, the growth of local business and innovation leads to sustainable and ethical employment.	 Promoting inclusive communities  Nurturing strong partnerships	
 10 REDUCED INEQUALITIES	10.2 10.3	Inclusive employment, learning opportunities and our work with educational and charity organisations, helps to support social mobility.	 Promoting inclusive communities  Nurturing strong partnerships	
 11 SUSTAINABLE CITIES AND COMMUNITIES	11.4 11.6 11.7	Consideration of wider social and environmental impacts helps to build a society where cultural and natural heritage is valued.	 Promoting inclusive communities  Delivering healthier, greener spaces  Nurturing strong partnerships	
 13 CLIMATE ACTION	13.1 13.3	Efficient buildings and the incorporation of nature-based solutions increases the climate resilience of our wider communities.	 Delivering healthier, greener spaces	
 15 LIFE ON LAND	15.5 15a 15b	Increasing biodiversity through our own developments and strategic partnerships helps to protect and enhance natural habitats.	 Delivering healthier, greener spaces	

* <https://sdgs.un.org/goals>



Glossary

Apprentice

Someone who is directly or indirectly employed, earning a wage and getting holiday pay, gaining job specific skills and allocated at least 20% of their time for training and study towards a formal qualification. An apprentice must be registered on a government approved full framework apprenticeship.

Biodiversity

Refers to the biological variety and variability of living things. Biodiversity is a measure of variation at the genetic, species, and ecosystem level. Biodiversity is essential for human health and wellbeing.

Biodiversity Net Gain

A metric for defining the relative enhancements to natural habitats in an area impacted by a particular project, net of any negative impacts of the work on local biodiversity. The metric itself is calculated using a statutory methodology owned by the UK Department for Environment, Food & Rural Affairs.

Diversity

Individual differences between groups based on such things as: ability and disability, age and life experiences, learning styles and neurodiversity, race, ethnicity and nationality, gender, sexual orientation, social class, cultural, political or religious affiliation.

Equity

In the context of diversity, giving people what they need, in order to make things fair, not just treating them equally. It is about giving more to those who need it, which is proportionate to their own circumstances, in order to ensure that everyone has the same opportunities.

Green infrastructure

A feature of a space that provides ecological benefits to the area. This could be beneficial in various forms, but most commonly, as biodiversity uplifts, flood/drought prevention or natural cooling.

Green skills

A general term for skills that relate to the sustainability sector. Incorporates issues such as biodiversity as well as energy and carbon considerations.

Inclusivity

Conscious steps taken to ensure that the people of all communities, backgrounds and groups feel comfortable, accepted and heard in our spaces.

Inclusive design

As defined by RIBA, inclusive design seeks to create buildings and environments that welcome everyone, regardless of their characteristics or identity.

Just-transition

A fair and inclusive approach to transitioning towards a low-carbon, climate-resilient economy.

Lower Socio-economic Background (LSEB)

A combined measure of a person's background that considers both economic influences and societal/cultural influences.

Nature-based solutions

Actions to protect, sustainably manage and restore natural ecosystems, that address societal challenges, whilst simultaneously providing health and biodiversity benefits.

National Themes, Outcomes and Measures (TOMs) framework

A means for measuring social value generation by allocating a proxy value for time spent, or pound invested etc.

Our communities

The groups of stakeholders that we impact with our operations. This may be our employees, supply chain partners or local residents and organisations.

Outcomes

In terms of social impact, outcomes refer to the end goal of an action – the actual impact of an action eg. an apprentice finding long term employment.

Resilience

In terms of climate action, resilience refers to how well an asset has been adapted to manage future environmental events that will arise due to the changing climate.

Rewilding

The restoration of nature and natural processes in areas that have been ecologically harmed by human influence.

Social mobility

The movement of individuals, families, households, or other groups of people within or between social classes in a society. It refers to a change in their socioeconomic status within society.

Social enterprise

A business which aims to make a profit, but which uses its profits to generate positive social value and impact in line with its Memorandum and Articles of Association. Social Enterprises also have asset locks in place to ensure all assets are used to further their social objectives.

Urban nature

Any aspects of nature found in cities and urban environments, for example, parks and gardens, living roofs and walls, street trees, grass verges and vegetation.