



ESG REPORT

2023-2024

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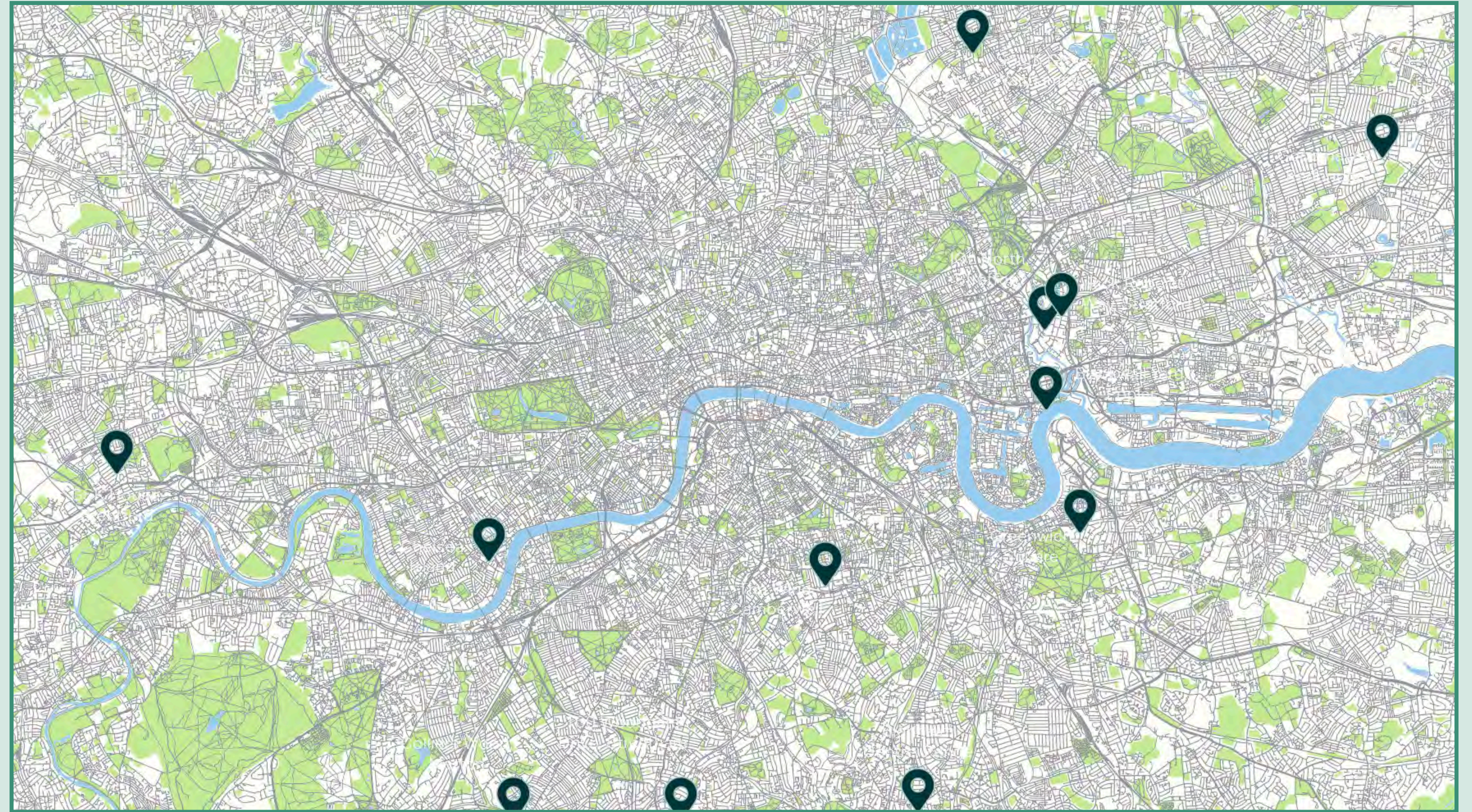
INTRODUCING HADLEY

Since 2003, Hadley Property Group has distinguished itself as a leader in developing environmentally sustainable, residential-led regeneration projects across Greater London.

Our commitment to creating social value was recognised in 2023 when we received B Corp Status, furthering our mission to put people before profits.

Focused on collaboration and deep engagement with residents, we are driven by a desire to improve the lives of those in established urban communities and the vibrant neighbourhoods we work to develop. Several of our recent projects have been commended for creating both social value and community wealth.

Over the past two decades, our holistic approach to design, sustainability, and creative placemaking has increased value for our stakeholders and property partners. Our current pipeline has a Gross Development Value (GDV) of £2.1bn with a commitment to deliver more than 4,000 homes and 250,000 sq. ft. of commercial, community, educational, and charitable uses.



£2.1 bn
Gross Development Value

4k +
Homes in the planning pipeline

500k +
Square foot of non-residential uses



A MESSAGE FROM OUR COO



For Hadley, 2023 marks another step forward in our commitment to addressing climate change and creating meaningful social impact. We remain dedicated to implementing best-in-class design principles and fostering meaningful community connection alongside investor returns. Our focus continues to be on achieving carbon-neutral buildings, deepening our community engagement, and delivering economic and social value.

Since our inception, we've aspired to be at the leading edge of the industry in driving positive transformation by actively shaping climate policy, championing innovation, and promoting social integration.

Our transparent communication of ESG initiatives to shareholders and investors has garnered unwavering support. This shared vision recognises value beyond financial returns and underpins our success.

Meeting ambitious environmental and social targets demands concerted effort with implications on time and resources. In recent years, we've refined our ESG efforts by focusing internal teams, meticulously measuring our carbon footprint, and establishing robust environmental design processes and governance protocols.

We've strengthened our ties with the communities we serve by breaking down barriers, cultivating a shared sense of stewardship among all community members and empowering local people to be part of the transformation of their neighbourhoods.

As the global climate emergency persists, and the need for social change intensifies, Hadley embraces its pivotal role alongside countless other small to medium sized businesses. We remain steadfast in effecting positive change whilst aligning our actions with the interests of our investors.

MARK LEBIHAN
HADLEY COO

OUR MISSION AND VISION

Good governance, the delivery of social impact, and working to improve environmental performance is fundamental to what we do.



2023

Consistent with past years, maintaining Environmental, Social, and Governance (ESG) principles remains integral to our core values.

Dedicated to attaining carbon neutrality by 2030, we've charted an ambitious path for the annual reduction of our carbon emissions, independent of carbon offsetting strategies – in 2023 we are on track to surpass our target.

Our goal is to lower embodied and operational carbon emissions across all our projects, employing advanced technology and innovative practices. Additionally, we are committed to ensuring that the planning, implementation, and management of our initiatives are in line with globally and nationally accepted standards,

always aiming to exceed these benchmarks. We strive to minimise environmental impact, focusing on long-term ecological balance and social responsibility. Our developments are designed not just for immediate benefit, but to ensure lasting, positive outcomes for the environment and its people.

By placing sustainability at the forefront of our efforts, our objective extends beyond fulfilling immediate requirements in favour of shaping a more sustainable and resilient future for generations to come.

A STRATEGIC APPROACH

Hadley has prioritised the delivery of social value and sustainable construction methods for more than 20 years.

Our Social Impact and Environmental Sustainability targets are informed by the UN Paris Agreement on Climate Change (UNPA), and correspond with the aims set out in the London Energy Transformation Initiative (LETI) Environmental Sustainability guidance, which is designed to achieve Net Zero by 2030.

We continue to focus on the delivery of clear, tangible, and measurable outcomes across the spectrum of sustainability. We aim to deliver world-class regeneration underpinned by the three main pillars of our sustainability policy: Empowering Communities, Protecting the Planet, and Stimulating Economies. Each pillar aligns with the United Nations Strategic Development Goals (UN SDGs).



HADLEY'S THREE PILLARS OF SUSTAINABILITY:



PROTECTING THE PLANET

Enhancing environmental performance and tackling climate change.



EMPOWERING COMMUNITIES

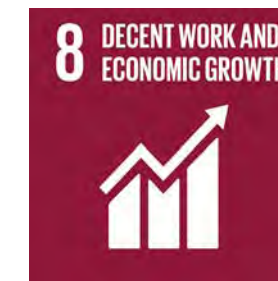
Creating places that unify communities and empower residents to lead fulfilling, healthy lives.



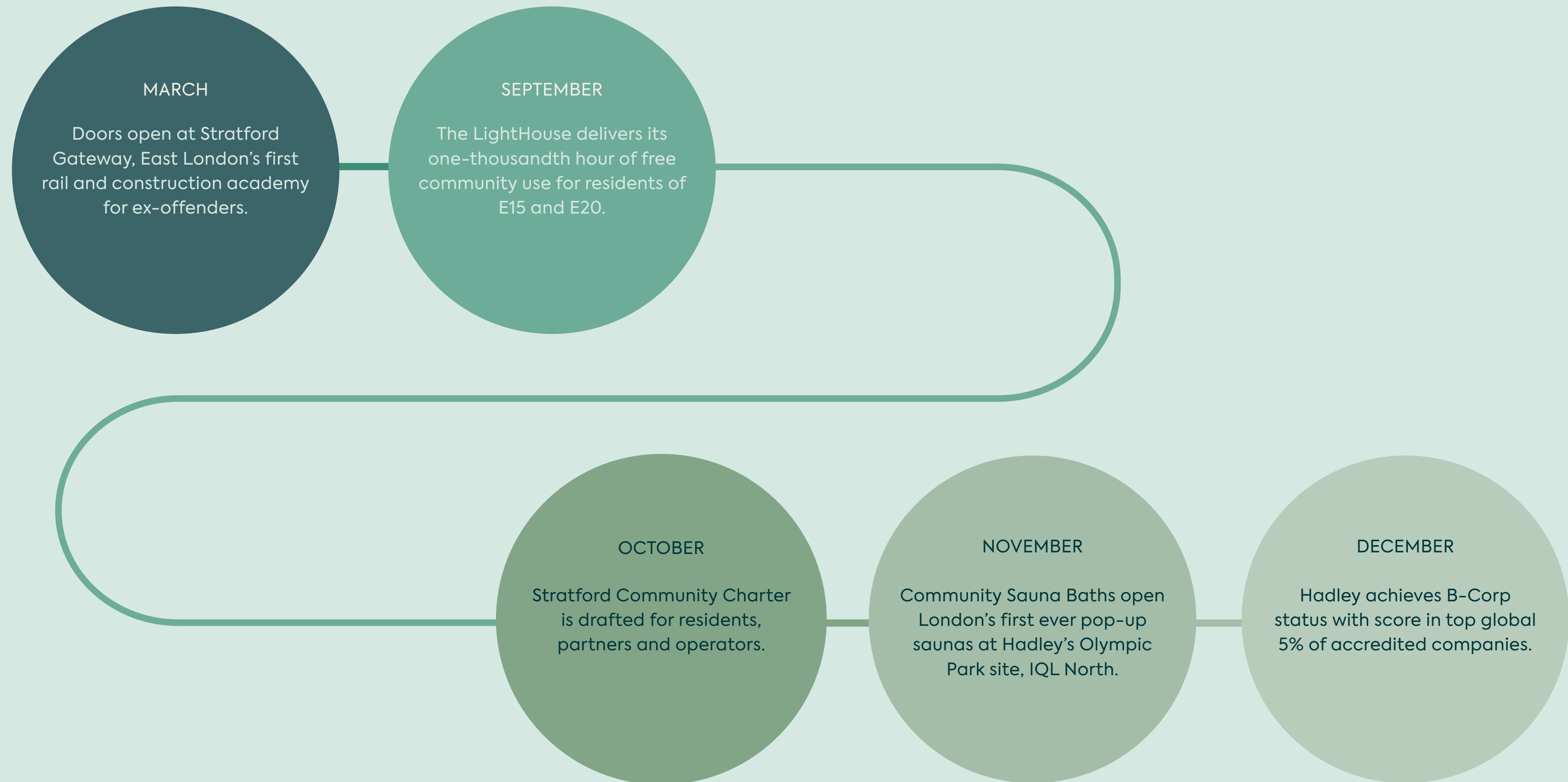
STIMULATING ECONOMIES

Generating new employment and apprenticeship opportunities, offering training, and supporting local businesses.

ALIGNING WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



A YEAR IN REVIEW





ESG REPORT

ENVIRONMENT



2023-2024

PROTECTING THE PLANET

As sustainable developers, Hadley embraces environmental responsibility beyond individual projects; it is embedded in our corporate DNA.



Fighting climate change shapes how we engage with partners, investors, and the wider community. We view sustainability as a catalyst for creating lasting, positive impact – shaping our development approach for a more environmentally conscious and robust future.

In line with the UK's goal to achieve a net-zero economy by 2050. Hadley is dedicated

to driving the necessary technical and administrative changes to support this goal.

We are proactively taking measures, both big and small, to advance these aims. By being accountable in our operations and in our interactions with clients, our intention is to create a profound and lasting impact.



THE YEAR IN REVIEW



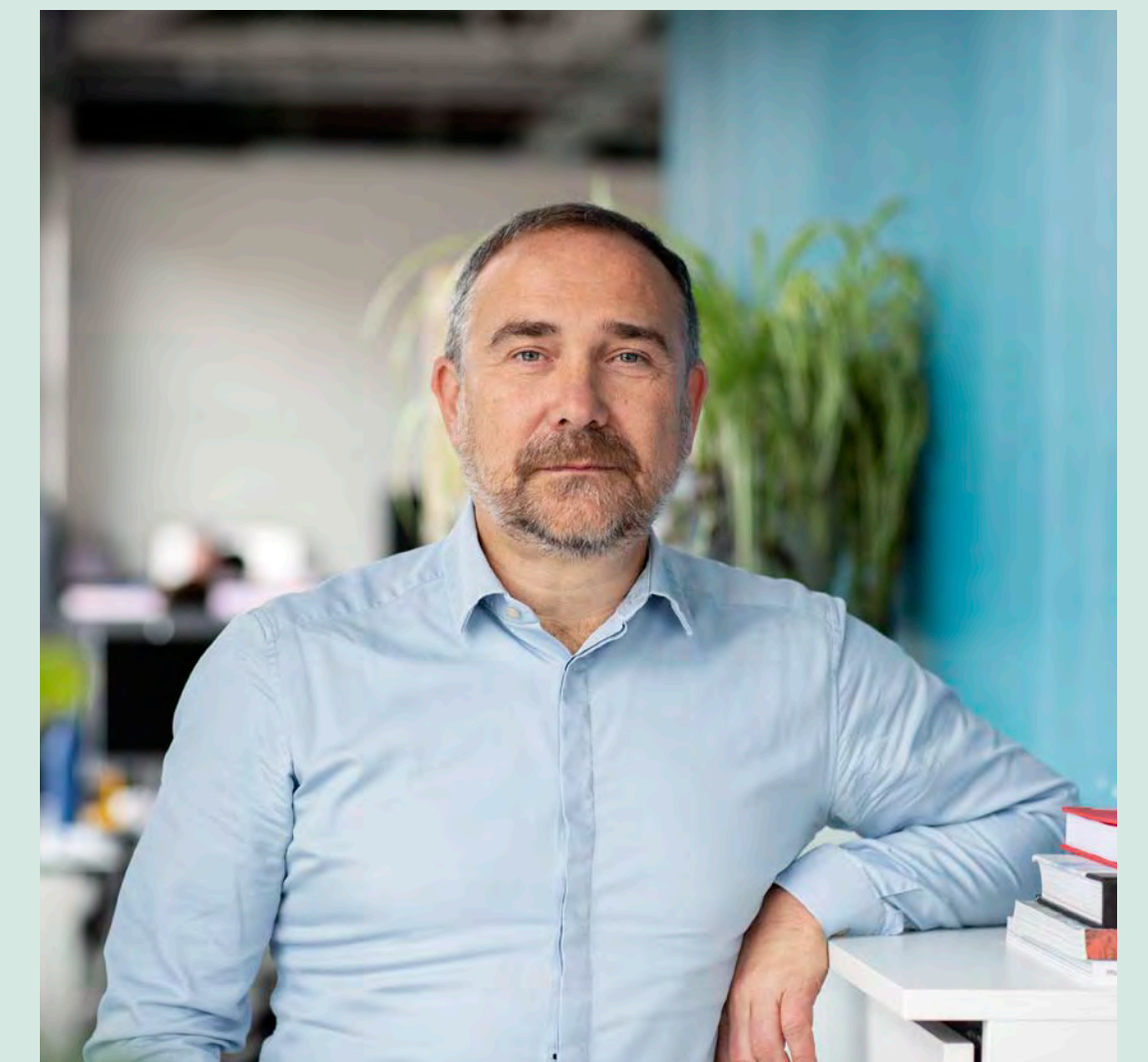
Throughout 2023, Hadley continued to address the ongoing challenges faced by the UK development and construction industry in the global Race to Zero. The year presented a series of conflicting signals from the UK government, sparking broader discussions about the existing strategies for environmental sustainability and Net Zero, and how the transition might practically be achieved.

The UK government has shown a readiness to retract from earlier environmental pledges, attracting criticism from within and outside of its own party, and presenting a significant challenge in demonstrating to the international community that the UK remains a viable candidate for green investment opportunities.

In the US, President Biden has led the way with the Net Zero challenge by legislating a Green New Deal (GND) seen as a massive opportunity to invest in and re-frame industrial policy as part of the fight against climate change. In addition to our project initiatives in the UK,

Hadley has been active at several industry events, round tables, and forums including Footprint 2023 and Impact UK. Our involvement has enabled collaboration with fellow developers and industry leaders to assess and share insights on the industry's progress towards reducing embodied and operational carbon emissions.

The previous years of hard work by LETI, RIBA, and the UKGBC has established a set of science-based targets for the industry to aim towards when helping the world get to Net Zero 2050 (GLA 2030) as part of the COP agreements. Hadley has embraced this new practical understanding, which is welcomed, acknowledging the substantial effort and innovation that remains necessary to achieve our collective environmental goals. Understanding and disseminating the lessons learned, along with understanding the performance of sites and buildings, is now seen as crucial in addressing the climate crisis.



DOMINIC SPRAY
DIRECTOR OF SUSTAINABILITY

SINCE WE LAST SAW YOU

In alignment with the UK's vision for a net-zero economy by 2050, Hadley is implementing a diverse set of initiatives. In the last year we have:



Remained on track to achieve our 2025 and 2030 roadmap goals for reducing both embodied and operational carbon.

Collaborated on projects with industry advocates of the emerging Net Zero Carbon Build Standard and LETI, ensuring we remain at the forefront of the conversation on sustainability and innovation.

Been awarded the Rick Roberts Way site by the London Legacy Development Corporation (LLDC), giving Hadley the opportunity to test and deliver an industry-leading sustainable development.

Pivoted to a fully-integrated regenerative design process – passive principles and performance-led design are principal drivers of our masterplan and building design approach.

Launched GoStratford at IQL North – a new meanwhile low-carbon sustainable transport hub for E15 and E20.

Gained membership of the UK Green Building Council (UKGBC), helping to formalise and expand our company Carbon Literacy training for staff.

COMPANY CARBON FOOTPRINT

Hadley is a signatory of the UN Race to Zero initiative, committing to actively contribute to a de-carbonised economy. Recognising that meaningful change starts at home, we have pledged to cut the carbon footprint of our London office by 50% by the year 2030.

Our company carbon footprint now mirrors the shift in our work patterns following the Covid pandemic. Having fully resumed office operations, many of our staff work on-site with our office conveniently located near the London Bridge transport hub. This shift has contributed to a reduction in individual carbon use compared to remote work, considering the shared office environment's existing energy-efficient systems. While there was a slight rise in international travel due to the reopening of major business events in Europe, we actively encourage staff to prioritise train travel over air transport where feasible.

Despite these adjustments, Hadley's carbon footprint continues to average around 10.5 metric tons CO₂e per year, which is comparable to the carbon emissions generated by the average UK household. We remain vigilant in recording and measuring our activities, actively seeking opportunities to further reduce our carbon footprint.

Some of the measures we have taken to reduce our company carbon footprint include:



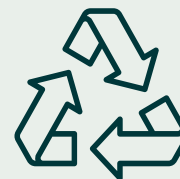
ENERGY EFFICIENCY:

- Implementing energy-efficient lighting and smart thermostat systems.
- Conducting regular energy audits to identify and address inefficiencies.



WASTE REDUCTION AND RECYCLING:

- Setting up a comprehensive recycling programme for paper, plastic, glass, and other materials. Encouraging employees to reduce paper usage and embrace digital alternatives.



SUSTAINABLE MATERIALS:

- Using recycled and recyclable office supplies, including paper and stationery.
- Choosing furniture and flooring made from sustainable materials.



DIGITAL TRANSITION:

- Encouraging digital document sharing and storage to reduce paper usage.
- Conducting and encouraging virtual meetings where possible to minimise the need for travel.



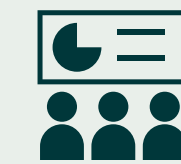
OFFICE DESIGN AND PLANTS:

- Integrating indoor plants to improve air quality and create a healthier workspace.
- Optimising office layout for better ventilation and temperature control.



GREEN COMMUTING OPTIONS:

- Providing active travel options such as communal office Brompton bikes to enable employees to choose greener commuting options.
- Reducing company flights for business purposes where possible.



EMPLOYEE TRAINING:

- Educating employees on the importance of sustainability and carbon reduction.
- Offering Carbon Literacy Training and sustainability focused CPD sessions.



REGULAR MONITORING AND REPORTING:

- Establishing a system for tracking and reporting on carbon emissions. Setting clear sustainability goals and regularly assessing progress.

CASE STUDY

GO STRATFORD

Sustainable Transport in Stratford and beyond.

In the past year, we introduced the concept of GoStratford to local residents on and around the Olympic Park. A community-driven initiative, providing free Brompton and e-cargo bike usage on site and affordable electric vehicle hire available in the coming months, the GoStratford hub is at the cutting edge of active urban mobility in London.

Our new site on Rick Roberts Way will see a further evolution of the concept, this time including an additional focus on providing low-carbon delivery solutions for local businesses and family-friendly cargo bikes for those living in the area.

GOSTRATFORD OUTCOMES

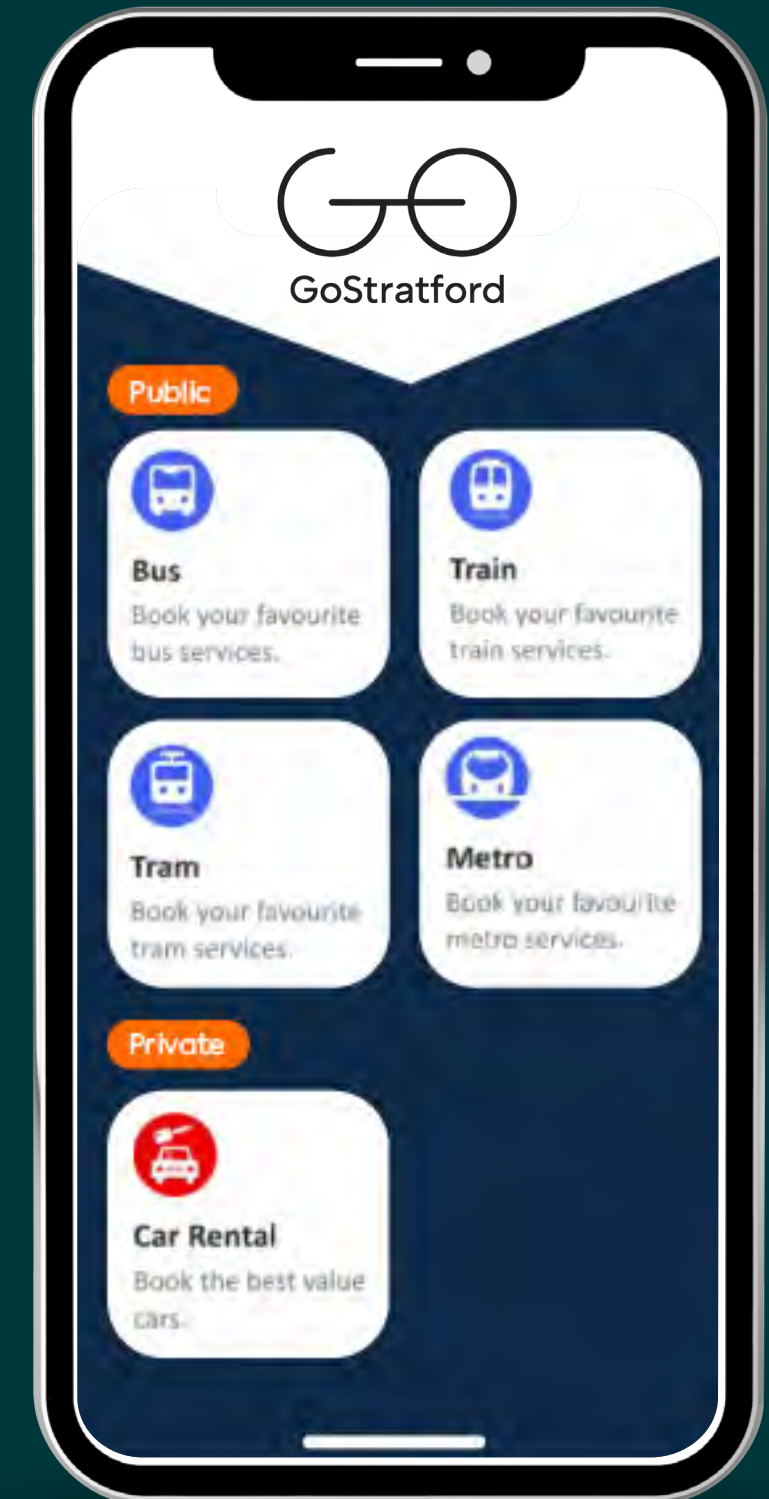
One of the hub's most exciting features is the bespoke Mobility as a Service app, empowering users with a user-friendly platform which doesn't just help plan your journey but breaks down the environmental cost of each mode of travel. With the addition of mobility credits from our partners at Enterprise and Brompton, residents will enjoy both e-vehicles and folding bikes for up to a week at no cost to themselves.

Through combining cutting-edge technology, strategic partnerships, and a deep commitment to sustainability, GoStratford is positioned to revolutionise the way people perceive and engage with transportation in Newham.



PARTNERSHIPS FOR IMPACT:

Our collaboration with industry leaders such as Brompton, Enterprise, LLDC, and Mobbileo, exemplifies our dedication to establishing partnerships that drive positive environmental outcomes. These alliances strengthen our collective ability to implement and scale sustainable transportation solutions, demonstrating our commitment to addressing environmental challenges in a collaborative and impactful way.



WHAT NEXT?

Upon reflecting on our past commitments outlined in our 2022 ESG report, we take pride in the strides we've made towards our environmental goals. Through meticulous measurement and robust governance, we've successfully reduced our carbon footprint across our operations. As we move forward, we're doubling down on internal initiatives, implementing cutting-edge technology and sustainable practices across all Hadley properties.



IT STARTS AT HOME

Within the Hadley community, our staff has been integral in driving initiatives that promote sustainability and reduce waste. We've implemented internal programmes that encourage energy efficiency, waste reduction, and eco-conscious practices.

NEXT STEPS INCLUDE:

Continuing to expand our Carbon Literacy programme to all staff members, encouraging personal carbon use consideration and monitoring.

Implementing water-saving technologies and practices within the office, such as low-flow faucets and water-efficient landscaping.

Introducing measures for conserving energy and reducing waste, with the aim of shrinking our carbon footprint and curbing the generation of waste.

Implementing regular reporting mechanisms to track and communicate our environmental progress to stakeholders, maintaining transparency and accountability.



WHAT NEXT?

OUR PROJECTS

Through continuous innovation, collaboration, and upholding our Environmental, Social, and Governance (ESG) goals, we're leading the way to a more sustainable and prosperous future.



OPERATIONALLY, NEXT STEPS INCLUDE:

Reviewing all existing projects against the Net Zero Carbon Buildings Framework 2024 and the emerging Future Homes Standards 2025.

Focusing on regenerative design principles across all new developments, to create healthier cities, and enhance the associated health and social benefits.

Prioritising sustainable retrofitting and the re-purposing of existing buildings to reduce embodied carbon, especially when exploring new development opportunities.

Testing Hadley's Sustainability Roadmap targets through the environmentally-focused Rick Roberts Way detailed design process.



SOCIAL



THE NEED FOR SOCIAL VALUE

EMPOWERING COMMUNITIES

At Hadley, we embed social value within our business strategy.



This approach encourages creative thinking, drawing upon diverse skill sets, and plays a key role in attracting and retaining our staff. Our desire to forge meaningful relationships with the communities where we develop drives our commitment to local engagement and sustainable practices, ensuring that our projects not only benefit our clients but also contribute positively to the societal and environmental fabric of the areas we serve.



THE YEAR IN REVIEW



Everywhere we turned this year, our industry was shouting out about the ‘S’ in ESG. Round tables, newsletters, panels, and in some cases entire programmes were devoted to bringing the world’s social commitments sharply into focus. Closer to home, the rise of the importance of social value within public procurement was a very welcome and a significant shift in our relationship with the public sector.

Being awarded the development contract for the final development site in LLDC’s publicly owned East London land portfolio was a direct outcome of the local authority’s resolve to award projects to developers emphasising a commitment to quality, sustainability, and inclusive growth.

Our purpose-driven meanwhile and pop-up uses have moved along at pace, despite challenges faced due to the inflexible nature of a planning process that isn’t designed to accommodate uses that change and evolve substantially after beginning on site. The addition of unconventional uses to our community wellbeing space and gardens in Stratford raised a few eyebrows, but we arrive at the end of the year with a site which now delivers a broad range of purpose-driven initiatives; including community saunas; a rail and infrastructure training academy, created to give a second chance to ex-offenders; and London’s first purpose-built future mobility hub. These new uses have been built on the community and organisational foundations of the already successful LightHouse and Gardens, Hadley’s Community wellness centre and growing gardens.

We’re looking forward to the potential 2024 holds, especially given that social value leases are in place for all the on-site uses. Rather than traditional

rental agreements, we’ve requested each service provider or practitioner offer their services within The LightHouse at reduced rates (or even free in some instances) to those who need them most. Underpinning these initiatives is a Community Charter carefully considered to ensure that the neighbourhood we’re designing and building at IQL North transforms into a thriving community, far greater than the sum of its parts. The development contains a range of different housing types, which include residential, affordable housing, student accommodation, and Build-To-Rent. Our aim is to help residents and partners to develop and support a community that connects across the development and into the surrounding area.

That’s why we’re asking our commercial, charity, and education partners to sign up to a series of pledges aligned with the three pillars of sustainability (society, economy, and environment), ensuring our collective efforts enrich and uphold the values of everyone involved. We’re not forcing change; rather, we’re offering the tools for empowerment by distributing benefits, offering volunteering opportunities, and encouraging community involvement among other actions, as we strive to keep social value at the heart of our work.



MATT GRIFFITHS-RIMMER
COMMUNICATIONS AND IMPACT DIRECTOR

SINCE WE LAST SAW YOU

We are committed to delivering social value through all our projects; our goal is to improve outcomes and leave a positive legacy in the communities in which we develop. Since we last saw you, we have:



Launched our Community Champion Programme at our IQL North site, hosting 3 'Community Champion Chats' in 2023.

Expanded our community partner network, collaborating with a multitude of organisations of varying size and scope.

Provided more than 1,000 hours of free community use at our on-site meanwhile hub, the LightHouse.

Launched London's first ever pop-up community sauna in partnership with Community Sauna Baths at IQL North.

Donated new musical instruments to Chobham Academy Primary School, helping build their music department.

Hosted over 12,000 visitors at our Rooftop Street Art Gallery in Penge across 30+ viewing days.

OUR PEOPLE MATTER

As a responsible business, we commit to accountability towards our people, the environment, and society. We adhere to the highest ethical and safety standards, celebrate diversity, and drive positive change via our supply chain engagement.

The vitality of our organisation is rooted in our team, which is why we are dedicated to making Hadley a remarkable place to work, focusing on increasing productivity while prioritising the happiness and wellbeing of our staff.



THE HEART TO HEART COLLECTIVE

WELLBEING SUPPORT

At Hadley, our drive to create dynamic and intentional spaces extends far beyond the physical structures we build. Fundamental to our approach is the understanding that the welfare and support of our staff is crucial – recognising that our employees are key to the communities we contribute to.

We are fortunate to have a robust employee support system in place through our dedicated wellbeing providers, Gabby Briscoe and Su Winsbury: The Heart To Heart Collective.

With more than 20 years' experience of running wellness businesses, Gabby and Su have a wealth of knowledge and expertise to offer wellbeing support for Hadley staff ranging from external team building workshops, such as group cookery lessons, or ice bath sessions at our IQL North meanwhile-use wellbeing space, the LightHouse.

The Heart to Heart Collective, supported by other wellbeing practitioners and specialists, provide in-office wellbeing treatments and personalised 1-2-1 sessions for staff, with the additional provision of an online wellness portal offering yoga and qigong classes, recipes, health tips, meditations, self-help practices, and advice from a personal trainer. This online resource, packed with mini-courses on creativity, mindfulness, and breathwork, in addition to downloadable content from past workshops, enriches the live engagement of Gabby and Su.



We believe that health and wellbeing is about sustaining humans, rather than a list of rules and a one-size-fits-all approach. With a broad perspective of wellbeing which encompasses fun, community, and self-empowerment, alongside movement, nutrition, and tools for managing stress, we aim to deliver a hands-on approach rather than being a 'tick-box' service.

GABBY BRISCOE AND SU WINSBURY
FOUNDERS OF HEART TO HEART COLLECTIVE



ENGAGEMENT

THE HADLEY WAY

We've implemented a multifaceted, comprehensive engagement strategy at IQL North, ensuring that local stakeholders play an integral role in shaping the evolving proposals. Reaching beyond traditional engagement methods, we go the extra mile by integrating both digital and physical consultation strategies.

COMMUNITY CHAMPION CHATS

A community steering group was created from local community stakeholders and residents, coined Champion Chats. Focusing on different co-design opportunities for the evolving proposals, Champion Chats serve as a platform where local voices are not only heard but actively shape the evolving proposals for IQL North. The aim is to create a two-way dialogue, allowing residents and stakeholders to contribute their insights, concerns, and creative ideas.



CHOBHAM ACADEMY SCHOOL

Design proposals were shared, as well as early ideas for the public realm, play space, and commercial uses, with pupils of Chobham Academy school in the heart of the East Village. Pupils were provided with worksheets to share ideas that could be incorporated into the design proposals. A follow-up session is scheduled, post planning approval, to share how proposals have been incorporated with further opportunities to input into the detail of the provision.



LLDC ELEVATE GROUP

In August 2023, a workshop was held with 40 members of the LLDC Elevate Youth Board to introduce a digital twin model of the IQL North development proposals. A follow-up session in November 2023, demonstrated how the feedback provided was incorporated into the submitted designs. The digital twin model provided an immersive and interactive platform, allowing participants to virtually explore and engage with the evolving development plans.



MEANWHILE AT IQL NORTH

In Phase One of the meanwhile-use initiative at IQL North in Stratford, Hadley introduced the LightHouse and Gardens, a wellbeing-focused community hub and food-growing gardens.

Managed by The Heart to Heart Collective, the LightHouse is a hub for local practitioners, charities, CICs, and educators hosting a variety of events and activities with a health and wellbeing focus. The Nomadic Gardens transformed a formerly underutilised space into a thriving community garden, encouraging social inclusion in the area.

In 2023, the LightHouse and Gardens has made great strides with six paid members of staff supporting the operations of the community hub and outdoor space – half of whom hail from

Newham, proudly representing the diversity of the area. The LightHouse and Gardens received over 10,000 visitors in 2023 after being on-site for 18 months

Alongside being shortlisted for an NLA Award, we saw an increased number of charities and social enterprises take advantage of the available facilities; these organisations provide services in the form of child and adult education, mental health support, fundraising events, and small business networking events to the local community at no cost. The utilisation of our meanwhile-use space has been on the rise, not only among these groups but among other community groups and locals, with 1000 hours of free usage and 800 hours of paid usage recorded in 2023.



10000+

Hours of free usage

12k+

Visitors in the past year

500+

Visits from local schools and nurseries for nature excursions

MEANWHILE 2.0

The latest phase of meanwhile use at IQL North amplifies the area's offerings by introducing the GoStratford sustainable transport hub, the Stratford Gateway training facility, Community Saunas, and the relocation of El Cafecito, a local coffee vendor. These establishments operate on social value leases, allowing service providers to give back to the community. This new phase represents our ongoing dedication to creating a practical and sustainable community at IQL North, and shaping the space into a vibrant and inclusive environment for everyone.

Further developing the wellness provision on-site – Community Sauna Baths CIC expands its influence by establishing a second location at IQL North.

GoStratford is a ground-breaking initiative dedicated to delivering London's inaugural zero-carbon mobility hub.

The Stratford Gateway training facility provides rail and construction training opportunities to individuals from hard-to-reach groups, including ex-offenders.

El Cafecito is a café and social hub providing discounted rates to NHS practitioners, local community groups, and users of the LightHouse and Gardens.



PENGE ROOFTOP STREET ART GALLERY

In April 2022, Hadley opened London's first street art rooftop gallery on the top floors of an underutilised car park space in Penge.

Curated by London Calling Blog, a non-funded and non-profit group created to share their love of street art around South East London. Since opening, this continually evolving gallery has already hosted over 300 individual artworks created by 670 different local street artists from SE20 and as far afield as Lebanon, Colombia, Mexico, Brazil, Australia and South Africa.

Since opening, regular free gallery open days have attracted thousands of visitors, with enthusiasts coming from all over Europe to visit this unique exhibition. This year, over 12,000 visitors have travelled to view the artworks

across over 30 viewing days. The ongoing curation efforts by London Calling, ensure the rooftop gallery remains a dynamic platform for world-class artistic expression. Hadley has since worked with the group at our IQL North site and collaborated with female street art collective WOM, who've hosted women-only paint events and delivered workshops for local schools across several of our sites.

Over the next year, the meanwhile-use rooftop street art gallery is poised to continue building community engagement, promoting local artists and contributing to the vibrant socio-economic fabric of Penge. This initiative stands as a testament to the positive impact that creative and community-focused meanwhile-use projects can have on urban spaces.



30

Viewing days

12k+

Visitors

670+

Artists

PENGE ROOFTOP STREET ART GALLERY



COMMUNITY COLLABORATION

This year, Hadley has had the pleasure of working alongside numerous wonderful charity and community partners. From local charities addressing immediate community needs to broader initiatives promoting sustainable development, these partnerships have allowed us to contribute meaningfully to social value creation.



D LAB

Hosted a design workshop at IQL North’s meanwhile space, the LightHouse, during summer 2023. The team created a sculpture crafted from compressed earth bricks, inviting the garden visitors to plant seeds between the bricks to transform it into a living artwork.



THE MAGPIE PROJECT

Utilising the LightHouse for important team meetings and free access to the community saunas. Hadley staff has volunteered at The Magpie Project’s centre in Maryland, supporting mums and under-fives in temporary accommodation in Newham.



SEVA STREETS

Hadley team members have actively participated in various Seva Street food distribution events, volunteering both at the Stratford Shopping Centre and in their kitchens to aid rough sleepers in the Stratford area.



ASRA

A Muslim women’s running club regularly meet at the LightHouse which serves as the departure point for their running sessions in and around Stratford.



JUSTLIFE

Meetings held at the LightHouse to coordinate the Newham TAAG (Temporary Accommodation Action Group) with local charities, businesses, and government to tackle temporary housing challenges in Newham.



NEWHAM MUSIC

The LightHouse and Gardens served as the venue for Newham Music’s summer school, which included a ‘gig school’ for 12–18-year-olds and a singing school for 12–16-year-olds.



LONDON CALLING BLOG

Curating London’s first rooftop street art gallery at Hadley’s site at the Blenheim Centre in Penge, bringing together both local artists and world-renowned international artists to paint the continually evolving gallery.



CYCLE SISTERS

An award-winning charity which inspires and enables Muslim Women to cycle. Cycle Sisters have taken part in Hadley’s Cycle-42 initiative, with free rental of Brompton bikes for 90 days.

WHAT NEXT?

IT STARTS AT HOME

We are dedicated to implementing systems that ensure continuous improvement year-on-year, creating a supportive workplace that not only reflects our values but actively contributes to the wellbeing and growth of our incredible team.



Seva Streets Team Volunteering



Migrateful Team Cooking Experience

OPERATIONALLY, NEXT STEPS INCLUDE:

Protect the health and wellbeing of our people and empower them to work in new and more flexible ways, enabling them to thrive.

Develop a continuous learning culture that supports people to grow in their own way and provides opportunities to learn for a lifetime. A place where everyone can make their mark.

Progress the Women's Forum, enabling women in the office to have an impact on decisions/policies that affect them most.

Deliver against our ambitious inclusion, diversity, and equity commitments – helping to create an environment where diversity of experience, background, and perspective are truly valued.

Encourage volunteerism and community engagement among our employees, cultivating a sense of social responsibility and giving back.

Promote mental health awareness and provide resources for mental wellbeing, encouraging a healthy work-life balance.



ECONOMIC GROWTH



THE HADLEY APPROACH

STIMULATING ECONOMIES

Our socio-economic strategy for 2023 continues to focus on creating employment and apprenticeship opportunities, particularly for those groups that are under-represented and face barriers to entering or progressing in the workforce.

This pledge is woven into the entire development lifecycle and is reflected in our completed projects. At the heart of our economic sustainability strategy is a site-specific, research-led approach attuned to the unique requirements of each location.



THE YEAR IN REVIEW



In our ongoing commitment to stimulating economies, Hadley has prioritised the creation of new jobs, apprenticeships, and training opportunities this year, as well as steadfast support for local businesses.

Our engagement with the community has deepened, as seen through our collaboration with local schools in co-design projects, participation in career days, and providing work experience placements. This year, we've offered 11 one-week work experience placements to pupils from local schools.

In support of the arts and education, we've donated funds to Chobham Academy for musical instruments. The students' first live performance at the LightHouse and Gardens was a delightful showcase of the talent developed from our contribution. Similarly, we've invested in the physical education of students at St. John's School in Penge by funding their sports training.

Our initiatives don't stop at the local level – we're dedicated to promoting inclusive development for the wider community. Hadley has proudly partnered with Elite Project Services to deliver accredited courses in the rail and construction industries from Stratford Gateway at IQL North. Hadley's collaboration with Elite Project Services signifies a commitment to stimulating local economies and boosting employment through targeted training programmes.

The expansion this year of our meanwhile use includes the introduction of saunas, offered through social value leases, enabling us to extend free or discounted services to the local community, thereby reinforcing our health and wellbeing remit.

By prioritising employment, skills development, and educational opportunities, we strive to achieve enduring impact across various phases of development. To ensure the alignment of economic strategies with site-specific needs and broader socio-economic goals, we partner closely with local authorities, community groups, and diverse community partners to continue to navigate collaborative pathways.



MABEL OGUNDAYO
SOCIAL VALUE LEAD

SINCE WE LAST SAW YOU

At Hadley, we strive to ensure that our efforts to stimulate economic growth do not come at the expense of environmental health or social equity. Instead, we aim to create a positive feedback loop where economic development fuels progress in sustainability and social inclusion. In the last year, we have:



Appointed Michael Milne as our in-house London Living Wage Champion to cross-check for the LLW across our supply chain and partnering organisations.

Engaged in comprehensive work with P-Three to produce a commercial strategy, and with PRD to devise a socio-economic strategy for Hadley's IQL North site.

Dedicated 18 hours to local school visits to support their environmental awareness and career development.

Progressed conversations with the Good Growth Hub regarding the community space they will occupy at IQL North to provide employment and training services to residents of East London.

Partnered with organisations including Streatham Youth and Community Trust, and the Mayor for London's Fund to provide over 400 hours of work experience to 11 students in London aged between 16-25 years.

CASE STUDY

WORK EXPERIENCE

Through our impactful Work Experience Programme, we collaborate closely with local schools to provide valuable opportunities for young students, offering placements across Hadley’s teams – including communications, development, land, and finance. By actively engaging with schools local to the areas we build in, we aim to bridge the gap between classroom learning and real-world application.

Recognising the barriers that disadvantaged students may face, we contribute towards food and travel expenses, ensuring that financial constraints do not hinder participation in our programme. In the last year alone, we have welcomed 11 students aged 16–25, focusing on reaching those who stand to gain the most from our initiative.

Our engagement doesn’t stop at work placements – Hadley has actively collaborated with schools to host engaging careers talks, co-design sessions, and workshops. We believe that shaping the workforce of tomorrow involves not only practical experience but also informed career choices.

Mabel Ogundayo, Hadley’s Careers Hub East London Employment Advisor for St Bonaventure School, has played a pivotal role in these initiatives. By actively engaging with schools, our Work Experience Programme becomes more than just a pathway to employment, it is a platform for students to explore, learn, and envision their potential contribution to the dynamic fields within our industry.



I was delighted to be part of Hadley’s social value team where I helped develop projects, while also contributing my ideas. I enjoyed the practical aspect of the work experience, such as visiting project sites and reaching out to local communities, which widened my understanding of the planning process involved in these projects.



WORK EXPERIENCE STUDENT

STRATFORD GATEWAY



Offering courses in the rail infrastructure and construction industries, Elite Project Services, operating out of the Stratford Gateway training facility, provide quality training for marginalised young people, including ex-offenders. This collaborative effort is not just about construction and the railways, it's a commitment to breaking down barriers and creating lasting impacts on local economies.

Stratford Gateway has a fully functioning classroom offering projection screens and whiteboards for an ideal learning experience. As well as two simulation rail tracks, the courses available focus on up-skilling individuals and helping them to access employment opportunities within these industries.

Martin Dunne, Founder of Elite Project Services, sheds light on the profound impact of this collaborative initiative: "The aim is to support rail construction and businesses locally in training, but most importantly, a significant emphasis on local residents and prison leavers. This is hopefully

the start for more 'Gateways'... When you give prison leavers a job and show them a bit of love and respect, they think, "hold on a minute... there's people out there that care."

Martin's personal journey, having spent 25 years in and out of prison, fuels his commitment to giving others a second chance. Stratford Gateway's training approach distinguishes itself by emphasising compassion and respect towards individuals, while simultaneously offering a range of opportunities. Martin envisions a future where more 'Gateways' emerge, creating a network of transformative hubs that empower individuals, stimulate economies, and contribute to positive change in communities.

MARTIN DUNNE
FOUNDER OF ELITE PROJECT SERVICES



WHAT NEXT?



NEXT STEPS INCLUDE:

Enhance access to education and skills development, partnering with local skills and education-based SMEs and social enterprises.

Continue to advocate for fair pay and workers' rights by supporting the London Living Wage (LLW) and mandating our partners to adhere to fair wage standards.

Develop a clear and robust strategy of employment driven opportunities at our new GSK site.

Strengthen engagement with community stakeholders to ensure initiatives are responsive to local needs.

Advance discussions with the Good Growth Hub for their occupancy of the community space at IQL North, offering employment and training services to East London residents.

Develop Hadley's Apprenticeship Scheme, aimed at developing young local talent through employment and degree level real estate training.

Collaborate closely with local authorities, community groups, and diverse partners to align economic strategies with site-specific needs and broader socio-economic goals.

Prioritise local employment opportunities within ground floor uses, emphasising diversity and inclusion initiatives that reflect the diverse needs of the local communities we build in.



ESG REPORT

GOVERNANCE



2023-2024

THE HADLEY APPROACH

GOVERNANCE

At Hadley, we recognise that effective governance is the bedrock of responsible business practices.



As a company deeply committed to sustainable development, we understand that sound governance not only safeguards the interests of our stakeholders, but also plays a pivotal role in steering our organisation toward long-term success.

Through transparency, accountability, and a commitment to ethical conduct, Hadley endeavours to uphold the highest standards of governance, aligning with our broader mission to create lasting positive impacts on both the environment and within the communities we develop.



THE YEAR IN REVIEW



Over the past year, we've made strides in aligning our governance practices with principles that prioritise transparency, accountability, and ethical conduct. Notably, we achieved B Corp status, signifying our dedication to accountability and sustainability, and further cementing our commitment to responsible governance. Through the rigorous process of certification, it was reassuring to discover that Hadley was already operating at elevated standards within the construction industry.

The need for robust governance practices is more pressing than ever, with good governance serving as a linchpin for ensuring ethical conduct, risk mitigation, and long-term sustainability. At Hadley, our commitment to governance extends beyond external partnerships and projects; it is deeply embedded in our internal operations.

We recognise that a resilient and accountable organisation begins with a strong internal governance framework. This internal focus not only strengthens our organisational integrity

but also empowers us to lead by example in the industry, setting a benchmark for excellence in corporate governance.

Moreover, we take a holistic approach to governance, encompassing not just compliance and regulatory adherence but also promoting a culture of transparency, responsibility, and ethical decision-making. This culture permeates every level of Hadley, from our boardroom strategies to the conduct of individual employees, ensuring that our actions align with our mission.

By embedding these values internally, we aim to influence the broader community, demonstrating that effective governance can be a powerful tool for positive change and innovation.



BRIAN HIGGINS
FINANCE DIRECTOR

SINCE WE LAST SAW YOU



Held monthly development board meetings for each of our sites, serving as a crucial platform for in-depth discussions on development challenges, engagement with the local community, and comprehensive reviews of the overall financial performance of developments.

Established an in-house Diversity & Inclusion committee that encourages open discussion, shares insights, and develops strategies to reinforce diversity, equity, and inclusion across all aspects of our organisation.

Partnered with award-winning global diversity and inclusion specialist, Constructing Rainbows, to organise comprehensive staff training sessions.

Worked with communities and local partners to develop a Community Charter specifically for our Stratford site, IQL North.

Achieved B Corporation status ahead of schedule, underscoring Hadley's commitment to purpose-driven business and sustainable practices.

WE ARE B-CORP

Hadley proudly announced its official recognition as a B Corporation (B-Corp) in Q4 of 2023. Certified by B Lab UK, the non-profit driving the B Corp movement, this milestone marks a significant step in Hadley's sustainability journey, highlighting the embedded principles of sustainable development in our work.



Since our founding in 2003, Hadley has championed social value and sustainability across our three pillars: protecting the planet, stimulating economies, and empowering communities. Now, as a B Corp, we continue this journey, aligning with the global Race to Zero and addressing social, economic, and environmental challenges within the UK built environment.

The B Corp certification, covering five key impact areas—Governance, Workers, Community, Environment, and Customers—demonstrates the rigour and depth of our engagement. We not only met the benchmark but exceeded it, ranking in the top 5% of businesses across all impact areas, demonstrating exceptional leadership in promoting environmental values within the UK real estate industry.

Joining the esteemed global B Corp community of 7,000 businesses, with over 1,500 in the UK, we will continue to pioneer and tackle the ongoing challenges the UK development and construction industry face as part of the global Race to Zero.

As part of the B Corp community, we pledge accountability to all stakeholders, not just shareholders. Our commitment extends to updating our Articles of Association to enhance transparency, further aligning with the B Corp principles, and ensuring that Hadley remains at the forefront of sustainable and purposeful business practices.



Overall impact score

Based on the B impact assessment, Hadley Property Group Holdings Limited earned an overall score of 137.6. The median score for ordinary businesses who complete the assessment is currently 50.9.

- 137.6 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses



NEIGHBOURHOOD CHARTER

For Hadley, quality development signifies more than just the construction of homes; it's about creating and sustaining meaningful connections between a place and its community. We achieve this by prioritising inclusivity and diversity in our developments, ensuring that we are not only establishing these connections but also actively preserving them.

This is why at our IQL North site we have been working with our Community Champions, local groups, and commercial partners, to develop a document that encapsulates industry best practices and sets new, ambitious targets for neighbourhood development.

Guided by the mandates of the Neighbourhood Charter, the IQL North development is committed to delivering

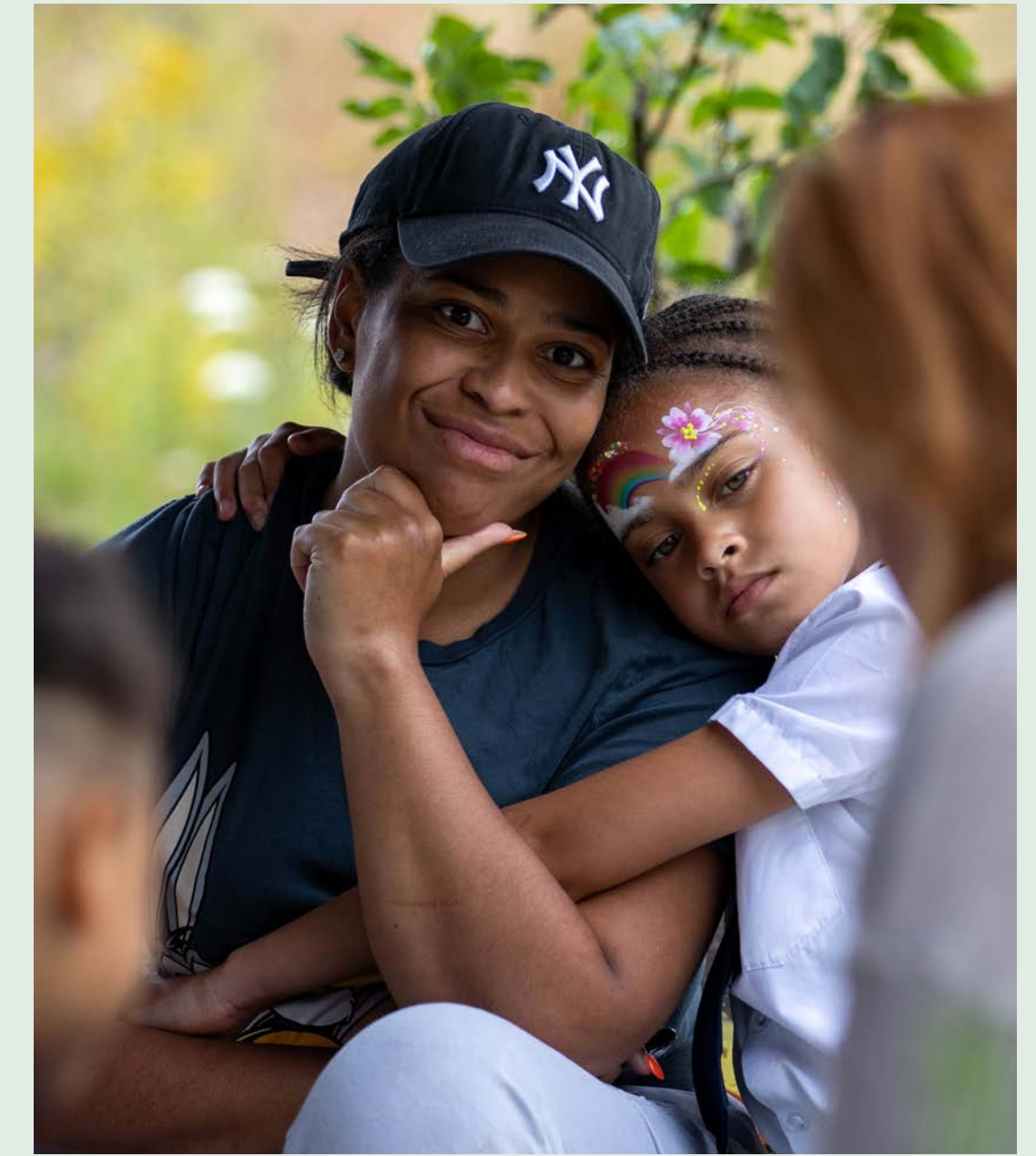
- Create, curate, and evolve an integrated inclusive community
- Break down barriers
- Be good neighbours
- Develop a sense of ownership
- Build for the long-term – not just today
- Cultivate trust and openness
- Improve lives – build support networks to promote sense of community

improved social, sustainable, and economic outcomes for the community. The Charter acts as a roadmap, outlining a set of detailed principles that every tenant and user of the development will integrate, promoting a community identity founded on shared values and mutual respect.

Being good neighbours lies at the heart of this Charter as it encourages empathy and a commitment to our collective welfare. Its purpose is to cultivate a sense of joint stewardship, nurturing pride in our community's health and establishing a place where each person feels valued and driven to contribute to our collective success.

The main principles of the Neighbourhood Charter are:

- Be open to listen, learn, and communicate
- Engage with our communities – collaborate and work together
- Deliver sustainability
- Build community wealth
- Be open-hearted, creative and playful
- Be held to account



WHAT NEXT?



NEXT STEPS INCLUDE:

Senior Team Diversity and Inclusion: Strive for a diverse and inclusive senior team composition that reflects a wide range of perspectives, backgrounds, and expertise.

Diversity, Equity, and Inclusion (DEI) Committee: Through the DEI committee, actively promote diversity, equity, and inclusion within Hadley's governance structure. Ensure that policies and practices support a diverse and inclusive workforce.

Stakeholder Engagement and Feedback Loops: Actively seek input and feedback from stakeholders, including employees, partners, shareholders, and community members. Establish mechanisms for ongoing communication and collaboration.

Environmental, Social, and Governance (ESG) Reporting: Provide transparent and comprehensive reporting on our environmental, social, and governance initiatives. Communicate our progress and impact to stakeholders, building trust and ensuring accountability.

Risk Management and Compliance: Implement robust risk assessment and management processes to identify and mitigate potential risks to the organisation. Ensure compliance with legal and regulatory requirements.

Responsible Financial Management: Exercise prudence and responsibility in financial decision-making, aiming for long-term sustainability and growth. Maintain clear and accurate financial reporting and auditing practices.

Continuous Learning and Development: Provide opportunities for board members and governance stakeholders to stay updated on industry best practices, emerging trends, and relevant legal and regulatory changes.

Ethical Supply Chain Management: Implement policies and procedures to ensure that our supply chain partners adhere to ethical and sustainable practices. Encourage a culture of accountability throughout the entire supply chain network.

Data Privacy and Security: Establish robust data privacy and security measures to protect sensitive information. Comply with data protection laws and maintain a culture of responsible data handling.



ESG REPORT

2023-2024