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INTRODUCING HADLEY



Hadley Property Group is a London-based, privately owned regeneration specialist which has delivered high-quality, mixed-use development across Greater London since its inception in 2003.

Our commitment to design, sustainability, and creative placemaking brings value to domestic and international partners and will see a current pipeline of more than 3,500 homes delivered with a combined GDV of £1.7bn.

With a focus on collaboration, cross-sector partnerships and meaningful community engagement, we have been commended for our approach to social value and community integration on a number of recent schemes.

A MESSAGE FROM OUR COO



We are committed to socially responsible development which delivers positive economic change within communities, whilst remaining pro-active to climate change issues. This includes setting ourselves ambitious targets to track, measure and improve our company and projects' carbon footprints.



Mark Lebihan
Chief Operating Officer

Along with the rest of the property industry, and indeed the world, Hadley is on a journey with respect to how we respond to climate change. We balance a commitment to best practice design principles and the creation of social value for the communities that we work in with the delivery of strong returns for our investors. Recently, we have been prioritising working towards carbon-neutral buildings, engaging extensively with communities to understand their needs and ensuring that we deliver social and economic value to them.

We have always had a clear idea of how we want to operate as a company, which is to be at the forefront of positive change within the industry, embracing innovation, driving social integration and helping to shape climate change policy rather than simply reacting to it. But delivering against challenging environmental and social targets requires additional work, which can have a time and cost effect.

We have set out our ESG initiatives clearly to our shareholders and investors and have been fortunate enough to have their full support. This clear and aligned approach, which fully understands the wider value outside of pure financial returns, has been crucial to our success.

Over the last few years, we have been honing our ESG output by creating focused roles within our teams, measuring our carbon, and rolling out clear process and procedures surrounding environmental design and company governance. We have also continued to build strong relationships with the communities within which we develop.

There are further challenges ahead for the world in terms of dealing with the climate emergency and delivering much needed social change. I believe that Hadley, like so many other businesses, has an important role to play in this, and we can continue to affect positive change in this regard whilst delivering value to our investors.

OUR VISION AND MISSION



Hadley delivers transformative change in the UK's major urban centres. We create opportunities for, and improve the lives of, people within the existing communities in which we work, as well as in the new neighbourhoods which we create.



ESG permeates through our company as well as the projects we deliver. As a company, we have a roadmap to reduce our carbon year on year, through which we aim to be carbon neutral by 2030 without offsets. We are already ahead of this schedule.



Our company exists to create value for our investors and the communities within which we deliver our schemes. In our book, these go hand-in-hand. We achieve this by establishing clear and genuine relationships with all stakeholders involved in our schemes, investors and communities alike, setting and delivering on very high standards, and driving ESG into everything we do.



We aim to minimise the levels of embodied and operational carbon within all of our developments through the use of innovative technology and methodologies, and by aligning the design, delivery and operations of those developments with globally and nationally accepted targets. We then aim to beat those targets.



I'm very impressed by the exciting cluster of meanwhile uses that Hadley have put in place at International Quarter North. They give a tangible sense of the social value that they aim to create in their future development there. It's rare and refreshing for a developer to declare their intentions in real life rather than just through words in a brochure!

Paul Brickell

LLDC Executive Director & Chair of Poplar HARCA



IN THE LAST TWO YEARS, WE HAVE...

1,500+

Achieved planning permission for 1,500+ homes for Londoners

32

Supported 32 charitable groups and social enterprises

100%

Committed to designing 100% of our current pipeline to be net zero carbon ready

56%

Averaged 56% affordable housing across our portfolio

177

Accumulated 177 hours of staff volunteering across the last two years

11%

Sponsored 11% of staff towards additional academic qualifications

120

Gifted more than 120 weeks of free cycle usage to local residents

5

Designed five bespoke sustainable transport hubs across our portfolio

520%

Improved on-site biodiversity by an average of 520%



A STRATEGIC APPROACH



A STRATEGIC APPROACH



As a company, we have had a focus on delivering social value and working sustainably since our inception over 15 years ago. More recently, we have concentrated on crystallising our ESG efforts within a clear and robust strategy which is appropriately governed and applied to both our company operations and the delivery of our developments.

Our approach has been developed into a detailed strategy document, setting out clear ESG objectives for our company and developments.

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

This strategy has created strong risk-adjusted returns from environmentally responsible urban regeneration schemes which deliver demonstrable social impact.



ALIGNING WITH THE UN SDGS

We are focused on the delivery of clear, tangible and measurable outcomes across the spectrum of sustainability. We seek 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).



EMPOWERING COMMUNITIES

Creating places that integrate communities and support residents and neighbours in leading happy, healthy, lives.



PROTECTING THE PLANET

Enhancing environmental performance and contributing to tackling climate change.



STIMULATING ECONOMIES

Creating new jobs, apprenticeships and training and supporting local businesses.



OUR JOURNEY

Hadley continues to address social, climate and biodiversity challenges through our design, meanwhile and end-use principles.

Here are some of the actions taken throughout the period of 2019-2022.



RECENT HIGHLIGHTS

2019

Gifting of land to, and co-design of a new community centre with Singh Sabha East London Gurdwara, Redbridge

Opening of Climate Emergency Centre on site following the joint venture's first acquisition in Goodmayes, East London

Developing and rolling-out our digital consultation platform, a software tool designed to engage hard-to-reach groups in Tower Hamlets

2020

Establishing the Hadley Three Pillars Sustainability strategy, in line with the UN SDGs

Opening of the CYCLE 42 sustainability hub, promoting circular economy principles through the provision of hot food, active travel options and upcycled furniture for refugees and vulnerable residents

Launch of strategic joint venture, seeking to deliver 5,000 affordable homes with Clarion Housing Group, the UK's largest social landlord

2021

Partnering with Brompton Bike Hire established, which has seen free use of folding bikes for more than 1,200 local residents in London

Setting up Social Innovation Labs in Lambeth and Merton, committing to the delivery of environmental initiatives from local residents and community groups

Establishing the Hadley Net Zero Carbon Roadmap, aligning with LETI and UNPA. All homes designed to be Net Zero Carbon ready

Achieving planning consent for our developments at Blackwall Yard, Goodmayes and Station Road

2022

Opening of the Penge Street Art Gallery, London's first ever rooftop street art gallery, in partnership with curators London Calling.

Opening of the Lighthouse & Gardens Community Wellbeing Centre as Phase One of holistic meanwhile use strategy in Stratford

Submitting our application to create and operate an Affordable Housing Provider

PROTECTING THE PLANET



PROTECTING THE PLANET

We consider it a priority to put Passive Design principles, renewable low energy systems and increased biodiversity at the centre of our approach to regeneration as part of our ongoing commitment to combating climate change. We have put in place a clearly defined strategy and process to tackle and reduce operational energy use, embodied carbon, and water use across all of our projects, and understand that to create the best places with excellent health and wellbeing outcomes we need apply the highest standards of sustainability.



Whole-Life Carbon assessment tools allow us to provide a comprehensive picture of the carbon emissions associated with a project through its lifecycle from concept design through to final disassembly and recycling. This allows us opportunities to reduce carbon emissions and achieve more sustainable outcomes at every stage, and to ensure delivery we work with industry-leading design and consultant teams who are equally committed to our values and goals. With robust project methodologies and considered design solutions, our commitments are centred on the reduction of Co2 emissions, and a clear route to net zero that aligns with both our sustainability Roadmap and the targets set out in the UN Sustainable Development Goals.

We have embedded our approach into our Briefing Document Suite and Business Management System to ensure that tackling climate change and working collectively towards a 1.5 degree future is considered at every stage of the development process. This could include for example aligning with investor and construction partners who share our values and targets, looking specifically for land opportunities that support sustainable development, rapid parametric environmental testing of multiple site and design options through to implementing Post Occupancy Evaluation reporting and learning systems to ensure a positive environmental feedback loop is set up on every project.

PROTECTING THE PLANET OUR PROJECTS

Our design and consultant teams are as committed to environmental sustainability initiatives as we are. With robust project methodologies and considered design solutions our commitments are based around the reduction of Co2 emissions and a clear route to net zero.

Commitments

Reduce CO2 emissions on our projects helping to limit global warming to 1.5 °C through our 2030 Net Zero target

Collaborate with companies who share our Net Zero commitments and positively influence investors, stakeholders and industry peers

Improve biodiversity on our sites beyond GLA requirements, promote healthy living and people's access to nature

Promote active, sustainable transport by including zero-carbon mobility hubs in each of our developments

Highlights

2019 Opening a meanwhile Climate Emergency Centre on site following the joint venture's first acquisition in Goodmayes, East London

2021 Achieving planning consent for our Blackwall Yard, Goodmayes and Station road schemes

2020 Launching and operating Cycle42, a community hub committed to the circular economy, active travel and food provision in partnership with Clarion and Brompton

2022 Exceeding current GLA requirements with our Streatham Vale residential design, predicted to achieve the 2025 LETI Operational Energy target.

2021 2021 Design is predicted to achieve 2025 LETI Embodied and Operational Carbon targets on our Blackwall Yard scheme residential accommodation.

2022 Adopting the BRE Home Quality Mark (HQM) across all live projects with a predicted highest rating of 5 stars being delivered for design and end user experience

PROTECTING THE PLANET OUR CORPORATE TARGETS

We have made a commitment to tackle the carbon footprint of our London office and to work towards the 2030 50% reduction in carbon emissions and are signatories of the UN Race to Zero program.

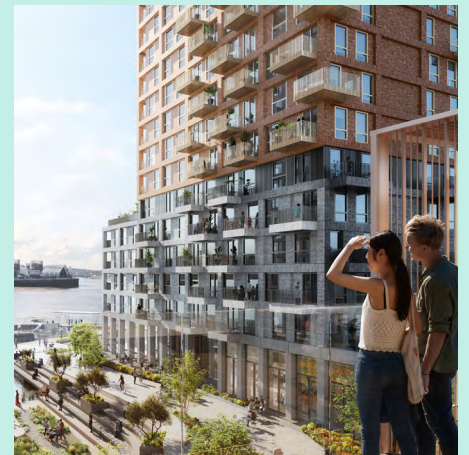
To do so, we commissioned the Climate Resilience Company to support us in the calculation of our company-wide carbon footprint for 2021, and to identify opportunities for further reductions to be made. The purpose of this assessment was to set a baseline for reporting progress in future years based on our footprint and to set meaningful carbon reduction targets that will help us to achieve carbon neutral status accredited by BSI PAS 2060.



The average UK home produces around 9 Tonnes of CO₂e per year. In 2021, our carbon footprint report for the entire company, showed that Hadley generated 9.1 Tonnes of CO₂e, across the use of gas, water and electricity, company waste and business travel.



Hadley has successfully achieved carbon neutrality for all operations – Scope 1, 2 and Scope 3 (business travel) in accordance with PAS 2060 for 2021 through an accredited targeted offset program.



We have since produced an internal Carbon Management Plan in order to implement the changes suggested, and now have an outlined pathway to achieve an 47.2% reduction in carbon emissions by 2030 (with the current green tariff).

PROTECTING THE PLANET NEXT STEPS



Promote and support shared learning and raise awareness across the industry using industry platforms such as LETI & the RIBA 2030 Climate Challenge.

Test and help develop the new emerging UK Net Zero Carbon Building Standard on a major project with our consultants and partners.

Develop a carbon insetting strategy and promote climate protection projects along our company's own value chain using targeted, smart carbon offset contributions.

Research and collaborate through our membership of the UK Green Building Council (UKGBC) using innovation hubs and accelerators to ensure our Future Leaders develop their sustainability skills and knowledge.

Continue to expand our Carbon Literacy program to all staff members and encourage personal carbon use monitoring and understanding.

Reduce our company Carbon Footprint by 5% this year and aim to reduce our reliance on fossil fuels to zero by 2025.

Move to a circular economy design and construction process, towards a model where resources retain value and use is extended.

Continue to test and promote retrofit as a design option to ensure embodied carbon savings are a central consideration on all developments and look for business opportunities to develop and repurpose existing buildings in city centres.

Help deliver the UK Government Future Homes Standard 2025 through its consultation period and adopt standards in advance of statutory legislation.

Maintain our company green energy strategy and continue to carefully target offset payments to maximise social impact and reduce carbon emissions.

Support the Passivhaus Trust and embed passive design principles into all future designs, reducing energy demand and promoting carbon negative design solutions.

Challenge supply chains to explore creative reuse of materials in second life and with zero waste through Whole Life Carbon Circular assessments.

OUR COMMITMENT TO SUSTAINABLE TRANSPORT



For people and the planet

Hadley has made significant progress in promoting sustainable transport across our developments over the years. Beginning with an affordable bike hire partnership with Brompton, we have expanded our offerings to encompass a wide array of environmentally-friendly transportation options for both our residents and the wider community. These options include:

- | | |
|--|--|
| <hr/> Bike and electric bike hire and repair services <hr/> | <hr/> Electric vehicle hire and charging stations <hr/> |
| <hr/> Cargo bike hire <hr/> | <hr/> E-car clubs <hr/> |

Subsidised Usage and Community Outreach:

We actively engage with local cycling groups and utilise targeted social media outreach to offer subsidised usage of our sustainable transportation services. By providing social memberships and mobility credits, we aim to make eco-friendly transportation more accessible to all.

'Mobility As A Service' App Development:

In order to streamline the user experience and further promote sustainable transportation, we are developing a 'Mobility As A Service' app. This platform will facilitate the seamless hiring and returning of vehicles and reward users with mobility points for choosing active travel options. The first iteration, Go! Stratford, is scheduled to launch at the end of Q2 2023.



Central to Hadley's ethos is a commitment to environmental sustainability and the generation of social value. Inclusive design and extensive community engagement are key parts of their approach in creating developments that serve residents now and in the future and that build resilient communities.



Peter Bishop

Professor of Urban Design at the Bartlett School of Architecture
- University College London



EMPOWERING COMMUNITIES

Regeneration must deliver a positive impact. We recognise that we have an important part to play in ensuring that our spaces are as inclusive as possible, so that they can be enjoyed by all.



EMPOWERING COMMUNITIES

We recognise the importance of making a positive impact in the communities where we operate.

To this end, we make every effort to ensure that our developments bring tangible benefits to the areas and people around us. This includes taking the time to get to know our local community, listening and engaging with them, and fostering relationships that last. Additionally, our staff volunteer with local schools and charities and offers mentorship to those in disadvantaged groups or community organisations.

We also work in partnership with local organisations to ensure that our social value priorities align with the needs of the local area.



Commitments

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.

We will regularly review our approach to social value and make adjustments as necessary to ensure that our efforts are effective

We are transparent in the reporting of our social value activities, and use the data we collect to inform future strategies

We involve our stakeholders in the social value decisions we make and ensure that our projects are both aligned with and beneficial to the community

We will prioritise partnerships with local organisations to maximise our social value impact and collaborate to build a more equitable society

EMPOWERING COMMUNITIES HIGHLIGHTS

2019

Launch of the meanwhile Climate Emergency Centre at our Goodmayes site, providing a sustainable co-working hub, exercise classes and additional workshops that promote environmental action and support health and wellbeing.

These include business training, co-working facilities, exercise and wellbeing classes alongside sustainability workshops

Launch of a series of virtual artist development courses provided by Future DJs for young people in Redbridge during lockdown, as part of our meanwhile initiatives at Goodmayes

2020

Partnership with Sport Inspired to deliver online health and wellbeing support to young people unable to access public provisions during lockdown

Developed in-house online engagement platform to continue community consultation and outreach during lockdown

2021

Sponsorship of the Careers in Theatre, providing theatre training to disadvantaged young people in Tower Hamlets, part of our meanwhile for Blackwall Yard

Installation of mobile allotment beds for neighbouring residents to grow fresh produce at our Blackwall Yard scheme and designing these into the permanent scheme

Establishing the Hadley Net Zero Carbon Roadmap, aligning with LETI and UNPA. All homes designed to be Net Zero Carbon ready

2022

Partnership with Cycle Sisters and Brompton Bike Hire to provide access to sustainable transport to Muslim women in Streatham

Launch of Rooftop Street Art Gallery in Penge, working with local artists and school pupils

Launch of Yoga on the Roof scheme in Penge, providing free lessons to local residents

Opening of The LightHouse Community Wellness Centre & Gardens at IQL North, Stratford

Stratford Gateway training centre opens in the Gardens at IQL North

EMPOWERING COMMUNITIES NEXT STEPS



Utilise the WELLBY framework to measure and evidence the wellbeing impact of social value activities across all new developments

Create a Community Champion Programme across all developments to ensure that local voices are heard throughout the design and construction process

Work with local providers and charity partners to ensure that initiatives are meaningful and create tangible impact

Increase employee volunteering hours at all levels within the company

Carry out ongoing analysis and investigation to understand how we can improve social integration across our schemes

Work with Quality of Life Foundation to help drive social integration on all of our projects

EMPOWERING COMMUNITIES PARTNERSHIPS



We have supported many charities linked to social infrastructure such as homelessness, education, societal inequalities and prisoner rehabilitation.

In addition to fostering charitable partnerships, our employees are encouraged to participate in external volunteering opportunities with charitable fundraising often matched by the company.

Delivery Partners:



CASE STUDY BLACKWALL YARD

Social Value Portal, a third-party social value assessor, was commissioned to measure the social impact gained through redevelopment of Blackwall Yard. Through our partnership with Social Value Portal, we have an agreed set of TOMs (Themes, Outcomes and Measures), taken from the National Social Value Measurement Framework. In planning, the TOMs Matrix allows an organisation to measure the benefits of a specific development that reflect the needs of the immediate neighbourhood and will make a difference in improving its economic, social and environmental wellbeing.

We are committed to measuring and reporting our social value impact at each location where we develop.

Over five years of construction and 10 years of occupation and management, Blackwall Yard will generate:

£370m

of social and local economic value

140

New local full time jobs

37

Long-term unemployment, NEET, young offenders or disabled people in employment

3,600

Weeks of apprenticeships

675

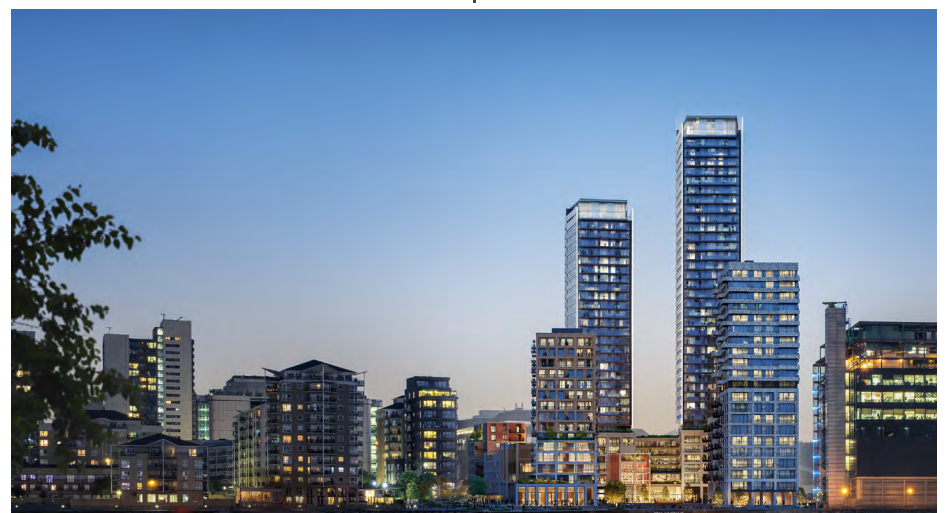
Volunteering hours

£18m+

Local spend with SMEs and VCSEs

559

Hours of equality, diversity, and inclusion training for staff and supply chain



CASE STUDY BLACKWALL YARD

What?

Type of impact

A new school for the area

Shared allotments and food-growing spaces

New, high-quality homes for Tower Hamlets, of which 35% will be affordable housing

1,985sqm of new commercial space for residents and visitors to enjoy

Multi Use Games Area

Revitalisation of the historic gravings dock, including provision for a new wild swimming area

Opening the Thames Path to provide new walking and cycling routes for the wider community

An innovative, new sustainable transport hub

A new jetty, enabling residents to access riverboat transport

A sustainable development that increases biodiversity and reduced carbon emissions

New green and communal spaces for social interaction between residents

A new, all-faith prayer room



Who

Recipient of impact

Neighbouring residents who utilise the allotment to grow fruit and veg

Local school children

Residents of Tower Hamlets on the housing waiting list

Home buyers who are able to purchase a new home

Parents with children, who will benefit from a good quality primary school in close proximity

SMEs offered opportunity to take up commercial spaces and numerous apprenticeship and training opportunities

CASE STUDY BLACKWALL YARD

How much?

Scale and Depth

The creation of 210 new school places

A sustainable transport hub providing affordable transport options to new residents and the wider community

898 new homes, including provision of at least 315 social rent / shared ownership homes

150 new trees to be planted to create new habitats, reduce wind impact and improve air quality

1,000sqm roof area with biodiverse planting and green sedum roofing

The reopening of a section of the Thames Path closed for 40 yrs +

Contribution

Added Value

£20m in Community Infrastructure Levy (CIL) payments to London Borough of Tower Hamlets to help improve the surrounding area



CASE STUDY

THE LIGHTHOUSE AND GARDENS

Connecting Communities

The LightHouse is a meanwhile community and well-being hub, a space that brings the community together while inspiring individuals to prioritise their wellness.

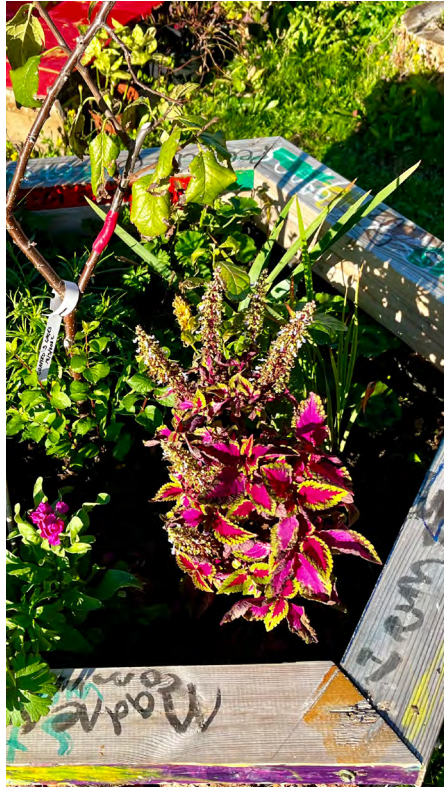


Since opening in June of 2022, The LightHouse has hosted a broad range of local groups, charities and voluntary organisations.

The space, run by The Heart to Heart Collective, is made available at affordable hire rates to local practitioners, new enterprises, initiatives and charities to provide a diverse range of classes and workshops for the surrounding community and beyond to enjoy. The LightHouse is available to hire for regular or one-off events. There are two rooms available, a relaxed cosy space which is ideal for therapists and wellness practitioners, and the main room which is perfect for movement classes, workshops, rehearsals, meetings, children's parties or any kind of group event. The building is fully accessible, in order to be as inclusive as possible.

In addition, Hadley supports the provision of free hire to many of the charitable groups that we work with, providing them with a safe space and the resources needed to carry out their important work. The space is also used to host industry events that are either run or supported by Hadley, including Property X-Change, NLA Nights events and panel talks and discussions hosted by key figures in the industry.

CASE STUDY THE LIGHTHOUSE AND GARDENS



We want to combat the alienation and atomisation many people feel in the city by providing them with access to open, green meanwhile and permanent spaces that provide meaningful activities for local residents and visitors to get involved in.

To do so, we commissioned Nomadic Gardens to create a community- focused, food-growing Garden, a free space for local residents and the wider community to socialise, relax, play and learn outdoor gardening skills.

Local residents can reserve a planting bed to grow vegetables or flowers, rehearse on the bandstand or simply read a book on the repurposed seating. Since opening, numerous community events have been hosted out in the gardens, and more exciting meanwhile uses are in the pipeline.



Hadley has been a tremendous partner in our mission to promote sustainable transportation. Their positive and progressive approach to innovation, always with a socially responsible mindset, is truly commendable. We are proud to work alongside Hadley, a company that consistently strives to make a positive impact on the world through their initiatives.

Julian Scriven

Managing Director of Brompton Bike Hire



STIMULATING ECONOMIES



STIMULATING ECONOMIES



At Hadley, we prioritise the creation of new jobs, offering apprenticeships and training opportunities and supporting local businesses.

We have a clear socio-economic vision for our developments, which deliver on three principles: **today, tomorrow** and **forever**. Our socio-economic strategy focuses on delivering job and apprenticeship opportunities for under-represented groups throughout the development process and within the final development, particularly for those who face barriers to entering or progressing within the labour market.

STIMULATING ECONOMIES

We adopt a research-based approach to site regeneration, developing bespoke strategies that are tailored to the unique needs of each location. These strategies are focused on creating economic opportunities across the different phases of development, including immediate (today), medium-term (tomorrow), and long-term opportunities (forever) to ensure a lasting legacy.

Today

Immediate opportunities are based on meanwhile uses proposed on the site ahead of construction, as well as early outreach to local communities and businesses.

Tomorrow

Medium-term opportunities centre on design, construction, and delivery phases.

Forever

Long-term opportunities involve the creation of sustainable and integrated neighbourhoods with permanent job opportunities and purpose-driven ground floor uses.



At the core of our economic sustainability strategy lies a research-led, site-specific approach that is attuned to the unique requirements of each location. By focusing on the creation of employment, skills development, and educational opportunities, we aim to foster lasting impact throughout the various phases of each development project. Our comprehensive approach encompasses immediate (today), medium-term (tomorrow), and long-term (forever) outreach opportunities, ensuring that we establish tangible legacies that endure for years to come.



To guarantee that our economic strategies align with the specific needs of each site and support the wider social and economic goals of each area, we engage extensively with stakeholders, partnering closely with Local Authorities, community groups, and a diverse array of community partners. Our commitment to environmental sustainability and social responsibility guides our approach, as we strive to minimise the environmental footprint of our developments and maximize the benefits for local residents and businesses.

Through this collaborative and holistic approach to economic regeneration, it is part of our mission to cultivate vibrant and sustainable communities that make a positive contribution to their surroundings.

STIMULATING ECONOMIES



Commitments

Striving to create meaningful employment opportunities for local people, and provide support for local businesses through research and connecting with local authorities and businesses

Creating new jobs through our meanwhile uses, supporting individuals and businesses who we partner with through financial support and affordable hiring rates

Continuing to engage extensively with local schools and colleges, providing training and development opportunities to students and building on our relationships with these educational bodies

Providing job training programs, apprenticeships, and jobs to neighbours of the site to ensure a significant proportion of the workforce is from the local community

Working with schools and community organisations to provide career guidance and mentorship opportunities for young people

Provide affordable workspace within our developments, that allow for local businesses to grow and flourish

STIMULATING ECONOMIES

CASE STUDY: STRATFORD GATEWAY

As part of our ongoing dedication to creating economic growth through our on-site meanwhile activities, we have partnered with training facility 'Stratford Gateway' down at our Stratford site, IQL North.



If you can deal with prison, you can deal with the railways

**Martin Dunne,
Founder**



Offering various courses in the rail, infrastructure and construction industries, the Stratford Gateway team provide quality training for young people not in education or training (NEETs), ex-offenders and local residents, with initial access to users via local charities and or DWP offices.

The facility is part of Elite Project Services, founded in 2018, and is designed to offer courses for all Rail and Construction needs including accredited and awareness courses. As well as two simulation rail tracks, it also has outdoor areas for training in small tools, small plant and other construction/rail requirements. Stratford Gateway has a fully functioning classroom offering projection screens and whiteboards for an ideal classroom experience as well as a fully equipped welfare facilities unit.

The courses focus on up-skilling individuals, helping them to access employment opportunities within these industries.

STIMULATING ECONOMIES NEXT STEPS

Continued research and analysis with the help of Partnering Regeneration Development (PRD) to support and inform the company's socioeconomic strategy over the coming year

Mandate the Living Wage on all our developments and strongly encourage all our suppliers to pay their employees at or above the Real Living Wage

Appoint an in-house London Living Wage Champion to cross check for the London Living Wage across our supply chain and partnering organisations

Support local and sustainable procurement on all developments, through our supply chain

Continue to create meaningful employment opportunities for local people, and provide support for local businesses

Continue to progress design of a new Good Growth Hub skills academy, working in partnership with London Legacy Development Company and London Borough of Newham



GOVERNANCE



GOVERNANCE

Whilst the delivery of our ESG strategy and initiatives requires a 'boots on the ground' approach from our teams, it also requires clear leadership, and alignment with our wider business goals.



Our ESG strategy and initiatives are part of our Business Plan, approved at Executive Board level. The delivery of this plan is the responsibility of the Operational Board which consists of our CEO, COO, FD and Director of Strategic Land. This board structure and management is governed by the Hadley Board Manual which is aligned with the UK Corporate Governance Code (July 2018).



Hadley's Sustainability Group, which includes our COO, Director of Sustainability & Innovation and Director of Communications & Partnerships, meets monthly to ensure that our strategy is being properly delivered in accordance with our Business Plan, track project ESG deliverables and to discuss and agree new ESG initiatives.

This group, which reports to the Operational Board, provides a regular ESG Newsletter to the company, and issues this annual ESG/ Sustainability Report, as part of the wider annual company report, which reports on overall progress against agreed targets, as well as on specific initiatives, successes and setting new targets for the subsequent year.

Over the last few years, we have been honing our ESG output by creating focused roles within our teams, measuring our carbon, and rolling out clear processes and procedures surrounding environmental design and company governance. We have also continued to build strong relationships with the communities within which we develop.

There are further challenges ahead for the whole world when it comes to dealing with the climate emergency and delivering much needed social change. We believe that businesses like Hadley have an important role to play in this, and we can continue to affect positive change in this regard whilst delivering value to our investors.

GOVERNANCE COMMITMENTS

Commit to hold monthly development board meetings for each of our sites to discuss the development challenges, engagement with the local community and the overall financial performance of the development

Prioritise the health of the workforce by offering a range of resources to support wellbeing including mental health workshops delivered by Heart2Heart and membership to private health care

Develop Local Charters, which build on the long-standing engagement and support for the communities in which we operate

Create a positive working environment for our staff; one that fosters respect, support, wellbeing, safety and inclusivity

Provide Diversity and Inclusion awareness training for Hadley staff

Acquire B Corporation status by the end of 2023

Deliver an annual ESG and Impact Report as part of the company's Annual Report

Embed ESG deliverables into ongoing Business Plans



GOVERNANCE
NEXT STEPS

We will continue to deliver against our targets and commitments, and of course, expand those where possible and appropriate. But a key step will be to continue to build an investor base aligned with our ESG values and vision to allow us to move forward with increased confidence to continue to deliver benefits to our shareholders, investors, communities and the environment.

Excitingly, after months of hard work, we've submitted our B Corp application and are now one step closer to becoming a Certified B Corp. This will confirm that we have scored a minimum of 80 points across 5 impact areas - governance, workers, community, environment and customers. In addition to this, all B Corps make a commitment to be accountable to all stakeholders (people and planet), not just shareholders. Being a B Corp means being part of a community of like minded people, who want to make business a force for good. We hope to be B Corp certified by Q4 2023.

In line with B Corp requirements, we will update our Articles of Association to ensure further transparency and set in stone our legal commitment to run the company in a manner that has a positive impact on society and the environment. For Hadley, this is a testament to our mission and commitment to becoming a truly sustainable organisation, across all three key pillars.





We are committed to socially responsible development which delivers positive economic change within communities, whilst remaining pro-active to climate change issues. This includes setting ourselves ambitious targets to track, measure and improve our company and projects' carbon footprints.

Mark Lebihan, COO



ESG CONTACTS



Dominic Spray
Director of Sustainability
and Innovation



Mabel Ogundayo
Head of Social Value and
Engagement



Mark Lebihan
COO

ESG & IMPACT REPORT

