



# **Corporate Social Responsibility Strategy**

**November 2019**

**EcoWorld London**

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## 1. FOREWORD



**Cheong Heng Leong,**  
**EcoWorld London CEO**  
**And**  
**Chair of EcoWorld London**  
**Sustainability Committee**

It's incredibly important that our growing business here in the UK operates in a way that demonstrates our social responsibility. Although it's not a legal requirement, it just makes good business sense to take in to account social, cultural and environmental issues as part of our general business activities.

We fully understand that businesses that ignore or do the minimum in regards too corporate social responsibility run a risk to their bottom line and brand reputation. Having a bad reputation socially and environmentally can create serious negative effects on the financial profitability of a company, as nowadays customers want to spend their money on products and services that they believe in and engage with companies that follow ethical practices that meet their own beliefs.

This attitude and requirement also extends beyond customers to including everyone that we engage with from the local communities in which we work, all key stakeholders, and our own staff.

At the heart of our business we are driven by the aim of "Creating Tomorrow and Beyond". Ensuring that the homes and communities that we create are truly sustainable and have a lasting-legacy. The role of Corporate Social Responsibility and its influence on how we deliver this is central to everything we do.

This strategy is the next step in our evolving journey. It has rightly been developed and supported by a collective group of people from all levels of our business. It sets out our intentions and ambitions whilst understanding that our journey is not a quick one and will have many challenges ahead.

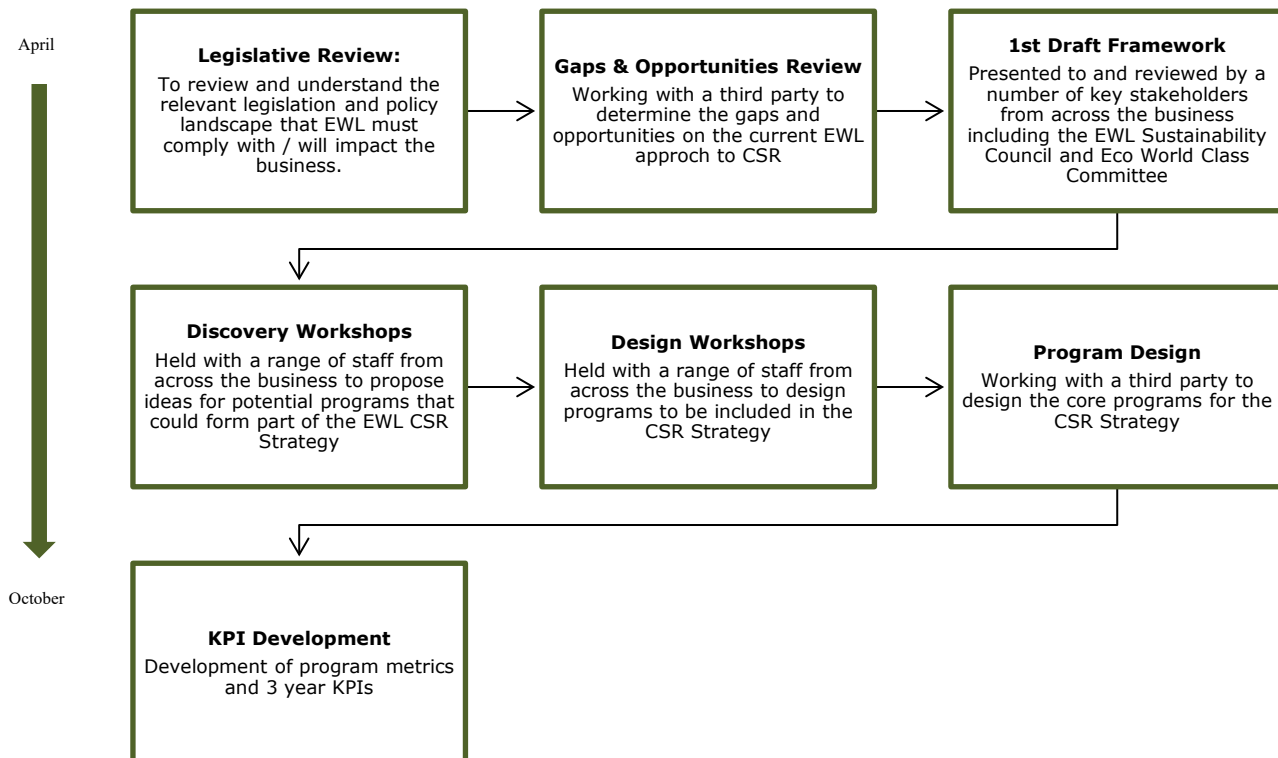
We are confident that this plan will help set the foundations to our company truly delivering a service and product that we can be proud of and that of being "A caring and responsible organisation that actively gives back to society". Not only will it help to enhance the lives of those we work with, the communities in which we work in and the environments that we help shape, it will also play a key part in supporting our own staff's development adding to their sense of job satisfaction and helping everyone involved achieve their full potential.

## 2. INTRODUCTION & OVERVIEW

In April this year we began a journey to develop the EcoWorld London Corporate Social Responsibility (CSR) Strategy. The business drivers for developing the strategy include meeting customer, stakeholder and planning requirements and expectations, providing our staff with employee engagement and volunteering opportunities and to increase the presence of the EcoWorld brand within London. Above all the CSR Strategy will help us to meet our organisational purpose of "Creating Tomorrow and Beyond". Ensuring that the homes and communities that we create are truly sustainable and have a lasting legacy.

The strategy has been developed through a collaborative process. A range of workshops have been hosted to engage staff from across the business to support in the development and design of both the strategy and the programs. External experts have also been engaged with to ensure that the CSR strategy is both fit for the business today and in the future, and that it will contribute towards positioning EcoWorld London (EWL) as a market leader in the London development sector.

The process that has been undertaken to develop this CSR strategy is outlined below:

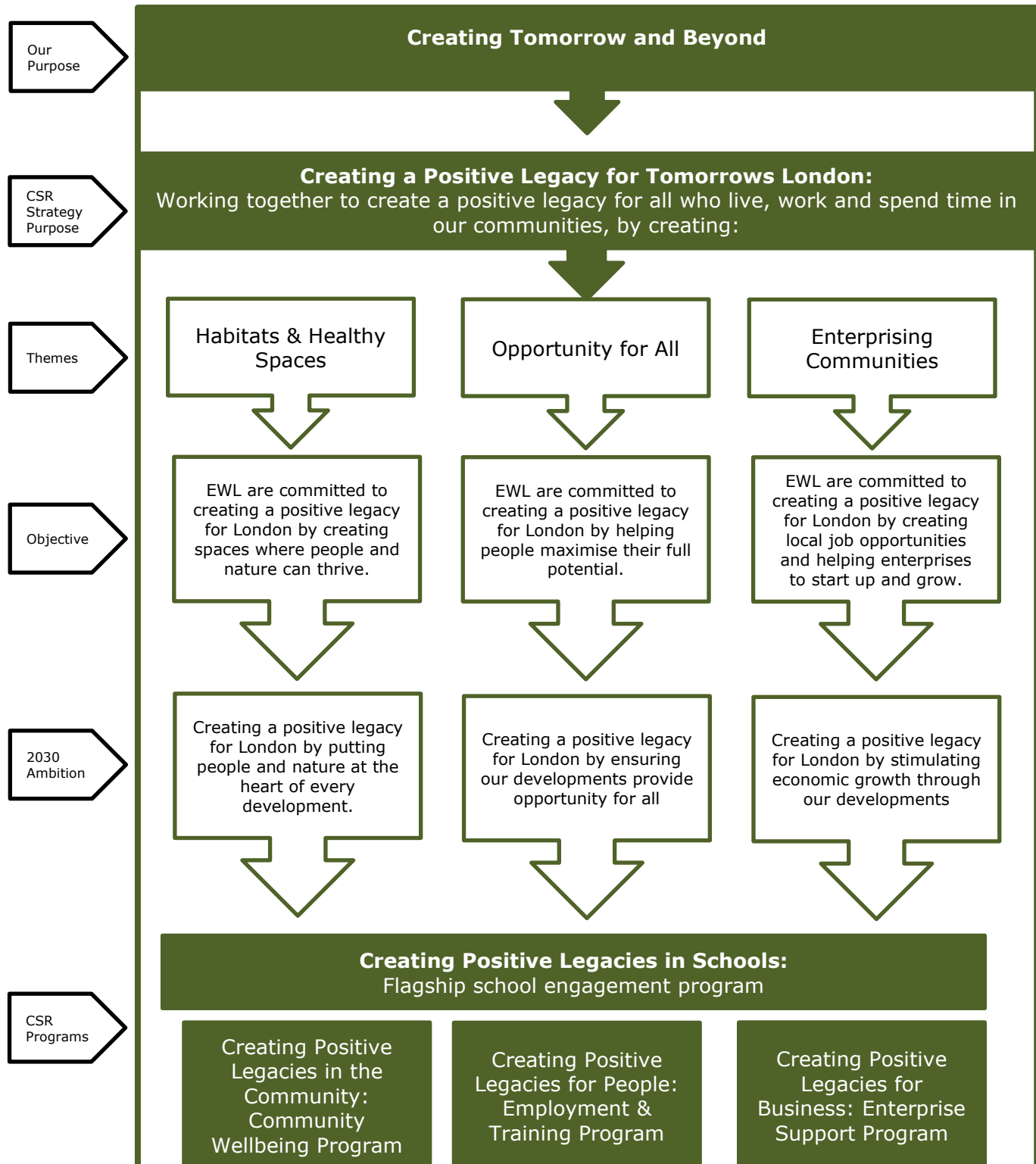


The EcoWorld London CSR strategy focuses on providing a positive legacy for the places and communities in which we work through the creation of social value.

### 3. THE ECOWORLD LONDON CSR STRATEGY FRAMEWORK

Building on our organisational purpose of 'Creating Tomorrow and Beyond', the CSR Strategy Framework, as outlined below, makes a commitment to 'Creating a positive legacy for Tomorrows London', by working together to create a lasting legacy for all who live, work and spend time in our communities.

#### EcoWorld London CSR Strategy Framework:



## 2019 ECOWORLD LONDON CSR STRATEGY

The EWL CSR Strategy Framework sets out the themes, objectives and core programs to help deliver the 2030 Ambitions of our strategy. The themes and programs:

- address issues that are pertinent to our business, the local communities and wider stakeholders
- create opportunity for staff engagement and volunteering
- create opportunity for us to increase our brand presence in London and activate and promote our organisational purpose.

The programs detailed within this strategy document demonstrate the actions that the business will take over the next three years to contribute towards achieving the CSR strategy 2030 ambitions.

### Programs

Programs are the initiatives/workstreams that will support us in the delivery of our CSR objectives and ambitions. Each program aligns with one of the core themes. Among these we have defined a Flagship Program which links with all three of the themes. The programs and their relationships with the three core themes are displayed below:



Overviews of the programs are provided in the subsequent sections of this document. For full details of each program please see the appendices.

### Costs

All costs shown within this strategy document are budgets and will be used to procure any necessary works/services required to support the delivery of the strategy. Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually and as a result programs, and associated costs may be subject to change.



MacMillan Cancer Coffee Morning at Verdo – Kew Bridge

## 4. EWL SCHOOL ENGAGEMENT PROGRAM – FLAGSHIP PROGRAM

### Program Aim

*EWL are committed to creating a positive legacy for London by engaging with young people to inspire the future generation of professionals within the development and construction sectors.*

This Flagship formal engagement program will seek to inspire future generations of developer and construction professionals. An EWL toolkit will look to provide structured lesson plans and activities to schools, which align with the three themes of the CSR strategy and the school curriculum. The lessons and activities will be delivered by EWL staff volunteers and teachers. The learning toolkit will ensure that it is easy for EWL staff to volunteer their time and that engagement with schools has consistent messaging.

The program will:

- Develop an EWL branded toolkit which will provide structured learning experiences, and exercises to school children by EWL staff associated with the school curriculum
- Engage with schools in the communities in which EWL are working
- Deliver structured learning that aligns with the EWL CSR strategy themes, these could include the following modules; Urban Biodiversity, Enterprise Challenge, Careers in the Development/Construction Sector, Safety around construction sites and site visits.

### 3 Year KPI's:

2019/2020	Engage with 60 school pupils through the EWL School Program
2020/2021	Engage with 120 school pupils through the EWL School Program
2021/2022	Engage with 180 school pupils through the EWL School Program



Green Dragon Primary School Gardening Event at Verdo – Kew Bridge



## 5. HABITATS AND HEALTHY SPACES – THE COMMUNITY WELLBEING PROGRAM

### Program Aim

*EWL are committed to creating a positive legacy for London by creating spaces where people and nature can thrive.*

The Community Wellbeing program will help create spaces where people and nature can thrive by providing biodiversity and well-being focused events for our residents and the local community in and around our sites and through our support of community gardens in close proximity to our developments. A community garden is a piece of land gardened collectively by a group of people. Many community gardens across London produce fruits, herbs and vegetables and fulfil objectives around community improvement and connections, physical or mental wellbeing and enhancing biodiversity. EWL would support the community gardens by running events for our residents and the local community and encouraging our supply chain to donate materials to the gardens.

The program will:

- Develop a partnership with local community gardens organisations
- Support local community gardens through the running of resident and community events
- Provide biodiversity and health and wellbeing focused events for our residents and the local community
- Once a strong relationship has been established and EWL has a good understanding of community gardens, explore the future potential of creating community gardens on our developments.

### 3 Year KPIs:

2019/2020	<ul style="list-style-type: none"> <li>• 2 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>
2020/2021	<ul style="list-style-type: none"> <li>• 5 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>
2021/2022	<ul style="list-style-type: none"> <li>• 10 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>



## 6. OPPORTUNITY FOR ALL - EMPLOYMENT AND TRAINING PROGRAM

### Program Aim:

***EWL are committed to creating a positive legacy for London by helping people maximise their full potential.***

This program will create employment, training and job opportunities for young people and members of the communities in which we work through the development and formalisation of new and existing employment and training programs. We will develop formal work experience programs.

The program will:

- Create a consistent and formalised approach to work experience placements within the business
- Give participants a real insight into the world of work and first-hand experience in the sector by combining hands on working with structured learning through a formal program
- Develop a workforce of home-grown talent that understands the core values of our business
- Improve the diversity of our business
- Build on the support provided to our supply chain through identifying individuals, training needs and opportunities within local communities

### 3 Year KPIs:

2019/2020	160 hours (4 weeks) of work experience delivered directly by EWL through the structured work experienced program with: <ul style="list-style-type: none"> <li>• 25% of these from underrepresented groups (Gender / BAMEs)</li> <li>• Achieve participant satisfaction rate of 70%</li> </ul>
2020/2021	200 hours (5 weeks) of work experience delivered directly by EWL through the structured work experienced program with: <ul style="list-style-type: none"> <li>- 30% of these from underrepresented groups (Gender / BAMEs)</li> <li>- Achieve participant satisfaction rate of 75%</li> </ul>
2021/2022	240 hours (6 weeks) of work experience delivered directly by EWL through the structured work experienced program with: <ul style="list-style-type: none"> <li>- 40% of these from under-represented groups (Gender/BAMEs)</li> <li>- Achieve participant satisfaction rate of 80%</li> </ul>

## 7. ENTERPRISING COMMUNITIES – ENTERPRISE SUPPORT PROGRAM

### Program Aim

*EWL are committed to creating a positive legacy for London by creating local job opportunities and helping local enterprises to start up and grow.*

The program will contribute towards economic growth in the areas around where we are working by encouraging our supply chains use of local labour, local businesses and supporting local enterprises to start up and grow.

The program will:

- Measure the employment of local labour and SME spend and integrate the support of local business and local labour as a default consideration across our offices and sites
- Develop an Enterprise Support Toolkit which will consist of a range of interventions such as; 'Meet the Buyer' event attendances, Business Support Workshops, EWL supported marketing opportunities, EWL markets.
- Engage and build relationships with the local communities through engagement via the enterprise support program.

### 3 Year KPIs:

2019/2020	<ul style="list-style-type: none"> <li>• 20% local labour employed on developments</li> <li>• 40% annual spend with SMEs</li> <li>• 3 local enterprises supported through EWL Enterprise Support program</li> </ul>
2020/2021	<ul style="list-style-type: none"> <li>• 25% local labour employed on developments</li> <li>• 50% annual spend with SMEs</li> <li>• 5 local enterprises supported through EWL Enterprise support program</li> </ul>
2021/2022	<ul style="list-style-type: none"> <li>• 30% local labour employed on developments</li> <li>• 60% annual spend with SMEs</li> <li>• 10 local enterprises supported through EWL Enterprise support program</li> </ul>



Age UK Barnet Volunteering

## 8. EWL 3 YEAR CSR PLAN

The EWL CSR strategy will be launched internally to the business in Q1 FY20.

To ensure that we are integrating and embedding our CSR Strategy effectively across the business the launch of the programs will be phased.

Core programs including the School Engagement Program, Community Wellbeing Program and Work Experience Program will commence development in Q1 of FY20 to allow us to implement them into the business in the same financial year and provide staff volunteering and training opportunities.

Programs such as the Enterprise Support program will be developed later in the year to ensure that the business is not overwhelmed with new initiatives.

		FY20				FY21				FY22			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
School Program	School Engagement Program												
Habitats & Healthy Spaces	Community Garden Program												
	EWL Events with a Biodiversity / Wellbeing Focus												
Opportunity for All	Work Experience Program												
Enterprising Communities	Local labour Employment												
	SME Spend												
	Enterprise Support Program												



- Program Initiative Development



- Program Initiative Implementation



Isleworth and Syon Secondary School  
Construction Awareness Talk at Verdo – Kew Bridge



EcoWorld London Careers Day at Barking Wharf

## 9. BUSINESS INTEGRATION

As an agile and growing business, we have an excellent opportunity to embed our CSR strategy vision and objectives into our organisational DNA, including the way we operate, in our culture and in our brand.

### **Business Integration**

The following is how the CSR strategy will be embedded into EWL:

#### **Leadership**

- The leadership team is committed to demonstrating to staff the value of the CSR Strategy and would commit to being actively involved in the delivery of the programs and their objectives
- The leadership team and sustainability council will act as spokespeople for the strategy both internally and externally if required

#### **People Processes**

- The CSR Strategy will be embedded within recruitment and induction programs
- Staff volunteering and contribution to the CSR Strategy and commitments will be a feature in employee development reviews
- Champions from across the business will be identified who will support and be involved in the design, development and delivery of the program
- The business will explore the potential for an Annual Staff Engagement Survey – Incorporating questions around the CSR strategy This will act as a baseline to demonstrate how CSR is driving employee engagement

#### **Procurement**

- Incorporate CSR strategy within pre validation for all supply chain and within any supply chain guidance / requirements issued
- Setting out reporting requirements for supply chain i.e. local labour
- Promoting case studies of supply chain who are engaging in the CSR Strategy through donations, volunteering or delivery of commitments

#### **Communications**

Through our communications, both internally and externally we will:

- Integrate CSR strategy through existing communication channels
- Promote programs and performance regularly in all internal communications
- Showcase staff involved in activities and the benefit to them in terms of development, engagement etc
- Undertake an annual CSR Impact report and issue to all staff and supply chain on the work of Eco World London
- Communicate our CSR activities and impact to our residents and prospective buyers to demonstrate our commitment as a sustainable developer
- The communications team in FY20 will strategize the embedding of CSR activity into our company communication channels.

## 10. REPORTING

As part of the CSR Strategy, we must review current reporting tools to ensure a consistent and robust reporting process is in place for the KPIs. Transparency is becoming increasingly important and robust & verifiable data processes should be in place especially if publishing data externally. Below is the detail on the CSR reporting system:

### In House Reporting System

With EcoWorld London's current size and committed CSR activities in the next three years an inhouse reporting system is deemed to be appropriate. The business will develop a standardised reporting template in Excel which can be used at project level and functional level. Reporting would be monthly. All reports will be collated, and an internal report published to the Leadership Team quarterly on progress and key risks.

As the ambition and actions associated with the CSR strategy grow over time there may be a need to use a more sophisticated reporting System. For this reason, the reporting process will be reviewed annually as part of the CSR strategy review.



EcoWorld London Careers Day at Barking Wharf



## 11. NEXT STEPS

- Members from the sustainability council and other areas within the business will be selected as Champions responsible for developing and delivering the programs.
- The CSR Strategy will be launched in Q1 FY20.

Whilst this strategy sets out EWL's ambition in creating a positive legacy for tomorrow's London, the success of the strategy and of the delivery of its targets is highly dependent on the level of engagement of staff within the business. For EWL to deliver impactful social value in the areas that it operates our staff and leadership should both encourage and be encouraged to embed the ambitions of the CSR strategy into their everyday job roles.

The EcoWorld London CSR activity is a key avenue through which we will deliver on our vision of 'Creating Tomorrow and Beyond' and particularly our mission of 'Being a caring and responsible organisation that actively gives back to society'. Taking into consideration our business commitment of staff volunteering 12 hours of their time a year, this strategy provides a pertinent basis for this time to be aligned to our CSR aims and the delivery of our companies Vision and Missions.



Green Dragon Primary School Performance at EcoWorld London One Year Anniversary Event

**APPENDICES**



Octavia Foundation Charity Shop Challenge



## **APPENDIX 1. SCHOOL ENGAGEMENT FLAGSHIP PROGRAM**

### **Context:**

Disparity in educational achievements is one of the major challenges facing the UK. London in particular faces an unprecedented “opportunity” crisis, young people from low income families have lower educational attainment and are less likely to go to university or enter into further education. Their ability therefore to access employment in the professional sector is low, reducing their ability for social mobility. In addition, attracting talented young people to the development and construction sector is one of the biggest challenges the industry faces, with recent research showing that few young people want to pursue a career in the sector, or understand what roles are available. The EWL school program will be key to engaging with young people to inspire them in opportunities within the sector.

Business has a key role in helping young people reaching their full potential. School engagement has been shown to significantly improve young people’s outcomes and have a positive impact on schools and teachers. The nature of EcoWorld London’s business and the durations at which we operate in the areas that we work means that we become an intrinsic part of the community and can be a force for positive change in them. In particular we can play an important role in working with schools to support young people in reaching their full potential.

### **Program Description**

The EWL school program will be the EWL flagship CSR program. This formal engagement program will seek to inspire future generations of developer and construction professionals. An EWL toolkit will look to provide structured lesson plans and activities to schools, which align with the three themes of the CSR strategy and schools’ curriculums. The lessons and activities will be delivered by EWL staff volunteers and teachers. The learning toolkit will ensure that it is easy for EWL staff to volunteer their time and that engagement with schools has consistent messaging.

The program will:

- Develop an EWL branded toolkit which will provide structured learning experiences, and exercises to school children by EWL staff and teachers
- Engage with schools in the communities in which EWL are working
- Deliver structured learning that aligns with the EWL CSR strategy themes, these could include the following modules; Urban Biodiversity, Enterprise Challenge, Careers in the Development/Construction Sector, Safety around construction sites and site visits. It is essential that the school engagement program links with the school’s own curriculum to maximise engagement from schools and impact created

### **Aims and Objectives of the program**

The aim of this program is to create a positive legacy for London by engaging with and inspiring young people into careers in the development and construction the sector. The objectives of the program are below:

- To provide structured engagement and learning sessions with school pupils to promote and teach about subjects that align with the three themes of the EWL CSR strategy

- To provide volunteering opportunities to staff who will volunteer in the schools to deliver the sessions
- To create stronger relationships with the communities in which we work
- To support our individual projects S106 commitments in a structured and consistent manner

### Benefits to EcoWorld London

- Provides opportunities for staff volunteering and development
- Support our individual projects S106 commitments and obligations
- Provides marketing & communications opportunities within the local community and wider audiences
- Builds strong relationships in the communities in which we work

### Who is involved in managing the project:

The Community Liaison Team would be responsible for the delivery of this program, supported by the People Team, Marketing team and the Sustainability Council Champion.

### Investment Requirements (financial, non-financial)

The following is an indicative assessment of the investment required. The initial costs is for the development of the Learning Toolkits. These will provide set lesson plans and learning materials to enable EWL staff to easily and consistently deliver the school engagement program. The cost outlined below is for engagement with a third-party provider for the development of the Learning Toolkit.

The alternative is that EWL develop the toolkits internally, this would reduce the financial investment required but would require significant input from EWL staff. It is also a possibility that teachers will not use resources that have not been developed by a third-party organisation with the relevant accreditation.

Year	Potential Investment	Descriptor
FY20	£15,000-18,000	Costs are for the development of the learning toolkit by a third-party education provider. Costs for staff training to enable them to present in schools and deliver the toolkit.
FY21	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.
FY22	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.

### Opportunities for staff engagement

The School Program provides many opportunities for staff engagement. These include:

- Working with the nominated third party to develop the learning toolkits so that they are representative of our business
- Volunteering in schools to deliver the learning sessions
- As this program is focused on connecting with local schools, there will be a wide range of volunteering opportunities at all sites and offices

**3 Year KPIs:**

FY20	Engage with 60 school pupils through the EWL School Program
FY21	Engage with 120 school pupils through the EWL School Program
FY22	Engage with 180 school pupils through the EWL School Program

**Partners**

It is recommended that EWL work with an external provider to support in the development of the learning toolkit. This will ensure that the modules that are created connect with the core curriculum in schools and deliver real, measurable impact.

**Metrics and measures**

The proposed metrics to be used to measure the impact of the community events are as follows:

Primary Metric	Secondary Metric
- Number of school children engaged through the EWL School Program	- Teacher / School satisfaction

**Risks & Mitigation Measures**

Key potential risks for EWL are:

Risk	Mitigation
Safeguarding requirements for EWL staff dependant on schools	Risk assessment to be developed DBS checks where necessary
Establishing a relationship with a school and not being able to provide volunteers could negatively impact reputation	Ensuring set dates are agreed with the school to run the program, and ensuring that these are communicated to EWL staff, with volunteer sign up managed
Inconsistent delivery of learning sessions	Development of a toolkit which will allow EWL volunteers and teachers to deliver set lesson plans
Schools not interested in engaging in the program	Early engagement and liaison with the Local Authority to identify and build relationship with schools.

## APPENDIX 2. HABITATS & HEALTHY SPACES PROGRAM

### Context:

Increasing research shows there is a strong linkage between nature, wellbeing and sustainable communities. The more people spend time in green spaces the better their mental & physical wellbeing which then contributes to improved social networks and healthier communities. There is growing recognition of the pressures UK wildlife is under and recent policy and public awareness campaigns shines a spotlight on these issues. Therefore, addressing the issues of biodiversity, nature and wellbeing through the design and delivery of developments and the activation of their spaces creates huge opportunities for providing social value, including enhancing people's wellbeing and health and increasing community inclusion.

### Program Description

This program will help create spaces where people and nature can thrive by providing biodiversity and well-being focused events for our residents and the local community in and around our sites and through our support of community gardens in close proximity to our developments. A community garden is a piece of land gardened collectively by a group of people. Many community gardens across London produce fruit, herbs and vegetables and fulfil objectives around community improvement and connections, physical or mental wellbeing and enhancing biodiversity. EWL would support the community gardens by running events for our residents and the local community and encouraging our supply chain to donate materials to the gardens.

### Aims and Objectives of the program

The aim of this program is to create spaces where people and nature can thrive. The objectives are:

- To develop or support a community resource which promotes sustainable living, wellbeing and positive community connections
- To protect wildlife and improve biodiversity
- To use the garden as a learning resource where appropriate for local schools, community groups and local residents
- To provide volunteering opportunities for staff, supply chain and local residents

Build upon strategic relationships with community Garden partners and explore the potential to introduce appropriate spaces on our own developments” **Benefits to EcoWorld London**

- Visible way to show our support to local communities near our projects
- Fosters community inclusiveness
- Creates partnerships with local community bodies
- Provides opportunities for staff volunteering & engagement
- Promotes environmental awareness especially on biodiversity
- Provides marketing & communications opportunities

### Who is involved in managing the program?

A Sustainability Council Champion and other champions elected from across the business will oversee this program. Their role will include:

- Forming partnerships with Community Gardens near EWL developments
- Plan and launch the community and residents' events with a biodiversity and health and wellbeing focus

- Engage staff & supply chain in the events from volunteering, donation of materials
- Communicate the events internally and externally

### Investment Requirements (financial, non-financial)

The following is an indicative assessment of the investment required. Budgets for residents events have already been approved as part of the FY20 business plan, this budget will cover events with a health and wellbeing focus. Other initial costs that are not included within the budget would be the associated costs with establishing a partnership with local community gardens. The scope and details of these relationships and thus costs will be determined in Q1&2 of FY20.

Year	Potential Investment	Descriptor
FY20	£5,000 - £8,000	£1500 for 1 corporate volunteer event which will enable up to 20 EWL staff to volunteer and local residents to attend the events £600 for 1 x Half Day Urban Biodiversity school or evening event. Open to schools or local residents in the evening to learn more about biodiversity in their local area Costs include the marketing of the events to local communities and residents Costs are indicative and based on initial discussions with Community garden owners on a single event basis. Discussions regarding partnering will commence in FY20.
FY21	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.
FY22	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.

### Opportunities for staff engagement

Biodiversity and wellbeing focused events will provide many opportunities for staff engagement both within our business and for our supply chain. Staff engagement opportunities include:

- Volunteering at biodiversity, health and wellbeing focused events for residents within our development facilities
- Volunteering at community gardens
- Hosting school / college visits at community gardens
- Fundraising or administration duties to help support community gardens
- General maintenance / construction work to enhancing green spaces, be it within community gardens or within our own developments.

### 3-year KPIs

FY20	<ul style="list-style-type: none"> <li>• 2 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>
FY21	<ul style="list-style-type: none"> <li>• 5 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>
FY22	<ul style="list-style-type: none"> <li>• 10 Community Garden Events delivered</li> <li>• 20% of EWL events to have a Biodiversity or Wellbeing focus</li> </ul>

## Partners

There are numerous community gardens across London and potential partners include:

- **Farm Garden** - Social Farms & Gardens is a UK wide charity supporting communities to farm, garden and grow together. Established for over 40 years they create opportunities to support existing gardens through volunteering, donations, education projects.
- **City of London** – Manage approximately 17 community gardens. Invitations for new community gardens are opened annually. Potential for EWL to partner with City of London for a new EWL community garden.

## Metrics and Measures

The proposed metrics to be used to measure the impact of the community events are as follows:

Primary Metric	Secondary Metric
- Number of community garden events delivered	- % of events with a biodiversity or wellbeing focus

## Risks & Mitigation Measures

Key potential risks for EWL are:

Risk	Mitigation
Safeguarding requirements for EWL staff dependant on residents / schools	Risk assessment to be developed Appropriate adults to be on the community event at all times
Partnership with community gardens does not work	Partnership workshop to agree shared outcomes and agreement to be put in place

## APPENDIX 3. OPPORTUNITY FOR ALL PROGRAM

### Context:

London faces an unprecedented “opportunity” crisis, *The State of the Nation, Social Mobility Report 2018-19* finds that the barriers that the disadvantaged face to gain employment and training opportunities continues to grow. London faces the extremes of both social and environmental issues from a lack of access to suitable housing, income disparity (27% of Londoners live below the poverty line), homelessness (with rough sleeping figures hitting a record high in 2018), record levels of knife crime and the highest rates of child poverty in England.

Our approach to Opportunity for all focuses on the personal interventions that can be provided to remove the barriers people face to accessing employment and training. These disadvantages may include the long term unemployed, NEETs (young people not in Education, Employment or training), ex-offenders, parents returning to work etc.

### Program Description

The program will create employment, training and job opportunities for both young people and disadvantaged members of the communities in which we work through the development and formalisation of new and existing employment and training programs.

Initially we will focus on young people and will then incorporate those individuals from other disadvantaged groups as the program develops over time.

### Aims and Objectives of the program

The aim of this program is to help people maximise their full potential. The objectives are:

- To give participants a real insight into the world of work and first-hand experience in the sector by combining hands on working with structured learning through a formal program
- To continue to work with our supply chain to offer opportunities to individuals that combines practical experience with educational training
- To develop a workforce of home-grown talent that understands the core values of our business, its aims and objectives.
- To improve the diversity of our business

### Benefits to EcoWorld London

- Access to talent
- Provides opportunities for staff volunteering and development
- Increased understanding of young people’s perspectives of the development and construction industries
- Provides marketing and communications opportunities
- Recognition as being part of the solution to a wider sector challenge

### Who is involved in managing the project?

A Sustainability Council Champion, the People Team and the Community Liaison Team will be responsible for the delivery of this project. This team will develop the work experience program and then implement it into the business. This would include a standardised approach, 360 review for the student and mentor and evaluation process.



### Investment Requirements (financial, non-financial)

The following is an indicative assessment to the investment required. With the employment and training programs the initial cost is for internal resources to design and develop the programs unless an external provider is appointed to do this.

Year	Potential Investment	Descriptor
FY20	£8,000 - £10,000	Costs are for the development of the work experience program with input from a third-party accredited provider and for its promotion.
FY21	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.
FY22	-	Costs for FY21 onwards have not been indicated as the strategy will undergo a review process annually.

### Opportunities for staff engagement

Work experience provides many opportunities for staff engagement. These include:

- Leading on core elements of the work experience program
- Setting challenges or projects during the work experience and participating in feedback sessions
- Showcasing their job role to inspire the next generation of professionals

### 3-year KPIs

FY20	160 hours (4 weeks) of work experience delivered with: <ul style="list-style-type: none"> <li>• 25% of these from underrepresented groups (Gender / BAMEs)</li> <li>• Participant satisfaction rate of 70%</li> </ul>
FY21	200 hours (5 weeks) of work experience delivered with: <ul style="list-style-type: none"> <li>- 30% of these from underrepresented groups (Gender / BAMEs)</li> <li>- Participant satisfaction rate of 75%</li> </ul>
FY22	240 hours (6 weeks) of work experience delivered with: <ul style="list-style-type: none"> <li>- 40% of these from under-represented groups (Gender/BAMEs)</li> <li>- Participant satisfaction rate of 80%</li> </ul>

### Partners

The development of the work experience program may require a partnership. As the program evolves EcoWorld London will build a network of educational providers adjacent to our schemes and head office to provide a pipeline of work experience participants. This can be developed and delivered internally and can build on the strong relationships the community liaison team have already established.

## Metrics and Measures

The proposed metrics to be used to measure the impact of the program are as follows:

Primary Metric	Secondary Metric
- Hours of work experience delivered & diversity of participants	- Participant satisfaction rates

## Risks & Mitigation Measures

Key potential risks for EWL are:

Risk	Mitigation
Safeguarding requirements for EWL staff dependant on schools	Risk assessment to be developed DBS checks where necessary
Lack of internal resource to design and develop programs	Potential use of external providers / organisations to support on this
Limiting work experience to friends & family could result in reputational issues	Build a network of educational partnerships where EWL is working & their head office
Inconsistent delivery of work experiences	A standardised approach with a clear vision for all staff on their responsibility.

## APPENDIX 4. ENTERPRISING COMMUNITIES

At EcoWorld London we create vibrant, diverse and sustainable communities. These communities must also be economically resilient, and this resilience can be found in a vibrant mix of SMEs, micro and social enterprises contributing to a local economy. The Small Business and Productivity report, published by the House of Commons Business, Energy and Industrial Strategy Committee in November 2018 found:

- SMEs employ 16.3 million people (60% of all private sector employment) in the UK
- Have a combined turnover of £2trillion (52% of all private sector turnover)
- And since 2000, the number of SMEs has increased by 2.2 million and increase of 64%, by contrast the number of large businesses grew by only 4%.

With the right tools and support SME's could be the foundation for sustainable economic growth within local communities in the UK. The SME and social enterprise sectors make a significant contribution to local economies from employing a diverse workforce, meeting local community needs, or having a social or environmental purpose at their core. They are however far more vulnerable to changing business environments. SMEs, start-ups, micro and social enterprises often lack the core business skills needed to survive and EWL can play a core role in providing business support to these companies in the communities in which it works to create a lasting legacy.

A recent Innovation Leader Research report found that only 45% of corporations engage with start-ups / SMEs and social enterprises, and for EWL this provides an excellent opportunity to differentiate ourselves within the sector.

### Program Description

The program will contribute towards economic growth in the areas around where we are working by encouraging our own and our supply chain's use of local labour, local businesses and supporting local enterprises to start up and grow. This will be achieved through our businesses procurement policies and targets and the development of an Enterprise Support Toolkit. The Enterprise Support Toolkit will consist of a range of interventions such as; 'Meet the Buyer' event attendances, Business Support Workshops, EWL supported marketing opportunities and EWL markets and will be tailored to each development.

### Aims and Objectives of the program

The aim of this program is to create a positive legacy for tomorrows London by creating local job opportunities and helping local enterprises to start up and grow. The objectives of the program are:

- To make supporting local business and labour a default consideration across our offices and sites.
- To develop an Enterprise Support Toolkit that will allow us to have a flexible but consistent support offering to local SME's, start-ups, and social enterprises.
- To support local SMEs and make them core to our supply chain
- To use the skills of our staff and the business to support more enterprises to start up and grow
- To provide volunteering opportunities for our staff and our supply chain

### Benefits to EcoWorld London

- Promotes the use of local labour and support of SME's on our projects, increasing the legacy each development creates
- Opportunity for local independent business incubation and movement of these businesses into the premises of our developments increasing the authenticity of the places we create.
- It will enable us to provide a Return on Investment (ROI) measurement for each development
- Generates fruitful relationships with the local business communities around our developments
- Provides opportunities for staff volunteering & engagement
- Provides marketing & communications opportunities

### Who is involved in managing the program?

A Sustainability Council Champion, the Procurement Team and elected champions from across the business will be responsible for the delivery of this program. The Community Liaison and site and office teams will need to support in the identification of local business networks to support and invite to events.

### Investment Requirements (financial, non-financial)

The following is an indicative assessment to the investment required. The initial investment will be the time required of the champions to develop the Enterprise Support Program. These could be reviewed or endorsed by a third party.

Year	Potential Investment	Descriptor
FY20	£10,000 - £12,000	Costs are for the development of the Enterprise Support Toolkit and the delivery of its initiatives.
FY21	-	Costs will be internal costs for staff time for the delivery of the Enterprise Support Toolkit and the chosen items selected from it on a site-by-site basis.
FY22	-	Costs are internal costs for staff time for the delivery of the Enterprise Support Toolkit and the chosen items selected from it on a site-by-site basis.

### Opportunities for staff engagement

The EWL Enterprise Support program provides many opportunities for staff engagement. These include:

- Development of the EWL Enterprise Support Toolkit content
- Volunteering at events/workshops that are chosen from the Enterprise Support Toolkit on a site by site basis. E.g. – Business support workshops, local enterprise markets etc.

### 3-year KPIs

2019/2020	<ul style="list-style-type: none"> <li>• 20% local labour employed on developments</li> <li>• 40% annual spend with SMEs</li> <li>• 3 local enterprises supported through EWL Enterprise Support program</li> </ul>
2020/2021	<ul style="list-style-type: none"> <li>- 30% local labour employed on developments</li> <li>- 50% annual spend with SMEs</li> <li>- 5 local enterprises supported through EWL Enterprise support program</li> </ul>
2021/2022	<ul style="list-style-type: none"> <li>- 40% local labour employed on developments</li> <li>- 60% annual spend with SMEs</li> <li>- 10 local enterprises supported through EWL Enterprise support program</li> </ul>

### Partners

To develop and pilot the Enterprise Support Toolkit EWL will look to explore the potential for partnering with an experienced organisation in these matters such as:

- West London Business
- National Enterprise Network
- Hatch Enterprise (run enterprise support programs across London)
- Local Authority Business and Enterprise support programs
- Enterprise Nation

### Metrics and Measures

The proposed metrics to be used to measure the impact of the program are as follows:

Primary Measure	Secondary Measure
<ul style="list-style-type: none"> <li>- % of Local labour on developments</li> <li>- % spend with SMEs</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- No of businesses engaged with through the EWL Enterprise support program</li> </ul>

### Risks & Mitigation Measures

Key potential risks for EWL are:

Risk	Mitigation
Insufficient candidates in the local community available / interested in work	Ensure early engagement with LA, Job centre, local employment organisations
Insufficient SMEs available to support EWL demand	Consider having a primary and secondary catchment area. i.e. within the local borough or neighbouring boroughs.
Insufficient engagement in the Enterprise support toolkit.	Commitments have been kept low to ensure targets are achievable. Early engagement with local networks, community groups, LA and chamber of commerce will be essential in communicating and recruiting for the program.

## APPENDIX 5. GLOSSARY

<b>Local labour</b>	–	Workers who live within 40 miles of an EcoWorld London Development
<b>Local enterprise</b>	–	Businesses based within the same borough or neighbouring boroughs of the applicable EcoWorld Development
<b>SME</b>	–	Small to Medium Enterprise. A business with fewer than 250 employees and a turnover of less than €50 million Source: Organisation for Economic Co-operation and Development (OECD) definition. * Definition differs geographically, this is the definition for countries within the European Union.
<b>Micro enterprises</b>	–	A business with fewer than 10 employees and a turnover of less than €2 million Source: Organisation for Economic Co-operation and Development (OECD) definition.
<b>BAME</b>	–	Black Asian and Minority Ethnic persons Source: Institute of Race Relations (IRR) UK