

The logo for lendlease, featuring the word "lendlease" in white lowercase letters on a purple and orange geometric background.

lendlease

SUSTAINABLE FUTURES

Addressing social, economic and environmental needs for generations to come





Sustainability is woven into everything we do at Lendlease

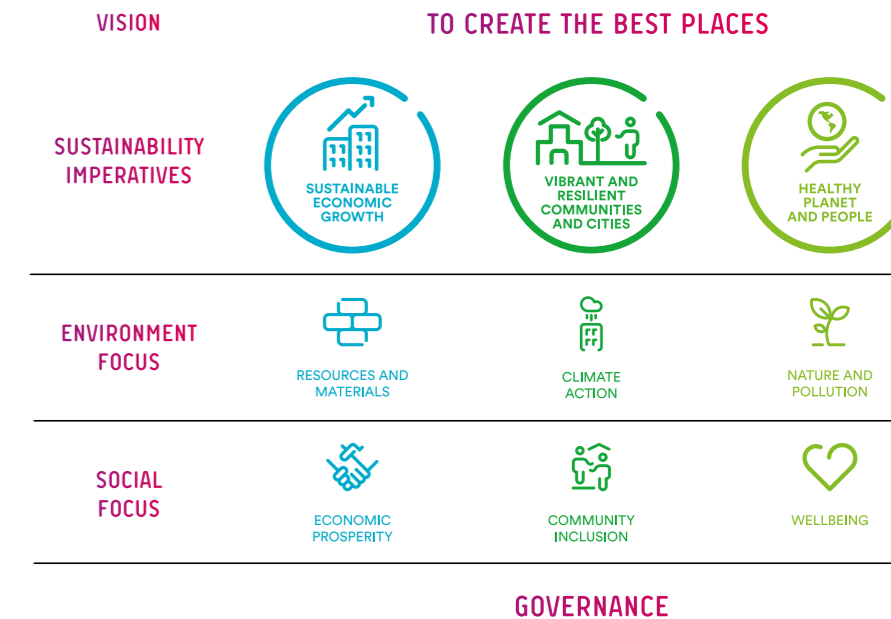
Dan Labbad, CEO Lendlease Europe



Sustainability is at the heart of Lendlease’s vision to create the best places – it is not a compliance burden but a strategic differentiator that enables Lendlease to focus on making a positive impact in everything that we do.

Lendlease’s sustainability strategy focuses on three sustainability imperatives that drive our vision. These imperatives are supported by environmental and social focus areas under which we set specific targets. Allowing us to measure progress and performance over time.

This report highlights some of the ways in which we put our sustainability vision into practice; minimising our environmental impact and creating a positive legacy for local communities.





Sustainability

Lendlease named most sustainable residential developer for the third year running by NextGeneration benchmark



Residential

We have completed over 1,990 sustainable homes since June 2014



Offices

Office space for over 6,000 people completed since 2017



Materials

99.4% of timber used on our construction sites is from sustainable sources



Social impact investment

£1.8m social impact investment vehicle capitalised through a discounted interest rate from the European Investment Bank loan.



Learning, skilling and employment

5,000 local people have completed skills training with us. More than 30 small businesses have been supported through The Artworks at Elephant Park



Advocacy & Leadership

Working with our clients, partners and stakeholders, we have been part of a number of task groups to advocate higher standards in sustainability. Including working with the UKGBC on 'Social Value' and 'Sustainability in New Homes' work-streams, as well as most recently participating in the 'Advancing Net Zero Programme' to develop an agreed roadmap to achieve net zero carbon buildings by 2030.



Retail

First affordable retail unit HEJ Coffee opened at Elephant Park



Health & wellbeing

Committed to WELL Communities



At Lendlease, sustainability is a fundamental part of who we are – it's at the heart of everything we do, and a critical part of every decision we take. As Chief Executive Officer of Lendlease Europe, I continually strive to nurture and develop a culture that reflects this commitment.

My job is to keep us forward-facing. That's what sustainability is really about. It's about looking into the future and building something that will stand the test of time.

At Lendlease we have been thinking about the relationship between place and human potential for 60 years. Place is about people and communities. Their safety, prosperity, hopes, and dreams. Place-making is the art of providing the platform to enable people and communities to define themselves and thrive - now and far into the future.

When we embark on a project, it's essential that we ask ourselves: how will this affect the existing and surrounding communities? And so we ask local people: what would you like to see happen? What kind of future do you want to see realised and how can we help make that happen?

Equally, when we work on a placemaking project, we must take the long view. Many of the people who will work, live and play in the spaces we create haven't even been born yet. But we still think about them, try to put ourselves in their shoes, as we develop the homes, offices and public spaces they will one day inhabit.

Safeguarding the environment for future generations is one important pillar of sustainability. That's why the projects contained in this report include many innovative measures such as vertical green spaces, the rehabilitation of biodiverse natural environments and pioneering energy efficiency measures. But sustainability is much broader and deeper than that.

This year marks the 10-year anniversary of one initiative I'm particularly proud of, called BeOnsite. This not-for-profit, funded by Lendlease, provides employment opportunities for disadvantaged individuals, such as those without academic qualifications or with a criminal record. This organisation exemplifies what I mean by social sustainability – giving people a chance, and a level playing field, to help them build a better future for themselves, their families and communities.

The stories in this report show how sustainability is woven into everything we do at Lendlease, but there's still so much to look forward to. There's our new 27-hectare site in Silvertown, for example, which is focused on providing homes, jobs and opportunities for local people to thrive and help shape an exciting new chapter for Newham. And there's our refurbishment of Richmond House, which we're overhauling on behalf of the Corporate Officer for the House of Commons. We'll be upgrading this facility to target the BREEAM Excellent standard befitting the temporary home of Parliament.

To me, sustainability is doing everything we can to give future generations the best possible chance of enjoying the quality of life we would aspire to. The key is working in increasingly innovative partnerships – between private and public sectors, with not for profits, communities and other civil society organisations. Lendlease's founder, Dick Dusseldorp's guiding philosophy was "finding a common interest", and never has there been such an urgent need for us to work together today, to build a better world for tomorrow.

Dan Labbad
CEO Lendlease Europe

In Shakespeare's comedy Twelfth Night, Antonio tells Sebastian that, 'In the south suburbs, at the Elephant, is best to lodge'



Located about a mile south of the Globe Theatre (as the crow flies), Elephant and Castle is certainly a storied part of London. However, today, this neighbourhood is too-often dismissed as simply a major traffic junction – a place where many paths intersect.

But it wasn't always this way. Between the 1890s and 1940s in particular, Elephant and Castle boomed and came to life. Known as the 'Piccadilly of the South,' locals here enjoyed a dazzling variety of top-quality entertainment on their doorstep. Attracting all walks of life from all over the world, the diverse and lively neighbourhood was no longer just where roads intersected – it became a place where cultures intersect too.

A healthy, breathing piece of city

Now a new chapter of Elephant and Castle's history is being written – and it's already bringing benefits to the area.

In 2010, Lendlease partnered with Southwark Council to create Elephant Park, embarking on a 15-year, £2.3bn regeneration project. In addition to constructing 3,000 new homes for Londoners (25% of which will be affordable housing), the project has committed to some ambitious aspirations to protect and grow London's green footprint.

For example, Elephant Park is leading the way in low carbon development. Registered as a Climate Positive project through the C40 Climate Positive Development Programme, Elephant Park is currently one of only 18 projects of this kind worldwide (and Elephant Park is the only one in the UK).

Elephant Park has also adopted what it calls a Biodiversity, Ecology and Nature (BEN) strategy that seeks to use all possible areas of the development to deliver new, green space.

A major tenet of the BEN strategy was delivered in 2017, when the first phase of a new 2-acre park (Central London's largest new park in over 70 years) was opened to the public. Providing a lush escape from busy streets, the park preserved as many existing mature trees as possible from the previous estate – a direct response to local community feedback.

But there are a lot of new trees, too. In fact, by the time Elephant Park is complete, Lendlease will have planted more than 1,200 new trees on the development and surrounding streets.



South Gardens resident terrace



Elephant Park



The Artworks



Collaborating with the community

For the Elephant Park project, working with the community was an essential piece of the puzzle.

In 2016, Lendlease, Southwark Council and Sigma Group created the Southwark Construction Skills Centre, a program that offers employment and training opportunities to local residents. Since its launch, this program has trained more than 3,500 individuals who call Southwark home.

The Southwark Construction Skills Centre has proven so successful that the Mayor of London recognised it as a model for best practices.

Southwark Construction Skills Centre also became part of the newly launched Mayor's Construction Academy; a Construction Academy quality mark created by the Mayor of London's office to identify best practice and accredited construction skills training provision.

Vibrant, diverse and community-focused, Elephant Park is helping to shine a light once again on the opportunities that Elephant & Castle offers visitors and residents alike. We're hoping Shakespeare would approve.

'What's lovely about this development is that it's such a mix of people.'

Isabel, South Gardens resident

“This is what regeneration should be about. People of all backgrounds and all incomes living side by side in the highest quality housing.”

Leader of Southwark Council, Peter John OBE

Helping local businesses with an affordable retail scheme

This year, Lendlease delivered its first affordable retail unit at Trafalgar Place to HEJ Coffee.

This scheme rents out spaces that are below market rent levels. A minimum of 10% of retail floor space across the Elephant Park project will be available on this basis to eligible local businesses.

Together with Southwark Works, Southwark Council’s local employment and recruitment organisation, HEJ Coffee recruited and trained one third of its team from within the borough of Southwark. Their aim is to source at least half of their employees from the Southwark area.

And it’s not just about skills and employment. Whether it’s been consultation events that have allowed local people to influence our designs, partnerships with schools that encourage young people to consider the impacts of developments like Elephant Park, or ‘Meet your neighbour’ events that bring new and existing communities together, the team has been focussed from the beginning on the long-term stewardship of the area.

1

of only 18 projects worldwide and the only one in the UK registered as a Climate Positive Project



2,000

new homes for Londoners complete or in construction



1,000

trees planted on the development and across the local area



1,196

Southwark residents placed into work since July 2013



Energy Hub



Exercise classes in the park



The park at Elephant Park

Elephant Park is aiming to be one of the most sustainable inner-city regeneration projects in the world



View across Endeavour Square to the London Stadium

Can we build a better future?

It's 2007 in Stratford. A fleet of yellow bulldozers rumble toward vacant land. One by one, they scoop up massive chunks of earth. Beep, beep and repeat. In the end, they shift nearly 2 million tonnes of soil, resulting in an enormous pit. London's Olympic legacy has begun.

Fast-forward to the present. Looking at the Queen Elizabeth Olympic Park today – facilities that include 560 acres of parklands, playgrounds and cafes as well as a sports stadium and shopping centres – it's hard to imagine it was once unloved waste ground.

And now, a next-phase initiative to further transform Stratford is underway.

Called International Quarter London (IQL), this commercial office joint venture between Lendlease and LCR is transforming this 22-acre site at the gateway to the Park, building on the changes brought about by the Olympic Games in 2012.

But the physical landscape here is not all that's changed. In the 21st century, there have been real shifts in how people live and work. The lines are now blurred; people can work anywhere and at anytime, so expectations for workplace environments have gone up.

At IQL, buildings and communal spaces are designed to maximise health and wellbeing – for residents, for employees and for visitors too.

Put simply: happiness is at the heart of it.



Queen Elizabeth Olympic Park

Fast facts

BREEAM certification recognises IQL as being designed and built to high sustainability levels

IQL is home to one of London's largest living walls, which will become approximately 2000m² of natural habitat

So, what does a community built with these ambitions actually look like?

For one, IQL will include innovative green projects, including London's largest 'living wall,' which is designed to allow plants to grow upwards onto its 2000m² replica drystone surface – creating habitat and helping to improve air quality and provide habitat.

Better together

When undertaking a project such as IQL – one that aims to work in collaboration with local residents to transform an area – good communication is essential. To this end, Lendlease consulted community members about the project.

Potential employment opportunities for local communities were also shared during those consultations.

Designing a healthier way to live, work and play

Despite its large scale, IQL will have a relatively small impact on the environment.

In fact, according to the Building Research Establishment Environmental Assessment Method (BREEAM) certification, its buildings are designed and built to high sustainability levels.

Moreover, we've committed to several of our newest buildings being designed to at least Gold level standard by the International WELL Building Institute (IWBI). Launched in 2013, IWBI hires independent experts to evaluate construction projects and determine whether its buildings will optimise the health and wellbeing of their occupants. Studies suggest that the benefits of a healthier workplace are far-reaching and may include increased productivity and reduced absenteeism.



Living wall when planting has matured.



Public Consultation



Endeavour Square

Indeed, several notable organisations, such as The Financial Conduct Authority (FCA), the British Council, Transport for London (TfL), Cancer Research UK and UNICEF have chosen to relocate their London headquarters to IQL.

Clearly, it's an exciting time to move to the area for work or residence. But Lendlease is equally concerned with supporting the existing Newham community.

A vibrant, more sustainable future is on the horizon for East London, with Stratford leading the way. The Olympic Games may have lit the torch, but now the baton has been passed.

Reaching out to the community

We're involved in a number of initiatives to engage with and empower the local community.

- We've set up a Community Liaison Group that will meet every two months
- Our Primary Schools Work Week Program has provided 545 students across 15 local schools with workplace visits and teaching resources
- UK Harvest is a nutritional programme that will help young people, people with disabilities and families to prepare low cost meals and reduce their food waste
- The IQL Community fund has awarded a total of £75k in grants over 3 years to 25 community organisations supporting projects including Toyhouse Libraries – a programme of community activities for parents, carers and children to build social cohesion

At a glance

Upon its completion in 2025, IQL will include four million sq. feet of Grade A office space for 25,000 people, hundreds of new homes and community facilities spread over the 22-acre site

Speaking generally, a hospital is not a place most of us hope to find ourselves – even if it’s somewhere like Treviso, a northern Italian city near Venice, where blue waterways meander alongside centuries-old Romanesque and Gothic buildings



Computer generated image of Treviso Hospital on completion

When Lendlease partnered with the Treviso Hospital Trust to transform Treviso Hospital, the project goals were ambitious. Of a total 160,000m² of floor space, 105,000m² would be new buildings. The existing structures would each undergo significant upgrades and all of this would take place without interrupting the hospital’s day-to-day activities.

But the aspirations here went beyond renovation.

A great hospital is an essential part of any great community. Yet, in a healthy and thriving community, hospital visits should be rare. So Lendlease decided not just to improve the quality of Treviso’s health care facilities, but to improve the health of Treviso’s citizens in general.

The gift that keeps on giving

Such an undertaking would demand a great deal of resources. For this reason,

Lendlease created Ospedal Grando Impact Investing (OGII). Funded both privately and publicly, OGII was designed to provide for community health in the Veneto region in an enduring way.

First, Lendlease approached another of its partners, the European Investment Bank (EIB), as the organisation had a shared interest in improving health outcomes in the region. EIB generously agreed a loan of €29m for the Treviso Hospital project at a discounted interest rate.

Yet this arrangement was distinct from a strictly philanthropic one. The idea here was to invest for both social and financial returns.

By creating such a fund, one that would generate money (and thereby replenish itself), OGII can continue to benefit health outcomes in the Veneto region long after Lendlease finishes its construction.

In fact, OGII will invest 100% of its funds into companies and not-for-profit organisations focused on improving health.

A room with a view is good for your health

Lendlease tasked participants in its own Vacation Intern Programme (VIP) with putting together a report on the health of Treviso.

Their report identified some of the big public health challenges facing the town. These included sedentary lifestyles, excessive alcohol consumption, and smoking.

Those issues aside, the VIP report also found some simple ways that Treviso Hospital could be designed to aid its patients in a speedy recovery.

When complete, 75-90% of all inpatient rooms in Treviso Hospital will have a view of a new park, as there is substantial evidence that we actually heal faster when we enjoy this sort of vista. This park will be positioned in and around the hospital grounds and include new pathways alongside the nearby River Sile.



Treviso

Additionally, Lendlease designed the park and pathways to foster native wildlife.

In Italy, there is an old proverb that goes: 'Chi è sano, è più d'un sultano'. Essentially, this means 'good health is above wealth.'

With this wisdom in mind, Lendlease aims to enrich the health of Treviso for many generations to come.

“This is the first time EIB and Lendlease have joined forces to turn the project finance of an infrastructure project into an accelerator of community outcomes with such clarity of purpose and long-term sustainability. We are currently scouting for the right entrepreneurial solutions to start the first investments, and trust we can replicate the approach in other larger projects working with EIB and other institutional investors.”

Francesco Mandruzzato
Head of PFI Italy/Investment

1st

hospital in Italy to register for LEED Healthcare certification



€1.8m

social impact investment vehicle focusing on enhancing local health and wellbeing



Treviso waterways

In the time it takes you to read this sentence, more than 240,000 Google searches were made

Given the sheer scale of Google, it should come as no surprise that the company's new London building is a sizeable affair



Computer generated image of completed Google HQ



Northern view of Google HQ

Last year, Google submitted its plans for the new Headquarters at Kings Cross to Camden Council. Lendlease is construction manager for the 870,000 square feet 'landscaper,' where 4,000 Google employees will soon work.

In late 2017, they broke ground on the building, which will be 312 metres long when complete – around as long as the Eiffel Tower is tall.

A natural way to regenerate

This project is a watershed moment for Kings Cross' regeneration. Now dubbed 'the Knowledge Quarter,' the North London neighbourhood was once littered with disused buildings and known more for its edgy nightlife than its tech companies.

The crown jewel of the Knowledge Quarter, the new Google HQ, will be at the heart of a new London campus, housing 7,000 Googlers.

With its timber and glass façade, the new Google HQ is built with an emphasis on natural materials and natural light, both of which contribute to workplace welfare.

In fact, the structure is designed to maximise the amount of light that shines into the building. When complete, the space will be open and airy and wholly flexible – meaning the office can be put to multiple uses organically, as needs evolve.

The new HQ adheres to the highest environmental standards - aiming to achieve BREAM outstanding and LEED Gold certification

The new 'landscaper' will be 312 meters long when complete - around the height of the Eiffel Tower



Google HQ



Natural lights and flexible workspaces

870k

square foot GIA
(Gross Internal Area)



687k

square foot net
internal floor area



312

metres long –
that's as long as
the Shard is tall



11

storeys above ground



200+

trees on the
rooftop



The roof will be a landscaped park with café and other amenity space, designed to enhance the wellbeing of Googlers and draw them through the building.

The Google Healthy Materials Programme (HMP) is an initiative that's pioneering new methods for measuring and disclosing the content of building materials. Products used on the project are assessed and chosen so that we are building with materials that have the least harmful effects on occupants and visitors.

Low impact, high standards

But Google HQ doesn't just look natural – it's also been designed to have a minimal impact on the natural world too. Its construction adheres to the highest environmental standards, which include a minimum attainment of BREEAM Excellent certification – (with the ultimate goal being to reach BREEAM Outstanding). Additionally, the new HQ is on course to achieve LEED GOLD certification, and to reduce the embodied carbon of the building by 20% from RIBA Stage 2 Design Baseline.

The Google HQ prioritises responsible investment and the health and wellbeing of Google employees; it was crucial everyone involved in the supply chain reflected these values. To this end, Lendlease challenged tendering subcontractors to create a short film that demonstrated how they embodied the culture of the project.

Its opening will mark the arrival of a world-class building that adds to the incredible breadth of innovation taking place in this unique part of London. And while the ravers may have moved on, King's Cross's cachet of cool lives on.

Certification's what you need...

- Minimum of BREEAM Excellent
- Target to reach BREEAM Outstanding
- LEED level GOLD



Along the banks of the River Foss in York, in an area called Hungate, there is buried treasure



Along the banks of the River Foss in York, in an area called Hungate, there is buried treasure.

A team of archeologists has been slowly unearthing precious pieces of history here since 2006. Their dig is supported with £3m from Lendlease, who had initially excavated these grounds in preparation for their Hungate project: building more than a thousand new homes and reviving the community at large.

The result of the foundation excavation is archaeological heaven. Hundreds of small glass beads are among the many treasures and trinkets brushed off, one-by-one, until they gleam like the day they were buried – nearly 2,000 years ago in a Roman grave.

The team also uncovers chunks of timber that first made their way to Hungate as part of the hull of Anglo Saxon ships. (Later, when the Vikings came to town, the Scandinavian raiders used the very same wood — as a support column in a cellar.)

Now, in 2018, after many years of excavation and as many big discoveries, the archeological effort here has drawn to a close, and the rich history of Hungate is clearer than ever.

Looking to the future

In a broad sense, this Lendlease development project aims to revitalise the Hungate riverside.

Nurturing the natural environment was high on the list. By partnering with the Yorkshire Wildlife Trust, and enlisting the help of local



schoolchildren, Lendlease began to ‘re-wild’ Hungate – an effort that began by planting wildflowers. A lot of them.

This floral addition has, of course, been a boon for the local honey bees. But Lendlease didn’t stop there. This has led to the creation of ‘Bee Banks’; terraced sand banks that are hospitable to bee burrows. As the riverside returned to a more natural state some of the furrer riverside fauna, such as otters also returned in number.

This sort of safeguarding is the hallmark of the project. In terms of preserving and protecting the environment, Hungate exceeds the City of York Council sustainable building requirements on new phases. Lendlease are designing to meet the Code for Sustainable Homes Level 4, which is consistent with the company’s own standards.



Hungate homes

35% minimum reduction in CO² levels from 2013 building regulations



1,025 new homes within the city walls of York



In fact, Lendlease are going even further – employing the same carbon emission reduction strategies as those from their flagship projects in London, where new environmental and clean air initiatives mean some of the most stringent sustainable building requirements in the world. The latter phases of this project are now achieving at least a 35% reduction in CO² levels beyond current building regulations, which is comfortably above the 19% reduction required for Code Level 4.

All of this effort feeds into crux of the Lendlease project: the addition of 1,025 new homes to York also brought a number of new jobs to the area. Residents here will live alongside a more scenic riverside, with a full sense of the history beneath their feet.

A holistic approach

The Hungate project was never just about constructing new homes. It’s focus on breathing new life into an entire community – one that had long suffered from being overlooked and largely forgotten.

Fortunately, if the richness of history uncovered here demonstrates anything at all, it’s this: things change. Sometimes, to find a bright spot, you just need to dig a little.

Number crunch

Environmental responsibility

- Over 5,000m² of semi natural landscape within the Nature Reserve along the River Foss
- Over 3,000m² of biodiverse Green Roofs

Number crunch

Community development

- Over £100,000 spent on community projects over the last three years
- £25,000 donated to local charities and projects through funding partnerships like The Two Ridings Community Fund

And the winner is...

Awards

- Best Regeneration Project at the Yorkshire Residential Property Awards 2017
- Raising the Bar award from the North and West Chamber of Commerce for three years running



What makes a prison fit for the 21st century?



Undoubtedly, it must be a place designed to have a positive impact on those who pass through. To maximise the opportunity to reform and reintegrate people back into society, with their chances of re-offending substantially reduced, by establishing a working environment and creating a sense of purpose for all.

So when Lendlease was chosen by the Ministry of Justice (MOJ) to build a 2,106 capacity, 'super-prison' near Wrexham – HMP Berwyn, the biggest in the UK once operational – it did so with a dual vision of rehabilitation and revitalisation in mind. In other words, a prison that both helps its inmates and provides a boost to the local and regional economy.

Setting ambitious targets – and surpassing them

In conjunction with the MOJ and assorted stakeholders, such as Wrexham County Borough Council and the North Wales Economic Ambition Board, aspiring targets were set in order to maximise the positive impacts of the build for the local community.

These focused on tangible benefits, such as employing local people and businesses. Collaborating with local charities and other major construction projects in the wider area was also key, in order to create a lasting legacy in Wrexham and in North Wales.

When work began on the 46-acre site (equivalent to the area of more than 4.5 Millennium Stadiums) in 2015, the aim was to ensure 50% of the workforce was recruited locally for what was one of Wales' largest construction projects at the time. Happily, 64% were actually local workers. Another ambitious target was to spend £30m on local businesses. Again, this was surpassed, coming in at £38m. The initial objective to spend £50m with small and medium-sized businesses (SMEs) across the UK was also comfortably exceeded, with over £83m being spent.

Other significant wins include delivering 2,150 work placement days (bettering the target of 1,100 by 95%).

Skills to pay the bills

To achieve lasting benefits, Lendlease developed a National Skills Academy for Construction – the first of its kind in North Wales. Rolling out trade events, community weeks, education and learning initiatives, it's served as an ambassador for the project and the wider construction industry. Moreover, it's now embedded in a local college and will carry on delivering for years to come.

Other programmes have been run in conjunction with The Prince's Trust and the Department of Work and Pensions. Here, Lendlease came into contact with a local lad of 26 who, despite having a real desire to work in construction, felt he was being impeded because of his autism. He ended up being employed as a brick worker on site.





Library facilities

64%

of the workforce employed for the project were local people



169,000 miles

estimated distance of traffic journeys avoided through the project's extensive remediation strategy providing huge environmental benefits



£23m

a year has been brought to the local economy due to the project, estimates Ministry of Justice



1,000

new jobs have been created through the project



600

new jobs going to local residents



Addressing site challenges

The 46-acre prison is surrounded by an ecological conservation area. To enable works to proceed, Lendlease relocated 400 great crested newts, 400 smooth newts, 350 frogs and toads and 10 grass snakes. Maintaining and enhancing this natural habitat across this ecologically diverse site has been another win for the project.

Other environmental benefits saw an estimated 169,000 miles of traffic journeys avoided because of an extensive remediation strategy, which saw 115,000m³ of soil retained on site.

Lendlease also worked with waste prevention experts WRAP Cymru and the Welsh Government to trial PAS100 compost,

which is created from waste of local resident's bins, to partially offset the import of topsoil to the project.

A design for life

The cumulative effect of these measures has been immense. The MOJ estimates that the local economy is better off to the tune of £23m a year thanks to the building of the project and all the additional benefits it's brought – and will continue to bring. Additionally, 1,000 jobs have been created, of which 600 went to local residents.

So while rehabilitation occurs within HMP Berwyn, the revival of the local economy is underway outside. It's a lasting legacy for all concerned.

Performance Indicator:

Local Workforce

Original Commitment: 50%

Project Delivered: 64%

Local Spend

Original Commitment: £30m

Project Delivered: £38m

Spend with Small & Medium Enterprises

Original Commitment: £50m

Project Delivered: £83m

Awards won

- Construction Excellence Wales (CEW) Award for Leadership and People Development in July 2016
- RICS Wales 2017 award from community benefits
- The MoJ project delivery team for HMP Berwyn was awarded the 2017 cross-government Civil Service Collaboration Award



Glyndŵr University site visit for Project Management students

In the West End of London, property development spanning a couple of acres is a rare thing – most of the buildings in this part of the city are here to stay



But the Rathbone Square development, which Lendlease constructed on behalf of Great Portland Estates plc (GPE), spans 2.3 acres and provides a spectacular reimagining of what was once a Royal Mail sorting office and a car park.

GPE list it as 242,800 sq ft of office space, 25,200 sq ft retail space, and 142 private apartments. The entire development comprises two L-shaped blocks arranged around a beautifully landscaped garden square.

This multi-use project was an achievement in itself. But GPE and Lendlease also saw it as an opportunity to collaborate to demonstrate their commitment to social sustainability.

Combating modern slavery with careful consideration

In 2015, Parliament passed the Modern Slavery Act, a formal reckoning with the global problem of human trafficking. Under

the new law, most organisations were only required to produce a statement.

“What it requires is that a company make a modern slavery statement each financial year about its practices throughout the supply chain,” says James Douglas, Head of Sustainability at Lendlease Construction. “So that’s the only actual public requirement that all companies have.” But James also says that GPE decided to go further than the law required, working with Lendlease to ensure that there was no evidence of modern slavery on the project.

For all the projects it undertakes, Lendlease monitors its supply chain using the Achilles Building Confidence audited accreditation scheme. This procedure ensures that all the materials sourced for its projects are not produced by child or forced labour. In early 2017, as part of a joint initiative with GPE, Lendlease began to investigate the Rathbone project in order to ensure that all employees were being treated fairly and working there



of their own accord. To this end, and on two separate occasions over two days, third-party auditors interviewed those working on the site.

“For Rathbone, what we decided was to actually go and physically audit the supply chain. So that we could determine what was really happening throughout the supply chain in terms of modern slavery risk” says James.

Workers on site were asked whether they were paid a London living wage and were informed about the new slavery legislation. The audit also investigated workplace discrimination, safety, and abuse.

To ensure that the workforce was employed in compliance with the Modern Slavery Act,

they were also asked questions like whether or not their passport had been taken from them, and whether they knew how much they were being compensated. They were reassured throughout the entire process that all the information shared was confidential; no one was required to speak to the interviewers.

“If you understand how the construction workforce may look like in London, you obviously have many different nationalities represented, many different languages being spoken. So, there’s lots of technical challenges when you go into a site as an auditor to overcome,” says James. But these and other challenges were overcome, and the findings from the audit were positive.