



# People Positive

Our social impact and  
community strategy







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# Foreword

**As long-term investors and community partners we aim to deliver lasting commercial, social and environmental benefit and we know we have a huge role to play in ensuring places positively impact people.**

Our environmental sustainability ambitions are well established and, with the launch of this strategy, social impact becomes as much a part of our decision making as commercial and environmental considerations – putting planet and people at the centre of our business.

But we don't take social impact for granted as an automatic by-product of what we do. The places and communities we operate in are diverse with nuanced needs – there is no one-size-fits-all approach to delivering social impact. So, by choosing to take an evidence-based approach to local wellbeing and listening closely to what communities tell us, we can more effectively prioritise and direct our resources. And we can measure and learn from the outcomes.

This will ensure all our actions, delivered through our places, people and partners as well as philanthropy, are pragmatic, meaningful and - most importantly - contextual to that diversity of local need.

Ultimately, our People Positive approach is about making better informed decisions that help us improve how we're supporting wellbeing and outcomes for residents, occupiers and local workers in the places we make and manage.

**James Raynor**  
CEO, Grosvenor Property UK



**Insight + Community +  
Wellbeing = Social Impact**





# Definitions

## Social impact

A measurable impact resulting from a deliberate set of actions in response to an identified societal or local need.

## Community

The people that live, work in and visit a particular neighbourhood.

## Community wellbeing

The social, economic, environmental, cultural and political conditions that support successful communities.

## Inclusive growth

Growth that creates opportunities for all.

## Our partners

Businesses and organisations that we partner with commercially, including occupiers, suppliers, companies we invest with and companies we invest in.

## Our team

The people we directly employ.

## Strategic priorities

Our three priorities articulate what success looks like for our Social Impact and Community Strategy and inform our activities and actions.

## Key ambitions

Against each of our delivery pillars (places, team, partners and philanthropy) we have set ambitions and, where possible, set specific metrics for the business that will help us target our approach and demonstrate our impact.

## Measures

These are a wider set of social impact metrics that will help us evidence our impact and how we are achieving our strategic priorities.





# Social impact and sustainable business

From decarbonisation to economic recovery and addressing the housing crisis, our sector has the potential to play a significant role in tackling many of the challenges facing society. It is equally well positioned to respond to the most local of issues impacting day-to-day life and plays a pivotal role in bringing together and building communities.

This strategy aims to guide us in making purposeful and socially impactful decisions, informed by an in-depth understanding of the places we manage and the needs of the people and communities that rely on them.

## Maximising social impact through environmental action

Sustainability involves both improving the lives and prospects of people as well as protecting the planet. To be a sustainable business we recognise we must consider our impact holistically and maximise the intersection of our social and environmental aims so that we can help create a sustainable future that is both people and planet positive.

In recent years we have accelerated our approach to environmental sustainability. We have achieved this through our stretching goals of zero carbon, zero waste, valuing nature and transformative partnerships, along with the tools and strategies that support them. However, we recognise that these environmental aspirations do not sit in isolation and are fundamentally linked to the commercial success of the business and the social impact that we deliver.

# Planet Positive

# People Positive





# Our business – the places and people we work with

We have developed and managed places and neighbourhoods for more than 340 years. Today we own almost 1,400 assets within primarily the office, retail, hospitality and residential sectors. We play many different roles: place manager, partner, investor and developer. When coupled with a genuinely long-term mindset and incredibly diverse portfolio offers a significant potential for us to have a positive impact.

Our heartland is in London's West End and the historic neighbourhoods of Mayfair and Belgravia, much of which is within a conservation area. In addition to owning a diverse portfolio, the buildings, squares and public spaces we manage make a unique economic, social and environmental contribution. Our central London portfolio supports 1,000 businesses, 11,000 residents, 56,000 workers and hosts almost five million visitors every year. We recognise our impact extends beyond the boundaries of our ownership - 305,000 residents and almost two million workers populate the wider Central Activities Zone that we are a part of and who inevitably visit, shop in and pass through the places we manage.

The borough of Westminster has some of the most and least deprived areas in the country, and Mayfair and Belgravia, like much of London, are home to people from many different backgrounds. 25% of Mayfair's housing is socially rented and, across Mayfair and Belgravia, we choose to support c.700 affordable units vs. a privately let portfolio of c.530 units.



We also actively manage a c.£750 million commercial property portfolio outside of Mayfair and Belgravia across Manchester, Bristol, Leeds, Birmingham and Liverpool where we co-own and manage Liverpool ONE, the major retail and leisure destination. Credited with acting as the catalyst for the regeneration of the city-centre, Liverpool ONE has consistently supported the employment of over 4,000 people since 2008 and helped Liverpool's retail output expand at more than ten times the national rate.

Due to the nature of our business, we have varying levels of control and influence over our assets. Clearly many socio-economic issues, such as crime, are greater than we or the real estate sector alone can address. We are committed to learning from, and working closely with, other key stakeholders including local authorities, the police and regional authorities.

## London portfolio

**1,000** businesses

**11,000** residents

**56,000** workers

**5** million visitors annually

## Liverpool ONE

**42** acres of retail and leisure

**4,000** employees

**29** million visitors annually

## Regional offices

**5** cities

**£25** million  
improvement programme





# Our strategic approach

To guide our approach and ensure it is aligned with the latest best practice, we undertook a comprehensive review of existing guidance and frameworks, including the BS 8950 standard for Social Value, UK Green Building Council's Framework for Defining Social Value, Urban Land Institute's Road Map for Social Value in Real Estate and the World Green Building Council's Health and Wellbeing Framework.

We have also engaged with the UN's Sustainable Development Goals, specifically goals 3, 8 and 11 along with the OECD's Wellbeing Framework.

Find out more in the Appendix



## Our key principles:

**Evidence-led** – guided by research on local needs.

**Outcome focused** – understanding impact as about improvements in wellbeing.

**Prioritising the most pressing needs** – using established government measures and stakeholder input.

**Involving stakeholders and being collaborative** – undertaking comprehensive community engagement to inform our aims and approach, especially with those typically under-represented.

**Keeping measurement real** – using understandable and credible measures on key issues.

**Tracking progress towards outcomes** – using shorter term targets to keep us on track.

**Independent verification** – working with experts and seeking independent input.

**Being collaborative** – recognising the value of partnership approach to addressing local needs.

**Evolving our approach** – always seeking to align with best practice.





Overall, through comprehensive analysis, testing and refinement we arrived at our strategic priorities, ensuring that they are:

**1. Objectively grounded in societal as well as local needs:**

We have conducted comprehensive local stakeholder engagement and workshops as well as commissioned extensive primary research to better understand what impacts wellbeing in the places we help to shape and manage, in addition to analysing existing needs-based data. We have also worked with Hillbreak, a leading sustainability consultancy, to challenge and advise us on our strategy to ensure it is robust and addresses the principles and needs identified in our research.

[Find out more in the Appendix](#)

**2. Shaped by the nature of our business activities and what it can influence:**

This strategy focuses on the intersection of need with our core business activities. This is where we can affect the most meaningful change. Our ownership and influence varies between assets; therefore, our strategic priorities are also deliberately high-level so that we can work towards consistent outcomes but in locally relevant ways.

**3. Focused on where we can achieve co-benefits:** Guided by our purpose, we aim for commercial, environmental and social benefit in everything we do. Social goals that also help us achieve commercial and environmental benefit will therefore be prioritised.

# People Positive

## At a glance

### Our strategic priorities

Improving  
people's wellbeing  
in the places we  
make and manage



Helping local  
economies to thrive  
by championing  
inclusive growth  
and diversity



Maximising the  
positive impact  
of our people  
and partners

### Delivered through

#### Places

Acting on local  
drivers of wellbeing,  
alongside meaningful  
community  
engagement

#### Team

A diverse and  
engaged workforce  
equipped to  
maximise impact

#### Partners

Collaborating  
to deliver inclusive  
growth and improve  
wellbeing

#### Philanthropy

Building  
long-term  
partnerships that  
support  
local needs





# Our evolving approach to social impact

Our community charter, Positive Space, established

Global employee network launches, Pride@Grosvenor

National Youth Engagement Toolkit 'Voice.Opportunity.Power' launched with Sports England, TCPA and ZCD Architects

All suppliers required to sign up to Supply Chain Charter

Provided significant financial and practical support for people and businesses affected by COVID-19

## 2021

Grosvenor's Wellbeing Programme recognised externally



Transformation of Grosvenor Square approved

First community projects awarded Greener Futures funding in London and Liverpool

## 2020

Launch of Mayfair Youth Forum, giving young people a voice in their neighbourhood

Launch of our disability, faith, and racial equality employee networks

Forest School in Belgravia created, helping children get closer to nature

Greener Futures our community investment programme launches

## 2022





# Wellbeing research: Measuring and tracking community wellbeing

This strategy and its ambitions were informed by detailed research which established an evidence base of what effects wellbeing in the places we help to shape and manage.

Wellbeing has become a key outcome for policy makers and it makes up the basis of many internationally recognised frameworks such as the Human Development Index and the Sustainable Development Goals.

To deepen our understanding of the most relevant wellbeing needs, as well as those that we can credibly influence, we undertook a comprehensive research programme with experts Simetrica-Jacobs, the London School of Economics and Social Life.

The research used nationally recognised HM Treasury Green Book indicators and Office for National Statistics (ONS) survey data to understand and measure drivers of wellbeing for residents, workers and visitors in areas of, and surrounding, our ownership in London and Liverpool.

Through this approach we measured over 20 wellbeing drivers across 6 categories taken from the Measuring National Well-being Programme at the ONS, in order to assess community wellbeing in a consistent, robust, and comparable way. This bespoke framework enabled us to see how each neighbourhood scored in relation to comparable places, the local authority, region and nationally.

The research included a survey of 2,000 people, as well as workshops with communities in London and Liverpool and targeted sessions for marginalised groups such as young people and those living in social housing. Through this we have established a detailed evidence base of what effects wellbeing across our UK portfolio and the priority areas for each neighbourhood.

We are now working with communities to help shape our response so we can work together to improve wellbeing for residents, workers, and visitors. We will report against our wellbeing framework every 2 years.

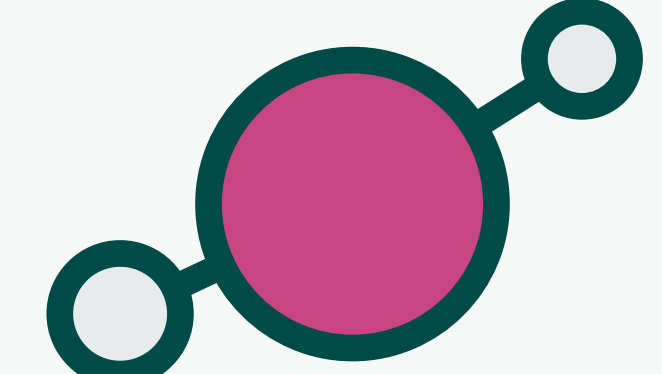
## Our key wellbeing categories



Health



Environment



Community



Enterprise



Work



Empowerment





# Delivering our strategy

**People Positive** will be delivered through four key **pillars** with the focus on our core business activities.







# Places

Acting on local drivers of wellbeing alongside meaningful community engagement

## Key ambitions

- > Increased community and occupier **wellbeing** in the properties and places we manage.
- > Increased **economic diversity** in the places we manage.
- > A meaningful voice for communities with more than 80% agreeing we uphold our **engagement** commitments.

Shaping and managing places is at the heart of what we do, from individual properties to the spaces and streets which knit them together as neighbourhoods. The built environment has immense potential for impact on every-day life, both positive and negative.

Naturally, what constitutes positive impact in one neighbourhood is often different to another so we will work to continually deepen our evidence base through rigorous research and meaningful engagement to ensure we address, invest in, and improve what positively effects priority local issues for residents, workers and visitors.

We will work to assess and act on the economic diversity of our commercial occupiers and evolve our approach to align our occupier selection with inclusive growth and local economic benefit. We will collaborate with our occupiers to encourage them to support our social impact aims and actively participate in the local community.



We will help fund apprenticeships in the wider community, through sharing our Apprenticeship Levy. This will enable business growth and support opportunities for local people.

An important element of our places pillar will be accessibility. We will assess the level of accessibility of our portfolio and help teams to continually improve the physical and non-physical accessibility of our properties, places and developments.







# Places: measures

Wellbeing	Community wellbeing in our places (measured through place specific wellbeing drivers)
	Occupier wellbeing in our properties (% of new developments awarded healthy building certification)
Economic diversity	Supplier spend with local businesses, SMEs and social enterprises (% of total)
	SME occupiers (# and %) and jobs enabled (#)
	Business diversity (Shannon-Weaver index)
	Accessible units (# and %) and space upgraded to improve accessibility (sq. ft)
	Local and ‘Good’ employment, in line with the GLA’s ‘Good Work Standard’ (# signatories)
	Apprenticeship starts (#) and funds shared (£) in the community via our Apprenticeship Levy
	Social charter or social impact lease terms sign ups/leases (# and %)
Engagement	Communities agree that we have upheld the commitments made in our Community Charter, Positive Space (%)
We will also track (but not set targets for) the following metrics to better understand the socio-economic contribution of our places: • Residential (including affordable), retail, workspace, green space created and managed (sq. ft and proportion) • GVA • Retail occupancy (%)	

Communities + Partnership

= Wellbeing

## Case study

### Grosvenor Square

Working with communities to improve wellbeing through enhanced green space



Over four years, we worked with many Mayfair communities and Londoners to redesign Grosvenor Square into an extraordinary urban garden.

An in-depth research programme, coupled with sector leading community engagement helped us to establish an evidence base for the drivers of wellbeing locally, beyond improving access to high quality green space. This base aided both decisions made by the design team and ongoing local conversations about those decisions.

Key elements of the design informed through this work including the introduction of new local amenities like public toilets, a kiosk and learning facilities; new security features supporting local safety and deterring crime.

The research will be repeated after the transformation as part of our commitment to accountability in the delivery of schemes and local benefits.





# Team

A diverse and engaged workforce equipped to maximise social impact

## Key ambitions

- **Broaden our appeal** to underrepresented parts of society so our people are more representative of the national population.
- Improved **sector inclusivity** by increasing the number of students we reach from local communities.
- Improved social impact **knowledge and skills** of staff with more than 90% of staff feeling they have the capabilities to deliver our social impact strategy.

Our people are fundamental to maximising our social impact, through the decisions they take and the culture to which they contribute.

Not only does this help us better understand different needs and maximise the social impact of the decisions we take, but we also know it supports employee wellbeing, builds engagement and drives innovation, which are all fundamental to the long-term success of our business.

Through our team we will continue to actively support our existing employee culture networks to share insights, experiences and perspectives, and to make sure every voice is heard. We will also explore opportunities to extend these networks and learnings to the places and communities we work with. We will continue to develop our employees' knowledge and capabilities in social impact, engagement and inclusion through learning and development programmes, mentorships and ongoing engagement with the local communities.

We also recognise the sector is deeply lacking in diversity, but we are proud to play our part in its mission to change and are working hard to attract and retain people who might not typically consider working for a property company. We will help improve the accessibility of our sector through continued support of our next generation programmes including apprenticeships, work experience and outreach to local schools.

**14%**  
of the UK's population  
classifies as ethnic minority  
vs. 1.2% of the built  
environment sector







# Team: measures

Understanding our progress	Track representation of women in senior roles (% of workforce).
	Track representation of ethnically diverse employees (% of workforce).
	Publish our Gender and Ethnicity pay gap annually.
	Participation in employee-led culture groups (% of workforce).
	Employees telling us they work for an inclusive organisation (% of workforce).
Sector inclusivity	Apprenticeship roles (#)
	Students reached (#)
Knowledge and skills	Training hours (#) and employees (%) that feel they have the capabilities to deliver this strategy pillar (% of workforce).

## Case study

### Supporting diversity

Sparking discussions and sharing examples to advance LGBTQ+ inclusivity

Acknowledging we all have a role to play in making workplaces more inclusive, a supplier and occupier event ‘*Colouring Outside the Lines*’ was held to spark discussions and share practical actions to help make this a reality.

It may seem that workplace discrimination against the LGBTQ+ community is a thing of the past. There are laws against discrimination and organisations are working to become more inclusive, yet research overwhelmingly shows there is still work to be done.

Education and collaboration are powerful tools for change. As an open space to learn, network and ask questions the event helped around 40 SME partners to recognise gaps and move forward – and each made an inclusivity pledge on the day.

Future events for employees, suppliers and occupiers will help improve inclusivity across our own business, portfolio, and supply chain, creating impact beyond our direct activities.

*‘The event prompted me to look at creating pronouns on email signatures and leading a Diversity & Inclusion group focusing on LGBTQ+ in my own organisation.’*

Social Value and Community Engagement Manager at Major Construction Supplier



*‘A great opportunity for small businesses to connect and benefit from learning like this. I am in a standalone HR role in a small charity and really value these opportunities.’*

HR Business Partner at SME

Inclusion + Inspiration  
= Positive Action





# Partners

Collaborating to deliver inclusive growth and improve wellbeing

## Key ambitions

- All **suppliers** compliant with our Supply Chain Charter and our largest suppliers reporting their environmental and social impact.
- Maximise **leveraged impact** by better engaging occupiers in our social impact aims through development of a charter and/or lease terms that support this strategy.



Businesses operate as part of complex eco-systems. As a place-based business this reality is even greater, with the success of our business intertwined with the success of the places we manage and the partners we collaborate with, from occupiers and suppliers to investment partners and the companies we invest in. We will understand and seek to maximise the social impact delivered through these partners and will work to increase our leveraged impact by engaging a broader base of occupiers in our social aims.

We will strengthen and leverage our existing sustainability tools including our Supply Chain Charter, Sustainable Development Brief and SME Net Zero Mentoring Programme to maximise the social impact we deliver through our partners.

We will encourage and enable our partners to hire locally and actively involve them in local initiatives and projects such as our community investment programme Greener Futures. We will baseline our own supplier spend and develop guidance to improve how we work with local businesses, SMEs and social enterprises. Finally, we will work to incentivise and collaborate with our occupiers to deliver positive local impact through their own operations.







# Partner: measures

Suppliers	Supply Chain Charter sign up (%)
	Suppliers reporting on environmental and social impact (as % of spend)
Leveraged impact	Spend with local businesses, SMEs, and social enterprises (% of total)
	Jobs enabled and local employment (from the appropriate borough/local/city authority area) (# and %)
	Leveraged support for local initiatives (£)
	Occupier social charter or equivalent sign ups (#/%)

Vision + Local Business

=

Thriving Communities

## Case study

### Apricity

Incorporating social enterprises, local businesses and SMEs in the supply chain



Grosvenor and Chantelle Nicholson, award winning chef and Green Michelin star recipient, collaborated to create Apricity, a restaurant that takes a comprehensive approach to sustainability, from fit out to the food on plates.

A key success was the fit-out which used social enterprises, SMEs, and local businesses to source many materials, fixtures and fittings all responsibly procured often using reclaimed materials and recycled products.

The supply chain incorporated several social enterprises delivering furniture and fittings for the restaurant and a full-time apprentice was employed for the entirety of the project enabling first hand learning about sustainable practices, material re-use and re-purposing.

*‘At Apricity, we hero the amazing UK growers and farmers, and partner with other organisations that have an aligned ethos and culture. I am delighted to be working with Grosvenor to create a greener, healthier, and more conscious community within Mayfair, and beyond.’*

Chantelle Nicholson  
Chef Owner Apricity





# Philanthropy

Building long-term partnerships  
with charities and organisations that  
support local need

## Key ambitions

- Maximise opportunities for **children and young people** in Westminster through funding via the Westminster Foundation.
- Enable **community led climate action** and support access to green training and jobs through our community investment programme Greener Futures.
- At least 2,000 **staff volunteering hours** completed each year with local charities.

Grosvenor has a longstanding track record of supporting charitable work to help address local needs which continues to be an invaluable element of how we deliver social impact beyond the scope of our core business. Every year we contribute over £1m to the Westminster Foundation. The Foundation works to create opportunities for children and young people by supporting charities and community organisations and building their capacity for system change.

In 2021, we launched Greener Futures, a new programme focused on communities and the climate emergency which we have committed a minimum £1 million between 2021 and 2025. Through this programme we help communities benefit from the green economy, supporting access to green training and jobs, enabling community-led climate action and improving disadvantaged young people's access to nature.

We also support active local networks of charities and community organisations via subsidised office accommodation, use of meeting space, funding, our time and through practical support. In 2021, this support equated to £120,000 donated. Every employee at Grosvenor also has two days of Volunteering Leave per annum and can access match funding for their fundraising efforts, with the Westminster Foundation matching every £1 raised (to a maximum of £1,000 per person every year).



**1,000+**  
**volunteering hours in 2022**





# Philanthropy: measures

Children and young people	Beneficiaries (#)
	Projects delivered (#) and combined support (£)
Community led climate action	Beneficiaries (#) including people starting training (#)
	Projects supported (#) and people benefitted (#)
	Improved environmental awareness (%) and wellbeing (%)
	Time volunteered by Grosvenor staff (hours)
	Improved awareness of local community on opportunities to access nature (%)
Local charities	Charities benefitting from subsidised office space (#) and use of our spaces (hours)
	Financial support (£) and time volunteered by Grosvenor staff (hours)

Community + Ambition

= Opportunity

## Case study

### Greener Futures

Empowering local communities to address the climate emergency



Greener Futures is our more than £1 million community investment programme focused on communities and the climate emergency. The four-year initiative aims to improve people’s lives by:

- Supporting training and jobs in the green economy
- Enabling communities to take climate action
- Improving disadvantaged young people’s access to nature

This programme involves communities in the climate response and signifies a shift in our approach to charitable giving, maximising impact by integrating philanthropy with urgent societal needs.

In year 1 we awarded £230,000 to nine projects in Westminster and Southwark. Many were given to organisations supporting under-represented groups, including people with learning disabilities, ethnic minorities, and young people.

Our goal to ‘empower young people to take climate action’ has expanded to Liverpool where £44,000 has also been awarded to 11 projects in 2022 including youth-led social action, recycling initiatives and an outdoor classroom.





# Measuring our impact



Like many in the sector, we are continuously learning about new ways of measuring our impact.

Our approach is to focus on real life outcomes over monetisation and our starting point has been to establish a clear baseline of where we are today to help set targets and assess the impact being created through our actions.

Through extensive community and stakeholder engagement we have been able to further focus our aims and measures on what matters most to them. We understand that real life stories and testimonies are incredibly important to our stakeholders and so as well as advancing our approach to quantifying our impact we will continue to bring it to life through the voices of our people, partners, and communities.

We will review our metrics to ensure that they remain relevant and ambitious as well as commit to publishing our impact annually.

## Our measurement principles

**Involve stakeholders**  
and value things that  
matter to them

**Measure what  
matters most**

Use a combination  
of **qualitative &  
quantitative measures**

**Don't re-invent  
the wheel** – use  
established measures  
wherever possible to  
aid comparability

**Be outcome focused** –  
ultimately this is  
about understanding  
improvements  
in wellbeing

**Track  
interventions** and  
progress towards  
outcomes





# Implementation

This strategy builds on many aspects of what we already focus on as a business. But to advance our approach and realise the aims of this strategy we must engage and equip our employees and partners, evolve our decision-making tools, improve data capture and continue meaningful engagement with local stakeholders.

## 1. Embedding social impact in decision making

To embed our aims into everyday decision making, we will select key social business performance indicators that are reported against on a quarterly basis internally and form a core part of annual remuneration alongside commercial and environmental goals.

To ensure clear ownership, we will translate the aims of this strategy into social impact roadmaps for each business unit which we are already using successfully to help guide action and drive progress on our environmental goals.

We will also update and evolve our [Sustainable Development Briefs](#) and [Supply Chain Charter](#) to ensure efforts by our partners as well as ourselves are directed in the most impactful way.

## 2. Community engagement

Delivering positive social impact in the places we manage relies on excellent community engagement. In 2020, we launched our Community Charter, Positive Space, which aims to set a consistently excellent standard for public engagement across our business and ensure communities have a meaningful voice in the future of their neighbourhoods.

To help put Positive Space into practice, we designed a training programme in 2021 for employees supported by 20+ experts on public engagement covering topics from active listening to accountability and influence. This programme continues today and is grounded in the basic idea that involving people is fundamental to successful communities – economically, environmentally and socially, and leads to better outcomes for everyone.







### 3. Convening and advocacy

A meaningful and long-term response must extend beyond the scope of Grosvenor's action, we cannot deliver positive social outcomes alone. In addition to working closely with communities and partners, we will leverage our relationships with industry stakeholders, other property companies and policy makers to learn, collaborate on and advocate for local and sector-wide issues such as accessibility and a just transition.

Convening a range of public and private bodies is key to addressing challenges facing the sector as well as delivering changes to policy that can help maximise local benefit. We already work closely with local councils, charities and public bodies and hope to continue driving change in the places we manage across the sector. We will also continue to collaborate through industry bodies such as the UK Green Building Council and the Better Building Partnership, to ensure that social outcomes are a core part of the sector's sustainability agenda and ensure that our approach continues to align with best practice.

### 4. Taking an innovative approach

The unique nature of communities means there is no one-size-fits-all solution to delivering lasting social impact. We need to be bold and innovative in our approach and help our business find creative solutions to deliver social impact through our core activities that respond to the needs of the communities and places where we work. By being progressive and agile we intend to maximise our impact as well as learn from our mistakes and adapt how we work to find better and more effective ways to deliver the aims of this strategy and support the success of communities.



### Case study

## Community engagement

Giving young people a voice

Around 25% of the UK population is under 19. But our 2020 research revealed that 89% of young adults have never been asked about how their neighbourhood should evolve and just 8% have ever attended a public consultation.

Of those who have never been asked their opinion by a developer or council, the overwhelming majority, 82%, wanted the chance to be involved.

To address this, we launched a national youth engagement toolkit called Voice.Opportunity. Power and trialled it in 2021 in our own Mayfair Youth Forum. The toolkit provides a free framework to help professionals meaningfully engage young people in the future of where they live.



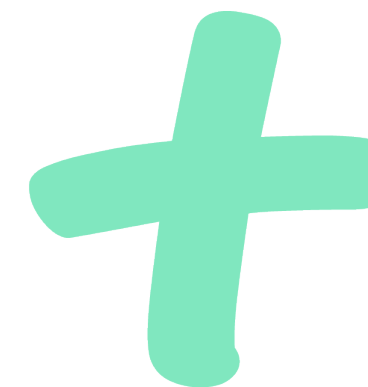
Backed by over 30 organisations, it gives them a voice and influence in the way that neighbourhoods are built and managed, which isn't just the right thing to do it creates better places.

Listening + Inclusion  
= Better Places





# Governance



To further ensure social impact is a meaningful part of our approach to sustainability and embedded in how we do business, our Director of Sustainability and Innovation sits on the Executive Committee and provides challenge and advice to both the rest of the Executive and the Board on social and environmental sustainability.

Our Board also has a strong focus on sustainability and is updated every quarter on the progress we are making and challenges we are facing, ensuring social and environmental sustainability is embedded in Board decision-making and discussions.

Our Sustainability Steering Group, with senior representatives from every area of our organisation, oversees our sustainability activities and has evolved in scope to help guide the implementation of this strategy.

The business is also supported by a dedicated sustainability team that acts as a centre of excellence, bringing together environmental sustainability with social impact and community engagement expertise. We have deliberately chosen not to create a large team to ensure that responsibility for making our business more sustainable remains devolved to the delivery teams and that everyone takes responsibility.







# Appendices

## Appendix 1 – Our principles of strategy development

Principle	Response
<b>Evidence-led</b> – guided by research on local needs.	We have conducted extensive analysis of societal and local issues, including commissioning comprehensive primary research on what effects wellbeing in the places in which we operate. This approach underpins our evidence base, focuses our priorities, and creates a baseline for this .
<b>Outcome focused</b> – understanding impact as about improvements in wellbeing.	We adopt community wellbeing as our ultimate measure of impact in our places and have invested in a rigorous research process to better understand and track it over time, meaning we can publish this strategy with a comprehensive baseline already in place.
<b>Prioritising the most pressing needs</b> – using established government measures and stakeholder input.	We prioritise responding to the needs that perform most poorly in our places, using established government measures and benchmarks to help highlight notable results. We have cross-checked this with the key needs for lower income respondents as well as through other available data sources and stakeholder engagement.
<b>Involving stakeholders being collaborative</b> – undertaking comprehensive community engagement to inform our aims and approach, especially with those typically under-represented.	We have segmented our stakeholders and undertaken a series of focus groups to better understand what affects their experience of the neighbourhoods we help manage and drives their wellbeing. This has included specific engagement and focus groups with segments of stakeholders typically less represented, including young people and those living in social housing, to test the data resonates with their experiences and identify what we are missing.
<b>Keeping measurement real</b> – using understandable and credible measures on key issues.	The needs identified in our evidence base forms the starting point for the aims of this strategy, which we have refined by what stakeholders were most concerned by and where we can credibly effect change. We have chosen not to monetise our impact, believing that real-life outcome measures are more useful and understandable for us and our stakeholders.
<b>Tracking progress towards outcomes</b> – using shorter term targets to keep us on track.	Seeing changes in wellbeing data takes time. We will be re-testing against our baseline every two years but through detailed Theories of Change for each local target outcome will also establish shorter term targets to help track our progress.
<b>Independent verification</b> – working with experts and seeking independent input.	We commissioned the wellbeing research programme with Simetrica Jacobs, global leaders in social value and wellbeing measurement, and further verified the approach with the London School of Economics. We have also worked with Hillbreak to develop this strategy, provide challenge, and advise where necessary.
<b>Being collaborative</b> – recognising the value of partnership approach to addressing local needs.	We have consulted local partners in developing this strategy and will continue to work collaboratively in delivering it, as well as convening and influencing others with a role to play in helping address local needs.
<b>Evolving our approach</b> – always seeking to align with best practice.	We have aimed to align with emerging best practices wherever possible but as recognised definitions and standards become more established, we will update and evolve our approach.





Appendix 2 – Needs analysis summary

Scale	Framework/document	Key needs/priorities we can contribute to
Global	UN SDGs	<b>Goal 3:</b> Good Health and Wellbeing <b>Goal 8:</b> Decent Work and Economic Growth <b>Goal 11:</b> Sustainable Cities and Communities
	OECD Wellbeing framework	Work and Job Quality Wellbeing Housing Environment Quality Civil Engagement
National	Levelling Up the United Kingdom	<b>Mission 5:</b> Wellbeing <b>Mission 6:</b> Pride in Place <b>Mission 7:</b> Housing
	National Planning Policy Framework	<b>Social objective:</b> “To support strong, vibrant and healthy communities, by ensuring that a sufficient number and range of homes can be provided to meet the needs of present and future generations; and by fostering well-designed, beautiful and safe places, with accessible services and open spaces that reflect current and future needs and support communities’ health, social and cultural well-being.”
City	The London Plan	<b>GG1 Building strong and inclusive communities:</b> To build on the city’s tradition of openness, diversity, and equality, and help deliver strong and inclusive communities. <b>GG3 Creating a healthy city:</b> To improve Londoners’ health and reduce health inequalities. <b>GG4 Delivering the homes Londoners need:</b> To create a housing market that works better for all Londoners. <b>GG5 Growing a good economy:</b> To conserve and enhance London’s global economic competitiveness and ensure that economic success is shared amongst all Londoners.
	Liverpool City Region Plan for Prosperity	<b>Fairer:</b> “A leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive action to tackle inequality and provide more opportunities for all our residents” <b>Stronger:</b> “A hub of good business and innovation on the international stage. We will have secured investment, both internally and from outside the city region, to continue to develop our distinctive specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents”
Borough	Westminster City Plan	<b>Objective 2</b> - Enable job growth across a range of sectors vital to the UK economy and ensure those from disadvantaged backgrounds benefit from the opportunities this presents. <b>Objective 9</b> - Make sure our neighbourhoods continue to thrive.
	Westminster City for All	<b>Vibrant communities</b> “Residents live in high quality homes and affordable housing is built across the city” “Residents are healthy and live well for longer” “Children and young people have the best start in life People feel safe wherever they are in Westminster” <b>Thriving economy</b> “Residents secure high-quality education, employment and training opportunities.” “Residents and local businesses share the benefits of sustainable economic growth.” “Westminster is a destination of choice for employment, business and tourism.”





Appendix 2 – Needs analysis summary

Scale	Framework/document	Key needs/priorities we can contribute to
Neighbourhood	Indices of Multiple Deprivation (2021)	<p>Overall, both Mayfair and Belgravia are much less deprived than Westminster and Greater London. They also score very similarly to each other on all metrics.</p> <p>However, Mayfair and Belgravia have relatively high deprivation scores for Barriers to Housing and Services, and Crime.</p> <p>Mayfair and Belgravia are less deprived in terms of Education, Skills and Training and Employment. They are much less deprived than Westminster in terms of Health Deprivation and Disability and Income.</p> <p>However, both are more deprived than Westminster in terms of Living Environment (and Westminster is already considerably more deprived than Greater London on this metric) which measures dimensions of the indoor and outdoor living environment such as quality of housing and air quality.</p>
	West End Ward Profile (2021)	<p>Population of almost 20,000 with above Westminster average proportion of 18-64, below average 0-17 year olds and slightly below average 65+ population.</p> <p>Most households are single person (82%), followed by lone parent (10%), couple with children (4%), couple without children (4%). More people live alone in this ward than the Westminster average.</p> <p>23% of children receive free school meals, an indicator of the proportion of families financially stressed.</p> <p>Excluding English, the top three languages at home comprise other European languages (45%), South Asian languages (15%) and East Asian languages (13%). Italy is the most prevalent country of origin outside of the UK. The ward is slightly less diverse than Westminster, but more diverse than London overall.</p> <p>West End ward is within the 30-40% most deprived in the UK, with areas in the east of the ward more deprived than the west. The proportion of residents claiming out of work benefits is greater here than the Westminster average.</p> <p>West End’s local economy hosts 216,225 jobs, accounting for 30.5% of all jobs in Westminster. There are 19,767 businesses in the West End ward, which account for 36% of the total businesses in Westminster. West End makes up 34% of Westminster’s total GVA.</p>
	Knightsbridge and Belgravia Ward Profile (2021)	<p>Population of almost 20,000, with an age split broadly in line with the Westminster average (17% 0-17, 69% 18-64, 65+ 14%). No children in the ward were receiving free school meals.</p> <p>Excluding English, the top three languages at home comprise other European languages (45%), East Asian languages (16%), South Asian languages (14%). Italy is the most prevalent country of origin outside of the UK. The ward is less diverse than West End ward and Westminster, but more diverse than London.</p> <p>The ward is within the 30-40% least deprived in the UK, with areas in the north more deprived than the south-east. The proportion of residents claiming out of work benefits is significantly less than the Westminster average.</p> <p>The local economy hosts 34,815 jobs, accounting for 4.91% of all jobs in Westminster. There are 1,888 businesses in the ward, which account for 3% of the total businesses in Westminster.</p> <p>This ward makes up 5% of Westminster’s total GVA.</p>





## Appendix 3 – Commitments

The following section details the commitments we are making in relation to each of the ambitions and measures outlined in the strategy.

### Places - Acting on local drivers of wellbeing alongside meaningful community engagement

Key ambitions	Measures	Commitment
Increased community and occupier wellbeing in the properties and places we manage.	Community wellbeing in our places (measured through place specific wellbeing drivers)	Continually deepen our evidence base and understanding of local needs through rigorous research and meaningful engagement.
		Track and address the priority issues impacting community wellbeing through how we shape and manage places.
		Advocate for and convene other local stakeholders around priority needs.
		Develop approach to better align occupier selection with local needs.
		Address local needs such as sense of safety, improved local green spaces and public realm.
	Occupier wellbeing in our properties (% of new developments awarded healthy building certification)	Ensure all new developments meet an accredited wellness certification and develop a target for, and approach to, upgrading existing office stock too.
		Consistently track occupier wellbeing and explore use of neuroscience to learn from the experiences of our occupiers.
Increased economic diversity in the places we manage.	Supplier spend with local businesses, SMEs, and social enterprises (% of total)	Develop an approach to measuring our financial spend with local businesses, SMEs and social enterprises and establish a baseline to measure future improvements.
	SME occupiers (# and %) and jobs enabled (#)	Evolve approach to aligning occupier selection with inclusive growth and local economic benefit.
	Business diversity (Shannon-Weaver index)	Increase economic diversity of our places to create varied employment and enterprise opportunities.
	Accessible units (# and %) and/or space upgraded to improve accessibility (sq. ft)	Create clearer guidance to enable our teams to continually improve the accessibility of our properties and places and create more diverse opportunities.
	Local and ‘Good’ employment, in line with the GLA’s ‘Good Work Standard’ (# signatories)	Encourage our occupiers to prioritise local employment (from the appropriate borough/local/city authority area) and provide employment opportunities in line with the ‘good work standard’. (# signatories)
	Apprenticeship starts (#) and funds shared (£) in the community via our Apprenticeship Levy	Help fund apprenticeships in the wider community (via sharing our Apprenticeship Levy) to enable business growth and support ‘good work’ opportunities for local people.
	Social charter or social impact lease terms sign ups/leases (# and %)	Develop a charter (or equivalent) that encourages our occupiers to support our social impact aims and actively participate in the local community.
A meaningful voice for communities with more than 80% agreeing we uphold our engagement commitments.	Communities agree that we have upheld the commitments made in our Community Charter, Positive Space (%)	Monitor implementation of our Community Charter and continue to upskill our employees to deliver it.
		Review and update the commitments made in our Community Charter to exceed evolving best practice and ensure appropriate to the nature of our activities.

We will also track (but not set targets for) the following metrics to better understand the socio-economic contribution of our places: • Residential and affordable, retail, workspace, green space created and managed (sq. ft and proportion) • GVA • Retail occupancy (%)





Appendix 3 – Commitments

Team - A diverse and engaged workforce equipped to maximise social impact

Key ambitions	Measures	Commitment
Broaden our appeal to underrepresented parts of our society to be more representative of the national population	Track representation of women in senior roles (% of workforce).	Internal and external mentoring programmes that support women, including participation in Moving Ahead’s Mission Gender and Mission Include.
	Track representation of ethnically diverse employees (% of workforce).	Explore software solutions to increase diversity of applications.
		Launch an employer brand with a key goal of attracting more people from diverse backgrounds and with different perspectives.
		Increase participation in external mentoring programmes supporting employees from ethnic minorities, such as We Rise In leadership programme.
	Publish our Gender and Ethnicity pay gap annually.	We share our gender and ethnicity pay gap externally with appropriate action plans.
	Employees telling us they work for an inclusive organisation (% of workforce).	Continue investing in a comprehensive employee wellbeing approach that supports and enables our people to be at their best.
		Further develop our Belonging and Inclusion programme that includes a focus on inclusive habits, 360o manager feedback and self-awareness tools.
		Develop and implement a new disability policy to better support those with different abilities and in turn the accessibility of our places.
		Broker further partnerships with external experts and organisations to inform our approach such as Bridge Group, Stonewall, and Inclusive group.
	Participation in employee-led culture groups (% of workforce).	Actively support a range of employee-led networks and communities that support diversity and inclusion as well as encourage the sharing of different insight, experiences and perspectives. Identify opportunities to extend these networks and learnings to the places and communities we work with.
Improved sector inclusivity by increasing the number of students we reach from local communities.	Apprenticeship roles (#)	Apprenticeship roles (#)
	Students reached (#)	Continue delivery of our targeted engagement programme for local schools and higher education institutions to increase awareness and accessibility of the sector.
Improved social impact knowledge and skills of staff with more than 90% of staff feeling they have the capabilities to deliver our social impact strategy.	Training hours (#) and employees (% of workforce) that feel they have the capabilities to deliver this strategy	Equip our people with the knowledge and skills to maximise the potential for positive impacts in their every-day decision making.





## Appendix 3 – Commitments

### Partners - Collaborating to deliver inclusive growth and improve wellbeing

Key ambitions	Measures	Commitment
All suppliers compliant with our Supply Chain Charter and our largest suppliers reporting their environmental and social impact.	Supply Chain Charter sign up (%) Suppliers reporting on environmental and social impact (as % of spend)	Ensure all suppliers sign up to our Supply Chain Charter, which sets the standards we expect suppliers to meet in relation to promoting health and wellbeing, fair employment conditions, inclusive and equitable employment opportunities, community participation.
		Offer support and training to our supply chain in meeting our social aims and invite feedback to ensure we learn from their experiences.
		Review our Supply Chain Charter, broadening its applicability to reflect the spectrum of partners we work with and their fundamental role in helping deliver our priorities.
		Develop guidance for assessing the procurement of products and services, and the companies we invest in and with, against a range of social criteria.
Maximise leveraged impact by better engaging occupiers in our social impact aims through development of a charter and/or lease terms that support this strategy.	Spend with local businesses, SMEs, and social enterprises (% of total)	Increase our % of corporate spend and encourage and enable our partners to spend with local businesses, SMEs, and social enterprises.
	Jobs enabled and local employment (from the appropriate borough/local/city authority area) (# and %)	Encourage and enable our partners to hire locally.
	Leveraged support for local initiatives (£)	Involve and seek support from our partners for local initiatives and Greener Futures, our community investment programme.
	Occupier social charter or equivalent sign ups (#/%)	Develop a mechanism for incentivising our occupiers to deliver positive local impacts through their operations (e.g., through a Social Charter and/or reasonable endeavour social clauses in leases).





## Appendix 3 – Commitments

### Philanthropy - Building long-term partnerships with charities and organisations that support local need

Key ambitions	Measures	Commitment
Maximise opportunities for children and young people in Westminster through funding via the Westminster Foundation.	Beneficiaries (#)	To inspire children early in life with opportunities designed to prevent long-term systemic problems in rural and urban communities. 100k of grant funding every year via the Westminster Foundation to support charities and community organisations which help improve young people’s access to nature.
	Projects (#) and combined support (£)	
Enable community led climate action and support access to green training and jobs through our community investment programme Greener Futures.	Beneficiaries (#) including people starting training (#)	Long term charity partnerships to fundraise and volunteer for a programme which support training and jobs in the green economy for disadvantaged communities.
	Projects supported (#), people benefitted (#)	Minimum 100k of funding provided every year via Greener Futures with the London Community Foundation and Community Foundation for Merseyside to support grassroots organisations in taking climate action.
	Improved environmental awareness (%) and wellbeing (%)	
	Time volunteered by Grosvenor staff (hours)	Fundraise and volunteer for our charity partner to improve local green spaces and community gardens in disadvantaged communities.
	Improved awareness of local community on opportunities to access nature (%)	100k of grant funding every year via the Westminster Foundation to support charities and community organisations which help improve young people’s access to nature.
At least 2,000 staff volunteering hours completed each year through local charities.	Charities benefitting from subsidised office space (#) and use of our spaces (hours)	Provide subsidised charity office accommodation in central London and share use of other spaces we manage with charities to support their local activities.
	Financial support (£) and time volunteered by Grosvenor staff (hours)	Provide financial support and time to support active local networks of charities and community organisations, focusing on organisations which help respond to priority local needs identified via wellbeing research.



Communities + Places  
+ Ambition + Wellbeing +  
Partnership + Growth  
=  
People Positive