

OUR CORPORATE SOCIAL RESPONSIBILITY



CORPORATE SOCIAL RESPONSIBILITY

At Delancey we have a passion for property. It is an enthusiasm that goes beyond the recognition that real estate can be an effective investment vehicle; we are also conscious that property development has a huge impact on society.

We all live, work, shop and relax in the buildings that the real estate profession plans, designs and constructs. We have a responsibility to ensure that the developments make a positive contribution so that all of our stakeholders benefit – be it tenants, consumers, partners, investors or the wider community.

The company looks to participate in projects which enables it to positively contribute, whether through schemes operating within the locality of the portfolio assets or that are related to the industry in which Delancey operates. It takes pride in the planning, design and construction of each development and understand the responsibility it has to all of its stakeholders including tenants, consumers, partners, investors and the wider community.

Delancey and its platform businesses continuously seeks out ways to make much needed financial and in-kind contributions to the community and support several charities and deserving causes in the world of art, culture, education and health, as well as in more recent times providing vital support during COVID-19. These include amongst others: Dads House, a charity who provide support services and foodbanks for those who are struggling to put food on the table especially during the pandemic; East End Community Foundation, a charity dedicated to increasing opportunities for people living in the East End; The National Portrait Gallery's Schools and Hospitals Programmes across London; Snow-Camp youth charity; Young Minds; The Globe Theatre; and the UK's largest children's chess competition, the Delancey UK Schools Chess Challenge. For a wider list of who Delancey have supported to date you will find this at the back of this document.



Delancey UK Schools Chess Challenge



Elephant & Castle Community Hub chair yoga classes



East End Community Foundation care packages

Delancey has always valued and been aware of a building's surroundings and whether directly or indirectly sought to be involved beyond the doorstep.

The Delancey team has been involved in creating and managing a number of places that people want to be in and has an absolute, over-arching commitment to:

- Investment into the built environment
- Working with occupiers, residents and businesses, to form and sustain a strong and vibrant community
- Being innovative in tailoring what we do to the changing needs within the community as the neighbourhood develops over time.



Earls Court Youth Club workshop



Snow-camp alpine challenge trip



Elephant & Castle Community Hub kids and teens class

CASE STUDY ONE

GET LIVING

GROWING AND STRENGTHENING OUR COMMUNITIES

*NEIGHBOURHOODS
ANCHORED IN
THEIR LOCALITY
AND SENSITIVE
TO THE LOCAL
ENVIRONMENT
ARE MORE VIBRANT
PLACES TO LIVE*



Mirabelle Gardens, East Village, East London

GET LIVING

In 2013 Delancey launched its build-to-rent platform business, Get Living, determined to change renting for the better. Get Living's first and flagship neighbourhood, East Village, led the legacy of the London 2012 Games transforming the former London 2012 Athletes' Village into a vibrant community of more than 6,000 residents and 25 independent businesses. The Get Living team now work across three residential-led neighbourhoods - East Village London (E20), Elephant Central London (SE1) and New Maker Yards at Middlewood Locks, Manchester – with plans to grow to 15,000 homes across the UK.

Get Living recognises that neighbourhoods anchored in their locality and sensitive to the local environment are more vibrant places to live and where people choose to live for longer. This has been clearly demonstrated during lockdown, when we were all restricted to spending time in our homes and immediate local neighbourhoods, and when local green spaces became even more precious.

Get Living is not just changing renting for the better; its neighbourhoods create wider social, environmental and economic benefits – also known as social value – for local and surrounding communities.

Social value creation then grows through the lifetime of a neighbourhood, as relationships are built and partnerships are forged. Get Living is backed by long-term investors who share its values and who want to see its neighbourhoods continue to grow and thrive.

This commitment means Get Living creates strong partnerships with impactful local organisations. Since its launch in 2013, it is estimated that Get Living has given more than £500,000 of support to charitable and community causes.



Yoga classes at East Village

E20 FOOTBALL FOUNDATION

E20 Football Foundation is a programme supported by Get Living and Triathlon Homes, offering East Village and Chobham Manor residents free football training and tournaments.

When outdoor sport was disrupted by Covid, Jonathan and his team launched an impressive programme of online activities to keep local families active during lockdown – reaching more than 1,800 people.

Over the summer holidays they delivered a six-week summer sports programme in accordance with the sport governing body's COVID-19 safe guidance. The team saw how through structured sports sessions, coaching and mentoring, East Village young people developed respect for themselves and others.



E20 Football Foundation football players



E20 Football training in action

EAST VILLAGE MENTORING PROGRAMME

Since spring 2020, the Team East Village community team has been working with Chobham Academy Secondary School and XLP, a charity focused on empowering young Londoners, to support a group of young people that live in East Village that were considered vulnerable.

As a team, they have been speaking regularly to their families and the young people over the phone to check how they are coping. Get Living donated several arts and craft packs, which have been using as prizes for challenges.

The team has seen how a positive relationship can restore a young person's trust in people. The team is now planning to develop the mentoring program with further support from XLP and the E20 Football Foundation.



Fun and games at East Village



Chobham Academy mentoring

ROSETTA ARTS CENTRE

In June 2020, five local Newham resident artists were selected to join the first Rosetta Artist Accelerator scheme. The scheme, supported by Get Living and the Foundation for Future London, provides a bursary, studio space, mentoring to accelerate the careers of local artists.

An opportunity provided by the programme involved these artists delivering a series of community consultations to shape the Mayor of London's Covid-19 memorial honouring key workers and Londoners who have lost their lives. In 2021 33 trees – one for each London borough – will be planted close to East Village in Queen Elizabeth Olympic Park.

The first year of the programme will end in summer 2021, with an exhibition of works planned in East Village.



Polaroids from Rosetta Arts Centre



Get Living supports Mind in Salford



MIND IN SALFORD'S MINDFULNESS PROJECT

Get Living teamed up with charity partner Mind in Salford to create a 'Mindful Christmas Tree' at New Maker Yards to help make a positive difference to the mental health of the people of Salford during the festive season.

More than 300 messages within baubles including self-care reminders and information of Mind's support services, helped uplift spirits for those who may be struggling with feelings of anxiety and loneliness at Christmas.

Mind in Salford became a Get Living charity partner after New Maker Yards residents were asked which local charity they would like to see the team support. Since then, £5,000 has been donated to Mind in Salford.

SUPPORTING LOCAL FOODBANKS IN LONDON AND MANCHESTER

In addition to the £6,500 donated to foodbanks in the first weeks of lockdown, Get Living extended that support in the run up to Christmas, this time actively engaging residents to encourage further donations.

Across all three neighbourhoods 1,150 Christmas gift bags were delivered printed with the message: "Baby it's cold outside. Stay home". Inside Get Living included a £5 donation on behalf of the resident to the local foodbank, donating a total of £5,425 to those most in need.



CASE STUDY TWO

ELEPHANT AND CASTLE TOWN CENTRE

DELANCEY'S APPROACH TO SUPPORTING AND INTEGRATING
INTO THE LOCAL COMMUNITY

*IT BRINGS
INCLUSION, NO
DISCRIMINATION*

*IT BRINGS
TOGETHER A
COMMUNITY*



The Elephant and Castle Community Hub opening party in 2019

ELEPHANT AND CASTLE TOWN CENTRE

The Elephant and Castle Town Centre redevelopment in Southwark incorporates the now closed 1960s covered shopping centre. From the outset, Delancey sought to establish the centre as a major contributor to the life of the local community. To do this a number of initiatives have been carried out to support the local neighbourhood.

Since 2014 we have supported a number of charities and organisations based in Southwark due to our work on the Elephant and Castle Town Centre. These organisations have been supported through receiving over £300,000 worth of charitable donations, as well as in-kind support.

Some of these include:



Our social value appraisal for the Elephant and Castle Town Centre project:

£200m+ investment in locality to date

£1bn future investment planned

1 physical and online community hub created providing sports, social and wellness activities

Sponsorship of the Southwark Business Resilience Awards for 2021

£300k+ in sponsorship and charitable donations

The online community hub has had over 25,000 views to date

ELEPHANT + CASTLE
TOWN CENTRE



Positive ageing social club

ELEPHANT AND CASTLE COMMUNITY HUB

In June 2019 the Elephant and Castle Community Hub opened in the shopping centre, offering a popular and well-attended range of free fitness and wellbeing classes, arts and crafts workshops running 5 days per week and welcoming more than 1,250 people per month.

In response to the COVID-19 crisis, a virtual Community Hub was launched in March 2020, taking the physical classes and community support initiatives online. The virtual Hub provides everything from arts and crafts classes and baby music sessions, to online quizzes and a weekly community choir practise. Since it launched there has been over 9,500 users to the hub. More recently the Community Hub has partnered with local charities and organisations including Disability Sports Coach, Art in the Park, and Arthritis Action who have hosted their own workshops on the virtual platform.

We are looking forward to reopening the Community Hub in a physical location once it is safe to do so, to ensure the local community can continue to benefit from the free activities and events that are available.

Lee, Community Hub Member

"It's been a godsend to the community because every day there is a different activity going on."

Krystal Stephens, Tutor KStepz Fitspace

"There's nowhere in Southwark that offers all these free activities."

Lexi Maize, Tutor Upside Down Dance

"Let's say someone doesn't like dancing so much, then they can access fitness classes. If they don't like fitness classes, they can do crafts. If they don't like crafts, they can do choir."

www.communityhubse1.co.uk
@Whatsonatelephant

ELEPHANT AND CASTLE COMMUNITY HUB



Performers at Elefit festival



A Concert for Winter at The Globe Theatre



Fun at Elefit festival



Silver Fit Cheerleading classes



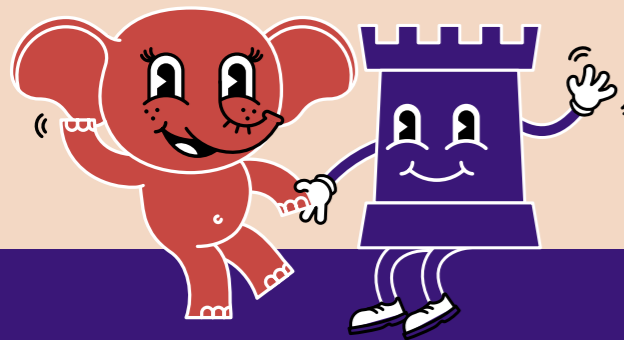
Virtual comedy night

CASTLE CHRONICLE

The Castle Chronicle is a local newspaper that launched in January 2021 and inside, the local community of Elephant and Castle can read all about what's going on in the area, including updates on the redevelopment of the town centre. Past editions include stories from traders in Castle Square, delicious new recipes to try at home and advertising space for local businesses. The Castle Chronicle is delivered to the full Elephant and Castle Opportunity Area of circa 15,000 homes on a quarterly basis.



Local publication, Castle Chronicle



Ella the Elephant and Chico the Castle, the Castle Chronicle mascots

COVID-19 SUPPORT

In April 2020 Delancey provided the charity 'Dads House' with a free unit, as well as food, in the Elephant and Castle shopping centre to run their food bank and support from. The food bank operated on Tuesdays and Fridays, they had 10 volunteers, plus 5 drivers including a food bank coordinator for the area.

In July 2020, Founder of Dads House, Billy McGranaghan contacted Delancey to say:

"I wanted to say a huge thank you to every single person who works for Delancey, for all the support we have been given from day one. And also every single person should be so proud that we have all been involved in Covid-19 together, because if it was not for you guys supporting us, so many families would have been lost."

To date, the charity has served nearly 14,000 families with an estimated 150,000 meals provided during the Covid-19 pandemic. Since the Elephant and Castle Shopping Centre closed in September 2020 Dad's House have focused their efforts from their food bank in Earls Court.



Billy McGranaghan and Luke Tydeman, Founder and Foodbank coordinator, outside Dads House

WORKSHOPS AND EMPLOYMENT

Since Keltbray, the construction engineering specialist group, started on site in October 2020 they have continued to seek out opportunities to engage with the local community.

As part of Keltbray's ongoing commitment to sustainability, in March 2020 Keltbray teamed up with Construction Youth Trust to deliver a school engagement. The main question raised to the Year 9 students at from Notre Dame School was 'What is sustainability and how do the choices we make affect the environment?' Milena, Keltbray's Group Environmental Advisor on the Elephant and Castle Project, was on hand to explain how the construction industry must balance time, cost and environmental impact when it comes to creating buildings. This opportunity allowed students to step into the shoes of a designer and decide which materials would be used to construct a new school.

A student from the group commented on why they enjoyed the session:

"We were able to learn what subjects we need to study to get the job, and we now understand how we can work to keep the environment as clean as possible for future generations."

As part of the development of Elephant & Castle Town Centre, we are committed to providing employment and apprenticeship opportunities for local people. In early 2021, Keltbray, our demolition contractor employed local resident Ewart as a Trainee Asbestos Operative for the project in Elephant & Castle. He has settled in well with the site team and will continue his career development within the Keltbray Group. There are more job opportunities on site and we are continuing to encourage local people to find out more.



Keltbray Apprentice Ewart working on site

CASE STUDY THREE

HERE EAST

COMMITMENT TO THE OLYMPIC LEGACY,
SUSTAINABILITY AND SOCIAL IMPACT

STANDOUT EXAMPLE OF RETROFIT AND SUSTAINABILITY IN THE BUILT ENVIRONMENT



Here East is a 1.2 million sq.ft campus on Queen Elizabeth Olympic Park home to a community of 4,500 people and growing

HERE EAST

Located in Queen Elizabeth Olympic Park, Here East is a 1.2 million sq ft tech and innovation campus. A catalyst for growth, it is home to over 4,500 academics and innovators, and is designed to foster collaboration, allowing its community to innovate, scale and grow at pace. Tenants include Plexal (Here East's dedicated innovation centre), Fiit, Ford Smart Mobility, Studio Wayne McGregor, Matchesfashion, and The Trampery on the Gantry, which provides 21 studios for local artists and designers. There is a significant education presence with Loughborough University London, UCL, Staffordshire University's Digital Institute and the LMA.

Once the Press and Broadcast Centre for the 2012 Olympic Games, Here East is committed to continuing the Olympic legacy in London and ensuring that all Londoners feel the benefits of the campus, offering a wide variety of educational and vocational community schemes, events and programmes for young people from the surrounding boroughs in collaboration with the businesses and institutions on-site.

Here East is a standout example of retrofit and sustainability in the built environment and continues to place social impact at the heart of the campus. In November 2020, it was awarded the National Social Impact Commercial Award at the inaugural RICS Social Impact Awards 2020, recognised for its minimal environmental impact in construction and use, its carbon reduction progress, and praised as a leader in sustainability in the built environment.

Here East was also celebrated for its positive social impact and commitment to fulfilling an economic and social need in the area through its mentorships, community and educational programmes – such as its Career Insights Days, EAST Education Summer School, and People's Pavilion project in partnership with RIBA and Beyond the Box.

In January 2021, Here East launched a new scholarship programme to support local young people in east London through higher education courses at the world-class universities based on campus - Staffordshire University London and LMA institution for media, music and performing arts. Open to secondary school pupils currently residing in Hackney, Newham, Tower Hamlets and Waltham Forest, the programme will deliver on-the-ground impact to the east London community and supporting the potential of young people in the area through the world-class institutions and business on the campus.



To celebrate 50 years of the internet Here East hosted local schools to explore the history of the internet and what the next 50 years will look like through a comic book workshop

DELANCEY'S ESTATE MANAGEMENT ETHOS

Where possible, our estate management methodology includes:

The management team being co-located within the community and a recognisable face within it.



Summer fun at Victory Plaza, East Village

Retaining freeholds in order to invest in the local environment and controlling leasehold lettings policies on commercial and residential accommodation in order to maintain a balanced but diverse tenant mix.

Working in partnership with the local Council and other public bodies to ensure a 'joined up' approach to delivering wider public services and a safe environment to residents.

Avoiding commercial 'short termism' with respect to the creation and maintenance of a safe, diverse and vibrant environment.

Making mixed use, mixed tenure development 'work' in terms of minimising conflicts that arise within buildings and neighbourhoods.

Overseeing the provision of high quality block and plot building services and estate management.



View of ArcelorMittal Orbit from East Village, East London

Managing public spaces that are safe and managed in a way that provides planned and unplanned opportunities for residents to interact with one another and in doing so foster community spirit.

To create a framework of interaction and dialogue to help people to be neighbourly when and if they want to be.

In addition to the above, we do not use customer service financial benchmarks or independent organisations. Instead we rely on forging close relationships with our occupiers and key stakeholders in order to promote open communication and a culture of rapid resolution of problems.

CASE STUDY FOUR

ARC SHOPPING CENTRE, BURY ST. EDMUNDS, SUFFOLK

DELANCEY'S APPROACH TO PARTNERSHIP WORKING,
HIGH QUALITY DESIGN AND ESTATE MANAGEMENT

WE COULD
ALWAYS TRUST
THEM TO
WORK WITH US
TO ACHIEVE
THE DESIRED
OUTCOME

ARC SHOPPING CENTRE

In Bury St. Edmunds, Delancey, in partnership with Centros, developed a mixed use, 'open' shopping centre on the former site of the town's Cattle-market comprising 300,000 sq ft of retail, 62 residential units and a multi-use public building. The project, designed by Hopkins Architects, opened in March 2009 and was awarded a British Council of Shopping Centre Gold Award.

From the outset, the needs of the community in respecting the character, scale and form of the historic town were paramount. As a result, Delancey oversaw the careful and sensitive management of relationships with town interest groups and established itself as a trusted and valuable member of the town's social and commercial fabric. It achieved this by:

- Being at the forefront of promoting the town and reversing the leakage of spend to neighbouring towns and by doing so allaying concerns of local retailers that they would suffer as a result of the new development
- Ensuring that the innovative design, featuring a range of novel features, was properly commissioned
- Creating, establishing and overseeing the managed interface between 62 residential owner occupiers, tenants and retail users. This included the brokering of an understanding in relation to the times of deliveries and placing outdoor furniture onto the street which had initially caused upset amongst residents, many of whom were of retirement age and more used to living in a rural location.

Cllr Sara Mildmay-White,
Deputy Leader of St Edmundsbury Borough Council and
Portfolio Holder for Economy and Asset Management

"From the outset it was clear that Delancey as investor, together with its developer subsidiary Centros, shared our vision for expansion of the retail heart of Bury St Edmunds through a mixed-use development of high-quality architectural design focused on successful place-making. The developer's team understood our agenda, and we could always trust them to work with us to achieve the desired outcome."

"The award-winning finished development is already bearing fruit for the town, helping it thrive during the recent economic downturn. Car park usage across the town is significantly up, as is footfall. Independent retailers also tell us that trade is up; there's a burgeoning community now living above the new shops; and the new public venue – which was born out of the developer's consultation – is proving to be a great success."



The Arc Shopping Centre, Bury St. Edmunds

CASE STUDY FIVE

N1, ISLINGTON

DELANCEY'S APPROACH TO ESTATE MANAGEMENT & COMMUNITY ENGAGEMENT

*MAKING PEOPLE
ACROSS ALL SOCIAL
BACKGROUNDS
FEEL GOOD ABOUT
BEING IN A PLACE,
BUILDING OR
ENVIRONMENT*

N1, ISLINGTON

Our involvement in Angel, Islington went back to 1995, with the centre opening in 2002 when we began working closely with the Council and other local stakeholders to form and run the Angel Town Centre Management operation.

From the outset, Delancey provided financial and personal support to the running of ATCM/BID and we believed that it was imperative we assisted the management of the area outside the N1 Centre in order to make the area as a whole an attractive retail and leisure destination.

We take a long term view in the way we select the right mix of quality tenants to ensure the area is one that can compete more effectively as a retail centre against surrounding competition. Many developers will let centres to tenants who will pay the highest rents. This produces the best short term profits for the developers. We do not do this as we believe we can achieve this over a longer period by ensuring we get the right tenant mix that will attract more shoppers to visit but at the same time provide the local population with the shops they want. To do this we need to understand the social make up of the neighbourhood or area so we can refine the type of tenants to the people that live in the area. N1 in Islington is an excellent example of this approach where we created a critical mass of fashion brands that increased visitors to the area by an estimated 30% and took spending away from the West End. This meant that more of the

spend stays within the local area and helps contribute more money to the local tax base. This meant that more money can be spent on services in the area benefiting everyone.

As part of our long term commitment to areas and neighbourhoods, we had to be passionate about getting the day-to-day property management, maintenance, security and cleaning right. We worked with a select number of managing agents who were directly controlled by our Asset Management team. They ensured that a top quality management presence was set up on site to run the buildings and public realm. They monitored CCTV system (if provided) which was linked into a wider town centre system, operate refuse collection, security and cleaning staff as well as property and garden maintenance. They were also able to ensure that the flat resident's needs are catered for and that this element works well with the retailers. An important part of this was to manage and control deliveries to the retailers at certain times of the day to remove any noise nuisance at night to the residents. The on site management also coordinated the recycling and removal of residents and retailers refuse.



N1, Islington

Again through our involvement in BIDs and Town Centre management groups such as the Angel BID in Islington, we have extensive experience in operating these services for the benefit of all residents in the area. For example, the Angel BID operated an 8 person retail crime squad with the Metropolitan Police targeting anti social behaviour and shop lifting in the main retail area. This led to a huge reduction in these crimes which not only benefited the shops but made the residents in the area feel safer and more secure. Other BID initiatives included a recycling project for all businesses and residents in the bid area where the increased scale of our buying power reduced costs substantially for refuse removal and a street washing program that made the public realm a much more pleasant place to be in.

Creating and maintaining successful and attractive places to live requires the same skills and long term commitment needed to create and maintain successful and attractive town centres, whether used for retail, restaurant, or leisure uses. It is about making people across all social backgrounds feel good about being in a place, building or environment. We have to understand that shoppers and residents have a choice over where they live, shop and play. Our approach is to make the areas we invest in better places than the competition.



N1, Islington

DELANCEY'S OVER-ARCHING COMMITMENT TO CREATING AND MANAGING PLACES

Place making is one of the most important things we do on a day-to-day basis. Delancey and the members of its team have detailed experience in creating high quality spaces that people enjoy.

As the development and strategic asset management lead, Delancey has particular skills in place making and tailoring its approach to the particular characteristics of the neighbourhood they serve, as the case studies will help to demonstrate.

Finally, and most importantly, we take great care to ensure that we make a positive impact upon the environment – both during the planning and construction of our developments and in our daily business activities.

Creativity has a dual aspect, the insight to take a step back, to gain oversight and the disciplined focus on the detail. Often our work is the art of connection, the drawing together of disparate ideas and attributes.

Investment into the built environment.



The Mirror Maze at East Village



50 years of the internet at Here East

Being innovative in tailoring what we do to the changing needs within the community as the neighbourhood develops over time.

Working with residents to form and sustain a strong and vibrant community.



Summer fun at Victory Plaza, East Village



Canalside yoga at New Maker Yards

CASE STUDY SIX

THE ROLLS BUILDING, FETTER LANE,
LONDON & HER MAJESTY'S COURT SCHEME

DELANCEY'S APPROACH TO DELIVERING A SUSTAINABLE BUILDING

*SUSTAINABILITY
AND GOOD PLACE
MAKING ARE
AN ESSENTIAL
INGREDIENT IN
CREATING VALUE*



Queen Elizabeth II visits The Rolls Building

THE ROLLS BUILDING

Delancey recognise that sustainability and good place making are an essential ingredient in creating value. In the UK, Delancey completed The Rolls Building (off Fetter Lane in the City of London) which achieved a BREEAM Excellent designation. The development began as a speculative office development but attracted HM Government due in part to its targeted environmental performance. As a result, Delancey agreed to adapt the building to house the UK's new commercial and business courts incorporating 42 court and hearing rooms as well as some office space let to a third party.

BREEAM Rating

- Excellent (Offices and Courts)

Combined Cooling, Heating and Power

- Carbon emissions reduced by up to 17%

Heat Recovery

- Recover heat from warm office extract air to minimise energy consumption

Energy Efficient Plant

- High efficiency chillers and boilers reducing carbon emissions a further 2%

Air supply

- Multi-service chilled beam air-conditioning systems with lower energy consumption

High Efficiency Lighting

- Complying with CIBSE Lighting Guide 7 'Lighting for Offices'

Façade Thermal Performance

- Low-E glass for lower solar gain & heat loss

Insulation Materials

- Zero ozone depleting potential and low global warming potential materials used

Material Selection

- Materials selected with a low environmental impact to gain Green Guide 'A' rating.

Environment and Travel

Landscape

- Terrace garden and re-landscaping to create plaza fronting Fetter Lane

Nature Conservation and Biodiversity

- Bat and bird boxes to support new wildlife, as recommended by the Ecological Survey

Local Transport

- Close to numerous public transport interchanges to reduce congestion and transport related emissions

Travel Plan

- The travel plan identifies the available non-car modes of transport

Cycling Provision

- High cycling provision including 115 cycle spaces, drying room and 6 showers.

Reduce, Reuse, Recycle

Water Efficiency

- Appliances and management systems designed to minimize water use

Recycling

- Central recycling point

Sustainable Specification

- Components from recycled sources including timber from sustainable plantations

Construction waste

- Reuse of demolition arisings
- Careful management of waste with over 98% of site generated waste recycled.

In Construction

Neighbours

- Regular liaison with neighbours including Monthly Newsletter, weekly updates, open day and regular meetings offered

Considerate Contractors

- Members of both the national and City of London schemes

- Scored 36 out of 40 (the BREEAM "Excellent" rating requires 32)

Business Action on Homelessness

- Three BAOH candidates helped back into the workforce in each of 2008, '09 and '10

- Apprenticeship placements with concrete, blockwork, joinery and painting contractors

Health and Safety

- Zero RIDDOR-reportable incidents in 2010 with over 1m man-hours worked since last RIDDOR

- 2 RIDDOR incidents over 3.5 years of construction.

DELANCEY & SUSTAINABLE, COMMUNITY AWARE DESIGN

Delancey understands that commitment to delivering places that have economic, social and environmental value are powerful drivers in ensuring the commercial success of its projects in a rapidly changing world. We are committed to integrating sustainability, both social and environmental initiatives into our business strategy throughout our planning, development and asset management activities.

We operate a Responsible Investment Strategy which monitors and measure relevant impacts for our client's assets. This includes consideration of the social impacts so that our departments strive to make a positive contribution to occupiers and the wider community to create vibrant residential and commercial neighbourhoods.

To contribute to the sense of place for burgeoning communities Delancey looks to:

Understand the history of the site or building(s) and the people that live and work there, its character, demography and cultural personality.



Provide a strong landscaping strategy that relates to the architectural quality and provides both public and private spaces.

Managing public spaces that are safe and managed in a way that provides planned and unplanned opportunities for residents to interact with one another and in doing so foster community spirit.

To create a framework of interaction and dialogue to help people to neighbourly when and if they want to be.

Provide variety in design, while integrating with established buildings and urban realm to provide an overall coherence and richness of character.

Design interior spaces which are functional, flexible and fit for purpose.

Ensure integration into the wider communities by creating a series of buildings and public spaces that define routes, integrate with the masterplan and knit into the surrounding context and where applicable using corner sites as 'landmark buildings'.



Use temporary facilities and landscaping to provide a welcoming environment during all stages of construction.

GIVING BACK TO OUR COMMUNITIES



A Snow-Camp trip group shot

DELANCEY'S OTHER PLATFORM BUSINESSES CSR WORK

Delancey has considerable experience of leading and contributing to effective strong, community based organisations that work in partnership with public sector bodies and private occupiers in order to provide cleaner, safer neighbourhoods.

ALPHA PLUS

Alpha Plus is a schools business owned by clients of Delancey, that provides facilities for local community groups outside normal school hours. The key requirement is sensible forward planning and organisation to ensure that users are not in conflict with that of a school.

Thanks to the enormous generosity and the hard work of pupils and parents in their schools, every year they are able to support a large number of charities, both local and international. During the 2019/20 academic year, Alpha Plus Group and its school and college communities raised over £600,000 for charitable causes, with environmental, educational and community concern at the heart of their fundraising.

Some of the charities sponsored in 2021 were: Skylarks, The Royal Parks Foundation, St Mary's Hospital 'More Smiles Appeal', The Gold Standard Charitable Trust, Macmillan Cancer, Refettorio Felix at St Cuthbert's Church, Roald Dahl's Marvellous Children Charity, Ronald McDonald

and Canine Partners. Internationally, their schools and colleges have supported charities such as Stand By Me, which establishes schools, homes and care centres for abandoned children in eleven countries, and Rwanda Aid which funds the building of new classrooms and facilitates a teacher mentor scheme in Rwanda. The group also proudly continues its support for a United World School in Cambodia. Because of practical challenges to fund-raising during the pandemic, our school and college communities had to come up with new and ingenious ways to fundraise this year. Some launched sponsored walks, others virtual sport challenges, foodbanks and Christmas presents collections, mufti days and more.

In April 2020, Alpha Plus Group also established a Hardship Fund to help families affected by the pandemic to pay Summer and Autumn term school fees. The Fund, which has now closed, made grants totalling over £1.5m to more than 300 families.



Wetherby Preparatory, West London, Alpha Plus Group

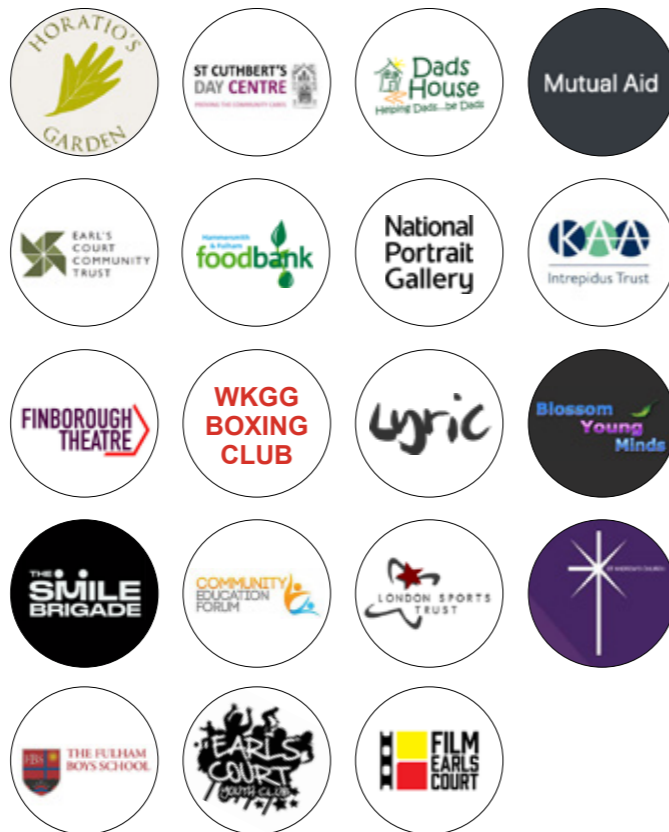
THE EARLS COURT DEVELOPMENT COMPANY

The Earls Court Development Company is the Earls Court-based business responsible for driving forward the development of the Earls Court site. It operates on behalf of Earls Court Partnership Limited, a joint venture between Delancey and Transport for London (TfL).

Since acquiring the site in 2019 The Earls Court Development Company (ECDC) has supported a number of charities and organisations based in the local area, in both Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. The approach to ECDC's funding is based on investing in and helping to deliver social value to the local community, when seeking new sponsorship opportunities we ensure they align with our principles of Environment and Sustainability, Communities and People and Arts, Sports and Culture.

An extension of support to inherited charities from the previous owner of the site have also been provided to date, this will remain in place until the launch of a new community fund in summer 2021. ECDC also welcomes and prioritises funding for Covid-19 recovery initiatives.

To date The Earls Court Development Company has provided over £250,000 of support to the local communities in Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. Charities and organisations supported to date include:



Earls Court community open day arts and crafts



Community consultation at the Earls Court community open day



Earls Court community open day arts and crafts



Aerial shot of the Earls Court site

DELANCEY & CHARITY IN THE COMMUNITY

We are constantly on the lookout for ways in which we can make much needed contributions to the community, and together with other colleagues in the property sector we support a number of charities and deserving causes in the world of art and culture.

Organisations that we have supported in the past include:

- Apex 2100
- Badu Sports One Community (COVID-19)
- Bare Face - Fix us
- Cancer Research UK
- Canine Partners London Walking Dog Show
- Classical Roadshow: Battle of Trafalgar
- Coburg School
- Coram
- Crisis
- Dad’s House
- Earls Court Community Trust
- East End Community Foundation
- East Village Local Foodbanks
- EleFit
- European Snowsports (in collaboration with Snowcamp)
- GB Snowsport
- Hammersmith and City Foodbank
- Horatio’s Garden
- Intrepidus Trust
- Jackie Braithwaite Aid
- Kensington Aldridge Academy (KAA) – Intrepid Trust
- Maggie’s Charity
- Mind in Salford’s Mindfulness Project

- Mutual Aid Zone 4
- National Portrait Gallery
- Noah’s Ark Children’s Hospice
- Quintessentially Foundation
- Regent’s Park Open Air Theatre
- RREF Recognition Evening
- RREF Supporters’ Evening
- Snow-Camp
- Solidarity Sports
- St Cuthbert’s Centre
- St John’s Walworth School
- The Childhood Trust
- The Anne Frank Trust UK
- The Finborough Theatre
- The Globe
- The Lyric Theatre
- The Prince’s Trust
- The Rhys Daniels Trust
- The Smile Brigade
- The Story of Christmas
- UK Chess Challenge
- YMCA Retirement Fund
- YN Property Awards Dinner



Delancey UK Schools’ Chess Challenge

DELANCEY AND ITS PLATFORM BUSINESSES ARE PROUD
TO SUPPORT THE NATIONAL PORTRAIT GALLERY

*I AM DELIGHTED
THAT DELANCEY
WILL ENSURE
THE CONTINUED
SUPPORT OF
THESE EXCITING
PROJECTS*

In February 2016, Delancey became the first ever sponsor for the National Portrait Gallery's Schools Programme. The first public portrait gallery in the world, the National Portrait Gallery was founded in 1856 and now has the largest collection of its type, housing some 200,000 portraits, from the 16th Century to the present day.

The Gallery's Schools Programme was a vibrant and important part of the gallery's learning offer, using its permanent Collection and temporary exhibitions as catalysts for activities which support the National Curriculum at primary and secondary schools across London. The three year programme worked across a range of subjects including history and citizenship as well as art and photography.

In 2017 Delancey extended its support of the Gallery and signed up to support the National Portrait Gallery's Hospitals Programme which works with London's four leading children's hospitals – Great Ormond Street Children's Hospital, Evelina London Children's Hospital, The Royal London Hospital and Newham University Hospital - to deliver a creative arts project to thousands of children and their families. More recently in 2020, Delancey renewed this sponsorship for a further four years and agreed

to expand its reach to cover west London, introducing the arts programme to Chelsea and Westminster Hospital.

The funding has enabled the Gallery to increase its commitment to providing access to the arts in London's children's hospitals. The only children's hospital arts programme of its kind in the world, it provides an ongoing, high quality, bespoke educational creative arts project year-round at no cost to hospitals.

The Gallery's programme includes around eighty creative workshops a year, working with photographers, writers and artists, and the scale and quality of the books ensure they can be used in many different clinical settings. The project enables young people and their families to access the Gallery's Collection and helps support health, wellbeing and happiness through participating in the books' activities and workshops.



The National Portrait Gallery's Hospitals Programme

In April 2019, the National Portrait Gallery were delighted to launch a new activity book for all young people at their partner sites. Designed by award-winning illustrator Quinton Winter, the activity book explores 12 people in the Gallery's Collection: Malala Yousafzai, Dorothy Hodgkin, Zaha Hadid, Harold Moody, the Brontë Sisters, Octavia Hill, Noor Khan, David Weir, William Blake, Ben Whishaw, Barbara Hepworth and Nick Park. All Rebels, Believers and Dreamers, the book enables young people to discover and respond creatively to a wide range of inspiring people past and present who have demonstrated resilience to achieve their dreams. It shares their inspirational stories and includes games, art and craft activities. Examples include a code-cracking task related to Noor Khan's life as a secret agent and a board game inspired by Paralympian David Weir's training regime in Richmond Park.

The challenges that faced the National Portrait Gallery's partner hospitals in 2020 meant physical workshops were not possible. However the team quickly adapted to the virtual world and created an array of online resources for the children's use as well as live-streamed workshops. More recently, the National Portrait Gallery introduced activities inspired by three healthcare heroes from their Collection: Dame Sally Davies, Sir Paul Nurse and Mary Seacole. An example of the online resources produced by this programme can be found here: www.npg.org.uk/learning/digital/healthcare-heroes/mary-seacole

Dr Nicholas Cullinan, Director of the National Portrait Gallery, London, comments:

"I am delighted that Delancey will ensure the continued support of these exciting projects that bring portraits from the National Portrait Gallery's Collection directly to London's schools and children's hospitals and will inspire their own creative responses to them."

Jamie Ritblat, Founder and Chairman at Delancey said:

"We are thrilled to be able to continue our multi year support for the National Portrait Gallery's Hospitals Programme and be able to extend this to now include the Chelsea and Westminster Hospital until 2024, alongside the four other hospitals in the existing programme. With visiting times terribly limited during COVID-19, projects like this are vital in providing patients and their families with a chance to engage socially and creatively; whilst bringing some positivity to patients' lives and putting a smile on young faces."



The National Portrait Gallery's Hospitals Programme



The National Portrait Gallery's Hospitals Programme

DELANCEY IS PROUD TO BE HEADLINE SPONSOR OF
THE UK SCHOOLS CHESS CHALLENGE

FOCUSING ON HOW WE CAN REACH EVEN MORE CHILDREN TO INTRODUCE THEM TO THIS WONDERFUL GAME

The Delancey UK Schools' Chess Challenge has run every year since 1996 and is now considered one of the world's largest junior chess competition with over 1,000 schools and 40,000 children taking part every year. The ethos of the competition allows every child to enjoy playing and learning in the early stages, yet testing the mettle of the finest players towards the end.

During 2020 the competition had to adapt and take its place on a virtual stage, as COVID-19 meant schools were closed and children weren't able to play each other face to face like usual. A summer festival of chess took place with live streaming, virtual lessons and the competition itself hosted on lichess.org - a free open source chess platform.

Sponsored by Delancey, the UK Schools' Chess Challenge begins every Spring Term and runs through to September where the prestigious Terafinal takes place, with an exemption this year of the Terafinal taking place in November due to COVID-19. In total there are four stages: the school's stage, the county Megafinals, the regional Gigafinals and the Terafinal. Every child is able to win prizes including certificates, badges, mascots, trophies and puzzle books.

Chess is a fantastic tool for children to develop their problem solving skills, creativity and imagination, as well as the ability to plan ahead and emotional resilience. It also teaches us that hard work and perseverance pay off and to have respect for the ideas of other people. For these reasons Delancey are delighted to support it through sponsorship of the UK Schools' Chess Challenge.

The focus for 2021 is to help junior chess bounce back from the virus and in particular provide an opportunity for those children who perhaps didn't get the chance to learn chess in school this year to get free online lessons so that they can take part in the fun.

Sarah Hegarty, CEO of the Delancey UK Schools' Chess Challenge comments:

"The UK Schools' Chess Challenge was my first ever competition back in 1996 and it opened a lot of doors for me. For me to now be at the helm of this competition is a great honour. I am thoroughly grateful for Delancey's continued support which enables us to reach more schools and to put on world class events for children. We have exciting plans for the future and are focusing on how we can reach even more children to introduce them to this wonderful game."

In addition to the annual Delancey UK Schools Chess Challenge, Delancey and East Village have also actively supported the charity Chess in Schools & the Community and in Spring 2013 sponsored chess boards and tutorage in schools and libraries throughout Newham. Delancey also held the first 'Chess Mania' afternoon in Elephant and Castle, bringing giant chess boards, free tutorage and chess games for the community to enjoy.



DELANCEY IS PROUD TO SUPPORT SNOW-CAMP

ENABLING SO
MANY OF OUR
YOUNG PEOPLE
TO VOLUNTEER
AND GAIN LIFE
CHANGING
EXPERIENCE

Delancey is delighted to have worked very closely with charity partner Snow-Camp for the last 8 years, whose work with inner city young people has had a huge impact since being established in Stockwell in 2003.

Snow-Camp's programmes positively change the lives of disadvantaged inner city young people by combining snowsports and intensive youth work to engage, challenge and motivate young people – transforming their attitudes and behaviour, and enabling them to develop key life-skills, gain qualifications and find employment. More recently during COVID-19, Snow-Camp launched their mental health campaign 'Stop.Breathe.Think' which looks to support all young people via free virtual 1-1 counselling, 24/7 text support and mindfulness tutorials. Youth/ social workers, parents and teachers from across the UK are now able to refer young people via a new website page.

Snow-Camp support young people aged 13-21 with, on average, over 70% of young people coming from BAME backgrounds, and for Delancey, the partnership began as a complement to prior support for British Snowsport Athletes, as Principal Sponsor of GB Snowsport and Principal Sponsor for the Delancey British National Alpine Ski Championships until 2019. During the final four years as Principal Sponsor of the Championships, Delancey provided an opportunity for Snow-Camp's apprentices to head out to work on the slopes in Tignes, France during the Delancey Championships and gain experience on the mountains, while learning from the support staff and crew involved.

Sponsorship of Snow-Camp's programmes enables them to continue to partner and build new relationships across London and the UK and to work with young people from divided communities including Hackney, Newham, Southwark, Hammersmith & Fulham and Kensington & Chelsea – boroughs that Delancey operates in.

Dan Charlish, Founder of Snow-Camp

"We are grateful for every company that wants to support the work we do at Snow-Camp. Whether through entering teams at our fundraising events, supporting our annual drinks and anniversary balls, inviting us to speak at schools, linking us with youth projects in Delancey areas, enabling so many of our young people to volunteer and gain life changing experiences at the British Championships or inviting young people into the office to meet Jamie and the staff - each connection has deepened our friendship with staff across the company, and hopefully increased their trust in what we are trying to achieve at Snow-Camp."

We are very grateful for all these relationships and for the belief Delancey has in our charity, and for all the wonderful support over the years. Thank you from everyone at Snow-Camp."



Stop. Breathe. Think. campaign poster



Hitting the slopes on a Snow-Camp trip

DELANCEY AND ITS PLATFORM BUSINESSES
ARE PROUD TO SUPPORT DADS HOUSE

*IF IT WAS NOT
FOR YOU GUYS
SUPPORTING US,
SO MANY FAMILIES
WOULD HAVE
BEEN LOST*

Delancey has worked closely with Dads House since 2018, providing both donations and in-kind support to help the charity support struggling families and the wider community during COVID-19.

Dads House offers emotional support, combats loneliness and isolation by being available to chat on the phone or in-person at their drop-in centre and provides an array of help services such as breakfast clubs, law clinics, food banks and accommodation/housing.

At the beginning of 2019 we provided the charity with a free unit, as well as food, in the Elephant and Castle shopping centre to run their food bank and support from to those who needed it most. Following the success in the area, in April 2019 we replicated the foodbank services in Earls Court as we launched our platform business The Earls Court Development Company and provided a free premise at West Brompton Crossing, as well as food donations. To date, the charity has served over 8,300 families in Earls Court and has provided over 100,000 meals during the Covid-19 pandemic.

Founder of Dads House, Billy McGranaghan

"I wanted to say a huge thank you to every single person who works for Delancey; for all the support we have been giving from day one. And also, every single person should be so proud that we have all been involved in Covid19 together; because if it was not for you guys supporting us, so many families would have been lost."

To date, the charity has served more than 14,000 families with an estimated 150,000 meals provided during the Covid-19 pandemic.



Organising the food bank at Dads House in West Brompton Crossing

In addition to the Delancey corporate brand supporting key charity and art initiatives on a London and UK-wide basis, we are also committed to making a positive contribution to the local communities in which individual assets are based.

Get Living (East Village, Manchester and Elephant Central) sponsorship and support examples include:

- Badu Sports
- 6 Day Cycling Manchester
- 6 Day Cycling London
- Madison Sports Group, for '6 Day Series' at Lee Valley Velo Park
- SportsAid – 10 E20 Champions
- Ping! London East Village Table Tennis Tables
- Great Britain Polar Plunge
- Headline sponsor, Queen Elizabeth Olympic Park, RLSB Blindfold run
- E20 Football Foundation
- GoodGym
- London Lions
- Special Olympics London team
- London Festival of Architecture installation 'Subtle Shifts' by Pidgin Perfect
- Nomad Cinema – East Village Outdoor Film Festival
- Theatre Royal Stratford East, Stratford East Singers
- Theatre Royal Stratford East, Autumn
- Mind in Salford
- National Portrait Gallery's Hospital Programme at Newham University Hospital Education
- Aleto Foundation
- East End Community Foundation
- East Village Parent, Baby and Toddler Group
- East End Community Foundation's 'Inspiring Communities Fund'
- Echo Programme, Autumn.

Here East sponsorship and support examples in the London Borough of Hackney include:

- Cushman and Wakefield Kayak Attack
- Climathon – 24 hour Hackathon
- Paralympic Legacy Inclusion team training day
- Invictus / Warrior Games
- RFU talent development academy
- London Tech Week Opening Ceremony
- Immersive Kind Collective
- Stour Space
- London Tech Advocate
- EAST Bank partners
- The Digital Agenda Impact Awards
- Open House Families
- LLDC Apprentice Awards
- Global Disability Innovation Summit
- Europas Conference & Awards
- Worktech by Unwired
- Lean Startup Summit London
- London Tech Week Launch Event



Street dance club at the Elephant & Castle Community Hub

- Tech. – powered by Retail Week
- OFFF London
- Fun Palaces (Hub 67)
- Hackney Council and Wick Award local trust networking day
- 64 Bits: An Exhibition of the web's lost past at Here East
- Hackney Wkd
- UltraKids
- Chinese Sculpture Exhibition, Dialogue with the Emperors Qin's Warriors
- London Legacy Group Seminar
- Beyond Sport Summit
- Distinguished Gentleman's Ride
- Greenwich & Docklands Festival
- Centre for London
- Digital on the Park
- Summer Science Festival
- Hackney Wick superfast Wi-Fi scheme
- London Tech Advocates
- Creative Wick a creative regeneration agency
- The Next Big Thing, entrepreneur led charity
- Hackney Wick Winter Festival
- Reprezent Radio Crowdfunding Campaign
- The Europas Startup Award, Internet of Things Award
- The Yard Theatre, Hackney Wick
- Year of Code
- Fish Island Labs (The Trampery)
- Hackney WickED Arts Festival
- The Legacy List London Means Business dinner
- National Portrait Gallery's Hospital Programme at Royal London Hospital
- East End Community Foundation, Christmas food bags
- East End Community Foundation, Elders Tea Dance
- EAST education Summer school
- Urban Land Institute
- Studio Wayne McGregor
- Polyphonic Playground
- Summer School Weekender
- Duke of Edinburgh Award, new bursary in London Borough of Hackney
- Hackney Community College Annual Students Awards



Here East hosting local schools to celebrate 50 years of the internet

FOR MORE INFORMATION

To find out more about our CSR policy and work in the community please contact:

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Image captions for front page, clockwise from top left:

YFC Vista Football Club / Delancey UK Schools' Chess Challenge /
The National Portrait Gallery's Hospitals Programme / A Concert for Winter
at The Globe Theatre / Drawing classes at the National Portrait Gallery.

Note: The representative sample of assets highlight where Delancey has been involved in various projects across a variety of real estate sectors and geographical coverage, as well as a number of development based projects. The selection of assets have not been based on performance criteria. It should not be assumed that any of the investments, transactions or holdings disclosed was or will prove to be profitable, or that any investment recommendations or decisions we make in the future will be profitable, or will equal the investment performance of those discussed herein. Any reference made to Delancey within this document, should be considered to be initiatives or activity undertaken by Delancey, either on its own behalf, or that of its Client Fund(s).

DELANCEY

NOT A TYPICAL PROPERTY INVESTOR