

# Social review

**Our vision is to be the best property company in the UK in the eyes of our stakeholders. Here, we set out how we define and engage with our many stakeholders and we review key actions taken during the year.**

## Our stakeholders

Our key stakeholders include our customers, communities, partners and employees. When we get our many interactions with these groups right, it enables us to create long-term value for a fifth stakeholder group critical to our success: investors. By providing the right space, we help businesses to succeed, the economy to grow and people to thrive.

To achieve all this, we continually work to anticipate, understand and respond to all of our stakeholders' needs and expectations, applying our deep know-how and capabilities to create mutual advantage. That's why we've themed this Annual Report 'Experience matters'.

As a large commercial property company, the scope and range of the individuals and organisations we impact is very broad and constantly evolves. It's important that the board, Senior Management and teams across the business take all stakeholders into consideration when making decisions. This includes thinking hard when there are potential frictions between different interests and priorities.

Our approach to stakeholder engagement is informed by our six values, see page 49.

► You can read about our approach to stakeholder engagement at [landsec.com/sustainability/our-stakeholders](https://landsec.com/sustainability/our-stakeholders)

## Our customers

We put customers at the heart of what we do and how we do it, always looking to create value for them. By meeting the needs and aspirations of customers today, and enhancing our products and services so they appeal to the customers of tomorrow, we can successfully pursue our vision and purpose.

### Diverse businesses and sectors

Our customer base is large and broad. It ranges from the companies that occupy our offices and their employees to retailers, leisure operators and the millions of people who visit our locations to shop, dine, drink, play, see films or socialise. We work with many types of businesses and organisations, from global corporations and international consumer brands to local companies, fast-growing start-ups and an array of other enterprises. From finance to fashion, we're active in a diverse range of business sectors and we're constantly scanning the business landscape to see where the next generation of great customers will come from. We aim to anticipate people's evolving expectations and needs and we consider future market scenarios carefully. For more on our markets and strategy see pages 10-19.

### Customer insight and innovation

To help create the right offer, we've identified a number of customer personas. These define the different roles our customers could take during our interactions, helping us to understand, at any given point, what they're doing, how they're doing it and what they might need from us or our partners. For example, each person in a small business may have multiple roles whereas functions tend to be more specialised in larger businesses. Our approach allows us to identify which issues or opportunities will have the biggest impact on each key person and devise the best way to address them.

The breadth of experience we have within the business is a powerful asset. We can draw on people with expertise in many different areas such as property, construction, architecture, customer service, technology, innovation, marketing and human resources. We're working to ensure we embed innovative thinking and processes in our approach, so we can keep finding new and better ways to deliver a great experience for customers. We also look to the wider world, outside our sector and draw on the best customer experiences seen in other industries, inspiring us to think differently about the challenges our customers face.



## Creating great experiences for everyone

Around one in five people in the UK has a disability or impairment and more than half of households have a connection to someone with a disability. Their collective spending power – the purple pound – is almost £250bn, but they often find shopping environments difficult to access, navigate and enjoy. We aim to give every customer a great

experience, so this year we joined the Purple initiative to make our destinations a positive environment for those with a disability. Our goal is to ensure our centres are a champion in their catchment (known as Disability Confident Level 3) by the end of 2019. Bluewater led the way when it became the first UK centre to achieve Level 3, in October 2018. We then celebrated the launch of the first Purple Tuesday accessible shopping day by turning Piccadilly Lights purple.

## Social review

continued

We experiment and collaborate with our partners to best meet the needs of our customers. As an example, we involve them in workshopping our joint futures through makeathon sessions. These six-hour immersive creative workshops focus on a real business problem, with the aim of finding an effective and feasible solution. A number of specific projects are underway to determine the customer value derived from Smart Buildings; the impact of new ways of working and living; and analysis of the longer-term impact of globalisation to our products and services, and how we can adapt them.

Knowing our customer means we can support them with important issues. For many customers in our buildings, energy costs can be significant. So we're helping to drive down costs through creating insight from energy data, seeking opportunities for improvement and helping customers to carry out energy efficiency projects. Other customers in our buildings can experience skills shortages, and our community employment programmes can help to find candidates in retail, leisure and hospitality. Working with customers in this way benefits them, but also creates a bottom line benefit and value to society.

In this Annual Report, you can read about a range of ways in which we're evolving our offer to customers, including our Myo flexible office brand (see page 4), our Landsec Lounge concept (see page 28) and the immersive brand experiences and next-generation retail environments we're creating in our destinations (see page 6).

▲▲  
**It's an incredible thing to give people a second chance to turn around their lives and above all to help people into employment – with all that means for personal and family lives, our communities and society."**

### Rory Stewart MP

Prisons Minister, speaking at the launch of our aerial window cleaning academy in HMP Isis.

## Our communities

Our destinations play an important role in their communities as space to work, shop or live. We listen to local organisations, residents and businesses when we're planning and constructing a development, investing time and resources to support community projects and foster close relationships.

### Measuring our social value

This year we launched our first Social Contribution report, measuring the social value of our community programmes. Doing this enables us to bring our impact to life and quantify the difference we are making to people, communities and society in financial terms. It also helps us to find the areas of our programme which add the most value to society, meaning we can shape our activities to deliver even more. Since 2015 we have generated social value of £9.4m through our community programmes and partnerships.

Using the baseline from this report, we set a new social sustainability commitment this year: to create £25m of social value through our community programmes by 2025. It's a stretching target so we'll need to work closely with customers, communities and partners to achieve it. See 'Our social value contribution in 2018' right for more key facts and figures on our social contribution this year.

### Community employment

In 2011, we set a target to help a total of 1,200 people further from the jobs market into work by 2020 through our Community Employment Programme. We've already exceeded that target having now supported over 1,300 people from our local communities into employment since 2011. This year our Community Employment Programme has created £1.2m of social value, supporting 187 people into jobs.

We know working with ex-offenders creates significant social value. Getting people into productive and positive work significantly reduces the chances of re-offending. For this reason, in September 2018 we launched the UK's first aerial window cleaning training academy at Her Majesty's Prison & Young Offender Institution Isis, in partnership with our charity partner Bounce Back and our service partner Not Just Cleaning Ltd.

Aerial cleaning is a skilled job that keeps our buildings clean and operating efficiently. This involves highly technical access skills like abseiling. There's currently a shortage of people trained in the necessary skills and this is a problem for us and our industry. So the new academy will play an important role in tackling the ongoing skills shortage while helping to reduce reoffending. Since 2015, our work with criminal justice charities has generated £1.3m of social value.

## Our social value contribution in 2018

# £3.2m

social value created through our community programmes and partnerships

# 1,500+

number of people directly supported through our community programmes

# £746,000

rental value of space we donated to community partners

# 1,000+

people who benefited from our volunteering programme

# 92%

of students reported an increase in confidence through our education initiatives

# £25m

new cumulative target set for 2025

Recent research shows that employment in the wholesale and retail sector is forecast to grow by 12% over the next 10 years. In the accommodation and food services sector that figure will be 13%. In October 2018, we launched Ambition:Leeds, a new training academy for retail and hospitality talent, created in partnership with Leeds City Council and Leeds Business Improvement District. We created the academy in response to demand from retailers for more skilled recruits ready to join their workforce. The academy provides bespoke training by some of the region's most respected education partners including Leeds City College, Leeds Beckett University and The Source Skills Academy. In its first year alone, the centre will help to prepare 500 students to join the retail and hospitality sector.

This year we launched the first aerial window cleaning academy in a UK prison at HMP Isis



**Education**

Too many young people face barriers that may prevent them from accessing jobs in our industry. Our education programmes aim to inspire the next generation of property professionals, allowing equal access to opportunities and bridging the skills gap. By encouraging students from all backgrounds into our industry we can become more diverse and successful as a business, and better reflect our local communities.

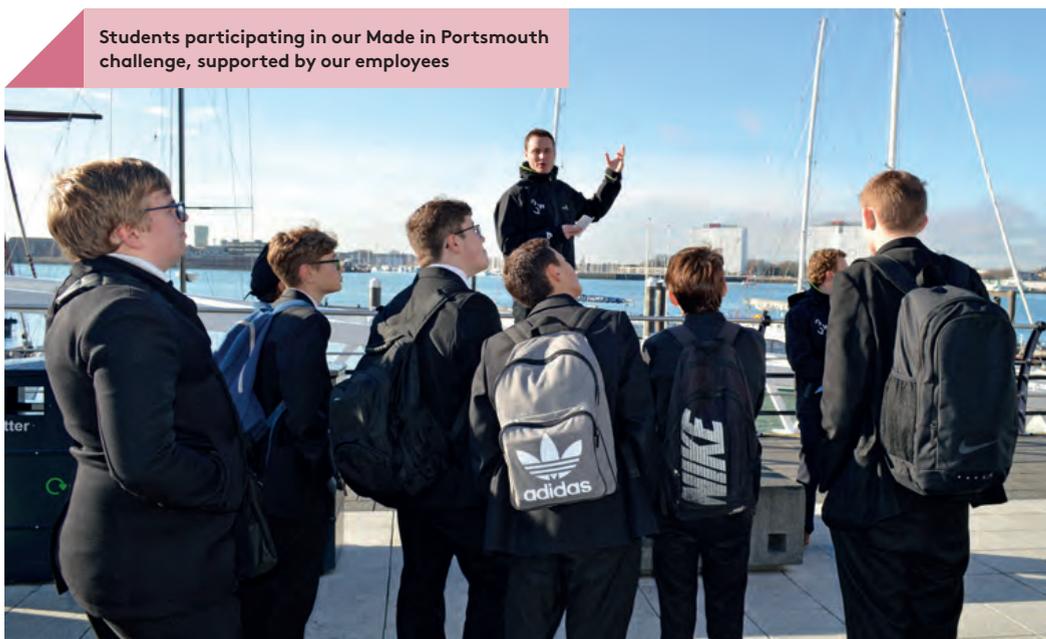
This year:

- We’ve run enterprise challenges focused on property and sustainability for students in London, Portsmouth, Oxford and Leeds
- 295 young people, 63% of whom are female, took part in our programmes
- 97% of these students felt more prepared for the labour market.

We’re encouraging more young women to consider careers in property, engineering and construction through our Build Your Future programme. Since 2017, 111 students from London have taken part to create their idea for a new development, supported by female role models from a diverse range of roles in our industry.

Our programmes raise young people’s aspirations and develop their employability skills, with the expertise of mentors from Landsec and our partners. This means we can identify future talent for our industry, including encouraging students from our local communities to apply to our Trainee Academy.

Students participating in our Made in Portsmouth challenge, supported by our employees



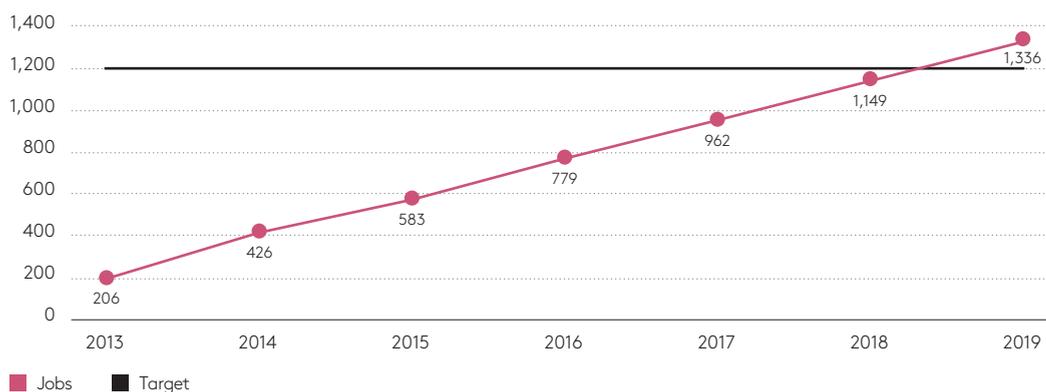
**Charity partnerships**

Our partnerships with local and national charities mean we can support causes that are important to our employees, customers and communities. This enables us to address issues such as rising homelessness, enhance social mobility and create opportunities for people living in the communities where we’re based.

Working with Bounce Back since 2012, we have met a shared objective of empowering people to fulfil their potential, regardless of background or any other barrier. Together, we’ve launched training academies in several London prisons, engaging closely with our supply partners to create job opportunities. This year we were thrilled to welcome Bounce Back’s offices and community training teams to our Castle Lane site for 18 months, providing in-kind donations of space and resources. Our community partners occupied spaces worth the equivalent of £746,000 in rental value this year, allowing them to maximise their resources whilst bringing our spaces to life between becoming vacant and redeveloped.

Cumulative total number of jobs secured

Chart 31



## Social review

continued

We continue to partner with homelessness charities local to our assets across the UK, including The Passage and The Cardinal Hume Centre. Our employees volunteer, fundraise and raise awareness to support their work. We've also seen the generosity of our customers and partners across the country, with over £756,000 of in-kind donations supporting our charity partners this year. This included £205,000 of toys and gifts that St David's Cardiff donated to local Welsh charities in 2018.

### Volunteering

This year more than half of our employees volunteered time. In total 2,086 hours, or over 85 days, were given by employees to support our employment and education programmes. These hours equate to over £163,000 of social value. This volunteering has helped to:

- Enhance the employability skills of serving prisoners and ex-offenders
- Provided and served food for people experiencing homelessness
- Delivered numerous community projects for ex-offenders, women's charities, homelessness charities and young people.

We've also expanded our opportunities to include professional and skills-based volunteering, delivering support to organisations where we know our experienced employees and customers can have real impact while also developing their own professional skills.

For a full update on our progress against our sustainability targets, go to [landsec.com/sustainability/reports-benchmarking](https://landsec.com/sustainability/reports-benchmarking)

## Our employees

Landsec's employees are its lifeblood and a powerful source of competitive advantage. We're constantly working to create an environment where people can enjoy work and feel encouraged and supported to grow. Experience matters, so we help our talented people to develop their expertise, knowledge and skills and increase their contribution and impact.

As at 31 March 2019

**633**

total headcount

**15%**

employee turnover for the year  
(11% voluntary turnover)

**52%:48%**

female:male ratio

**40%**

female representation on the Board

**42%**

female representation at Executive Committee and direct reports

### Employee engagement

We aim to provide an employee experience that truly matches our values. We have found that the key to a strong culture and engagement is to listen carefully to what employees tell us and act on what we learn. Our engagement survey plays an important role in this. We're continually developing ways to give our people a strong voice on their work experience, life at Landsec and the overall success of the business.

We conduct employee engagement surveys across the business every two years. Our last survey was in 2017 and we set out some of the key findings in last year's Annual Report. Since then we've been working hard on key areas we want to improve, including employee recognition and performance management and we've conducted shorter pulse surveys in parts of the business to measure how we're doing. In a recent survey of 230 employees in our retail business unit, 204 (92%) responded to the survey. We were pleased to see improved scores in the areas of leadership, development and performance management. We will carry out a full engagement survey during the 2019/20 financial year.

The number of employees leaving the Company dropped this year. Our turnover reduced from 19.4% (14.7% voluntary turnover) for the 12 months ending 31 March 2018 to 15.4% (11.1% voluntary turnover) for the 12 months to 31 March 2019. The higher turnover number last year resulted in part from outsourcing activity last year which led to a transfer of employees to an outsource partner. There was no outsourcing during this financial year.

We provide a programme of internal communication events that enable employees to hear from our Chief Executive, senior leaders and colleagues about the Company's performance and changes in the business.

Volunteers from Landsec worked with our ex-offender charity partner Bounce Back on a community project in Brixton



Our Trinity Kitchen education programme in Leeds is supported by volunteers from Landsec and our customers



Topics have ranged from our financial results to our social contribution, from innovation to the launch of our Myo flexible offer. These events are streamed to sites outside London and there is always a chance for questions and lively discussion. They're supported by a constant stream of news and information on our internal Landsec News website, which we relaunched this year.

Our Chief Executive and Human Resources Director also attend quarterly meetings of our Employee Forum. The forum is made up of 13 employees who have volunteered to represent six functional groups of employees covering our whole business. It acts as a channel for employees to ask Senior Management questions and make suggestions.

In October 2018 the Employee Forum had its first meeting with our Chairman. This is an opportunity for our people to ask questions and for the Chairman to hear directly from employees about their experiences within Landsec. Meetings between the Chairman and the Employee Forum enable the Board to assess the culture of the organisation and engage directly with employees. We will be holding a session for the Employee Forum and other members of staff to get to know the Board in July 2019.

### Creating experiences

This year, senior leaders hosted 33 localised events with their teams to explore what it means to be customer-focused. Employees attending those events scored themselves on average at 81/100 in terms of how confident they are personally to deliver great customer experiences. We also held sessions for new starters in our business to help them understand our customer-experience led culture.

Following feedback from employees, and to better align with our culture and values, we've developed a new performance and development framework that focuses on each employee's impact on customers and other stakeholders. We involved a number of employees, including members of the Employee Forum, in developing the framework and pilot training. The new framework will be rolled out during 2019/20, with training support for all employees.

This year we relaunched our Code of Conduct. The code is not just about providing access to a set of policies but a statement of how we will behave and how we will treat our customers and the communities where we work. It makes it easy for our people to make the right decisions and to know what it means to live our values. As our values articulate how we should behave every day, we refer to them throughout our recruitment process. Our aim is to attract talent who will help us to build an 'experience' culture at every level within the organisation. This year we also updated our Management and Leadership development programmes to align the content more to our values and leadership competencies, better equipping delegates to deliver exceptional experiences.

### Employee health and wellbeing

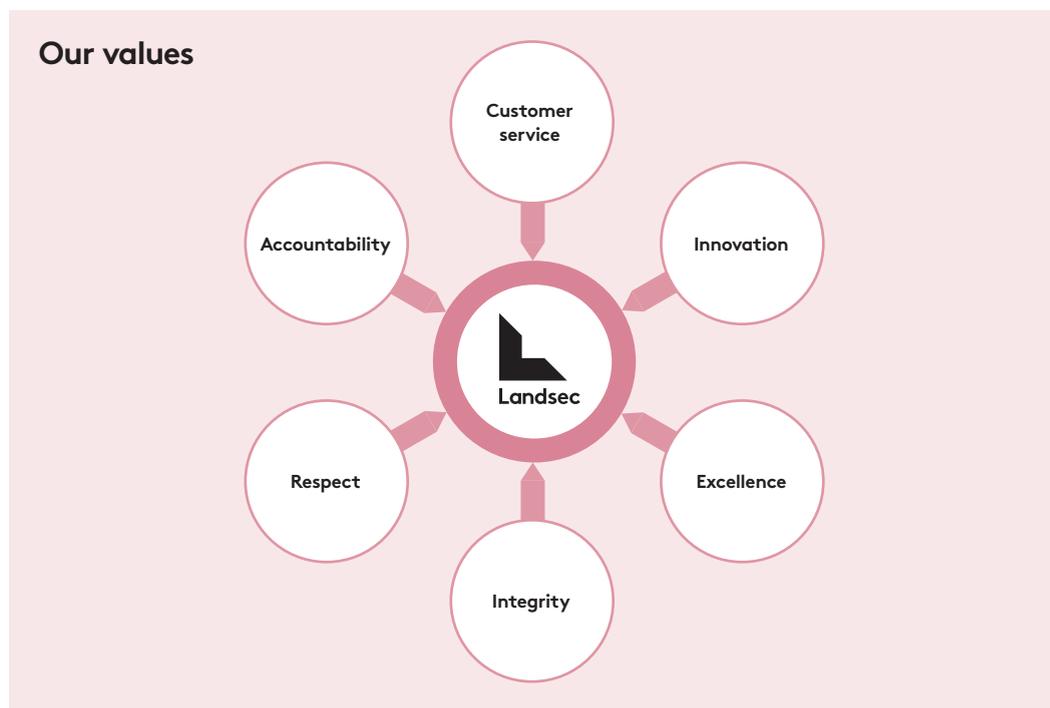
In addition to our support for employees' physical wellbeing, we've been giving close attention to the impact of mental health. One in ten of our employees are mental health first aiders. This means that, with the support of training, they are able to:

- Spot the triggers and signs of mental health issues in fellow colleagues
- Have the confidence to step in, reassure and support a person in distress
- Use non-judgemental listening skills and knowledge to ensure our employees are guided to the support they need.

We have launched a mental health app, 'Thrive', for all employees and this was supported by a powerful campaign video. We also introduced monthly mental health first aid lunches called 'Time for You', where our first aiders openly share their experiences and expertise. See pages 46-47 for information on how we're also working to support mental health within our communities.



Our Chairman met with the Employee Forum in October



# Social review

continued

## Diversity

Having a diverse workforce at all levels of our company will ensure we make better decisions – for our business and for our stakeholders. We believe that employing a diverse mix of people makes us a stronger and more sustainable business, and one that reflects the diverse society around us.

We consider diversity in the broadest sense, including in terms of gender, ethnicity, culture, socio-economic background, disability and sexuality. We also value and encourage diversity of thought, perspective and experience.

In 2017 we set targets to help us achieve our diversity goals. We focused on gender diversity and the gap we saw in terms of female representation at Leader level, setting a target to increase women at that level to 30% by 2020.

Despite a lot of work to support our female employees (see information below), we have moved backwards slightly from 24.4% female representation at Leader level in March 2018 to 19.5% in March this year. This is the result of a movement of four positions.

We continue to meet the voluntary targets set by the Hampton-Alexander Review, which requires 33% representation of women on FTSE 350 Boards and 33% representation on Executive Committee and their direct reports.

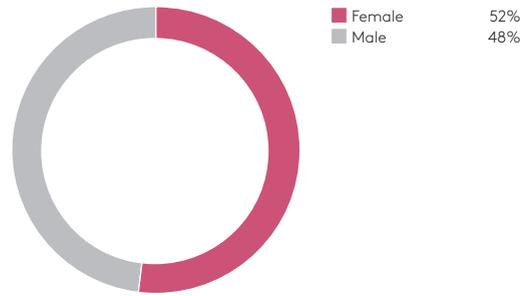
Employees have provided more information about their ethnicity, sexual orientation and physical ability and this has allowed us to set some stretching longer term targets and to measure our progress. See key targets table below.

During the year, we launched the Landsec Includes network. This brings together representatives from our three employee networks (Women, BAME and LGBT+) and our Disability Forum. Landsec Includes enables employees to share their experiences working at Landsec and exchange ideas that can enhance Landsec’s role as an inclusive employer. To support our approach to inclusive recruitment, this year members of our Executive Committee received unconscious bias training.

Working with our Women’s network, this year we piloted new training to help employees with their confidence and impact and to manage the conflicting priorities that can occur in a modern working life. Like our mentoring programme, this training has been developed with women in mind but will be available to support all employees in the year ahead.

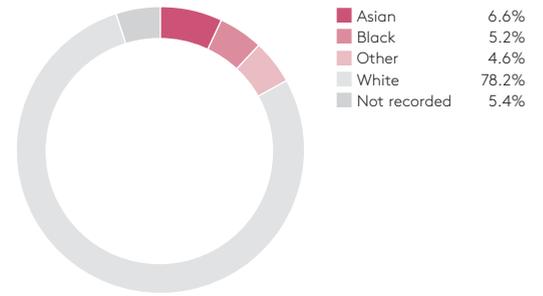
We are offering more support to women commencing and returning from maternity leave. This has been in the form of coaching to make the transition back into the workplace as smooth as possible.

Whole organisation gender split Chart 32



**52%**  
of our overall workforce is female.

Whole organisation by ethnicity Chart 33



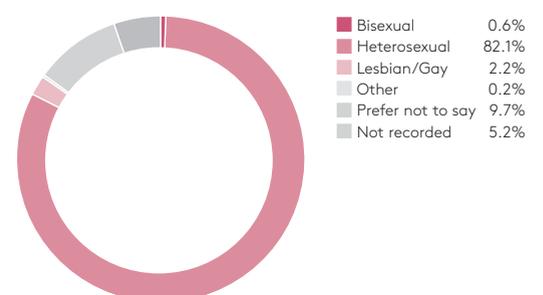
**16%**  
of our employees disclose themselves to be from BAME ethnicity backgrounds. This compares to 14% for the UK population as a whole according to 2011 UK census data. However, this reduces to 7% for Executive Committee, Senior Leader and Leader levels. See 2025 targets below.

Gender by level Chart 34



We have good female representation at all levels of our organisation except for Leader level. Out of 82 employees at Leader level only 16 are female. This is a reduction since March 2018 of four individuals.

Whole organisation sexual orientation Chart 35



**3.0%**  
of Landsec’s employees have disclosed that they are LGBT or other. However, 15% of our employees have not disclosed their sexual orientation or prefer not to say. We want to be sure we are a welcoming place for all and so we will be participating in appropriate benchmarking over the next year to measure how we compare.

## Key targets

	Whole organisation	Board, Executive Committee and Senior Leaders	Leader level
<b>Female representation (by 2025)</b>	<b>50%</b>	<b>50%</b>	<b>40%</b>
<b>BAME representation (by 2025)</b>	<b>&gt;14%</b>	<b>14%</b>	<b>14%</b>

**Sexual orientation**  
Achieve appropriate accreditation as a welcoming place to work for everyone irrespective of sexual orientation.

**Disability**  
Achieve appropriate accreditation as a welcoming place to work for everyone irrespective of physical ability.

## Gender pay

This is the third year that we have disclosed information on our gender pay gap and the information below is based on amounts paid in April 2019.

The definition of pay shown is an hourly pay rate for each relevant employee as at 5 April of the relevant year, reflecting base salary and certain allowances. This year there has been further guidance on how to treat certain items including pension contributions made by employees out of their gross pay by way of salary sacrifice. We have reflected this change in the way we have calculated hourly pay and have adjusted the 2018 comparison figures from those reported last year so that the calculation can be viewed on the same basis for comparison purposes. The bonus figures shown include total variable pay over the previous 12 months (bonus paid plus any proceeds on exercise of SAYE, ESOP or vesting of LTIP awards).

It is disappointing to note that we have made negligible progress in narrowing our gender pay gap in terms of both the mean hourly pay gap (0.6% point improvement since 2018) and the median hourly pay gap (0.7% point improvement since 2018). There has also been very little improvement in the median bonus gap (2.85% point improvement since 2018) and the gap has widened slightly for the mean bonus payment. The bonus gap remains high.

52% of our employees were women as at 31 March 2019 and female representation is at 40% or more for our Board, Executive Committee and their direct reports, and our

Senior Leaders. More than 50% of our managers are female. However, women are significantly under-represented in the Leader level of our organisation and despite putting in place several initiatives to support women into leadership we have moved backwards during this year. At the end of March 2019, 19.5% of our Leaders were women compared to 24.4% in the previous year. Although this is a move of only four positions, we are disappointed with this outcome and will be looking at new ways to support women into leadership in the coming year. We have set more stretching targets for 2025 so that we retain focus and transparency on this critical issue.

Clearly, female under-representation at senior levels contributes to our gender pay gap. We also continue to find it challenging to fill senior roles with female candidates in core property and other technical disciplines which tend to attract a higher market pay. We will be looking at our recruitment model and working with our recruitment partners in the coming year to improve our ability to attract a more diverse workforce across all under-represented groups

During the year, to support our work on understanding gender pay and with our continued focus to ensure our reward packages are fair, particularly our base compensation, we appointed an independent law firm to undertake a detailed impartial equal pay audit. The audit concluded that Landsec has a robust pay structure in terms of setting pay fairly and identified some recommendations to improve administration. These will be implemented in 2019/20.

## Our partners

Our partners are those who have a direct working relationship or share a mutual interest with us and include our joint venture partners, our supply partners, their sub-suppliers and their employees. They are all vital to our business and we work closely with them to ensure that their and our values are aligned. In each partnership, we aim to develop best-in-class work practices and share knowledge.

We treat partners fairly and transparently, and we follow a clear, standardised procurement policy and tender process. Our policy is to source goods and services effectively and fairly and to achieve best possible value, where value includes service, lifetime costs, quality, reliability and timeliness of delivery. We also have a very clear Gifts and Hospitality Policy and process. Our internal audit team carry out audits of our tender processes post the event to ensure that there is consistency of the quality and fairness of engagement with our suppliers. Our Procurement Committee provides oversight of the Group's procurement policy to ensure that it is:

- Consistent with its strategy and Group values
- Applied consistently across the business
- Followed in spirit and process
- Supported by compliance testing and internal audit.

All of our partners are vital to our business and we work closely with them to ensure that their and our values are aligned



### As at 5 April 2019

Pay element	April 2019			April 2018 (Salary sacrifice adjusted)			Pay gap year-on-year change (% points)
	Male	Female	% difference	Male	Female	% difference	
Mean hourly pay	£48.02	£30.36	(36.8)	£43.51	£27.25	(37.4)	<b>0.6</b>
Median hourly pay	£36.99	£23.28	(37.1)	£33.48	£20.83	(37.8)	<b>0.7</b>
Proportion of employees receiving a bonus	78.2%	74.5%	n/a	83.6%	75.5%	n/a	n/a
Mean bonus	£28,419	£10,053	(64.6)	£38,336	£13,838	(63.9)	<b>(0.7)</b>
Median bonus	£11,236	£4,803	(57.3)	£10,969	£4,376	(60.1)	<b>2.8</b>

Quartile split	Number	% Male	% Female	Male mean hourly rate	Female mean hourly rate	% difference in hourly rate
Lower quartile	147	28.6	71.4	£14.80	£16.20	9.5
Lower middle	147	38.1	61.9	£24.08	£23.76	(1.3)
Upper middle	147	55.8	44.2	£36.66	£35.13	(4.2)
Upper quartile	148	70.9	29.1	£82.95	£71.73	(13.5)

# Social review

continued

## Fairness

Our commitment is to ensure everyone working on our behalf, in an environment we control, is given equal opportunities, protected from discrimination and paid at least the Foundation Living Wage. We're committed to paying Living Wages throughout our activities by 2020 and are working closely with our supply chain partners to achieve this.

We're an official Living Wage Employer, accredited by the Living Wage Foundation. This recognises that everyone in our business is paid at least the Foundation Living Wage (£10.55 an hour in London; £9.00 outside London), except interns and apprentices who are exempt from the Foundation rates. We ask supply chain partners to pay the Foundation Living Wage in their own supply chain and check this is happening on our behalf. In the London Portfolio, our strategic partners have confirmed 100% of those working on our behalf – within an environment we control – are paid at least the Foundation Living Wage. In Retail there's more to do but we're confident we'll meet our commitment by 2020.

## Engaging our supply chain

We're committed to disclosure on supply chain issues and this year took part in the Workforce Disclosure Initiative for the second time, scoring 73% against an average of 53%. This means we're transparent about how we support our employees and staff in our supply chain. But being transparent is just the start. We're also working with partners to deliver on our Sustainability Charter, launched last year. The charter includes our supplier code of conduct and sets out our sustainability expectations for our partners.

Fairness is a critical part of our commitments in this area and it is partly about paying people a fair wage. It's also about upholding their human rights, celebrating their individuality and making sure they feel safe and respected in the workplace. To tackle this, we engaged our supply chain partners this year, asking people employed across our activities whether our policies were effective on the ground.

To do this we carried out ten engagement surveys, encompassing over 250 supply chain staff carrying out construction and maintenance activities. This involved visiting offices, retail destinations and development sites and speaking in confidence with supply chain employees. Based on guidance from the Gangmasters and Labour Abuse Authority, we spoke with staff who were most likely to be the lowest paid, and in roles which typically experience high levels of turnover. This included construction labour, cleaning and security staff. Due to the long and complex nature of supply chains, especially in construction, this meant the staff we spoke with were often not employed either by Landsec or by our partners.

The surveys confirmed we still have progress to make in ensuring our partners pay the Foundation Living Wage throughout every part of the supply chain. This is particularly problematic in construction, where operatives employed by labour agencies are often at risk from wages falling below our expectations. We also found a small number of cases of discrimination, from co-workers and members of the public. To make sure we address these issues, we're working with partners to make sure they have the right procedures, support and training in place.

This year, we extended the coverage of our whistleblowing hotline to our supply partners and their staff. This means future cases of discrimination or failure to receive a Living Wage can be reported directly to us. We promoted the hotline through communication with our partners and posters in our offices and staff welfare facilities.

## Health, safety and security

Our commitment is to provide a safe, healthy and secure environment for our people to work and for our customers to work, live, shop and relax. Clearly, the areas covered in this section are relevant to our customers, communities and employees – and by extension our investors – but we've included them in this communities section to underline that high standards are best achieved through great partnerships across the supply chain and beyond.

This year, we fell behind on training and action is being taken to ensure we keep ahead in a fast-moving world. Once again we maintained our OHSAS 18001 certification, the benchmark for health and safety management systems, across 100% of our sites.

Following the Grenfell fire, we worked closely with customers and partners to consider the potential ramifications of cladding in our portfolio. These consultations included our insurers, surveyors, local authorities and the London Fire Brigade. We assessed every asset in the portfolio during the year; remedial works to cladding and fire stopping are in progress.

Our ongoing work with the Health in Construction Leadership Group as well as our Customer Improvement Groups helps ensure we give health the same billing as safety, with mental health as important as physical health. A highlight of the year was the progress made on mental health, within the business and across the industry. This was underlined when Landsec won the best Health and Wellbeing Strategy Award at the International Institute of Risk & Safety Management (IIRSM) 2018 Awards. We will continue to push ahead in this area.

This year, in partnership with Revo (formerly the British Council of Shopping Centres), we held a suicide awareness and prevention roundtable. Increasing awareness around suicide and enhancing mitigation strategies are now clear priorities for Landsec and other Revo members. Through working with the wider industry, we strive to help support the wider government suicide prevention strategy, and are engaging with our local stakeholders to help prevent suicide incidents.

During the year, we enhanced security training and advice for employees and partners. We also reviewed measures to address hostile use of vehicles and acted where required. We have introduced a group-wide response plan that enables us to respond to an increase in national threat in a proportionate and cost-effective way. Through our Security Customer Improvement Group, we've engaged with our security partners to establish a consistent approach to physical security across our portfolio.

We're actively promoting our Whistleblowing Policy to our supply partners and their employees



Speak up  
in confidence.

If you've heard or witnessed someone at a Landsec site or property working against their will, or being forced to work, you should raise your concerns.

You can call or email our 24/7, anonymous service to report anything suspicious, knowing your conversation won't be recorded.

Call or email our whistleblowing hotline:

0800 374199  
landsec@expolink.co.uk

You can find out more about our approach to fairness and how we're addressing the risks of modern slavery in our annual disclosure at [landsec.com/about/slavery-human-trafficking-statement](https://landsec.com/about/slavery-human-trafficking-statement)

Our physical and cyber security is supported by robust processes, policies and governance, together with mandatory training for employees in relevant roles. We continually prepare the business to anticipate and respond to incidents and we take part in a number of cross-industry forums. And we integrate security architecture into the way we design buildings. Our security teams are introducing new and innovative ways to reduce the opportunity for crime at our properties, protecting value for our customers.

### Public affairs

The company communicates with and responds to central and local government in many different ways on issues critical to the success of society, local communities, our industry and our business. Our engagement is led by our public affairs group, which brings together representatives from across the business to define key issues and oversee our response. The group provides a report to the Board twice a year. This year we identified our key policy issues as:

- Brexit
- Housing
- Government infrastructure strategy
- Energy and environment.

We engage across government, from No. 10 to constituency MPs in communities where our key assets are located. This year we sponsored and took part in events at two party conferences. At the Conservative conference the event looked at the private sector's role in the rehabilitation of offenders. At the Labour conference the focus was on construction sector skills shortages. We are politically neutral.

Our development teams establish productive relationships with local authorities and communities wherever we intend to develop at scale. We work to understand local issues and find ways to support the local community in partnership with local government and organisations.

Senior Management are active in the government's Inclusive Economy Partnership. Focus areas include mental health in the workplace and getting young people into work.

## Our investors

Our investors are those who own shares in Landsec and our bondholders.

Shareholders are important to us as they are the owners of the business. They are a vital source of capital and provide valuable feedback and challenge to management.

We want to ensure that shareholders know what we are doing, how we are performing and what our strategy is for the future. We have a comprehensive investor relations programme and are committed to maintaining open dialogue.

In addition to formal events such as the Annual General Meeting, results presentations and capital market days, we also host property tours and sustainability roadshows to enable shareholders to increase their knowledge of the business.

The availability, and effective management, of debt is essential for us to succeed as a property company. We approach our debt investor relations on a partnership basis and aim to provide best practice in our relationships with bondholders and other providers of debt.

▶ You can find more information on pages 89-90

## Our economic contribution

Each year we measure our contribution to the UK economy, helping to show the number of livelihoods we support and the financial value we add through our activities. Some key findings from this year's study:

# £11.8bn

Total contribution to the UK economy each year from people based at our assets

# £5.1bn

Our ten-year contribution to the economy through property development

# 139,000

Number of people working across our workplace, retail and leisure destinations

# 54,000

jobs created in construction through our development activities over the last decade