



A DECADE OF BROADGATE | connect

A SOCIO-ECONOMIC REPORT REVIEWING
THE IMPACT AND LESSONS FROM OUR
EMPLOYMENT PARTNERSHIP



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ABOUT US

British Land is a leading UK property company. We create and manage outstanding places that deliver positive outcomes for all our stakeholders on a long term, sustainable basis – Places People Prefer. Our portfolio of high quality UK commercial property is focused on London Campuses and Retail & London Urban Logistics.

East London Business Alliance (ELBA) is a registered charity and alliance of corporate and other partners. ELBA has over 30 years of experience in enabling successful partnerships between businesses and the community to boost social mobility and reduce inequality.

Broadgate is a 32-acre campus in central London, jointly owned by British Land and GIC.



ABOUT BROADGATE CONNECT

Broadgate Connect is British Land's employment and training partnership with ELBA, which connects Broadgate businesses with local talent.

It has been helping East Londoners gain fulfilling jobs and apprenticeships in and around Broadgate since 2012, enabling diverse local hiring for our campus customers and suppliers.

An embedded ELBA project manager in the Broadgate team supports businesses to source, train and mentor candidates for free, and supports East London residents into employment through training, coaching, work placements and access to job opportunities.

We deliver Broadgate Connect in line with our sustainability strategy: **Greener Spaces, Thriving Places, Responsible Choices**. It is part of our wider skills and employment programme, Bright Lights.

Broadgate Connect supports UN Sustainable Development Goal 8: Decent work and economic growth.

ABOUT THIS REPORT

This report reflects on how ten years of cross-sector collaboration has created positive impact for the local economy, community and British Land customers – and what this means looking forward. It features new socio-economic impact research by consultancy Hatch.



FOREWORDS

Looking back on the first decade of our Broadgate Connect partnership, we reflect on its socio-economic impact, and the blueprint this model provides for our places, customers and communities.

New, independent research has revealed that Broadgate Connect generated a 39:1 total return on investment in its first ten years by upskilling 839 East Londoners and supporting 545 into jobs. It connected 84 employers to a diverse local talent pipeline, supporting their sustained commercial success and their own social goals.

Since we first piloted our embedded employment model at Broadgate in 2012, the local landscape and our approach to the campus have evolved, so we've continued to adapt. We've learnt and innovated together, and applied the model and lessons elsewhere.

This is one of the ways we create a long-lasting, positive social impact. Sustaining successful local employment initiatives is hard, but Broadgate Connect shows the power of

DAVID WALKER
Chief Operating Officer,
British Land

being nimble, pragmatic and collaborative, within a flexible framework. The beauty of the Broadgate Connect model is that it's both locally tailored and replicable; a transferable framework for inclusive growth.

There's still more to do. In the current cost-of-living crisis and with in-work poverty on the rise, inclusive employment partnerships are more important than ever. Our focus is now on expanding customer engagement and continuing to smooth the pathway to employment, supporting local talent into a broader range of roles and increasing socio-economic impact in the years to come.

In the face of such need, we hope that the evidence in this report encourages greater cross-sector collaboration to drive inclusive economic growth across the UK. It's a privilege to have been involved in a decade of partnership with ELBA and we look forward to innovating together into the future.



Broadgate Connect is ELBA's longest-standing employment project. We have immense pride in the impacts the programme has generated – including £10m economic value in its first ten years – and the lessons and opportunities it opens for the future.

Together, we have targeted sustainable career opportunities, training and upskilling in our diverse and talented local communities, addressing social mobility, unemployment and under-representation.

When Broadgate Connect launched in 2012, British Land was one of four pioneering employers to embed an ELBA project manager in their teams to unlock job opportunities. Today, they're the only one remaining, showcasing their unwavering commitment to Hackney and Tower Hamlets.

This milestone could not have been reached without the support of Broadgate employers and community partners in both boroughs. Together, we have shown that unemployment can be addressed through simple yet effective solutions, driven by genuine intent, the right resources and real commitment. The benefits of sustainable employment extend beyond the financial,



JULIE HUTCHINSON
Deputy Chief Executive, East
London Business Alliance

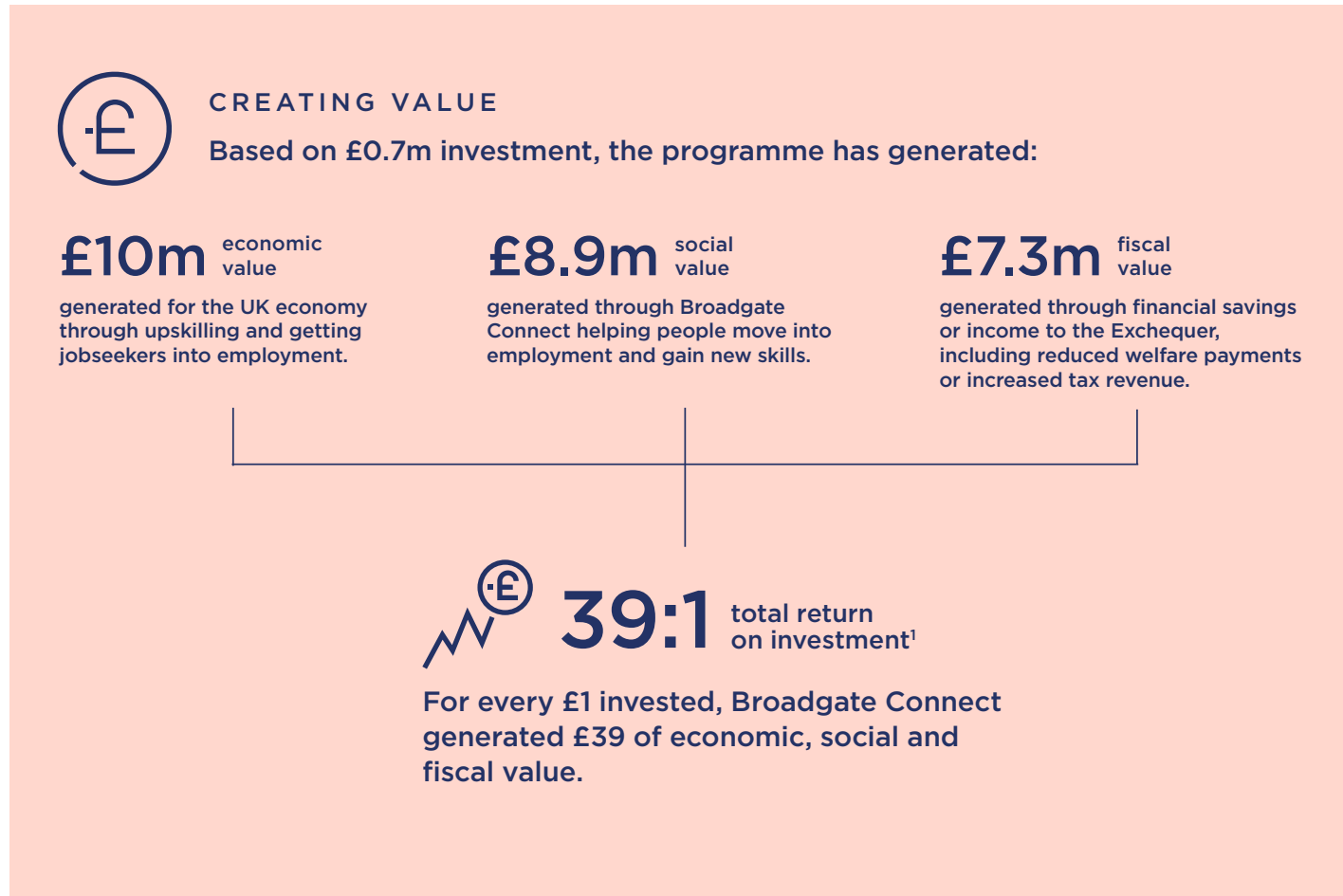
promoting self-esteem and a sense of belonging and enhancing community cohesion.

Our partnership with British Land is a genuine collaboration. We listen and value each other's expertise, co-designing strategies, adapting and challenging each other to better serve our communities. When British Land comes to us with an idea we don't think will work, we're able to challenge it, knowing that they will listen.

The ongoing impacts of the pandemic and the cost-of-living crisis have exacerbated poverty and widened existing inequalities, disproportionately impacting individuals on lower incomes and in informal employment. Now, more than ever, it is crucial for each of us to acknowledge our role. Collective action is required to build a society that prioritises fairness, inclusivity and equal opportunity for all.

OUR IMPACT IN NUMBERS

New research reveals the economic, social and commercial value created in Broadgate Connect's first decade, 2012-2022.



SOCIAL IMPACT



839 people trained

839 East London jobseekers received employability training, developing skills for the future.



545 jobs

545 East London jobseekers supported into employment and apprenticeships, creating positive futures for themselves.



2/3 Global Majority

67% of all candidates supported into work are Black, Asian or from the Global Majority, reflecting diverse local communities in Hackney and Tower Hamlets.

¹Based on a blended return of investment derived by combining the economic, social and fiscal values and dividing this value by total input costs. This is an indicative figure.



Broadgate, London

ECONOMIC VALUE



£10m economic value

generated through upskilling and getting jobseekers into employment.

“Supporting Londoners into good jobs and skills opportunities is a priority for the Mayor and collaborating with London’s employers is key to making this happen. Entering good work both improves the lives of Londoners and London’s economy.”

The Broadgate Connect partnership is a great example of this work, where British Land has committed to supporting jobseekers into employment and apprenticeships and invested in upskilling Londoners. I hope that London’s businesses can look to this model and see that investing in skills and wrap-around employment support will provide benefits to them, as well as adding significant value to the economy.”

RAJESH AGRAWAL
Deputy Mayor for Business, Greater London Authority (GLA)

An independent impact assessment revealed that Broadgate Connect generated £10m economic value through upskilling and getting jobseekers into employment. This represents a 15:1 economic return on British Land's £669,000 investment, directly benefiting communities neighbouring Broadgate.



15:1 economic return on investment

For every £1 invested, Broadgate Connect generated £15, directly benefiting neighbouring communities.

£10m economic value reflects benefits for the economy, including increases in wages for participants and profit for the businesses in which they work.¹

Another economic impact indicator relates to savings and income for the public purse. Broadgate Connect generated **£7.3m fiscal value** through financial savings and income to the Exchequer, including reduced welfare payments or increased tax revenue.¹

Due to the way these indicators are calculated, the majority of fiscal and economic value generated by Broadgate Connect came from supporting people into employment.

For the full methodology statement, visit: www.britishland.com/BroadgateConnect

¹Estimates are gross, based on the Unit Cost Database (2022).

“Place-based solutions, tailored to the needs of our residents, are crucial for fostering resilience and equity in Hackney. For a decade, Broadgate Connect has been steadfast in delivering opportunities, training and support to our local residents. With a long term commitment and holistic partnership approach, over 200 individuals in Hackney have already benefited from this initiative. We hope this invaluable support and collaboration continues for many years to come.”

ANISH PILLAI

Interim Head of Employer Engagement, London Borough of Hackney



Broadgate, London



SOCIAL IMPACT



£8.9m social
value

generated through Broadgate
Connect helping people move into
employment and gain new skills.

“Working closely with Broadgate Connect for more than five years, I have witnessed first-hand their dedication to making opportunities accessible and engaging for local residents, ensuring that our community is aware of the various pathways available to them. Additionally, their commitment to collaboration is evident through their active participation in our monthly Employability Forum Group meetings, where they openly share best practices and contribute to reducing worklessness in our local area.

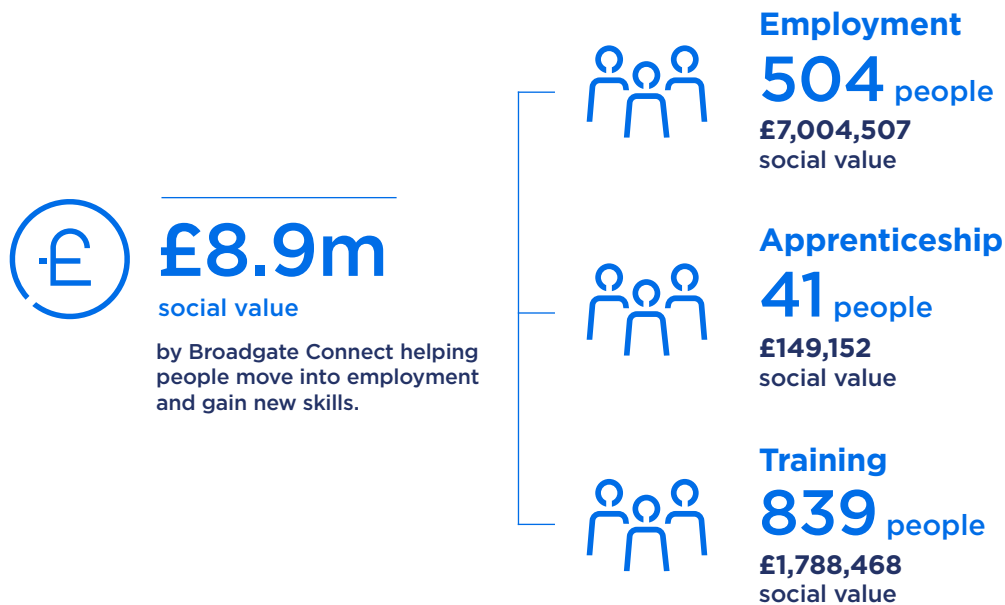
It has been a true partnership based on the shared goal of empowering our residents and creating a thriving community.”

LISA WATTS

Lead Training Commissioner, Growth & Economic Development,
London Borough of Tower Hamlets

SOCIAL VALUE ADDED

An independent impact assessment revealed that, by helping people move into employment and gain new skills, Broadgate Connect generated **£8.9m social value added**.



Social value reflects improvements in the wellbeing of participants, including the perceived value of gaining employment, in terms of the impact on life satisfaction and emotional wellbeing.

Estimates are net, based on the Housing Association Charitable Trust's Social Value Bank (2018) benchmark estimates and deadweight values.

For the full methodology statement, visit: www.britishland.com/BroadgateConnect

CANDIDATE EXPERIENCE



Kenneila, from Newham, accessed her first career in property at Broadgate. In her first year in our Broadgate team she was promoted to Assistant Duty Manager, within two years to Duty Manager and then to Property Manager. Today, her career success continues.

“At first, I didn’t know much about the property industry, I had this image of the corporate world and it’s not like that. ELBA opened the door; it would have been a more difficult journey if I didn’t go through ELBA.”



"I was over the moon"

CANDIDATE EXPERIENCE

Amin, from Hackney, was delighted to be placed into a job in 2015, after months of unemployment. He continues to progress and thrive in his career at Broadgate, today working as a recycling operative with NG Bailey.

"I found Broadgate Connect in 2015. Being unemployed made me feel worthless and less confident. I sometimes felt depressed. I hated going to the jobcentre and being asked every day what I had done to get a job, as if I was not actively looking. I doubted my ability to ever find a job again. I felt a sense of failure and shame.

Then, I heard about Broadgate Connect through Shaw Trust. I was offered the opportunity to participate in a three-week training scheme, where I gained all the necessary employability skills and experience to secure employment. At the end of the trial, I was offered a permanent job. I jumped up and down and hugged them all, which was probably inappropriate, but I was too excited. I was over the moon.

Eight years on, I am still in love with Broadgate. Everyone is welcoming, we are a community. There's great teamwork and customer service. It's a very positive place to work. I would advise anyone looking to work at Broadgate to get in touch with Broadgate Connect."



"A 'once in a lifetime' opportunity"

Abdus, from Tower Hamlets, had been searching for an apprenticeship for five years, before becoming a trainee building surveyor through Broadgate Connect. He described this as a 'once in a lifetime' opportunity that made him shout in happiness. He continues to succeed in his career.

"Hoxton DWP has been working closely with Broadgate Connect for many years. The partnership has continuously provided job and tailored employment and training support to our clients. Broadgate Connect has been very successful in gaining numerous clients' roles. Long may the partnership continue."

CHICO OBANDE

Hoxton Jobcentre Plus, Department for Work and Pensions (DWP)

DIVERSE AND INCLUSIVE

As London looks to create a fairer, more inclusive economy that works for all Londoners and businesses, Broadgate Connect is a powerful example of the role which cross-sector partnerships can play in boosting social mobility.

As long term stakeholders in our places, our programme focus is now on expanding customer engagement, supporting local talent into a broader range of roles and increasing socio-economic impact in the years to come.



Broadgate is accredited to the Good Work Standard - the Mayor of London's benchmark for healthy, fair and inclusive workplaces.



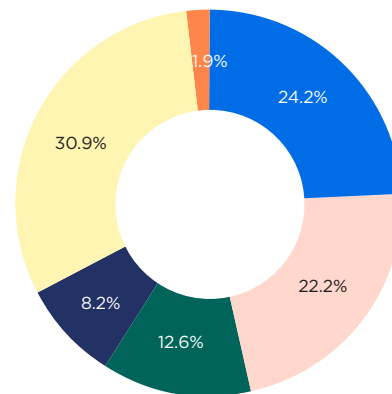
British Land is an accredited Living Wage employer - this means that everyone we employ at Broadgate is paid at least the London Living Wage.



2/3 Global Majority

67% of all candidates supported into work are Black, Asian or from the Global Majority.

Ethnic diversity



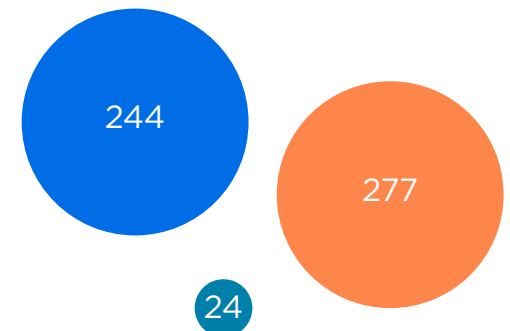
24.2%	Black, Black British, Caribbean or African
22.2%	Asian or Asian British
12.6%	Mixed or multiple ethnic groups
8.2%	Other ethnic group
30.9%	White
1.9%	Unknown



96% priority boroughs

96% of all candidates supported into work are from priority boroughs of Hackney and Tower Hamlets.

People supported into work in priority boroughs



244	Hackney
277	Tower Hamlets
24	Other London boroughs



Broadgate, London

COMMERCIAL SUCCESS



84 businesses

based in and around Broadgate
recruited talent through
Broadgate Connect.

“Broadgate Connect helps our campus customers, suppliers and our own business recruit diverse talent, while creating a long-lasting, positive social impact. We know our places thrive when local people and organisations prosper too.”

DARREN RICHARDS
Head of Real Estate, British Land

ADDING VALUE FOR OUR CUSTOMERS AND SUPPLIERS

Inclusive economic growth generates commercial and social value. With ELBA's long term connections in Hackney and Tower Hamlets, Broadgate Connect is able to give campus customers and suppliers unique access to a diverse local talent pipeline, supporting their sustained commercial success and their social goals. Broadgate Connect also provides employers with access to apprentices, mentoring and volunteering opportunities.



Eataly, London

"It's a real win-win"

CUSTOMER EXPERIENCE



"Eataly means quality products and great service, and that's why having enthusiastic people on our team is crucial. Our connection with Broadgate Connect began when we arrived in London, and it has helped us find excellent candidates for our team. It's a real win-win - supporting jobseekers while bringing in talented locals to join our team."

CECILIA ODENGRAN
Senior HR Manager, UK & EMEA, Eataly



Read a blog by Broadgate customer SMBC Group on how we are making a real and lasting social impact together:

www.britishland.com/sustainability/our-views/social-impact-together

 **60** local partners

Broadgate Connect collaborates with 60 East London community organisations to identify candidates and prepare them for opportunities, including local authority job brokerage teams, DWP, colleges and universities.

This saves time and resources for Broadgate employers during recruitment, as well as contributing to their workforce diversity and social goals.

 **14%** more spend

British Land research shows that visitors who rate our social contribution highly spend 14% more in shops and restaurants at our places.¹



Broadgate, London

SUPPLIER EXPERIENCE



Mark Leeming
Project Director,
Sir Robert McAlpine Ltd

“Sir Robert McAlpine has benefited from Broadgate Connect across multiple development projects over several years, using their expertise in the local labour market to source diverse local talent and build community links. We look forward to building on this relationship in the coming years, delivering project-targeted recruitment days with our supply chain.”



Barry Dawson
Managing Director,
Wilson James Ltd

“Over the years, it has been a real pleasure working with Broadgate Connect. The partnership has created several fantastic security officers for us here on the Broadgate contract. Long may it continue!”

BRITISH LAND VIEW



Charlotte Jones
Head of Talent Acquisition,
British Land

“The IT apprentices we’ve recruited through Broadgate Connect have brought new ideas and energy to our team. In fact, our Group Technology team were so impressed by the number of high quality candidates in Hackney and Tower Hamlets that they repurposed budget from another vacancy to fund an additional apprentice instead.”





Broadgate, London

INNOVATE AND GROW



11 years

of working in partnership to make a long-lasting, positive social impact.

“Embedding employment programmes that match local talent with the roles that employers need to fill sounds easy, but the reality is far from it. Deep collaboration is needed to truly understand and address local challenges and aspirations and stay nimble – Covid taught us that. We know this model works. We’ve proven it here at Broadgate and at other sites such as Fort Kinnaird in Edinburgh, where we have a similarly long-standing programme with Capital City Partnership. We have the right ingredients to adapt and change, creating a long-lasting, positive social impact.”

ANNA DEVLET

Head of Social Sustainability, British Land

ADAPTING IN A CHANGING LANDSCAPE

Pivoting in response to changing local needs is key to the lasting success of Broadgate Connect.

2012 →	2014	2016	2017	2018
<p>Launched Broadgate Connect, piloting an embedded ELBA account manager.</p> 	<ul style="list-style-type: none"> - Extended Broadgate Connect following successful pilot. - 100th local person placed into work – a Tower Hamlets resident, who had been unemployed for three months, who gained employment as a Broadgate security officer. 	<p>Introduced internships in response to growing regional focus on social mobility and underrepresentation. Broadgate occupier Itochu welcomed first local intern.</p> 	<p>Rolled out in-work training and qualifications with Broadgate suppliers to upskill local residents, starting with WorldHost customer service qualifications.</p> 	<p>250th local person placed into work – a Tower Hamlets resident, who had been unemployed for five months, who gained employment as a security officer.</p>
2019	2020	2021	2022	2023
<p>Introduced upskilling workshops for low-income local workers, in response to rising in-work poverty in the region.</p>	<p>Pivoted during Covid-19, with speed possible through strength of partnership, supporting the candidates previously placed into jobs to stay in employment and gain new skills.</p>	<p>Increased focus on underrepresentation and diversity by broadening the range of roles made available via the project for local communities.</p>	<p>Hosted Broadgate BounceBack Careers Fair to fuel post-Covid-19 recovery, this was attended by over 300 local candidates and helped 16 employers to fill their vacancies.</p>	<p>500th local person placed into work: a Hackney resident who gained a full-time administrator position, an opportunity she describes as 'fantastic!'.</p>

LOOKING FORWARD

Building on the success of Broadgate Connect in supporting local talent into employment with our retail occupiers and service partners across the campus, our priorities now include:

- Introducing Broadgate Connect to every business and partner across the campus – reaching all employers who have recruitment needs.
- Smoothing the pathway for local talent to apply for opportunities, and increasing support for those facing barriers.
- Supporting employers and local talent in growing careers together, including adapting processes to make diverse, local recruitment 'business as usual'.





ADAPTING AND LEARNING

Our strong partnership means we can act meaningfully, adapting to fast-changing local needs.

Trialling new ideas, in 2016-2017, we started working more closely with a smaller group of local partners. When this led to a reduction in employment and training numbers, we re-expanded the programme to wider partners, growing impact and sharing learnings across our portfolio.

Early in Covid, we quickly re-routed Broadgate Connect to reinforce support for candidates previously placed into jobs, including preparing them for opportunities post-pandemic. As a result, in 2020-2021, the number of people benefiting from training reached its highest ever level. The number supported into employment, however, dropped as shops and restaurants shut and office workers stayed at home.

As the cost-of-living crisis started to hit, we pivoted to help people experiencing in-work poverty, while continuing to place local jobseekers into work. We are also taking steps to reduce recurring unemployment, helping workers become more resilient for the future, for example, by providing training. We have a track record in this area, running programmes such as **Future Fit** to help workers become more resilient to automation and **Cashwise** to build people's financial capabilities and confidence.

EMBEDDED EMPLOYMENT PARTNERSHIPS - A MODEL FOR THE UK

Sustaining successful local employment initiatives is hard, but the beauty of the Broadgate Connect model is that it's both locally tailored and replicable. We hope the evidence presented in this report encourages greater cross-sector collaboration by public, private and non-profit organisations to drive inclusive growth.

Here are the key success factors identified through our partnership:

1 PRIORITISE CROSS-SECTOR COLLABORATION

Cross-sector partnerships can support the crucial areas of inclusive economic growth, social mobility and community cohesion. Drawing on expertise from businesses, communities, policymakers and local government whilst sharing skills, relationships and resources, these partnerships can address local needs, opportunities and employer priorities to produce mutually beneficial results.

2 FLEX AND PIVOT

Build in flexibility to pivot and adapt to local needs and employer priorities, both of which shift over time. Use the increasing devolution of adult education budgets to implement localised and data-led approaches that support better employment outcomes.

3 OPEN DOORS FOR PEOPLE FACING BARRIERS

As financial pressure on existing employment infrastructure increases, extra support is needed to help candidates access opportunities and progress. Our embedded employment partnership model supports people beyond the short term, through links to employers, training, coaching and work placements.



Broadgate, London

THIS MAKES BUSINESS SENSE

Every organisation needs the right people in the right roles to be successful. Broadgate Connect has consistently helped businesses at the campus access a wealth of diverse local talent, even in challenging employment markets.



Proactively get ahead by joining **Broadgate Connect** if you are based at Broadgate campus or by collaborating to introduce an embedded employment partnership in your local area.

Together, we can achieve far greater impact for people living locally and for commercial success.

FIND OUT MORE

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