



QUINTAIN

BRINGING PROPERTY AND
PLACES TO LIFE

Quintain Limited
Sustainability Report 2021





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INTRODUCTION

FOREWORD

Our 2021 Sustainability Report provides a snapshot of performance across the range of environmental, social and governance issues that we have identified as being material to us in our updated Sustainability Policy and Objectives.

Our Sustainability Policy and Objectives define the overarching principles in addressing environmental, social and governance (ESG) issues at Quintain. Supporting our corporate vision of 'bringing property and places to life', activity is directed around three focus areas: People, Place and Property.

We have split this report into sections reflecting our work in each of these areas, concluding with a section on the methodologies we have adopted and how we have applied them.

When we launched our 2020 report it had been five years since we last produced a report so this edition will provide a snapshot of our 2021 activity and an update on the projects we detailed in our previous issue.

We have continued to align our work with the global sustainability priorities, United Nations Sustainable Development Goals (SDGs).

Within each of our three focus areas, we have identified several priority areas, against which we have identified the SDGs which are key to that topic, as well as those that have a lesser influence; this is illustrated throughout our reporting using the SDG icons that relate to each section.

Over the course of 2021, we identified specific Key Performance Indicators (KPIs) across issues where we do not yet have them in place, and we developed a clear set of short, medium and long-term targets to help us to measure performance against our objectives.

We welcome your feedback, so please get in touch if you have any questions or suggestions for improvement. Our contact details are provided at the end of this document.

“I was delighted to welcome Clare Masters to Quintain this year, as our Head of Sustainability. She has been instrumental in drawing together all that our company has achieved in ESG over the last twelve months and I am looking forward to working with her to put in place our path to Net Zero.

We have emerged from the pandemic with confidence, with staff back in the office, Wembley Park and its amazing venues fully open to visitors and thousands of new residents moving into our Quintain Living buildings. We did not lose a day of construction activity, or a day of leasing activity, despite all the disruption. As our work at Wembley Park moves forward, with the next phase of construction beginning later this year, the estate has matured as an operational asset and our work across environment, social impact and governance has grown to reflect this.

During the reporting year we also launched our Equality, Diversity and Inclusion programme and associated Networks. As Chair, I have a strong interest in this programme and look forward to watching it grow and develop.”

JAMES SAUNDERS
CHIEF EXECUTIVE

“2021 was a year of opening, closing, of coming together and being kept apart. The world was still in the grips of a pandemic and restrictions but also realising that climate change was having a significant impact on how we live and do business. The pandemic and restrictions may have reduced carbon emissions in the short term from travel restrictions and increased working from home, but these reductions will have limited effect on rising global temperatures, climate crisis or carbon emissions.

Our challenge at Quintain is to partner ambitious business targets and the growth of new neighbourhoods with reducing carbon emissions in line with a Net Zero Carbon Roadmap.

Reducing carbon emissions and creating a sustainable liveable neighbourhood at Wembley Park have been the focus of the Sustainability Steering Group in 2021. I'm inspired by the work that my colleagues have undertaken so far with great results on increasing biodiversity, putting development targets in place for embodied and operational carbon, ensuring our apartments are super efficient and in creating a diverse and happy community filled with art and culture. I'm determined that we can do more and better over subsequent years. This will be achieved through setting science-based targets and KPIs and using data from our operations to inform lifecycle decisions.

We've already started our journey on sustainability and although daunting in scale, we know what we need to achieve. 2022 will provide exciting opportunities to unite with our stakeholders, residents and suppliers to work on solutions to protect and restore our world.”

CLARE MASTERS
HEAD OF SUSTAINABILITY



INTRODUCTION

SUSTAINABILITY POLICY

Quintain is one of the UK and Ireland's leading vertically integrated developers and an early pioneer of Build to Rent (BtR) residential properties in the UK market. Established 30 years ago and with over 20 years at Wembley Park, Quintain is today one of the UK's largest developers, owners and operators of BtR, with a pipeline in London of 8,500 homes at Wembley Park, the largest single site of BtR in the UK.

Only by measuring and understanding our impact on the environment, society and the wider economy, can we effectively evaluate our contribution, manage our business risks and identify opportunities to create lasting value for all. We have a culture of continuous improvement supporting our business processes and initiatives that aim to reduce the environmental impact of our operations and those of our suppliers.

These improvements also focus on socio-economic impacts and aim to support the communities in which we work, leaving lasting positive legacies. Our Sustainability Policy and Objectives sit within the wider suite of our corporate policies that are already in place to ensure we deliver on the things that are important to us and to our stakeholders.

OUR AREAS OF FOCUS

Our environmental, social, economic and governance impacts are considered across our three pillars:

PEOPLE: We aim to put people first in everything we do. We recognise that we have a responsibility to leave a positive and lasting legacy with the people we work with, whether our own employees, our supply chain, or our local communities.

PLACE: We aspire to create inspiring, vibrant and thriving communities and neighbourhoods that are socially, culturally, environmentally and commercially sustainable.

PROPERTY: We endeavour to create sustainable buildings that are built to last and futureproofed to ensure they provide a high-quality, comfortable environment, now and in the future. We have developed priority areas under each pillar and have defined specific objectives against which we can track progress against our policy and report on performance. Our Sustainability Steering Group meets regularly in order to ensure we focus on and address the sustainability issues that are central to our business activities, providing feedback on performance and recommendations on a quarterly basis to the Operational Board.

Underpinning our policy is our approach to Good Governance. This ensures that the decisions we make are the right ones for the business and our stakeholders.

OUR COMMITMENTS

To demonstrate compliance with our policy and to demonstrate compliance with our policy and deliver our objectives, we commit to:

- Go beyond compliance and minimum requirements
- Provide leadership and seek to continuously improve
- Be forward-thinking, innovating where required
- Ensure our employees and other stakeholders are all aware of and can contribute towards our goals
- Work to influence impacts beyond our direct activity and engage in pro-active discussion with our business partners and suppliers
- Identify Key Performance Indicators and set targets for performance in key areas
- Measure and disclose our performance in a transparent way.



JAMES SAUNDERS
CHIEF EXECUTIVE



QUINTAIN SUSTAINABILITY PRIORITY AREAS

Governance



People

Diversity & Inclusion



Education, Skills & Employment



Safety, Health & Wellbeing



Sustainable Communities



Place

Biodiversity & Natural Capital



Public Realm & Placemaking

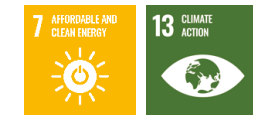


Transport & Connectivity



Property

Climate Change



Resource Efficiency



Sustainable Procurement



Technology & Innovation





We submitted our first GRESB report in 2020 and have reported on our progress again in 2021.

We were pleased to gain our Green Star ratings on Standing Investments and Developments, but we won't rest on our laurels. We have used the recommendations and benchmarking data from GRESB to make informed decisions on management procedures and stakeholder engagement.

Our ambitions are to continuously improve on ESG performance and have our work recognized across the BTR sector. We will continue to view the GRESB submission and reports as an opportunity for improvement and sustainable growth.

RECOMMENDATIONS COMPLETED:

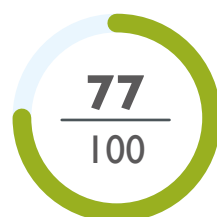
- GHG reporting complete
- Sustainability Report published
- ESG Personal Development Review objectives set
- 3rd Party certifications underway for new developments
- Green clauses in leases drafted
- Supplier engagement / sustainability prelims
- EDI Steering Group and networks established

STANDING INVESTMENTS



PERFORMANCE SCORE

Metric	Score
GRESB Average	46
Benchmark Average	47



GRESB SCORE

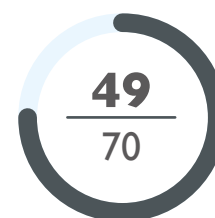
Metric	Score
GRESB Average	72
Peer Average	73

Green Star



G R E S B[®]
★★★★★ 2021

DEVELOPMENTS



DEVELOPMENT SCORE

Metric	Score
GRESB Average	52
Benchmark Average	57



GRESB SCORE

Metric	Score
GRESB Average	78
Peer Average	83

Green Star



G R E S B[®]
★★★★★ 2021



GOOD GOVERNANCE

CORPORATE



CORPORATE GOVERNANCE

Our objective is to operate our business in an honest, transparent and ethical manner, protecting company assets and working in the best interests of all our stakeholders. Good governance ensures that the decisions we make are the right ones for the business and our stakeholders. We adopt best-practice approaches to governance issues, irrespective of requirements and regulation, because we believe it makes us stronger as a business, more attractive to our employees, and facilitates better relationships with our supply chain and local communities.

GOVERNANCE PROCEDURES

We are a relatively small, privately-owned organisation, and as such, have few formal reporting obligations in relation to governance matters.

Irrespective of this, we have maintained the majority of policies and procedures we had in place when we were a PLC and seek to go beyond minimum legal compliance requirements in matters that address social and environmental issues. In 2021, a gap analysis was undertaken and we are proposing the introduction of a more robust compliance review framework to audit and report on the effectiveness of compliance-related controls in conjunction with each department that will be reviewed by end 2022.

These will focus on laws and regulations specific to each operational area. Whilst we currently report on compliance matters to the Board via our Governance Report and to our Parent Company on a quarterly basis, we would ultimately like to create a separate, more comprehensive Compliance Report dashboard to be shared with both in order to promote better visibility and collective understanding of important governance issues at board level.

SUPPLY OF GOODS & SERVICES

Our approach to procurement and the supply of goods is strongly influenced by our approach to governance, with many checks and balances to ensure we are procuring in an ethical manner.

Ongoing monitoring of supplier performance is focused on our high risk suppliers and those with whom the majority of our spend is concentrated. Compliance reviews are carried out by our procurement team on a regular basis, and where appropriate, third party specialists are appointed to carry out more in-depth checks. Our Principal Contractors are also monitored on an annual basis by our third-party auditor, Achilles.

Achilles have significant industry experience and are trained in accordance with the International Register of Certified Auditors (IRCA) to measure and track supplier compliance; the scope of their audit programme covers an assessment of each supplier's organisational management systems, documents and processes relating to key supply chain risk areas across a wide range of ESG issues including: ethical business practices; health and safety; environmental performance and corporate responsibility; and carbon management. The Achilles supply chain mapping exercise collects information on sub-suppliers in order to link relationships and improve the visibility of the wider supply-chain network, helping us to better understand the inter-connected relationships and potential supply chain issues that could arise as a result.

Performance against each organisation's own policies and procedures is also reviewed and "pass/ fail" events are reported back to us, with corrective actions as necessary. To date, there have been no significant issues reported, and we continue to work only with compliant and 'approved suppliers'.

MODERN SLAVERY

The construction supply-chain is a high-risk area for incidents of modern slavery, so we take measures such as independent labour audits and confidential interviews with site operatives to mitigate the risk of this at our sites. This monitoring is also carried out by our main contractors, each who are equally committed to eliminating modern slavery in supply chains.

ANTI-BRIBERY & CORRUPTION

The construction industry also consistently ranks high in corruption indexes; due to the nature of work, no two projects are the same, making it difficult to compare costs across projects and identify bribes. As a developer, we take bribery and corruption seriously, and have policies and procedures in place to ensure that any potential issues are identified and dealt with. This includes regular training and recording of gifts and hospitality, guidelines on appropriate acceptance of hospitality, particularly during periods of contract award, and the use of a confidential phoneline which our employees can call to report any concerns they might have. Contract staff working with us in place of an employee for a period of more than three months are offered a compliance induction and our Safecall hotline is also made available to them.

To further strengthen compliance, we are currently considering the possibility of sharing our hotline facility with our suppliers when they contract with us as part of our SupplierPortal process.



GOOD GOVERNANCE

REPORTING



STREAMLINED ENERGY & CARBON REPORTING (SECR)

We report on our carbon emissions from energy and the use of other resources because it identifies and quantifies our impact on the environment in absolute terms.

Using the SECR framework and criteria for reporting emissions highlights areas for improvement and investment in efficiency measures. Reducing carbon emissions and improving efficiency is a priority area for us and reflected in our targets and objectives to develop a Net Zero Carbon target and roadmap in 2022. Work has begun on decarbonisation options across Wembley Park and in the design and operation of our developments and this work will feed into our zero carbon trajectory. We plan to align this work with Science Based Targets (SBT) and the recommendations of the Task Force for Climate Related Financial Disclosure (TCFD).

Our Scope 1 and 2 emissions and intensity metrics are included in our Annual Report and Accounts which is publicly available. Our management procedures ensure that we meet environmental standards and legislation across all the key SECR environmental impacts. Full Scope 1, 2 and 3 emissions are included in our GHG Inventory which is available as a separate document on our website and by request.

SECR TABLE

	2021	2020			
			Scope 3 Emissions (tCO₂e)	139,293	102,588
Energy Consumption (kWh)	21,316,579	16,850,525	- Embodied Emissions (Life Cycle Stages)	94,398	69,366
- Gas	8,970,977	6,544,007	- Fuel and Energy Related Emissions	93,157	68,667
- Transport Fuels	26,407	54,728	Emissions from the disposal of solid and	1,240	699
- Electricity	11,960,974	9,461,728	- Water	6	23
- Heat	358,222	790,062	- Waste	6	5
TOTAL SCOPE 1 & 2 EMISSIONS	4,274	3,579	Emissions or removals from the use	28,353	20,900
SCOPE 1 & 2 GHG EMISSION	16	16	Embodied Emissions (Life Cycle Stages)	28,353	20,900
Scope 1 Emissions (tCO₂e)	1,649	1,216	Emissions from downstream leased	7,109	5,350
- Combustion of Gas	1,643	1,203.247	Tenant Gas	580	489
- Combustion of Transport Fuels	6	12.546	Tenant Electricity	3,166	2,708
Scope 2 Emissions (tCO₂e)	2,625	2,363	Tenant Heat	3,286	2,006
- Purchased Electricity	2,540	2,206	Tenant Water	46	127
- Purchased Heat	85	157	Tenant Waste	31	19
			Emissions from end of life stage of the	9,421	6,944
			Embodied Emissions (Life Cycle Stages)	9,421	6,944



GOOD GOVERNANCE

SUSTAINABILITY STEERING GROUP



SUSTAINABILITY STEERING GROUP

Our objective is to guide our approach to environmental, social and governance issues, identifying and reviewing the short-, medium- and long-term issues that affect or are affected by our business, ensuring we have the appropriate measures in place to carry out our activities responsibly and with integrity.

Our Sustainability Steering Group (SSG) was formed in 2019 and takes advantage of experience and expertise from across the business to develop our sustainability priorities and report on progress against our objectives. Co-chaired by Clare Masters, our Head of Sustainability and Cath Webster, our Executive Director for Strategy & Investment. The SSG meets fortnightly and reports into the Operational Board on a quarterly basis.

TERMS OF REFERENCE

The SSG is responsible for ensuring that our sustainability strategy remains current, that progress against our objectives is tracked, and that our approach to sustainability is communicated both internally and externally.

STRATEGY & OBJECTIVES

It is the role of the SSG to identify the sustainability issues that are material to the business, set objectives against those issues and recommend appropriate courses of action to deliver against those objectives to the Operational Board.

In 2020, the SSG revitalised the company's sustainability strategy and set clear objectives across key issues identified in relation to our three sustainability pillars: People, Place and Property.

These issues were selected based on an updated materiality assessment and reflect the concerns of our stakeholders, as well as our ability to affect or be affected by them.

The SSG has input into the job descriptions for several new roles across the business, ensuring they are aligned with the resourcing needs to deliver against our sustainability objectives; and has recently gained approval for a new dedicated sustainability resource for which we will be recruiting in the coming months.

PROJECTS & IMPLEMENTATION

Another area of focus for the SSG is the development of implementation plans for each of our objectives, and the identification of opportunities and projects to enhance the sustainability of the business.

This includes working alongside other areas of the business, such as our Smart Cities Working Group, to identify incubator investment opportunities that will help to improve and promote sustainability performance.

This also involves the communication of our strategy, objectives and performance both within the business and externally.

MEASUREMENT

As our objectives have been developed, we have identified several Key Performance Indicators (KPIs) against which we can measure our performance over time.

As a result of this exercise, we have implemented further measurement of our impacts across different topics, we will once again be responding to the Global Real Estate Sustainability Benchmark (GRESB) to allow us to benchmark our performance against our peers.

In 2020 we set out our areas of focus and objectives and we have spent 2020 and 2021 collecting evidence, data and case studies and benchmarking against these objectives so we can develop KPIs in subsequent years.

SSG MEMBERS

The SSG draws on expertise from across the business, bringing together a range of perspectives and experiences relevant to our objectives.

Individuals are invited to join the committee based on a combination of their expertise in one or more of our strategic sustainability focus areas; their ability to influence and effect change; or their proficiency to practically implement policies and assist with data gathering. We also draw on expertise in governance, communications and reporting to enable us to effectively deliver against our objectives.

WIDER IMPLEMENTATION

In addition to our formal committee members, there is a wealth of knowledge, interest and enthusiasm across the Group which we tap into on a regular basis to inform, evolve and implement our sustainability objectives.

We have a number of specialist business functions, who although aren't directly involved in the SSG, have responsibility for key ESG issues and sustainability priority areas within their day-to-day roles. This includes health and safety, community engagement, arts and culture, and technology specialists and leaders, who have their own strategies, policies and procedures that help to ensure that, as a company, we are able to deliver against our wider sustainability goals. Each of our Steering Group members is responsible for liaising with their teams and disseminating the work of the SSG more widely. Specialists across the business have been consulted on their areas of expertise relevant to the sustainability strategy to ensure alignment, and as part of our Projects & Implementation strand of work, and in the reporting year, we strengthened these links to ensure that departmental and individual performance objectives linked to our sustainability policy and objectives. With a view to obtaining wider support and buy-in for meeting our objectives, we increased our internal communication and engagement on sustainability issues, through both formal and informal channels. This is evidenced by the results of our most recent employee survey, where 83% of responders confirmed they were aware of our commitments to sustainability, an increase from 74% in 2019.

Ultimately, behaving in a responsible and sustainable manner is part of all our roles, and the majority of our employees are already mindful of this. Participation in our volunteering programmes and awareness of the opportunities has increased significantly. Managers from across the business have all agreed to support our strategy, and alongside Operational Directors, have helped to further drive our culture of sustainability within their teams. One of the ways in which we strived to achieve this is through our mid-year development review process, which now requires each member of staff to identify a personal sustainability objective, aligning with our corporate and departmental objectives, to further reinforce and embed our strategy.

We have made clear progress in driving down energy and water usage across our managed portfolio and hope that by next year we can demonstrate how these systems have helped design more sustainable buildings for our future portfolio.

GOOD GOVERNANCE

SUSTAINABILITY STEERING GROUP



CLARE MASTERS, Chair

Head of Sustainability

Focus: Leading the sustainability agenda for Quintain and demonstrating the benefits of a zero carbon and biodiverse, nature rich development for our residents and stakeholders.



CATH WEBSTER, Co-Chair

Executive Director of Strategy & Investment

Focus: Supporting each area of the business to identify and progress change, and ensuring processes and resources are in place to implement sustainability objectives.



JACQUI WILLIS, Secretariat

Assistant Company Secretary

Focus: Ensuring meetings are effectively organised and minuted; advising on governance-related issues and requirements.



HARRIET PASK

Director of Corporate Communication

Focus: Communicating internally and externally on sustainability performance and ensuring responsibility for meeting sustainability objectives is felt across the business.



“Our values and associated behaviours acknowledge our responsibility to the entire life cycle of a project, from designing and building it, to operating it and to ensuring it becomes a fantastic place to live. It is vital for us to understand that operational efficiency can only be achieved with dedicated focus at the design stage, and that building for a diverse, long-lasting community is best done by a diverse team from the outset.”

HARRIET PASK

JAMES HUARTSON

Head of Estate Services, Wembley Park

Focus: Ensuring the responsible use and identification of resource use improvement opportunities; improving the performance of Envac; and procurement of utilities.



LAURA ASHBY

Skills Manager, Construction

Focus: Enabling local people to access opportunities within the construction and property sector; and development of community education and skills programmes.



SUZANNE HENDERSON-FRENCH

HR Business Partner

Focus: Support and development of employee health and wellbeing initiatives; employee data and trend analysis; and involvement in the development of our emerging EDI strategy.



JENNIE FOJTIK

Head of Mobilisation, Quintain Living

Focus: Identification of circular economy opportunities within the Quintain Living supply chain; and resident engagement.



WARREN MCMEETING

IT Manager, Wembley Park

Focus: Identification of opportunities where technology can support the achievement of our sustainability objectives.



JULIAN TOLLAST

Head of Masterplanning & Design

Focus: Enhancing biodiversity; collaborative design of the public realm; and the development of optimum approaches for reducing embodied and operational carbon.



MARY KELLY-MANNION

Director of Cost Management & Procurement

Focus: Development of criteria and management of processes to ensure selection of supply chain partners in accordance with our ESG requirements.



NICK ADAMS

Head of Facilities Management, Quintain Living

Focus: Investigating ways to use energy, water and waste data to drive performance improvements across residential assets; and identifying further opportunities for a circular economy and improved biodiversity.



MARK SIMMONS

Director – Project and Design Management

Focus: Ensuring all new design projects have sustainable and environmentally sympathetic thinking at their core; championing these values during design evolution, through construction and into the operation of the built assets.



“Quintain’s Sustainability Steering Group (SSG) has been in place for over two years now and has a broad base of members from across the business - operations, development, design, leasing, procurement, finance, technology, construction, HR and corporate communications. Together, this group has reviewed the many ESG issues that affect or are affected by Quintain, reviewed the large number of projects that are already in place, and identified those which it would like the company to commence or augment, many of which are now underway. This report summarises how the SSG view Quintain by dividing it into People, Place and Property, alongside Good Governance, and serves to showcase our achievements in our priority areas to date. We have strong aspirations to continue to develop our approach to ESG issues and ensure that our projects and approach are effectively communicated to all stakeholders. This report is a great start in that journey.”

CATH WEBSTER



GOOD GOVERNANCE

STAFF ENGAGEMENT



PERSONAL DEVELOPMENT REVIEWS

During our 2021 personal development review (PDR) process we asked all employees to set key objectives to consciously play their part in our sustainability story. Each member of staff was to include one objective focused on a goal they could set themselves to achieve that year focusing on ESG rather than their regular work streams. We allowed people to choose but gave them 100 examples covering themes such as Waste, Nature, Community & People, Carbon & Energy, Communication & Education and Procurement.

WASTE

In 2021 the most popular category was focused on the reduction of non-recyclable waste such as single use plastics and to work to ensure our in-office procurement adhered to this too.

Our on-site teams at Wembley Park explored ways to reduce single use plastics on Stadium and Arena events days and installed recycling hoop bins across the estate to great effect.

Paperless working was an ambition of a number of the admin team and to this end we have introduced a preference for DocuSign rather than printed paper contracts across the business.

Digital signage is now being used as wayfinding and information across Wembley Park where printed and single use signage may have been used previously.

The Yellow, our community centre, has gone paperless and halted printing of their monthly programme and increased their use of social media and their website to promote their busy programmes.

Foods supplied to our offices now arrive in recyclable containers and our milk deliveries arrive in glass bottles which are all collected for re-use and all Nespresso pods are sent back for recycling.

CARBON & ENERGY

Employees set themselves some impressive goals to reduce their carbon footprint and reduce energy consumption across the year. Meetings have continued to offer a hybrid arrangement to reduce unnecessary travel between our places of work. One member of staff challenged colleagues to cycle to work or replace one aspect of their commute with a run, walk or cycle and collected the results on the intranet.

Green couriers and EV taxis when needed are preferred to petrol or diesel vehicles.

Our parking team have upgraded our Ski Data systems to accommodate parking tariffs that are cheaper for more sustainable vehicles. Our Transport and Parking team have introduced electronic ticketing and use of numberplate recognition resulting in the elimination of approximately 600,000 paper tickets per year.

Learning and Development (L&D) achieved across the year included online courses in 'Embodied Carbon' and 'Intro to Net Zero Carbon Buildings'.

The Wembley Park Estate Team improved use of electricity and water to within 10% of the 2020 estate consumption figures and waste recycling figures have improved from 9% to 20%. Furthermore, any expired electricity contracts are being renewed to a green tariff during 2021. Security vehicles at Wembley Park have been changed to hybrid vehicles.

Simple but effective strategies are now in place to ensure lights, heating and aircon are being turned off when buildings are not in use; windows are shut; computers are left on sleep mode overnight to reserve energy and items procured come from sustainable suppliers and are made of recyclable material where possible.

NATURE

As part of the PDR process our Estates Team have created a biodiversity register to record new insects who have been attracted to Wembley Park's new gardens and public parks. Fuel powered gardening tools have been replaced with rechargeable battery operated ones and weed control substances have been replaced with a more sustainable solution. All organic waste across the estate is now recycled by composting.

COMMUNICATION & EDUCATION

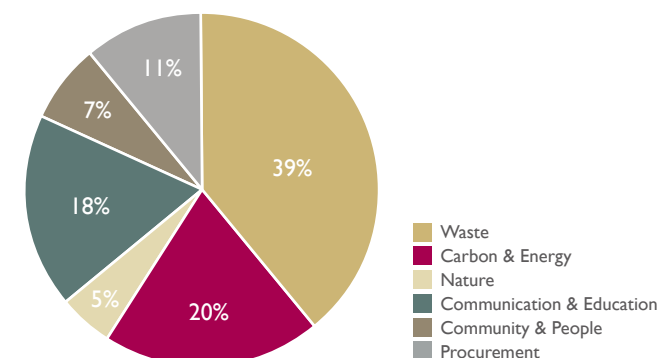
Employees were evidently keen to broaden their knowledge on ESG. Targets were set to achieve CPD hours on varied subjects. Objectives to learn and share targets and achievements have been set within the Quintain Living teams covering ESG and materials. Educating residents on the values of our Envac system was a goal for a number of employees.

COMMUNITY & PEOPLE

Commitment from staff to participate fully in our EDI programmes and Wellness initiatives is clear across the PDR objectives which is fantastic to see. The steering groups allow for education and support and is particularly important post lockdown and reintroductions to colleagues and those from across the industry. Commitments were made to utilise our two days of volunteering quota and some wonderful examples of staff working in the community were shared.

PROCUREMENT

Our procurement team and office managers have worked together to ensure that where possible our purchasing has been from sustainable sources. Our technology team have reviewed product lifecycle plans and solutions. On a much larger scale our design teams on our new developments have taken our Sustainability Principles into account at every stage.





PEOPLE

We aim to put people first in everything we do.

We recognise that we have a responsibility to leave a positive and lasting legacy with the people we work with, whether our own employees, our supply chain, or our local communities.

PEOPLE

DIVERSITY & INCLUSION

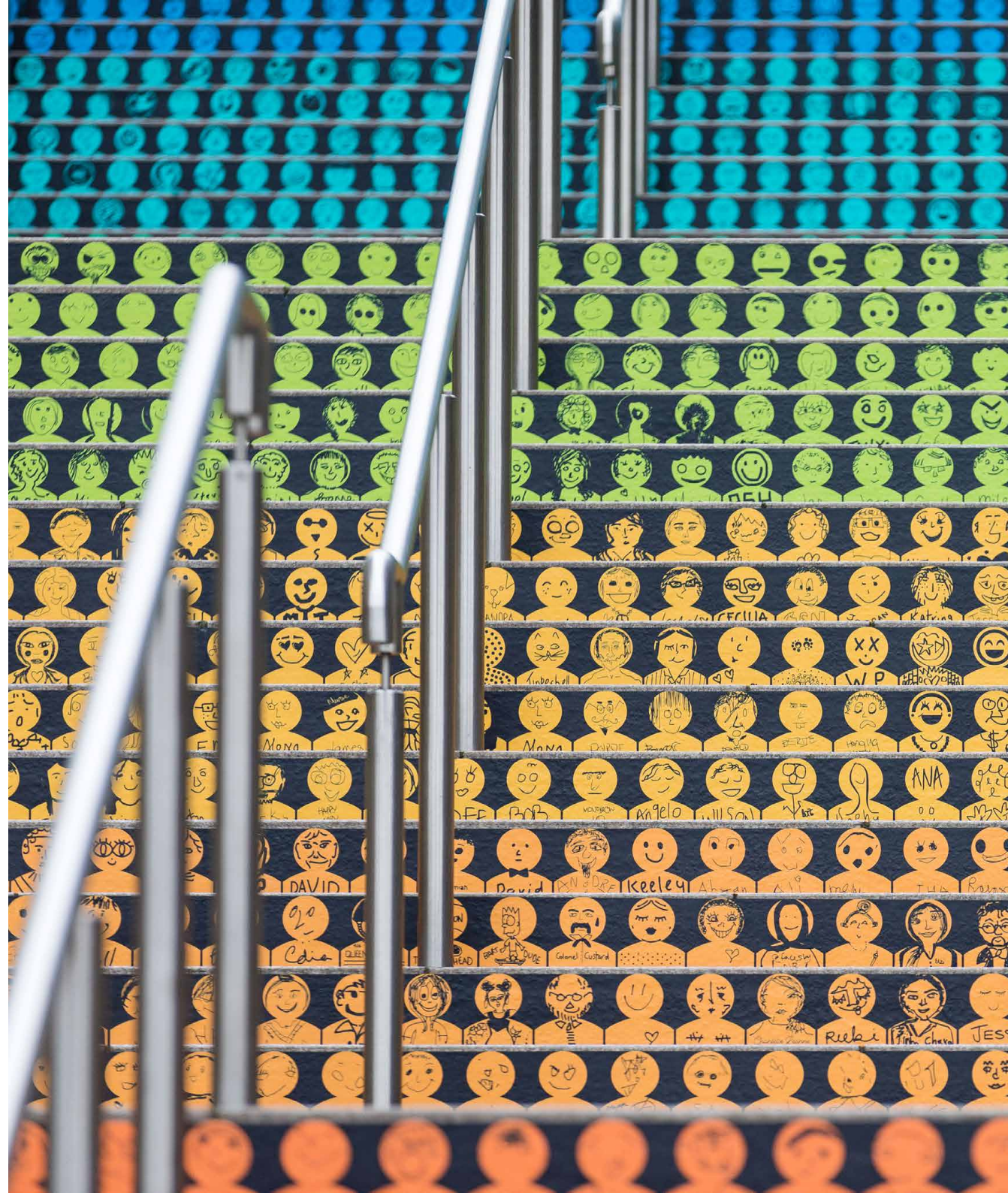
OUR OBJECTIVES

Research has shown that a diverse and inclusive workplace can result in higher revenue growth, a greater readiness to innovate, an increased ability to recruit a diverse talent pool, and significantly higher employee retention rates.

We believe that by employing and engaging with people from different backgrounds - and by learning from their lived experiences - we are better placed to create more inclusive places.

DIVERSITY & INCLUSION

Objectives: To improve diversity in all its forms across our business and operations, addressing potential biases and barriers to entrance and progression in the professions and sectors in which we operate; and ensuring that the contributions, presence and perspectives of all our employees are valued and used to inform our business decisions, allowing us to create places where everybody feels like they belong.



PEOPLE

DIVERSITY & INCLUSION



DIVERSITY & INCLUSION

Our objective is to improve diversity in all its forms across our business and operations, addressing potential biases and barriers to entrance and progression in the professions and sectors in which we operate, and ensuring that the contributions, presence and perspectives of all our employees are valued and used to inform our business decisions, allowing us to create places where everybody feels like they belong.

We want to foster environments where people feel free to share their ideas and opinions, knowing that their input is acknowledged and valued.

ONE QUINTAIN

Our culture is welcoming to all. We function as one company, whether you work in our central London Office, Dublin or Wembley Park, creating a sense of belonging for every employee. Our 'One Quintain' ambition is the driving force behind our brand, values and culture.

Quintain aims to be a people-first company, that values its staff and respects their diversity.

We do this because we believe that people who feel included and listened to are happier, more productive, and stay longer; and ultimately our inclusive culture will drive our business performance.

Our values are Creative, People-first, Pioneering, Sustainable and Proud and the associated behaviours foster a sense of respect, awareness and belonging.

Our diversity and inclusion aims are four-fold:

- To build a One Quintain culture, built on our shared values to unify all teams across all levels in the business.
- To create an inclusive workplace culture where everyone is treated fairly, with equal access to opportunities, training and resources, and the opportunity to be heard and to share their experiences.
- To celebrate and build a greater understanding of Quintain's diversity and the benefits to be gained from increased diversity and inclusion.

- To acknowledge that improved business performance is achieved by greater inclusivity and belonging, where employees feel more connected, valued, integrated, less siloed and with the opportunity to grow and realise their potential.

WHAT WE ACHIEVED IN 2021

We embarked on a new journey together as a firm that built a stronger team underpinned by our values and behaviours.

We appointed an external advisor on diversity and inclusion to facilitate the company's next steps on this journey and we started by asking, through a company-wide communication, for employee volunteers to participate in a consultation exercise to share their lived experiences and opinions on what we do well and where they believe we can improve.

42 members of staff joined these focus groups: we have listened, acknowledged staff opinion and defined our aims and proposed approach based on these conversations.

Formed in July 2021, our Equality, Diversity and Inclusion Steering Group is chaired by our Chief Executive and is formed off a diverse range of representatives from across the business, whose role is to lead on the creation and implementation of Quintain's EDI strategy and ensure it is aligned to our overall business strategy.

In addition to this group, we have formed three focused networks:

1. Gender Equality Network
2. Culture Club
3. Pride Alliance

A. Breakdown of Employees by Role, Gender & Age

	2020					2021				
	Total	Average	Male	% Male	Female	Total	Average	Male	% Male	Female
		Age	N°		N°		Age	No		N°
Exec Directors	2	50	2	100%	0	2	51	2	100%	0
Non-exec Directors	7	55	7	100%	0	6	53	6	100%	0
Board of Directors	9	54	9	100%	0	8	52	8	100%	0
Operational Board	13	48	8	62%	5	11	49	6	55%	5
Senior Managers	16	47	11	69%	5	20	45	12	60%	8
Senior Professionals	29	47	19	66%	10	31	47	18	58%	13
All other staff	152	36	70	46%	82	159	36	79	50%	80
All staff total (incl Board)	190	39	98	52%	92	198	45	105	53%	93
Age Distribution (incl. Board)										
Under age 30 (0-29)	33	16.67%								
Age 30 to 50	137	69.19%								
Over age 50 (51+)	28	14.14%								
TOTAL	198	100%								

EXPLANATORY NOTES: Due to changes in our corporate structure, there is a minor change in how these categories are defined; 2014/15 data has been restated to align with our new reporting structure. All data above is calculated as at 31 December 2021.

PEOPLE

DIVERSITY & INCLUSION



DIVERSITY & INCLUSION STEERING GROUP

LAURA ASHBY

Skills Manager
(Co-Chair of Gender Equality Network)



MARY KELLY-MANNION

Director of Cost Management
and Procurement



ASH PATEL

Community Engagement Manager



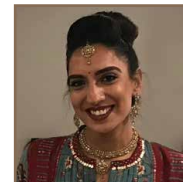
ROXANNE CHARLES

Receptionist/Project Administrator
(Chair of Culture Club Network)



REENA MAISURIA

Defects Resolution Manager
(Co-Chair of Gender Equality Network)



JAMES SAUNDERS

Chief Executive
(Chair of Steering Group)



CLAIR DALY

Head of People,
Quintain Ireland



KATHRYN MCCONNELL

HR Director



RAJESH SHAH

Executive Commercial Director



JENNIE FOJTIK

Head of Mobilisation



GRACE OYESORO

Operations Manager



JULIAN TOLLAST

Head of Masterplanning & Design



CLAUDIO GIAMBRONE

Head of Marketing
(Chair of Pride Alliance)



HARRIET PASK

Director of Corporate Communication



JACQUI WILLIS

Assistant Company Secretary



PEOPLE

DIVERSITY & INCLUSION



CELEBRATING DIVERSITY & PROMOTING INCLUSION AT WEMBLEY PARK

We support the need to create a more joined-up approach and a shared understanding of the importance of different achievements and stories in public spaces, and we are watching closely the progress of the Commission for Diversity in the Public Realm, set up by London Mayor Sadiq Khan in 2020.

The London Borough of Brent is one of the UK's most culturally diverse areas, with two-thirds of the population from black, Asian and minority ethnic groups and one of the largest Irish populations in the country. It is thought that 149 different languages are spoken and in one in five households, English is not the first language. We are mindful of the role we play in ensuring that Wembley Park serves all local residents; when reflecting on Wembley Park as a successful neighbourhood, Mohammed Butt, Leader of Brent Council said that you "get a sense of the positive melting pot of communities all working and living together" and this is what we strive to deliver - a neighbourhood that is inclusive, accessible, and fosters a genuine sense of community, connecting to the diverse wider locality.

Our Cultural Placemaking Strategy ensures that we commission and procure art that reflects the diversity of the area and provides a platform for local artists. Our busking programme ensures musicians are paid fairly for their work, and Second Floor Studios offers low cost workspaces for artists.

Wembley Park hosts diverse independent retailers, and the food offering across the estate provides a wide range of tastes reflecting the different backgrounds and cultures of our tenants.

Our year-round event programme has profiled local heroes, raised awareness of mental health matters, celebrated Pride and has included installations co-created with members of the community. We celebrate Black History Month with a programme of relevant talks, films and activities; and a wide range of holy days and festivals are acknowledged and celebrated across the public realm.

Local people are invited to shape their own programming at our community centre, The Yellow, where we provide space and support to allow the community to determine and meet local needs, resulting in the provision of support groups for men and women, English classes for speakers of other languages, clubs for pensioners and creative outlets such as our regular Open Mic and the Brent Fashion Show. Coffee meetups, resident meetings and cooking clubs are organised so that new and existing residents get the opportunity to meet one another, make new connections and learn from one another. 2021 events supported various religions and beliefs and in the latter months of the year celebration events were held for Diwali and Christmas.

In 2021 our chosen theme for our Winterfest event was 'United in Light' this was also the name for our Outdoor Gallery this same year. Curated to reflect the power of people pulling together, the photo exhibition displayed 16 uplifting and vibrant scenes of togetherness, tenderness, and intimacy.

The themes across many of our pieces in our art trail for 2021 were united to reflect our emergence from Covid-19 restrictions. Unity, Light, Power, Celebration, Reunion and Reflection were powerful words used for the titles of many of the pieces.

ACCESS FOR ALL

Great care is taken to make the pedestrianised thoroughfares of Wembley Park accessible to those with mobility issues, ensuring that everybody can access and enjoy the public realm on offer. At the end of 2020, our Olympic Steps project came into fruition after a decade of planning, improving accessibility to Wembley Stadium by replacing the pedway with the new Olympic Steps. The steep gradient of the pedway was a challenge for encumbered spectators, causing difficulty for those with mobility and visual impairments, the ambulant disabled, as well as those with pushchairs. The Olympic Steps were designed after consultation with Level Playing Field, an organisation that promotes a positive, inclusive experience for disabled sports fans, and along with the introduction of four new lifts from ground level to the Wembley Stadium concourse, provides better access for those with accessibility difficulties. For further details of our community programmes, refer to the Local Communities section of this report. For further details on our Cultural Placemaking Strategy and involvement in Brent London Borough of Culture, refer to the Public Realm & Placemaking section of this report.



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT

OUR OBJECTIVES

We have a responsibility to ensure that local people benefit directly from the pathways into training, apprenticeships and employment programmes that exist across our activities and within our supply chain.

We are committed to investing in education and training at all levels to ensure that as many people as possible can access the opportunities that are available to them.

EDUCATION

Objective: To inspire local people to pursue careers in our sector by supporting educational partners and engaging with students to enhance their understanding of the required skillsets and the types of opportunities available to them.

SKILLS & EMPLOYMENT

Objective: To share our knowledge and skills with local communities, equipping people with relevant training to support their future



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT



EDUCATION

Our objective is to inspire local people to pursue careers in our sector by supporting educational partners and engaging with students to enhance their understanding of the required skillsets and the types of opportunities available to them.

Our Education Programme is designed to highlight pathways and promote careers in construction and property, at the same time developing soft skills that aren't necessarily part of the national curriculum and raising awareness of mental health and wellbeing.

ENGAGEMENT WITH SCHOOLS

Our School Engagement Programme is led by our Skills Team and is multi-faceted, combining engagement activities with local schools and our business, our supply chain and our community centre, The Yellow.

In 2016, we identified a number of local schools, based on proximity, with which we could build lasting and strong relationships with. Quintain's school engagement programme was affected by the aftermath of Covid-19 however our engagement figures were significantly higher than 2020 reaching 5,945 students in 2021 compared to 1,864 the year before.

During 2021 we continued our partnership with The Skills Builder to fund several schools in Brent to access upskilling programmes and employer volunteering schemes. During 2021 many of the sessions took place virtually however, we reached a great many students. McLaren and Sisk reaching 65 students for National Apprenticeship. This was a project management course for young people in Brent which included a masterclass from the Quintain and McLaren teams facilitated through our employee volunteering schemes culminating in a dragon's den style event at one of our Quintain Living social spaces.

A partnership with London National City Park trust was set up to support Brent based charity Daniel's Den and Place 2 Be schools for Children's mental health week taking place in 2022.

“As a response to Covid-19 we worked hard to connect local communities and charities to share skills and all that they have learned. One particular project with Brent Mind and Sufra looked to support and empower adults living with mental health issues. The aim was to help them design their own community garden spaces. Seven people took part with support volunteers.”

LAURA ASHBY
SKILLS MANAGER

“I spent an enjoyable three sessions with the students at our local Ark school, discussing the depth and range of opportunities in the workplace and talking about relevant skills that will help when seeking employment that they can work on now.”

CATH WEBSTER
EXECUTIVE DIRECTOR



**Skills Builder (2021)
Participating
students and
teachers
3,895**

**School
Engagement (2021)
Participating
students
5,945**



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT

LIFELONG LEARNING

Through collaboration with key local actors, lifelong learning is supported through a range of initiatives in the local community.

Through early research carried out with Brent Community Voluntary Service and the Young Brent Foundation, we identified skills gaps that were needed within the voluntary sector locally.

As similar skills gaps were identified across different organisations, we developed a programme to deliver relevant training courses to groups of people from across the sector using our in-house expertise. This included, for example, a session on media training delivered by Deepika Sharma, Content Manager for Quintain Living.



SOCIAL VALUE CONTRIBUTIONS

	TOTAL (£)
HOW WE CONTRIBUTE	259,592
■ Cash	88,592
■ Staff time	185hrs 3,778.24
■ In-kind donations	200
■ Management costs	167,368
WHAT WE SUPPORT	259,938
■ Education, Skills & Employment	104,427
■ Health & Wellbeing	23,945
■ Economic Development	326
■ Arts & Culture	24,522
■ Emergency Relief	-
■ Social Welfare	2,350
■ Environment	130
■ Other Support	104,238
WHY WE CONTRIBUTE	259,938
■ Charitable donations	750
■ Community investment	259,188
SOURCES OF ADDITIONAL FUNDING (LEVERAGE)	61,852
■ Contributions from Quintain employees	7,593
■ Contributions from Quintain supply chain	54,258
BENEFICIARIES	61,852
■ Number of individuals benefitting	8,060
■ Number of organisations benefitting	74



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT



SKILLS & EMPLOYMENT

Our objective is to share our knowledge and skills with local communities, equipping people with relevant training to support their future ambitions and providing access to apprenticeships and employment opportunities across our developments.

Increasing the level, range and depth of local skills and creating a tangible legacy from our investment in an area, our skills programmes are targeted at every level, from residents, to trades, businesses, schools and tertiary education.

We aim to equip local economies with well-trained workforces, which in turn will support local businesses, as well as encouraging start-ups and more well-established enterprises to relocate.

OUR SKILLS TEAM

Our Skills Team, managed by Laura Ashby, is responsible for the development and delivery of our Education & Skills Programmes at Wembley Park.

Laura is a local resident with over 15 years' experience of working within communities and has been part of the Wembley Park team since 2015, first establishing the Retail Skills Academy for Realm at London Designer Outlet, and in 2017, joining Quintain to set up and lead the Skills Team.

The team is responsible for the development, coordination and delivery of education, skills and employment activities across the London Borough of Brent, linked to our activities at Wembley Park. This includes the identification of opportunities for the business to engage with education providers and other third sector organisations to enhance community provision in the area, much of which is delivered via our Contractor Community Framework, Corporate Volunteering Programme and the Wembley Park Community Fund.

Our corporate volunteering enables us to speak to people in an organic and informal way about opportunities, as well as providing us with a better understanding of the other ways we might be able to support local initiatives.

The team apply their skills to monitor the performance and social value of our activities, allowing us to identify opportunities to continually improve and ensure the best possible outcomes for those who take part. In 2014, we began working with community food charity Sufra, setting up an IT suite for them in our old office building, York House. Sufra's services have extended beyond food bank provision, and we have supported them along the way through the provision of space, volunteers and access to opportunities.

In recent years, this has included funding via the Wembley Park Community Fund to extend their Food Academy aimed at providing healthy eating and cooking skills to children to an employability programme providing catering qualifications.

As a result of the programme, several graduates have found employment in the catering industry, including a team who set up and ran their pancake business Oh Crepe! from Wembley Park Food Market.

CONTRACTOR COMMUNITY FRAMEWORK

In 2016, we set up our Contractor Community Framework to leverage the support and coordinate engagement with our framework contractors at Wembley Park for the benefit of residents in the London Borough of Brent.

To demonstrate our long-term commitment to the local area, we have developed a strategic and targeted approach with our contractors for supporting local community needs. This includes the identification and coordination of volunteering, as well as more targeted programmes that allow us to share our knowledge and skills with the local community, whilst raising awareness and providing access to career opportunities within the sector.

Representatives from our principal contractors, employment services from the London Borough of Brent, the College of Northwest London, and employment agencies we are working with meet on a quarterly basis to plan activities and events to deliver against our objectives.

COMMUNITY CONSTRUCTION SKILLS

Construction skills programmes often only focus on delivering training and skills to those of school age or in higher education. Whilst this is clearly a key area of focus for the Contractor Community Framework, we also think it is important that our local communities' benefit from the knowledge and skills that we and our supply chain can share. Over the past few years, our contractors have shared their skills with local people - ranging from basic plumbing, to decorating advice, tiling, carpentry and dry-lining.

These sessions not only provide local people with useful skills, they're also a valuable way for our site teams to connect with and build relationships in the community.



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT



LOCAL EMPLOYMENT

In 2021, 38% of our construction workforce was resident in the London Borough of Brent.

Our construction contractors complete and submit Employment and Training Plans to identify local employment opportunities before they start on our projects. We then work collaboratively with them and their supply chain to forecast vacancies across all construction and trade phases. During construction, we have implemented governance structures to ensure that all relevant parties are up to date and aware of any changes to the construction programme and so upcoming employment opportunities are updated and advertised.

In collaboration with the London Borough of Brent and our contractors, we set a target for at least 20% of our workforce to be resident within Brent. Our partnership approach has proven to be a successful way of delivering against this target. Contractors are held accountable for delivery but within a supportive framework throughout our supply chain. We have exceeded our target and in 2021, 38% of the construction workforce was resident within Brent.

Due to the nature of construction, and the need for different trades on site at different times, not all of those employed will become full time employees on completion of their contract, however we know that 16% of local people employed on our projects have gone on to be full time employees with the contractor that originally employed them and a further 17% of employees have gone on to find related employment elsewhere, achieved at Levels, been at Levels 2, 3 and 4:

equivalent to GCSE, A Level and Foundation degree level. The majority of apprentice roles were created specifically as a result of construction at Wembley Park and of the 158 apprentices employed since 2017, we have data for 143 which shows that 128 were new apprentices, 12 transitioned from other employers, and three were existing apprentices, who although would have been sent elsewhere if Wembley Park did not exist, still gained valuable experience by working on the project.

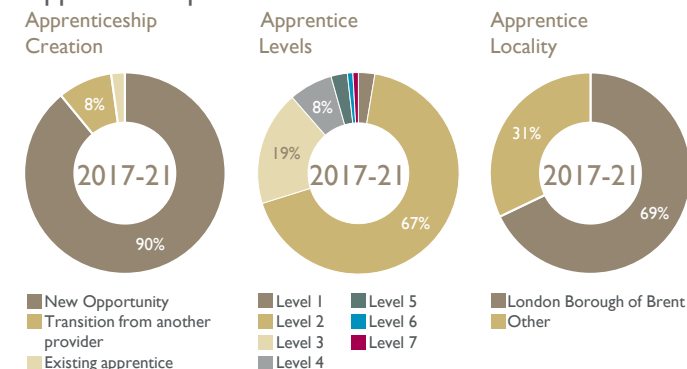
CASE STUDY

NATIONAL APPRENTICESHIP WEEK: APPRENTICE'S BREAKFAST

In February 2020, we celebrated National Apprenticeship Week by hosting a networking event at our community centre, The Yellow, for apprentices of Wembley Park to celebrate their success and contribution to the transformation of the area.

Matt Joyce, our Executive Director of Construction, shared our long-term vision for Wembley Park in order to provide our apprentices with some context for the roles they are playing in realising our masterplan vision, whilst senior members of our team were on hand to provide advice and encouragement on how to make the most of the opportunities available to them in the sector.

Apprenticeship Statistics



Using social value proxies from the National TOMs Framework, we have calculated the social value of apprenticeships at Wembley Park to be in the region of £1.179m between 2017 and 2021; this is the combined current economic benefit to the individual and the annualised future lifetime value to society of achieving the qualification.

(Calculated figure = £1,179,386)



2017 – 2021
Total apprentice weeks on site
at Wembley Park
5,907



PEOPLE

EDUCATION, SKILLS & EMPLOYMENT



Total Apprentices
2017 - 21

158

Social Value of
Apprenticeships
2017 - 21

£1.179m



PEOPLE

SAFETY, HEALTH & WELLBEING

OUR OBJECTIVES

We have a significant influence on the safety, health and wellbeing of a wide variety of stakeholders, and can influence better outcomes through engagement, creative design and good management.

Beyond compliance with minimum requirements, we seek to find innovative solutions and to identify partners across our network to improve the health and wellbeing of our employees, residents, tenants and the wider community.

SAFETY

Objective: To achieve zero harm, zero accidents and zero incidents across our construction sites, assets and operations.

HEALTH & WELLBEING

Objective: To engage, understand and seek to improve through various means the physical and mental health and wellbeing of our employees, residents, tenants and local communities.



PEOPLE

SAFETY, HEALTH & WELLBEING



SAFETY

Our objective is to achieve zero harm, zero accidents and zero incidents across our construction sites, assets and operations. Whilst our objective is zero harm, the reality of never having any kind of accident or incident given the scale and variety of our activities is improbable. Therefore, we focus on zero RIDDOR reportable accidents or incidents.

OUR APPROACH

We take a proactive approach to health and safety, supported by the business and led by senior management.

We have a well-resourced and structured team consisting of our Head of Health and Safety who oversees the function across the business. We have an Estate Health and Safety Manager who looks after the public realm and is a fire safety specialist, providing the resource required by Quintain Living to support the development and implementation of fire safety plans.

Our Health and Safety Compliance Manager looks after all areas of compliance for the business, including managing the Construction Design Management (CDM) process for all construction operations, and ensuring that our statutory obligations for each of our offices is in place, including fire safety measures and water risk assessments. Finally, we have an Assistant Health and Safety Manager for Construction who, whilst assisting the team in other areas as required, is responsible for the audit of our construction sites to ensure they are working to and maintaining the highest standards of health and safety. The goal of the team is to be proactive, providing advice, support and guidance across the business, as required, in order to prevent accidents and incidents from occurring, rather than being reactive to tragedy or disasters should they materialise.

The landscape in 2021 has been heavily focused around COVID-19, fire safety and wellbeing, with a particular focus on mental health. We are currently developing strategies to ensure that we are proactive in developing our approach, policies and procedures in these areas.

Our ambition is that our team is suitably trained and qualified to readily support the business and enable as much to happen safely, in accordance with all required law, regulation and guidance, and in alignment with industry best practice.

ACCREDITATION & AWARDS

This year we applied to the British Safety Council to be externally audited by them under the Five Star Audit process. The British Safety Council Five Star Audit provides a quantified outcome with detailed recommendations against a contemporary best practice specification (including the requirements of ISO 45001) over and above current Occupational Health and Safety Management System standard requirements.

The audit specification model includes six best practice indicators which are continually assessed throughout the audit process:

- Leadership
- Stakeholder engagement
- Risk management
- Organisational health and safety culture
- Continual improvement
- Wellbeing

The audit goes far beyond the requirements of current health and safety management systems such as OHSAS 18001. Undertaking this audit allowed us to demonstrate our commitment to achieving excellence in health and safety standards to our employees, clients and other stakeholders.

CONSTRUCTION SAFETY

As a client for so many different construction projects, we aim to provide a coherent approach to health and safety across our multiple sites.

We select those who we work with in accordance with strict health and safety criteria through the application of procurement policies and the use of our Supplier Portal (see our Sustainable Procurement section for further information).

MANAGING OUR CONTRACTORS

At Wembley Park, we are operating an ambitious construction programme, with up to six Principal Contractors and 2,500 to 3,000 construction employees on site at any given time, working an average of 300,000 to 400,000 hours per month at peak.

Whilst each Principal Contractor is responsible for safety on their individual sites, we implement a range of measures to ensure our standards are maintained across the board.

Weekly safety reports are submitted to our Head of Health & Safety for each project setting out statistics relating to hours worked and details of any accidents, incidents, near misses, dangerous occurrences or hazards observed. Details of any accidents or incidents that require follow-up action are provided,

along with any warnings issued, and details of any other relevant health and safety issues. Any anticipated works for the following two weeks that may have an impact on the wider Wembley Park Estate are also reported.

The total number of hours worked across the construction sites has decreased from the previous year, with 2021 seeing 1,202,626, as opposed to 2,457,222 in 2020. The decrease in hours is mainly due to the majority of active sites at the beginning of the year being completed by the end of the first half of 2021. Project handovers include E03/05 Canada Gardens by Sisk, E01/02 Madison by Wates, the Olympic Steps by VolkerFitzpatrick and additional HVM installation in various locations throughout the estate by O'Keefe, leaving NW09/10 Repton Gardens by McLaren the sole active site throughout the majority of the second half of the year. Sisk began setting up a new site in NE03 towards the end of the year, preparing for the demolition of the Project Office and Yellow Pavilion and enabling works for the new development scheduled to commence January 2022.

With the focus being primarily on zero RIDDOR reportable accidents or incidents, this objective has been achieved in 2021 across our construction sites with the Accident Frequency Rate being 0%, and only 1 reported for 2020. Based on the most recent HSE statistics from RIDDOR reporting, the industry Accident Frequency Rate is 2.9%.

The total number of non RIDDOR accidents and incidents recorded in 2021 was 15, decreasing from 17 reported the previous year, with 5 of the cases considered minor and requiring first aid and 10 of them classified as incidents or near misses.

Even with the majority of active sites being completed and handed over throughout the year, health and safety audits have been completed on a monthly basis on all of them while active, with the total number of audits reaching 27. The majority of the audits were structured to look at general observations regarding work environment, work equipment, safe working practices, access and egress, personal protective equipment, induction and training, control of substances hazardous to health (CoSHH), welfare facilities and Covid control measures, with some of the audits focusing on occupational health, lifting operations, provision and use of work equipment and CoSHH.

Based on the audit scores conducted in 2021, the health and safety performance throughout the sites in Wembley Park is at an average of 93%, increasing from 81% the previous year.



PEOPLE

SAFETY, HEALTH & WELLBEING



COVID19

The ongoing work around the management of COVID and safe working continued with regular reviews of the company policies, procedures and workplace measures to ensure staff could continue to work effectively and safely. The changes and adaptations to the government advice was thoroughly implemented into the working environment and across the Wembley Park estate with all staff briefed on any changes. Our signage and messaging was also updated to reflect the changes and ensure all our estate visitors could attend, shop, work and play safely.

OPERATIONAL SAFETY

Our operational responsibilities cover a wide variety of people and situations, from our own employees in our offices, to the residents and tenants of our assets.

Across the board, we have policies and procedures in place that ensure that safety risks are regularly reviewed, and to ensure they are managed effectively.

We typically achieve our objective of zero accidents and incidents across our offices and our own operations, but the Wembley Park Estate receives in excess of 16 million visitors in a typical year, with a number of assets that attract large crowds so slips, trips, falls and minor first aid incidents inevitably occur.

PERFORMANCE DATA

Over a 12-month period we capture statistics from our contractors related to both RIDDOR reportable and non-RIDDOR reportable accident and incidents. This data is shared periodically in reports to the Operational and Main Boards, as well as in our Annual Health and Safety Report.

We look at trends across various operations, areas where we have performed well and, if applicable, areas for improvement or focus.

In 2021, we continued to measure the confirmed cases of COVID-19 across our construction sites and own-operations to help us to monitor our performance in managing the spread of infection.

The impacts of leading more sedentary lifestyles are increasingly well understood, as are the effects that our buildings and surroundings have on both our physical and mental wellbeing.

As a developer, we are in a position to incorporate passive features that can help to improve the health and wellbeing of our occupiers, ranging from the quality of air that they breathe, ensuring that they feel connected with nature, and providing 'nudges' to increase movement.

In managing our assets and our own offices, we are more active in our approach, and adopt specific measures to proactively improve the health and wellbeing of our workforce, occupiers and local communities.

A. Health & Safety Performance

	2020	2021
TOTAL INCIDENTS, ACCIDENTS & CONFIRMED COVID-19	35	62
QUINTAIN OPERATIONS	10	0
Non-RIDDOR Accidents/ Incidents	0	0
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	10	0
WEMBLEY PARK ESTATE	0	0
Non-RIDDOR Accidents/ Incidents	0	0
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	N/A	0
WEMBLEY PARK EVENTS	0	0
Non-RIDDOR Accidents/ Incidents	0	0
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	N/A	0
WEMBLEY ARENA	0	39
Non-RIDDOR Accidents/ Incidents	0	39
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	N/A	0
LONDON DESIGNER OUTLET	3	8
Non-RIDDOR Accidents/ Incidents	3	8
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	N/A	0
BOXPARK	0	0
Non-RIDDOR Accidents/ Incidents	0	0
RIDDOR Accident/ Incidents	0	0
Confirmed Cases of COVID-19	N/A	0
CONSTRUCTION	22	15
Non-RIDDOR Accidents/ Incidents	17	15
RIDDOR Accident/ Incidents	1	0
Confirmed Cases of COVID-19	4	0



PEOPLE

SAFETY, HEALTH & WELLBEING



HEALTH & WELLBEING

Our objective is to engage, understand and seek to improve through various means, the physical and mental health and wellbeing of our employees, residents, tenants and local communities.

In 2021 we created a Wellbeing strategy, identifying our target areas, the plans we have in place and how we want to tackle the subject and improve staff Wellbeing across the board. This was presented to the Operational board at the back end of the year and will begin its implementation in the first few months of 2022 with the launch of company-wide mental awareness training provided by Mind.

All staff are being offered this as the first step on our strategy to improving awareness and understanding of mental health. In Q1 2022 we then plan to carry out a specific all-staff wellbeing survey, this is designed specifically to ask staff about the subject matter and find out, from them, what their areas of focus should be, what areas do they feel we need to do more work on, what areas can they participate in to help drive the agenda throughout the year. Moving into Q2 we plan to create and launch a Wellbeing committee, with membership from across the company, to be the central hub for all things Wellbeing, for the company in 2022 and into the future.

EMPLOYEES

Employee wellbeing is a key area of focus for us, supported by a broad range of health and wellbeing benefits and other initiatives to help our employees stay healthy and well at work.

We offer a comprehensive range of medical assistance, including private medical insurance, health assessments and an Employee Assistance Programme, WeCare, that is available via a simple app, completely free of charge to all staff and their immediate family. This provides access to 24/7 GP consultations, mental health advice, counselling, get fit programmes and more.

Additionally, our Group Income Protection and Discretionary Sickness Policies provide financial reassurance when our employees are facing more serious illnesses.

The importance of taking a break from work is reinforced via our generous annual leave allowance and employees are able to purchase additional leave if they desire.

We have always recognised the value of flexible working, and our Family-Friendly and Flexible Working policies were put in place to ensure that every employee can achieve a work-life balance that suits them. Since the pandemic, more of our colleagues are taking advantage of these policies and we have continued to be flexible in allowing people to work at a time that suits them.

Our Social Committee has been running since 2018, arranging events and activities to bring our people together and ensure that all of our employees feel like they are part of our employee community.

Our weekly newsletter is one of the channels where we share updates and news from across the business and throughout lockdown, we have used this to provide additional advice and to direct people to the support available to them.

In 2021 we raised health and wellbeing issues in our annual staff survey; understanding how we can best support our staff as we transition back to normal patterns of working will be particularly relevant in informing our next steps in relation to employee health and wellbeing.

CASE STUDY

PERSONAL SAFETY TRAINING

In March, after the Sarah Everard case shed light on concerns around personal safety – particularly women's safety, we recognised that staff might be worried. We encouraged conversation amongst staff about how they feel and what men can do to be mindful of how women might interpret their presence on a quiet street at night. To support all staff with feeling safe, we offered a Zoom training session with a member of our Wembley Park police team. PC Claire King gave tips on how to help keep yourself safe, particularly at night, and what to do in an emergency if you can't speak with a 999 operator. A recording was shared with staff who couldn't make the event and the link is hosted on our company intranet for everyone to access.



PEOPLE

SAFETY, HEALTH & WELLBEING



RESIDENTS & TENANTS

Increased awareness of health and wellbeing amongst our occupiers is something we are responding to with thoughtful design and consideration in our building management strategies.

We are currently trialling a number of approaches and focussing on several key issues that are most relevant to our location.

Air quality is an issue that has come into sharp focus - particularly in London – over the past few years. Short-term exposure to air pollution can exacerbate conditions such as asthma, impact on lung function and cause increases in respiratory and cardiovascular hospital admissions and mortality. Over the long-term, it can reduce life expectancy and in the UK is linked to between 28,000 and 36,000 deaths per year. This is why we adopt strategies during the planning, design and construction of our developments to reduce both external and indoor air pollution.

Buildings have for many years now been designed for convenience – getting the greatest number of people up to their floors in the shortest space of time. As a result, staircases are often hidden away as an emergency means of escape, and the lift is the primary means of moving up through a building. Making the stairs more prominent and an attractive feature can help to nudge people into making them their primary route, particularly where they are located on lower floors. Small design interventions such as this can make a big difference in increasing our daily step count and introducing some cardiovascular exercise easily into our routines; combined with management measures to encourage healthier behaviours, we can make a small contribution to improving the physical health of our occupiers.

DESIGN FOR HEALTH & WELLBEING

We are currently trialling a number of approaches and seeking third party certifications to demonstrate our commitment to health and wellbeing in the built environment, both within our control and in the local area.

During construction, we ensure that our contractors adopt best practice approaches to controlling pollution from their sites, with measures ranging from reducing the number of deliveries and idling vehicles on site, to limiting the use of fuels for energy generation and mitigating dust pollution with suppression methods.

In 2020, we became the first residential developer in the world to be certified using the AirRated AirScore, a global benchmark scheme for indoor air quality, achieving the Gold standard at our residential development Landsby. This scheme considers the wellbeing of people within indoor environments and our rating demonstrates high levels of indoor environmental health and air quality improvement plans.

We recognise that the built environment can have a big impact on people's health and wellbeing and this goes beyond air quality. We have been actively investigating and designing ways to optimise our new buildings so that they enrich daily lives and promote health and happiness.

During 2021 we started carrying out assessments for WELL Building and WELL Community as part of the International WELL Building Institute (IWBI). Both schemes are global benchmarks for healthy communities and incorporate human-focused design into buildings and our public realm that contribute to improved health and wellbeing.

We carefully select the materials that we use to ensure that harmful Volatile Organic Compounds (VOCs) - which can cause adverse effects such as eye and respiratory tract irritations, headaches, dizziness, visual disorders and memory impairment – are limited. We also ensure good ventilation throughout our buildings, which reduces the build up of CO₂, helping to control humidity and improving thermal comfort. This in turn helps to improve productivity and reduces the potential for symptoms related to Sick Building Syndrome.

LOCAL COMMUNITIES

Whilst we have a more limited impact on the health and wellbeing of the local community, health and wellbeing is one of the key areas of focus in the programming of our engagement activities.

Further details on how we engage with our employees, tenants, residents and local communities can be found in the Sustainable Communities section of this report.

CASE STUDY

The World's first AirRated Residential Building

Our Landsby development was the first to be certified under the residential version of the AirRated scheme, launched in April 2020. The certification, which is underpinned by leading medical and scientific research, alongside industry best practice and guidance, generates an AirScore comprising five fundamental parameters: PM_{2.5}; CO₂; TVOCs; Temperature; and Humidity, all of which have potential health and wellbeing consequences and must meet therefore a minimum threshold requirement for 95% of survey hours in order to pass. The AirScore is calculated following a three-week monitoring period, during which time information about indoor air quality (IAQ) is gathered using high specification sensors. Outdoor data from local, in-situ monitoring stations is also gathered, analysed and taken into account, as this heavily influences IAQ. These datasets are then tested against the AirRated Scoring System. The AirRated report outlined a number of ways that our building management and individual building occupants could maintain good IAQ, and the display of the certification plaque in reception sparked interest amongst residents, acting as a unique engagement tool on the topic.



PEOPLE

SUSTAINABLE COMMUNITIES

OUR OBJECTIVES

We are running a business and developing assets, but more importantly, we are building communities.

To be sustainable in the long-term, we need to meet the needs of the people who live, work and visit our places, and we do this by engaging with our stakeholders on a regular basis, responding to and anticipating their needs.

LOCAL COMMUNITIES

Objective: To foster vibrant and happy communities by bringing people together via robust, balanced and accessible programmes of engagement and activity, appealing to different groups and ensuring everybody feels part of their local community.

RESIDENTS & TENANTS

Objective: To listen to our tenants and residents, understand their needs and create environments that welcome a diverse range of residents, businesses and retailers through the delivery of buildings and spaces which instill a strong sense of belonging.

EMPLOYEES

Objective: To ensure every member of our team feels supported in their career development and is encouraged to reach their full potential as part of a team of inspiring and like-minded people who want to get the most out of their career.



PEOPLE

SUSTAINABLE COMMUNITIES



LOCAL COMMUNITIES

Our objective is to foster vibrant and happy communities by bringing people together via robust, balanced and accessible programmes of engagement and activity, appealing to different groups and ensuring everybody feels part of their local community. Our community strategy is designed to maximise the benefit that we and our supply chain can deliver to local communities surrounding our developments. This is supported by our approach to Education, Skills & Employment, as well as our Community Investment and Charitable Giving, ensuring that instead of reacting to individual requests for support, we provide funds in a structured way against a set of objectives identified by us and our partners, including local representatives from the communities in which we are based.

THE YELLOW

At Wembley Park, we provide space for many of the activities we fund in our community centre, The Yellow.



The Yellow is our version of your traditional village hall. The purpose-designed space provides a base for our Community Team and allows us to offer a wide range of activities, including those funded by our community fund, as well as education and skills-related activities organised by our Skills Team.

After testing the concept in two temporary buildings on site, The Yellow is the first of a number of permanent community facilities that will eventually be located across the development.

The importance of meeting local needs - rather than imposing or transporting an existing programme from elsewhere - was central to our plans right from the outset.

RUN BY LOCAL PEOPLE, FOR LOCAL PEOPLE

The Yellow is managed by Ash Patel, a Wembley local who grew up and still lives just a few streets away. Ash was one of our original volunteers, pioneering the Open Mic nights back in 2015, which were such a huge success that they are still a firm favourite in the event calendar.

His previous skillset as an IT Project Manager, coupled with enthusiasm and an interest in community engagement made him a prime candidate when we recruited for the Community Engagement Manager role and led him to join us on an alternative career path in 2016. There are also around 25 local volunteers interested in supporting their community, who between them share their time and skills with other local people, and steer the programming of The Yellow, supporting the various activities and developing ideas for new workstreams.

PROGRAMME, PARTNERSHIPS & COVID SUPPORT

The Yellow is used as a base for engaging with our community partners, delivering a regular timetable plus one-off events to celebrate local culture. Classes are mostly run by local people.

Due to changing Covid measures, The Yellow was on a skeleton programme throughout the majority of 2021, operating with an updated programme of activity and COVID-secure protocols in place but with very few opportunities to bring the community together in large groups until November. Where possible our activities also continued online and support was provided to activity leaders to allow this to happen.

In a normal year, a regular timetable of weekly and monthly activities takes place, including fitness classes, art groups, theatre workshops, mental health awareness and wellbeing groups, poetry and debating. The space can also be hired out to host birthday parties and other personal events.

We would normally adopt a hire fee structure dependent on the type of organisation running the activity. In 2021 we provided the space free of charge to support the community during a difficult time and to allow instructors to get classes back up and running whilst attendee numbers were reduced.

Typical annual attendance

>9,000

2021 attendance

2,232

2021: hours of free space for local organisations

215

Events that took place between August and December 2021

Activity	Description	Audience
Dosage	Immersive play around mental health	18+
Circus Workshop	Circus workshop made fun	Children aged 7 - 14
Midsummer Night's Dream	Play	Children aged 5 - 14
Diwali	Indian Dance \ Puppetry \ lantern making	Invited 2 local schools
Men's Support Group	Mental Health awareness \ signposting \ Talks with Q&A	18+
Move It Move It	Three-day independent theatre production	16+
Black History Month (Movie showcase)	Three films with Director and Q&A	16+
Open Mic Night	Showcasing local talent and community champions	16+
Christmas Variety Show	Community led event	Family



PEOPLE

SUSTAINABLE COMMUNITIES



CASE STUDY

DIWALI

The Yellow invited two local schools to an educational day of dancing, colour, and light to celebrate Diwali, a Hindu festival that is widely celebrated amongst Brent's diverse community. A creative puppet show depicted Ramayana, the story of Diwali and its lights. Children had the opportunity to make their own candles and to learn classical Indian dancing.

The event was just one of the ways The Yellow facilitates the learning of different cultures and religions, engaging with the local community to do so.



CASE STUDY

WE LIKE TO MOVE IT MOVE IT: A STORY ABOUT IMMIGRATION

"How do you solve a problem like immigration?" Karaoke, moral philosophy and immigration controls came together at The Yellow through an all-immigrant variety show, with jokes, songs and plenty of food for thought – as well as a voice over cameo from Ian McKellen. An audience of over 60 were encouraged to think and discuss: what is behind our collective acceptance of immigration control? What does it say about us and what do those who have come to the UK from somewhere else want to say about it?



CASE STUDY

INTERNATIONAL MEN'S DAY

In November The Yellow hosted an event for International Men's Day. There were talks, performances and a screening of A Dad Is Born, which follows three men in the weeks before and after they become fathers – following their highs and lows of stepping into the new role of Dad. The event was run in partnership with Mind mental health charity and local organisations Every Person is Capable, empowering people to find their potential, and The Man Down Project, an organisation that aims to redefine what it means to be a man in the 21st century by removing the stigma behind men's mental health struggles.



CASE STUDY

BLACK HISTORY MONTH

To mark Black History Month, The Yellow host a double film screening night in partnership with The Black Boy Joy Club, inviting the local community to reflect on two evocative, thought-provoking films.

Looking for Langston explores the earliest innovators of 'jazz poetry' looking at the private world of the black artists and writers who were part of the Harlem Renaissance in the 1920s, a cultural revival of African American music, dance, art, fashion, literature, theatre, politics and scholarship. Beyond 'There's Always a Black Issue Dear' explores and celebrates black LGBTQ+ identities and the influence that black LGBTQ+ culture has had upon the creative industries, much of which has been appropriated by mainstream culture.



PEOPLE

SUSTAINABLE COMMUNITIES



WEMBLEY PARK COMMUNITY FUND

The Wembley Park Community Fund was founded in 2016, initially as a three-year programme led by Quintain in partnership with our Wembley Park Framework contractors: Wates; McLaren; John Sisk & Son; and McAleer & Rushe.

For over half a decade, The Wembley Park Community Fund has supported projects across Brent through The London Community Foundation. It delivers grants to community sector organisations of between £5,000 and £10,000. A total of £388,513 has now been awarded to 43 projects in the local area. In 2021, the Wembley Park Community Fund announced nine local organisations that would benefit from this fourth round of funding. The Fund was aligned with UN Sustainable Development Goals to deliver projects in priority areas of arts & culture, sport, reducing anti-social behaviour, tackling violent crime, and supporting vulnerable adults.



FUNDING ROUND 2021

The nine organisations that benefitted from the Fund in 2021 after their applications to the scheme in 2020 were:

- Phoenix Rising: A youth music group
- Musicus CIC: A music project at The Yellow, Wembley Park
- Track Academy: A sports programme for young women
- Global Skills Centre: A robotics and coding educational programme for children
- Unique Community Charity: A Brent youth theatre programme
- Hilltop Circle: Youth sports group and coaching
- Horn Stars: Youth football group and coaching
- Daniel's Den: An intergenerational allotment gardening group
- Learning Through The Arts: A family arts project to take place in the school holidays

In total this amounted to 2,349 beneficiaries including 595 people who reported improved physical, mental, or emotional health as a result of the funded projects' activities.

Whilst the Fund has now come to an end, Quintain and its contractor partners are committed to ongoing support of community organisations that make a difference to the lives of residents in Brent.

2021 Fund beneficiaries: individuals

2,349

Fund beneficiaries to date: individuals

14,389

Wembley Park Community Fund total:

£388k

“The Wembley Park Community Fund has a real effect across the Borough, supporting a wide variety of individual projects and those most in need. I encourage organisations in Brent to apply and look forward to seeing the fantastic work they produce.”

CLLR MUHAMMED BUTT

Leader of the council, London Borough Brent

“We are delighted to be recipients of this grant funding and keen to see our Sowing Seeds intergenerational allotment project develop in 2021! Thank you so much for all of your support!”

DANIEL'S DEN

FUND RECIPIENT

OUR PARTNERS



CASE STUDY

An 11-year-old boy from Brent was supported by Phoenix Rising, a local Brent music group for children, through projects funded by the Wembley Park Community Fund. Prior to his engagement with Phoenix Rising, he was reportedly troubled and on the police and social services' radar. The music group activities he was involved with provided him with friends, routine and opportunities to see himself as a positive asset to the community, such as when he volunteered to play in a steel pan musical performance at a residential care home. His attitude and outlook has now changed and he enjoys being in an environment that is welcoming, safe and fun.

The Phoenix Rising group members also had the opportunity to perform alongside Wembley Park partners The Royal Philharmonic Orchestra during 2021's Wemba's Dream event.



PEOPLE

SUSTAINABLE COMMUNITIES



RESIDENTS & TENANTS

Our objective is to listen to our tenants and residents, understand their needs and create environments that welcome a diverse community of people, businesses and retailers through the delivery of buildings and spaces which instil a strong sense of belonging.

QUINTAIN LIVING

Our company values: People First, Pioneering, Creative, Sustainable and Proud befit the effort and emphasis that Quintain Living puts on making sure the resident comes first and that we are supporting the development of a sustainable community.

Ensuring our residents are happy in their homes is hugely important to us. The success of Wembley Park as a new neighbourhood for London relies on the development of a long term, diverse community of happy residents and we recognise our responsibility in this matter. We genuinely care about the wellbeing of those who live in our buildings – something that came into sharp focus during the pandemic - and wellbeing is a key theme of our resident events programme. It also makes commercial sense; if our residents are happy, they are more likely to stay longer in our homes and it takes the pressure off our teams who would have to 'turn round' an apartment ready for a new lease. This in turn reduces our use of consumption of materials like new paint. Our on-site Residents Team is the first port of call for our residents, and feedback from their interactions helps us to improve the services we offer.

MONITORING FEEDBACK

Due to the vast number of residents and differing tenancy lengths, we seek external expertise on gathering feedback. We have adopted a process for ongoing resident satisfaction using the HomeViews website platform as well as Net Promoter Score surveys, sent to every resident at different stages of their tenancy. Our aim is to understand what we're doing well and where we can improve. In 2021, residents told us that they wanted more pet related amenities. This was fed back to our retail team, who have now signed a lease with a pet parlour which will take a space on the ground floor of one of our Quintain Living managed buildings. Residents told us they wanted gyms in each building and so we retrofitted amenity spaces to accommodate this request. We also fitted reception areas with Parcel Rooms, implementing a system that allows residents to collect deliveries at their leisure, following feedback that they were often queueing for concierges to help them with these requests.

CASE STUDY

COMBATTING LONELINESS

Quintain Living takes an active approach to combatting loneliness. The team arranges events throughout the year, designed to encourage residents to engage with one another over common interests. Popular groups include the 'paint and prosecco' art club, while younger creative types are welcomed to the children's rooftop art club. The same rooftop also hosts film nights every Monday.

The Quintain Living Residents' App provides a further opportunity for residents to connect. As well as booking events, residents can access a number of private groups. There's a film club, a parent and baby group, an allotment group, a book club with 1,500 members.

CASE STUDY

BETTER THAN NEW

One of the most popular elements of the Quintain Living resident app is the Buy Swap Sell group, with over 1,000 members; over 30% of residents who actively use the app. Our residents take a genuine interest in living sustainably and so it was no surprise that an upcycling event with local fashion designer Shilpa Bilimoria was so popular. Hosted in the Ferrum mezzanine lounge which looks onto the building's shared garden space, the session gave residents a structured forum in which to mend items, breathe new life clothing, or swap them with like-minded neighbours.



CASE STUDY

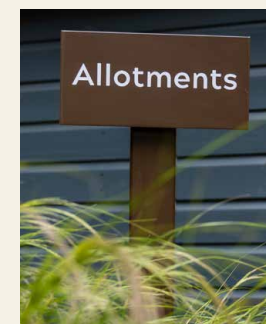
WORLD MENTAL HEALTH DAY

To mark World Mental Health Day, Quintain Living partnered with internationally recognised speaker – and resident – Rob Wall, who delivered a special one-hour session aimed at maintaining positive mental health. Rob's session, *Living by Priorities, Not Pressure*, shared tips on how to refocus and reassess, with a view to helping fellow Quintain Living residents enhance their positivity and resilience.

CASE STUDY

ALLOTMENTS

Across the capital, Londoners are waiting years for the opportunity to hire allotments in which to grow their own fruit and vegetables. Imperial College London reports that the average wait for an allotment in the capital is now four to five years, with an estimated 30,000 people on waiting lists.



At Quintain Living, residents have the chance to hire one of 16 allotment planters in Canada Gardens, with access to a greenhouse and a shed for storing tools, pots, seeds and the like. There's information available on planting seasons, whilst Wembley Park's Estate Landscape Manager and a local community garden manager are on hand to share advice on what to grow, when to do it and how to help it thrive.

“I try to go to the allotments as much as I can with my boys. Since we started gardening in the allotments, we've joined a Quintain Living residents allotment WhatsApp group. We let other members of the group know when we are coming down to the allotments in case they might like to join, and we can help each other take care of the plants. When the vegetables are ready, we'll be able to enjoy the food we've planted with our own hands, and that's really the greatest part of it.”

RESCHMA, QUINTAIN LIVING RESIDENT



PEOPLE

SUSTAINABLE COMMUNITIES



WEMBLEY PARK RETAIL

We adopt a flexible and supportive approach as a landlord, resulting in a symbiotic landlord/ tenant relationship where in good times, both parties benefit; and in less favourable conditions, we are both incentivised to generate improvements.

Our collaborative approach as a landlord with our retail tenants was firmly in place before COVID-19, with marketing initiatives to encourage customer footfall across the estate as well as turnover- based lease agreements, which have been a particular support to retailers during periods of lockdown when they have been unable to trade.

This approach is attractive to occupiers since they can avoid very large fixed costs, only paying increasing rents as sales increase. This also means we have a vested interest in ensuring people and trade are attracted to Wembley Park.

Our retail mix is multi-faceted and talks to several potentially different customers. London Designer Outlet (LDO) on the one hand accommodates the big brands, morphing into Food & Beverage (F&B) and leisure on The Boulevard, whereas convenience and independent retail is scattered throughout the development, catering to local needs and those looking to seek out something special.

We work closely with our occupiers to maximise opportunities for turnover, and support them in promotions, projecting their brand, and even in designing their stores.

We have carefully curated our retail mix and take every opportunity to promote our retailers within all parts of our business. Where we can identify opportunities to collaborate, we actively do so - this is particularly relevant across Quintain Living, where as outlined in the previous section, we have worked together to deliver exclusive experiences for our residents.

CASE STUDY

SUPPORTING INDEPENDENT RETAIL AT WEMBLEY PARK

Independent retail is an important part of our leasing strategy, giving visitors and residents a chance to experience both unfamiliar concepts and familiar concepts delivered in new and exciting ways.

We are always looking for operators who can provide something not readily available or that meets a specific local need.

Wembley Park Market offered a modern twist on the Wembley market heritage, bringing the community together with small businesses to celebrate makers, artisans and designers; Second Floor Studios provides space for a community of makers and artists, which has become a new focus for creatives in North West London; and other retailers offer unique experiences, such as Bread Ahead who provide visitors with the opportunity to create their own versions of their delicious baked goods at their on-site cookery school.



INSIGHTS

COVID-19 RETAIL SURVIVAL AND LEASE FLEX

“Wembley Park is not only famous the world over it's also becoming a home for London's innovative start-ups and independent brands. In 2021 more local entrepreneurs joined our line-up of international brands and iconic stadia to provide local residents, workers and visitors alike with everything needed in a dynamic 15-minute neighbourhood. However, the survival of the biggest and the smallest businesses has been thrown into sharp focus with the political, economic and health challenges that have recently beset the retail and leisure industry. Our modern lease structure creates a partnership between landlord and tenant that incentivises communication and flexibility, keeping outgoings affordable and businesses sustainable. The result of supporting businesses to adapt, has been to maintain employment opportunities and a critical component of a thriving community survives.”

MATT SLADE, DIRECTOR OF RETAIL

“In 2021 we undertook a review of our retail leases, to explore areas we can further promote efficient energy and materials usage. Our leases already have provisions for both owner and occupier to share utility usage data. The use of our DHN network is encouraged as well, to negate the need for unnecessary plant and equipment, as well as reduce occupiers operating costs. We also have measures in place to retain energy efficiency on the retail spaces, via the monitoring of EPC ratings. Further work in this area is being undertaken, to deepen the green aspects of our relationships with our occupiers, centred around materials usage, reinstatement provisions, occupier permitted alterations as well as green execution protocols (to minimise the carbon footprint of deal execution).”

RICHARD POYSER, HEAD OF RETAIL



PEOPLE

SUSTAINABLE COMMUNITIES



EMPLOYEES

Our objective is to ensure every member of our team feels supported in their career development and is encouraged to reach their full potential as part of a team of inspiring and like-minded people who want to get the most out of their career.

At Quintain, one of our five core values is “People-First”; recognising that our people are at the centre of everything we do. Integral to our approach is understanding what is important to them and how they feel about working for Quintain.

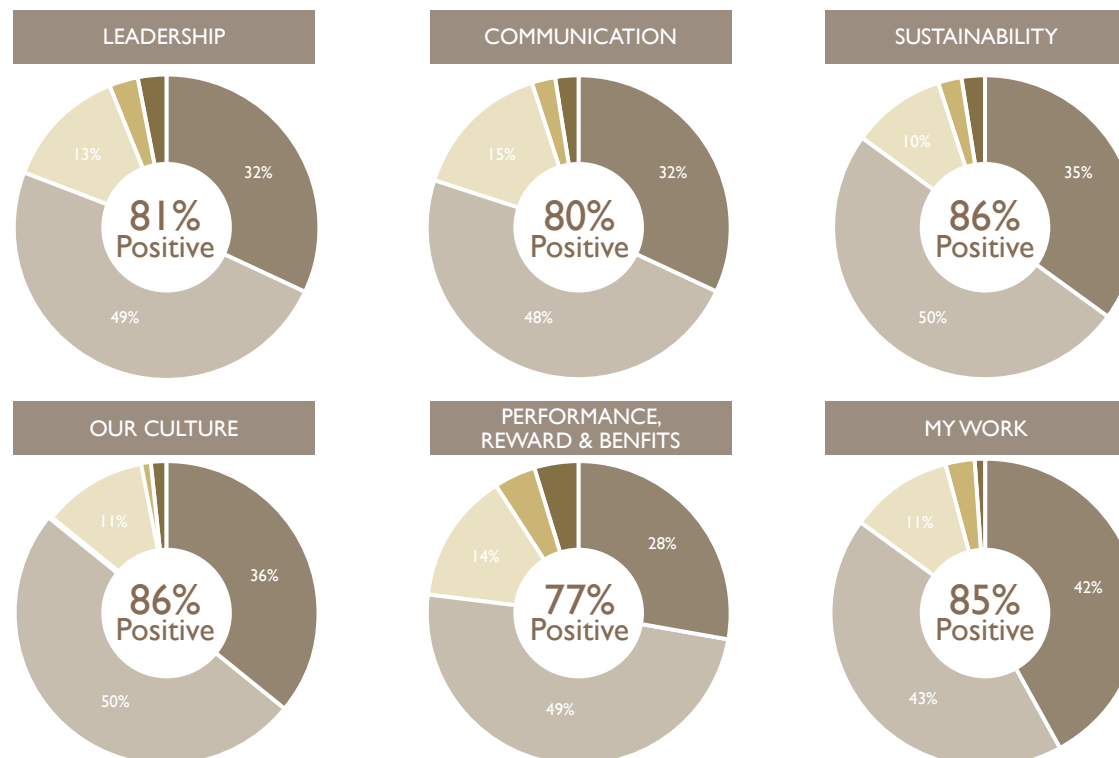
ANNUAL EMPLOYEE SURVEY

We are committed to ensuring that we have an engaged workforce and that employees are given the opportunity to give their feedback and views on how we are performing as an employer and where we can take steps to improve.

All employees are invited and encouraged to participate in an independent employee satisfaction survey; this is generally well-received and we typically achieve a response rate of approximately 90%.

Generally, we run the survey annually and in 2021 we ran this in the second half of the year to allow as many people as possible to have returned to the office post Covid-19 restrictions.

Following the survey, results are analysed and reviewed by senior management and insights are shared with employees. Feedback sessions are held with groups of employees to delve deeper into the findings, following which action plans are put into place to address any issues highlighted in the survey. As a result of previous surveys, our social committee and brand new intranet was launched to support the development of cross-department relationships and to reduce any perceptions of people working in silos; and we continue to improve our communications on departmental and business developments.



KEY

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Cannot Comment

“I work with people from different parts of the business and I love the way we help each other when necessary. The work environment makes me feel very comfortable and helps me to do my job easily.”

“I enjoy my role and feel it is varied and interesting. I feel like Quintain and my manager want me to succeed which is a nice feeling.”

Survey response rate

84%

Net Promoter Score

91%

Overall positive responses

83%

Enjoy their job

86%

Proud to work for Quintain

93%

EXPLANATORY NOTES:

The categories in the key relate to aggregated responses, where all questions ask the respondent how much they agree with a positive statement.





PLACE

We aspire to create inspiring, vibrant and thriving communities and neighbourhoods that are socially, culturally, environmentally and commercially sustainable.

PLACE

BIODIVERSITY & NATURAL CAPITAL

OUR OBJECTIVES

The natural world provides many services that we rely on, from purifying the air we breathe, to pollinating our plants.

We are increasingly aware of the need to preserve, protect and improve biodiversity across our developments, and are committed to ensuring that the benefits of the natural environment are available to all, now and in future generations.

BIODIVERSITY

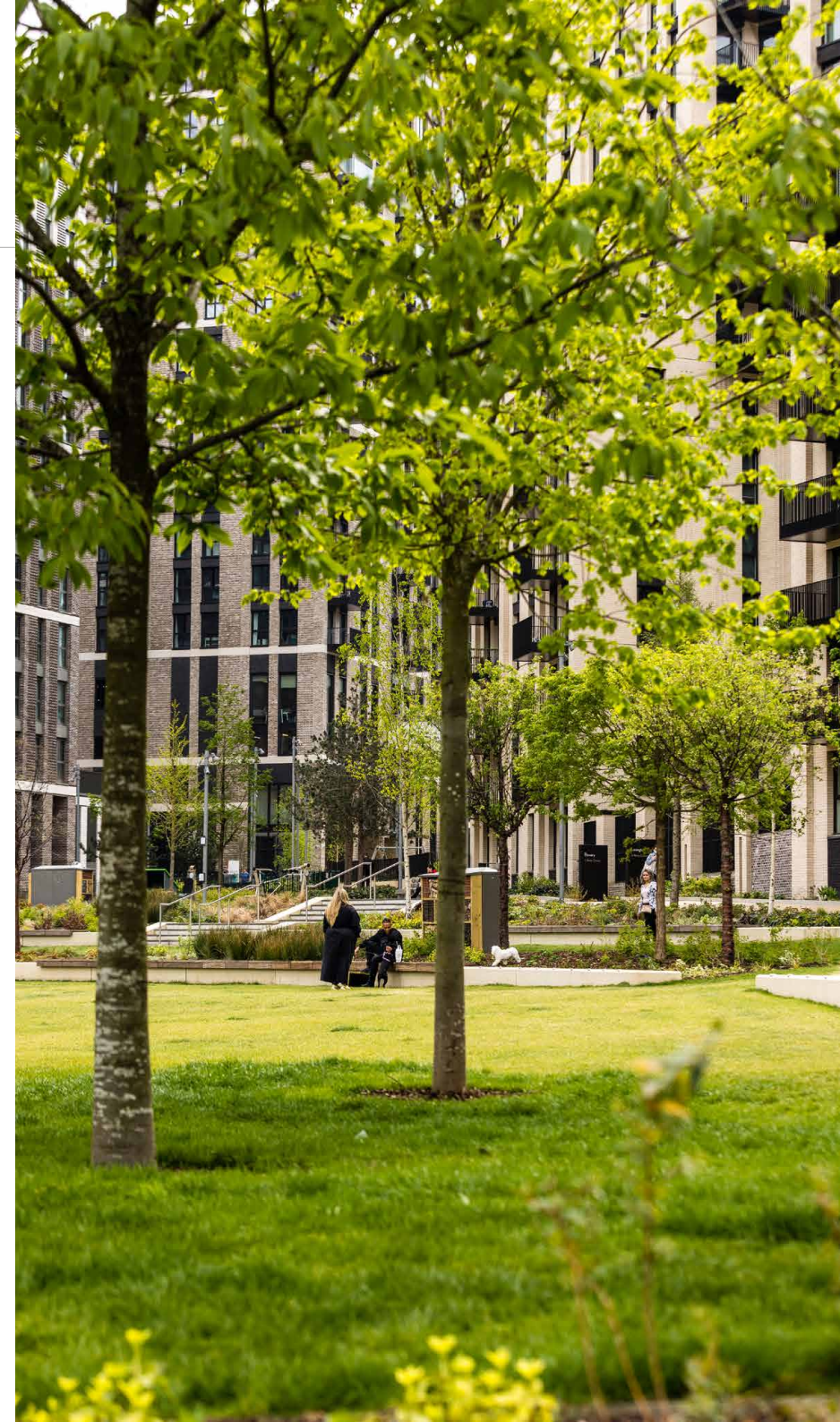
Objective: To adopt a holistic approach in order to maintain and enhance biodiversity across all our developments, through the selection of appropriate species, the provision of linkages to existing areas of biodiversity value and the adoption of best practice approaches to ongoing management.

NATURAL CAPITAL

Objective: To understand, measure, improve and communicate the value of nature across our developments.

POLLUTION PREVENTION

Objective: To prevent damage to the natural environment through measures at design, construction and operational phases to reduce pollution to air, water and soil.



PLACE

BIODIVERSITY & NATURAL CAPITAL



BIODIVERSITY

Our objective is to adopt a holistic approach in order to maintain and enhance biodiversity across all our developments, through the selection of appropriate species, the provision of linkages to existing areas of biodiversity value, and the adoption of best practice approaches to ongoing management. Through the sensitive regeneration of brownfield and former industrial land, we are able to deliver ecological improvement that incorporates a variety of different habitat sites, resulting in significant improvements in species value and improved ecological connectivity.

WEMBLEY PARK

Our landscaping strategy pays homage to Repton's English Landscape Movement, reconnecting with the surrounding network of natural ecosystems and wildlife corridors and providing open space within the heart of Wembley.

Wembley Park is a unique location, requiring a robust landscape that can withstand the vast crowds of event days whilst also providing tranquil spaces for people to enjoy and wildlife to thrive.

Our dedicated Landscape Management Team, led by our Landscape Manager David Hughes, oversees the planning and management of our green infrastructure and ensures that the health of all species on site is maintained.

WEMBLEY PARK

Urban trees play an important role in increasing urban biodiversity, providing plants and animals with a favourable habitat, food and protection. Our award-winning, site-wide tree planting strategy has been in place since 2005 and has been developed in recognition of the heritage and the value trees provide for biodiversity, nature, health and memory; the provision of shade, pollution and dust reduction, erosion control and flood attenuation; and for creating identity, sense of place and legibility within the placemaking context.

In order to better care for our trees, we use an online tree inventory system, Curio, which allows us to map and record information about individual trees, upload photographs of tree condition, and send links to our maintenance teams regarding specific trees on which works need to be carried out.

Our use of Curio also allows us to make our tree data publicly available; either directly via their website, or indirectly through linking to many freely available public apps.

Curio details individual trees, providing a range of information and interactive features to help people to explore their local area and learn more about local biodiversity. Local people can also record their own photos, observations and stories about our trees and other features, highlighting the cultural importance of greenspace and maintaining the sense of community ownership of these important amenities.

Tree canopy cover can reduce urban heat gain. The increased tree canopy cover plays a vital role in reducing urban heat gain. The total public realm delivered at Wembley to date is 98,324 sqm. Total Trees Planted in the Public Realm to date 728. Average tree canopy size 20 sqm (diameter of 5m). Total tree cover in Public Realm 14,560 sqm + 20%.

Wembley is synonymous as a place that welcomes the world and our Avenue of Champions along Olympic Way celebrates this using matched pairs of trees arranged according to their order of longitude; starting at Wembley Park Station we are transported to the West Coast of America, ending on the East Coast of Japan at Wembley Stadium.

The concept of the avenue of champion trees of the world is effectively an Urban Arboretum. This concept is now finding favour as part of a Pan-London Arboretum in association with the Mayor of London and the London National Park City.

BROWN & GREEN ROOFS

Brown and green roofs have been installed on a number of properties and have successfully flourished across Wembley Park. Green and brown roofs form 19% of the total planting area at Wembley Park.

Sisk apprentices made Bug Hotels as part of a site setup at Wembley Park. These were so well appreciated they were then transported into the permanent works for Union Park South. Following the designs of the Sisk apprentices and using the same design principles to create the bug hotels which were used to conceal the utility cabinets and further enhance the biodiversity of the park overall.

New trees planted to date

1,017

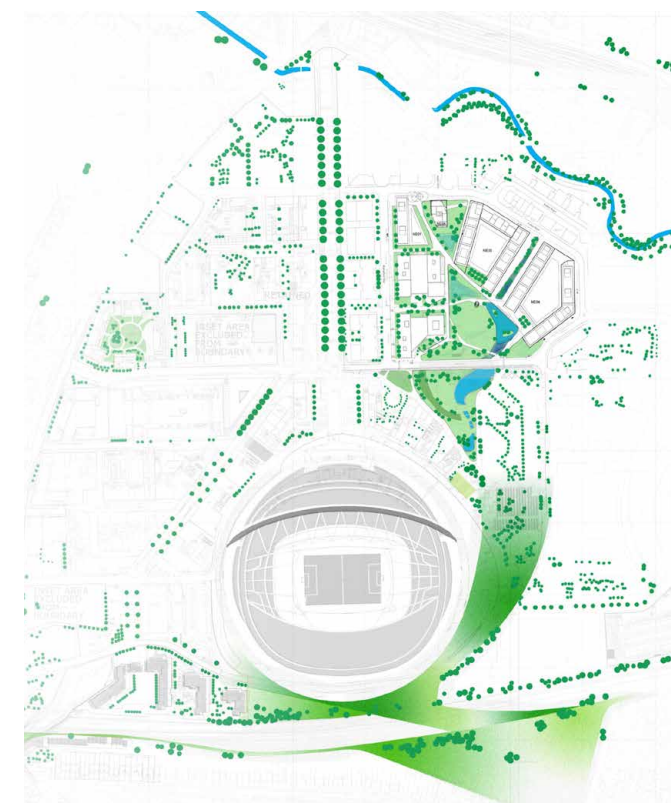
Green and brown roof area to date

3 acres

CONNECTION TO WILDLIFE CORRIDORS

Wildlife corridors allow species to move between areas that would otherwise be fragmented, which in turn supports the viability of animal and plant species through enlarging habitat.

Much of Wembley is defined as an area of wildlife deficiency, with the most substantial area of habitat located along the embankments of the Chiltern railway line; a continuous strip of woodland is designated for its conservation value. The landscaping of our Ferrum residential building was designed to extend this Site of Importance for Nature Conservation (SINC) along the railway frontage of the buildings, improving the wildlife corridor in this area.



PLACE

BIODIVERSITY & NATURAL CAPITAL



THE PARK

Currently under construction, with the Southern section now complete, Union Park will provide over 7-acres of new parkland for the local area, comprising of a mixture of landscape types that respond to the local context.

The Park is the principal organizing space for the lands east of Wembley Stadium, and an essential part of both the urban design of the area, and to the creation of a rich, biodiverse and sustainable landscape.

BLUE SPACE

A key feature of the park is the pond and reed beds, combining to visually link the water features in the South Park through to the North Park. The pond has an important amenity value, as well as increasing the opportunity for biodiversity through the introduction of aquatic and marginal water plants. The reed beds clean and filter the water before it enters the pond, reducing reliance on mechanical filters. Marginal and water-edge plantings fill the damp soil that is not covered by water or is only periodically inundated. This includes a matrix of grasses and rushes, some evergreens and coppiced shrubs. Reed bed planting is both ornamental, designed for visual delight and to allow a greater diversity of flowering plants to co-exist with them, but also to provide water-cleansing services.

There is also a swale which caters for daily rainwater runoff from the adjacent hard landscaped areas. The selection of swale planting is carefully considered for the challenging location – in shade for much of the time, most likely exposed to wind, and for most of the time dry, but able to withstand periodic inundation following rainstorms; therefore, a range of robust, drought-tolerant and/ or shade tolerant species have been included to withstand different climatic conditions throughout the year.

PLANTING

The specification and management of urban green spaces can directly influence their micro-environment, creating conditions that are favourable to a range of plants, which in turn create habitats for other species.

The park will include planting that responds to the change in conditions from north-west to south, creating a 'String of Gardens'. Herbaceous planting, including swathes of robust, naturalistic



perennials, will provide year-round interest along the edges of the rain gardens and meadows, with a variety of species selected to attract beneficial insects and pollinators. This will be further enhanced by very low-maintenance wildflower planting that will be cut back in autumn, maintained as short grass until the end of winter, and then allowed to develop as meadow for the rest of the year.

Planting will be enhanced by the addition of trees, with species tolerant as far as possible to climate change, and in the area in proximity to the swale, with species tolerant to water.

Existing trees that have been relocated from areas of the site where development has already taken place are currently residing in the tree nursery, and for the most part will be relocated into the park.

PARKS AND GARDENS

The places and spaces at Wembley Park are designed at a variety of scales from the large Union Park down to the smaller Pocket Parks. The spaces are managed in such a way to ensure that even on the busiest major event days at the neighbouring National Stadium people can still enjoy the calm and solitude of the natural environment.

Residents' gardens often sit at podium level and immediately above other very public uses. A particular case study is the residents garden for Canada Gardens that sits immediately above one of the main coach parking areas.

In partnership with the National Park City development forum, a new system of Wayfinding was installed at Union Park South to direct people to the next and nearest natural open green or blue space.

“Union Park is successfully managed to ensure that everyone can still enjoy the park on major event days and find some peace and solitude away from the event day crowds.”

JULIAN TOLLAST

Head of Masterplanning & Design



PLACE

BIODIVERSITY & NATURAL CAPITAL



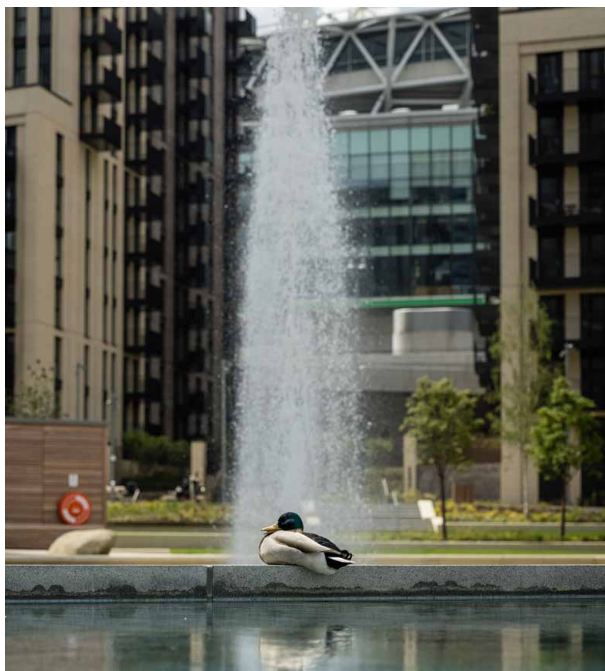
728 trees planted
in public realm
to date

>10% Biodiversity Net
Gain Target for new
developments

19% of total
planting area is
green/brown roof

289 trees planted in podium /
residential areas
to date

5% of podium areas is
tree coverage
(5,720 m2)



20% of public realm
is tree coverage
(14,560 m2)

CASE STUDY

LONDON NATIONAL PARK CITY

National Parks across the world include iconic, picturesque sights like the USA's Yosemite and New Zealand's Fiordland. Two years ago, another name was added to this list... London: the world's first National Park City.

Naming a city as a National Park is an entirely new concept and one which Quintain has tangibly supported within Wembley Park's public realm in addition to the business' financial support for the London National Park City (LNPC) scheme.

A major aspect of the LNPC scheme is to transform London's built environment. The aim is to turn buildings and their immediate surroundings into something wilder and more plant friendly. It's a key focus for the LNPC Development Forum, of which Quintain is a member.

Julian Tollast, our Head of Masterplanning and Design at Quintain, leads our involvement with the scheme, of which he has been a Trustee for over five years. "London National Park City aims to connect people to their landscape, and that's exactly what we want to achieve at Wembley Park."

To celebrate LNPC's second birthday and to show our support for the scheme, we installed the first of a National Park City branded wayfinding system in Union Park South when it opened in summer 2021. It is hoped that similar wayfinding assets will be replicated at other existing and new open spaces across London, connecting these 'green' and 'blue' public spaces and amplifying the significance of LNPC's work across the capital.



PLACE

BIODIVERSITY & NATURAL CAPITAL



NATURAL CAPITAL

Our objective is to understand, measure, improve and communicate the value of nature across our developments.

We are reliant on nature to provide many services that we take for granted: our food-chain is reliant on the activity of pollinators; the soil, plants and trees store carbon and convert pollutants, helping to absorb greenhouse gas emissions, and clean our air and water; and a human connection to nature has significant positive impacts on our physical and mental health by creating opportunities to exercise and socialise.

VALUING NATURE'S SERVICES

Whilst some people are offended by the concept of 'putting a price on nature', we feel that it can be helpful to improve decision-making and provide the justification that may be needed to invest in green infrastructure based on the benefits it can provide.

It can also help to steer landscaping strategies, incentivising the provision of natural features or certain species in preference to alternatives to deliver the greatest societal gain.

This approach is adopted by the National Park City Foundation and in London, is supported by the Greater London Authority, who in 2017 published their own study which calculated aspects of the economic value as a result of the city's parks and green spaces.

Natural capital also underpins the UK Government's 25 Year Environment Plan, stating that the "UK intends to use 'natural capital' as a tool to help us make key choices and long-term decisions". The Natural Capital Committee (NCC), an independent advisory committee that helped develop the plan, published guidance in 2020 on embedding natural capital into the HM Treasury Green Book, which sets out the Government's guidance for appraisal and evaluation of public spending policies; incorporation in the Green Book will lead to a much more widespread use of this approach in the future.

CARBON DIOXIDE & AIR QUALITY

Trees can take up substantial amounts of CO₂ and vegetation can act as a natural filter, removing particulate matter from the air via the surface of leaves.

Modelling led by the UK Centre for Ecology & Hydrology (UKCEA) estimates that vegetation (including trees as well as other natural habitats and cropland) removed over 1,325,000 tonnes of pollutants from the air in the UK in 2015, but the national benefit is not distributed uniformly across the country, varying according to the amount and type of pollution in the air; vegetation cover and mix of species within; and population size and composition and climate. For example, trees remove more particulate matter than other types of vegetation, and the benefits are greater in urban areas where there is more pollution and more people who benefit.

The Pollution Removal by Vegetation tool produced by UKCEA estimates that 6.2kg of PM_{2.5} are removed each year per hectare of woodland planting in the London Borough of Brent, with a value of £1,053,338 per hectare over the next 100 years at present value in avoided health costs.

The type of species is an important factor in the quantity of emissions and particulates that can be removed from the atmosphere, so we are closely following research in this area in order to guide our species selection. In particular, certain species of tree may have a negative impact on the environment – the London Plane for example is a high emitter of biogenic volatile organic compounds (BVOCs), which play a role in ozone formation, and therefore have a negative impact on air quality.

FLOODING & WATER FILTRATION

With increasingly intense periods of rainfall, flooding as a result of surface water is a risk we have to manage across our public realm. Our approach to this has shifted over time, and whereas historically we adopted a more physical and mechanical approach to stormwater attenuation and storage, for example through the use of storage crates, we now utilise our landscaping areas to carry out a significant proportion of this work. The new park has been designed to incorporate a swale to manage daily rainwater runoff, alongside a series of rain gardens, profiled to accommodate storm water from the park and adjacent buildings for a 1 in 100-year event. The pond also features a 300mm freeboard to accommodate and attenuate storm water runoff.

Additionally, the water filtration benefits of reed beds will be utilised to naturally clean water before it enters the pond, resulting in energy, GHG emission and financial savings through reduced mechanical filtration.

HEALTH

There are an increasing number of scientific studies being undertaken across the globe relating to the physical and mental health benefits of proximity to parks, trees and nature in general.

A Canadian study comparing neighbourhoods with different densities of trees in Toronto with high-quality data sets on public health and demographics found that higher tree density correlated with higher perceptions of health and lower incidence of heart and metabolic disease; the authors estimated that planting just 10 additional trees per city block has a benefit equivalent to more than \$10,000 Canadian dollars per household in health-related costs.

A study analysing the effects of the loss of city trees comparing health data before and after the loss of 100 million ash trees across the USA due to the infestation by the emerald ash borer between 1990 and 2007 found statistically significant increases in mortality related to cardiovascular and lower-level respiratory tract illness, the magnitude of which increased as the infestation progressed.

The 2017 Natural Capital Accounts for Public Green Space in London study for the GLA estimates that for populations with access to a park, the probability of being physically inactive is 20 per cent lower. This study goes on to estimate the physical per person benefit of proximity to a park in London is estimated to be £67 per year. Similarly, the relationship between mental health outcomes has been studied and is estimated to result in a per person benefit of £42 per year. On completion, Wembley Park itself will accommodate circa 20,000 residents, equating to a total annual health benefit of £1.6 million. In addition, there are several thousands more existing residents in close proximity who will benefit from our green space.

Physical & mental health benefit of
Wembley Park green space on completion
£1,635,000/year



PLACE

BIODIVERSITY & NATURAL CAPITAL



POLLUTION PREVENTION

Our objective is to prevent damage to the natural environment through measures at design, construction and operational phases to reduce pollution to air, water and soil.

CONSTRUCTION MEASURES

We require our contractors to adopt best practice measures in the prevention of pollution from our sites in order to reduce noise, protect the soil and ensure better air quality.

Wembley Park has developed significantly over the years and continues to grow. Construction activities have the potential to create pollution and disturbance to our neighbourhood and residents. We strive to ensure that our contractors are adhering to the highest industry standards and best practice and we aim to strike a balance between the needs of our existing residents and customers and the need to deliver high quality construction.

Our contractors are instructed to produce Environmental Management Plans and sign up to the Considerate Constructors Scheme (CCS). Our contractors are part of our supply chain framework and report quarterly on best practice and emissions. Environmental impacts are recorded and reported throughout their contract to ensure our works are following and exceeding industry best practice.

AIR QUALITY

During construction, Air Quality Management Plans are prepared and supported by continuous monitoring to ensure that levels of particulates do not exceed agreed best practice levels. Air quality monitoring stations have been installed around Wembley Park to not only monitor construction activity but also to monitor the benefits of a low traffic neighbourhood and the increase in planted nature areas. Site vehicles are required to comply with the Non Road Mobile Machinery (NRMM) standards which limits emissions from engines. Deliveries were routed to our off-site consolidation centre to reduce the number and size of vehicles entering Wembley Park and therefore reducing emissions.

NOISE & VIBRATION

Wembley Park is a busy place with deliveries for the commercial and retail customers, resident traffic and construction activity. We understand that some of our activities will cause disturbance to our residents and our management plans set out the means and control measures to ensure we can all work and live collaboratively and in harmony.

Noise and Vibration effects are considered during design and in the construction methodology. We try to design out nuisance as far as possible before the start of works on site. Plans for control of Noise and Vibration are submitted by our contractors and our checked during regular compliance audits.

We also request that noise and vibration monitoring is undertaken at the live construction site order to mitigate potential nuisance. Live and reported data is analysed by the site teams and Environmental Professionals working within Wembley Park. We ensure that contractors have available and advertised lines of communication for our residents and visitors to make enquiries regarding the construction impacts.

Further details of air quality measures can be found in the Sustainable Infrastructure and Logistics sections of this report.

WATER

Water run off or collected water on site has the potential to cause pollution if not managed correctly. Our construction sites design water management for rain and surface water and for wash water from equipment. Connections to drainage and sewage systems are obtained under licence to manage water run off and excess water collection. Pollution prevention means are detailed in contractor emergency management plans with provisions for dealing with any water pollution event stored on site. These plans and considerations are audited regularly.

Water management for our operational buildings and structures makes use of our landscaping areas for attenuation, storage and filtration. Union Park South, completed in 2021 by our Canada Gardens building, has been designed to incorporate a swale to manage daily rainwater runoff, alongside a series of rain gardens. These have been profiled to accommodate storm water from the park and the adjacent buildings for a 1 in 100 year event. The pond and swale also features a 300m freeboard to accommodate further storm water run off. Reed beds provide filtration benefits which naturally clean water before entering the water drainage system. This natural solution reduces the reliance on mechanical and physical means, resulting in less energy, carbon emissions and financial savings.

Interpretive signage has been installed to explain the sustainable drainage system to members of the public and explain why the main pond water quality varies depending on the level of the water and recent rainfall.



PLACE

PUBLIC REALM & PLACEMAKING

OUR OBJECTIVES

The success of any place is largely dependent on the places and spaces that shape the built environment and how they function to welcome all. This is why we adopt a Space Positive design approach across all our projects, delivering public realm that not only creates an instant impact but also matures and has longevity.

From the infrastructure required for everyday activities and our day-to-day management approach, to the animation provided by regular events and one-off occasions, we consider the details so that we create places that are accessible, inviting and inspirational to all.

PUBLIC REALM

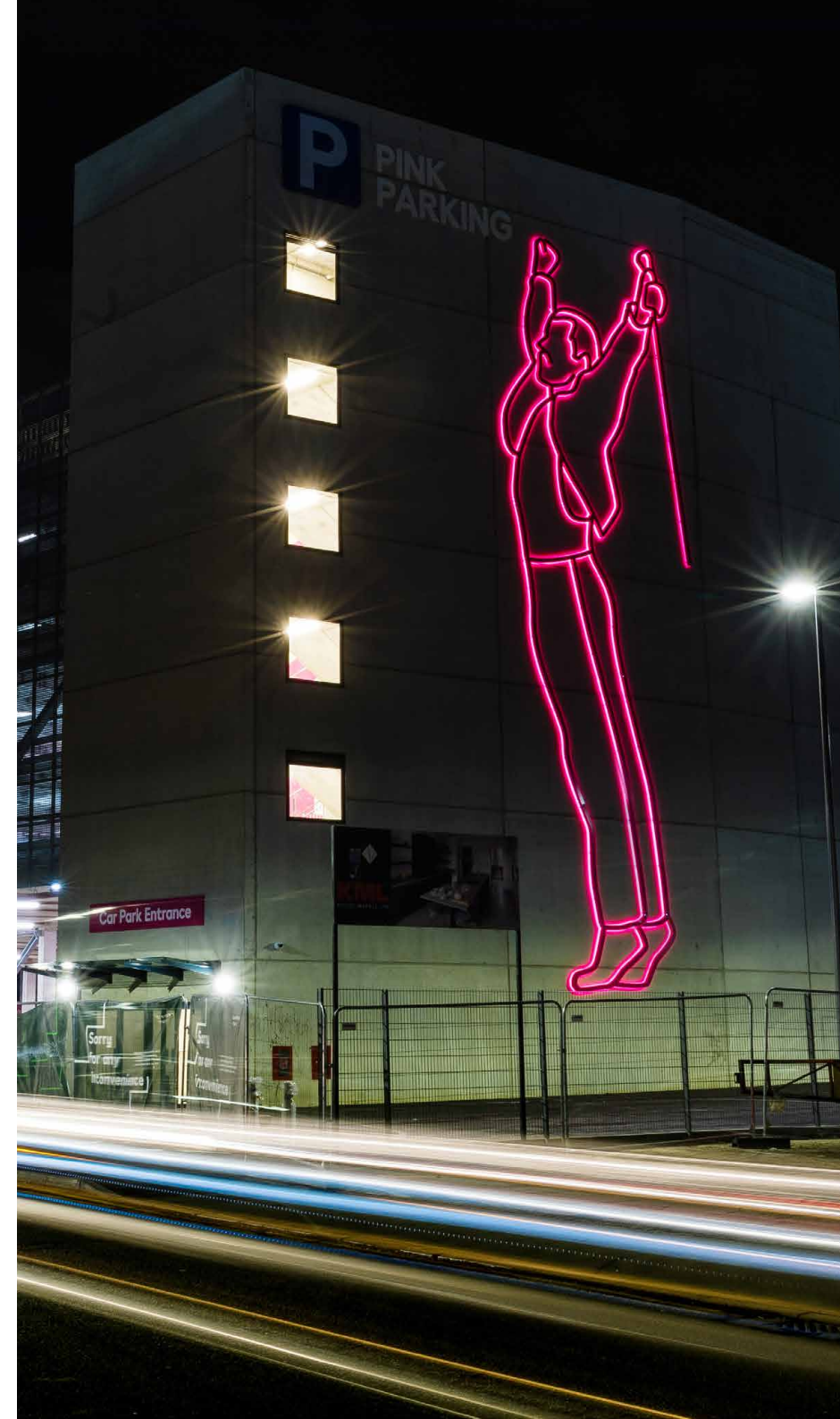
Objective: To provide a warm welcome to all through the adoption of a 'Share with Care' approach and the provision of hard and soft public realm at a variety of scales and settings.

SUSTAINABLE INFRASTRUCTURE

Objective: To invest in infrastructure in a way that not only limits environmental impact, but also seeks to provide additional benefits to people, property and place.

CULTURAL PLACEMAKING

Objective: Elevate cultural ambition through the establishment of strong cultural partnerships and our approach to cultural programming, public art and associated infrastructure.



PLACE

PUBLIC REALM & PLACEMAKING



PUBLIC REALM

Our objective is to provide a warm welcome to all through the adoption of a 'Share with Care' approach and the provision of hard and soft public realm at a variety of scales and settings. Public realm is increasingly delivered and managed by private entities, subject to private rules and regulations determined by the landowner.

WEMBLEY PARK: 2021 YEAR IN REVIEW

Much as its predecessor, 2021 was a year like no other. Joining other destinations across the world, Wembley Park had to postpone or change many of its plans in the face of the ongoing pandemic. While ambitions had to change, Wembley Park showed its resilience, striving to adapt, recalibrate, and invent new ways to support its community and gradually welcome back visitors to the neighbourhood.

An agile, smaller-scale outdoor enlivenment programme which made full use of the neighbourhood's ample, pedestrianised boulevards and public spaces, was of great importance to communicate a 'welcome back' message to community and visitors and celebrate the destination's public realm without driving excessive crowds. Wembley Park's new outdoor art gallery, launched in June 2021 with a photography exhibition by award-winning French street artist JR, was a key example of how the destination was navigate the new landscape.

After months of lockdown, summer 2021 saw a number of new initiatives and welcome returns: diners experiencing live music for the first time in months, courtesy of Wembley Park's free busking programme, to be savoured al fresco at one of the area's new restaurants; local residents enjoying free, outdoor classes through Wembley Park's Weekend of Sport festival on Olympic Way; the emotional return of live music and performance with Wemba's Dream, a new live event curated by Wembley Park in partnership with the Royal Philharmonic Orchestra and local arts organisations; culture-seekers exploring the area's new public Art Trail; and theatre-goers getting back in their seats for a successful run of Curious Incident of the Dog in the Night-time in the Troubadour Wembley Park Theatre – the second collaboration with the National Theatre, after the success of War Horse in 2019.

Amid the uncertainties brought about by lockdowns and social-distancing, Wembley Park was able to successfully deliver the completion of the Olympic Steps, the final piece in the ambitious transformation of Olympic Way. Delivered on time and on budget ahead the postponed EURO 2020 games at Wembley Stadium in June 2021, the Olympic Steps provide a fitting new entrance to the National Stadium, opening up a new public space the size of the Stadium's pitch, for residents to sit on, relax and take in the views of Olympic Way. Beneath the Steps, a new Undercroft area, bathed in natural light, was conceived to welcome community events of any nature and size, for locals to enjoy and be part of. The Olympic Steps were celebrated by local students from Ark Academy, who took part in a once-in-a-lifetime unveiling moment, joining football legend and Brent hero, Raheem Sterling. A new dance, the 'Olympic Step' was also created by local resident, celebrity dancer Neil Jones, who performed it in December 2021 before a crowd of over 5,000 local community members.

September 2021 also saw the arrival of the southern section of Union Park – the first public park to open in Brent in over 100 years. Designed with the local community front of mind, the new park features children's play areas and paddling pools, a new all-weather play park, an outdoor gym and a multi-use games area. To add to the park's sustainable credentials, a revolutionary water run-off system carries rainwater from around the area, filters it, and then releases it into one of the park's stunning ponds.

In the words of Cllr Shama Tatler, Lead Member for Regeneration, Property and Planning at Brent Council: "Access to nature and green spaces has never been more important and plays a crucial role in protecting and supporting mental health and wellbeing [...]. Union Park is a key feature of our transformation plan, carefully designed to ensure residents and visitors have an abundance of space to relax, play, exercise and reconnect with their natural surroundings."

Throughout the year, the community was uplifted with poignant illuminations across the neighbourhood: from the free, accessible light trail of Winterfest, in its third successful year, to the messages of gratitude and hope from the SSE Arena, Wembley, and the digital screens across the area, including the Bobby Moore Bridge and digital totems on Olympic Way.

With these carefully planned activations and enlivenment opportunities came a steady flow of positive media coverage hailing Wembley Park as 'Northwest London's culture hotspot' (London Post) and quoting it's 'metamorphosis' into an international cultural attraction (Time Out).

Just as Wembley Park has shown its resilience in 2020, the neighbourhood was able to adapt to the fast-changing situation brought about by the pandemic, and continued to demonstrate what a brilliantly vibrant, cohesive place it is to live in and visit.

COMMUNITY POLICING

Under a Special Police Services Agreement with the Mayor's Office for Policing and Crime (MOPAC), was introduced in January 2021 as an additional police resource to be deployed across the neighbourhood, for an initial period of three years. The scheme aims to enhance police visibility in the area, deter criminal activity, disorder and anti-social behaviour, and provide an additional level of reassurance to all residents, businesses, workers and visitors. A dedicated police support team of six constables and one sergeant provide a visible patrol presence, seven days a week to complement the already effective service provided by our Estate Protection Officers (EPOs). By linking up resources, information and intelligence, the new and existing teams work seamlessly together to further reduce crime, whilst providing and important ambassadorial presence across the neighbourhood and ensuring a safe, secure environment for those who live, work and visit Wembley Park. The team plan to hold a regular drop-in surgery at Wembley Park as soon as lockdown restrictions are fully lifted, giving people an opportunity to meet and get to know them and raise any concerns.



PLACE

PUBLIC REALM & PLACEMAKING



COLLABORATIVE DESIGN

We work with a wide range of stakeholders to obtain their views and input into the design of our public realm, creating spaces that cater to a wide range of needs.

When the Mayor's London Borough of Culture 2020 title was awarded to Brent in 2018, the bid stood out because it unashamedly placed young people at its heart. The first phase of the public campaign for Brent 2020 called for radical change in the way that public spaces are planned and designed to reflect the needs of young people.

As a Principal Partner of Brent 2020, we strongly supported this objective in addition to our support for the Blueprint Collective – a group of over 100 young people between 15 and 24 who helped shape the Borough of Culture programming. As a legacy project of Brent Borough of Culture 2020 and of the themes explored by the Blueprint Collective, we worked with experts in urban design at the London School of Economics (LSE) to provide an Apprenticeship in City Design, in order to engage young voices in the planning and design of the built environment.

In order to involve a diverse range of participants for this apprenticeship scheme, Quintain financed six paid opportunities to learn through practice, delivered by the LSE for the participants - aged between 16 and 24. The Wembley Park site and context were considered, and design proposals from the students were sought focusing on four public spaces.

“It is right that young people have a say in the plans and decisions about where they live, and I'm delighted that the London Borough of Culture has given a voice to Brent's young people. This is an excellent example of how communities and authorities can work together to shape their local area, and I'm sure the determination and creativity of the Blueprint Collective will lead to improvements that will help Brent now and in the future.”

JUSTINE SIMONS OBE

London's Deputy Mayor for Culture & the Creative Industries

“As a social science university, LSE is aware of the deep connections between urban space and social inclusion. The planning process in London leaves out the generation of urban residents who most need public space to connect and participate in society. The ideas and recommendations generated by the Blueprint Collective make it clear they want to be 'seen and heard'. They bring fresh thinking that is helping transform real places in Wembley Park in Brent and influence the way planners and policymakers make space for people in the city.”

PROFESSOR RICKY BURDETT

Director of LSE Cities & advisor to the Quintain board

“Everyone is entitled to have a say on public space, whether you're into politics, health, or science. It's a shared space and therefore is important for people to take part in the conversation... I see public space as a way to reflect the community and the people who live there. We shape where we live, and our circumstances can change what a public space is.”

LSE APPRENTICESHIP IN CITY DESIGN STUDENT

CASE STUDY SAMOVAR SPACE

The first of the four spaces to receive input from the young people involved in the LSE apprenticeship scheme is at the top of world-famous Olympic Way, at a small site previously used for car parking.

The apprentices' design, which was worked on during 2021 and is due to come to fruition on site in July 2022, includes aspects responding to three themes under the apprentices' overarching intention to create a place for young people to 'just be'.

- COLLABORATE: a place to see and be seen
- CALM: a place to chill out and do nothing
- CONSUME: a place to snack and chat

There are brightly coloured exposed and covered areas for seating, AstroTurf, and a commissioned floor mural. The space hosts a bandstand at its heart – delivered by Wembley Park's masterplan architects Flanagan Lawrence; a place for buskers to play under the shadow of the National Stadium.

As part of the naming process, the apprentices drew on the core aim of the project: the proposal to 'just be' and to come together. The group considered themes that represented Brent, such as its diversity. This could be represented through objects such as a samovar, a container traditionally used to boil tea. Originating in Eastern Europe the samovar is widely used throughout South-Eastern Europe, Iran, Afghanistan, Kashmir, the Middle East, Azerbaijan and is also known in some parts of Central Europe. The samovar was decided to be a fitting object because it represented the culture of coming together and sharing space with others. The Apprentices could see the name working, as they imagined telling a friend “Let's meet at The Samovar Space”.



PLACE

PUBLIC REALM & PLACEMAKING



SUSTAINABLE INFRASTRUCTURE

Our objective is to invest in infrastructure in a way that not only limits environmental impact, but also seeks to provide additional benefits to people, place, and property.

Whilst they may not be visible above ground, the pipes, wires and other systems that function to ensure that things above ground run smoothly are given as much thought as the more visible aspects of our development.

From Wembley Park's inception, Quintain has been a strong believer in investing in infrastructure - often ahead of when our competitors would consider it commercially viable to do so - in order to provide long-term benefits and improve the quality of our public realm.

ENVAC

In 2007, Wembley Park was the first UK installation of a vacuum waste collection system for the collection of waste and recycling at scale. Nearly one and a half decades later, we are reaping the benefits and are expanding the collection facility.

One of the many challenges an occupied site is the need to regularly collect waste in large volumes, particularly from our residents; on completion, Wembley Park will accommodate over 8,500 new homes with an anticipated 20,000 people living amongst them.

REDUCED VEHICLE MOVEMENTS

In London, in 2019/20 (the latest available dataset), 1.6 million metric tons of residential waste was collected from the city's 3.6 million households. This figure will be likely increasing due to the changing nature of home working patterns, but it gives a sense of the expected scale of waste generated by 20,000 residents across 8,500 homes by 2027.

In 2021, the Envac system took in over 2,100 tonnes of waste; 94% of that waste was residential. This equates to over 40 tonnes of waste per week. A typical waste grab lorry holds approximately 17 tonnes of waste. Without Envac, three bin lorries would need to be doing a weekly run around the development just to collect residential waste – and five lorries would be needed once Wembley Park is complete. Big, noisy vehicles would be clogging up the roads across the estate, polluting the air and potentially causing a hazard to pedestrians and cyclists on the internal road network.

Envac, through a network of over 4,000 metres of underground pipes, does away with the need for bulky bins, bin stores and bin lorries within the Wembley Park estate. Waste and recycling (and in some cases food) are disposed of in the normal way through either an outdoor portal that looks like an ordinary bin, or through chutes on higher floors of our residential buildings. On a set schedule, each waste stream is separately sucked through the pipes from each location, into the collection station located on the periphery of the site, where it is stored in 25m³ containers ready for collection. A single lorry movement can therefore replace around 23 standard 1,100 litre waste bins and associated bin movements, thus reducing loading and wait times, local congestion and ultimately vehicle emissions and harmful particulate emissions to air.

Once our containers are full, our waste partner Veolia discreetly pulls into the Envac collection station and the container is loaded onto the vehicle ready for transport to the Material Recovery Facility less than five miles away in Alperton. From here, the waste is sorted, with materials that can't be recycled going on to Veolia's South East London Combined Heat & Power plant in Lewisham to generate energy from waste.

The system has the capacity to handle up to 6,000 tonnes of waste per year and over a third of Wembley Park residential, retail and commercial assets by area are directly connected to Envac with their own dedicated portals. A further fifth of our assets by area have their waste collected by the estate cleaning teams, which is then deposited into the portals located in our service yard; these teams also collect waste from the public realm - also for removal via Envac.

Some locations are not viable for connection due to their distance from the collection centre and their phasing; where this is the case, provision for future connection to the system has been made.

SPACE SAVINGS

The system has also saved a significant amount of ground level space; Envac at Wembley Park can save the space of 1,116 traditional wheelie bins, the equivalent of 237 car park spaces, or 184 shipping containers. This has allowed for significantly more active spaces for amenities in our Quintain Living residential buildings and shared social uses for residents. From a commercial perspective, reduced bin storage requirements as a result of

installing the system in our Landsby building resulted in an increase in retail floor space by approximately 2,000 sqft.

RECYCLING RATES

Whilst the system brings significant benefits, we also face some challenges. When collecting waste in such large volumes, a small quantity of contamination from one source can contaminate an entire load. This is exacerbated by the fact that we are unable to diagnose the source of the problem once waste has arrived at the collection station through the underground pipe network.

As with any large-scale infrastructure, the efficiencies of scale can also cause inefficiencies at scale when there are problems with the system. Since 2019, we have been experiencing issues with groundwater ingress across certain parts of the network.

This has had knock-on impacts and has deteriorated other system components that now also need replacing. The water ingress has saturated the waste going into the system from certain locations, increasing its weight and contaminating all of our dry recycling and organic collections. In turn, this has significantly reduced the recycling rates we are achieving.

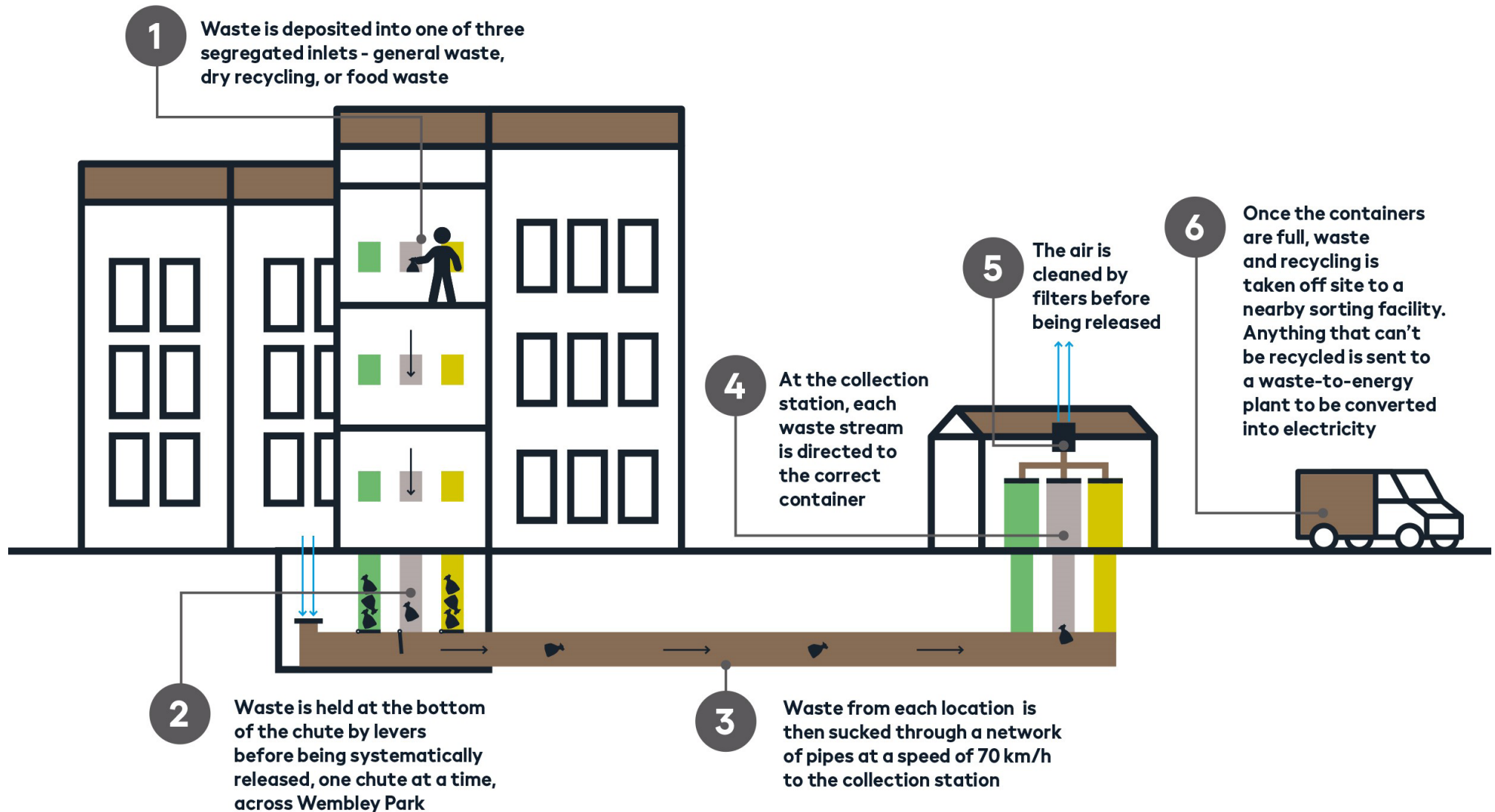
Repairs are currently underway, and once complete, we have several plans in place to improve recycling rates. We will be carrying out a detailed camera survey of all internal pipework to ensure that there are no further issues. We are also working with Veolia to improve engagement amongst users, and we will be exploring the possibility of carrying out waste audits to determine individual building waste quantities and recycling rates by diverting waste from the main waste containers in the collection centre on a building by building basis, weighing it over a set period, before returning it to the main container for collection. This will allow us to accurately educate residents of the buildings with the poorest performance levels.



PLACE

PUBLIC REALM & PLACEMAKING

ENVAC AT WEMBLEY PARK



PLACE

PUBLIC REALM & PLACEMAKING



DISTRICT HEAT NETWORKS (DHN)

We have installed a series of heat networks across Wembley Park, with the future ability to connect to wider low-carbon networks as and when they materialise.

Decarbonising electricity and heat are essential to meeting Government and international targets for curbing GHG emissions by 2050. Whilst the decarbonisation of electricity has been enormously successful over the past ten years in the UK, the decarbonisation of heat is much more challenging. This is due in part to the fact that renewable electricity generation is largely decentralised, with off-site generators feeding into the national grid supply to meet demand. Improvements in battery storage technology mean that supply can be better matched to demand, and periods of the day or year where more carbon-intensive generation, such as by coal, would have been needed to supplement renewable supplies have reduced significantly.

The decarbonisation of heat is a much bigger challenge, because it can't be stored without incurring significant losses, and therefore cannot be efficiently generated at scale without certainty over demand, or over large distances without significant heat losses.

Individual electric heating in homes is now a viable carbon-saving option, but whilst our heat demands are low due to thermally efficient building fabric design, the electricity grid doesn't have the capacity to allow the generation of heat in all our buildings from electricity.

Building-level heating solutions, particularly from low-carbon sources, often involve complex systems that can require specialist skills to manage, making them less viable from an operational perspective without increasing the cost of heat to the end user.

Heat networks have been actively promoted by national and local government in recent years as a way of delivering low-carbon heat at scale. The main advantage of DHNs is that they meet a strategic need for high density developments such as Wembley Park, as they can reduce peak infrastructure connections and provide long term decarbonisation routes for many homes with fewer technology changes.

HEAT NETWORKS AT WEMBLEY PARK

In order to meet our planning obligations and deliver an improvement over Building Regulations Part L, we have delivered three heat networks to date on site at Wembley Park: our Western Lands (WLs) Energy Centre that we self-manage; the North-West Lands (NWLs) Energy Centre managed via an Energy Services Company (ESCO) agreement with EOn; and our Eastern Lands (ELs) Energy Centre, managed via an ESCo agreement with Metropolitan.

Our obligations have resulted in the installation of gas Combined Heat and Power (CHP) engines with peak gas boilers, however our WLs energy centre and the NWLs energy centre both currently operate using gas boilers only as due to a number of factors, this is the most carbon efficient mode of operation.

CHP generates both heat and electricity, which can either be consumed on site or exported. The efficiency of generation varies, but is typically comparable with a gas boiler when heat and electricity generation are combined. The ability to deliver carbon savings is then dependent on the input fuel and carbon intensity of the electricity being displaced through generation. Historically the electricity generated has displaced electricity produced by coal. However, as the grid decarbonises, CHP provides fewer savings against a low-carbon grid. As the emission factors for gas and electricity converge, as they are currently doing, there is no carbon saving when using gas as the input fuel; as the emissions of grid electricity drop below those of gas, as they are expected to do in the next few years, gas CHP will have higher emissions than a gas boiler and is no longer a low-carbon solution.

DECARBONISING OUR NETWORKS

For the reasons above, and in the context of developing our Pathway to Zero Carbon, we are now working with our energy partners and looking in detail at medium- and long-term decarbonisation strategies for our DHNs. Our DHNs contribute over 38% of our operational carbon emissions and this is likely to rise for the future developments on North East Lands. The role of the heat network to reduce our emissions from our buildings, now in the short term and in the future, is strongly linked to the DHN. We have commissioned reports into how to transition off gas and how to balance our corporate decarbonisation obligations with the infrastructure in place. The outcomes from these reports will inform the design and energy strategy for the NE Lands development which is starting at the end of 2021.

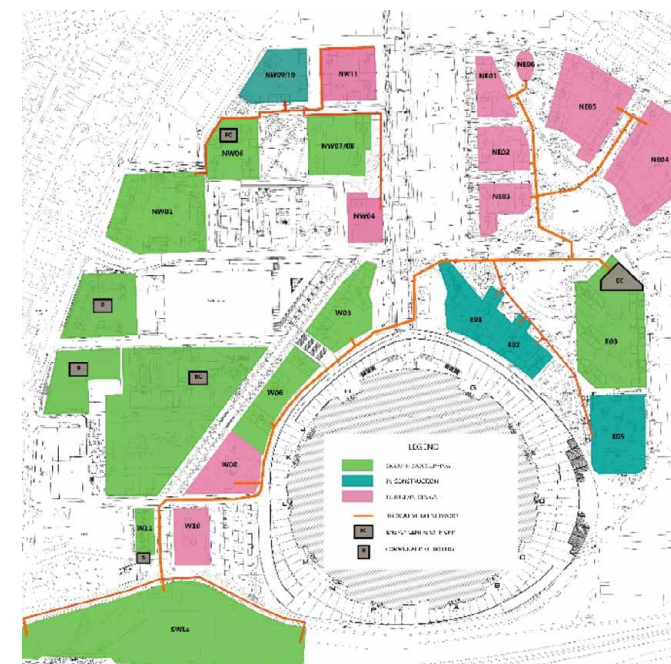
SUSTAINABLE URBAN DRAINAGE

Increasingly we are taking inspiration from nature, so our new Sustainable Urban Drainage Systems (SUDS) are designed to improve water quality and enhance biodiversity whilst improving the quality of the public realm.

We are creating a new generation of SUDS at Wembley Park, moving away from physical concrete tanks for water storage and attenuation, to instead using above-ground multi-purpose green and blue landscaping in conjunction with reduced underground storage.

This allows us to use the spaces we are providing for everyday amenity and biodiversity value to also be used to manage rainwater and stormwater.

The flooding and water filtration services provided using these methods are discussed further in the Natural Capital section of this report.



PLACE

PUBLIC REALM & PLACEMAKING



CULTURAL PLACEMAKING

Our objective is to elevate cultural ambition through the establishment of strong cultural partnerships and our approach to cultural programming, public art and cultural infrastructure. Our attention is focused on two key areas: elevating cultural ambition through our approach to public art, messaging and cultural infrastructure design; and creating proactive strategic delivery partnerships that allow us to be the ideal receiver of culture, through our partnerships and the provision of cultural platforms and production spaces for creative industries.

WEMBLEY PARK CULTURAL PLACEMAKING STRATEGY

The Wembley Park Cultural Placemaking Strategy established five Placemaking Principles that define the 'Cultural DNA' of Wembley Park.

The Strategy has already resulted in some significant successes, which include: the opening of London's largest Boxpark; 28 subsidised artist studios; a permanent community hub for local people with free classes and opportunities to get together; the opening of a new market for local independent makers; and a dedicated programme of completely free year-round community events and public art.

Across five distinct cultural placemaking pillars, the strategy sets out a vision that offers a sense of place and community in a rapidly changing environment, and a cultural identity that fosters social cohesion, breaks down barriers between new and established communities, counters social isolation and offers employability and training opportunities for local people.

OUR FIVE CULTURAL PLACEMAKING PILLARS

NEW LONDON LIVING

We want to shape cultural experiences to match the mobility of modern living, offering variety in terms of timing, location, formality, involvement and scale, allowing people to discover Wembley's identity and heritage through embedded installations and other everyday touch points; and redefining urban living through digital platforms that enable co-creation and social sharing.

COMMUNITIES

To celebrate the diverse creativity and cultures that exist within and around Wembley Park, we want to open them up to a wider audience through the creation of forums that give an active voice to local communities in defining the Wembley Park narrative, unlocking opportunities to make Wembley and Brent heritage tangible.

SPORT & PLAY

Wembley's rich sporting history can inspire a new generation of Wembley greats, so we want to embed the stories of sporting icons and their achievements within art installations and wayfinding. We adopt an inclusive approach to health and wellbeing beyond formal sports, injecting an element of play into all our programming beyond formal sports.

EDUCATION, TRAINING & EMPLOYABILITY

Our programming unlocks opportunities to engage local young people in archiving and interpreting the heritage of Wembley Park and we prioritise an integrated and layered approach to lifelong learning through cultural participation, co-creation, formal and informal training through the creation of platforms to develop leadership and support enterprise on site.

PERFORMANCE

By creating moments of 'everyday theatre', we are able to elevate emerging local talent and animate our spaces. By using Wembley's iconic performances and Brent's diverse culture to co-curate programming and events, we deliver performance that reflects Wembley's identity and local heritage.

CASE STUDY

WEMBLEY PARK LIVE + ACADEMY

Our annual summer season of free-to-access live music throughout the estate is called Wembley Park Live (WPL).

As an event, WPL is co-produced by Josh McNorton and Found in Music and is programmed as part of the Busk in London programme – supported by Mayor of London.

The programme champions local and grassroots musicians, providing talent development and performance opportunities.

Announced in April 2021 with an online call-out for emerging musicians based in NW London, aged 14+ to submit auditions via YouTube. 34 submissions were received and 11 acts were selected.

Selected acts were given paid opportunities to perform in Wembley Park at various locations across the public realm throughout summer 2021.

ACADEMY:

Supported by the Mayor of London, Busk in London has worked in partnership with our in-house team to create the Wembley Park Live Academy. This mentoring programme provides coaching, workshops and industry advice to encourage and support the emerging talent selected to play during the Wembley Park Live season.

On 6th June 2021, Wembley Park hosted a music conference for Academy participants, where they had the chance to work with music industry professionals, hone their performance skills and receive top tips to progress their music careers.



PLACE

PUBLIC REALM & PLACEMAKING



CASE STUDY

WEMBA'S DREAM

In December 2019, Wembley Park announced a new cultural anchor tenant, The Royal Philharmonic Orchestra (RPO) was to move their headquarters to the area. As part of the RPO's mission to be a truly inclusive and contemporary international orchestra for the modern age, Josh McNorton and the RPO worked closely to devise an annual calendar of events which see the orchestra collaborate with Brent artists on a site-specific music experience at Wembley Park.

Wembley Park hosted four new performance pieces, co-commissioned with Royal Philharmonic Orchestra, on Saturday 11th Sept 2021 at an event called, Wemba's Dream.

Announced in February 2021 with a public call-out for Brent contributors. 82 submissions received; 9 artists / 5 arts organisations were commissioned (see below):

- Mahogany Carnival Arts
- Brent Youth Theatre
- Word Up (spoken word poets)
- FubuNation (contemporary dance collective)
- BitterSuite (multi-sensory music event producers)

The name, Wemba's Dream, references an Anglo Saxon traveller who, in 825, made a home for himself in the clearing ("lea") that would take his name.



Performances brought to life the dreams of today's Wembas – the people of all ages and backgrounds who make their homes in Brent – through narrative musical dreamscapes.

Performances were site-specific to Wembley Park and held throughout the day at the Spanish Steps, Arena Square, Olympic Steps Undercroft, LDO Retail Square, and the Events Pad.

In total, 75 performers took part.



ANNUAL EVENTS



EMPLOYEE SPOTLIGHT

JOSH MCNORTON, CULTURAL DIRECTOR

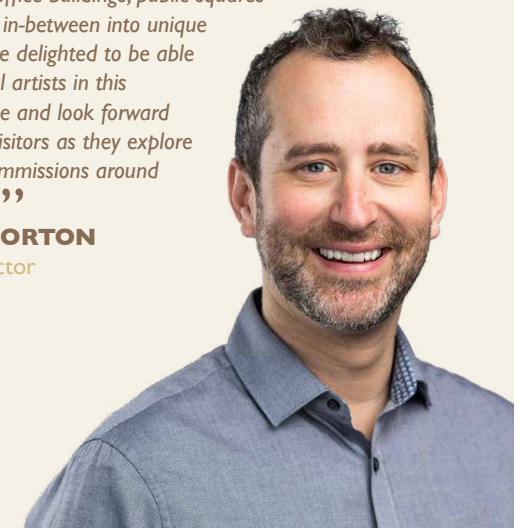
Since joining Quintain in October 2019, Josh has been busy delivering some key projects, a year-round cultural events and public art programme and procuring new artworks.

His appointment was timed to support the Principal Partner role of Wembley Park for Brent's year as London Borough of Culture in 2020.

Josh moved to the UK from Canada in 2012 to produce a large-scale, outdoor entertainment programme for the London Olympic and Paralympic Games and was appointed for his varied background in producing, curation and programming that includes: Head of Arts & Culture Programmes at multi-disciplinary East London arts centre Rich Mix; Co-founder of the world's first sensory arts and research festival, Open Senses (2017); and Producer at Nesta's flagship festival for the future, FutureFest (2014-2016).

“Wembley Park's growing collection of public art aims to transform bridges, steps, office buildings, public squares and everything in-between into unique canvases. We're delighted to be able to support local artists in this challenging time and look forward to welcoming visitors as they explore our new art commissions around Wembley Park.”

JOSH MCNORTON
Cultural Director



PLACE

PUBLIC REALM & PLACEMAKING



WEMBLEY PARK ART TRAIL

Building on a successful launch in September 2020, the collection of 15 free-to-access outdoor artworks was expanded in 2021 to 18 artworks as well as new canvases, high-profile collaborations, and stunning new pieces from both local and international artists.

WEMBA'S DREAM

Location: Spanish Steps
This artwork is about how pure imagination can change our whole perspective on life, our place in the world and the future we can create. Multimedia artist Sian Bliss was inspired by the performances created for Wemba's Dream, an event held at Wembley Park on 11th September 2021, featuring dozens of local artists performing alongside musicians from the Royal Philharmonic Orchestra.



CHROMA

Location: Olympic Way
Created by local artist Yoni Alter, this artwork expressed the vibrancy and pace of a bustling cityscape. LED banners suspended on Olympic Way featured orbs of light which danced and pulsed to different rhythms flying above visitors as they made their way through the neighbourhood.

INSIDE OUT LONDON by JR

Location: Outdoor Gallery
Part of London's hosting of EURO 2020, the project captured the portraits and stories of 16 local Brent heroes, such as nurses, teachers, community pillars, and frontline workers. Inside Out is a global, participatory art project created by renowned French artist JR.



WEMBA'S DREAM digital

Location: Olympic Way & White Horse Square
A digital companion to her Spanish Steps vinyl installation, Sian Bliss animated the visual identity for the Wemba's Dream event across multiple digital screens.



REFLECTIONS OF THE FUTURE

Location: Olympic Way
A world-premiere commission exclusive to Winterfest 2021, the large-scale immersive installation by Lucid ran 100m down the iconic Olympic Way. As visitors wandered down the mirrored multisensory walkway they experienced optical and visual illusions, creating an uplifting journey with a sweeping of technicolour lights, guaranteed to surprise and brighten the spirits.

MEADOWS OF CHANGE

Location: Arena Square Phone Boxes
This installation by HagenHinderdael celebrates the layers of history of Wembley as an iconic neighbourhood. The artwork took us through moments of perseverance and change in both the skyline and narrative of this unique part of London.



UNITED IN LIGHT

Location: Outdoor Gallery
Curated to reflect the power of people pulling together, the photo exhibition displayed 16 uplifting and vibrant scenes of togetherness, tenderness, and intimacy. Featuring the work of 12 UK-based photographers, the powerful images range from recent graduates to award-winning artists, such as Tami Aftab and Sophie Harris-Taylor.

REUNION

Location: Market Square
Celebrating the joy of coming together after months of social isolation, Winterfest 2021 featured the world premiere of 'Reunion' by Kumquat Lab. An exclusive commission, the unique light installation created a series of technicolour light arches, forming a circular space where visitors were invited to meet and connect with other spectators.

POWER IN UNITY

Location: Spanish Steps
Underpinned by a sense of togetherness, diversity and hope, this artwork was inspired by people uniting in tougher times to stand together for the greater good. A theme Micah Purnell has been looking over through 2020 and 2021, he sought to bring a positive and memorable experience to Wembley Park, creating an 'Ahhh' moment through the powerful design.



SYMBOLS OF UNITY

Location: Spanish Steps
Friendship, love and intimacy have all had restrictions placed on them in 2020 and 2021. With this artwork, artist Benjamin Watts wanted to represent many symbols of togetherness and light, but in a paired back way which leaves space for the viewer to engage and interpret.

CITY LIGHTS CHRISTMAS TREE

Location: Royal Triangle
London's tallest-ever LED Christmas tree returns with a new specially-commissioned artwork by Brent artist Yoni Alter. The 100,000 low-energy kinetic lights that formed the conical tree pulsed to different rhythms and evoked the vibrancy and pace of a cityscape.



POWER IN UNITY digital

Location: Olympic Way & White Horse Square
A digital companion to his Spanish Steps vinyl installation, graphics designer Micah Purnell animated powerful messages of hope and perseverance: "strength in numbers", "community like never before," and "power in unity."

CELEBRATION

Location: Bobby Moore Bridge
A site-specific light commission by Brent artist Yoni Alter, this artwork seeks to evoke the vibrancy and pace of a cityscape. The design illuminates the Bobby Moore Bridge underpass with dancing lights pulsating to different rhythms across this much-celebrated passageway.

PLACE

TRANSPORT & CONNECTIVITY

OUR OBJECTIVES

Transport and connectivity in new development goes beyond proximity to local transport networks and the availability of safe routes; for us, its about providing attractive public realm that actively encourages walking and cycling; about ensuring that transport options are linked and that if things go wrong on the daily commute, an alternative option is nearby; and about ensuring that logistics are managed so that our developments are not overwhelmed by people moving in and out, bin lorries picking up waste from dozens of different buildings, and delivery vehicles dropping off construction, commercial and residential deliveries on a daily basis.

ACTIVE TRAVEL

Objective: To encourage active and healthy lifestyles through the provision of infrastructure and the promotion of active travel opportunities available for residents, employees and visitors.

PUBLIC & PRIVATE TRANSPORT

Objectives: To encourage the use of local public transport services and support modal interchange; enhance the quality and availability of travel information and advice for site users; and to support sustainable and shared car-based mobility, minimising the number of single occupancy car driver trips made by residents, employees and visitors.

LOGISTICS

Objective: To minimize the impacts of goods delivery and servicing trips on the local road network, easing congestion, reducing vehicle GHG emissions and improving local air quality.



PLACE

TRANSPORT & CONNECTIVITY



ACTIVE TRAVEL

Our objective is to encourage active and healthy lifestyles through the provision of infrastructure and the promotion of active travel opportunities available for residents, employees, and visitors. At Wembley Park, we have the advantage of an 85-acre site with just three public highways running through it. This presents benefits in terms of the availability of open space and opportunities for active travel, but also some significant logistical challenges. From the outset, we have been aware of the need to be innovative in our approach to managing the movement of goods and people; our Strategic Travel Plan describes in detail our strategy for how this will be implemented, and we have a dedicated Transport Coordinator who is responsible for managing its implementation.



15 MINUTE NEIGHBOURHOODS

From the outset, we have considered and prioritised the needs of pedestrians through the creation of a public realm that is attractive, informative and safe, with a wide selection of everyday amenities that make the '15-minute neighbourhood' a reality.

Aside from the obvious logistical benefits of reduced vehicles on our limited road space, active travel has significant health benefits, and for many people is the easiest and most accessible form of physical activity that can be easily and conveniently built into everyday life.

The 15-minute neighbourhood concept is a key part of our vision for developing places that are easy to get around on foot or by bike, and where basic daily needs can be met by local businesses within the vicinity. With convenient access to essential services and amenities on their doorstep, a resident or worker at Wembley Park is increasingly able to meet their daily needs without using their car.

PROMOTING HEALTHY & ACTIVE TRAVEL

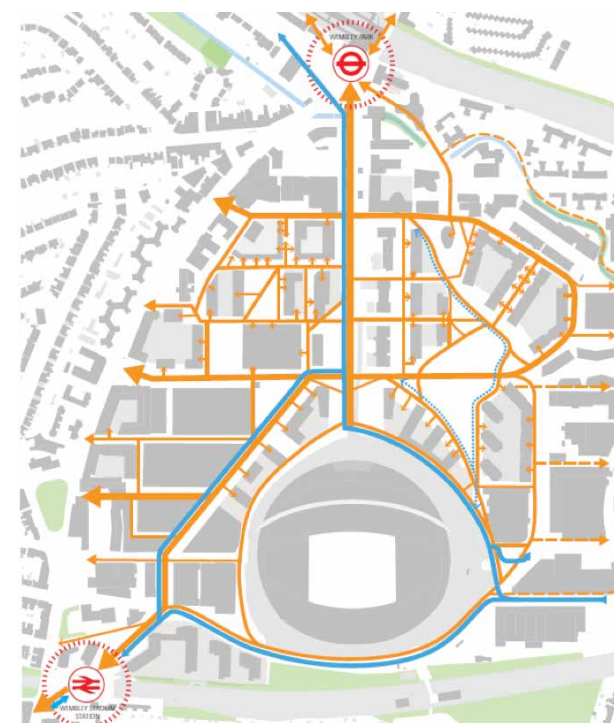
We provide a wide range of information on how to access Wembley Park on foot and by bicycle, and this is disseminated through various means to ensure residents, employees and visitors are aware of their travel options. New residents and tenants are provided with travel information packs, and we offer a free personalised travel planning service, taking into account individuals' lifestyle and travel needs.

WALKING

Wembley Park benefits from high quality and well-connected pedestrian routes to, from and through the development area including the recently refurbished Olympic Way – as wide as Regent Street but entirely pedestrianised other than one road crossing at Fulton Road.

We have worked closely with Brent Highways to ensure that footpaths and routes on highways and Quintain-owned land are pedestrian focussed, inclusive and accessible. Our footpath provision is extensive, cohesive, and supported by informative wayfinding signage to further promote walking. Wembley Park achieves a Walk Score of between 85 and 90 out of 100, making it 'very walkable' on the whole, with some locations considered a 'walkers paradise' where car ownership is not required for daily activities.

Wembley Park has to work for local people as well as for the large events hosted on site, and our approach to security and the vulnerability of crowds is carefully integrated via our Hostile Vehicle Mitigation (HVM) strategy, which is designed to reduce the use of bollards through natural level changes and landscape features such as land forming, seating, walls, public areas and street furniture. Still compliant with industry standard security certifications including PAS 68 and PAS 69, this approach reduces the 'fortress fear' impact that can arise from the use of long linear rows of bollards. The provision of seating and rest areas is also important in promoting inclusive access and where possible, seating is integrated into level changes, vents and raised planters to minimise 'freestanding' seating that can be problematic to movement, especially for the visually impaired.



PLACE

TRANSPORT & CONNECTIVITY



CYCLING

Cycling is a popular and accessible mode of transport in London and has the potential to substitute short car trips, particularly those less than five miles.

Awareness and encouragement of cycling has been promoted at Wembley Park from the outset and goes beyond the provision of cycle routes and cycle storage facilities. From allowing the use of our land for cycling events and the training of new cyclists via the Brent Cycle Training Scheme; to the provision of cycle storage space and facilities for cycle repairs in our buildings, cyclists are considered at every stage of the design and operation of our public realm.

We also have extensive parking provision for bikes across the public realm and in our buildings, with further provision planned. In line with London Plan policies, our homes delivered at Wembley Park amount to the provision of 6,983 resident cycle spaces by 2021 – 5,407 of those in our Quintain Living buildings. There are a further 406 cycle spaces within the public realm that have been delivered by Quintain, in addition to those installed by Brent Council. Research published by the British Council of Offices in 2017 found that up to 40% of office workers would commute by bike if adequate facilities were provided. The Hive, our recently completed office building on Wembley Park Boulevard, accommodates secure storage and facilities for all, allowing us to support and promote modal shift to the bike not only amongst our tenants, but also their visitors. Throughout the pandemic, cycling has seen increased usage as people avoid public transport, and post-pandemic we expect this to continue.

Designated cycle lanes can give cyclists the impression that they have permission to speed through the site in their own space, which can be dangerous for other road users. Instead of dedicated cycle lanes, we therefore adopt a 'Share with Care' approach along the main routes through the site that link Wembley Park and Wembley Stadium Stations. This is promoted through the use of signage and the installation of permanent HVM along the route.

“All the basic amenity necessities are all within walking distance, i.e. three supermarkets, post offices, corner co-op shops, retail shops, three stations and numerous buses to name a few.”

LOCAL RESIDENT



Resident cycle spaces
6,983

Cycle spaces in the public realm
406

LOCAL SERVICES & AMENITIES

In addition to the provision of physical road infrastructure, our leasing and development strategies are also aligned to ensure that as more residents move in, the range of local services and amenities is consistent with the 15-minute neighbourhood concept and meets the needs of our residents. This 15-minute neighbourhood concept took on a renewed sense of importance during the pandemic, with CACI research published in August 2021 finding an increase of 9% of people are planning to visit their local high street more often after the pandemic.

We listen to feedback from our residents and commercial occupiers about the facilities and types of retail they want and seek to find operators who can fulfil those needs. Pre-existing services in place prior to 2021 include independent retailers such as a bakery, restaurants and a gender-neutral hair salon.

In 2021 we welcomed new, local-needs operators to site including Amazon Fresh, The Grocery Store which is focused on organic and environmentally friendly produce including packaging-free items, and bike store Fix Your Cycle. We also signed a lease for a second Wembley Park location for Black Sheep Coffee, a business with a strong focus on ethical trading. Across Quintain Living, our pet friendly policy has led to a surge in interest in pet-related services, so in 2021 we progressed our search for a pet grooming parlour. This is due to open in 2022.

At Quintain Living, we design our buildings each with their own character, providing a unique mix of facilities and amenities that support working from home, socialising, health and wellbeing and community cohesion – making it entirely possible to live, work and play within our 15-minute neighbourhood.

CASE STUDY

FIX YOUR CYCLE

As an example of our approach to meeting local retail needs whilst supporting our active travel strategy, we welcomed independent bike shop and repair centre Fix Your Cycle to Wembley Park in November 2021 on the ground floor of our Landsby building along Weaver Walk.

Fix Your Cycle offers the public and our residents cycle servicing and repair, electric bike hire, sales of quality used bikes, secure cycle parking and serves as a meeting point to start and finish group bike rides. The business has the capability to offer pop up mobile workshops on an ad hoc basis.

Fix Your Cycle also has a social enterprise arm of the business, Recycle Your Cycle. Recycle Your Cycle partners with the prison service, training prisoners to repair and refurbish bicycles. These are then sold through the UK charity sector, whilst prisoners benefit from the training.



PLACE

TRANSPORT & CONNECTIVITY



PUBLIC & PRIVATE TRANSPORT

Our objectives are to encourage the use of local public transport services and support modal interchange; enhance the quality and availability of travel information and advice for site users; and to support sustainable and shared car-based mobility, minimising the number of single occupancy car driver trips made by residents, employees and visitors.

Wembley Park benefits from excellent transport links, providing high-quality connections from both the local area and destinations further afield, covering both everyday and event day journeys. Over the last fifteen years, we have sought to improve these connections and promote more sustainable means of transport.

THREE STATIONS STRATEGY

Wembley Park, Wembley Stadium and Wembley Central Stations are all within a short walk for those living and visiting Wembley Park. Working closely with the London Borough of Brent, the Three Stations Strategy has seen the transformation of Wembley's three stations and the routes that link them.

With Wembley Park and Wembley Stadium within our site boundary, we have invested significantly over the years in infrastructure to improve accessibility and legibility both within Wembley Park, and with the wider Wembley area. Our Wayfinding Strategy ensures that up to date information on train and tube services is provided through the use of digital signage, particularly on event days.

BUSES

Services are currently available from over 20 bus stop locations within the local vicinity of our development area and are located on key routes. We have made significant contributions of circa £3m to TfL to enhance bus services in the area. We have also worked extensively with TfL to minimise disruption and ensure a better level of service on event days.

CAR PARKING

Historically, Wembley Park was a location dominated by the car; with high levels of surface parking only used on event days. Whilst we still have an obligation to provide 2,900 car parking spaces for major events, we have been replacing the surface parking provision with purpose-built car (and coach parking) that can be repurposed on non-event days for other uses.

On non-event days, these spaces have been specifically designed to accommodate a wide range of meanwhile uses, which have included storage, five-a-side football, refrigerated dark stores, orchestra performance spaces, photoshoots and location filming for promotional videos, TV shows and even feature films.

We have reduced residential parking provision over time in line with other measures and trends for encouraging reduced private car use by our residents. Our original masterplan had permission for 3,400 residential car parking spaces for 4,200 dwellings. Even though this has increased to 8,500 dwellings, the original parking provision has remained unchanged, going from a parking ratio of 0.8 to around 0.4 spaces per apartment.

CAR CLUBS

Car clubs offer a sustainable alternative to owning a car. We have partnered with ZipCar at Wembley Park and promote car club membership amongst our residents and tenants through the provision of discounted membership and free driving credit on joining.

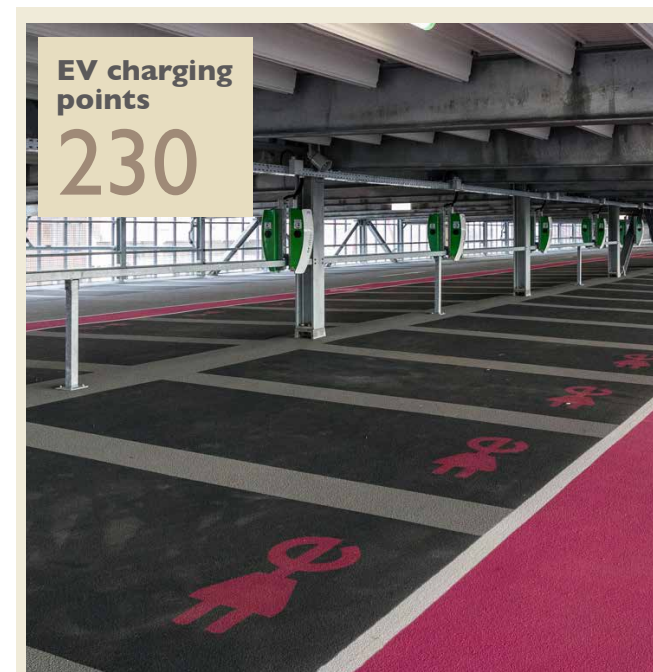
“I have mobility issues and I love that everything is in such close distance and also provides plenty of seating. Couldn't ask for better transport links with both underground and buses literally around the corner.”

LOCAL RESIDENT

EV CHARGING

To support the rollout of electric vehicles, we have to date installed almost 250 active and passive EV charging points across Wembley Park.

Whilst we do not under-estimate the value of providing EV charging facilities in the public realm, most vehicle charging takes place at home. This can be particularly difficult for those living in apartments, where it generally is not possible for individuals to install charging infrastructure if they purchase an EV. For this reason, we have taken the decision that 100% of parking spaces provided across the forthcoming development of the North East Lands will be provided with EV charging from day one to support wider EV rollout.



PLACE

TRANSPORT & CONNECTIVITY



LOGISTICS

Our objective is to minimise the impacts of goods delivery and servicing trips on local road networks, easing congestion, reducing vehicle GHG emissions and improving local air quality.

Safe and sustainable logistics are increasingly recognised as a challenge for large developments, especially with increasing numbers of residents, anticipated increases in online shopping and when multiple activities such as construction and operations sit side by side.

At Wembley Park, we have adopted a Construction Logistics Plan that includes a centralised logistics hub and manages all construction vehicle movements across the development; we are currently looking at ways in which we can implement a similar approach with our tenants and residents in the operation of the development.

CONSTRUCTION LOGISTICS PLAN

It was recognised early on that with the quantity of development under construction at any given time, we would require a strategic approach to the management of traffic within the development and deliveries to individual sites.

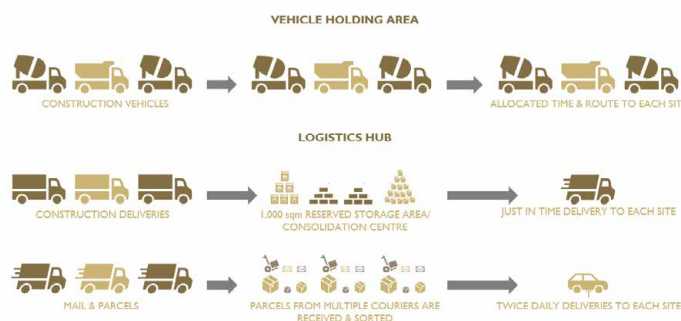
From a practical point of view, the management of vehicles ensures that the local road network remains operational to everyday traffic, reducing disruption across the local area. This in turn, along with our road safety campaigns and requirements for drivers, helps to prevent road accidents.

We have looked closely at how we can reduce the number of vehicles coming to site in the first place and have put in place strictly enforced requirements that all delivery vehicles must be loaded to at least 65% of their capacity; this ensures that our contractors carefully consider their ordering to avoid unnecessary trips. To facilitate this, we have 1,000 sqm of reserved storage space and a consolidation centre for the storage of bulk materials. This means that a contractor can order all of the material they will need for the project, safely store it at our facility, and then call it off as required.

For each site, our logistics team receive a schedule of all of the materials required for a given day, load this onto a single vehicle and deliver 'just-in-time' to the relevant contractor.

Smaller construction deliveries are also directed to a single location, away from the main Wembley Park site. A single drop-off location means that one vehicle with parcels for multiple destinations can deliver to a single location via a 'milk round', reducing their journey time and the time their vehicle is on the road within our development.

JOURNEY OF A CONSTRUCTION DELIVERY



“Our consolidation facilities at Wembley Park have been vital in supporting our side-wide logistics during these intense years of development and ensuring that we continue to take measures to become a more sustainable developer. We are building 8,400 homes across the 85-acre Wembley Park site (1,890 of which were handed over last year) and managing such logistics was always going to be a challenge, but one our exceptional team can navigate. We have two facets to our construction consolidation facilities: a holding area and a construction logistics hub. In addition to this we are developing plans for a separate consolidation facility to manage the many hundreds of daily parcels expected once the population at Wembley Park reaches over 15,000. Large delivery vehicles are required to check in at our holding area with Alandale, our logistics partner, until we are ready to take the deliveries on site; we've had nearly 230,000 vehicles check in there since January 2017. At peak times we've accepted 9,000 vehicles a month - illustrating the vital need for putting consolidation systems in place.”

MATT VOYCE
EXECUTIVE DIRECTOR – CONSTRUCTION

IMPROVED SAFETY

All framework contractors and hauliers visiting Quintain projects must be members of the Freight Operator Recognition Scheme (FORS) and as a minimum, must achieve a bronze award. Drivers are also required to demonstrate that they have undertaken safety related training and can provide a Driver Certificate of Professional Competency (CPC); this is reinforced with internal awareness campaigns on cyclists and vulnerable users, driver briefings and toolbox talks.

REDUCED GHG EMISSIONS

Whilst we have not attempted to quantify emissions savings, the Waste Resources Action Programme (WRAP) estimates that construction consolidation centres can reduce vehicle numbers by up to 70% during the busiest phases of a construction project. Emission reductions cannot be easily calculated because they are dependent on the load %, distance travelled and type of vehicle, but the measures in place at the Wembley Park Consolidation Centre contribute to reduced GHG emissions through reduced journeys and vehicle idling.

IMPROVED AIR QUALITY

Equally, NOx emissions and exhaust particulates that contribute towards poor air quality are also reduced with reduced vehicle movements and idling. This is especially important given the close proximity of our construction activities to residential areas and schools.

Logistics vehicles
per month at peak

9,000

Nº of logistics vehicles
since 2017

230,000



Logistics vehicles
in 2021

17,668





PROPERTY

We create sustainable buildings that are built to last and futureproofed to ensure they provide a high-quality, comfortable environment, now and in the future.

Our joined-up design and construction approach means we are well placed to deliver against our objectives, and our increasing use of technology helps us to be better innovators.

PROPERTY

CLIMATE CHANGE

OUR OBJECTIVES

The pace of global heating is increasing, and there is little dispute that action needs to be taken to quickly prevent runaway climate change and the catastrophic impacts that would have on our buildings, communities and wider society.

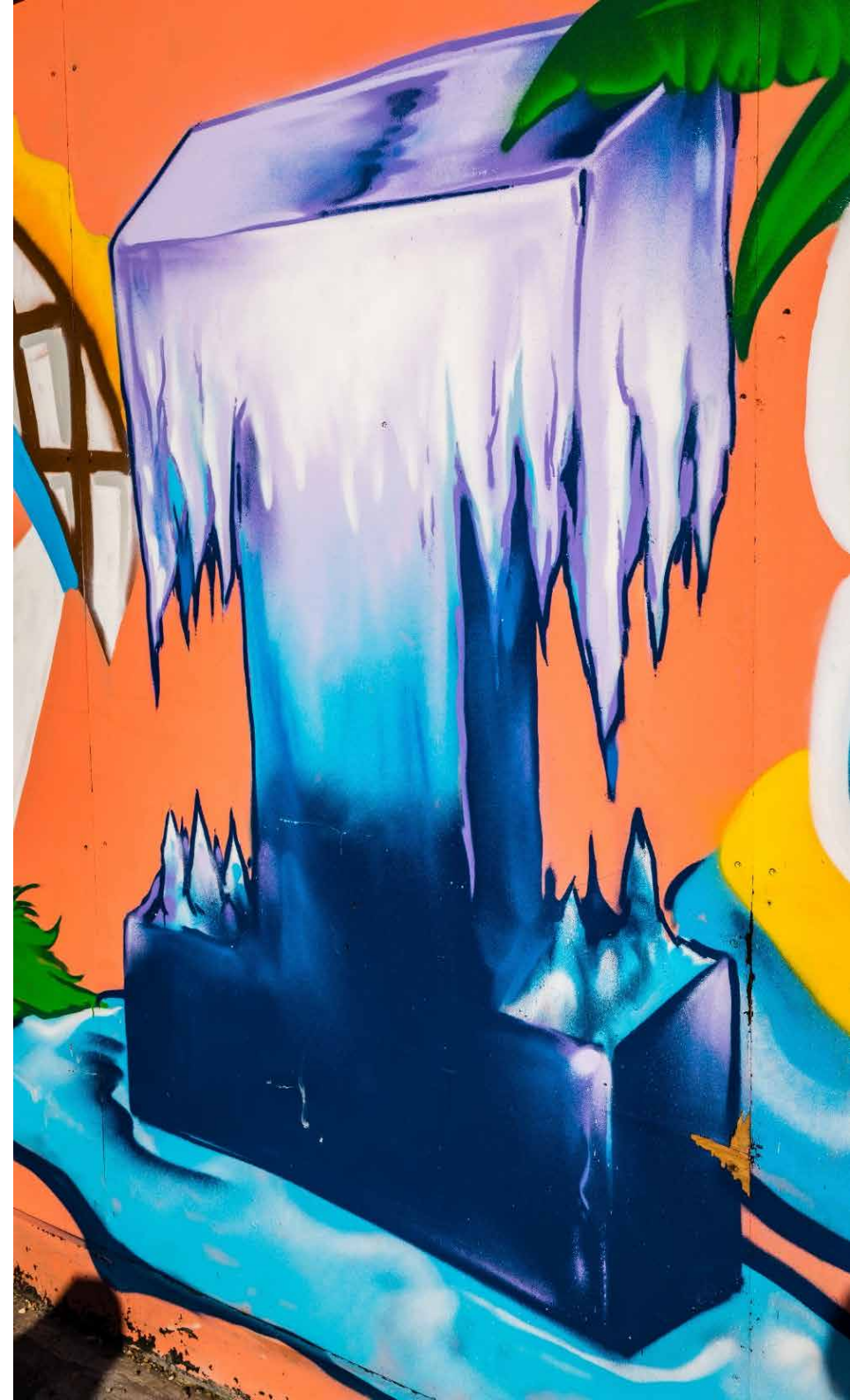
Reducing greenhouse gas (GHG) emissions through design, construction and in operation is therefore a priority for us, as is ensuring our assets are resilient and adaptable to a changing climate.

GHG EMISSIONS

Objective: To reduce GHG emissions across our value chain, through the consideration of emissions during construction, our own operations and the activities of our tenants in our assets, and through the reporting of actual emissions on an annual basis.

RESILIENCE & ADAPTATION

Objective: To ensure our assets and infrastructure are resilient and where necessary, adaptable in the face of a changing climate and potential increases in events such as flooding and overheating.



GHG EMISSIONS

Our objective is to reduce GHG emissions across our value chain, through the consideration of emissions during construction, our own operations and the activities of our tenants in our assets, and through the reporting of actual emissions on an annual basis.

Over the past couple of years, we have worked with experts to understand the GHG emissions resulting from our developments during construction, and we are continuing to identify ways to reduce our impact during operation with the development of our Pathway to Zero Carbon. Ensuring our energy delivery and carbon strategies remain relevant against a backdrop of a rapidly decarbonising energy system and emerging policy is essential to ensuring that our buildings, systems and infrastructure do not become obsolete or pose climate-related risks during their lifetime.

As a member of the UK Green Building Council (UKGBC), in 2019 we supported the publication of “Net Zero Carbon Buildings: A Framework Definition” and over the past two years, we have applied it to investigate how our forthcoming building plots at Wembley Park could achieve Net Zero Carbon status through design, procurement, construction and operation.



We have identified key considerations that will help us to reduce the impact of our construction activities on GHG emissions and will continue our work in this area over the coming years. We are working on a Zero Carbon Roadmap which will include a detailed zero-carbon target and trajectory covering construction and operational emissions.

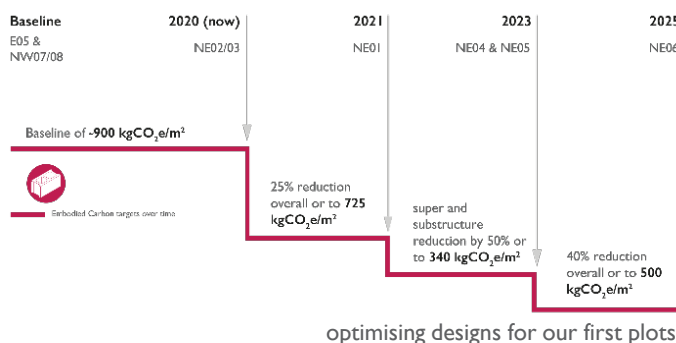
This will then be updated on a regular basis to take into account technological improvements and innovations that we may not have initially considered, in order to progress our path to zero carbon in the most efficient way we can. We have targets on data coverage for accurate GHG emission reporting and on operational and embodied carbon. 90% data coverage by floor area. 500kgCO₂e/m² intensity embodied carbon target for all residential assets by 2025.

Operational targets are still being benchmarked.

EMBODIED EMISSIONS

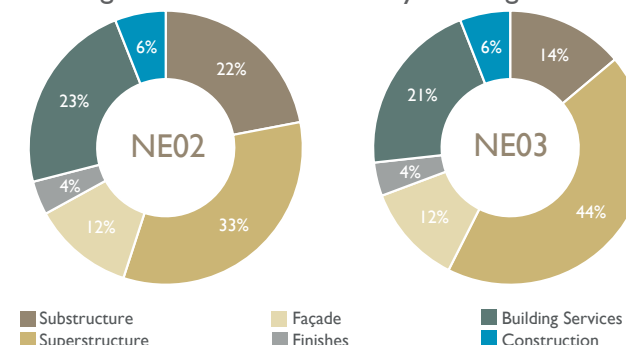
As we reduce our operational impacts, emissions as a result of our construction activities become proportionally more significant; we have taken steps to understand these impacts and are now working with our design and construction teams to actively reduce them.

We have carried out an assessment of embodied carbon of our recently completed residential building, NW07/08 Landsby. This was closely followed by an assessment of E05 The Robinson, which was of a slightly different design and at the construction stage. Our assessments are carried out in accordance with guidance from RICS; having a standard industry approach helps when comparing performance and benchmarking, and since the publication of the Professional Statement Whole Life Carbon Assessment for the Built Environment in 2017, this has rapidly become the preferred approach within the sector. As a result of this piece of work and comparison of other industry benchmarks such as those identified by the London Energy Transformation Initiative (LETI), we have developed reduction targets for our future projects in design from late 2021 and are currently working towards achieving these goals. We have also identified a trajectory for the reduction of embodied carbon across our five-year pipeline for our next phase of development at Wembley Park, the North East Lands set out below. We are currently reviewing and optimising designs for our first plots in this phase, NE02 and NE03.



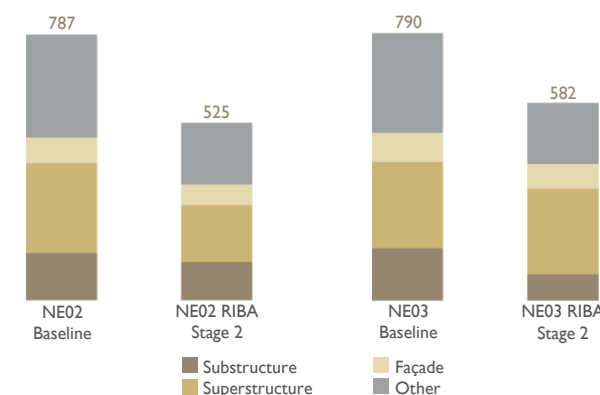
Our GHG Inventory, available on our website, includes an assessment of embodied emissions associated with construction works completed in the reporting year, for each life-cycle stage and for which we have reliable data. However, our current inventory does not yet present the progress we are making in reducing our embodied emissions, as these assets are still to be completed.

RIBA Stage 2 Embodied Carbon by Building Element



RIBA Stage 2 Embodied Carbon Reductions over Baseline

kgCO₂e/m²



EXPLANATORY NOTES:

All GHG emissions are measured in units of carbon dioxide equivalent (CO₂e).



OPERATIONAL EMISSIONS

Our most significant operational emissions are as a result of energy consumption in our buildings, both within our operational control, and indirectly as a result of the activities of our tenants.

Although the majority of our assets by Gross Asset Value (GAV) are residential, we operate a wide selection of asset types, including retail, office and leisure. These all have different emission profiles and pose unique challenges in reducing emissions.

BUILDING EMISSION TARGETS

Part L of Building Regulations sets a Dwelling Emission Rate (DER) for residential development and a Building Emission Rate (BER) for non-residential development and we have committed to delivering a minimum 35% improvement over this level across all our developments.

One of our greatest challenges is the disconnect between design and as built performance, a complicated relationship that we are beginning to unpick through improved metering and monitoring.

The 'Performance Gap' is well-known but poorly understood phenomenon that affects the majority of new buildings, where actual consumption can differ significantly from the anticipated performance at design stage, and from the performance stated on an Energy Performance Certificate (EPC).

There are several explanations for this, some of which relate to energy consumption and others that result in differences in emissions. Clearly, differences in energy consumption will also affect overall emissions, so we have set separate targets for the energy performance of our new development which are outlined in our 'Resource Efficiency' section.

EMISSION FACTORS

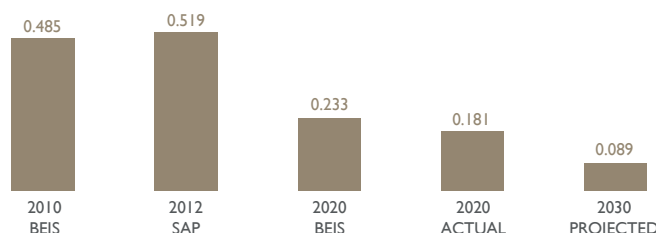
Whilst gas emission intensities have remained at a similar level over time, the last decade has seen significant decarbonisation of the electricity grid. For reporting purposes, our GHG Data Management Procedures require us to apply the most representative emission factors that are available to us.

In the absence of real-time emissions data, UK grid electricity and gas emission factors published by the Department for Business, Environment and Industrial Strategy (BEIS) on an annual basis for corporate reporting are widely recognised as the most reliable data source for these emission factors. These figures are updated based on the actual, measured emissions relating to the generation of energy, based on the average UK fuel mix for the year two-years prior (for example, 2020 emission factors are based on actual data from 2018), and are the emission factors that we apply to actual, measured energy consumption in our buildings.

For design purposes, Part L sets out the minimum standards for energy efficiency and GHG emissions for new construction and major refurbishments in the built environment. The calculation procedure adopted applies emission factors that are set in the Standard Assessment Procedure (SAP) methodology, which was last updated in 2012 (based on 2010 data).

Whilst an update to the calculation methodology was expected in 2016, and then in 2020, we are still awaiting an updated assessment procedure, so compliance with Part L and with our planning obligations still uses the 2010 emission factors. This has unintended consequences where technologies are used that either consume or displace electricity; technologies such as gas CHP, which consume gas and displace electricity, are favored when in practice, those savings are not realised.

Different Grid Electricity Carbon Factors
kgCO₂e/kWh



In our 'Sustainable Infrastructure' section we discuss in detail the benefits of heat networks, but also some of the constraints we have in generating that heat cleanly; this remains one of our biggest unresolved challenges at Wembley Park, and for many other large developments where infrastructure was planned and agreed several years ago. Our heat networks were designed with gas CHP as the primary heat generation method in order to achieve a minimum 35% improvement over Part L; this method generates both heat and electricity on site, and historically, when grid electricity was generated from less clean sources, this resulted in a significant net CO₂e reduction. As the grid has become cleaner, this is no longer the case, and within a few years, more CO₂e will be emitted than compared, for example, with a conventional gas boiler.

In the short-term, if our energy consumption stays the same, we expect reduced emissions from our electricity supplies, but increased emissions as a result of heat generated via our CHP heat network. This demonstrates the importance of understanding operational emissions over the life of a technology and is something we are now modelling to inform the development of our Pathway to Zero Carbon.

OTHER OPERATIONAL EMISSION SOURCES

In addition to energy use in our buildings, we also consider emissions arising from our Wembley Park estate vehicle fleet, the removal of waste; and the supply and removal of water. These emissions are small compared with energy consumed in our buildings but also represent other environmental impacts.

Furthermore, this year we have increased our reporting to include data on the operations of our tenants. Whilst their emissions are largely dependent on their activities and the efficiency of their operations, there is an element of performance that relates to how our buildings have been designed and constructed, so collecting this data will help us to understand whole-building performance and allow us to improve our ability to benchmark our performance against design data in the future. We have not benchmarked our assets against industry benchmarks in 2020 or 2021 due to COVID restrictions and abnormal usage patterns across all of our asset types, and it is our view that this would not tell us anything useful.

As more data is produced and published specific to 2021 and beyond we will look to retrospectively benchmark our performance to see if this provides any other useful performance insights.



GHG EMISSION REPORTING

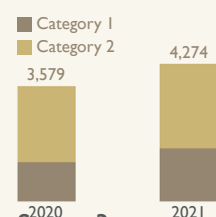
Our Sustainability Policy and Objectives commit to achieving performance beyond compliance and minimum requirements, and to measure and disclose our performance in a transparent way. Alongside our 2021 Sustainability Report, this 2021 GHG Inventory demonstrates how we are progressing our Climate Change and Resource Efficiency objectives.

Our GHG management procedures reflect our current material emission sources and follow best-practice in relation to data collection, aggregation and monitoring. Our approach follows the principals set out in ISO 14064 and we have sought external verification to ISAE 3410: Assurance engagements on greenhouse gas statements, to ensure that our data is credible and trustworthy. We adopt an 'operational control' approach, whereby our Scope 1 and Scope 2 emissions reflect emissions that we have a direct operational responsibility for. This includes energy consumption within assets that we either own or operate, on behalf of ourselves or others, either directly, or via management companies that we appoint and manage. We also include occupier emissions where these cannot be separated out from total building emissions. Our Scope 3 (Category 3 – 6) emissions include those from activities that are up- and down-stream of our main operations, but over which we have operational influence, or occur as a result of our operational activities. The categories of emissions we report are explored in more detail on the following pages and contained in our GHG Inventory Document available on our website.

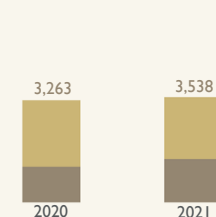
2021 GHG SUMMARY

Scopes 1 & 2

Absolute Emissions [tCO₂e]

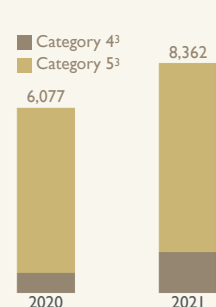


Like-for-Like Emissions [tCO₂e]

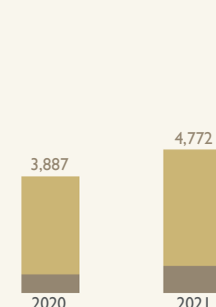


Scope 3

Absolute Emissions [tCO₂e]



Like-for-Like Emissions [tCO₂e]



Embodied Carbon [tCO₂e]



Scope 1 Emissions

1,649 tCO₂e
[2020: 1,216 tCO₂e]

Scope 2 Emissions

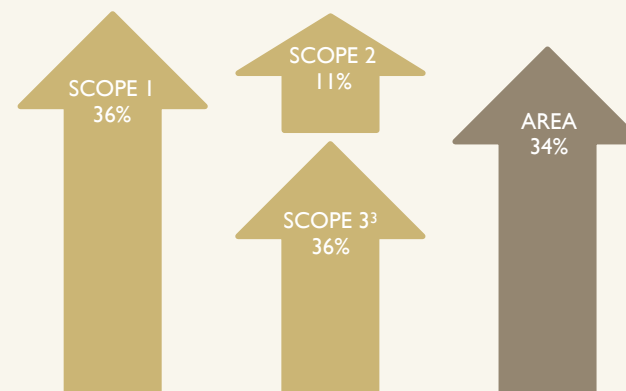
2,625 tCO₂e
[2020: 2,363 tCO₂e]

Scope 3 Emissions

139,293 tCO₂e
[2020: 102,588 tCO₂e]

GAV Area²

4.92 km²
[2020: 3.70 km²]



PROPERTY

CLIMATE CHANGE



GHG EMISSION REPORTING

We have been measuring our GHG emissions since 2013, this year extending the scope of sources we consider and increasing our data coverage. This will enable us to better understand our direct and indirect impacts on GHG emissions and climate change, supporting the development of reduction targets.

In 2020, we revisited our GHG management procedures to ensure that they reflect our current material emission sources and follow best-practice in relation to data collection, aggregation and monitoring. Our approach follows the principals set out in ISO 14064 and we have sought external verification to ISAE 3410: Assurance engagements on greenhouse gas statements, to ensure that our data is credible and trustworthy. We adopt an 'operational control' approach, whereby our Scope 1/Category 1 and Scope/Category 2 emissions reflect emissions that we have a direct operational responsibility for. This includes energy consumption within assets that we either own or operate, on behalf of ourself or others, either directly, or via management companies that we appoint and manage. We also include occupier emissions where these cannot be separated out from total building emissions. Our Scope 3 (Category 3 – 6) emissions include those from activities that are up-and down-stream of our main operations, but over which we have operational influence, or occur as a result of our operational activities. The categories of emissions we report are explored in more detail on the following pages.

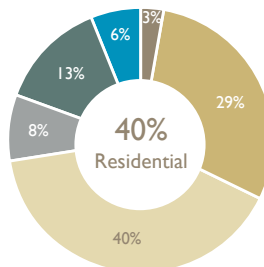
A. Absolute GHG Emissions by Scope and by Entity

	2021				2020 (Restated) ¹			
	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]	Annualised Area m ²	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]	Annualised Area m ²
TOTAL	1,649	2,625	139,293	381,806	1,216	2,363	102,597	381,806
Corporate Offices	5	81	31	2,645	8	89	23	2,645
Wembley Park Estate	1,644	769	581	132,575	1,208	684	329	132,575
Quintain Living	N/A	1,059	101,106	164,714	N/A	742	99,711	164,714
Wembley Park Residential	N/A	208	34,571	13,680	N/A	174	49	13,680
Wembley Park Retail	N/A	341	2,396	44,203	N/A	343	1,939	44,203
Wembley Park Commercial	N/A	168	46	15,814	N/A	331	61	15,814
Wembley Park Leisure	N/A	N/A	562	8,175	N/A	N/A	486	8,175

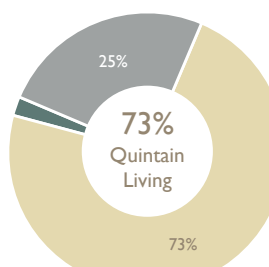
Scope 1 Emissions
% Emissions by Entity [tCO₂e]



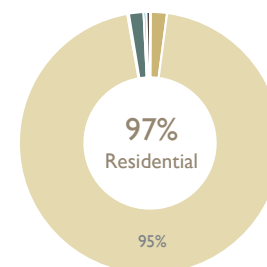
Scope 2 Emissions
% Emissions by Entity [tCO₂e]



Scope 3 Emissions
% Emissions by Entity [tCO₂e]



Total Emissions
% Emissions by Entity [tCO₂e]



B. Like for Like GHG Emissions by Scope and by Entity

	2021			2020 (Restated) ¹		
	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]
TOTAL	1,638	1,900	4,295	1,195	2,068	3,426
Corporate Offices	1,638	47	18	0, N/A	54	14
Wembley Park Estate	N/A	630	441	N/A	628	264
Quintain Living	N/A	522	1,719	N/A	549	1,411
Wembley Park Residential	N/A	208	79	N/A	174	48
Wembley Park Retail	N/A	326	1,933	N/A	331	1,628
Wembley Park Commercial	N/A	168	46	N/A	331	61

LfL reduction
over 2020

17%

EXPLANATORY NOTES:

2019 and 2020 figures have been restated to reflect adjusted reporting boundaries and include portions of previously missing data. Some previously estimated data has been updated to reflect actual data that has become available since the publication of our Annual Report & Accounts. Annualised Area is a metric used to reflect the partial year operation of assets (for example, where they are completed and become standing assets within the reporting year. This differs depending on the specific GHG emission generating activity, but in the above table represents the total asset area covered by Scope 1, Scope 2 and Scope 3 data. For full details of the calculation methodology, exclusions, and data sources relating to the data in this table, refer to the Methodology section of the GHG Inventory available on our website.



BASE-YEAR RECALCULATION

In 2020, we carried out a full evaluation of our base-year emissions and recalculated our base-year taking into account our significant divestments and new emission sources. There have been some minor changes in 2021, mostly reflecting the movement of assets and data between scopes, and where data is available for the first time in 2021 for an asset that was part of the base year GHG Inventory, this has been used to estimate base-year emissions in accordance with our procedures.

Emissions from our downstream leased assets are now a significant part of our GHG Inventory, where previously they were not measured. The most significant inclusion however is emissions relating to embodied carbon at the three main life-cycle stages.

Table E sets out our original base-year, as well as our adjusted base-year taking into account the factors described above.

We have then provided a direct comparison with our recalculated base-year, taking into account only the assets and emission categories that are included in that total. This results in an 11% increase in Scope 1 emissions; a 44% reduction in Scope 2 emissions; and a 37% reduction in Scope 3 emissions.

The table also breaks down the 2013/14 base-year and the recalculated base-year by GHG Inventory Category to allow a comparison with our 2021 GHG Inventory figures.

DATA QUALITY

All GHG assessments – unless obtained through the direct measurement of gases released at source – are estimates.

The quality of our reporting is determined by the quality of our input data, the treatment of that data, the proportion of the overall data within scope that is available and the level of certainty we have that the activity data and emission factors we are applying are accurate.

Our GHG Policy and Data Management Procedures set out how our data is obtained and treated in order to generate our GHG Inventory, and there are several measures used that provide indications of completeness and data quality.

DATA COVERAGE

To account for missing data, we provide a coverage figure which gives an indication of the percentage of data that we have been able to obtain in each GHG Category based on floor area. Floor area isn't a perfect metric - not all supplies relate to a specific area (for example those that supply the public realm); and floor area is not a reliable indicator for the proportion of activity data and emissions that are missing, but it is the most consistently available data available to us.

Whilst we do estimate some data, this is only in specific circumstances, such as where we are missing a small portion of data across the year and we have sufficiently robust actual data from which to make an educated estimate.

Our target is to continue to improve our data collection to achieve a coverage level of 90% of data by Gross Internal Area across all emission sources. Despite reductions in data coverage for some of our downstream leased assets, our overall coverage has improved across each emission scope in 2021. Our most significant improvement is in the coverage of embodied emissions has increased from 66% of construction completed in 2021 to 89.3% of construction completed in 2021. This reflects our focus on the embodied carbon associated with our residential assets, which form the bulk of construction going forward.

UNCERTAINTY

On completion of the GHG Inventory, an assessment of uncertainty in our GHG Inventory is made by applying an uncertainty interval to each source of activity and emission factor data based on the quality of the data.

Our Methodology section outlines our approach, as well as the sources of activity and emission factor data applied to our GHG Inventory and reported in this report, along with the uncertainty interval applied to that data and the calculation procedure we have adopted that results in the aggregated uncertainty levels in Table F.

Based on the uncertainty estimates, we have also provided an upper and lower limit of potential emissions by emission source, as well as an aggregated total for all emissions.

Note that the more data included in the assessment, the lower the overall uncertainty level becomes; aggregated totals reflect this and are not a sum of the reported sub-category totals.

Our Category 1 emissions are a 'Good' representation of the emissions in this category; gas supplies from national grids show a small level of variation in emissions, and emission factors are therefore generally reliable. Our activity data is also of good quality, the majority based on actual meter reads or apportioned from actual meter reads.

Vehicle emissions are based on fuel card consumption, which is deemed to be of good quality.

Our Category 2 emissions are deemed to be a 'Fair' representation of the emissions in this category; unlike gas from national grids, grid electricity fluctuates significantly depending on when it is consumed, and we do not have that level of granularity on our data, or the actual emissions associated with the electricity we consume.

This is typical of the market, and we do not envisage any improvements on this score in the medium-term, until electricity consumption and associated emissions are reported more accurately by suppliers. In our base-year, there were no heat supplies across our portfolio, in either Category 2 or Category 5.

INSIGHTS

DATA COVERAGE TARGET

Our data coverage target requires that we achieve at least 90% data coverage by Scope by 2025. By obtaining additional Scope 3 data points, we managed to exceed this target in the 2021 reporting year and are now working towards meeting this target across all individual emission categories, whilst maintaining the same high level of existing data collection.

Scope 1

100%

[2020: 100%]

Scope 2

99.6%

[2020: 99.1%]

Scope 3

92.3%

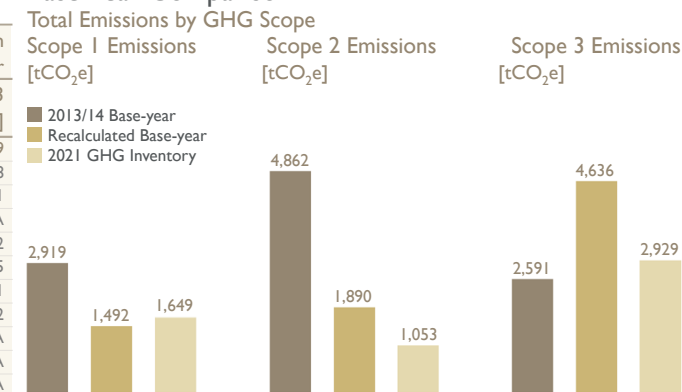
[2020: 85.8%]



E. Comparison of 2021 GHG Inventory with Base-Year and Recalculated Base-Year by Scope and Entity

	2013/14 Base-Year			Recalculated Base-Year			2021 Direct Comparison with Base-Year		
	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]	Scope 1 [tCO ₂ e]	Scope 2 [tCO ₂ e]	Scope 3 [tCO ₂ e]
TOTAL	2,919	4,862	2,591	1,492 ^a	1,890	4,636	1,649	1,053	2,929
Corporate	40	166	109	21	120	89 ^b	5	47	18
Wembley Park Estate	2,078	1,953	863	1,468	1,139	534	1,644	674	541
Quintain Living	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wembley Park Residential	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2
Wembley Park Retail	N/A	N/A ^c	Not Available	N/A	630	588	N/A	333	1,805
Wembley Park Commercial	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
Wembley Park Leisure	N/A	N/A	Not Available	N/A	N/A	1,422	N/A	N/A	562
IQ Property Partnership (50%)	547	1,311	233	Removed	Removed	Removed	N/A	N/A	N/A
Other Assets	77	653	1,247	Removed	Removed	Removed	N/A	N/A	N/A
Assets Sold in Reporting Year	177	779	139	Removed	Removed	Removed	N/A	N/A	N/A

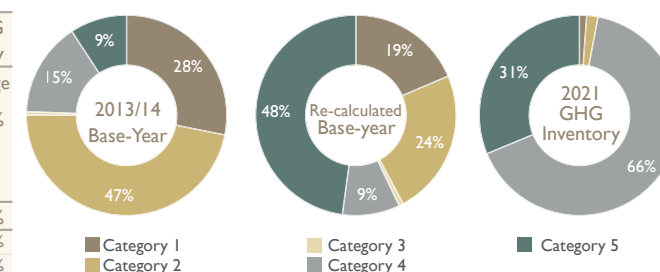
Base-Year Comparison



F. Uncertainty Analysis & GHG Inventory Base-Year Comparisons by Emission Category

	2013/14 Base-Year	Recalculated Base-Year	2021 GHG Inventory					
	GHG Inventory [tCO ₂ e]	GHG Inventory [tCO ₂ e]	GHG Inventory [tCO ₂ e]	Aggregated Uncertainty [tCO ₂ e]	Lower Limit Emissions [tCO ₂ e]	Upper Limit Emissions [tCO ₂ e]	Uncertainty Ranking	Coverage %
GHG INVENTORY	10,372	7,962	149,919	+/- 28.6%	106,980	192,858	Fair	93%
CATEGORY 1: DIRECT GHG EMISSIONS	2,919	1,492	1,649	+/- 11.1%	1,465	1,833	Good	100%
1.1 Direct Emissions from Stationary Combustion	2,907	1,476	1,643	+/- 11.2%	1,459	1,827	Good	100%
1.2 Direct Emissions from Mobile Combustion	0	3	6	+/- 15.7%	5	7	Fair	100%
1.4 Direct Fugitive Emissions in Anthropogenic Systems	13	13	N/A	N/A	N/A	N/A	N/A	N/A
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY	4,862	1,890	2,625	28.9%	1,865	3,384	Fair	99.6%
2.1 Indirect Emissions from Imported Energy - Electricity	4,862	1,890	2,540	29.9%	1,781	3,299	Fair	99.6%
2.2 Indirect Emissions from Imported Energy - * Heat	0	0	85	31.6%	58	112	Poor	100%
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORTATION	59	56	N/A	N/A	N/A	N/A	N/A	N/A
3.5 Emissions from Business Travel	59	56	N/A	N/A	N/A	N/A	N/A	N/A
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS & SERVICES	1,578	745	94,410	40.7%	55,999	132,821	Poor	96.9%
4.1 Emissions from Purchased Goods & Services ¹	1,290	712	94,398	40.7%	55,987	132,808	Poor	96.4%
4.3 Emissions from the Disposal of Solid and Liquid Waste ² excludes water	19	33	13	21.2%	10	15	Fair	97.9%
4.4 Emissions from the Use of Assets Leased by the Organisation	268	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CATEGORY 5: INDIRECT EMISSIONS FROM THE USE OF PRODUCTS	954	3,836	44,883	42.5%	25,799	63,967	Poor	89.3%
5.1 Emissions from the Use Stage of the Product ³	954	0 ⁴	28,353	60.8%	11,107	45,600	Poor	89.3%
5.2 Emissions from Downstream Leased Assets	N/A	3,836	6,674	18.2%	5,461	7,886	Fair	90.1%
5.3 Emissions from End-of-Life Stage of the Product	N/A	N/A	9,421	85.6%	1,358	17,483	Poor	89.3%

% Total Emissions by GHG Inventory Category



INSIGHTS

OUR CHANGING EMISSION PROFILE

As our business has evolved, so has our emission profile. In our base-year, 2013/14, we owned a broad portfolio of standing assets, located across the UK and in multiple sectors. Over time, we have divested from our non-core operations to focus on the development of Wembley Park. With fewer operational assets, our Scope 1 and Scope 2 emissions reduced dramatically, but are increasing again as more buildings are completed and become standing assets. At the same time our Scope 3 emissions, particularly those in categories 4 and 5 associated with embodied emissions, have increased significantly and are now our predominant emission source.



PROPERTY

CLIMATE CHANGE



RESILIENCE & ADAPTATION

Our objective is to ensure our assets and infrastructure are resilient and where necessary, adaptable in the face of a changing climate and potential increases in events such as flooding and overheating.

Changes to climate and increased weather events linked to climate change in the UK include warmer and wetter winters; hotter and drier summers; and more frequent and intense weather extremes.

RESILIENCE THROUGH DESIGN

Ensuring that our buildings and public realm are resilient in the face of these changes will ensure their longevity and fitness for purpose into the future, so we are planning now for these future scenarios.

In the UK, we can expect warmer and wetter winters; hotter and drier summers; and more frequent and intense weather extremes. This is already having an impact on buildings and infrastructure, so considerations around the materials and methods we use, and the ways in which we design play an integral part in our design process. This will help to reduce our exposure to climate-related financial risks; and for our occupants, will result in a more comfortable environment.

OVERHEATING

All of the UK's ten warmest years on record have occurred since 2002, and heatwaves are now 30 times more likely to happen due to climate change. At the same time, improvements in the insulation of buildings and increased airtightness can mean that during periods of high temperatures, heat is trapped, resulting in overheating.

One of the challenges we have is balancing the need for adequate daylight – which has significant health and wellbeing benefits and is therefore desirable – with allowing in too many solar gains.

Early in the design process, a massing exercise is carried out using award-winning software developed by Buro Happold Engineering. This generates a model that includes all surrounding objects that could contribute to overshadowing the proposed buildings.

A high-level overheating and daylight analysis is then carried out on the massing model, simulating internal daylight and using machine learning algorithms that can predict the overheating risk without detailed modelling; this identifies areas of the façade where it is likely to be challenging to meet overheating and/or daylighting targets, identifying the areas where a specific design response is required. A colour-coded model is produced which highlights areas of the façade which are likely to pose overheating and/or daylighting challenges, and which allows the design team to make design interventions to reduce the risk of overheating and/or improve daylighting performance.

Measures can include changes to glazing widths and depths; the inclusion and location of balconies to provide shading; the use of special glazing coatings which adjust the quantity of solar gains that are absorbed into the building; and the use of mechanical ventilation with heat recovery to mechanically purge the warm air.

Some of these options have impacts on energy performance, so thermal modelling is also carried out to ensure this also stays within defined parameters.

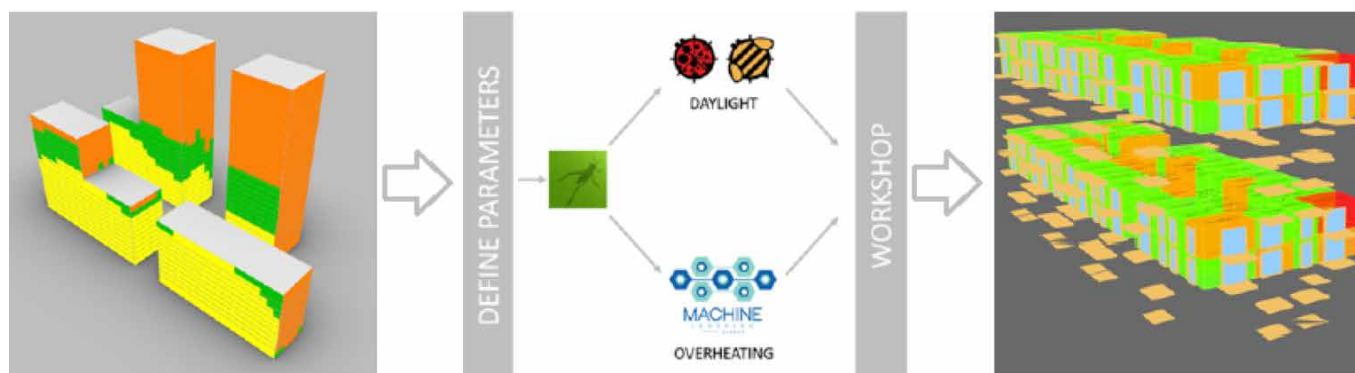
As the design progresses, more detailed analysis is carried out by our design teams, using CIBSE Guide TM52 to ensure that a peak day solar gain of 2.25kWh/m² is not exceeded.

FLOODING & DROUGHT

Rainfall measurements fluctuate from year to year, but UK climate projections suggest increases in winter rainfall in most parts of the country and significantly drier summers, and although summers will be drier, we can expect less frequent but much more intense summer rainfall, which poses a greater risk of 'flash flooding', because without regular rainfall, the ground becomes dry, and it is then more difficult for rainwater to be absorbed.

Whilst many of the mitigation methods for dealing with severe drought and flooding involve large infrastructure interventions and are outside our scope of influence, we incorporate measures to ensure that our buildings and public realm are not using more water than is necessary and can manage large influxes of rain and stormwater should they occur. Water efficient appliances, drought-resilient planting and natural rainwater and stormwater treatment across our public realm are some of the ways in which we manage this.

Further details of infrastructure measures can be found in the Biodiversity & Natural Capital section of this report.



An assessment optimising daylighting and overheating using parametric analysis and machine learning carried out by our MEP Engineers at Buro Happold for forthcoming Plot NE02



PROPERTY

RESOURCE EFFICIENCY

OUR OBJECTIVES

Sustainable consumption helps to ensure that the many natural resources that are fundamental to our health, wellbeing and quality of life will still be available for us to use in the future.

By using resources efficiently, we reduce our impact on the environment and improve the overall sustainability of our business and of our occupants through reduced GHG emissions and reduced spend.

ENERGY USE & EFFICIENCY

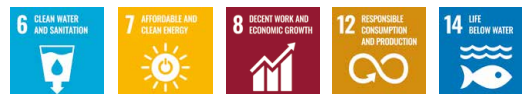
Objective: To design, construct and operate our assets in an energy efficient manner, identifying opportunities for reductions and over time, reducing overall energy consumption.

WATER USE & EFFICIENCY

Objective: To design, construct and operate our assets in a water efficient manner, identifying opportunities for reductions and over time, reducing overall water consumption.

WASTE & CIRCULAR ECONOMY

Objective: To reduce the quantity of material described as waste; efficiently manage the waste that we and our occupants generate; and to optimise facilities and opportunities for reuse and recycling across our value chain.



PROPERTY

RESOURCE EFFICIENCY



ENERGY USE & EFFICIENCY

Our objective is to design, construct and operate our assets in an energy efficient manner; identifying opportunities for reductions, and over time, reducing overall energy consumption.

Whilst our assets are predominantly residential in architype, we have a wide variety of assets and occupants in our portfolio, as well as a wider estate that we manage.

In the first instance, we aim to design buildings and infrastructure that are energy efficient from the outset; our approach to the design of our buildings has evolved over time, adapting to the needs of our occupiers and operational management teams. The feedback we receive as a result of our longstanding operational presence is hugely valuable in understanding and improving energy performance, and lessons learned in our existing assets are actively applied in the design of our new buildings.

ENERGY EFFICIENT DESIGN

Reducing the demand for energy is the first step in our approach to energy efficient design, contributing to lower operational costs and reduced GHG emissions.

Building Regulations Part L is the primary tool for estimating energy consumption at the design stage of a project and is generally the basis against which improvements are measured. It provides a calculation methodology that compares a compliant notional building of the same size, shape and orientation with the building under design or construction and checks for compliance, ensuring that the building fabric meets a minimum standard and that other efficiency measures are incorporated.

Part L makes standardised assumptions and was never intended to be a design tool, but so long as we understand the design assumptions used, these can be accounted for to provide more accurate assessments of energy in use.

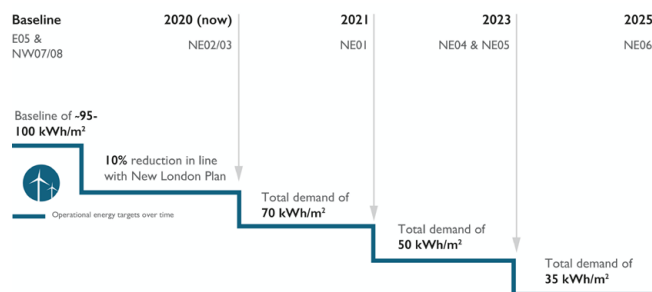
We know, for example, that Part L only includes regulated (heating, lighting, pumps and fans) consumption, which in many scenarios cannot be easily separated from the measurement of unregulated (for example plug-in equipment) consumption, so when making comparisons between design and as-built performance, we need to factor this in.

We also know that Part L applies certain assumptions based on the floor area of a property regarding occupancy and usage patterns, which won't necessarily correspond with how the building is used.

In commercial buildings, CIBSE TM54: Evaluating Operational Energy Performance of Buildings at the Design Stage can be applied to provide a more accurate estimate of consumption in-use, adjusting those assumptions so that they relate to how the building is actually going to be operated. In residential buildings, where there are a large number of different occupants, all with different patterns of usage, it isn't possible to adopt this approach, so we must instead just be aware of how individual apartment consumption can vary as a result of occupancy and the behaviours of individual occupants.

DESIGN TARGETS

Part of our Pathway to Zero Carbon workstream has been to develop targets for maximum energy consumption in our new buildings, reducing over time. Taking into account best practice guidance from the Royal Institute of British Architects (RIBA), the London Energy Transformation Initiative (LETI), as well as the ambitions of the Greater London Authority (GLA) we have defined the following trajectory for the next phase of development at Wembley Park, the North East Lands:



Our targets currently only apply to our residential development, but as this is the majority of our development portfolio over the next five years, it is sensible for us to focus on this part of our asset portfolio.

DESIGN APPROACH

To achieve these levels, we adopt a 'fabric first' approach, prioritising passive measures and ensuring our buildings are well-insulated and airtight, with controlled, energy-efficient ventilation is incorporated to ensure occupant comfort. We carry out parametric modelling at an early stage to understand the effects that orientation and glazing areas will have on energy consumption, as well as other parameters such as overheating and daylighting. Measures to reduce summer overheating can have the effect of reducing beneficial solar gains in winter, increasing energy consumption, so our approach involves fine tuning to ensure a balance across the different measures is achieved.

Our construction teams are appointed early in the process so that they can work in collaboration with our design teams; this helps to ensure that everybody understands what we are trying to achieve, and that 'value engineering' measures that could jeopardise energy performance are limited.

CONSTRUCTION

We appoint a specialist independent cladding consultant who is involved at all stages, from developing the brief to reviewing external works and providing final sign-off of the completed building. This addresses the issue of ownership that was identified by Dame Hackett in her review of Building Regulations and fire safety, and applies equally to ensuring continuity in the thermal performance of our buildings and the avoidance of thermal bridges.

We also appoint a site-wide Mechanical, Electrical and Plumbing (MEP) guardian, whose remit is to review technical submissions, carry out regular site inspections as construction progresses, and support the commissioning and handover process. Installation can have an adverse effect on performance, particularly for example, with ductwork, so ensuring construction is in compliance with design drawings is essential to ensuring the intended performance of this equipment.

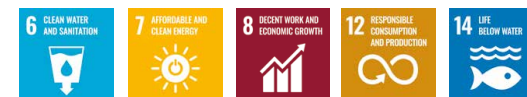
COMMISSIONING & HANDOVER

The commissioning and handover process typically commences 12 months before the due handover date, when our mobilisation team begin to familiarise themselves with the operational details of the building and are involved in regular discussions with the project and construction teams to ensure a 'no-surprises' environment on



PROPERTY

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completion. We adopt a soft handover process which involves training and familiarisation sessions with building users, ensuring that the right people are present. Where additional training is required, this is carried out before handover.

At Quintain Living, the increasing scale of our operations and gaps in the skillset of the existing team have led to the recent appointment of a dedicated facilities manager who will focus on the efficiency of our residential assets.

ENERGY EFFICIENT OPERATION

Once a building is completed and handed over to our operational teams, we monitor energy use and adopt a number of strategies to reduce energy consumption.

METERING STRATEGIES

The metering strategy for a building plays an important role in providing an in-depth understanding of how assets are performing. The level of detail at which sub-metering is applied needs to relate to sensible end uses, but also be manageable. It can be difficult to understand at design stage what will be useful to measure and monitor, but effort made here can ensure our assets are operated more efficiently.

Our metering strategy for our build to rent (BtR) residential assets has evolved over time as we develop a greater understanding of our data needs and uses. We have an advantage over traditional 'build for sale' in the fact that we are directly responsible for energy supplies and are therefore able to access individual apartment consumption data without any data protection constraints. We originally followed a traditional metering approach, providing individual smart electricity, heat and water meters to each apartment. Despite this, we have had unexpected difficulties in obtaining accurate consumption data and bills from our suppliers, with a large proportion of our billing still based on estimated readings several years post-completion.

As a result, our metering strategy has been adjusted so that we have better control over our data, and we now provide separate landlord and bulk apartment supplies that are then sub-metered and monitored separately via our own data platform. The bulk supplies provide a single total that we use for reporting and for understanding aggregated building performance; whereas the sub-metered supplies can be used to understand individual apartment consumption and assist with resident engagement.

ENERGY CONSUMPTION

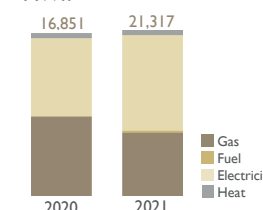
All of our assets are monitored on at least a quarterly basis, with the vast majority more frequently, and where potential consumption issues are identified, increased monitoring is carried out to help identify the reason.

We benchmark assets of a similar type against each other which helps to identify outliers and potential performance issues. Whilst in some cases, large differences can be justified through differences in services provided, equipment and operational patterns, where this is not the case, further investigation is carried out. For the reasons mentioned in the previous section, benchmarking performance against design can be difficult, but where possible and where data can be broken down so that it is comparable, we also carry out this analysis.

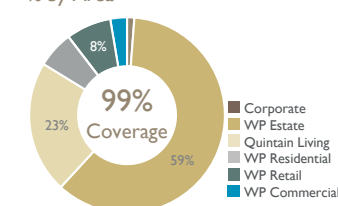
ENERGY WITHIN OPERATIONAL CONTROL

Our energy consumption within operational control covers the gas, electricity and heat supplies where we have the most influence over consumption. This includes our own offices and the supplies across the Wembley Park Estate, as well as landlord supplies in our residential, retail and commercial assets. This also includes where we are responsible for the generation of heat for others to consume. For several of our earlier residential assets, where we are responsible for the management of landlord areas which supply both our own BtR apartments and private apartments not included within our portfolio, consumption is split between Quintain Living and Wembley Park Residential on a proportional basis.

Energy Consumption
MWh



Breakdown by Entity
% by Area

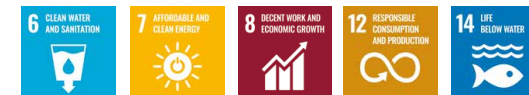


A. Absolute Energy Consumption within Operational Control

	2021						2020 RESTATED					
	Gas kWh	Other Fuel Consumption (kWh)	Electricity kWh	Heat kWh	Annualised Area m ²	Data Coverage % Area	Gas kWh	Other Fuel Consumption (kWh)	Electricity kWh	Heat kWh	Annualised Area m ²	Data Coverage % Area
TOTAL	8,970,977	26,407	11,960,974	358,222	269,371	100%	6,544,007	54,728	9,461,728	790,062	217,022	99%
Corporate	27,984	N/A	379,999	N/A	3,114	76%	42,266	N/A	381,545	N/A	2,694	72%
Wembley Park Estate	8,942,993	26,407	3,623,808	N/A	143,916	100%	6,501,740	54,728	2,934,836	N/A	132,575	100%
Quintain Living	N/A	N/A	4,986,626	N/A	83,529	100%	N/A	N/A	3,183,708	N/A	46,158	100%
Wembley Park Residential	N/A	N/A	977,447	N/A	12,810	100%	N/A	N/A	745,150	N/A	12,810	100%
Wembley Park Retail	N/A	N/A	1,603,975	N/A	7,724	94%	N/A	N/A	1,472,626	N/A	6,971	82%
Wembley Park Commercial	N/A	N/A	389,119	358,222	15,909	100%	N/A	N/A	743,863	790,062	15,814	100%
Wembley Park Leisure	N/A	N/A	0	N/A	2,369	100%	N/A	N/A	N/A	N/A	N/A	N/A

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RESOURCE EFFICIENCY



B. Like-for-Like Energy Consumption within Operational Control

	2021			2020			TOTAL % Change
	Gas kWh	Electricity kWh	TOTAL kWh	Gas kWh	Electricity kWh	TOTAL kWh	
TOTAL	8,942,993	8,547,723	17,490,716	6,501,740	8,193,784	14,695,525	19%
Corporate	0	221,567	221,567	0	233,105	233,105	-5%
Wembley Park Estate	8,942,993	2,967,628	11,910,621	6,501,740	2,693,705	9,195,446	30%
Quintain Living	N/A	2,456,269	2,456,269	N/A	2,356,546	2,356,546	4%
Wembley Park Residential	N/A	977,447	977,447	N/A	745,150	745,150	31%
Wembley Park Retail	N/A	1,535,693	1,535,693	N/A	1,421,415	1,421,415	8%
Wembley Park Commercial	N/A	389,119	389,119	N/A	743,863	743,863	-48%

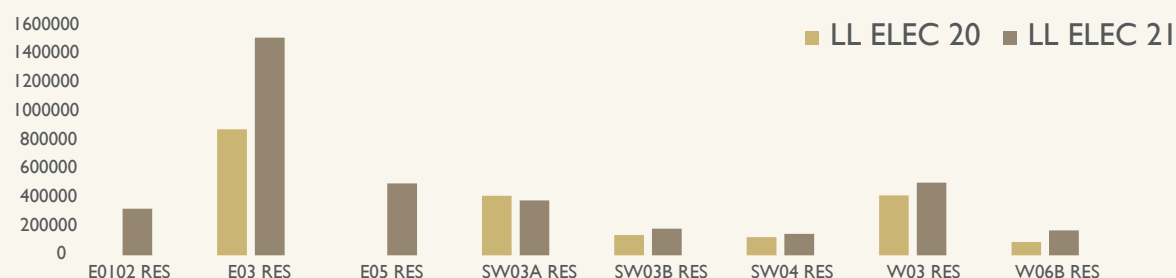
As our portfolio of assets is rapidly growing, we have few energy supplies where we are able to make full-year like-for-like comparisons, and fewer still where we are able to compare directly with our 2013/14 baseline and make meaningful comparisons with last year. 2020 and 2021 both had been exceptional year in terms of energy consumption due to intermittent lockdowns. Whilst it is expected that office, retail and general estate consumption would be lower as a result of the significantly reduced activity across those types of asset, we have also saw an increase in landlord electricity consumption across our residential assets. Whilst more people are spending time at home, we have seen a 4% increase in landlord consumption at Quintain Living, and a 31% increase across Wembley Park Residential. This is most likely as a result of increase in occupancy and more time spent in the home.

INSIGHTS

Absolute Landlord Energy Consumption (kWh) 2021 & 2020

	LL ELEC 20	LL ELEC 21
E0102 RES	New Asset	324,629
E03 RES	877,644	1,515,254
E05 RES	New Asset	500,698
SW03A RES	414,458	382,371
SW03B RES	140,685	186,106
SW04 RES	126,962	148,807
W03 RES	417,436	506,717
W06B RES	92,370	173,795

Across all of our residential assets, consumption per m2 of landlord area has increased in 2021. Most of this increase is in part to new buildings opening to residents such as in the Eastern Lands, Buildings E0102 and E05 which do not have operational consumption from last year. With high occupancy rates achieved by year end across all buildings, the communal spaces and high energy uses such as the lifts were in constant use. Our landlord areas include the common social spaces, gyms and other facilities that during lockdown have had to close in 2020 but were in intermittent use during 2021.



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RESOURCE EFFICIENCY



ENERGY OUTSIDE OPERATIONAL CONTROL

Our most significant area of consumption outside our control currently relates to our residential occupiers and retail tenants, however this is because of the very limited activity across our leisure assets in 2020 and 2021. In a year with a 'normal' event schedule, it is likely that consumption at The SSE Arena, Wembley would contribute more significantly to our total.

Our metering strategy discussed on the previous page has allowed us to more easily collect data relating to consumption in our residential assets through the use of bulk supplies, and we have achieved 80% data coverage in 2021, less than 2020. This can be explained by the increase in residential units being handed over for occupancy.

We have over 130 individual retail units within Wembley Park, and whilst the majority of meters are read on a monthly basis, we have had some difficulties gaining access and having the resource to read these meters in 2020 and in 2021. Wembley Park Boxpark is also included in these figures, although we only have a 50% stake in this asset and have no operational involvement; this accounts for 12% of our retail area. A further 9.5% is accounted for by Cineworld at LDO, where again, we do not have access to meters or consumption data.

C. Absolute Energy Consumption outside Operational Control

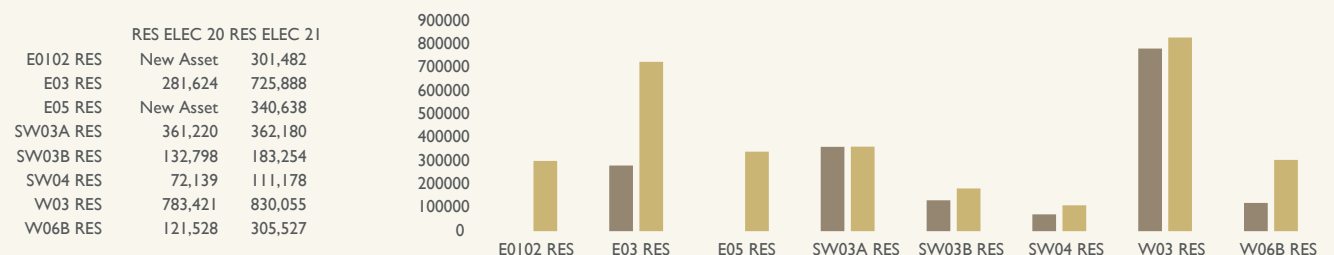
	2021					2020 RESTATED				
	Gas kWh	Electricity kWh	Heat kWh	Annualised Area m ²	Data Coverage % Area	Gas kWh	Electricity kWh	Heat kWh	Annualised Area m ²	Data Coverage % Area
TOTAL	2,701,522	10,869,902	10,907,245	228,129	78%	2,352,989	9,399,956	7,157,602	163,473	89.27%
Corporate	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wembley Park Estate	N/A	19,723	N/A	1,535	100%	N/A	N/A	N/A	N/A	N/A
Quintain Living	N/A	3,160,202	10,907,245	179,768	80%	N/A	3,087,342	7,157,602	117,583	100.00%
Wembley Park Residential	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Wembley Park Retail	2,701,522	5,774,418	N/A	36,887	69%	2,352,989	4,679,478	N/A	36,116	59.22%
Wembley Park Commercial	N/A	0	N/A	1,763	0%	N/A	0	N/A	1,599	0.00%
Wembley Park Leisure	N/A	1,915,558	N/A	8,175	85%	N/A	1,633,137	N/A	8,175	85.23%

INSIGHTS

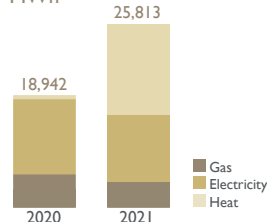
■ LL ELEC 20 ■ LL ELEC 21

Absolute Resident Electricity Consumption (kWhr) 2021 & 2020

Our residential occupiers consume varying of amounts of energy in their apartments, which to some extent is affected by their personal circumstances and the increase in people staying and working from home during COVID restrictions. Aggregated to block level, differences will also occur as a result of differing levels of occupancy. In 2021 we saw a big increase in occupancy across all our blocks and this is reflected in the increases in consumption in the new Canada Gardens buildings referenced as E0102 and E03. In As we now have in place the ability to monitor vacancy and occupancy we have been putting in place incentives to encourage residents to reduce their consumption and bills.

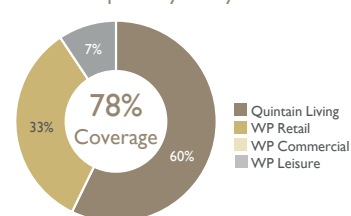


Annual Consumption MWh



2021 Breakdown

% Consumption by Entity



PROPERTY

RESOURCE EFFICIENCY



WATER USE & EFFICIENCY

Our objective is to design, construct and operate our assets in a water efficient manner, identifying opportunities for reductions, and over time, reducing overall water consumption.

In a similar vein to our approach to energy use and efficiency, we design our assets to be water efficient from the outset, and then ensure that this is monitored during operation to identify any issues and potential reduction opportunities.

WATER EFFICIENT DESIGN

Reducing the demand for water in our buildings and across our public realm are the first steps in our approach to reducing our overall water consumption.

WATER USE IN OUR BUILDINGS

Building Regulations Part G includes a method for estimating water consumption per person, per day in residential apartments is based on the types of fittings installed. Average UK water consumption per person per day in a single person household is currently estimated to be 149 litres. New dwellings are required to include fittings to reduce this to 125 litres per person per day, and our design requirements push this further, ensuring the combination of fittings and appliances we provide allow a maximum of 105 litres per person, per day to be consumed. We use a combination of fittings and appliances that reduce consumption, without impacting on the experience of our occupants. Across our commercial assets, we adopt a similar approach, in addition installing leak detection equipment to identify any potential supply problems.

WATER USE IN OUR LANDSCAPING

Our landscaping strategies vary depending on their location within the public realm. Particularly in recent years, we have installed planting that requires minimal water and can survive in periods of drought, and a large proportion of the new park currently under development will be of this low-maintenance type.

There are certain species, particularly of trees, that do have specific watering requirements in the first few years after installation. One of the measures we have adopted is the use of systems such as Silva Cells, which provide stormwater storage, contributing to a reduction in watering volumes required to promote healthy tree development.

WATER USE ACROSS THE PUBLIC REALM

Across the public realm, we have several thousand square feet of hard landscaping which needs cleaning on a regular basis. Two of the main items we have to contend with are manmade chewing/ bubble gum litter; and the natural problem of algae, particularly on our concrete surfaces. Instead of cleaning by jet washing these surfaces, which would use large volumes of water, we adopt alternative approaches such as the use of the EcoGum system for sticky substances.

EcoGum safely removes chewing gum, sticky labels, oils stains, rubber and other similar products that are difficult to sweep away in the public realm. An eco-friendly detergent is fed into a boiler located in a backpack powered by a rechargeable lithium battery that vaporizes the sticky substance; it can then be safely swept away.

Water has a great amenity value across the public realm, so it is carefully incorporated to reduce the need to top up with potable water supplies. The layout of our new park for example includes the use of rain gardens that will help to keep the new pond topped up with rainwater and manage stormwater as well as providing an attractive visual landscape with amenity value.

WATER EFFICIENT OPERATION

Once a building is completed and handed over to our operational teams, we monitor water use and adopt a number of strategies to reduce consumption; the same applies across our public realm.

METERING STRATEGIES

Similar to the way in which we monitor our energy consumption, our metering and monitoring strategies allow us to understand how assets are performing.

Most notably in our newer residential buildings, we now include a single bulk supply that feeds both landlord and resident areas. Whilst individual sub-meters are useful for honing in on areas of consumption, the aggregated total can be unreliable due to failed or non-communicative sub-meters, so this approach provides a definitive total and reduces our risk of under-reporting, allowing us to compare and understand total building consumption. As the majority of water consumption in our residential buildings is resident consumption, the total for these buildings is recorded as being outside our operational control; a building total comparison has been provided by residential asset on the following page for all residential buildings.

WATER CONSUMPTION

We monitor water and benchmark water consumption in the same way that we monitor energy consumption.

Water consumption in our buildings is monitored on an absolute basis, so is difficult to compare with design consumption which is based on a maximum level of consumption per occupant. We do, however, benchmark consumption across our buildings, using different methods depending on the water area supplied.

WATER WITHIN OPERATIONAL CONTROL

We have reported our 2021 consumption (and where available, compares this with 2020), providing insights into our usage patterns where possible.

We have achieved 9% data coverage this year, improving year on year since the 77% coverage we achieved in 2019. This is mainly due to increased visibility of across our residential assets. Water usage has decreased and increased across the portfolio largely in terms of which entity was able to be open during the UK's COVID response. In additional, the readings are compared to 2020 figures which were also anomalies due to the changing COVID restrictions.



PROPERTY

RESOURCE EFFICIENCY



A. Absolute Water Consumption within Operational Control

	2021			2010 (Restated)		
	Water m³	Annualised Area m²	Data Coverage % Area	Water m³	Annualised Area m²	Data Coverage % Area
TOTAL	14,824	133,862	97%	22,054	115,308	95%
Corporate Offices	340	1,324	46%	906	1,838	65%
Wembley Park Estate	1,863	72,201	100%	3,166	62,095	100%
Quintain Living	3,426	20,484	99%	4,440	14,243	100%
Wembley Park Residential	3,357	13,378	96%	6,862	13,378	100%
Wembley Park Retail	5,254	7,292	74%	6,547	7,940	35%
Wembley Park Commercial	584	15,814	100%	134	15,814	100%
Wembley Park Leisure	0	2,369	100%	N/A	N/A	N/A

WATER OUTSIDE OPERATIONAL CONTROL

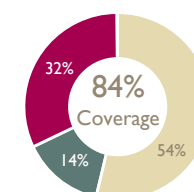
For assets outside our operational control, the comparison against previous years is inconclusive. Water data collection only started in 2019 and we have increased data coverage to improve accuracy. The majority of missing data is from our retail assets, where, due to COVID-19 restrictions, we were unable to arrange access to obtain this data for most of the year. As our newer residential assets include a single bulk supply that serves both landlord and resident areas, this is the basis for which we compare the water consumption of our residential assets. Due to the metering arrangements in our earlier residential buildings outlined earlier in this section, we currently only have estimated water consumption data from the supplier in those apartments.

Our leisure assets include The SSE Arena, Wembley and Troubadour Wembley Park Theatre, both of which were closed for large portions of the year as well as in 2020, so we expect that this will be reflected with higher consumption in future years when COVID-19 restrictions are no longer in place. Data is currently only available for The SSE Arena, Wembley which is the most significant asset by floor area.

C. Absolute Water Consumption outside Operational Control

	2021			2010 (Restated)		
	Water m³	Annualised Area m²	Data Coverage % Area	Water m³	Annualised Area m²	Data Coverage % Area
TOTAL	105,951	282,865	84%	120,529	195,887	91%
Quintain Living	97,702	238,342	88%	104,389	151,055	100%
Wembley Park Retail	2,429	36,347	53%	1,902	36,657	55%
Wembley Park Leisure	5,820	8,175	85%	14,238	8,175	85%

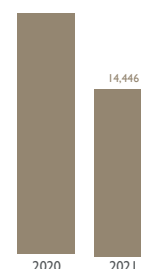
2021 Breakdown
% Consumption by Entity



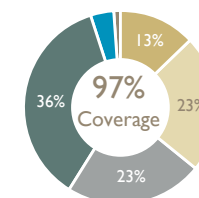
B. Like-for-Like Water Consumption within Operational Control

	2021	2020 (Restated)	2021 LfL Area	
	Water m³	Water m³	Area m²	TOTAL % Change
TOTAL	14,446	21,797	75,991	-51%
Corporate Offices	302	736	615	-143%
Wembley Park Estate	1,673	3,126	31,254	-87%
Quintain Living	3,394	4,440	14,243	-31%
Wembley Park Residential	3,257	6,862	12,999	-104%
Wembley Park Retail	5,137	6,499	1,065	-27%
Wembley Park Commercial	584	134	15,814	77%

Absolute Consumption m³



2021 Breakdown
% Consumption by Entity



PROPERTY

RESOURCE EFFICIENCY



WASTE & CIRCULAR ECONOMY

Our objective is to reduce the quantity of material described as waste; efficiently manage the waste that we and our occupants generate; and to optimise facilities and opportunities for reuse and recycling across our value chain.

How we manage waste has been an important part of our public realm strategy for over a decade. The decision to pioneer the UK's first - and until recently, only - underground vacuum waste system was made over a decade ago, and we continue to identify ways to reduce, reuse, recycle and recover our waste, achieving 100% diversion of waste from landfill across our operations.

DESIGNING OUT WASTE

Identifying opportunities to reduce waste begins at the design and procurement stages of a project, so we set design briefs to target waste reduction and identify opportunities for higher-value reuse of materials.

OFF-SITE MANUFACTURE

The production of building components off-site in a factory environment can result in significant savings compared with construction on-site – we estimate that we have achieved a 6% reduction in waste through the use of pre-fabricated bathroom pods, MEP risers, precast columns and precast facades at Wembley Park.

When constructing specific components in a controlled environment, materials are used more efficiently and offcuts, for example, are significantly reduced. Precast concrete manufacturing facilities employ exact-batch making technologies, resulting in reduced waste when compared with on-site mixing and we are currently investigating the opportunity for using prefabricated plasterboard walls for internal partitions to reduce plasterboard offcuts.

MATERIAL STORAGE

The correct storage of materials can result in significant waste and cost savings by reducing the quantity of materials that are rejected on site because they are damaged. Our off-site consolidation centre offers the advantages of economies of scale in the procurement of materials, whilst safe and secure storage reduces the likelihood of damage. Materials are called-off as required by each contractor, so are not left out overnight or stored in areas open to the elements. The Waste and Resources Action Program (WRAP) estimates that waste savings of between 7% and 15% can be made through reduced damage and shrinkage of materials.

CONSTRUCTION WASTE MANAGEMENT

Each contractor produces a waste management plan and waste predictions are used to determine the best site set up and waste routes for materials, prioritising reduction and reuse where possible.

All of our contractors have identified measures to reduce packaging waste and take-back schemes from manufacturers are used where possible to deal with packaging.

Our contractors identify offsite opportunities for reusing and reclaiming materials where possible, partnering with charities such as Community Wood Recycling, or working with local organisations to donate materials. A joint project in 2018 as part of our Contractor Community Framework involved the refurbishment of the playground for Ark Academy primary school, carried out using reclaimed materials from the various project sites. These measures have resulted in lower than industry average waste generation totals and higher diversion from landfill figures than industry averages.

A NEW LEASE OF LIFE

Evaluating the materials we already have on hand and finding new ways to reinvent them is an approach we are taking across the business.

DECONSTRUCTION VS. DEMOLITION

The next phase of construction at Wembley Park is on land currently occupied by several industrial buildings. By carefully deconstructing these assets and creating an asset register of the materials we find, we hope to reduce the amount of waste that is removed from site for further processing by identifying higher-value uses for it in the design of the new buildings that will be located in this area of the site.

Our design team has been briefed to identify material that we can reuse from the decommissioned buildings in new buildings, or failing that, identify other potential users in the industry.

PARTNERSHIPS

Our fully-furnished apartments across Quintain Living are designed to withstand robust usage, with furniture and other products selected accordingly. In 2018, we entered into a partnership with John Lewis & Partners to furnish the majority of our apartments across Quintain Living. By building long-term relationships with key suppliers, we can ensure that we are procuring high-quality items that will last, but at the same time, can work together to identify opportunities to meet our shared vision for reducing waste and transitioning to a circular economy.

We are currently planning a refresh of furniture across our earlier apartments; our preference is to repair rather than replace, however, this won't always be possible whilst still maintaining our high standards. Following the partnership that John Lewis formed with The Reuse Network, who have been successfully running the John Lewis Sofa Reuse Scheme since 2014, furniture that is no longer suitable for use in our apartments will be given a second lease of life and passed on to those in need.

John Lewis have committed that by 2025, all own-brand product categories will have a 'buy back' or 'take back' solution, and they are already developing sustainable rental and resale options for their customers. This model is consistent with our BtR model and is something we will be discussing in detail as our partnership progresses.



PROPERTY

RESOURCE EFFICIENCY



WASTE PERFORMANCE

Although we are not directly responsible for the majority of waste generated at our assets, we monitor waste data so that we can provide targeted support to our occupiers.

We are currently working in partnership with Veolia for the collection of waste across Wembley Park, both via Envac and through standard refuse and recycling collections for our retail tenants. From late 2020, this has also included residential waste, which as a service included in Council Tax payments made by residents, has traditionally been collected by the local authority. 52% of operational waste by floor area is currently collected via Envac, 60% of which is via a direct connection, with the remainder collected by the Estate Operations Team and manually deposited into the Envac inlets in the W05 service yard. This includes waste collected from the public realm and from our various offices, hubs and marketing facilities.

Our partnership with Veolia is evolving, and we are currently working together to identify opportunities for engagement with our various occupiers on waste, with the intent of reducing waste generation and improving recycling rates. Now that we are collecting residential waste and recycling directly, we are receiving data on the quantity of waste and proportion of recycling for each collection.

Household recycling rates across London are typically lower than the UK average recycling rate of 45%. The population density and resulting large proportion of purpose-built residential accommodation with communal bin stores is often considered to be a key reason for this difference and a Resource London research project that concluded in January 2020 in collaboration with the Peabody Estate and WRAP found that average recycling rates in London apartments are circa 10.7%. Across the seven residential buildings not currently connected to Envac, we achieve an average recycling rate of 45%, which is significantly better than these figures. Engagement work with our residents and waste providers is a key

task for 2022 to improve the recycling rates and to reduce the quantity of waste.

As described in our case study below, technical problems with our All waste collected via Envac is deemed to be within our operational control, even if we don't generate it ourselves. This is because we are unable to breakdown the source of waste from our different assets and in 2022, once the issues described have been repaired, we plan to carry out an audit of waste by diverting waste, one inlet at a time, into separate containers so that it can be weighed. We will study the waste, recycling and where relevant, organic waste pulled from each inlet over a period of a week so that we can determine a 'typical' waste week for each location. This will help us to estimate overall proportions of waste for each asset, from which we will be able to identify the assets with the best and worst recycling rates and target our ongoing engagement accordingly.

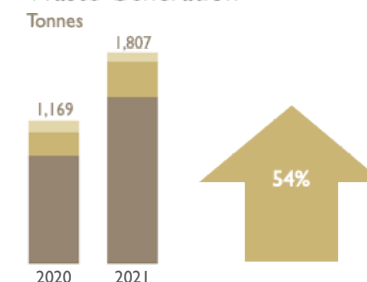
A. Waste within Operational Control

	2021						2020 (Restated)					
	Refuse [kg]	Mixed Recycling [kg]	Organic [kg]	Annualised Area m ²	Data Coverage % Area	Recycling Rate %	Refuse [kg]	Mixed Recycling [kg]	Organic [kg]	Annualised Area m ²	Data Coverage % Area	Recycling Rate %
TOTAL	277,313	15,878	13,603	99,390	99%	10%	238,982	10,240	8,289	87,699	99%	7%
Corporate Offices	10,171	4,129	3,335	3,282	77%	42%	9,087	2,378	1,042	2,694	72%	27%
Wembley Park Estate	263,255	7,863	6,382	94,819	100%	5%	225,339	7,863	7,104	83,503	100%	6%
Wembley Park Retail	3,886	3,886	3,886	1,289	100%	67%	4,556	3,886	144	1,502	100%	47%

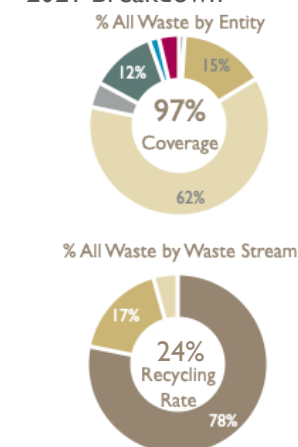
B. Waste outside Operational Control

	2021						2020 (Restated)					
	Refuse [kg]	Mixed Recycling [kg]	Organic [kg]	Annualised Area m ²	Data Coverage % Area	Recycling Rate %	Refuse [kg]	Mixed Recycling [kg]	Organic [kg]	Annualised Area m ²	Data Coverage % Area	Recycling Rate %
TOTAL	1,135,267	299,572	65,471	313,244	97%	24%	695,181	231,836	29,730	245,705	84%	27%
Quintain Living	877,227	216,801	25,842	241,891	100%	22%	524,761	149,064	15,229	171,097	92%	24%
Wembley Park Residential	77,500	2,095	1,883	25,716	100%	5%	19,902	2,095	627	6,561	100%	12%
Wembley Park Retail	120,339	51,196	29,346	37,847	73%	40%	119,095	51,196	11,234	44,607	78%	34%
Wembley Park Commercial	20,561	11,641	0	821	100%	36%	8,405	11,641	0	16,472	4%	58%
Wembley Park Leisure	39,640	17,840	8,400	6,968	100%	40%	23,019	17,840	2,640	6,968	100%	47%

Waste Generation



2021 Breakdown



EXPLANATORY NOTES:

Wembley Park Estate includes all residential, retail, commercial and other occupier waste collected via Envac, all of which would a) normally be considered outside of our operational control and b) would be aggregated under Quintain Living, Wembley Park Retail or Wembley Park Commercial. Wembley Park Residential is out of scope for waste collection as it is not owned or operated by Quintain. Recycling Rate includes dry recyclables and organics.



PROPERTY

SUSTAINABLE PROCUREMENT

OUR OBJECTIVES

The management of our supply chain is central to the delivery of many of our other sustainability objectives; through the careful specification of goods and services and extensive engagement with our key suppliers, we build strong relationships and a better understanding of any support required to ensure the delivery of a sustainable and high-quality product; and through strict monitoring procedures, we ensure compliance with our requirements is met and delivery is to a high standard.

RESPONSIBLE SOURCING

Objective: To identify and expand our criteria for the responsible sourcing of materials, goods and services, to ensure that they meet our wider sustainability objectives.

SUPPLY CHAIN ENGAGEMENT

Objective: To build meaningful relationships with our supply chain, enabling us to benefit from each other's experience and use our collective resources to deliver greater social value.

SUPPLY CHAIN MONITORING

Objective: To ensure that our high standards are maintained through performance monitoring, review and continuous improvement.



PROPERTY

SUSTAINABLE PROCUREMENT



RESPONSIBLE SOURCING

Our objective is to identify and expand our criteria for the responsible sourcing of materials, goods and services, to ensure that they meet our wider sustainability objectives.

Across the Group, we procure from many suppliers, both directly and indirectly. To date, we have adopted an individualised approach to procurement, setting performance standards on a case-by-case basis. Going forward, we recognise the advantages of standardising specifications and formalising minimum standards across the business.

MINIMUM SOURCING STANDARDS

The materials, goods and services we procure form the most significant areas of spend for Quintan, and we have several mechanisms in place to ensure they are responsibly sourced.

All of our Principal Contractors have in place environmental management systems certified to ISO 14001 and are audited on a regular basis to maintain their certification. More broadly, all consultants and suppliers are required to sign up to our Supplier Code of Conduct which sets out our expectations in relation to a wide range of ESG issues.

MATERIAL SOURCING REQUIREMENTS

In relation to our construction activities, we have identified a number of requirements and preferences for the sourcing of materials.

As outlined in our Climate Change section, reducing the embodied emissions of our development is one of our priority areas and in support of the assessment process, an Environmental Product Declaration (EPD) is required for materials used in all key building elements.

In addition, all timber must be legally sourced and certified with a full chain of custody by either the Forestry Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC).

Additional material sourcing preferences are set out opposite:

- Materials that emit low levels of Volatile Organic Compounds (VOCs)
- Rapidly renewable materials and materials with recycled content
- Packaging that can be taken back and/or easily reused or recycled
- Other locally sourced materials.

SUSTAINABILITY BRIEF FOR DEVELOPMENT

We have recently developed a Sustainability Brief for Development which applies across all future development at Wembley Park and sets out our policy, objectives, specific requirements and detailed guidance for how projects can demonstrate they are being designed and constructed in accordance with our sustainability policy and objectives.

For some objectives, we have identified target trajectories to provide our design teams with an indication of our future performance intentions. This approach is designed to encourage innovation and indicate our seriousness and expectations for continuous improvement.

The brief will be updated on a regular basis to ensure that it evolves along with our policy and in particular, the development of further targets and KPIs.

Beyond a brief for new development, we are also considering the introduction of a brief for our managing agents and a brief for acquisitions, however these are currently not a priority given the existing management arrangements we have in place and our limited acquisition activity.

SUPPLY CHAIN ENGAGEMENT

Our objective is to build meaningful relationships with our supply chain, enabling us to benefit from each other's experience and use our collective resources to deliver greater social value.

We are committed to working with companies who uphold our values when it comes to the delivery of works, services and products.

CONTRACTOR FRAMEWORK

We have identified a select group of Principal Contractors with whom we have partnered with, who each share our vision for collaboration and allow us to improve the speed at which we can deliver our objectives.

Our Contractor Framework was put in place to guarantee capacity in the market and to engender collaboration and innovation, whilst ensuring we complete construction at pace. However, this framework also helped to standardise the processes and controls used to select and award our significant construction contracts to our key contractors in a transparent and unbiased manner. Confirmation of the selected contractors is made publicly available on our website. We selected contractors who demonstrated the behaviours that we were keen to encourage, including the sharing of knowledge and solutions, and ensuring success for the whole, rather than the individual contractor.

This approach supports collaboration and the sharing of ideas and goals, setting challenges for each member to improve their performance against their peers and ultimately supports our approach to Sustainable Procurement.

The framework has allowed us to deliver more effectively across a wide range of topics, from logistics management, to health and safety and community engagement. It has also supported improved management of supply chain risks, particularly in relation to market saturation.

By openly discussing forthcoming projects and the sub-contractor supply chains being considered by each contractor, we are able to collectively make decisions, in some cases, opening up the supply chain to additional entities to reduce concentration risk.

Our Contractor Forum is a space for all of our contractors to meet with us to discuss a wide range of topics, from challenges in the market, innovations we might consider, feedback around performance of new technologies and approaches and other lessons learned.

When we made the decision to change our approach to metering and future smart tech capability, early interface with our contractors and their knowledge sharing allowed us to develop a better approach; the early adopters of our new metering strategy provided feedback to our design and construction teams across other projects, allowing us to more quickly identify and correct issues for future buildings.



PROPERTY

SUSTAINABLE PROCUREMENT



SUPPLY CHAIN MONITORING

Our objective is to ensure that our high standards are maintained through performance monitoring, review and continuous improvement.

We monitor our supply chain performance and adherence to our requirements in a number of ways. Ongoing checks are carried out throughout the life of the relationship with each supplier, with additional measures in place to manage our higher-risk relationships.

SUPPLIER PORTAL

To support our Procurement Policy, in 2015 we worked with sustainability software providers Greenstone to develop and implement a cloud-based system which provides a mechanism for implementing the controls required to deliver our procurement objectives.

Across the business, SupplierPortal is used as a database for corporate governance enquiries with respect to all our suppliers, and for the storage of all supporting documentation; this prevents contracts from being awarded to suppliers outside of the agreed framework, effectively preventing the occurrence of a significant bribery or corruption event. Where our annual spend with a supplier of services, works and/or products is greater than £10k, or our spend with a consultant is greater than £100k, the supplier is invited to register online, respond to several questionnaires which we deem to be critical in understanding their approach to ESG issues, and provide the required supporting documentation. This is then checked for compliance and if satisfactory, their registration is confirmed. Once a supplier has progressed successfully through SupplierPortal, they are deemed to be a preferred supplier, which indicates that all corporate governance checks have been completed and are in order. In addition to a standard form of engagement (where applicable), SupplierPortal includes questionnaires on a variety of topics. Our questions have been carefully crafted to ascertain compliance, but also to signal our interest in various topics and provide our suppliers with an indication of what we might ask them for in the future. Various insights into our supply chain approach to key issues covered by our Sustainability Policy can be found on the following pages.

SUPPLIER QUESTIONNAIRES

Our questions have been carefully crafted to ascertain compliance, but also to signal our interest in various topics and provide our suppliers with an indication of what we might ask them for in the future. Our questions cover the following key topics:

- Environmental Policy
- Health & Safety
- Labour
- Anti-bribery & Corruption
- Information Security
- Commercial Information
- GDPR Adherence

Total approved suppliers – LTD Companies

314

Total approved suppliers – LTD Companies

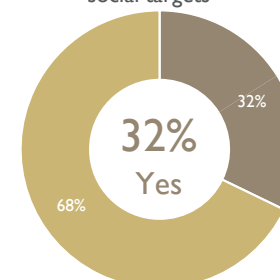
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HOW OUR SUPPLIERS PERFORM ON KEY SUSTAINABILITY ISSUES

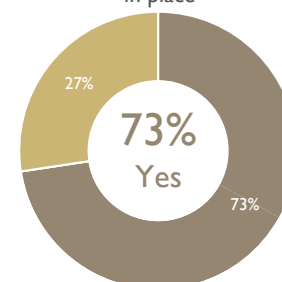
The following graphs provide a snapshot of the sustainability actions of the suppliers with whom we currently engage.

KEY
■ Yes
■ No

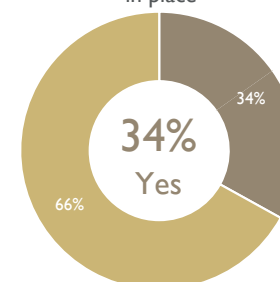
Set environmental and/ or social targets



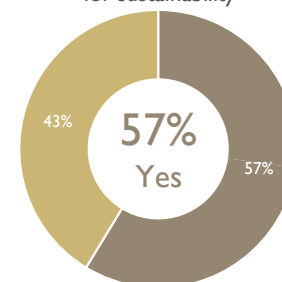
Have a Sustainability/ CSR Policy in place



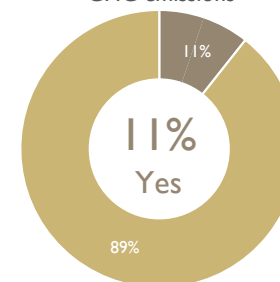
Sustainable Procurement Policy in place



Have an Executive responsible for sustainability



Public disclosure their GHG emissions



PROPERTY

SUSTAINABLE PROCUREMENT



HOW OUR SUPPLIERS PERFORM ON OTHER KEY GOVERNANCE ISSUES

In addition to understanding the actions of our supply chain on specific sustainability issues, we also seek to understand what policies, procedures and other mechanisms they have in place against a wide range of governance and compliance issues.

This helps us to understand our level of risk exposure and where an organisation does not have the full suite of desirable policies in place, to identify this and manage the risks that may pose accordingly.

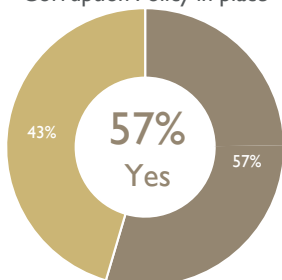
The following graphs provide a snapshot of the governance actions of the suppliers with whom we currently engage.

KEY

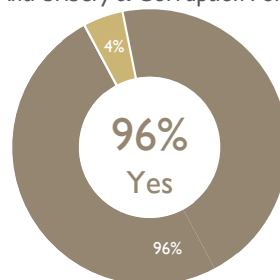
■ Yes
■ No

ANTI-BRIBERY & CORRUPTION

Have an Anti-bribery & Corruption Policy in place

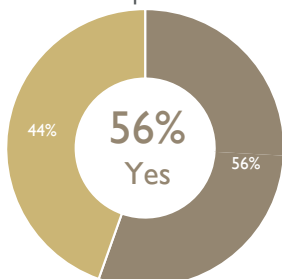


Have agreed to abide by Quintain's Anti-bribery & Corruption Policy

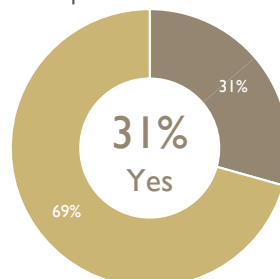


IT SECURITY

Have an IT Security Policy in place

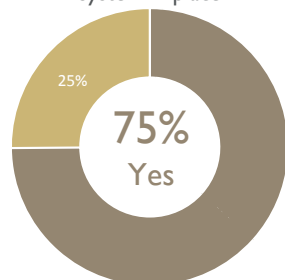


Carry out external penetration tests

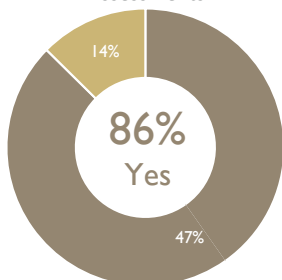


HEALTH & SAFETY

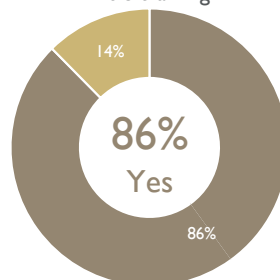
Have a H&S Management System in place



Carry out H&S Risk Assessments

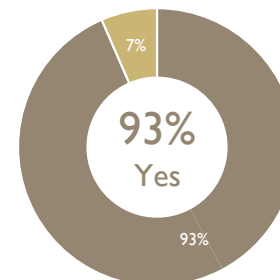


Provide employees with H&S training

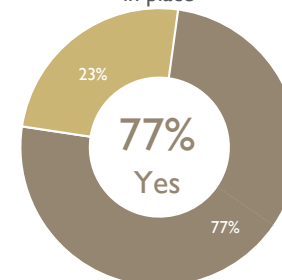


LABOUR

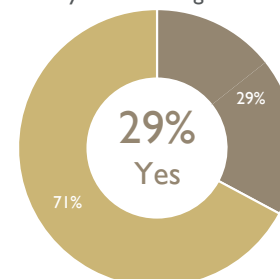
Pay the Local Living Wage



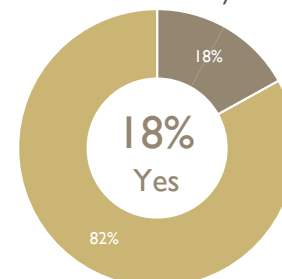
Have an Equal Opportunities Policy in place



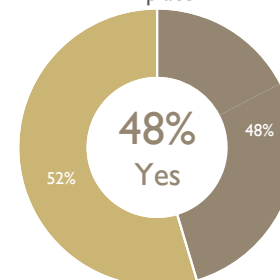
Are required to publish a Modern Slavery & Trafficking Statement



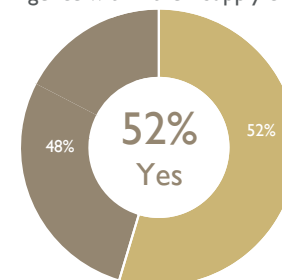
Are required to report on Modern Slavery



Have a Modern Slavery policy in place



Carry out Modern Slavery due diligence within their supply chain



PROPERTY

TECHNOLOGY & INNOVATION

OUR OBJECTIVES

Technology plays an important role in all our lives, and for the most part, makes them easier: opening up opportunities that might not otherwise be there; allowing us to better understand our assets; and providing better experiences for our customers.

We recognise however that ownership of and access to personal data is an increasingly important consideration for people; that the storage and processing of data isn't without environmental cost; and that equipment lifecycles can be relatively short compared with other products, so we are also focused on understanding and addressing these issues.

SMART INFRASTRUCTURE

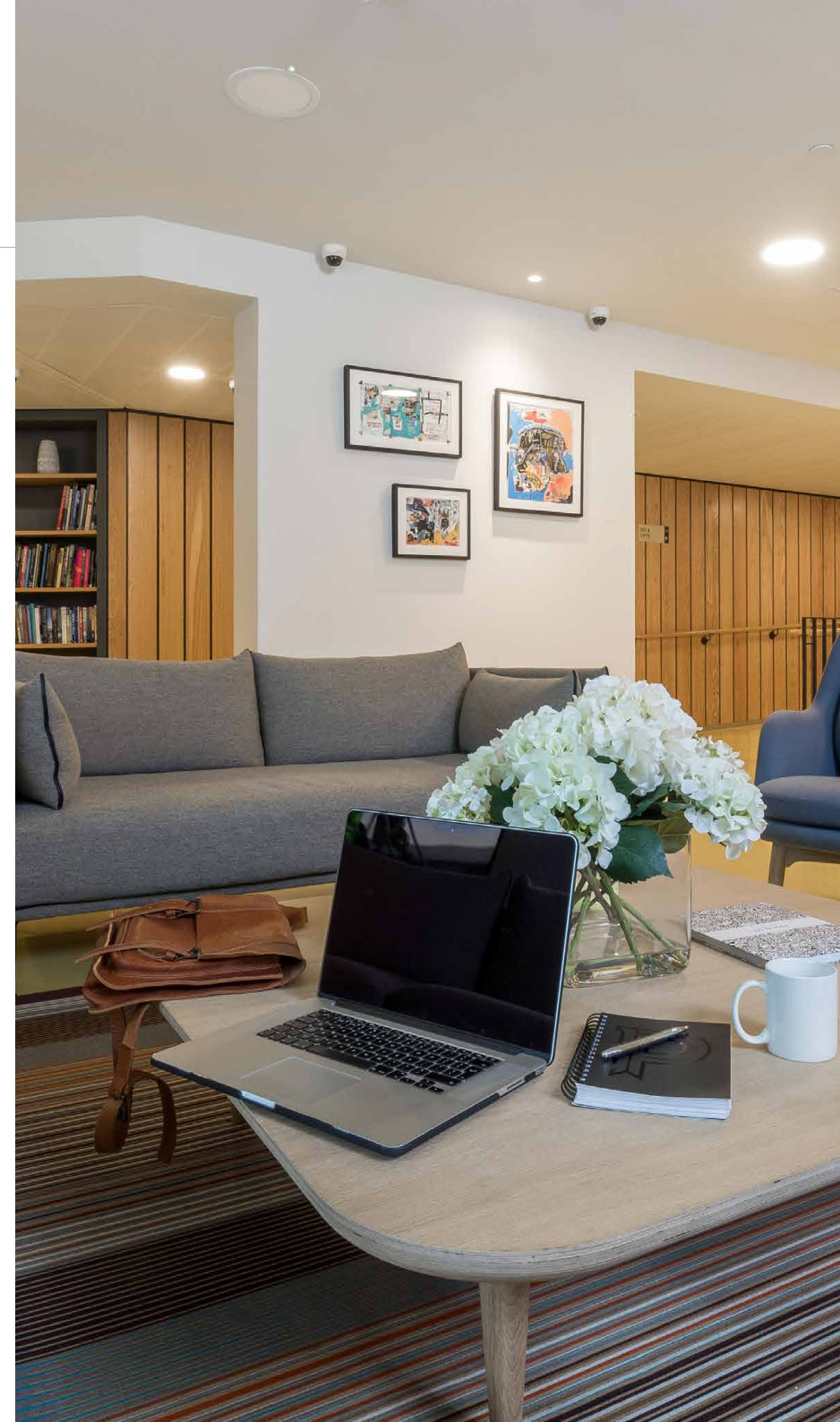
Objective: To apply a data driven approach and identify appropriate technological solutions to support better sustainability outcomes and encourage more sustainable behaviours across our different business functions.

DIGITAL ETHICS

Objective: To be a trusted data partner by embedding best practice in our use of personal data and through the identification and enforcement of digital ethics standards across our business and digital supply chain.

SUSTAINABLE TECHNOLOGY

Objective: To ensure a sustainable technology life-cycle through the consideration of key sustainability issues in the procurement, in-use and end-of-life stages of any technology solutions we adopt.



PROPERTY

TECHNOLOGY & INNOVATION



SMART INFRASTRUCTURE

Our objective is to apply a data driven approach and identify appropriate technological solutions to support better sustainability outcomes and encourage more sustainable behaviours across our different business functions.

The tech team, led by Chief Technology Officer, Jim Eaton-Terry continues to drive change, add value and make improvements to the businesses.

SMART NETWORKS

Our investments in physical and cloud-based infrastructure are future-proofing our developments and will allow us to take advantage of new technologies as and when they materialise.

Wembley Park's Fibre to the Home (FTTH) infrastructure provides up to 1Gbps connectivity across the estate. This underpins many of our site-wide technology initiatives and has allowed us to rollout a converged fibre optic network, providing superfast broadband to our residents, businesses and visitors through the provision of superfast broadband, delivered at greater efficiencies.

Full fibre-to-the-premises (FTTP) has significant advantages over the more commonly utilised fibre-to-the-cabinet (FTTC). FTTC overlays fibre to new, parallel-built street cabinets, leaving the original copper in place between the cabinet and the end-user. The network can be easily upgraded without replacing cables and is easily manipulated to ramp speeds up and down in accordance with customer demands.

A Gigabit Passive Optical Network (GPON) is now fully integrated into our ICT brief for North East Lands and for all future Quintain buildings at Wembley Park.

This will allow us to futureproof our network asset further. Glide are our turnkey partner who will help us design, procure, set to work and support any future networks. Glide have fully adopted our design for NE02/03.

GPON's simple architecture is flexible, scalable, high-bandwidth and multi-service. It will reduce the number of active switches on site, which will reduce the operational power consumption of the network by an estimated 20%. As well as deploying GPON into our new buildings we will also be retrofitting GPON to existing assets when the current hardware comes up for renewal.

In addition to the significant reduction in life-cycle emissions compared with a copper network, and the improved speeds offered to our end-users, the most significant advantage is the potential this offers in the future; FTTP is the only viable infrastructure that can support the vast expansion of tech-enabled solutions that we need to create truly smart cities.

SMART NETWORKS

We have invested heavily in technology that can collect multiple types of data across our buildings – the challenge now is in communicating that data in a way that is accessible and actionable.

In 2020 we consolidated our utility data into a single data warehouse, allowing us to monitor performance of the telemetry and track trends across the estate. Accurate mean consumption can now be calculated for all our unit types (Studio, 1bed, 2bed, 3bed, 4bed).

We now know the Average Daily Utility Consumption for meters in all apartments, occupied and unoccupied.

We have developed a reporting tool and rules engine built on Power Business Intelligence (BI). The data from the reports is sent to our facilities management team at Quintain Living as a PDF for them to review and identify any unusual water usage within unoccupied units.

This helps us target the response to issues relating to waste within hours, see case study.

CASE STUDY

To help Quintain operate more sustainable homes, our Senior Project Manager/Data Insight Lead has built a data reporting tool that is so innovative for the industry it has been shortlisted for an EG Award.

The tool measures the utilities consumption of every home within our Build to Rent portfolio, allowing us to make objective decisions against two key goals; reducing material and carbon consumption at construction, and optimising the consumption of resources during operation.

The tool processes apartment utility meter readings once every 15 minutes and sets this data against the unique context of each home in question. This includes its size, if it is occupied by a resident and its orientation so sunlight can be considered. A daily report is populated, with areas of concern highlighted for our operational teams to action – such as a light left on in a vacant home.

The tool has proven to help us reduce the consumption of electricity, hot/cold water and heating within our vacant and occupied apartments, making a meaningful impact on costs and unnecessary use of resources. The system has even highlighted issues in occupied homes such as toilet cisterns continually flushing, often before the problem is reported to us by residents.

The success of this tool in identifying unusual consumption of utilities is testament to how crucial technology like this is to the wider industry.

The next step for our team is to use this unprecedented source of operational data within the design and construction of our future buildings – obtaining the performance we need whilst minimising our impact on the environment.



PROPERTY

TECHNOLOGY & INNOVATION



The Power BI dashboard allows us to compare consumption datasets against occupancy and other attributes of our estate. In doing so we start to gain deeper insight into the way our buildings behave versus how they were designed. The learning from this data will be used to support the design process of future buildings, allowing us to design leaner and build better in the future.

In 2020 we launched a portal to enable our residential customers at Quintain Living to monitor their energy, heat and water consumption. This coincides with a move away from a bundled utility charge, enabling us to pass individual savings in utility consumption on to customers. Once this process is fully embedded, we will begin exploring opportunities to use our data to nudge our residents to conserve resources and adopt more sustainable lifestyles.

INNOVATION

Our employees, tenants and residents are full of ideas and are often best-placed to truly understand what the problems are that need solving. Our job is to help them find a pathway to turn those ideas into reality.

Within the technology team we are establishing a framework to embed innovation, resilience, security, ethics and sustainability in all our design decisions. We have identified three key innovation priorities to support the business over the next two years:

- Developing great experiences to make Wembley Park, London's most appealing place to live, work & visit
- Maturing our operational businesses to support the UK's largest Build to Rent development as efficiently and sustainably as possible
- Consolidating Wembley Park infrastructure to minimise disruptive, expensive and wasteful maintenance activity.

We have invested heavily in technology that can collect multiple types of data across our buildings – the challenge now is in communicating that data in a way that is accessible and actionable.



CASE STUDY: WIREScore GOLD

WiredScore is the digital connectivity rating scheme for real estate. In the reporting year Gold certification was achieved on all occupied Quintain Living managed buildings.

**WiredScore
GOLD**

WiredScore measures:



External Infrastructure

External infrastructure plans, e.g ducts into the building



Telecom Room

Telecommunications room layout and services drawing



Building Infrastructure

Internal infrastructure e.g Riser Plans and locations



Apartment Infrastructure

Equipment and cabling layout in the apartment



Services

What service offering there is going to be for residents



Monitoring

Landlord engagement with ISPs and renters on the performance and experience

Asset	Score	Certification Level
Landsby West	81/100	Gold
Collyer	80/100	Gold
Lismer	77/100	Gold
Thompson	79/100	Gold
Harris	77/100	Gold
Seath	77/100	Gold
Jackson	80/100	Gold
Varley	77/100	Gold
Beton	80/100	Gold
Alameda	77/100	Gold
Ferum	78/100	Gold
Landsby East	81/100	Gold
Ferrum2	77/100	Gold
Alto	79/100	Gold
Emerald	77/100	Gold

“WiredScore Gold ensures that a building has the connectivity capacity for virtually any tenant. Any building achieving Gold is seriously impressive and has a proven ability to keep-up with the digital demands of today's tenants.”

WiredScore

Warren McMeeking, IT Manager “We are extremely proud of the progress we have made and for our Gold achievements. The ESG commitments we can achieve knowing the robust tech infrastructure we have in place means we can consider our residents needs in a rapidly evolving environment, we can ensure they have access to all online amenities and provide transparency on critical infrastructure that residents need to make sustainable decisions.”

PROPERTY

TECHNOLOGY & INNOVATION



DIGITAL ETHICS & SUSTAINABLE TECHNOLOGY

Our objectives are to be a trusted data partner by embedding best practice in our use of personal data and through the identification and enforcement of digital ethics standards across our business and digital supply chain; and to ensure a sustainable technology life-cycle through the consideration of key sustainability issues in the procurement, in-use and end-of-life stages of any technology solutions we adopt.

In 2020 we formalised our data governance policies to ensure we act as responsible custodians of data and continue to meet our legal obligations.

As we evolve our technology function, we will be developing and implementing a digital ethics framework to ensure that our supply chain are aware of the standards we expect them to achieve when supplying digital goods and services to our business.

PROTECTING PRIVACY

With increasing amounts of data collected, we hold ourselves to a high standard when it comes to ensuring that it is protected and remains private.

With increasing amounts of data collected, we hold ourselves to a high standard when it comes to ensuring that it is protected and remains private.

At the most basic level, we comply fully with the requirements of the General Data Protection Regulations (GDPR) and we require our supply chain to demonstrate their compliance with the same. Our basic data hygiene measures involve a quarterly review of data ownership and strategy, as well as an internal structure to manage and report on risks to personal data.

Our increasing use of digital technologies to drive improvements in the performance of our buildings and improve customer experience both within our buildings, and across the wider estate, mean that we

are the custodians of an ever-increasing quantity of data. Single pieces of data on their own don't necessarily present any privacy concerns, but when connected to other forms of data we hold about individuals, could become intrusive. We are mindful of this, and aggregate data to avoid any privacy intrusions. Over the coming year, we will be reinforcing our approach with additional best practice measures and will report on our progress in due course.

DATA STORAGE

The storage of an ever-increasing quantity of data requires enormous amounts of energy to provide power and cooling to data centres across the globe.

Initially, we operated multiple servers operating at each of our sites, each with their own power and cooling needs. In 2015, we expanded our data centre at Wembley Park and migrated all of our servers to a single location to improve efficiency and data security. We are now migrating all on-premise IT systems to cloud alternatives to further optimise our efficiency and energy performance. A project due for completion in Q3 2022.

The growing use of Internet-as-a-Service (IaaS) allows computing resources to be shared across many organisations, which in turn enables higher efficiency and resource utilisation levels. In reviewing potential cloud providers, we will be factoring in the following efficiency considerations:

- Server utilisation factor: How much of the total processing capacity is effectively utilised by the server
- Power Usage Effectiveness (PUE): The efficiency of the facility housing the server
- Electricity emission factor: The GHG emissions associated with the electricity used to power the data centre, which could be located anywhere in the world.

One of the outputs of this project will be the measurement and publication of the actual energy and emissions savings made by making the switch.

ETHICAL PROCUREMENT

Governance issues are important when procuring our digital goods and services in order to maintain digital security, protect the environment, reduce GHG emissions and avoid potential harmful practices across the globe.

Our digital supply chain includes those who provide physical electrical goods and electronic components, as well as those who process or store data on our behalf.

In addition to ensuring this element of our supply chain meets all legal obligations with respect to GDPR, in 2021, we continued to embed ethical principles in our digital sourcing, including ESG policies in our selection criteria. We will be introducing a Digital Ethics Framework that sets out additional best practice procurement criteria.

This will supplement the questions we already ask our supply chain in relation to their IT policies that include whether or not the company:

- have identified staff responsible for Information Security;
- have a current, management approved and published, IT Security Policy;
- provides access to data or services via an online platform and if so, whether the company undergoes independent external penetration tests; and
- has a backup strategy which incorporates, includes or involves a documented and tested disaster recovery programme.

We are also developing sustainability metrics to support our decision-making process when procuring new technology to address the impacts our product selection has on resources and GHG emissions, helping to identify the most sustainable technology solution for a given situation.

This will be supplemented by a Sustainable Asset Lifecycle Policy that will address ESG issues at all stages of a product life-cycle.

The production of certain electronic components relies on rare earth metals that are often found in areas of conflict, or countries where there is a high-risk of child labour and modern slavery; in developing our framework, we will be carrying out a risk assessment to fully understand our exposure in relation to procuring electronic equipment that may have originated from such locations.

Rapidly evolving technologies can have significant societal benefits, and some technological solutions may help us to reduce our impacts on the environment, but replacement cycles can be very short compared to other products, with obsolescence and redundancy often built in. We currently recycle our electronic goods using a company that has a zero waste to landfill policy and works with an IT-based charity to recycle unwanted IT equipment and as part of our policy development, we will be investigating options for extending the useful life of digital equipment. We will also be exploring options for supporting the residents, tenants and public at Wembley Park to do the same. As part of our hardware lifecycle, we are initiating a programme to pass end of life equipment to staff in exchange for a charitable donation.

METHODOLOGY

ALIGNMENT WITH THIRD-PARTY STANDARDS



EPRA SUSTAINABILITY BEST PRACTICE MEASURES 2017

Our reporting is in alignment with the measures set out in EPRA sBPR 2017.

ENVIRONMENTAL MEASURES

Code	Performance Measure	Location
Elec-Abs	Total electricity consumption	p65
Elec-LfL	Like-for-like electricity consumption	p66
DH&C-Abs	Total district heating & cooling consumption	p65
DH&C-LfL	Like-for-like total district heating & cooling consumption	p66
Fuels-Abs	Total fuel consumption	p65
Fuels-LfL	Like-for like fuel consumption	p66
Energy-Int	Building energy intensity	p65
GHG-Dir-Abs	Total direct greenhouse gas (GHG) emissions	p59
GHG-Indir-Abs	Total Indirect greenhouse gas (GHG) emissions	p61
GHG-Int	Greenhouse gas (GHG) emissions intensity from building consumption	p59
Water-Abs	Total water consumption	p69
Water-LfL	Like-for-like water consumption	p69
Water-Int	Building water intensity	p69
Waste-Abs	Total weight of waste by disposal route	p71
Waste-LfL	Like-for-like total waste by disposal route	p71
Cert-Tot	Type and number of sustainably certified assets	See below

Energy-Int, GHG-Int & Water-Int

2021 continued to see the effects of COVID-19 in relation to occupancy and vacancies of retail units and therefore asset-specific intensity metrics are of little value for comparison purposes for most asset types; we have therefore only applied a general intensity metric of per m2 of Gross Internal Area (GIA).

Where appropriate, we will extend our application of asset-specific intensity metrics throughout 2021 and subsequent years to further enhance our understanding of asset performance.

Cert-Tot

This figure is not reported in the main body of the report, but sustainably certified assets equate to 26% of standing assets by floor area and 28% of standing assets by GAV, broken down by certification type as follows:

- BREEAM Excellent (W06A The Hive & W07A London Designer Outlet)
- BREEAM Outstanding (Brent Civic Centre Retail)
- CODE FOR SUSTAINABLE HOMES Level 4 (NW01 Emerald Gardens, NW06 Elvin Gardens, NW07/08 Landsby/Vista & W03 Alameda)

SOCIAL MEASURES

Code	Performance Measure	Location
Diversity-Emp	Employee gender diversity	p12
Diversity-Pay	Employee gender pay ratio	See below
Emp-Training	Employee training and development	See below
Emp-Dev	Employee performance appraisals	See below
Emp-Turnover	Employee turnover and retention	See below
H&S-Emp	Employee health and safety	p22, p25
H&S-Asset	Asset health and safety assessments	p25
H&S-Comp	Asset health and safety compliance	p22
Comty-Eng	Community engagement, impact assessments and development	p16-31

Diversity-Pay

This is not measured in this reporting year.

Emp-Training

Whilst we record the training our employees receive, we do not currently record the number of hours of training received. We are currently investigating options for a training portal which will allow us to track this data in future.

Emp-Dev

All employees receive a performance development review every year.

Emp-Turnover

- New starters in 2021: 53
- Leavers in 2021: 44
- Turnover Rate: 19.3%

H&S-Emp

We report the number of accidents and incidents, as defined by RIDDOR for each component of our business, and where relevant, an Accident Frequency Rate. In 2021, there were zero accidents, incidents or injuries in across our employee-related activities, resulting in an Accident Rate of 0%.

H&S-Asset & H&S-Comp

Health and safety impacts are assessed across all assets over which we exert operational control, which include those managed on our behalf by 3rd party managing agents. There were no incidents on non-compliance with regulations or voluntary codes concerning the health and safety impacts across our assets in 2021.

Safety audits of all directly managed or operated workplaces are, in normal circumstances, carried out annually in accordance with ISO 45001. Audits include inspections to ensure safety and compliance in

relation to access/ egress, lighting and noise, ergonomics, fire safety and general housekeeping. Observations are recorded and action plans are produced to address any identified issues. In 2020, this process was adapted to ensure all office workspaces were COVID-safe, and that all employees working from home were working in safe environments.

GOVERNANCE MEASURES

Code	Performance Measure	Location
Gov-Board	Composition of highest governance body	p5 see below
Gov-Selec	Nominting and selecting the highest governance body	See below
Gov-Col	Employee training and development	See below

Gov-Board

- No. Executive Board Members: 2
- No. Non-Executive Board Members: 6
- Average Tenure: 46 months
- No. Non-Executive Directors with relevant ESG experience: 0

Gov-Selec

The selection of the Board is made in conjunction with the sole shareholder and principal stakeholder, with the additional appointment of directors independent to Quintain Ltd or parent Group in accordance with governance best practice. The group cover a wide range of expertise relevant to the business and seek additional advice from two specialist advisors to the Board who both have relevant ESG expertise: Sir David Higgins was knighted for his services to regeneration, and Professor Ricky Burdett is Professor of Urban Studies at the London School of Economics and Founder of LSE Cities and Urban Age.

Gov-Cal

All members of the Board are screened by our Governance department prior to appointment to ensure that there are no political exposures, sanctions, or company appointments not previously declared. All are required to complete an annual 3rd party disclosure, which is shared with our external auditors. Executive Directors are also required to complete our annual Employee Compliance Declaration that includes notifications of conflicts of interest.

¹Total leavers during the reporting year divided by total employees at the end of the reporting year. Non-Executive Directors are not included in this figure.

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