

# 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 our employees, residents, tenants and local communities.*



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## 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.



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### 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



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### 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.





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### 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 CO<sub>2</sub>, 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<sub>2.5</sub>; CO<sub>2</sub>; 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.

