

# 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

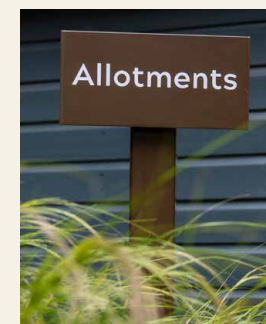
#### WORLD MENTAL HEALTH DAY

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.

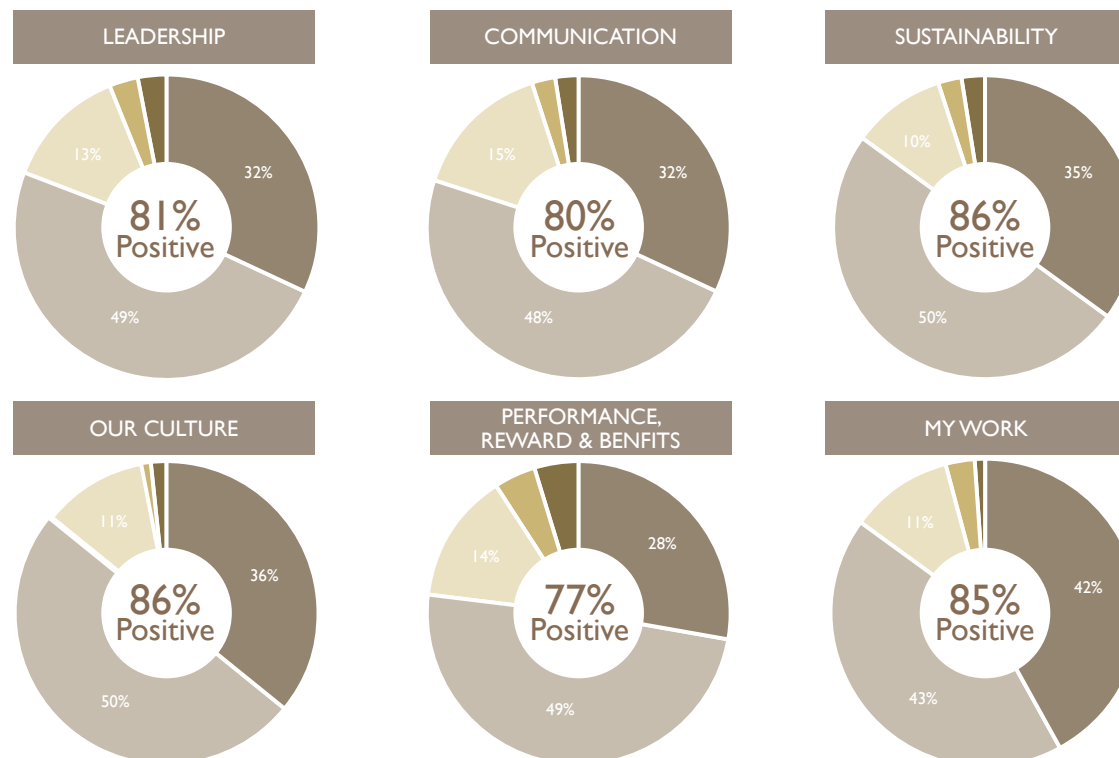
### ANNUAL EMPLOYEE SURVEY

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.

