











"E"	Environmental	Comment
	Greenhouse gases	The company has an active energy reduction program in place. It minimises carbon use through improvement in energy efficiency strategies and low carbon on-site generation. The cumulative energy consumption in the last reporting period continued to be below target.
	Waste	The company operates a policy to minimise waste sent to landfill, and ensure safe and proper disposal of any hazardous material. It adopts project-wide recycling initiatives and ensures safe, secure and hygienic storage of waste, chemicals and potential pollutants.
	Water	The company and its subcontractors have an active water usage reduction programme in place.
	Land Use	Not applicable
	General Factors	Harlington Upper School and Samuel Whitbread Academy, aim to improve access to and quality of education for young people and provide education to over 2,900 students.

“S”	Social	Comment
	Workforce Diversity	Not applicable as the company doesn't employ any workforce. The management services contractor AvisonYoung has a diversified workforce including male/female and measured by ethnic background.
	Safety Management	The company operates a health & safety policy and is annually audited by an independent surveyor. The last audit was in March 2019 with a positive result, and recommendations made are being implemented.
	Customer Engagement	The company has periodical operational performance review client meetings as well as strategical liaison meetings. These liaison meetings are attended at least once a year by directors.
	Communities	The company, both through its management services and its directors contributes annually in a students bake-off competition, involving mixed-aged teams from the upper, middle and lower schools.
	General Factors	Nothing to report.

"G"	Governance	Comment
	Structure and Oversight	Project performance is actively monitored through quarterly board meetings, which have been for 100% attended by directors. A board approved ESG policy has been in place.
	Code and Values	Policies are in place in respect of: <ul style="list-style-type: none"> • Health & Safety (H&S); • Code of conduct incl. anti-bribery; • Rapid escalation plan; • Environmental, Social and Governance (ESG); • Cyber Security; and • Tax.
	Transparency and Reporting	The company directors review on a quarterly basis comprehensive board reports, including both general project management and financial management.
	Cyber risk and Systems	The company operates a cyber security policy, which includes the cyber risks elements and IT systems of the external management services provider.
	General Factors	Directors have an active discussion with the management services provider each quarter on further improving project performance and in between board meetings when there is a specific reason. Furthermore, directors meet at least once a year with client's representatives to learn directly client views on the project and developments at its end and discuss plans for future improvement.



