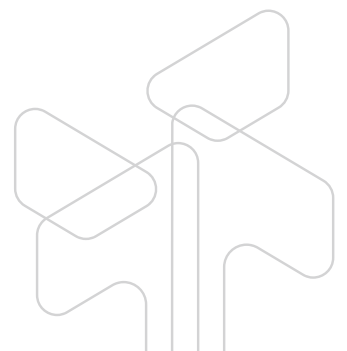


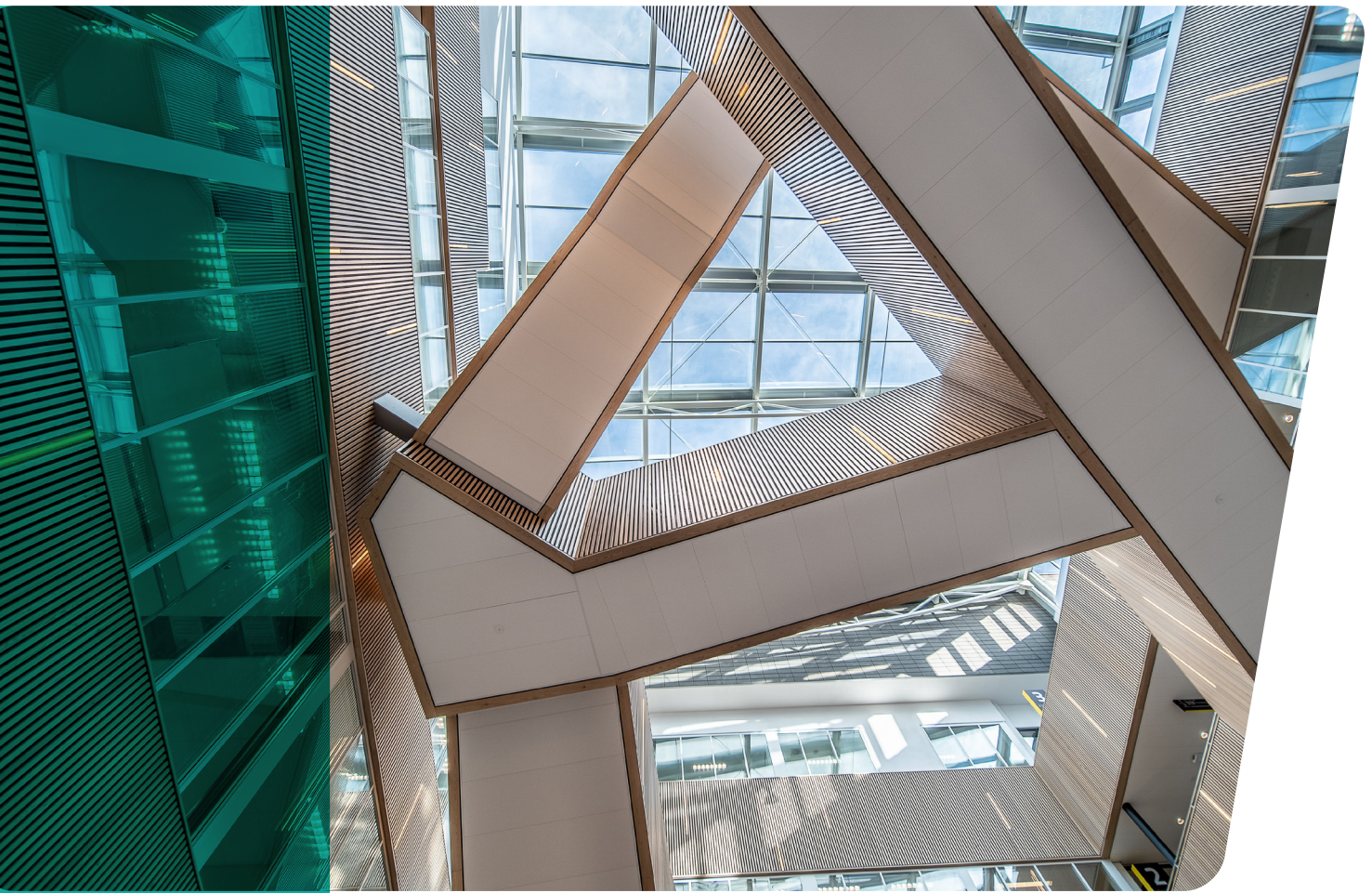


ESG Policy



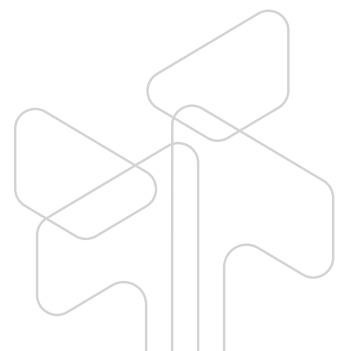
ESG Policy





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Delivering a responsible property management service

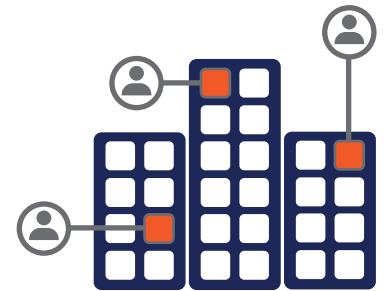
As a firm of leading property asset managers, Tandem recognises the role that we play in helping to protect our planet from devastating climate change. At the same time, we have a separate yet intertwined role to play in the communities that we serve. Tandem also recognises its role as an employer to provide a supportive, respectful, and lively business for our employees to work within. By creating a workplace in which our employees can thrive, Tandem ensures that we focus on managing our assets in an environmentally and socially responsible way. These three pillars (Planet, Communities & Workplace) are key drivers of the environmental, social and governance (ESG) policy that follows.



Planet

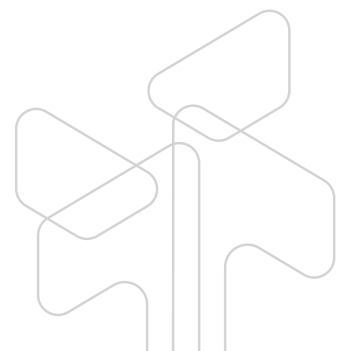


Communities



Workplace

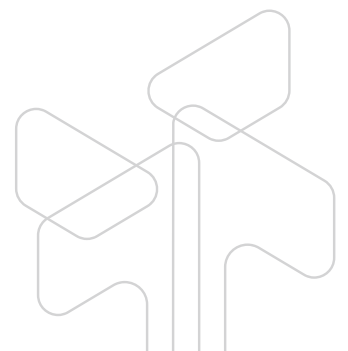
In order to ensure that ESG continues to be considered as a priority within the business, Tandem has established an ESG committee who currently meet monthly to ensure that we consistently take an actions over words approach. The ESG committee encourages employee involvement at all levels of the organisation and promotes continuous development of our strategic ESG work, as well as driving the integration of ESG into Tandem's everyday operations. The committee have split ESG objectives across our managed portfolio and within our own operations as a business, as well as according to the three pillars of ESG within Tandem. Each of the objectives below will therefore be categorised according to the area of the business they cover and which of the three pillars they satisfy.



ESG within Tandem

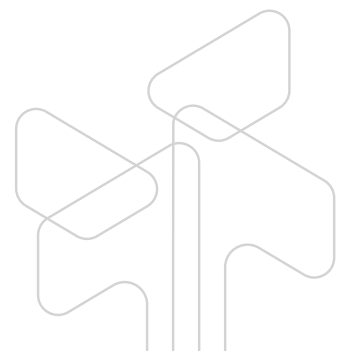
To ensure that we properly integrate ESG across our managed portfolio, Tandem must first take steps to embed ESG within our own offices and operations. To do this we aim to achieve the following:

1. **Measure baseline data relating to our offices** in order to create positive, progressive and achievable targets by which we can measure our environmental performance. As members of Planet Mark, we currently submit data relating to our offices and this helps us to track performance. We also regularly review the performance of our existing functions relating to ESG, such as waste removal and utilities, in order to maximise efficiency and reduce consumption.
2. **Continue to commit to ESG improvements** through our various memberships and pledges. Tandem are signatories of the UK Green Buildings Council's Net Zero Carbon Buildings Commitment, which challenges companies, cities, states and regions to reach net zero building emissions in their portfolios by 2030. We have also signed the UN Race to Zero pledge, where we have pledged to halve our carbon emissions by 2030 and to reach net zero carbon emissions by 2050. In order to do this we will need to begin tracking our Scope 3 emissions, which are those produced by our supply/value chain that are outside of our direct control. Tandem is also a member of the UK Green Buildings Council and the Better Buildings Partnership Managing Agents Partnership.
3. Ensure that our **employees are treated equally and with respect**, and are encouraged to progress within the company through support and training. We will track progress on this through our annual staff satisfaction survey.
4. In line with this document, we will ensure that **all of our employees are aware of this ESG policy and our aims** and objectives relating to Tandem's performance within the ESG space, as well as providing general ESG training through our relationships with Planet Mark and Inteb. To support this, we have an annual calendar of awareness campaigns such as World Water Day, National Apprenticeship Week and Plastic Free July.





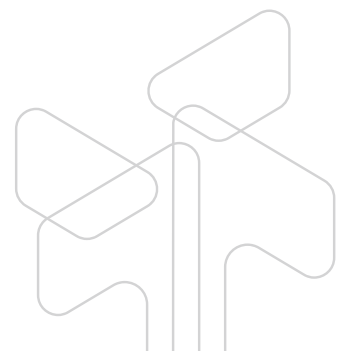
5. **Ensure that we offer our employees ample opportunity to volunteer within the community**, with partnerships already established with organisations such as Maggie's, Thames 21 and the Canal & River Trust. We aim to offer every employee two volunteer days a year.
6. **Ensure fair pay for all our employees** by paying the London/regional Living Wage, as well as ensuring that our supply partners and preferred suppliers also pay the Living Wage. Tandem is a certified Living Wage Employer. We will also ensure financial parity regardless of gender, with our Gender Pay Gap Report helping us to track this.
7. **Comply with all necessary statutory requirements regarding health and safety**, ensuring that our offices are a safe and healthy environment in which to work.
8. In line with the above, **regularly review our aims, objectives and policies relating to ESG** to ensure they are helping us achieve the level of performance expected by our stakeholders. We will identify areas of underperformance and highlight how we can improve these through changes in aims and policy, and conversely highlight where we have performed well and set even more ambitious targets where possible.



ESG across our managed portfolio

With our involvement in over 850 properties, the impact of Tandem's managed portfolio exceeds that of our own business operations. The opportunities for environmental and social benefit provided by our management of client buildings is immense, and as such we want to tap into these opportunities to make our assets safe, comfortable and socially stimulating places for occupiers to live and work. While embedding ESG within our business helps to drive improvements at a small scale, it is the implementation of ESG across our portfolio that can really help make a difference. We intend to do this in the following ways:

9. **Encouraging managing agent involvement at the development stage**, allowing our team of leading property asset managers to advise our clients on sustainability within construction, most notably:
 - a. The use of sustainable building materials
 - b. Energy efficiency and renewables
 - c. Consideration of future maintenance requirements
10. Actively **involving ourselves with our clients** in order to advise on and assist them with achieving their own ESG objectives.
11. As with our own offices, **actively measure data** in order to track performance of assets relating to sustainability. To ensure that we can communicate the performance of our assets to clients and stakeholders, we are actively developing a 'sustainability scorecard' for each building, based on the Better Buildings Partnership's 'Responsible Property Management Toolkit'.
12. Using our measured data, **monitor and reduce energy and water usage** as well as waste production in order to reduce our environmental impact and that of our clients.
13. **Encourage green travel** by facilitating the installation of charging points for electric vehicles, bike facilities and encouraging car sharing wherever feasible.
14. **Procure products which have strong, evidencable environmental credentials** as standard.



- 15. Work with our suppliers to ensure they are performing well with regards to ESG.** We will draw up a Suppliers Policy that will help us to identify relevant suppliers and ensure that we are not damaging the environment or contributing to mistreatment of staff by proxy.
- 16. Encouraging sustainable local economies** by utilising local economies within our developments. By this we mean recruiting local site staff and paying them the London/regional Living Wage, using local contractors and subcontractors for our developments, and promoting and supporting local trade over national and international-scale trade.
- 17. Promote social cohesion within our managed assets** by creating a sense of community and involving tenants as key stakeholders within our decision-making process, aided by holding quarterly ESG meetings. We will promote community events across our assets, providing opportunities for Tandem, our clients and the community to interact and strengthen our relationship.
- 18. Encourage the well-being of occupiers in our managed offices** by utilising our in-house Fitwel ambassadors.
- 19. Implement guidance issued by the Royal Institution of Chartered Surveyors, the Association of Residential Managing Agents** and other governing bodies.

Tandem hopes that by implementing the above ESG pledges within our business, we will be able to protect the environment, engender a sense of belonging for everyone within our workplace and create a vibrant community feeling within our managed assets. We pledge to regularly review this ESG policy and incorporate any feedback from our stakeholders, as well as constantly challenging ourselves with new targets based on measured performance. We also pledge to publish an annual public-facing report that tracks Tandem's progress towards meeting specific targets based on each of the above pledges.

Signed on behalf of the whole team at Tandem:



John Jones
Chief Executive
Officer



Lisa Riva
Chief Executive
Officer





















Neelum Choudhury
Director & Head
of ESG

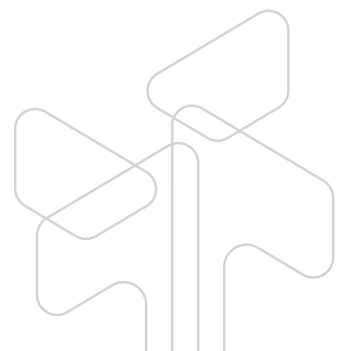


How our ESG pledges align with our policy's three pillars

The table below demonstrates how we believe each of the pledges made in this ESG policy supports one of the three fundamental pillars that were used to establish the policy – Planet, Communities and Workplace. We hope this helps convey to readers that we are focussing our efforts on each, rather than simply taking an environmental-led approach as seen in many ESG policies.

Pledge	Planet	Communities	Workplace
1 Data			
2 Commitment			
3 Employees			
4 Awareness			
5 Volunteering			
6 Remuneration			
7 Health & Safety			
8 Review			
9 Affiliates			
10 Involvement			

Pledge	Planet	Communities	Workplace
11 Measure			
12 Monitor			
13 Travel			
14 Procurement			
15 Suppliers			
16 Local			
17 Social			
18 Well-being			
19 Guidance			



Industry ESG Accreditations include:



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Tandem

Property Asset Management

