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**SQRE Living
Co-Living Operational Management Plan
November 2020**



**SQRE Phibsborough
Phibsborough Road, Dublin 7, Ireland**

www.sqreliving.com

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SQRE Living creates high-quality shared living spaces for young professionals, providing residents with comfort, convenience, and access to vibrant communities. In our shared living properties, each resident has a private bed and bathroom while amenities such as kitchens, lounge areas, co-working spaces, and exercise facilities are shared.

Traditionally, the public square was the place where a town's residents came together to meet with friends, discuss current events, and to engage with their communities. In this spirit, SQRE Living encourages interactions among its residents through social and cultural events, social technology, and active community management.

The aim of this document is to provide an overview of the management practice and procedures to be implemented at SQRE Phibsborough. It will be updated regularly to ensure it accurately reflects the on-going management of the development.

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WHAT IS CO-LIVING

Co-Living, also referred to as Shared Accommodation, is an emerging model of urban living that has community at its heart. In Co-Living properties, residents rent private bed and bathrooms and share access to other amenities including kitchens as well as dining and living areas.

While there are no age limits, Co-Living typically focuses on the needs and challenges of young professionals.

SQRE's Co-Living model is built around four pillars:

- **Community:** The central appeal of Co-Living is that it provides residents with an opportunity to make meaningful connections with like-minded individuals. Communal spaces are designed to facilitate social interactions and SQRE provides ample programming to allow residents get to know each other.
- **Quality:** SQRE offers beautifully appointed, purpose-built spaces with high quality finishes. By combining spacious private bedroom units and ample communal spaces, SQRE's residents have the choice between privacy when they require it and community interaction when they want it.
- **Affordability:** Amenity sharing makes it possible for residents to live in desirable city-centre locations in which they would typically be priced out of the private rented sector.
- **Convenience:** SQRE takes the hassle out of renting. Residents pay a simple monthly bill that includes utilities, Wi-Fi, concierge and cleaning services in addition to building maintenance and security and participation in events.

Technology enables the SQRE Co-Living experience. Through the SQRE app, residents can manage many aspects of their daily lives. Meanwhile, SQRE employs digital technology to continuously improve its offering and make its properties more environmentally sustainable.



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SQRE LIVING

OVERVIEW

SQRE Living is a newly formed entity that will be providing operational and management services for several properties in Dublin which are subject to planning applications.

DOMAIN EXPERTISE

The broader SQRE Living management team has extensive experience in developing and operating Co-Living, PRS, and Student Accommodation real estate assets across the globe.

In terms of specific numbers, the management team is involved in the following portfolios of assets:

- UK

Co-living: Currently building out two sites which will house over 200 Co-Living beds

Student Accommodation: Managing over 750 beds in major student towns across the nation

PRS: Over 100 beds

Social Housing: Building out two sites with over 100 beds

- U.S.A. (see [Figure 1](#) on the following page)

Co-living / Multi-family: Over 30 sites under management which comprise over 2,200 beds across New York, Seattle, Los Angeles, and Chicago



Figure 1 – U.S.A. Co-Living / Multi-family assets^

The involvement across these properties includes the following elements, all of which are executed by the SQRE team:

- Site identification
- Planning
- Construction
- Marketing
- Sales
- Management
- Leasing
- Asset Management

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SQRE PHIBSBOROUGH

Together with the adjacent Dalymount Park Stadium, which is subject to emerging plans for redevelopment, SQRE Phibsborough sits at the core of the Phibsborough urban village centre, which features a bevy of workspaces, restaurants, and shops.

Located at the juncture of two important traffic arteries – North Circular Road and Phibsborough Road – and with excellent access to public transportation, the scheme further possesses excellent connectivity to Central Dublin’s employment centres.

SQRE Phibsborough’s features include:

- A total of 321 bedrooms, 303 of which are individual bedroom units and 18 of which are located in shared clusters. All rooms will be fully furnished and feature en-suite bathrooms.
- 20 shared kitchen / living / dining spaces featuring Master Chef style kitchens.
- Ample communal amenity spaces including lounges, multi-purpose studios, and a cinema room
- Extensive communal outdoor spaces including a central courtyard and several rooftop terraces



Figure 2 – External View of SQRE Phibsborough

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SITE MANAGEMENT

PROPERTY MANAGER

1. Oversee building operations

COMMUNITY MANAGER

- Build a sense of community among residents
- Organize and accompany resident social and cultural events
- Support resident conflict resolution and escalate problems as required
- Perform showings for prospective residents
- Liaise with corporate SQRE Living teams

RECEPTION / SECURITY

- Monitor building access for residents, guests, and external service providers during regular service hours
- Handle resident mail as well as external package deliveries
- Assist in security monitoring

MAINTENANCE

- Carry out non-specialist maintenance and repairs
- Assist in monitoring the functioning of the site including doors, windows, and lighting
- Ensure compliance with Health & Safety regulations
- Perform required systems tests
- Liaise with specialist external subcontractors as required

HOUSEKEEPING

- Regularly clean and maintain resident amenities

Community Managers receive in-depth practical and social skills training to prepare them for their roles.

Additionally, Community Ambassadors will be selected from amongst SQRE Phibsborough's residents and will receive a discount on their rent in exchange for their assistance in supporting their community.

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OFF-SITE SUPPORT

SQRE Phibsborough's staff will be supported by off-site resources in SQRE's Dublin headquarters including:

LETTING

- Organize showings
- Manage leases

MARKETING

- Oversee promotional activities including property website and social media marketing

ACCOUNTS PAYABLE / RECEIVABLE

- Manage rent collection
- Oversee all payments to third party providers

INFORMATION TECHNOLOGY

- Maintain SQRE app providing residents with functionalities including license management, amenity bookings, maintenance requests, and in-building social networking

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SECURITY

CONTROLLED ACCESS

Ground floor access is provided from the Plaza. The entrance will be monitored via CCTV. From 10:00 P.M. to 6:00 A.M. there will be an on-site security person monitoring the entrance.

ELECTRONIC ACCESS SYSTEMS

Entry into the building, as well as the units and select common areas will be controlled using an electronic access system with personalized access rights given to all residents and their guests.

CCTV

The development will feature a comprehensive closed-circuit television system covering both the inside of the building and the external perimeter with night vision capability.

The CCTV system will allow for both on- and off-site image monitoring and record storage.

Additionally, the presence of this system will serve as a deterrent toward antisocial behaviour.

CALL-OUT PATROLS

Whenever additional on-site security presence is required, both residents and building staff will be enabled to call-in fast response security patrols.

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HEALTH & SAFETY

A comprehensive assessment including fire risk, water risk, and health and safety risk will be undertaken by specialized consultants toward the end of the construction phase, and SQRE Living will ensure all required safety measures are put in place prior to resident move-in.

Fire and emergency management plans will be put in place and will be communicated to residents as part of the on-boarding process.

Safety reports covering site risk assessments, safety compliance issues, and site-specific task management will be commissioned on a recurring basis and in accordance with legal requirements.

All staff will undertake health and safety training as appropriate for their areas of responsibility.

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CODE OF CONDUCT

Residents will have signed and agreed to adhere to SQRE's Code of Conduct prior to moving in.

This Code of Conduct specifies what is and what is not acceptable behaviour while staying at a SQRE Living scheme.

Should a resident violate the rules outlined in the Code of Conduct, SQRE will proceed along a set process:

1. Assess the severity of the violation
2. Based on the severity of the violation as well as residents prior Code of Conduct violations (in order from least to most severe):
 - A. Speak to the resident to explain to them why their behaviour is not tolerated
 - B. Issue a formal written warning to the resident that any further violations will result in their eviction
 - C. Eviction of the tenant and launch of required legal actions as appropriate

SQRE Phibsborough will be marketed primarily to graduates and young professionals working in central Dublin.

The scheme is located within a 20-minute walk / bike ride of a large number of employers including several hospitals, technology companies, professional service companies, and government buildings.

SQRE will be marketing the property directly to individual residents via Google Ads, real estate portals (e.g. daft.ie) and social media advertising (e.g. Facebook).

In addition, SQRE Living will be marketing directly to corporate clients in order to fulfil the mid- to long term rental needs of their Dublin-based employees.

With visibility of the site and its staff, local residents will be comforted in knowing whom they can contact should there be any antisocial behaviour adjacent to the scheme.

In this instance, it will be important that the surrounding local businesses and occupiers can continue to operate and live alongside the scheme. SQRE Living will provide a point of contact so that any concerns or issues can be raised for the local management to address.

Our neighbours and companies within the local area will be issued with a leaflet explaining how to make a complaint and also how to contact us should an incident require more timely intervention. A phone number will be made available for residents adjacent to the development and will be displayed on the supplied leaflet.

As with any emergency or incident, our staff will ascertain the nature of the issue and escalate accordingly to either our on- call site team, or the emergency services as required. Typically, numbers are assigned prior to opening when the telecoms provider is known.

SQRE Living will actively seek to join local groups to demonstrate that the tenants at SQRE Phibsborough are important members of the community.

SQRE will put in place a set of standard operating procedures to ensure SQRE Phibsborough operates in line with the company’s high standards and that residents have a positive experience.

These procedures will cover the full resident experience as well as building operations. Adherence to these procedures as well as related Key Performance Indicators will be regularly monitored.

AMENITY SPACES

A major draw of SQRE Phibsborough will be the building’s outstanding community spaces, the majority of which will be located on the ground, first, and second floors. In order to manage these spaces in the best interest of all residents, SQRE will employ:

- Controlled opening hours, where appropriate. Access to upper floor outdoor spaces will be restricted to the hours of 8:00 AM to 10:00 PM to minimize any noise impact on neighbours.
- CCTV monitoring and recording.
- Noise level monitoring, where appropriate.

BILLING

Residents will be billed monthly via direct debit. These monthly payments will cover rent, utilities, Wi-Fi, and services as well as all appropriate taxes.

BROADBAND

Complimentary high-speed broadband will be available throughout the building.

COMMUNAL KITCHENS / LOUNGES

SQRE Phibsborough will feature a total of 20 communal kitchen / lounge areas serving the single occupancy units. These areas will feature “Master Chef” style kitchens including two to four fully equipped cooking workstations with electric four ring hobs, sinks, electric ovens, counter fridges, and worktop space.

Access to cooking stations will be managed on a first come, first serve basis. Shared cooking and communal meals will be encouraged.

COMPLAINTS

Residents' complaints will be posted to the Community Manager in writing. The Community Manager will acknowledge the complaint, log the issue in the complaint log, and resolve the problem on site where possible and escalate to the central SQRE Living organization if required.

Neighbours and members of the surrounding community will be able to post their complaints directly to SQRE Living.

EVENTS

In order to foster a sense of community among residents, SQRE Living will organize athletic, cultural, and social events as well as sponsoring resident-organized events using a dedicated events budget.

Examples of events organized by SQRE Living are yoga classes, speaker series, nature walks, and after-work drinks.

SQRE is flexible with regard to the types of resident organized events the company supports, as long as they are in line with SQRE Living's values and Code of Conduct. We believe that these types of events are very important since they grow organically from the preferences of the community.

GUESTS

Residents will be able to sign in guests via the SQRE Living app.

Guests will be limited to a maximum number of 2 overnight guests.

Residents will be held fully accountable for their guests' behaviour.

HOUSEKEEPING

Regular housekeeping activities will cover the shared kitchen / dining / living spaces well as all shared amenity spaces. All these spaces will be professionally cleaned several times a week.

In addition, residents will have the option to sign up for weekly room cleanings as well as linen and towel service.

LAUNDRY

The building will feature a communal laundry room open 24/7 that will be operated on a first come, first serve basis.

MAIL AND DELIVERIES

SQRE Phibsborough will feature a dedicated mail room in the vicinity of the reception.

Residents will be able to pick up larger parcels from reception. Residents will be notified of parcel's arrival via the SQRE app.

MOVE-IN

New Residents will be welcomed to the building, shown to their rooms, and instructed regarding the use of the facilities by either the Building Manager or the Community Manager.

Move-in dates will be flexible.

That said, when the building first opens, we will be assigning fixed move-in slots to those residents that have pre-registered in order to allow for a frictionless move-in experience.

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SMOKING

Smoking will not be allowed on the premises except in dedicated outdoor areas.

TRANSPORTATION

SQRE Phibsborough will have excellent public transport connectivity. The Phibsborough Luas stop is located 600m from the scheme and there is a bus stop serving the 4, 9, 83, 83a, 140, and 155 lines immediately adjacent to the site. Travel time to Dublin city centre is less than 15 minutes.

The development will feature storage opportunities for bicycles. Bike storage will be secured and monitored with CCTV. SQRE is exploring cooperation with bike rental companies to make a number of rental bikes available on site for residents without bikes of their own.

SQRE is encouraging an environmentally sustainable, car-free lifestyle and, as such, no car parking will be provided on site.

TURNAROUND

In the week prior to the departure of a resident, their unit will be inspected by a member of the maintenance team. Required maintenance activities identified during this inspection as well as a professional deep clean are carried out prior to the arrival of the unit's next resident.

UNPLANNED MAINTENANCE

While a comprehensive regime of preventive maintenance will be put in place, needs for unplanned maintenance activities will occasionally arise.

In these situations, residents will be able to use the SQRE Living technology platform to log the incident, schedule a repair visit by the maintenance team, and provide feedback on the solution provided.

WASTE

Area Waste Stations (AWS) will be located on each floor.

Residents will be required to segregate waste into four main waste streams,

All bins/containers will be clearly labelled, and colour-coded to avoid cross contamination of the different waste streams.

WELCOME PACK

New residents will receive a digital welcome pack containing building information and operating procedures as well as copy of the SQRE Living Code of Conduct upon moving in.

Technology will be a key enabler of a positive SQRE Living resident experience.

SQRE's proprietary technology platform will allow residents to interact seamlessly with SQRE Living in a number of ways including:

- Scheduling viewings prior to moving in
- Managing their lease and payments
- Signing up for ancillary services
- Booking dining or meeting spaces
- Filing maintenance and housekeeping requests
- Requesting access rights for guests
- Reporting emergencies
- Additionally, social technology will help foster a sense of community and connection among residents, by:
 - Providing a channel for communication at the floor, building, and global SQRE Living community levels
 - Allowing residents to schedule cultural or social events
 - Supporting the creation of interest groups around sports, hobbies, and cultural activities

The SQRE Living platform will be available as an app on phones running Android and iOS and as a progressive web app (PWA) accessible from PCs and Macs.

SQRE Living will employ advanced analytics to constantly improve the resident experience based on residents' actual preferences as registered through the SQRE Living platform.

In addition to our technology platform, SQRE Living look to employ Internet-of-Things (IoT) smart technology in our buildings, in order to minimize energy consumption while maximizing resident comfort. SQRE Phibsborough will be a Nearly Zero Energy Compliant building (NZEB).

Co-Living environments are by their very nature defined by shared spaces and experiences, and as such the question is being raised how Co-Living properties are coping with the ongoing Covid-19 pandemic and the policy responses that are being put in place, namely social distancing and shelter-in-place.

While we are hopeful the Covid-19 pandemic will have ended by the time SQRE Phibsborough opens its doors to residents, we would like to provide some context on the initial impact of the pandemic on Co-Living and to outline the types of responses SQRE will employ in case of this or other future pandemics.

CO-LIVING AND COVID-19

We see four principle reasons why Co-Living has fared better than might have been originally expected during the Covid-19 pandemic.

1. Professional Management

Professionally managed Co-Living properties have been able to respond to the Covid-19 pandemic both faster and more comprehensively than conventional landlords. The types of approaches undertaken by large-scale Co-Living operators such as SQRE Living to ensure the health and safety of their residents go far beyond what residents would encounter in conventional apartments buildings with often minimally involved or absentee landlords

2. Community

Co-Living residents often choose this particular type of accommodation primarily since they are looking for a sense of community along with a roof over their heads. This applies, for example, to residents that are new arrivals in a city and have no pre-existing local social networks.

Being part of a community is particularly valuable in a time that is otherwise marked by a sense of loneliness and isolation due to working from home, social distancing, and shelter-in-place policies.

In many places Co-Living communities are supported by extensive use of technology, and as such these communities have been able to move their interactions online in places where in-person contact has been restricted.

3. Affordability

The Covid-19 pandemic has generated a great deal of economic uncertainty, both due to the effects of the initial shutdowns on a number of industries such as hospitality and tourism and due to concerns about an extended downturn. In such an uncertain environment, affordable rental housing options become particularly attractive. In terms of total monthly costs, Co-Living offerings tend to be significantly cheaper than studio apartments in comparable locations.

4. Availability of On-Site Co-Working Spaces

One particular feature of many Co-Living spaces that has proven invaluable to residents during the Covid-19 pandemic is the presence of co-working facilities in most larger Co-Living schemes. For residents being forced to work from home, having access to fully equipped co-working spaces in their places of residence has meant a much smoother transition to the “home office” than for residents of traditional studio apartments or flat shares.

OPERATIONAL RESPONSE

The below are some of the operational responses SQRE proposes in response to this and potential future pandemics:

- **Information**
Website / App
 - Up-to-date information made available to all residents
- **Health and Safety**
Cleaning Routines
 - All shared spaces are cleaned daily by professional cleaning staff
- **Amenity Spaces**
Scheduling
 - Access to kitchen / dining / living spaces is managed on a rotating basis in order to avoid overcrowdingBooking
 - Introduction of booking systems to avoid overcrowding of spaces such as meeting or dining roomsTemporary Closures
 - Higher risk amenity spaces such as gyms or restaurants are temporarily shut down in line with local health authority guidance

- **Provisions**
 - Bulk Purchasing
 - Essential goods procured in bulk and made available to residents at costs
 - Grocery Runs
 - Groceries runs incl. contactless delivery performed for sick or high-risk residents

- **Programming**
 - Virtual Events
 - Virtual community events including online yoga lessons, cooking demonstrations allow to maintain a sense of community and participation while respecting social distancing rules
 - Virtual exercise clubs connecting members to participate in daily exercise

- **Financial Aid**
 - Lease modifications
 - Restructuring of lease terms for qualified residents seeing Covid-19 related loss of income

- **MENTAL HEALTH**
 - Buddy System
 - Opt-in buddy system put in place to help residents cope with stress caused by pandemic

- **New Residents**
 - 360° Virtual Tours
 - Prospective residents can access 3D models of Co-Living units and amenity spaces via the SQRE website, thereby eliminating the need for guided tours
 - Contactless Check-In
 - Residents can check in online and access their assigned units using their phones, thereby eliminating the need for a face-to-face check-in procedures incl. key handovers