greenprint
ESG
REPORT
FY21
campus living
villages

Our ESG Vision

Campus Living Villages is committed to providing a safe, supportive, and sustainable environment for our residents and University partners. We will achieve this through empowering and investing in our people, our properties and our processes, ultimately delivering sustainable returns to our Investors.

Courage | Collaboration | Communication | Commitment | Compromise | Care

Introduction from the Group Managing Director and CEO

Campus Living Villages Pty Ltd (CLV) is a purpose-built student accommodation developer, owner and manager. **Today, we operate in three countries (Australia, US and UK)** and we provide accommodation to over 55,000 students on a rolling annualised basis. In FY21, our portfolio had **34,000 rooms** before the effect of the non-core disposal activity and the development pipeline that is underway.

Excluding joint venture interests, the fund was valued at **AU $1.60 billion** (total gross assets (GAV) as at 31 December 2021).

CLV aims to provide student residents with the most sustainable and the best possible 'home away from home' experience at every price point and location. To achieve this, EXCO and the Board regularly review Environmental, Social and Governance practices to ensure our responsibility to our people, stakeholders and customers is met.

We are proud to present Campus Living Villages' second Sustainability Report, for the 2021 fiscal year.

We continue to embed our ESG strategy, process and actions into everything we do.

We want it to form part of our 'DNA' and our culture.

You will observe progress in all three streams of ESG, albeit the impact of COVID-19 and its variants has made execution challenging in some areas. Securing competent external consultants and contractors in all three countries we operate in has been difficult, albeit we seem to be coming out of it.

What is so humbling is the extent of ownership by all of CLV's employees across the ESG spectrum. Our People are passionate about ensuring the world is a better place; and our students and our University Partners expect it.

We are also humbled by the GRESB ratings achieved in our second year of participating in the global benchmark. The results for 2021 were very encouraging and we will be striving to outperform in our third year.

Thank you for your ongoing support and encouragement throughout our ESG journey.

Stay safe.

John C Schroder
Group Managing Director and CEO

1

Commitment

Embedding sustainable, social, and responsible practices throughout CLV

2

Environment

Focus on providing a sustainable built environment for our residents

3

Social

Providing a supportive and inclusive community for our residents and our people

4

Governance

Our business is built on integrity and corporate responsibility

greenprint
ESG
REPORT
FY21
campus living
villages
1.0 Commitment

Our Approach to ESG

We adopt a holistic approach to ESG to create and sustain long-term value for all of our stakeholders. We realise that our customers, employees and stakeholders expect us to make ESG a priority, and to embed it into the DNA of CLV.

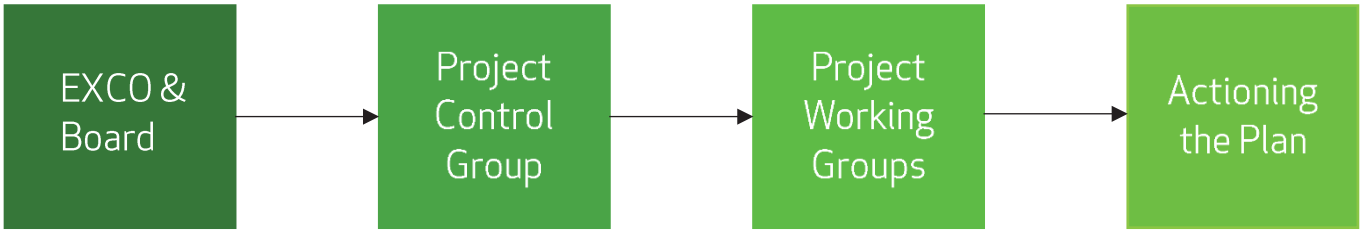
The natural and built environment, and how we manage our impact.

The way we organise, regulate, and disclose.

Creating end to end value for our residents, our people, and our partners.

Our Governance

Our framework guides our approach to ESG in the short and long term. ESG at CLV is overseen by the Project Control Group (PCG) to ensure its alignment with broader business objectives. There is also a designated Project Working Group (PWG) that drives the delivery of initiatives within the environment, social and governance streams. The Board has ultimate oversight of ESG and risk management.



Our Team

While responsibility for environment, social and governance initiatives is shared by all CLV employees, there is also a dedicated team that drives their delivery. The Executive Committee holds ultimate accountability for ESG related risks and opportunities with oversight from the Board and the Audit and Risk Committee.

Dedicated ESG staff appointments in 2021:

- **Louisa Scott** - Group Sustainability Manager (effective from 28/02/2022). Louisa will report directly to the Group Managing Director and Chief Executive Officer
- **Karthik Nagabhyru** – Sustainability Analyst (internal recruit)
- **Aaron Christiansen** – Sustainability Intern (internal recruit)
- **Shannon Casey** – Sustainability Intern hired under a work-integrated learning placement program at Griffith University

CLV encourages employees to become involved with ESG related activities by providing opportunities to participate in projects across the group. Employees from different technical backgrounds have formed project control groups to address various ESG related activities or projects.

Sustainable Development Goals

CLV acknowledges the United Nations Sustainability Development Goals (SDGs) and the role that they play in driving a better and more sustainable future for all. The figure below represents our activities, which align with the UN Sustainability Development Goals.

2021 Highlights

1. Environmental data analytics

Established an energy, water, gas and waste utility data set for FY19, FY20 and FY21 and analysed to measure our group carbon footprint.

2. 100% waste diversion from landfill

We have achieved complete waste diversion from landfills at our UK sites (where waste facilities are under our control). This is achieved via recycling, composting, and incineration.

3. Group wide Green Initiatives

Born from an initiative submitted to CLV's 'Keen to be Green Competition', staff uniforms were procured sustainably and ethically. Fully compostable garbage disposal bags were also implemented group wide in our Village offices and corporate support offices.

4. Durham Mount Oswald (UK greenfield project)

Ranked #1 in the UK 2021 GRESB development sector and received a BREEAM 'Excellent' rating, highlighting a high standard of sustainability initiatives. Features of Durham Mount Oswald include a 288 MWh solar panel system, an intelligent energy monitoring system and a filtering reed pond.

5. Griffith University Village Solar Plant installation

Installed a 153 MWh solar panel system capable of providing 20% of energy requirements at the site. Planning is underway to implement a second plant.

6. Modern Slavery Framework

In March 2021, we achieved a milestone commitment and published our inaugural modern slavery statement. The statement outlines our ongoing approach to identifying and managing modern slavery risks across the Campus Living Villages (CLV) Group.

Following the completion of the 2020 modern slavery risk assessment, we have implemented a 'procurement risk assessment tool' that is used across the regions for supplier screening, mitigating our exposure to modern slavery risk. We have developed a supplier code of conduct and embedded this into our standard contract documents.

7. Paperless Villages

We have eliminated the use of paper for all residential agreements and contractor sign-in's by replacing paper documents with QR codes, digital forms and DocuSign.

8. Industry Recognition

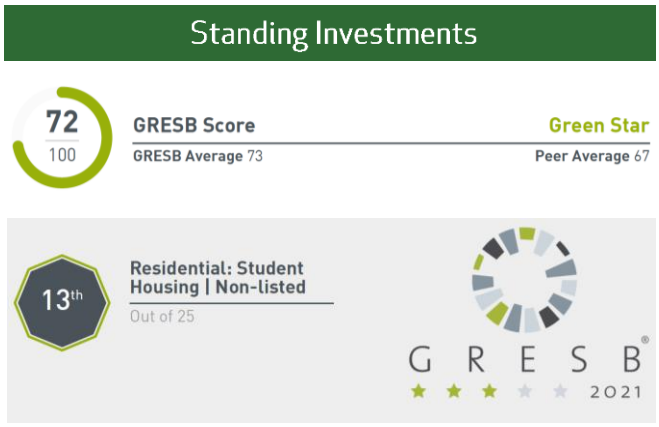
In 2021, we saw definitive progress in the ESG space, which was also reflected in our ESG GRESB ratings. We continued to engage with the Green Building Council of Australia throughout the year. As our approach matures, there is significant value to be derived from the opinion, advice, and direction of designated ESG groups such as this council.

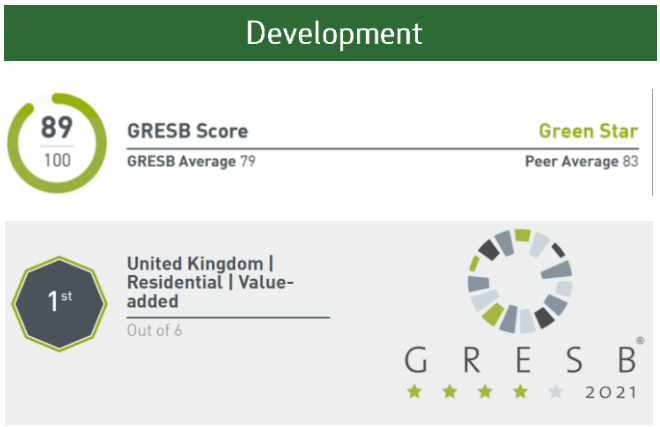
2021 has been a year for significant ESG related activities across the group, and we have reinforced the need for sustainable, resilient, and forward-thinking practices - now more than ever.

Global Real Estate Sustainability Benchmark

The Global Real Estate Sustainability Benchmark (GRESB) is an organisation that assesses and scores the ESG performance of real estate entities. In 2021 CLV submitted our second response to GRESB and we are proud of the improvements we have made in one year.

CLV was ranked 1st in the Development category, based on the project at Durham University in the UK. This was an improvement on the previous year, with a 13 point increase to 89/100. Further, the overall score in the Standing Investments sector increased by 12 points to 72/100.





Key focus areas for 2022

- Release inaugural Reconciliation Action Plan.
- Deliver Environmental Management Plan.
- Establish our pathway to achieve net-zero carbon across our owned portfolio.
- Procure renewable energy contracts as the standard.
- Increased solar, rainwater recycling and waste reduction.
- Release a Sustainable Procurement Policy.

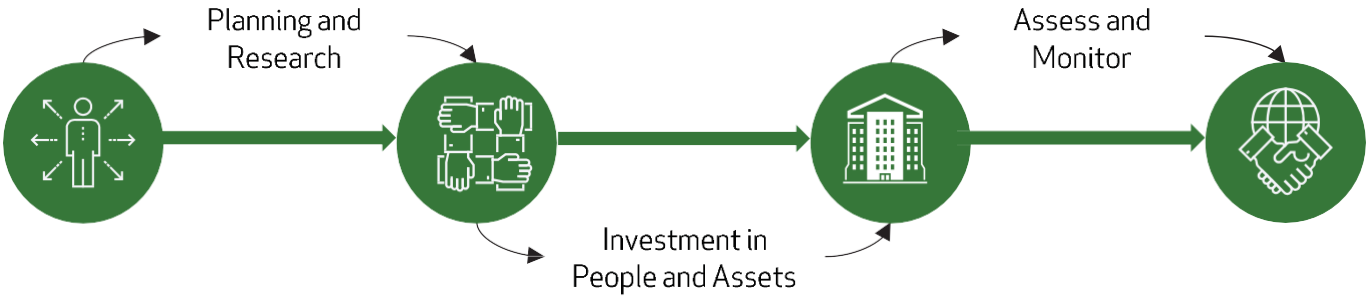
2.0 Environment

Environment

CLV acknowledges that taking clear steps to prevent climate change is important to all of our stakeholders and to the ongoing sustainability of our business. This vision has been built into CLV's DNA and forms the cornerstone of our future-focused strategy.

The environment project working group brings together a team from Facilities Management, Development, Health, Safety and Operations to interrogate the current environmental impacts of our portfolio. The working group seeks to identify areas of improvement to minimise our carbon footprint.

During the reporting period we took steps towards reducing our carbon footprint through various initiatives, including procuring solar PV systems and establishing renewable energy contracts.



Throughout 2022 we will continue to work towards setting targets and delivering initiatives at both the operational and management levels. Our key objective is to deliver our plan to achieve net zero carbon and to deliver on our Environmental Management Plans.

Carbon Inventory

Data Coverage

We realise that we can't reduce our environmental impact without first understanding our energy, water and waste performance. Throughout the reporting period we established our first baseline data set, by site and region, to support us in making strategic decisions to address and offset our impacts. It's important to note that CLV has only collected data from owned sites as they are within our operational control.

We are currently preparing a plan to install automated meters where they don't currently exist to accurately capture electricity, natural gas and water metrics and therefore increase the availability of data.

Table 1: CLV utility metrics availability breakdown by region and ownership

Completeness %	Group	Owned			Managed		
	Owned + Managed	ANZ	UK	US	ANZ	UK	US
Electricity	80%	90%	91%	100%	23%	No managed sites in the UK	50%
Natural Gas	78%	78%	91%	100%	43%		50%
Water	67%	80%	87%	88%	15%		50%
Waste	72%	90%	52%	100%	23%		50%

Carbon Emissions

An annual carbon audit of electricity, gas, water consumption and waste generation was completed.

The facilities teams at each CLV site reports utility data to the sustainability team, converted into the carbon dioxide equivalent. This process has been used since FY19 to calculate our electricity, gas, water consumption and waste generation. Where emissions data is not available, energy use is converted using a science-based methodology developed in collaboration with Ernst & Young. The average intensity per bed is calculated based on available data and the average is utilised to estimate data that is unavailable.

Figure 1 represents CLV's share of individual Scope 1, 2 and 3 Emissions in FY21.

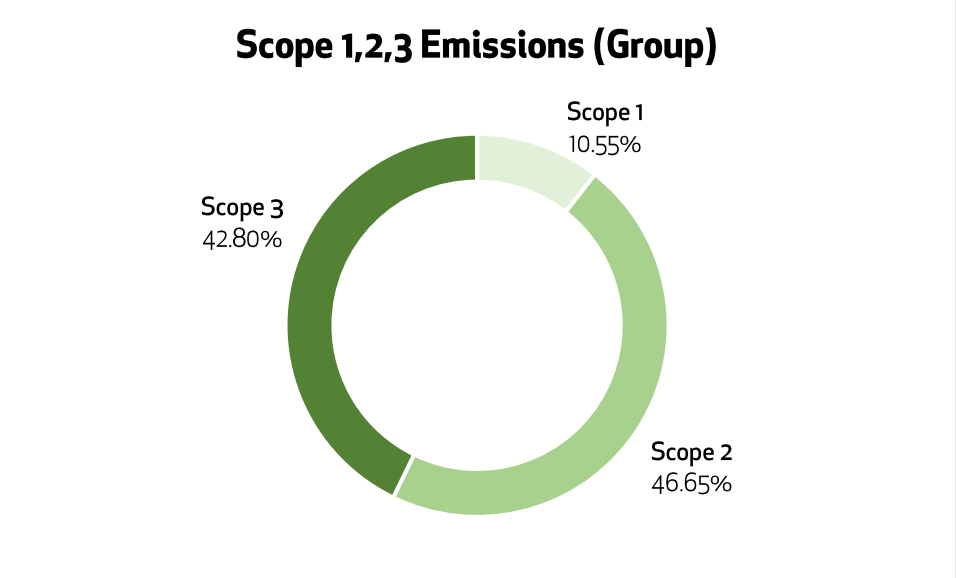


Figure 1: FY21 Scope 1, Scope 2 and Scope 3 emissions

Scope 1 emissions are all direct emissions from owned or controlled sources, such as natural gas and propane. Being a student accommodation provider, CLV has limited scope 1 emissions.

Scope 2 emissions result from indirect emissions from the generation of purchased electricity consumed. These emissions are the primary form of emissions in our business scenario.

Scope 3 includes all other indirect emissions that originate from sources that are not directly controlled by the business, such as corporate travel, employee commuting, etc.

Figure 2 represents our yearly carbon emissions on an FY19 baseline. The figure shows a clear trend that our carbon footprint has reduced over the past three reporting financial years. This trend is a result of our combined sustainability measures, our programs to increase awareness among the residents and reduced occupancy due to the impacts of COVID-19 in the ANZ and the UK regions. The occupancy levels in the US were initially impacted by COVID-19 and recovered quickly.

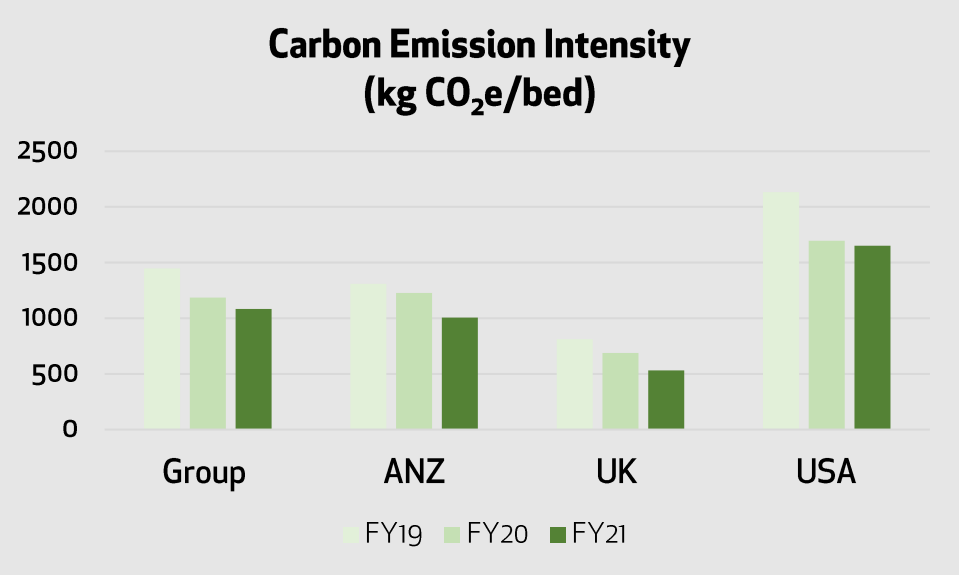


Figure 2: Carbon emissions group wide and regional breakdown

Figure 3 represents our electricity, natural gas, waste and water intensity per bed. Following the successful pivot to the domestic student market, electricity and gas energy intensity reached levels similar to those before COVID-19.

The process of refurbishing buildings and rooms and replacing filament with LED fixtures has become part of our standard operating procedures. Due to the impacts of COVID-19 in FY21, there was significant capital rationing that resulted in a slowdown of the LED rollout.

In the US, while progress was made on pursuing renewable energy contracts, the freehold asset disposal activity together with the impact of COVID-19 also slowed down the implementation of renewable energy contracts.

The implementation of the new Griffith University Village 153 MWh solar plant, whilst completed, is not reflected in the below carbon emission intensity metrics.

The first three quarters saw reduced water intensity due to COVID-19 impacted vacancies. This later increased to normal levels post-April as a result of an increase in occupancy.

The waste intensity of the portfolio significantly improved during FY21 due to the reduction of estimation errors and the availability of more accurate data. Waste diversion from landfill also contributed to improved waste intensity. The UK region achieved 100% waste diversion from landfill through recycling and incineration. Contributing to this was a campaign to educate our residents on proper bin utilisation and our half-yearly turnover scheme to collect and recycle the unused belongings of departing residents.

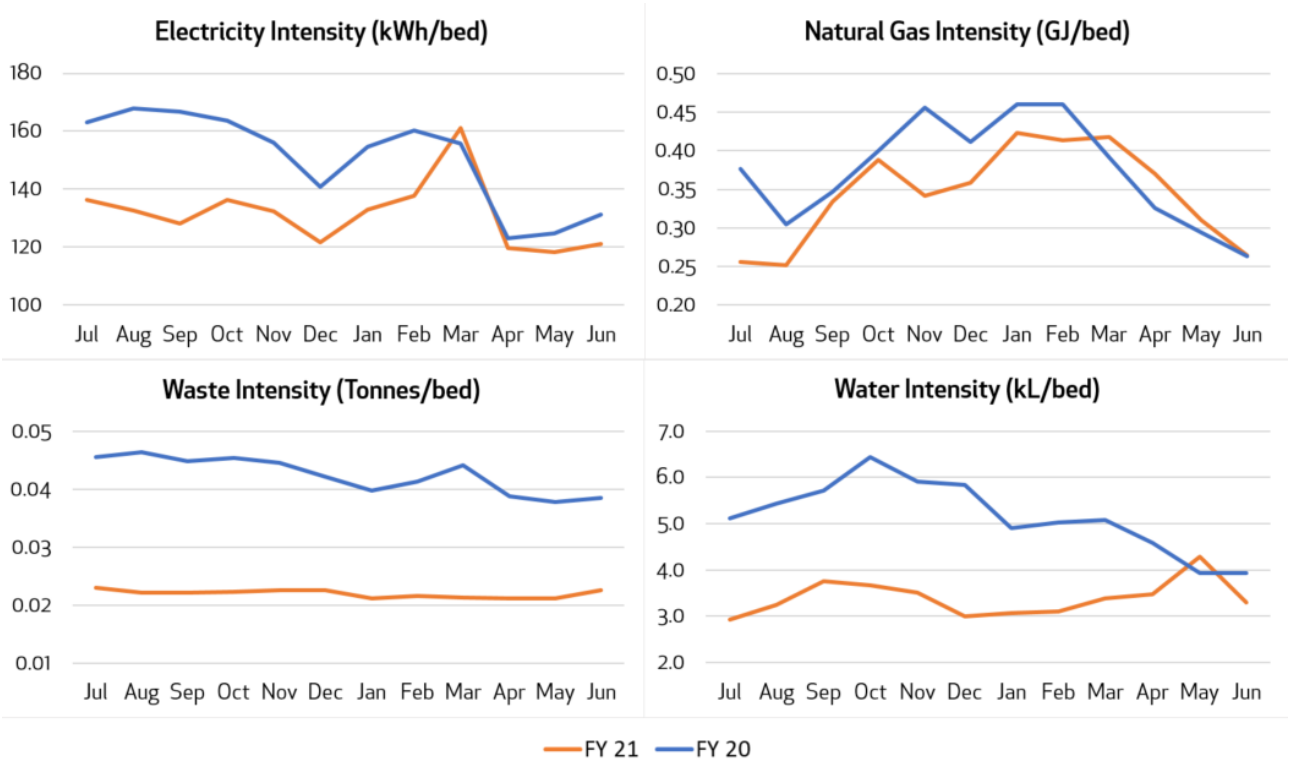


Figure 3: Utility Intensity per bed FY20 vs FY21

Building Certifications

According to the briefing paper 'Assessing carbon emissions in BREEAM' (published in 2016), the average CO2 offset for a BREEAM assessed building is 22%, whilst a BREEAM 'Excellent' building is expected to reduce carbon emissions by 33%. BREEAM has an 80% market share across Europe for sustainable building certification purposes.

CLV has eight projects that are certified as BREEAM/New Construction 'Excellent' rating and one Green Star/Design & As Built '5 stars' rating. Our latest development project at Durham Mount Oswald (UK greenfield project) received a BREEAM 'Excellent' rating and ranked #1 in the GRESB Development category amongst the peer group. CLV's sustainable certified villages list can be found below in Table 2.

Table 2: **CLV's building certifications**

Site	Certification	Rating
Durham Mount Oswald	BREEAM	BREEAM/New Construction | Excellent
Powell and Whitehorn Halls	BREEAM	BREEAM/New Construction | Excellent
Prince Consort Village	BREEAM	BREEAM/New Construction | Excellent
Peel Park Quarter	BREEAM	BREEAM/New Construction | Excellent
Fife Park Apartments	BREEAM	BREEAM/New Construction | Excellent
Goldsmiths - Chesterman House	BREEAM	BREEAM/New Construction | Excellent
Goldsmiths - Raymont Hall	BREEAM	BREEAM/New Construction | Excellent
Goldsmiths - Surrey House	BREEAM	BREEAM/New Construction | Excellent
Student Village Melbourne	Green Star	Green Star/Design & As Built | 5 Stars

Sustainability Audit

We undertook an audit to better understand the strengths and weaknesses of our approach to sustainability at a group level. Where possible, CLV collaborates with university partners to implement sustainability measures that progress towards a sustainable living arrangement.

These sustainability measures include automatic meter readings that aid in detecting leakage or atypical usage patterns. This helps with locating and resolving issues and the calculation of consumption statistics for reporting purposes. We also undertook plumbing and LED light retrofitting projects where possible, to achieve reduced resource consumption and to reduce our overall carbon emissions.

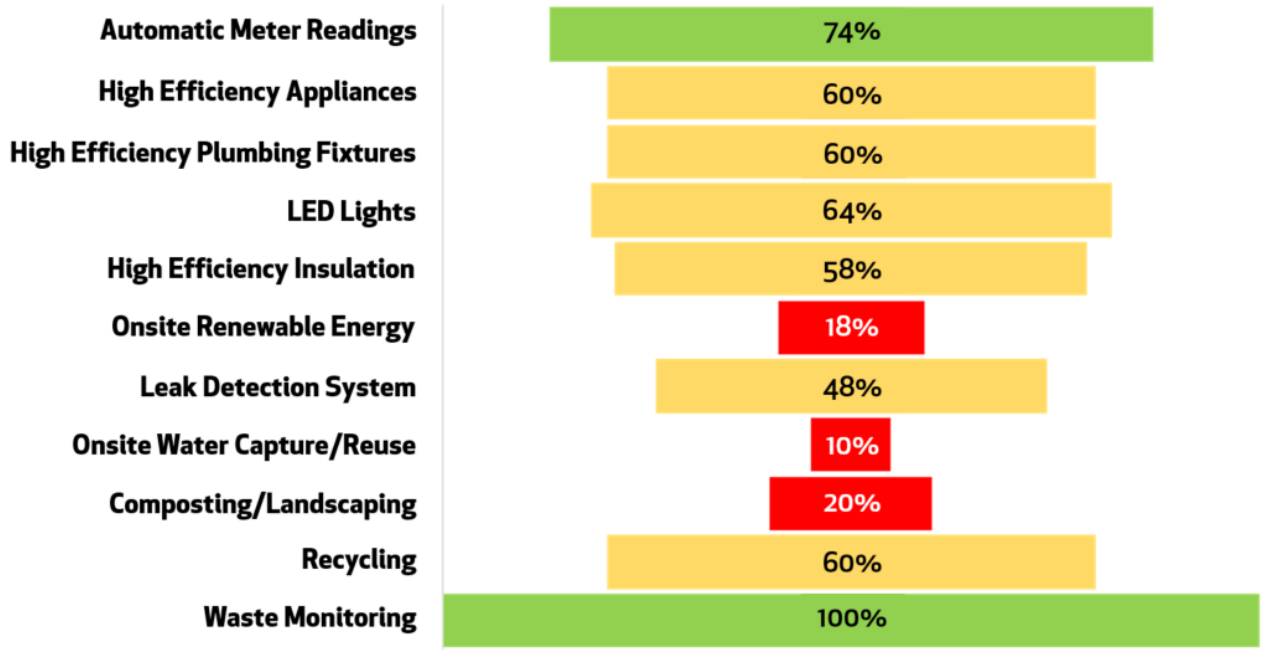


Figure 4: Sustainability measures audit of owned sites

Key:

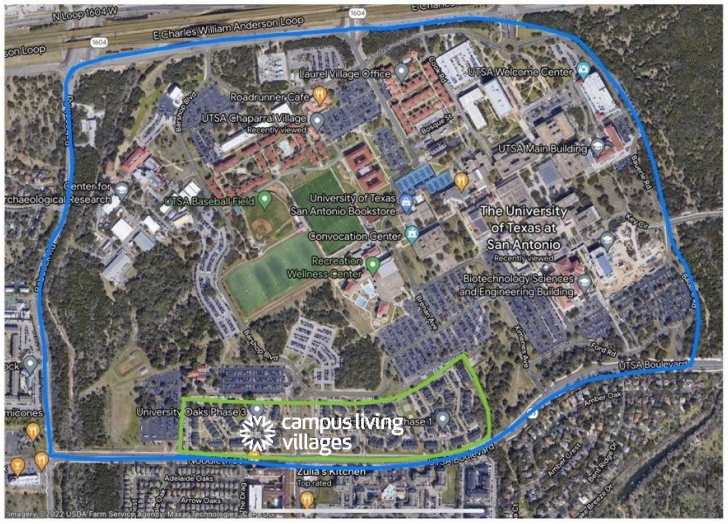
- Strong performance
- Average performance
- Critical area of concern

Accessibility

The majority of our Villages are located within university grounds or less than one-kilometre to the university campus. Proximity to campus benefits the students as they can access classes, university facilities, services, and events without the need for a private vehicle or public transport. These advantages are highly beneficial to the environment, as carbon emissions emitted due to transport are significantly reduced.

Students who reside with Campus Living Villages are also presented with opportunities to work as a Resident Assistant (RA) or Customer Support Agent (CSA) on site. Resident Assistants are critical for our after-hour operations and the benefits of hiring on-campus residents to fill these positions means that support is more readily available for the students in our villages.

University Oaks, UTSA Student Apartments, Texas, United States

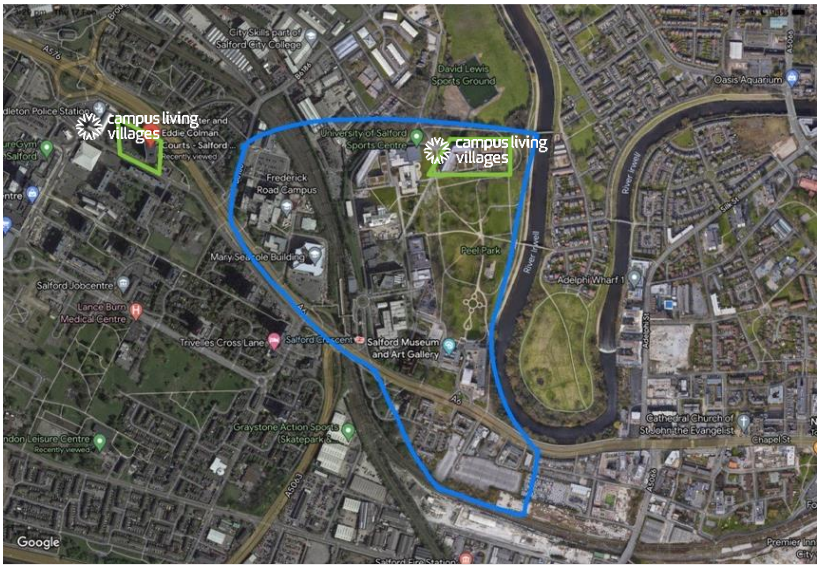


University Area CLV Site

UNSW Village, Sydney, Australia

University Area CLV Site

Peel Park Quarter, Salford Student Accommodation, Salford, United Kingdom



University Area CLV Site

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3.0 Social

Social

Usually, our students' time living with us is their first experience of independence outside of the family home. We aim to create a thriving village community with an environment and culture that enables residents to live, learn, and grow. It is more than just a room. We empower our staff to support the wellbeing and diversity of our future leaders. Our approach in the social stream of ESG aims to address two core elements - customer experience and community.

Customer Experience

With over two years of operating purpose-built student accommodation (PBSA) communities during the COVID-19 pandemic, we understand - more than ever - that our residents require support across all areas of life. Academic, personal, and social growth are all equally important for our student residents while they stay on campus in our villages. Of vital importance is our ability to continue to deliver our 'Live, Learn, Grow' residential life program in innovative and COVID safe ways. During the height of lockdowns, we were able to deliver full, engaging virtual residential life programs to our residents, including virtual cooking classes, mindfulness and meditation, yoga and online movie parties and games nights. Additionally, we have taken further steps to formalise our position on the issues of mental health and sexual harassment, highlighting our commitment to young people and the issues they may face every day. Our customer experience has, and will continue, to connect a global and diverse cohort of students to their accommodation.

Community

We continued to engage with our residents, staff and partners in 2021 through satisfaction surveys, to identify areas of improvement for our stakeholders and customers. Connecting our village community with the broader community remained a key focus in 2021 and has continued into 2022. Connection is particularly important following the risk of social isolation that COVID-19 created for many students.

Additionally, we believe it is important to support our residents on their journey to becoming responsible members of the community. Our resident induction programs include education and awareness training on social issues, including consent, respect, and responsible consumption of alcohol. Community based collaborations have included:

- Establishing indigenous gardens in two of our villages, with walking tours of the gardens conducted by first nations elders.
- Village and corporate programs to donate money and items to local charities, including Lions Club, Beyond Blue, Life for Koori Kids, Animal Welfare League, Youth Off the Streets, Cancer Council and The Newtown Blessing Box, to name a few.
- Partnering with groups who support our stance on social and community issues. A few examples include Red Frogs, in Australia, who host free 'dry' social events in our villages to reinforce the message of responsible drinking and offer support to our residents. Also, this year, several residents and staff at our Student Village in Melbourne took part in the Red Cross Intercollegiate Blood Drive to donate blood and increase awareness of donor participation amongst younger adults.

- Our Village Life programme has a heavy focus on wellbeing and we know pets have a positive benefit on our mental health, with evidence that interaction with animals benefits stress, anxiety, depression, and loneliness. Animal events are hugely popular at all our sites, with dates carefully planned around exam periods to support our residents. At our Bournemouth sites, the team took this one step further, offering not only pizza to residents, but also head, shoulder, and neck massages. This was a welcome break from exams and assignments for our residents.
- At Prince Consort Village (our village dedicated to those studying music), the team once again organised open performances for the local neighbourhood. Those living nearby were invited to watch the talented students studying at the Royal College of Music perform on a variety of instruments, in our on-site piano lounge and performance stage.
- At Surrey House, Raymont Hall, and Chesterman House in London, the team has launched #DonateTin, where 390 residents were asked to donate a tin of food to the local food bank. Before they left for the festive break, residents also cooked and donated extra food to the homeless, ensuring that food that may have otherwise been disposed of was instead given to someone in need.
- Sites across the UK also work closely with the local police, hosting specialist workshops with our residents. Community liaison officers work with our General Managers to host events on a variety of subjects, whether that be general safety or focused talks on how to tackle violence against women and girls.
- The need for connection in a time of extended social isolation has become very apparent to our US teams. We continue to strive to engage with our residents virtually, and when possible, face-to-face. The US Residence Life teams have had to become creative in the ways they plan events. Some teams host weekly virtual RA building meetings in which the RA has time to connect and chat with their building members. Some teams opt to host "grab-and-go" events, supplying students with fuel for their day.
- Two teams at Illini Tower and University Oaks created community gardens on site, supplying students with fresh vegetables. Not only are these gardens sustainable, they also create a connecting point between staff and students.
- As many classes were held online, or with a hybrid approach, many students found the transition difficult and needed extra support. Many teams offered mentoring or study groups in their clubhouses, hosting teaching assistants or university partners to aid residents in their studies.

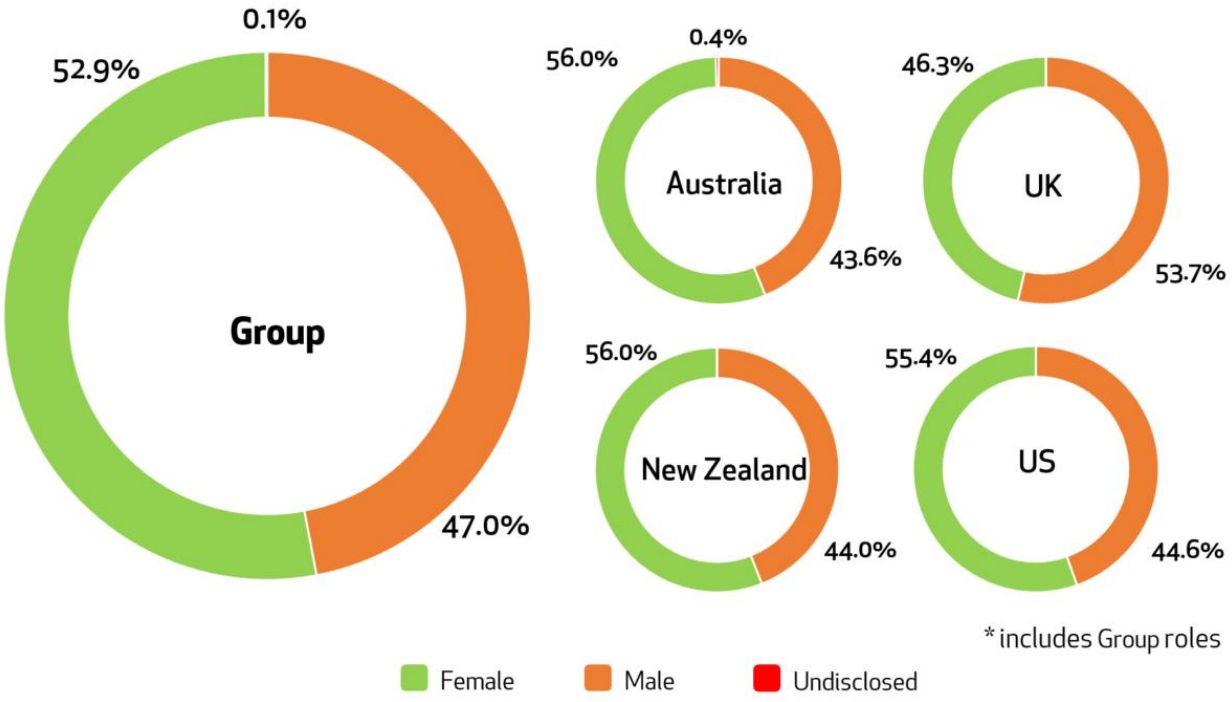
Whether our Village teams were building gardens, organising online events, handing out food, or hosting study groups, the main goal was to further the bond between CLV staff and the residents.

Image: Sydney University Village, resident blood drive.

Portfolio Gender Equality & Diversification

CLV supports open and equal opportunity, and we continue to monitor gender equality and diversity across all areas of our business. At the end of FY21, the overall percentage of females (including RA's) across all regions, was 52.9%. Excluding RA's, the percentage of females was 51.2%.

Breakdown by country (including RA's) is as follows:



The overall gender diversity target for the CLV group is to have an employee population that is 50% female. We are pleased to report that this is currently being achieved in all countries other than the UK, due to a much lower number of Resident Assistants.

Live Learn and Grow program

Creating a Community

University is an exciting and sometimes challenging time for students. CLV strongly believes that being part of a supportive and exciting residential community can make all the difference. A specialised residential experience framework has been developed, customised to suit the specific needs and demographics of each Village.

The CLV Live Learn and Grow Residential Life Program

Live: Facilitating the creation of a vibrant, friendly, and diverse community through social and networking events, sporting and recreational activities and community development programs.

Learn: Supporting residents' academic success through study support and groups, academic information, financial advice, career guidance, work experience opportunities and networking opportunities.

Grow: Encouraging residents' personal growth and transition to independence with a focus on life skills, cultural awareness, mental and physical health and wellbeing, social conscience, personal development, and pastoral care.

Putting students first

1. Experienced and professional on-site management teams
2. Strong health and safety management processes
3. Global calibre operating procedures, systems and processes adapted to local needs
4. Comprehensive facility management and maintenance
5. Sustainable Practices

ANZ Region Residential Life Report

Tailored to each Village and driven by students, our Live, Learn, Grow Residential Life program provides a comprehensive yet flexible calendar of events, activities and wellbeing support programs for our residents. In the spirit of keeping pace with agile student expectations and continuous improvement, CLV has commenced a group-wide review of the program. The project timeline has been extended due to COVID-19, allowing Village and operational teams to continue focusing on innovating and adapting the program to provide an engaging resident experience, particularly in the face of changing social distancing requirements.

Our Villages quickly moved to a virtual Residential Life program shortly after the first lockdown in March 2020, with our teams running successful and innovative activities such as:

- Virtual 'follow from home' MasterChef cooking classes

- Zoom yoga, meditation and mindfulness sessions
- Nutritional 'Grab N Go' ingredient and snack pack provisions
- Movie watch parties, where residents streamed the same movie together and chatted about it through an online chat
- Live music concert nights, featuring resident musicians who played live instruments for other residents via Zoom
- Virtual dance parties
- Virtual game nights playing Kahoot!, UNO, Monopoly, etc
- 'Share a photo & story' on closed Village Community Groups, where residents shared their favourite travel, sunset or lifestyle photos captioned with a short story.

Alongside the residential life program review, CLV has also prioritised establishing a new Sexual Assault & Sexual Harassment framework.

UK Region Residential Life Report

The Live, Learn, Grow Residential Life program in the UK (known as Village Life) is designed to help residents make the transition to university life, meeting new friends, learning new skills, having new experiences, and creating memories that will stand the test of time.

Each program is unique, with bespoke events and activities held by the Village Teams and, in several locations, in partnership with university residential life teams. Events are advertised in the properties via posters and Village Life boards, and there is a dedicated Village Life Event section of the UK website, where residents can see upcoming events in their Village.

US Region Residential Life Report

Campus Living Villages executed 1,029 programs and events throughout the US during the FY21 year using the Live, Learn, Grow Residential Life program 2.0 model and framework. Despite COVID-19 restrictions, CLV team members were able to rise to the occasion and provide residents with fun and educational virtual programs and events. A few highlights include:

- Campaigns to educate residents on COVID-19 protocols, suicide awareness, campus resources and safety tips, voter registration drives, and stress reduction
- "On the Go" style events where residents were able to collect the supplies needed to participate in programming events from their rooms, reducing contact points
- Collaboration programs with university partner resources including Career Services, Counseling Services, Campus Safety and Sexual Assault/Title IX programs
- "Grab & Go" food events
- Contests and events using social media platforms

Sexual Assault and Sexual Harassment Framework

The company commenced the development of a Sexual Assault & Sexual Harassment Framework that takes account of specific in-region legislation and other mandatory requirements.

Key elements of the framework include the development and implementation of:

- A Group Policy for all employees, with supportive regional procedures relating to the management of any such reported incidents; and
- Updated training for line managers and all other employees, aligned to the Group Policy and regional procedure requirements; and
- Revised Standard Operating Procedures (SOP's) for reporting of Resident complaints, incorporating First Responder actions (per region); and
- First Responder training to support regional SOP's; and
- Resident Code of Conduct for inclusion in the Village Rules, taking into account specific University requirements (where relevant).

The program will be supported by a range of communications relevant to each target audience, including posters, handbooks and induction information that focus on educating students on the policies, how to seek help, and the prevention of inappropriate behaviour.

Employee Support during COVID-19

During the COVID-19 pandemic, large numbers of staff shifted to working from home. We rapidly equipped our people, giving them the necessary tools, technology, and ergonomic requirements to set up an effective and safe home workspace. Our ICT teams were mobilised to support staff remotely, including facilitating seamless virtual Town Halls, a group wide Innovation Boot Camp and conference, and Interactive Learning where we were able to have large numbers of participants joining simultaneously from each region.

We recognised and developed strategies to manage the risks associated with isolation from the workplace and to support mental wellbeing. As the situation changed, we too adapted, from office staff working exclusively from home to establishing reduced capacity rostering systems that gave staff the opportunity to physically connect in the office. We felt it was important to continually help staff navigate through the constantly changing situation of health guidelines and restrictions, and to understand what this meant for them.

Australia and New Zealand

Over the course of the pandemic, we have developed several different streams of internal communications to our employees. These range from remote-working tips, mental health and wellbeing tips, fun CLV

challenges shared on Yammer for employees to participate in, up to date information on changing restrictions and health advice based on public health orders, as well as several communications pieces in partnership with our HSE Team's fitness and health challenges, such as 'Step into Summer'. Many colleagues participated in the challenges, sharing photos of their pets, dream holiday destinations, their favourite recipes – just to name a few. The communications series were designed to continue our office camaraderie as much as possible in a remote-working environment.

Tip #1: Get Comfortable, but not too Comfortable

Try to stick with a fairly normal routine and schedule and maintain your basic self-care even if you don't plan on leaving your home! A normal routine includes waking up at a reasonable hour of the morning and going to bed at a semi-regular time, eating meals at your normal time (not breakfast at 2pm, if you can help it!), taking breaks and stretching your legs like you would normally do on a regular workday!

Maintaining basic self-care means keeping up good hygiene habits beyond just washing your hands – things such as washing your face, brushing your teeth, getting dressed into clean comfortable clothes for the day and also drinking enough water.

Tip #2: Keep a tidy space and move around your home

As we are spending most of our time indoors, it is important that your space is pleasant and comfortable for you to be around. It might take an hour or two to do a quick tidy or clean and to dispose of the array of random objects that have somehow ingratiated themselves into your home. You will feel better for it when you look up from your laptop and see a neat and pleasant space that you don't mind, or even enjoy, being in.

To shake things up (if your space permits), sit in different areas of your home or even set up your work station somewhere different every few days to keep it feeling a little fresh/new. If your room isn't big enough for you to move around much, even something like sitting on the opposite end of your desk or couch can be effective.

Image: Examples of work from home tips, launched at the beginning of the first lockdown.

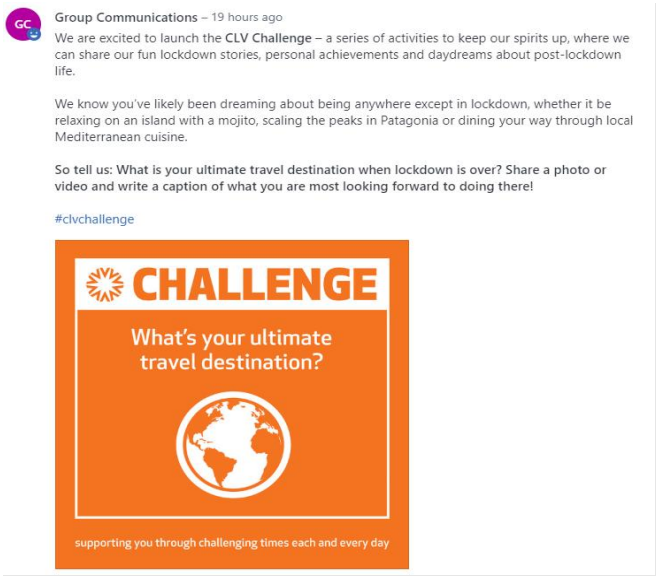


Image: CLV Challenge - weekly activities sent via email communications and posted on Yammer for staff to participate in together.

Image: 'Step into Summer' team fitness challenge, while staff were still working remotely.

Employees also have access to the Employee Assistance Program (EAP) which provides free counselling sessions to employees. Since the pandemic, sessions have been extended to allow additional support, and employees have been regularly reminded that they have access to the program.

United Kingdom

A series of initiatives were rolled out in the UK to support office staff village teams and our residents. In addition to step challenges and virtual events, Focus Fridays were launched where staff were encouraged to not email one another or plan any meetings. The communications team share monthly news on the same day, with links to mindfulness training and EAP support. An external company was also engaged to rollout an employee wellbeing program with workshops held on topics such as 'how slowing down can speed you up', 'staying mindful and motivated', and 'working smarter'.

United States

To facilitate social distancing, staggered and flexible village work schedules were established.

To keep teams connected, virtual events and competitions were held such as the "Step into the New Year Challenge", where employees were able to take 15 minutes out of their workday to walk with other employees virtually. During the month of December, a competition to decorate a gingerbread village brought about engagement and collaboration amongst village team members. The corporate leadership team also hosted a virtual painting event to bring the team together.

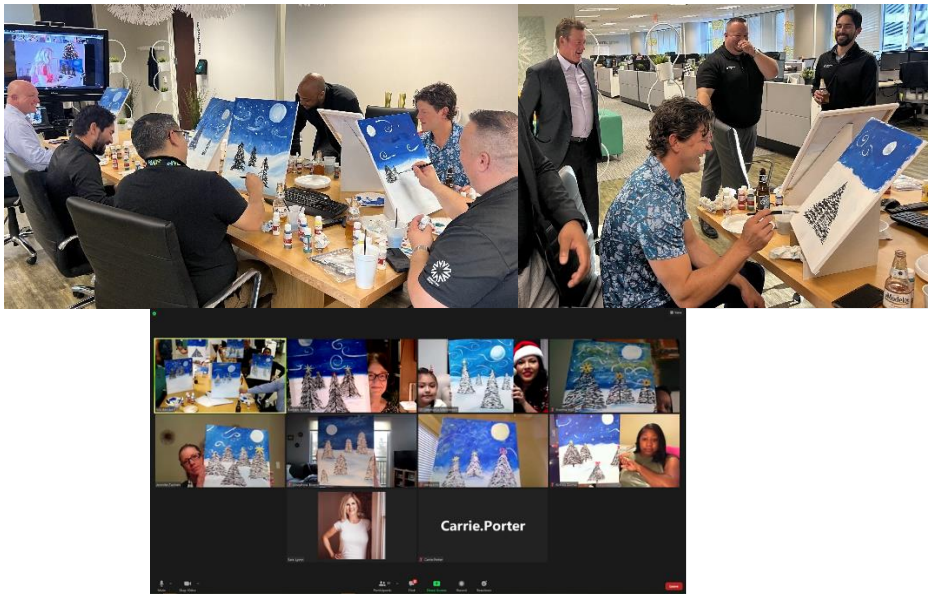
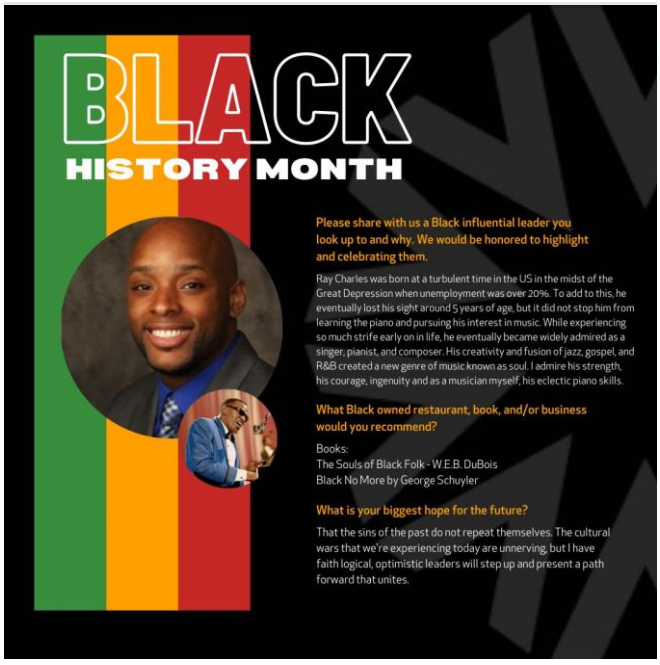


Image: Virtual painting class with corporate office staff.



Images: Black History Month staff activity shared via Yammer, and 'Commit to Be Fit' fitness event conducted virtually while staff were working remotely.

ICT Support

The ICT team supported our employees to work remotely by offering training and by issuing communications to all employees to ensure they were able to work efficiently with Teams. Additional laptops and monitors were acquired and allocated to staff who needed them.

R U OK? Day

R U OK? Day is a National Day of Action where Australians are reminded that every day is the day to check in on friends, family and colleagues.

Every year CLV promotes awareness of R U OK day by holding events and releasing communications. In 2021 we released communications to our teams to highlight the day and its importance; the communications included providing tools and resources about productive conversations and mental health, focusing on when and how to ask people if they are okay, and to assist in preparing for these conversations.

Australia and New Zealand

Due to COVID restrictions, many villages raised awareness with residents through social media, videos, and contact-less door drops, and where restrictions allowed, events were held in person.

We also took this opportunity to remind our teams of the support we have available including EAP and access to PerkBox which provides free access to many Wellbeing Apps to support our employee's physical, mental, and emotional wellbeing.

United States

Villages throughout the region held events to check in on residents and address mental health. One such program was held at Academy of Art University in San Francisco, California where "Sutter Succulents" program was hosted to share the positive benefits that plants can bring to mental health. Benefits shared with the residents included greater overall quality of life, creating higher levels of productivity, helping lower symptoms of post-traumatic stress, improving symptoms of ADD, helping with memory retention, and improving self-esteem.

Image: "Sutter Succulents" event at Academy of Art University.

Annual Resident's Survey Information

Australia and New Zealand

The Annual Resident Survey, conducted externally by an independent company - Australian Survey Research (ASR) - is part of an ongoing activity to gather feedback from residents about their experiences while staying at CLV Villages. The feedback helps focus initiatives and keeps stakeholders informed of CLV's performance throughout the year. Survey questions cover topics across customer service, living experiences at the Village, communal facilities, internet service, residential life programs, what is important to residents, what has made their experience better or worse than expected, and whether residents intend on continuing their stay in the following year. There is also an open comments section for residents to add any further feedback. Over the past two years, we have included a question relating to COVID-19 management.

Survey results are compared with those from previous years and our national benchmarks, and the results and analysis are shared with the Villages. Villages produce an improvement plan to address areas that have not achieved our national benchmarks or have reduced from the previous year.

The survey results and village improvement plans are reviewed and periodically monitored by the Regional Executive Team (RET).

Key 2021 survey results:

- Village customer service: 91%, an increase in 4% from 2020.
- Feeling safe in our villages: 91%, an increase of 2% from 2020.
- COVID-19 management: 93.7%.
- Overall Village Experience: 82.5%, an increase of 0.7% on 2020.

The most important aspects of choosing to live at the Village, according to the resident survey responses are:

- Village Location – close to campus
- The apartment itself
- Village Location – proximity to shops, food and transport
- High speed internet access
- All-inclusive accommodation

Residents in Australian Villages indicated the top four things that made their experience living at the Village 'better than expected' as:

- Location of the Village in relation to campus/amenities
- Feeling of safety and security at the Village
- Village staff members
- The quality of internet service provided

Overall, the highest scoring items were:

1. Village staff kept residents informed about activities in the Village – this was especially paramount and well managed by our teams in the face of ever-changing restrictions and lockdowns. Village teams had to adapt quickly to changes in COVID-safety rules
2. The COVID-19 safety of residents was well managed by Village staff
3. Resident assistants and Village staff are helpful and approachable
4. Residents feel safe living at the Village

Environment friendly practices received a topic average of 75%. Residents indicated that composting food (40%) and better waste management including recycling (39%) were the two most common ways that Villages could improve. Further comments elaborated that bigger recycling bins, resident education on proper bin usage/recycling and encouraging people to turn off lights and fans when not home were areas to focus on.

Results from the 2021 survey indicate that the likelihood a current resident would consider re-applying to continue their stay in the following year was 74.5%. The likelihood a resident would recommend the Village to family, friends or fellow students was 70.1%. The main reason a resident would not return in the following year was noted as due to moving into private accommodation (31.3% of respondents).

Despite the continued impact of COVID-19, the overall Village experience score increased from 2020. The efforts of all our Village teams to find new ways to keep the resident community engaged, safe and thriving should be highly commended.

United Kingdom

The Global Student Living Index (GSLI) is a bi-annual survey conducted in Autumn (Q4) and Spring (Q2) by Red Brick Research. The survey gathers feedback from hundreds of thousands of students across 15 countries, covering all aspects of the university experience, and brings together a range of standardised local, regional, and global KPIs and insights.

The tables below display the percentage of positive (green) and negative (red) responses for most recent and previous GSLI surveys around Wellbeing and the Social Experience.

Survey Question: **What impact did your accommodation have on your wellbeing?**

Survey	Positive impact	Negative impact
2019 Q4	51%	21%
2020 Q4	48%	27%
2021 Q2	42%	59%
2021 Q4	59%	18%

Of all UK residents, 59% said in the 2021 Q4 survey that their accommodation had a positive impact on their wellbeing. This is the highest ever score and significantly higher than in 2020 (48%). Participants stating that the accommodation had a negative impact on their wellbeing was at an all-time low.

Survey Question: **I feel the accommodation team cares about my wellbeing.**

Survey	Agree and Strongly Agree	Disagree and Strongly Disagree
2019 Q4	61%	12%
2020 Q4	53%	18%
2021 Q2	50%	21%
2021 Q4	63%	8%

There was an improvement on previous scores, that 63% of UK residents agree that the accommodation team cares about their wellbeing, which is higher than the comparable mid-size private operator and university hall benchmarks. Negative scores were also lower than in any previous wave.

These questions below were introduced to the GSLI survey in 2020:

Survey Question: **I've seriously considered dropping out of university.**

Survey	Disagree and Strongly Disagree	Agree and Strongly Agree
2020 Q4	67%	15%
2021 Q2	59%	25%
2021 Q4	73%	14%

Survey Question: **There is a strong sense of community**

Survey	Agree and Strongly Agree	Disagree and Strongly Disagree
2020 Q4	47%	22%
2021 Q2	49%	23%
2021 Q4	51%	19%

The number of CLV UK residents who were considering dropping out of university is at its lowest rate ever, and the most recent results of residents' sense of community within the accommodation has increased incrementally from previous waves.

UK - In Summary

The negative impact of COVID-19 on resident wellbeing is clearly evident from the GSLI results, with scores mostly hitting an all-time low between the 2020 Q4 and 2021 Q2 wave. With a return to relative normality across many UK campuses, the most recent results yielded the UK's highest rate of positive responses, and lowest negative response percentage for all wellbeing questions. CLV UK residents' sense of wellbeing is the highest seen in any previous wave. Some key results include:

- Fewer students are considering dropping out of university
- More students say their accommodation has had a positive impact on their wellbeing
- More students feel their accommodation team cares

Interestingly,positive feedback regarding resident wellbeing and social experience aligns with the overall satisfaction results – CLV UK achieved its best ever satisfaction score with 75% of residents rating their accommodation as "Good" or "Very Good" (previous high: 70% in 2019 Q4).

US Update

The recent annual fall move-in survey gave us insight into the resident experience regarding our customer service and product offering. As we are in the "people business," we were pleased to see that portfolio-wide, customer service-related questions were scored the highest in satisfaction. Specifically, the interactions with the maintenance staff and professionalism of management staff ranked in the top 3 and exceeded the JTurner national average in satisfaction.

J Turner Research is the leading full-circle online reputation management firm that extensively surveys thousands of residents and prospects each month to offer actionable feedback to the participating companies. The metrics below are from the Fall surveys and are on a scale of 1-10. The J Turner average referenced is an average of all J Turner's customers and indicates that we outperformed in these three categories.

Questions	Company Average	Turner Average
Do you feel the management is responsive to your needs?	6.97	6.59
Response to maintenance request	6.77	6.43

Additionally, residents scored all sites favourably regarding the time it took to check in. Due to two years of COVID-19 restrictions,we adopted a contactless check in process. By pivoting to a drive-thru style move in day, village team members limited face-to-face interaction while still creating an engaging, digital check-in process. This new method of hosting mass move in's has created greater efficiency not only for our students, but environmentally. Almost all move in documents were digitised and are signed online, dramatically reducing the amount of paper used. The teams continuously brainstorm new ways to create efficiency that not only benefit the student experience, but also reduce our carbon footprint.

Survey results also gave insight into residents' experience and satisfaction levels with the quality of internet, which was even more critical during this time. In 2020 with most universities shifting to a larger percent of courses being hosted online due to the COVID-19 pandemic, the internet became even more vital for student success and a primary focus for our university partners. Our students and partners shared their need for stable connectivity, and we responded accordingly.

For sites where internet upgrades occurred, we received favourable feedback from our students and university partners alike. Students reported improved video streaming through services like Netflix and Hulu, as well as less buffering and faster download times for course materials. Below are a few quotes from our recent student survey:

- "The internet is absolutely powerful. It completely blew away my expectations."
- "The internet is lightning fast."

- "Improving the consistency of the internet reliability has drastically improved distance learning quality and quality of life for the residents."
- "Now that the internet is fixed, I'm planning to renew my lease."

Overall, the recent upgrades have improved the resident experience, resulted in increased renewals, and have demonstrated to our partners that we are committed to the success of our students.

First Aid and Mental Health First Aid training

ANZ Update

RA training is completed annually, recorded and audited as part of WHS Health and Safety to ensure compliance is met. RA training is extensive, covering first aid, mental health awareness, how to conduct resident welfare checks, education on policies and systems that are in place as well as current Standard Operating Procedures. We take student safety (including that of our RA's) very seriously. Part of the training is to equip RA's with the knowledge of what to look for when monitoring resident issues, and when to/how to appropriately escalate a situation to a higher authority.

We conduct a similar training program as part of the onboarding process for new Village Managers and General Managers. Existing managers are expected to take refresher training/continued education. All Village staff members, excluding contractors, undergo First Aid training, so there is always a trained First Aid person on site. Each department in the corporate support office also nominates a staff member to undergo yearly First Aid training, ensuring that there is always a member of staff in the support office who is a First Aider.

Part of the pre-arrival process for incoming residents includes an online induction module covering topics ranging from drug & alcohol safety, Village rules, procedures in the event of any emergency, safety and security, sexual assault/sexual harassment education and the values of the Village community. The induction module is completed prior to Check-In to ensure all residents are up to date prior to starting their residence. A digital copy of the 'Resident Handbook' (updated annually) is also emailed out to all residents prior to their arrival, containing similar information to the induction, as well as more extensive information and guides about Village Life.

Throughout the year, we offer First Aid training to residents (through external professional companies) as part of the Live Learn and Grow Residential Life program.

UK Update

As part of our robust training matrix for health and safety, all UK sites have a trained First Aider, with partner institutions training CLV staff on Mental Health where required and in line with SLAs. Before checking in, all residents are required to complete an online e-induction covering important topics such as consent, fire safety, and security (promoting the Hollie Guard security app), and values and behaviours. Both pre-arrival and on-site communications signpost residents to mental health and wellbeing support that they can access from their university, and national support that is available for all students via Together All. To support residents across the UK, our teams place mental health and wellbeing at the core of our Village Life programs, with events around key dates like University Mental Health Awareness and Mental Health Week, and events taking place monthly that have a wellbeing focus, such as random acts of kindness, make your own stress ball and healthy eating and cooking activities.

US Update

Yearly training on sexual assault, mental health and first aid are all sessions that are provided by many of our partner institutions for residence life staff prior to the start of the school year in August. Various CLV village resident assistants and professional staff throughout the region are invited to attend Title IX (Sexual Assault), first aid, drug and alcohol awareness and Question Persuade and Refer (QPR-Suicide Prevention) training alongside university employed resident assistants and professional staff every year. In 2022, we plan to enhance residence life programming with safe dating awareness education.

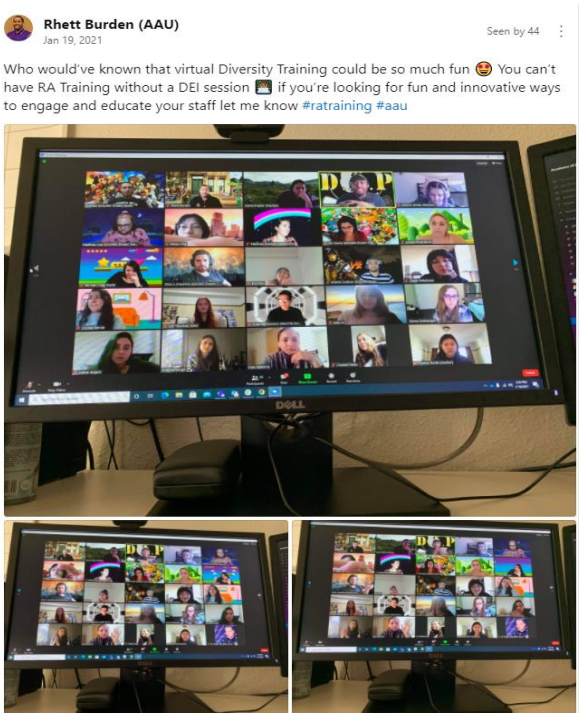


Image: Virtual Diversity Training.

Elevating our People

We are committed to creating a culture where our people can grow and thrive, and we have continued to develop our internal talent pool during 2021 with opportunities for internal career advancement and a culture that embraces inclusivity where everyone belongs, has a voice and can make a difference.

What we have achieved:

- Despite COVID restrictions we have retained our focus on providing individual feedback, reviewing performance and providing on-line and in-person learning experiences – including more robust on-boarding, technical up-skilling and role specific knowledge.
- Employee Innovation Bootcamp and Keen to be Green innovation ideas
- Financial Acumen learning for staff to develop confidence and business knowledge to best perform in their current role and support future advancement.
- We continue to promote from within whenever we can and have successfully appointed 63 people into new roles in the past 12 months – 17 in Australia and New Zealand, 31 in the UK and 15 in the US.
- Examples of progression and promotion in FY21 include Resident Assistants progressing into support office, administration and leasing roles; Customer Service Advisors progressing into a range of supervisory and managerial roles; and career progression for our professional finance cohort including internal promotions for the position of UK FD and Financial Controller, and VP Finance in the US.

COVID Measures in Villages

Our students are our priority, and from the beginning of 2020 our teams have gone above and beyond to ensure our Villages are COVID-Safe and to support students through a very challenging time. Here's how we're making our Villages safe, and why living on campus is helping our students thrive despite the pandemic.

- Frequent Cleaning: Enhanced cleaning protocols are in place in all common and high contact spaces
- Virtual Events: Online events, activities and support are now part of our event programs at all Villages
- Contactless Check In: Contact-less check-in protocols are in place to ensure the residents move-in day is COVID-Safe
- Flexible Policies: Our flexible cancellation policy means the residents can cancel your booking with us if COVID-19 impacts you
- Social Distancing: Use of all of our common spaces is in line with Government restrictions. When these change, we're able to swiftly implement them to keep students safe
- COVID-Safe activities: Our Villages run COVID-safe events and activities year-round to help students meet each other and build all-important social connections

- Isolation Protocols: Should any resident need to self-isolate, we have dedicated rooms set aside with staff available to support students – from cleaning to delivering linen and meals and daily wellbeing checks
- Dedicated support for those in isolation: If a room move cannot be facilitated, our Village Teams support residents who need to isolate themselves by delivering post, parcels, medicine and food, as well as removing rubbish as required.
- Supplying all residents with a self-isolation toolkit.
- Travel updates: Up to date links to information for International Students on visas, entry requirements, vaccine requirements and other Government advice are maintained on the website.

EAP Program

CLV offers an employee assistance program (EAP) to all employees, EAP is a confidential service which assists employees with personal problems and/or work-related problems that may impact their job performance, health, mental and emotional well-being.

Village Communications/Yammer

Our internal communications strategy was refreshed in 2021 to drive enhanced employee engagement. Part of the strategy was to focus more on showcasing our people, share more Village activities, and allow all employees to submit their own stories, alongside important management updates. The refreshed strategy is focused on a quarterly group wide newsletter called 'The Village Voice' where the managing director and regional heads provide updates, and stories from around the group are shared.

These stories are also posted to Yammer to foster further engagement and sharing between newsletters. During a time of social distancing and working from home, the connection between staff is of the utmost importance. While face-to-face communication diminished, the use of digital platforms like town halls and Yammer increased.

Yammer, being a Facebook-like style (internalised) platform gives teams the opportunity to share experiences and appreciation for others in the company. Many games and challenges have come from Yammer like voting on your favourite pumpkin carving, or the early 2021 US fitness competition Commit To Be Fit. The platform also allows for introductions to new staff from across the globe, which contributed greatly to togetherness, while not in-person, being felt all around.

Yammer was launched at CLV in 2019, and in 2021 all regions were bought together into a single group wide platform to further enhance employee communication and engagement.

Town Halls happen once or twice a year to keep employees connected and informed on the Group operations of the business. Town Halls this year included guest speaker Davina Rooney, CEO of the Green Building Council of Australia on driving sustainability initiatives in the business, colleagues from all regions and video submissions from Villages across the Group. Employees are invited to submit questions before and during the Town Hall which are answered live during the town hall.

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4.0 Governance

Governance Focus

Commitment to Compliance

2021 has seen significant progress towards delivering on our compliance commitment.

Achievements:

- Implemented a values-based Code of Conduct that must be followed by all employees.
- Enhanced our compliance framework and system, aligned to ISO 19600, ensuring responsible individuals are aware of their compliance obligations and provided with practical guidance to fulfil these obligations. Oversight is maintained through transparent attestation and reporting.
- Ensured prompt identification and reporting of compliance risks, incidents, and issues, with compliance performance monitored and reviewed at all levels of management, and by the Board.

Risk Management

Risk management, including health and safety risk, is the responsibility of all employees. The function is led by the Group Risk Executive who directly reports to the Group Managing Director and CEO, and is overseen by the Board.

The CLV Risk Management Framework methodology is consistently applied across the Group, and in each region, to all strategic, operational and contractual business objectives, ensuring senior executive management and Board focus is on our priority risks. In 2021, we implemented a Group wide incident management and reporting system, with centralised oversight. The executive management team completes weekly reviews of all material incidents to ensure any systemic issues are identified and corrective actions are taken. CLV maintains a comprehensive Group wide insurance program which is reviewed annually.

Business Continuity

Never has our business continuity planning been more comprehensively tested than during the pandemic. Throughout the last two years, all our villages have responded swiftly and have adapted to the evolving situation to ensure we continue to operate, service and support our residents 7 days a week. Our Crisis Management Team led by the Senior Executive Team continues to meet weekly to oversee COVID-19 compliance and ensure operational teams are equipped to continue their operations with minimal disruption.

Emergency and continuity planning and preparedness is a crucial element of our business resilience framework. Emergency preparedness and risk mitigation to support continuous operations and evacuation protocols are reviewed and tested regularly, with further training provided where needed.

For example, areas in which we operate that are most impacted by severe weather are Texas, Louisiana and Missouri. During 2021, our operations experienced two extreme weather events: the Texas winter freeze and Hurricane Ida in New Orleans. Our team's preparedness ensured the safety of our people and minimised business interruption.

Online Training

Our On-Line Learning Academy (OLA) using the SAP Litmos platform, provides opportunity for all our people to strengthen their knowledge base on an individual basis.

The OLA is used to support the roll-out of all Group Policies, along with relevant training and education, selected to align to our specific policy requirements. Examples of Group policies rolled out include Diversity & Inclusion, Modern Slavery, Respect in the Workplace, Whistle Blower, Fair & Transparent Business Practises, Cyber Security and so on.

In addition to this, the company is shortly due to launch its inaugural Financial Acumen Programme for senior managers, which will be hosted on the OLA.

The OLA is also used for bespoke in-region training and courses have been developed in relation to our Villages to support on-boarding, health and safety, use of company systems e.g., StarRez and other Village processes and procedures.

The OLA Content Library includes a global library of over 900 courses in a range of topics including specific mandatory or legislative requirements for all regions, as well as managerial courses that our employees can use for self-development purposes.

Whistleblower Policy

The revised Group Whistleblower Policy has been in place for over 2 years. It is currently being refreshed to take into account the relevant legislation in each region. Additionally, a more specific policy has been developed for Australia, given the specific in-country compliance requirements which are different to other regions.

Whistleblower training has also been completed in Australia in line with the regional policy. The training included the Board and other managers; and was designed to ensure management are knowledgeable and familiar with how to deal with disclosures that may be made to them in accordance with the legislative requirements.

A Whistleblower Case Management system is to be implemented to support the Group Whistleblower Policy and other similar types of disclosures. The system selected will enable independent and anonymous reporting of incidents, which if received, can then be managed through a confidential Case Management process. The system chosen will be implemented in early 2022 and will be compliant with in-region legislation relating to reporting and management of disclosures.

Cybersecurity and Data Privacy

We continue to manage cyber security through multiple control measures. At a fundamental level, we have antivirus software running on all desktops and laptops, and we also have network firewalls for emails and web traffic. Our Village assets operate through secured network devices such as Meraki. All staff who use our ICT platforms are expected to undertake cyber security awareness training at least 3 times a year. This training is managed through our learning management systems (LMS) and can be undertaken by staff at their own pace. We also perform three pen tests each year (one each in ANZ, US and UK) and remediate reported vulnerabilities which are deemed material.

In FY21, our CLV ICT department put a significant amount of effort into cybersecurity and data privacy. Our information and communications technology team developed a security framework for CLV, conducted a penetration test and remediation, and performed a PII/GDPR compliance scan and remediation. The ICT team conducted its annual penetration test in FY22, and because of the previous year's work, they were able to achieve a significantly higher ranking within the test.

CLV also contracted with Varonis to conduct a data risk assessment, which included searching for personally identifiable information (PII) and General Data Protection Regulation (GDPR) information on the servers. The test was carried out in November and December of 2020, and the results were published in December. The results of the scan revealed that many files contained personally identifiable information (PII), credit card data, OAIC, GDPR/CCPA, and HIPPA information.

Staff identified and remedied the information printed from the report in the fourth fiscal quarter of FY21 and the first fiscal quarter of FY22. The file permissions were fixed, and best practice policies were distributed to the CLV Information and Communications Technology department.

While considerable progress has been made in technology and processes, the CLV network continues to have significant areas of technology gaps, which has resulted in the company having a severely compromised security posture in FY22. The goal for FY23 is to continue to invest in technology, processes, and staff development to build on the successes of the past year and move forward with the future.

The third and fourth quarters of FY22 will be devoted to the remediation of the previous penetration test and the evaluation of the network. Furthermore, the company's information technology department will conduct a data risk assessment of the company's storage devices to determine what can and cannot be done with them.

In addition, the department will conduct an infrastructure audit on all hosts that are connected to the CLV network in the fourth quarter of FY22. The goal is to compare the standard documents that outline where each piece of equipment should be located with the actual locations of each piece of equipment.

In order to assess the effectiveness of their cybersecurity measures, the CLV Information and Communications Technology department will continue to conduct a penetration test once a year.

Modern Slavery Statement

In March 2021, we released our first ever Modern Slavery Statement. CLV continues to work on the identification of Modern Slavery practices, including risks present in business operations and within the supply chain. We recognise that we have a responsibility to effect change through the choices that we make throughout procurement. We approach our suppliers with phased questionnaires and have developed a scoring mechanism to identify the significance of any risks found. In the event that modern slavery is identified, CLV investigates using alternative suppliers.

Modern slavery training was mandated for all staff across the group, helping to actively screen our suppliers on various levels and to identify and report on modern slavery risks.

In FY23, we will undertake a review of the methods used to identify the key risk areas in our supply chain across our operating platforms.

The CLV Employee Code of Conduct, issued this year, includes our policy statement on Human Rights. This commitment we have made to managing modern slavery risks relating to our people and suppliers is supported by a suite of CLV policies and training packages including Respect in the Workplace, Fair & Transparent Business Practices, Diversity and Inclusion, and our Health and Safety policies. During 2021 we reviewed our Whistleblower Policy, along with the systems and procedures that support it. This governance program, along with all CLV staff completing mandatory Modern Slavery training, underpins our commitment to ensuring our people understand our shared responsibilities, the rights of individuals, and their obligation to 'speak-up'.

Reconciliation Action Plan (RAP)

At CLV we are pleased to begin our journey with Reconciliation Australia through the adoption of a Reconciliation Action Plan (RAP) and a commitment to strengthen ties and build relationships with Aboriginal and Torres Strait Islander people. We hope the development of our RAP will improve our understanding, promote diversity across our office and accommodation sites, and encourage respectful relations within our community and its surrounds with Australia's First Nations Peoples.

In 2021 we introduced Acknowledgements of Country in email signatures across Australia to show respect for frst nations cultures, increase staff awareness around diversity and continue to encourage a connection with Aboriginal and Torres Strait Islander peoples.

Campus Living Villages acknowledges the Traditional Owners of the land on which we work, the Wallumettegal of the Dharug Nation. We pay our respects to Elders past and present.

Other reconciliation activities include:

- The UNSW village engaged the assistance of the Nura Gili Indigenous Program Unit from UNSW and the First Hand Solution Aboriginal Corporation. Traditional elders and the village team collaborated on the garden project development. This collaboration saw the planting of a range of native plants including Chocolate Lily, Creeping Saltbush, Grevillea Lanigera Lutea, Bush Mint, Muntries, Native Thyme, Tall Midgen Berry, Finger Lime and Native Ginger.
- Murdoch University Village has hosted regional and rural students over vacation periods in collaboration with Murdoch University, student edge and the Kulbardi centre to give the students a feel for university studying and living through a variety of residential life programs.
- We have named every building at our Griffith University Village site after fitst nations elders.
- A donation was made to support the KOORI KIDS INC Christmas appeal, a Sydney-based support group.

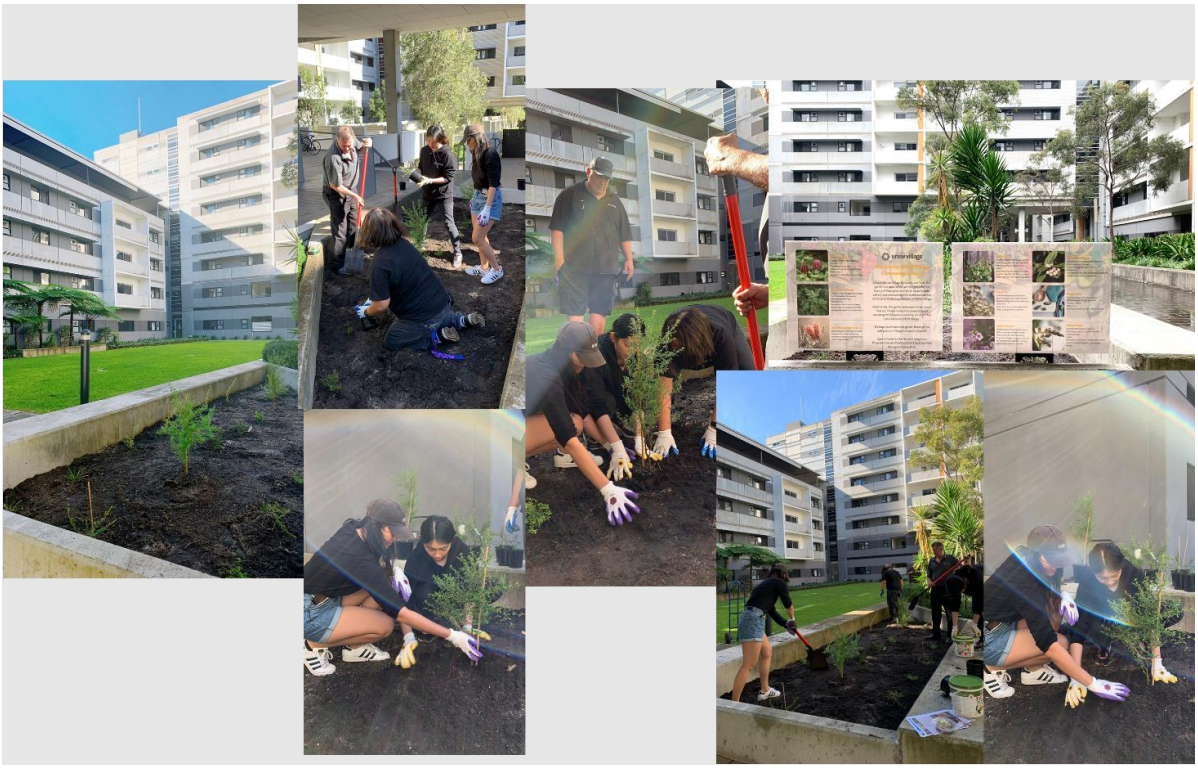

Image: Native garden at UNSW Village.

The US region works alongside various institutional partners that support diverse cultural groups. The University of Texas at San Antonio is one such institution that is a Hispanic Serving Institution (HSIs). It is a public institution of higher education with 25% or more of total undergraduate Hispanic or Latino full-time student enrollment. University Oaks, a village on the campus of UTSA, is committed to embracing, celebrating, and educating its residents about the rich Hispanic Identity of the institution and communities served. The staff are committed to positioning Hispanic students for growth, leadership, and success in line with UTSA's Hispanic Thriving vision, and in line with this initiative the village hosts at least one program every month dedicated to Hispanic Heritage. They also provide tours and marketing materials in both English and Spanish for visiting Hispanic families.

Image: Resident Assistant Eva's Diade los Muertos Celebration Program

Sustainable and Ethical Procurement

Conducting business in a sustainable and ethical manner is fundamental to CLV, and our Code of Conduct guides our individual and collective approach to this. One such guide is that team members are expected to always select and treat our suppliers fairly and objectively. One key control in ensuring capex projects and contracts of material importance are vetted properly is requiring our teams to solicit at least three comparable bids before a supplier is chosen. Prior to the commencement of work, suppliers are required to execute CLV Service Work Authorisation (SWA) contracts that require the suppliers to:

1. Comply with applicable national, state, and local laws.
2. Adhere to all safety protocols, rules, and regulations required by CLV.
3. Treat all current residents, prospective residents, their guests, and our team members in a fair and professional manner.

All SWAs are reviewed and approved by multiple levels of leadership, including the General Manager, onsite facilities team, and corporate team. Ultimately, our aim is to ensure that the way business is conducted throughout the entire procurement process conforms to our own standards and is legally compliant.

In FY21 as part of our commitment to being an environmentally responsible organisation, we made changes to our standard operating procedures. All communities switched to using compostable trash bags for waste, allowing the materials to fully break down into natural elements. In addition to this effort, team member uniforms and attire began being sourced through vendors that offer sustainable clothing options. Such clothing includes fabrics that are eco-friendly and could be sourced from fibre crops, recycled materials, or made with more sustainable practices including less water or ecofriendly dyes. The attire will only be sourced from vendors who pass the Modern Slavery assessment.

Mentoring Program

The "It Takes A Village" mentorship program aims to mix the new team member training with ongoing village support. During what has been named "the great resignation" our team understands that creating an atmosphere of support is key in retaining a good team. With the many platforms used on village grounds, onboarding can be an intimidating process, but with this mentor program, a new team member is matched up with a mentor. The mentor trains the new teammate one-on-one until the mentor feel confident the teammate can carry out their duties. The mentorship program is not only a helpful resource for onboarding, but these mentors are the go-to's when it comes to day-to-day questions. In turn, this has alleviated many IT tickets.

As more in-depth training occurs for new village staff, the team expects to see a material impact on leasing. The ultimate goal is to support one another and create engagement. We know that with more engagement, comes more profitability, and importantly, employee retention.

Scholarship assistance for residents

The Australian state and federal governments offer a number of grants and scholarships to help students with their studies, many of which directly fund and support their accommodation. Collateral and communications have been created to help ensure these support options are provided to students and educate on where and how to access them, and our CCV team regularly remind eligible students of their support options.

Examples include the Tertiary Access Payment Schemes which provide financial support to students who are moving from outer regional or remote areas for tertiary study. Rural and Regional Enterprise Scholarship (RRES) and Destination Australia Scholarship.

In conjunction with Southern Cross University, CLV implemented a residential scholarship program providing up to six months of free accommodation at SCU Village for international students studying at Southern Cross University.

US Region Scholarship assistance for international students and other similar programs report that the fiscal impact of COVID-19 has been vast. Programs have been established to assist those struggling financially. In the US, several of our villages established accounts with rental relief assistance programs to accept rental aid which helped pay rental dues for our residents. At University Oaks, our village serving the University of Texas at San Antonio, staff worked with the City of San Antonio, Texas Rent Relief, and the Higher Education Relief Funds to provide residents with the information on how to apply for rental relief aid. The effort and initiative of the University Oaks team brought about $270,000 in rental relief aid which helped to retain residents. Other villages such as Urban Academic Village and Cambridge Oaks both in Houston, Texas , serving Texas Southern University and the University of Houston Main Campus also worked with rental relief programs such as Baker Ripley, Catholic Charities and Houston Rental Assistance Program, leading to $50K in rental relief aid.

Another program also established by University Oaks at UTSA was Free Food Wednesdays held during February of 2021, originally set-up to provide aid to international students during COVID-19 in which students could come to the clubhouse to get free groceries. The program was so successful that it was expanded for all residents and a total of 10,000 meals were distributed.

CLV Employee Engagement Survey

We are pleased to confirm that we completed our third Employee Engagement Survey in 2020 for FY21, using an external provider, Willis Towers Watson.

Our sustainable engagement score increased to 75%, a slight increase on the score achieved in the previous years' survey.

Out of the 17 categories reported, 14 have also seen improvement, with notable increases in Sustainability (up 7 points), Wellbeing and Safety (up 5 points) and Diversity and Inclusion also improving by 4 points.

The survey supports and reinforces the important work we have started and are continuing, across all areas as summarised in this report, and shows that the passion we have for sustainability is also being recognised by all our people.

Our employees report that we are doing a good job of integrating sustainable business practices into day to day working (as outlined in the CLV Environment section) as well as acknowledging that we are an environmentally and socially responsible company.

Participation levels in our Innovation Boot Camp and Keen to be Green initiatives were high, and several excellent ideas were presented including:

- New features to be integrated into the redesign of the website and student app, e.g., room comparison, multiple ways to tour villages, save room preferences and email them to yourself, parents FAQ's.
- Green 'living' walls. These installations are an eye-catching way to quite literally 'go green.' Living walls improve air quality, provide thermal insulation, and provide connection to nature for our residents.
- A neighbourhood cleanup was organised in conjunction with the San Francisco Department of Public Works to promote resident engagement and awareness of everyday litter. This is an outstanding resident life activity to support our built and natural ecosystems.

We are proud to have such an eco-conscious cohort of employees, wishing to further our sustainability agenda.

The support provided to our people throughout the COVID-19 pandemic is reflected with high scores in relation to the company caring about employee wellbeing, comfort in the ability to report safety concerns and knowing that these concerns are taken seriously and acted on.

We look forward to the results of the FY22 Employee Engagement Survey, which we are confident will provide further evidence of our ongoing passion for the ESG agenda.

We're in this together

We are committed to doing the right thing now and into the future, ensuring that today's students grow into a world that is sustainable, fair, and resilient. Our residents, our people, and our partners share a common passion to drive change in our Villages, the broader campus community, and beyond. We welcome collaboration and innovation as we move forward on this critical journey.

To provide feedback or collaborate with CLV on our ESG journey please contact us via:

John C Schroder - Group Managing Director and Global CEO - john.schroder@clv.com.au
Louisa Scott - Group Sustainability Manager – louisa.scott@clv.com.au
Karthik Nagabhyru – Sustainability Analyst – karthik.nagabhyru@clv.com.au

campus living villages

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2022