

# Building a better future.

*Sustainability Strategy  
Annual Statement  
May 2022*



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# A message from our Chief Executive

The global climate and biodiversity emergency are edging ever closer to the point of no return. This places us unequivocally at the start of a necessary transition to become a sustainable global community. It's a period where businesses must rethink the new normal and redefine what industry leadership is. We must therefore act now, act together and act quickly.

Thinking differently isn't new to us. It's been the foundation of everything we've done since 1981 when we built the UK's first integrated retirement community in Cranleigh, Surrey.

We've sought to establish an approach that avoids the company contributing further to this crisis whilst maximising the creation of value to our residents, staff, supply chain, investors and to wider society. We're proud to launch our sustainability strategy within this report which clearly sets out our objectives and targets, built around three core pillars: planet, circularity and social.

***We're resolute in our intent to make a real and lasting positive difference. We're determined that this is not simply seen as rhetoric. Our words are being followed by very clear actions that will allow us to realise those ambitions.***

We recognise that we're on a journey, one which we can't take alone. We must navigate this together with all our stakeholders to create meaningful lasting impact. We're determined to set a market leading strategy, and it's our intention to work with and inspire others to realise our ambitious vision for the future.

***Will Bax***  
*Chief Executive*  
*Retirement Villages Group*



*We are setting a market leading strategy which we constantly aim to exceed.*

**Systematic change.**

**A new standard for best practice.**

**Leveraging industry collaboration.**

**Maximising positive impact.**



**Tim Seddon**  
*Executive Director,  
Development*

*We need to be ahead of the game and make a serious contribution to reducing climate change right now. If everyone plays their part, no matter how small, we can be secure in the knowledge that not only have we started to make a real difference in the way we live, but we are also ensuring that the next generation can look forward to a positive future.*

*This is just the beginning. Our ambition is large and growing. We embrace new technologies and learnings. We share our ideas with others. We want to, and will, make a real difference together.*

# Leaders of the journey to Sustainability

We create positive life choices for older people – built on community, wellbeing, and flexibility. We strive to support people to live their best lives for longer, while ensuring the planet, and our healthcare system, offer the same opportunities to future generations.

## Our role as sustainability leaders

We pride ourselves on being leaders in the retirement living sector, driven by a clear purpose to create exemplar places, whilst respecting the environment, our residents and the local community. We embed this purpose across the 16 communities and 1,500 self-contained homes we operate across the country.

In 2017 we were acquired by AXA IM Real Assets, global leaders in real asset investments, on behalf of their clients to provide long-term sustainable investment in retirement living. Supported by AXA IM we've ambitious plans to deliver over 5,000 new homes across over 40 new sites in the next ten years making housing more accessible to a wider group of older people.

As we upscale our business we will shape ourselves as sustainability leaders within our industry. Avoiding further contributions to global carbon emissions, working to amplify biodiversity, revalue resources and enable our communities to thrive. We strive to decouple our growth from the climate and biodiversity emergency and work towards becoming a regenerative business.

To be leaders we must not only demonstrate best practice but work with our stakeholders and peers to accelerate the required systemic change and acceleration towards sustainability. One of the ways we're doing this is by working closely with the built environment's leading charity for sustainability, the UK Green Building Council. We're Gold Leaf members of this industry spanning network and driving change as one of the Social Value Programme Partners.

## Botanical Place, West Byfleet: The highlights

We've committed to build the UK's **1st whole life net zero carbon retirement community**.

We've saved **700 tonnes of carbon** by looking at alternative materials for construction.

We'll **reuse 95% of materials onsite** and have donated landscape structures to improve the setting of the local rail station.



Fountain View, West Byfleet.

# Our Sustainability Strategy

We're launching our sustainability strategy at a time when the urgency to respond to the climate and ecological emergency grows exponentially. Beyond the financial case for adapting our approach there's a moral imperative. The actions we take, when added together with those of the industry as a whole, amount to meaningful change.

Our strategy is a blueprint that'll reshape us as a sustainability leader within our sector. The strategy enables us to take a holistic approach across three core pillars of sustainability: planet, circularity and social. Under each pillar we've set objectives and targets that'll enable us to drive meaningful sustainable outcomes and systemic change for our business, residents, supply chain, investors and wider society. At the same time, we see this as an opportunity to return economic, environmental and social value.

Whilst this isn't a standing start for us, we're at the beginning of our journey. Throughout this transition we recognise the fundamental requirement of us to engage with our key stakeholders and enable real change together.

This is an evolving document, which proactively responds to increasing demands for sustainable and responsible operations. As we attain the targets we've set, we'll replace these with new, more ambitious, ones keeping us at the forefront of leading industry action.

## Planet



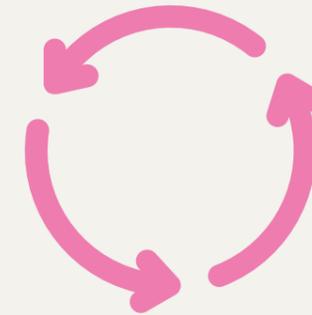
### We'll become a regenerative business

We'll be net zero carbon on our operations by 2030.

Our supply chain will be net zero carbon by 2030 and we'll support our residents to be by 2035.

We'll regenerate biodiversity up to 20% across all communities by 2025.

## Circularity



### We'll design out waste from our communities

We'll operate within a circular economy by 2025.

We'll construct and deconstruct within a circular economy by 2030.

We'll support our residents to embrace circular economy principles by 2030.

## Social



### We'll support the social and economic vitality of our local communities

We'll champion quality employment and provide local learning and development opportunities for all our communities.

We'll partner with local business placing them at the centre of our procurement strategy by 2025.

We'll create cohesive communities and integrate with existing ones.

# Planet

We've set ambitious decarbonisation objectives which will halt our contributions to climate change across the operation of our existing and future communities. In parallel to this we'll significantly regenerate biodiversity across our communities, going well beyond legal requirements, to amplify the multifaceted value nature provides.

## **Planet objective 1: We'll be net zero carbon on our operations by 2030.**

We're integrating the latest thinking on carbon reduction strategies into our business as usual approach. This includes procuring all grid electricity under our operational control from green tariffs as soon as contractually possible.

We're also targeting whole of life net zero operational carbon on all new developments. Practically, this will mean taking measures such as not installing any fossil-fuel driven systems (e.g. gas hobs); using passive design measures that minimise energy demand; and offsetting annual residential emissions.

To tackle the carbon emissions associated with the physical structure of our communities, we'll offset all up front embodied carbon from the construction of our development at practical completion. By establishing a longer lead in time we can prioritise operational carbon reductions within the existing portfolio of communities.

## **Planet objective 2: Our supply chain will be net zero carbon by 2030 and we'll support our residents to be by 2035.**

Reflecting the fact the climate emergency requires immense collaboration, we'll work with our supply chain and residents, encouraging their transition to net zero. All new developments will use an internal carbon price aligned to industry best practice and Government recommendations. The fund created will then be used on our existing portfolio of assets from appropriate voluntary offset markets with the remainder used to fund decarbonisation initiatives elsewhere.

## **Planet objective 3: We'll regenerate biodiversity up to 20% across all new communities by 2025.**

We're responding to the biodiversity emergency by ensuring we not only mitigate our impact on the natural world but leave it in a better state than we found it. We're going beyond the Government's upcoming 10% biodiversity net gain requirement for new developments by targeting up to 20% biodiversity net gains across our entire portfolio of new developments and existing communities.

Additionally, we'll surpass the Government's mandatory 30-year maintenance period to cover the whole of the asset's lifecycle, retaining the biodiversity and its multifunctional benefits indefinitely.



*Nature trail at Gradwell Park, East Sussex*

# 2021 Key achievements

We will build the UK's first whole life net zero carbon retirement community at West Byfleet. The scheme will follow the UK Green Building Council's framework for assessing net zero carbon where all carbon is reduced as low as feasibly possible, and any remaining carbon is offset. We're committing to a super insulated façade with triple glazing, air source heat pumps and enough photo voltaic panels to effectively power 17 homes in the development over the course of the year.

As part of our strategy, we'll apply an internal carbon tax on the embodied carbon, the proceeds of which will be ring fenced for a decarbonisation fund, to invest in our existing portfolio of 1,600 homes. The forensic approach to understanding the emissions generated by the construction process will create a saving of over 700 tonnes of embodied carbon through the identification of alternative low carbon materials. We're already planning to extend the number of schemes covered by the carbon tax to recent land acquisitions at Tunbridge Wells and West Malling. We'll also look to roll this approach out to other schemes already on our books, e.g. Boughton Heath, Chester.

The funds generated will prioritise the transition of our existing communities to net zero carbon, for example, to move away from fossil fuel heating. We're currently reviewing opportunities at Cedars (Chorleywood), having just completed a net zero study. Alongside this we've commissioned net zero studies on both Castle (Berkhamsted) and Lime Tree (Rugby).



## BOTANICAL PLACE, WEST BYFLEET HIGHLIGHTS

Our solar panels will generate as much as **67,000 kw hours** of electricity per year.

All the apartments will be **50% more energy efficient than homes built today.**

**20% electrical vehicle charging points** for residents' cars.

***“It’s encouraging to see Retirement Villages Group commit to the UKGBC’s Net Zero Carbon Buildings Framework Definition for West Byfleet and future developments. Make no mistake, achieving net zero carbon for construction and maintaining this for energy in-use lifts the bar on expectations for developers. Investing in a transition fund to accelerate wider decarbonisation of RVG’s portfolio is additionally commendable.”***

*Julie Hirigoyen CEO, UKGBC*

## GENERAL HIGHLIGHTS

Internal price of embodied carbon set at £70/tonne CO<sub>2</sub>.

For assets under management **100% of energy procured is on a green tariff.**

We are on track to create **110% biodiversity net gain at Botanical Place, West Byfleet, and 21% at Boughton Heath, Chester.**

# Circularity

To overcome the environmental impacts, lost value and embodied carbon associated with waste, we're recalibrating our approach to resource use. To achieve this, we're embedding circular economy principles into our operation of existing communities, within the construction of new communities and in collaboration with our residents. Through these principles, we'll decouple our day-to-day activities from the consumption of finite resources by designing out waste.

## **Circularity objective 1: We'll operate within a circular economy by 2025.**

We'll establish clear and robust recycling processes across our communities and eliminate the consumption of single use plastics in operations through strict procurement policies. To prevent materials depreciating, we'll maximise opportunities to buy and sell materials and products for reuse. This will ensure resource value is retained and lifespan extended, both contributing to revenue generation and cost savings.

## **Circularity objective 2: We'll construct and deconstruct within a circular economy by 2030.**

Our approach to circularity extends to new developments. We've set targets around the way we will construct and deconstruct schemes. To prevent construction waste going to landfill, we'll engage with waste management partners, ensuring the lifespan of resources continues after our use.

To increase our use of products and materials utilising circular economy principles in construction we'll set standards with our key suppliers, creating opportunities such as reuse and products as a service.

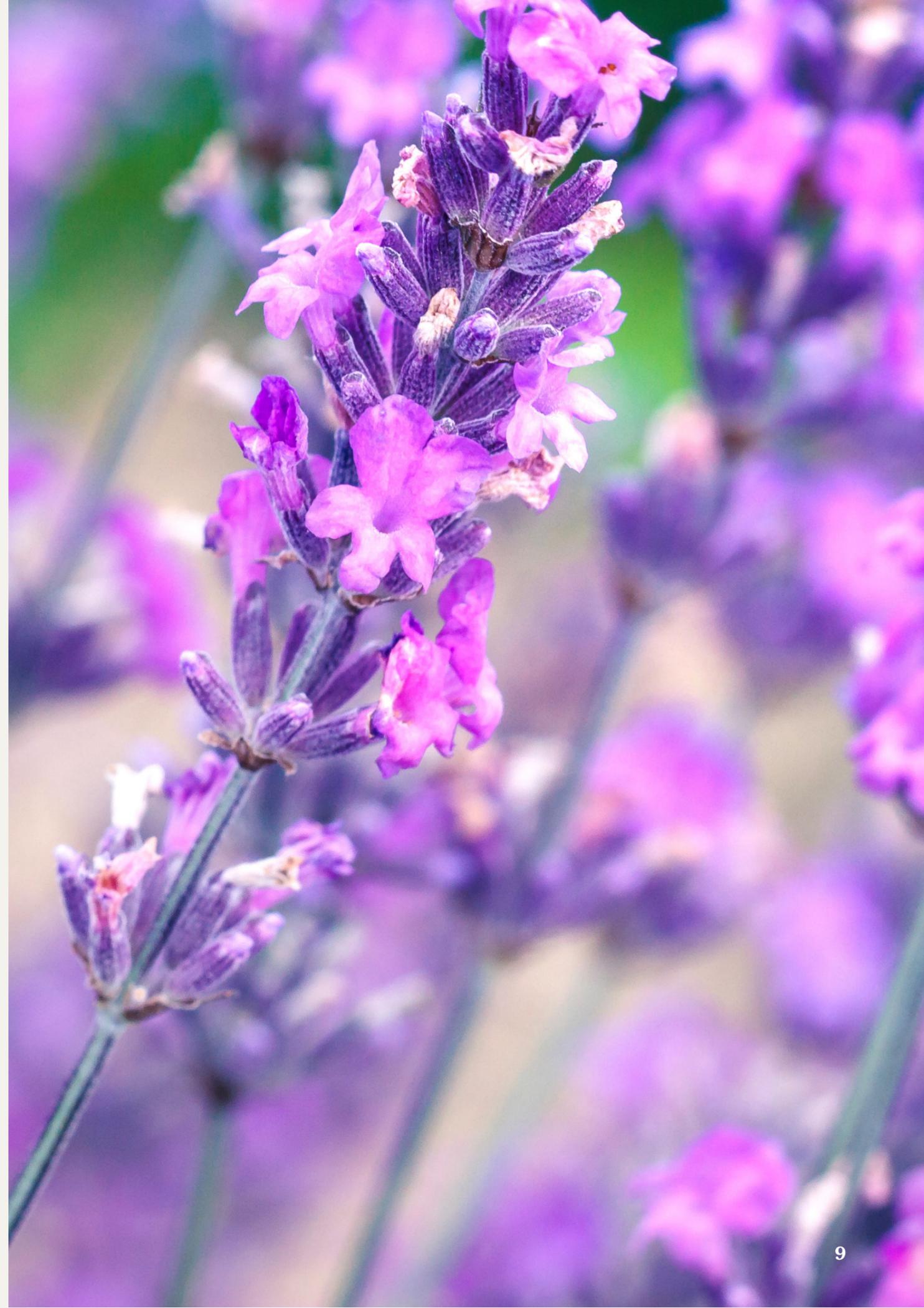
Additionally, as in operations, we'll maximise opportunities to buy and sell materials and products for reuse. This could extend to use of Building Information Modelling (BIM) to create material passports that plan for the second life of resources. This will encourage communities to be designed for disassembly at the outset, ensuring the value of resources are retained and accessible.

## **Circularity objective 3: We'll support our residents to embrace circular economy principles by 2030.**

We also have an opportunity to collaborate with our residents, supporting them to embrace circular economy principles through the services we provide, the design of communities and the leases that they enter with us. Initially we'll work with waste providers to maximise recycling rates across all communities, diverting waste from landfill through more efficient use of resources.

We'll initiate the creation of waste free communities for our residents, providing onsite zero waste functions. By making waste free alternatives the easiest option for our residents we can maximise the likelihood of instigating behavioural change.

Green leases will be established with our future residents, acting as a mutual agreement to undertake specific responsibilities driving more sustainable occupation of properties; for instance, reducing waste generation and making water efficiency gains.



## 2021 key achievement

During the demolition phase of the 1960's office building Sheer House at our development in Botanical Place, West Byfleet, we removed existing street furniture such as benches, street signs and post boxes and provided them with a second life by ensuring they are reused elsewhere. We've also arranged for the much-loved concrete planters to be given a new home and they are now being looked after by Southwestern Railway at the town's main station.

To further support the retention of resource value onsite during this phase, our demolition contractor Squibb Group was able to achieve the aim of recycling 95% of materials. They achieved this by carefully demolishing the existing 1960's office building, assessing all the different component materials and determining which could be wholly or partially preserved.

*“Recycling materials throughout the project is an important value for us. The move of the planters from our site to West Byfleet railway station, a focal point of the town, is a chance for us to action that value and to share what happens behind the hoardings with the wider community. We look forward to continuing this initiative throughout the project and seeing many more materials recycled.”*

*Terry Unitt  
Senior Project Manager, Retirement Villages Group*

*“Since launching last year, the West Byfleet Community Gardening Group has been working hard to transform West Byfleet into a haven for wildlife. We're delighted that Retirement Villages Group has been able to donate the planters, which will now be cared for by the local community.”*

*Rebecca Bradshaw  
West Byfleet Community Gardening Group*

### HIGHLIGHTS

At Botanical Place, West Byfleet, we'll **reuse 95%** of the materials from the existing building's demolition.

At Debden Grange, Essex, we've established a **pop up eco refill service** to reduce single use plastics.



# Social

We're applying a holistic approach to sustainability, one which extends beyond environmental aspects to provide ongoing positive social and economic impacts. As constructors and operators of integrated retirement villages we've an important role to play. We don't take this role lightly; we'll ensure the provision of the highest standard of later living by enabling our residents, and the communities they join, to thrive. We'll also support the healthy growth of local economies. To do this, we're embedding a local approach, championing quality employment, creating opportunities and partnering with local businesses.

## **Social objective 1: We'll champion quality employment and provide local learning and development opportunities for all our communities.**

To drive the continual development of a committed and effective workforce, we're targeting an uplift in the quality of employment and local learning and development. For example, we'll ensure that all employees are paid the Real Living Wage as a minimum. Further, to ensure a continual stream of young talented employees we'll aim for 5% of our workforce to be either apprentices, trainees or graduates. This will support continual learning and development and promote the generation of new ideas and ways of working. Building on our commitment to diversity and inclusion, we'll close our gender pay gap, going beyond Government and market expectations. This ambition will progress women into more senior roles and establish a more diverse and effective leadership team.

## **Social objective 2: We'll partner with local business placing them at the centre of our procurement strategy by 2025.**

Local business are the engines of economic growth and prosperity. We aim to maximise the impact we can have on local communities and economies by setting a strategy that will increase the number of local businesses we work with. The net result being that our communities and developments will boost local employment and economic activity, subsequently supporting the growth of more prosperous communities. We'll also work to reduce the distance food is being transported by working with local suppliers. This will have the added benefit of reducing the carbon emissions associated the food consumed on our communities. To ensure we direct our spend into local economies, we'll commit to working with local small and medium sized enterprises (SMEs).

## **Social objective 3: We'll create cohesive communities and integrate with existing ones.**

We'll create cohesive interconnected communities. Creating a greater sense of communal and individual belonging adds value not only to our residents but to the lives of the local community. We'll work towards this objective by establishing community engagement plans, considering the local contexts and opportunities. This will be supported by encouraging employees to volunteer 1% of their contracted hours on community activities, enabling them to embed themselves within the community and provide support where it is needed.

To fully immerse our communities into the local area, we'll increase the year-on-year number of visitors to each community. To support the success of this and stimulate local interest, we'll host community events each quarter.



Charters Village, West Sussex

# 2021 key achievement

Woking College art students completed a mural for site hoarding, taking inspiration from the town's rich local history in essential oils.

A click and collect service for the library has also been established to retain essential services to the community, while the new library prepares to open adjacent to the new development.

At Park Place (Boston) a group called Knit & Natter has been formed by the Village Manager, Louise Smith. Staff, residents and family members are coming together to knit blankets for premature babies at Pilgrim Hospital Neonatal Unit. The residents have found this helps keep social connections with their neighbours.

Our new schemes will be designed and constructed to meet the highest 3-star 'Fitwel' standard, which is used to measure a user experience of living in a new building. This will enable wellness of employees and residents to be prioritised within the design, development, and operations.



The site hoarding around Botanical Place, West Byfleet displays a botanical mural



First Annual Statement Retirement Villages Group

## HIGHLIGHTS

Woking College art students create **botanical mural** for the site hoardings at Botanical Place, West Byfleet.

Staff and residents at Park Place, Lincolnshire, are **knitting blankets for the pilgrim hospital neonatal unit**.

Debden Grange, Essex, **rehoused the local post office** in a scheme to ensure a vital community benefit was not lost to the town.

Debden Grange  
Post Office

# Holding ourselves accountable

We'll review and update our sustainability strategy to keep it relevant for our business and stakeholders, whilst proactively responding to changing trends and expectations for sustainable and responsible operations. As we attain the goals within our strategy, we'll set new ones to keep us at the forefront of leading industry action.

We're committed to transparency, and so aim to disclose our performance against all targets on an annual basis. We're establishing a clear and robust reporting process, which will enable us to keep track of our performance and communicate regularly to our stakeholders. To ensure timely and accurate disclosures we'll seek independent third-party verification for future reporting.

Throughout this process, we recognise that it's fundamental to keep awareness among our key stakeholders, enabling a systematic change to achieve our objectives and targets by 2030. We aim to continue engaging and strengthening collaboration with our partners.

## Baseline Analysis

As part of this commitment, we've undertaken a baseline analysis, which sets the seeds for tracking and disclosing against our strategy. The purpose of this exercise was to better understand our current position and identify critical risks and opportunities, ultimately aimed at focusing our efforts and interventions.

## Scope

The data covered in the analysis spans over a three-year period between 2017 and 2020 to enable an observation of trends in performance under a business-as-usual model.

Initially, a Data Gap Analysis was prepared on all 27 of our targets, across all developments and communities providing an understanding of our existing reporting practices.

The findings from this initial exercise subsequently informed the number of targets for inclusion in the Baseline Analysis. At the time of this process, each of our communities and new developments were at different stages in establishing their reporting capabilities, as such only a small sample of data collected was deemed robust and conclusive enough to enable a vigorous analysis. On this basis, only seven targets were assessed in-depth, which form the core of this report. These seven targets span across all three pillars and cover seven out of the nine objectives defined in the strategy. The summary findings can be found in Table 1 and the full results are detailed in the appendix.

Table 1.

	Objective	Target	Performance
Planet	We'll be net zero carbon on our operations by 2030.	We'll procure all grid electricity for sites where we have operational control from green tariffs at the next contract renewal point.	100% of grid electricity consumed by assets under management are on a green tariff.
	We'll regenerate 20% biodiversity net gain on new developments either onsite or using donor sites at existing villages by 2025.	We'll regenerate 20% biodiversity net gain on new developments either onsite or using donor sites at existing villages by 2025.	66% average planned change in biodiversity units across Chester and West Byfleet developments.
Circularity	Operate within a circular economy by 2025.	We'll eliminate single use plastics from our operations by 2022.	To reduce the spend on single use plastics at village level by at least 50% YoY
	Support our customers to embrace circular economy principles by 2030.	We'll work with our waste providers to maximise recycling rates across all our villages from 2022.	79% of village waste recycled by weight at Elmbridge Village
Social	We'll champion quality employment and provide local learning and development opportunities for all our communities.	We'll close the gender pay gap by 2025.	18.6% mean pay gap -12.8% median pay gap
	We'll partner with local business placing them at the centre of our procurement strategy by 2025.	We'll reduce our Food Miles for our F&B operations in villages and measure their contribution to our overall carbon footprint on an annual basis from 2023.	8,248 miles per village 5,811 kgCO <sub>2</sub> e per village
	We'll create cohesive communities and integrate with existing ones by harnessing the potential of our employees and customers.	We'll run a community event on each of our villages per quarter and monitor the number of visitors engaged from 2021.	13% of villages run community events each quarter

## HIGHLIGHTS

For assets under management **100% of energy** procured is on a green tariff.

We're on track to create **110% biodiversity net gain at Botanical Place, West Byfleet and 21% at Boughton Heath, Chester.**

# Planet

## Objective: Be net zero carbon on our operations by 2030

**Target:** We'll procure all grid electricity for sites where we have operational control from green tariffs at the next contract renewal point.

The results of our baseline analysis indicate that all communal spaces across existing communities have been migrated to a high quality green tariff.

**Key focus:** We'll now start to educate and influence our residents in moving private energy supplies to green solutions.

## Objective: We'll regenerate biodiversity up to 20% across all new communities by 2025.

**Target:** We'll regenerate 20% biodiversity net gain on new developments either onsite or through the use of donor sites at existing communities by 2025.

Across our next two developments the average estimated biodiversity net gain created by completion will be 66%. However, this is only indicative, representing an estimate of the post-construction outcome. Further assessments will be undertaken to determine the biodiversity net gain delivered.

**Key focus:** Creating biodiversity action plans for all existing communities.



## We'll become a regenerative business

Objective	Target	KPI	Target	Current Performance
<b>We'll be net zero carbon on our operations by 2030.</b>	We'll procure all grid electricity for sites where we have operational control.	% of grid electricity consumed by assets under management on green tariffs.	100%	100%
<b>We'll regenerate biodiversity up to 20% across all communities by 2025.</b>	We'll regenerate 20% biodiversity net gain on new site developments either on-site or through the use of donor sites at existing communities by 2025.	Average % change in biodiversity units across all new developments.	20%	66%



# Circularity

## Objective: Operate within a circular economy by 2025.

**Target:** We'll eliminate single use plastics from our operations by 2022.

The results of the analysis are showing only the current performance for a single community [Cedars Village].

Our target is to operate free from single use plastic and measure progress against this goal by tracking our spend on single use plastic. We'll implement a procurement policy that bans single use plastic items in operations and includes the automated tracking of spend.

**Key focus:** COVID-19 has made this target more challenging and has already led to an increased rate of spending. Ensuring infection control within our communities without single use plastic will require us to innovate and procure more responsibly.

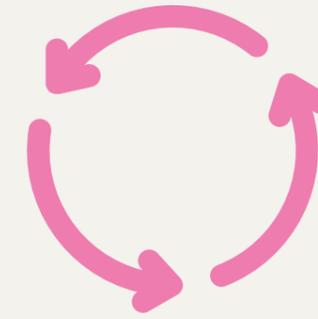
## Objective: Support our residents to embrace circular economy principles by 2030.

**Target:** We'll work with our waste providers to maximise recycling rates across all our communities from 2021.

The results of the analysis are showing a performance of 79%, representing only Elmbridge Village.

**Key focus:** Collecting waste data from residential properties was challenging at the time of the analysis. To overcome this, we intend to work with local authorities, and other waste management partners, to access more information and data on the waste recycled. Furthermore, we intend to introduce waste segregation and compost bins across all existing communities.

Additionally, we'll seek to achieve higher rates of recycling across our communities by engaging with our residents and the local community.



## We'll design out waste from our communities

Objective	Target	KPI	Target	Current Performance
<b>Operate within a circular economy by 2025.</b>	We'll eliminate single use plastics from our operations by 2022.	£ spent on single use plastic items in operations per capita.	£0	£7,360 [Cedars Village]
<b>Support our customers to embrace circular economy principles by 2030.</b>	We'll work with our waste providers to maximise recycling rates across all our communities from 2021.	% by weight of community waste recycled.	100%	78.84% [Elmbridge Village]

**Notes:**

Data was only available for Cedars Village and Elmbridge Village respectively.

Source data could not be provided; data was approximate based on refuse collections.

Recycling data only available for 2019-20 period.



# Social

**Objective: Champion quality employment and provide local learning and development opportunities for all our communities.**

**Target:** Close the gender pay gap by 2025.

The data analysed for the gender pay gap is for April 2020 and there was a 33% female staff representation. The positive mean and negative median are caused by many female staff employed part time in the middle of the pay scale.

As part of our commitment for a more diverse workplace, we'll deliver staff training that encourages best practices around closing the gender pay gap.

By modifying the recruitment and training process, remuneration practices and careers development policies, we'll seek to accelerate the closure of the gender pay gap.

**Objective: Partner with local business, placing them at the centre of our procurement strategy by 2025.**

**Target:** We'll reduce our food miles for our F&B operations in communities and measure their contribution to our overall carbon footprint on an annual basis from 2022.

The results of the analysis are showing the miles covered and the associated carbon emissions for Charters, Debden Grange,

Elmbridge and Mayford Grange. We recognise the challenge, linked to the aspirations to measure emissions from our supply chain, however we intend to accurately monitor and report food miles on an annual basis.

**Key focus:** Our aim is to deliver staff training and work with local businesses, while encouraging procurement practices that reduce food miles and associated carbon emissions.

**Objective: Create cohesive communities and integrate with existing ones by harnessing the potential of our employees and customers.**

We'll run a community event on each of our communities per quarter and monitor the number of visitors engaged from 2021.

The results of the analysis are showing the local community events and visitors engaged per community. The output is based on information provided for three communities and are mainly estimates based on community diaries.

**Key focus:** We'll develop a plan for each community identifying how we're better able to integrate and support the wider local needs.



## Supporting the social & economic vitality of our local communities

Objective	Target	KPI	Target	Current Performance
We'll champion quality employment and provide local learning and development opportunities for all our communities.	We'll close the gender pay gap by 2025.	% Gender pay gap – Full-time employees.	£0	19% mean -13% median
We'll partner with local business placing them at the centre of our procurement strategy.	We'll reduce our Food Miles for our F&B operations in villages and measure their contribution to our overall carbon footprint on an annual basis from 2022.	Food Miles and associated carbon emissions for F&B operations in villages per capita.	Year-on-year improvement	8,248 miles per village 5,811kgCO2e per village
We'll create cohesive communities and integrate with existing ones by harnessing the potential of our employees and customers. <sup>1</sup>	We'll run a community event at each of our communities per quarter and monitor the number of visitors engaged from 2021.	% of communities running a community event each quarter and the number of visitors engaged as part of these community events.	100%	13%

Notes:

<sup>1</sup>Data only available for Avonpark, Elmbridge and Lime Tree.





*“It’s important that we all support and champion our internal teams, the supply chain and our customers, to make a real and lasting impact. We have an ambitious strategy, which we can deliver, with hard work and realising great ideas. Our annual survey showed that 92% of our customers are in support of our sustainability goals, who if empowered, can achieve amazing things and bring that incredible number up, even more.”*

**Nick Jones**  
Operations Director

For more information on our sustainability strategy or community activity, please get in touch with your contact at RVG or email:

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RETIREMENT  
VILLAGES



A part of AXA IM Alts