



# greenprint

SUSTAINABILITY  
REPORT

2020



## Our ESG Vision

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

Courage | Collaboration | Communication | Commitment | Compromise | Care

# Introduction from the Group Managing Director and CEO

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

This is our inaugural Sustainability Report, and we are pleased to outline our commitment to ESG and how CLV will contribute to reducing our impact on the environment, how we respect and nurture a positive and diverse working culture for our people, how we deliver a safe and enjoyable community for our residents and how we actively demonstrate good corporate social responsibility.

In a year, when the social fabric of our society changed, we quickly implemented the highest level of health and safety practices throughout the Group minimising the impact of Covid-19 on our customers and our staff. We innovated our award winning residential life program to ensure we could virtually continue to deliver enriching experiences and supportive communities, while remaining open and operational, providing a home for all our residents.

In a year of firsts, we also submitted our inaugural GRESB survey, resulting in CLV achieving our first Green Star, a milestone I am immensely proud of. The results from this report guide our ongoing approach and commitment to continuous ESG improvement.

Our Keen to be Green staff sustainability initiative, resulted in a raft of sustainable initiatives being undertaken across the Group, from Village gardens, composting and waste reduction, to rain-water tanks and Sustainable Fairs, our people's commitment to reducing our environmental impact is humbling. I am pleased to advise that we have rolled out fully compostable rubbish bags, standard across all our Villages, and by June 2021, all our Village staff will be proudly wearing ethically sourced, sustainable uniforms.

Extensive work has been undertaken to ensure the business is complying with Modern Slavery legislation. A full audit of our procurement processes and a risk assessment of our suppliers has been completed, and we have built in new contractual clauses for new supplier agreement. Any supplier who presents undeniable modern slavery risk will be excluded from our supply chains, ensuring an ethical approach to procurement across the Group.

We are proud to share our 2020 progress and our strategic roadmap for 2021 and beyond and we look forward to continuing our momentum to ensure a sustainable future for CLV.



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



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# 1.0 Commitment

# ESG at CLV

ESG provides CLV the opportunity to become a change leader in the student accommodation industry and nurtures forward thinking and innovative solutions for our residents, our people, and our partners. Clear demand from our customers and our people to provide a sustainable environment is at the core of why we are committed to embedding ESG into the DNA of CLV.



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



The way we organise, regulate, and disclose.



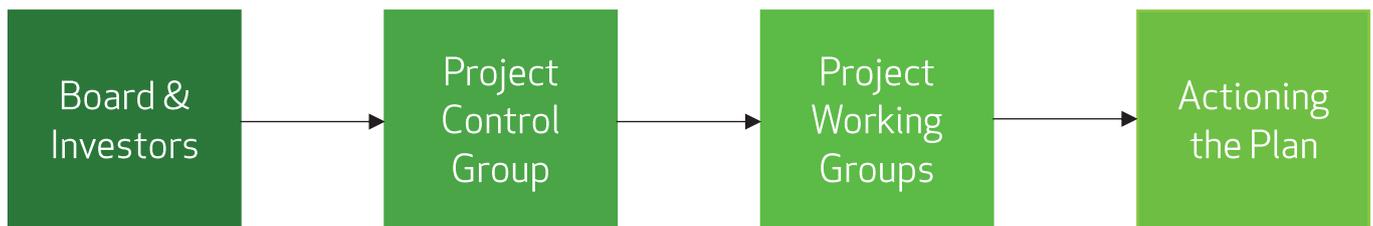
Creating end to end value for our residents, our people, and our partners.



## Our Framework

Our framework guides areas of focus, both short and long term. The ESG Project Structure consists of the Project Control Group (PCG) to ensure oversight and alignment with broader business objectives while a designated Project Working Groups (PWG) for each ESG dimension supports the delivery of strategies and actions.

This structure allows for seamless interaction and communication at all levels of the business.



# Our Resources

ESG issues have quickly become a critical area to be addressed across the business, and relevant resources have been allocated, implemented, and sourced to ensure the efficient delivery of strategy.

Key staff appointments in 2020;

**Justine Cooper** – Group Head of Sustainability

**Daniel Reinhard** – Sustainability Analyst

Environment, Social, and Governance strategies are present across the full breadth and depth of our business, and as such we have established working groups to facilitate integration and action. This means drawing on the knowledge and experience of staff across all business functions, maximising synergies and minimising cost – ensuring continuity and momentum.

We are in the process of utilising a combination of the **Oracle Netsuite** and **PowerBI** platforms to track and report environmental impact statistics.

Marketing and promotional materials are provided by external parties like **GRESB** and the **Green Building Council of Australia** to assist with enhancing the visibility of ESG across the business.

Finally, our ESG strategy benefits every day by the most valuable resource, **our people**. Staff show enthusiasm and engagement to enhance outcomes... because it's the right thing to do.



# Creating Value

Integrated ESG strategies – as unique and agile tools – are capable of addressing key business objectives and risks, while driving new value for stakeholders. Through our framework, we are able to maximise synergies between emerging ESG work and existing business functions, with the ultimate goal of underpinning corporate strategy with a natural focus on sustainability.



# 2020 Year in Review



## 2019 EY Materiality Exercise

Gap analysis to identify material issues and guide strategic development.



## Keen to be Green Competition

Celebration of World Environment Day on June 5. Group wide competition received 38 submissions.



## Environmental Data Analytics

Collected and analysed energy, water, and waste for FY19 (baseline) and FY20 to measure carbon footprint.



## Durham Mount Oswald

New Village opened at Durham University (ranked #4 UK 2021) in September. Includes 288 MWh solar installation, intelligent energy monitoring, and filtering reed pond. Expected to receive BREEAM Excellent rating.



## GRESB Real Estate Assessment

Inaugural response submitted and final results received.



## Modern Slavery Framework

Modern Slavery framework implemented across Group including Human Rights policy to address risks in operations and supply chains.

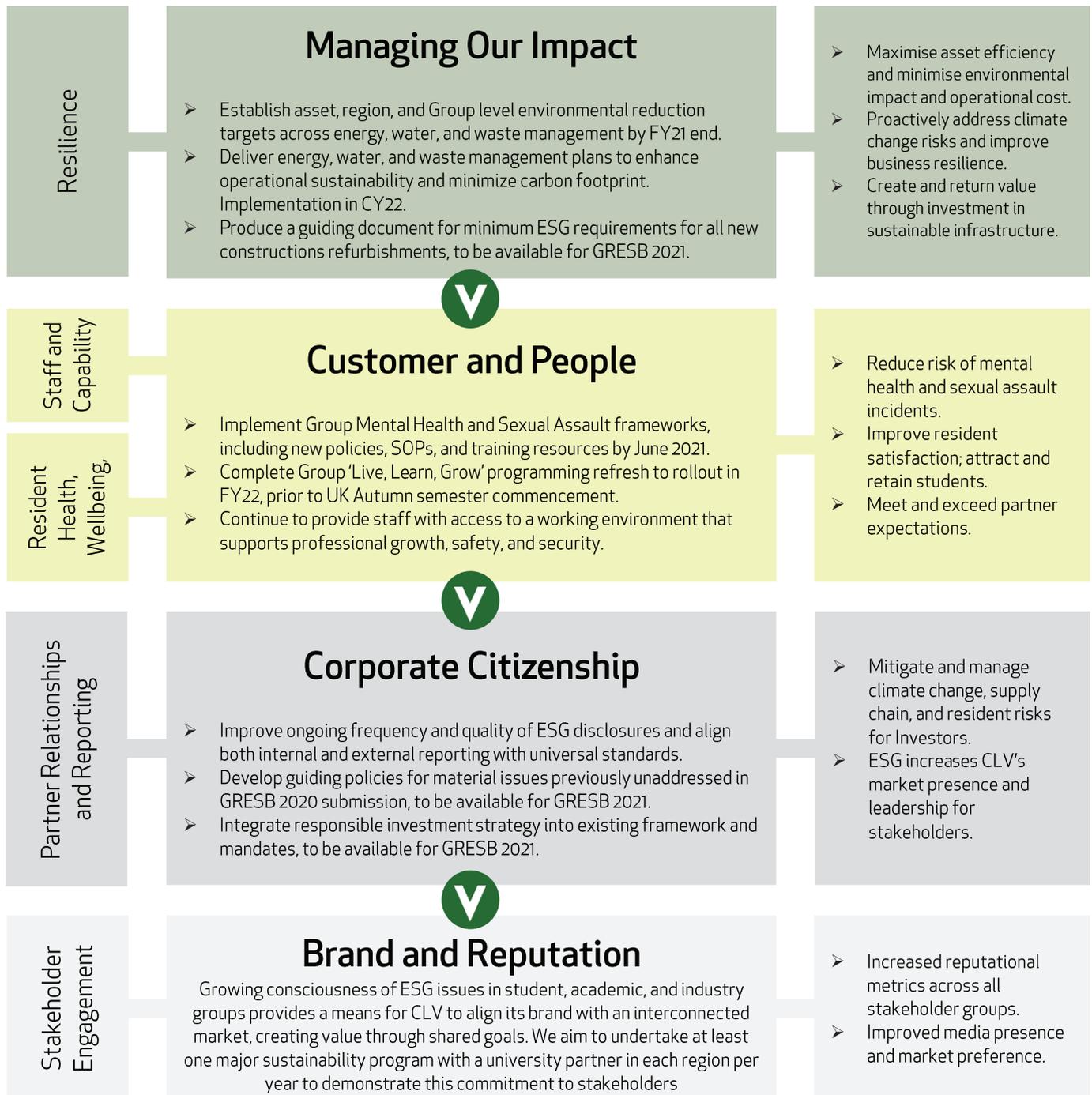
In 2020, we continued to engage with the Green Building Council of Australia, and will look to connect with the equivalent bodies in the United States and United Kingdom in the near term. There is significant value to be derived from the opinion, advice, and direction of designated ESG groups such as these councils as our approach matures.

Another promising opportunity was the open letter to universities sent in September 2020, which highlighted our ESG strategy to University partners and opened dialogue for collaboration. To date, we have had several meetings with our partners on how we can enhance sustainability in our Villages across the Group.

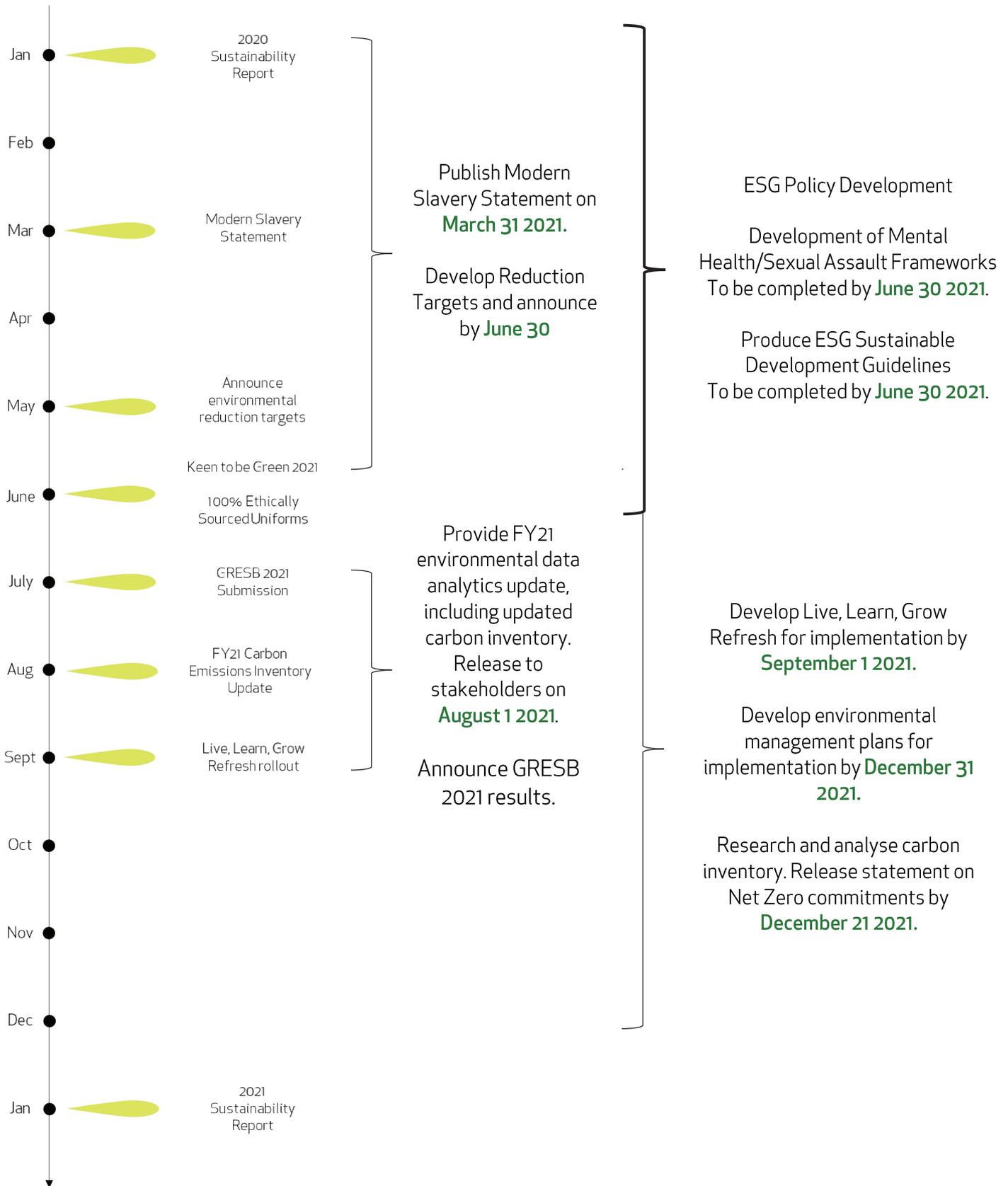
2020 has been a year of extremes, and has reinforced the need for sustainable, resilient, and forward thinking practices – now more than ever.

# 2021 Strategic Roadmap

Our strategic roadmap for the next 12 months and associated action areas aims to approach key business objectives through the lenses of environmental, social, and governance solutions. As highlighted by our framework and SDG mapping, this ensures success is continuously built upon.



# Key Milestones for the Future



# GRESB

The Global Real Estate Sustainability Benchmark (GRESB) is one of the leading assessments for real estate ESG performance. It measures and benchmarks ESG across management, performance, and development factors, providing participants with business insights, strategic guidance, and relative performance against industry peers.

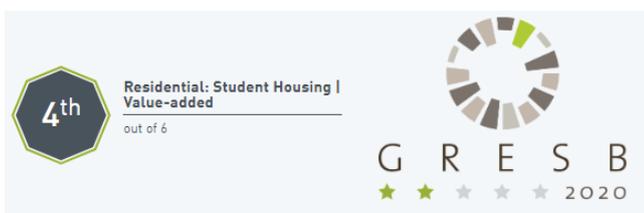
It is a valuable communication platform for conveying real ESG decisions to investors and stakeholders. In 2019, GRESB had over 1000 real estate participants in more than 60 countries, representing USD 4.1 trillion in gross asset value. CLV is proud to have submitted its inaugural response on July 31 2020, becoming a member of a worldwide network of ESG oriented businesses.

This inaugural submission marked the completion of the first phase of our ESG strategy, and has already provided clarity on where our efforts and resources are best allocated to produce meaningful results.

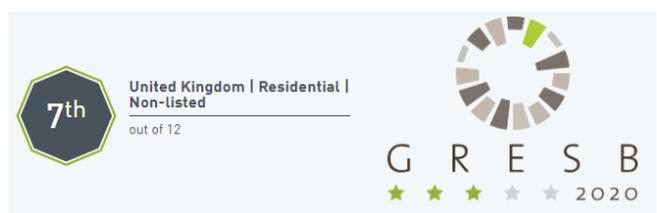
We are proud to announce our final results for 2020 below. These results are a 'Green Star' outcome and showcase outstanding performance for a first-year participant. GRESB is the cornerstone of our work, and as we move forward, we will continue to incorporate it into our broader business evolution as part of our dedication to adopting and staying abreast of emerging ESG trends.

In 2021 we will also aim to complete the GRESB Resilience module alongside the Real Estate assessment so as to survey the long term transitional and physical risks that may impact our assets, customers, partners, and general business as a consequence of climate change.

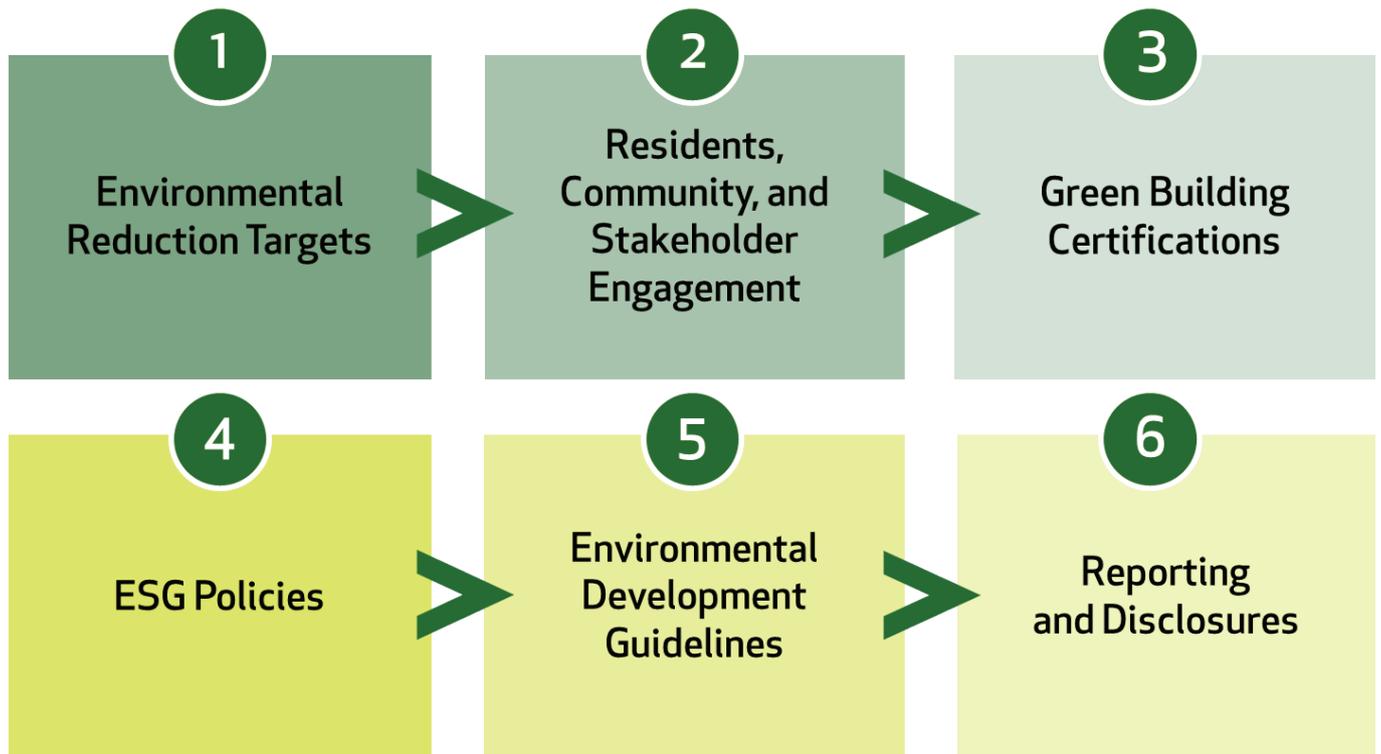
## Standing Investments



## Development



# GRESB 2021 Strategic Action Areas



The above six indicators are key actions from the GRESB results, either to materially improve the overall score or maintain existing strengths. They are central to our ongoing strategy and 2021 results.

In 2021, we aim to improve upon the scores and ratings achieved in 2020. Progress towards leadership in our peer group will be a primary focus.

There is a significant opportunity for CLV to emerge as a leader in the ESG space for the PBSA sector. PBSA companies are generally underrepresented in ESG property benchmarks and GRESB is a comprehensive platform for addressing challenges that face the industry and boosting brand recognition.

Our ESG framework will support the delivery and communication of the above strategic objectives in this year's GRESB submission and beyond. Working groups will use the GRESB assessment indicators above to streamline work and meeting requirements.



# United Nations Sustainable Development Goals

Our ESG strategy is aligned with the United Nations SDGs providing a universal standard to aspire to. As CLV moves forward, the SDGs will be integral to our strategy, targeting global initiatives, disclosure, and collaboration. This report also serves as our public commitment to progressing the SDGs on a local and global scale, wherever possible.



Engaging through the SDGs will support active partnership between CLV, students, Universities, and investors while also materially improving engagement through GRESB and other industry initiatives.

By utilising this common language we will also further align ESG with our business objectives, producing results that make sense not only for CLV but for our stakeholders and communities as well. This is how we aim to drive value through sustainability.

As an owner and operator of predominantly on-campus PBSA across four countries, we also respect the contributions of many of our University partners to the Times Higher Education Impact Rankings which measure the performance of tertiary institutions against the UN SDGs. It is promising to see the activity and commitment shown in this space across the higher education industry.



# Partnerships for the Future

CLV recognises and appreciates the engagement offered by our partners, and will focus on expanding these opportunities across many areas of our business. It is important to communicate our successes and overcome challenges together.



## Residents

More than 35,000 young people call one of our Villages home every year, and it is this group that we aim to serve every day. Our ESG strategy is designed to support residents as they grow, and to ensure that the world they inherit is fair, resilient, and sustainable. Young people are key partners for innovative solutions.

## Our People

Everyone is a sustainability champion – this is the mantra we have promoted over the past 12 months to integrate ESG into our DNA. We support our people to make sustainable choices and the positive relationships produced by this mindset are central to ongoing success and brand recognition.



## Our University Partners

CLV shares a unique relationship with more than 45 tertiary institutions across the globe. Universities are thought leaders in the sustainability space, and we are excited to partner with many of these institutions to plan and deliver sustainable solutions for on-campus experiences.

## Industry

Engaging with participants across the PBSA and broader property sectors has helped influence our approach to ESG, both locally and on a global scale. There are lessons to be learned from engaging with our industry counterparts to progress a sustainability agenda through sharing best practice and investment in technology and infrastructure.





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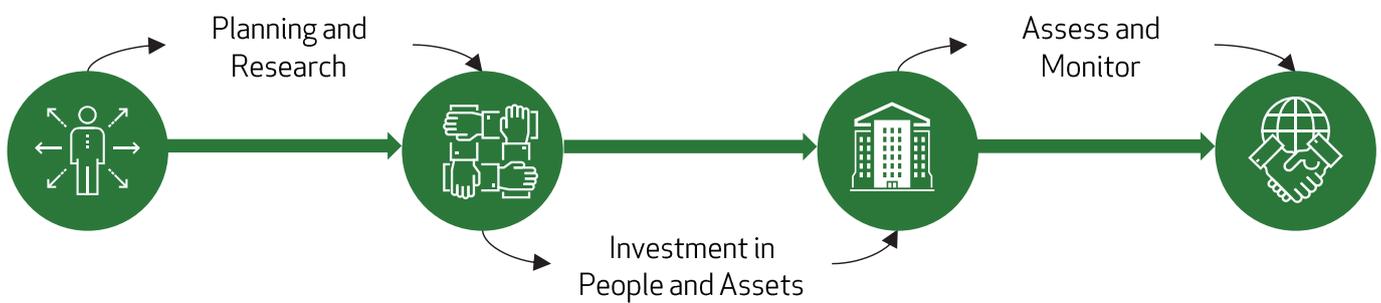
# 2.0 Environment

# Environment Focus

Being environmentally conscious involves championing sustainable communities, consuming and producing responsibly, and taking clear climate action. This vision has been built into CLV's DNA and forms a cornerstone of our future focus strategy.

The environmental working group brings together teams across Facilities Management, Development, Health, Safety and Operations to interrogate the current environmental impact of our portfolio, and what can be changed to minimise our carbon footprint.

In 2020, we achieved a comprehensive understanding of the existing features in our Villages that support our sustainability strategy and which features must be removed or updated to reduce our impact. Given the current limitations of COVID-19, we also investigated process changes to guide our work in the future, ensuring that capital expenditure makes sense and produces material change.



In 2021, we will action small scale 'quick wins' by investing in the next level of sustainable alternatives at our Villages such as automatic meter reading devices and sensor equipped lighting. An example that has already been achieved, is providing our residents with re-usable water bottles upon arrival to limit water and plastic wastage. Carbon neutral mobile plans and recycled stationery are also in use or under consideration in our corporate offices. By investing in these alternatives, we will reduce our carbon impact in FY21 and beyond.

What have we achieved?	What are we working on?
<p style="text-align: center;"><b>Sustainability Audit</b></p> <ul style="list-style-type: none"> <li>&gt; Final audit report and matrix complete.</li> <li>&gt; Purpose is to identify strengths and weaknesses to inform initiatives and investment opportunities.</li> </ul>	<p style="text-align: center;"><b>Targets (3-6 months)</b></p> <ul style="list-style-type: none"> <li>&gt; Set targets based on internal data.</li> <li>&gt; Consideration of 'net zero' commitments.</li> </ul>
<p style="text-align: center;"><b>Keen to be Green</b></p> <ul style="list-style-type: none"> <li>&gt; Winning entry of Keen to be Green competition.</li> <li>&gt; Phase 1 is 100% compostable bags, complete by December 31.</li> <li>&gt; Phase 2 is 100% sustainable and ethical uniforms by June 30 2021</li> </ul>	<p style="text-align: center;"><b>Resource Management Plans (12 months)</b></p> <ul style="list-style-type: none"> <li>&gt; Establish GHG, energy, waste, and water management plans including: SOPs for staff, resident engagement tools, and policies.</li> <li>&gt; Structured approach to meeting and exceeding reduction targets.</li> </ul>
<p style="text-align: center;"><b>Environmental Data Analytics</b></p> <ul style="list-style-type: none"> <li>&gt; FY19 and FY20 environmental data collected and analysed.</li> <li>&gt; Automated solution for data reporting configured using Netsuite and PowerBI platforms, roll out planned for H1 2021.</li> </ul>	<p style="text-align: center;"><b>Future focus (long-term)</b></p> <ul style="list-style-type: none"> <li>&gt; Capital budgets and business cases – only spend where it makes sense.</li> <li>&gt; Renewable energy solutions – purchasing or JV.</li> <li>&gt; Environmental development guidelines – 'one stop solution' to provide toolkit for integrating sustainability into future projects.</li> </ul>

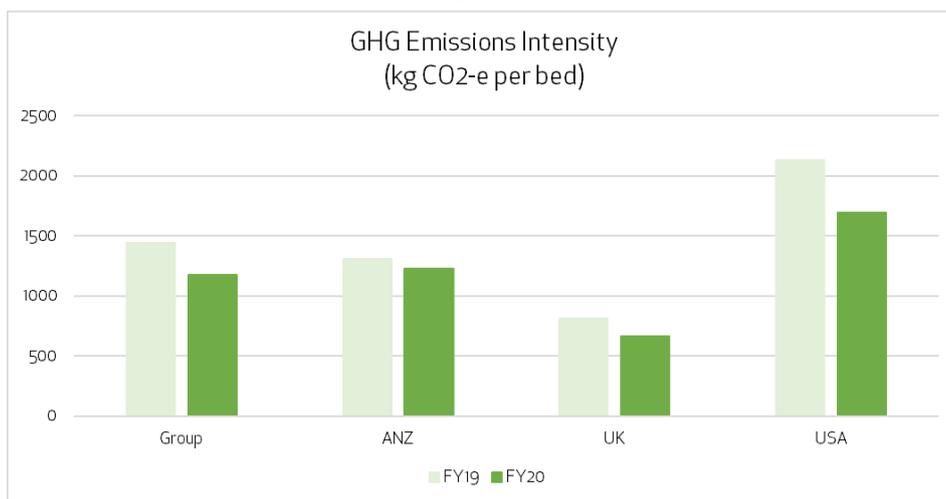
# Measuring Our Impact

A core component of our sustainability strategy has been environmental impact reporting. This involves the collection and analysis of energy, waste, and water usage data to better understand our carbon footprint.

Our environmental impact fell in FY20 compared to FY19 across all areas. **Figures A and B** respectively showcase greenhouse gas emissions and electricity and gas usage for FY19 and FY20, calculated on a per bed basis at a whole company level, inclusive of both owned and managed beds. This method accounts for changes in the portfolio composition and mix of assets or bed numbers, but absolute impact has also fallen.

A primary driver behind the reduction in electricity and gas usage, and consequent reduction in our Scope 1 and 2 emissions across all regions, was the impact of COVID-19 on occupancy levels and increasing vacancies. However, electricity and gas usage were already trending at or below baseline levels prior to the onset of the pandemic, indicating the effectiveness of initial sustainability solution and awareness programs.

**Figure A**



**Figure B**

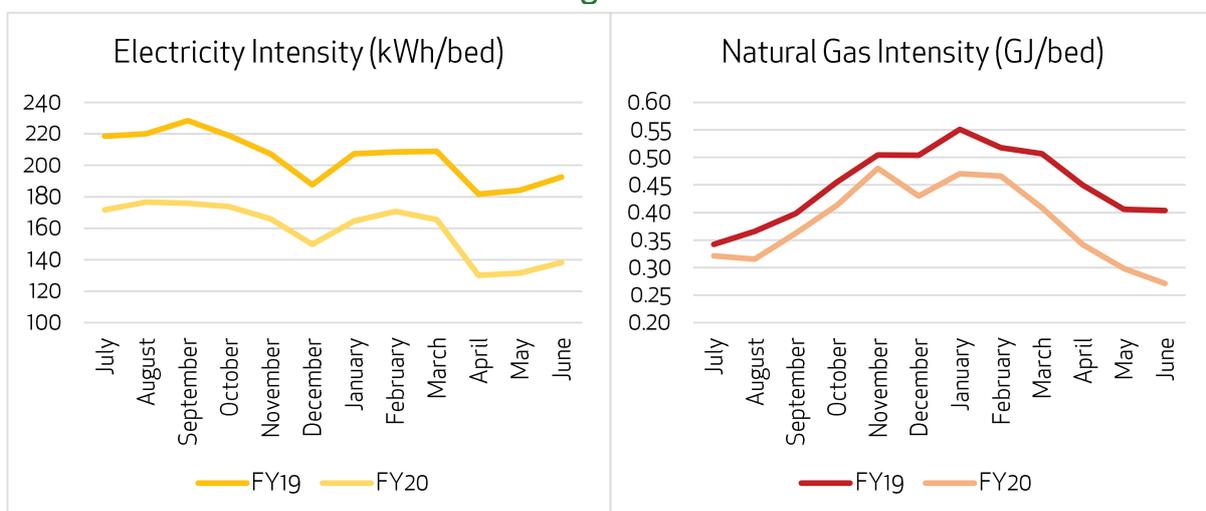


Figure C

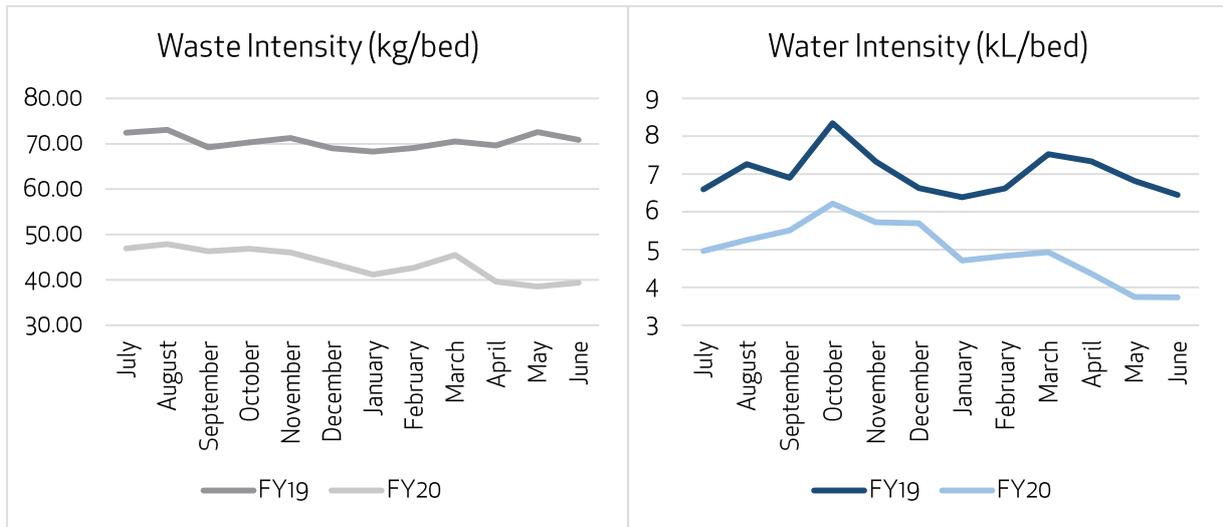


Figure C highlights waste and water usage intensity over FY19 and FY20 calculated on a per bed basis at a whole company level, inclusive of both owned and managed beds. Although the impact on Scope 1 and 2 emissions is minimal, waste and water management are critical to a holistic sustainability strategy.

Waste output was dramatically reduced in FY20 due to the availability of more accurate data from the UK, reducing the amount of inaccurate estimation. In general, waste output remained in line with FY19.

Falling water usage was driven by COVID-19 vacancies but also the continued underlying movement towards sustainable solutions, such as the widespread adoption of free shower timers. Another positive trend is the ‘smoothing’ of water usage over the year, indicating fewer leaks and wastage periods.

As we move into 2021, data will remain at the heart of making informed decisions regarding investment in green technology, capital projects surrounding renewable energy, and switching to sustainable alternatives for day-to-day business operations.

## Road to Net Zero



A critical priority is to establish environmental impact reduction targets across the business as a direct response to data reporting and analysis. It also encompasses the consideration of universal industry commitments such as net zero by 2050.

Setting these targets will be a phased approach;

1. Short Term: set initial estimates based on FY19 and FY20 analysis, normalised against COVID-19 impact.
2. Medium Term: monitor performance against targets after 12 months and reassess accordingly.
3. Long Term: involve scientific basis to produce integrated targets from real data and research opinion.
4. Ongoing: commit to and engage on universal net zero and environmental impact reduction initiatives.



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3.0 Social

# Social Focus

Our business is our residents, students who are embarking on their higher education journeys. CLV aims to create a thriving Village culture that enables residents to live, learn, and grow. Our staff are empowered to support the wellbeing and diversity of our future leaders. It's more than just a room. Our approach to the social stream of ESG aims to address two core elements – customer experience and brand recognition.

## Customer Experience

We understand that students, now more than ever, require support across all areas of academic, personal, and social growth while they stay on campus in our Villages. Throughout 2020, we undertook extensive research and planning into how we will elevate our community approach in 2021 to provide a refreshed, thriving variant of our successful 'Live, Learn, Grow' programming model. Further to this, we seek to formalise our position on the issues of mental health and sexual harassment, showcasing 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.

## Brand Recognition

We have identified the opportunity to enhance brand recognition through positive community engagement and contribution. By engaging with students, staff, and partners in 2020 through satisfaction surveys and focus groups, we were able to identify areas of improvement for our stakeholders and customers.

Development and continuing use of key metrics to monitor our progress will be inherent in each one of these strategies to ensure our projects create lasting, highly visible value.

### What have we achieved?

#### Live, Learn, Grow Questionnaires

- Questionnaire covering resident life, wellbeing, diversity, safety and security, and staff support.
- Input from GMs, VMs, Community Managers, and RAs.

#### Research and Planning

- Collating research and materials already complete through previous initiatives, committees, and strategy groups.
- Annual Resident Surveys to understand commonality of themes and customer sentiment

#### Competitive Analysis

- Competitive and market research undertaken to understand different approaches to social issues; focus areas include programming outcomes, digital/innovation, and staff engagement.

### What are we working on?

#### LLG Refresh (6-9 months)

- Deliver a refreshed framework with a continuation of LLG as USP, flexible delivery of 'Learn' and 'Grow' programming, redefine student outcomes, leverage university relationships, revisit V1 program, and support staff. Innovation, digitization, and technology are core considerations.

#### Mental Health Framework (6 months)

- Delivery of 'CLV Cares' Group Mental Health framework.

#### Sexual Assault Framework (6 months)

- Delivery of 'Project Care' Senate SHJ Group Sexual Assault action plan.

#### Future Opportunities for Brand Recognition

- Scholarships and integrated – learning/working opportunities.
- Charitable engagement.

# Our Residents, Our People, Our Partners

As evidenced by the evolving landscaped caused by the COVID-19 pandemic, the student learning experience is forever changed, and we must ensure we are doing everything we can to meet the needs of our residents and University partners. Further, adaptation is critical to providing our staff with the training and support they need to deliver an effective customer experience.

2020 has offered the opportunity to refresh our existing offerings and introduce new ways of thinking to our Villages. To support our customers and partners, we must also support our staff by designing our strategies to cater to their unique Villages.

- **Scholarships:** financial support in the form of targeted scholarships will support diversity, and wellbeing, particularly for disadvantage groups like indigenous and rural students.
- **Working Opportunities:** exciting opportunities exist to offer select residents the chance to come onboard and work with our ESG team on key projects and get firsthand experience.
- **Technology:** adopting new technology such as smart security features or a mobile app will support delivery of the customer experience and streamline operations for staff.



## CLV Spotlight: COVID-19 Response

Our response to the COVID 19 pandemic was rapid and delivered direct support to our staff and residents. Health and safety procedures were implemented immediately, minimising the impact of this pandemic across all our Villages. Our residential life program continued virtually to ensure our residents remained connected and supported. Weekly Crisis Management Team Meetings were established, led by the Senior Executive Team to provide continuous support for our operational teams and to ensure the business maintained operational continuity.



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# 4.0 Governance

# Governance Focus

In striving to make the CLV brand synonymous with a sustainable, innovative, and diverse student accommodation experience we recognise the role of forward thinking corporate governance, now more than ever.

## Modern Slavery

CLV has reported modern slavery risks under the UK Modern Slavery Act since 2015, but the introduction of legislation in Australia, and it's prominence in broader ESG strategy, has prompted the need for addressing this key governance issue on a Group level.

We have developed new tools to isolate Modern slavery risks in the procurement process across all regions. This includes a comprehensive desktop risk assessment completed before procuring and goods or services and a two phased supplier questionnaire process to understand supply chain risks.

Continuous audit of the supply chain will take place on a regular basis to ensure we have captured Modern Slavery risks appropriately.

### What have we achieved?

#### Modern Slavery\*

- Framework completed and rolled out to all staff, includes;
  - Human Rights Policy
  - Supplier risk assessment documents
  - Supplier self-assessment questionnaires
  - Standard contract clauses
  - Training and FAQ staff support
- Modern Slavery statements due to Board by March 31 2021.

#### Reporting

- Investor Questionnaires
- Reporting to stakeholders

### What are we working on?

#### Policy Development (6 months)

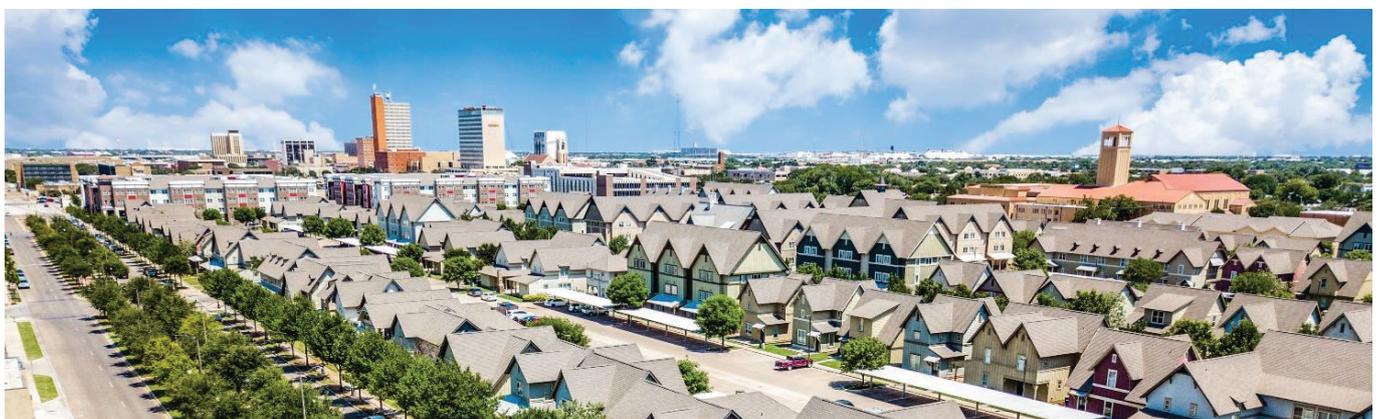
- Opportunity to materially improve GRESB management score by developing guidelines for previously unaddressed areas of ESG.

#### ESG and Corporate Responsibility Standards (12 months)

- GRESB places significant weight on alignment of ESG framework with a universal standard (such as ISO or GRI).
- Integration with existing risk and corporate management systems.

#### Reporting & Disclosure (ongoing)

- Stakeholders respond positively to public ESG updates.
- Improve frequency and quality of disclosure including sustainability report, QJR updates, open letters, internal/external communications, and presence of ESG on digital media platforms.
- Leverage Protecht system to ensure ongoing ESG compliance.



# Strong Partnerships, Trusted Relationships

Governance, particularly as defined through the GRESB assessment, extends beyond mainstream corporate responsibility. For CLV, we interpret this as good corporate citizenship across all aspects of our business.

## Policies

The 2020 GRESB process highlighted the need for universal policies that guide our approach to environmental crises, modern social dilemmas, and emerging governance compliance needs. Policy development will cover areas such as climate change, mental health and wellbeing, and sexual harassment.

## ESG Investor Relations

A continuing and increased focus on governance and investor relations will ensure consistency, transparency, and corporate responsibility in our broader ESG strategy.



## Reporting and Disclosure

In the spirit of communication and collaboration, we will aim to regularly update stakeholders on ESG progress and challenges. This will involve both internal and external announcements as milestones are achieved and when new opportunities emerge, starting with this inaugural sustainability report.

## Gender Equality and Diversification

CLV supports open and equal opportunity, and as we move forward a greater focus will be on monitoring gender equality and diversity across all areas of the business from our Board, to our Corporate and Regional Offices and all our Villages. This is an integral component of modern governance and an area assessed heavily through GRESB.



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# Case Studies

# Griffith University Village Rainwater Harvesting

In December 2019, the team at GUV installed a 32,000 litre tank to collect and store rainwater to service the Village pool and surrounding landscape.

In FY20, GUV consumed 51,300 litres of water which represented a 25% decrease compared to FY19. A significant portion of this reduction is due to the effectiveness of the rainwater tank in fulfilling almost all external water needs with captured water.

In addition, the Village pool, which is 100,000 litres at maximum capacity and can be serviced by recycled water from the rainwater tank rather than through commercial water procurement.

Water conservation infrastructure is a significant focus for reducing our environmental impact, and we will extend the learnings from GUV to other properties.

December 2019

July 2020





# KEEN TO BE GREEN



## World Environment Day 2020

On June 5, CLV celebrated World Environment Day by launching the Keen to be Green competition. This was a Group wide challenge to submit innovative solutions to common environmental issues that our staff see across the business. The results were outstanding.

We received 38 submissions from across the business and awarded four regional and one Group prize to the submissions that were most relevant, achievable, and unique.

The Group winner is responsible for delivering on their submissions.

- **The first phase has been completed, with compostable garbage bags now standard across 100% of the portfolio.**
- **The second phase will be delivered by June 30 2021, with new, ethically sourced uniforms to be rolled out.**

Keen to be Green was a highly visible example of eco-friendly change, driven by our people. In 2021 we aim to continue and expand Keen to be Green to our residents and University partners.

# Durham Mount Oswald

CLV's new Village at Durham University in North England opened in September 2020. This property at the #4 University in the UK is an outstanding example of high class, sustainable real estate.

The greenfield development incorporates a suite of design and operational features to reduce environmental impact including;

- 288,000 kWh pa solar installation to meet more than 20% of energy needs
- Prefect Irus intelligent energy management technology
- Filtering reed pond to limit water waste and runoff
- BREEAM Excellent green building rating

CLV is committed to designing and delivering sustainable outcomes into all future construction and refurbishment projects.



# We're in this together

We are committed to doing the right thing, now and in the future, helping to ensure the world that today's students grow into, 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 Schroder** – Group Managing Director and Global CEO – [john.schroder@clv.com.au](mailto:john.schroder@clv.com.au)

**Justine Cooper** – Group Sustainability and Corporate Communications Executive – [justine.cooper@clv.com.au](mailto:justine.cooper@clv.com.au)

**Daniel Reinhard** – Sustainability Analyst – [daniel.reinhard@clv.com.au](mailto:daniel.reinhard@clv.com.au)





**Small action, big changes.**