



## SUSTAINABILITY REPORT 2020/21

## Introduction

The Royal College of Music believes that managing environmental issues is a responsibility we all share. We have a long-standing commitment to sustainability and have made great progress in reducing our impacts over the last 5 years. The Royal College of Music operates an Environmental Management System, certified to ISO 14001:2015. Through careful management and a focus on taking action, we have made consistent improvements in our environmental performance.

We set a target to reduce our carbon emissions by 34% by 2020 against a 2004/05 baseline year. Overall, we achieved a 60% reduction, and have set an ambitious target to be carbon net zero by 2035. We have seen similar long-term reductions in water use, waste and energy use over the last 5 years.

Our campus has changed a lot in the last few years, and I'm conscious that when visitors, students and staff return in earnest to the College, they will come back to a radically transformed Campus. In 2020, we completed the ambitious £40m More Music development, creating new performance spaces, a museum, cafe and social areas in the courtyard behind the grade II listed Blomfield Building. We also expanded our campus on Jay Mews, adding extra rehearsal rooms and studios, as well as the RCM's original Victorian concert hall that has been home to the English National Ballet since 1976.

Sustainability was high on our agenda, and we achieved a BREEAM 'very good' rating for the new Courtyard Building. We incorporated a comprehensive suite of energy and water efficient technologies in the building and worked very closely with our construction partner Gilbert Ash to manage environmental issues closely during the build. This included extensive use of recycled building materials in the construction, including reusing demolition waste from the pre-existing buildings in the East Courtyard.

We expect to welcome more visitors to our now-extended campus than ever before, and will need to redouble our efforts on environmental issues to ensure we continue to reduce our impacts. As a result, over the coming year we will publish a new sustainability strategy, a new carbon reduction strategy, and establish new baselines for environmental performance data.

I look forward to reporting on our progress and welcoming you to our campus very soon.

**Aida Berhamovic**

Director of Estates

November 2021

## About the Royal College of Music

Established in 1882, by the then Prince of Wales (later Edward VII), the Royal College of Music (RCM) is a world-leading conservatoire with a prestigious history and a contemporary outlook. Our 900 undergraduate and postgraduate students come from over 55 countries and are taught in a dynamic environment, leaving the RCM to become the outstanding performers, conductors and composers of the future.

For the sixth consecutive year, the RCM was ranked as the top institution in the UK for Performing Arts in the prestigious QS World University Rankings 2021, and top in Europe for the second year running. As the only conservatoire to award our own degrees up to doctoral level, students can create a bespoke education to suit their aspirations. Furthermore, the Creative Careers Centre offers countless opportunities to perform at events and venues and take music into the wider community, helping students to become musical leaders for audiences of the future. RCM professors are leaders in their fields, and under such expert guidance, RCM students regularly achieve remarkable success around the globe.

Among our over 9,500 alumni are composers and performers such as Sir Hubert Parry, Benjamin Britten, Gustav Holst, Samuel Coleridge-Taylor, Lord Lloyd Webber, Rebecca Clarke, Anna Meredith, Clemency Burton-Hill, Dame Joan Sutherland, Dame Sarah Connolly, Sir Thomas Allen, Gerald Finley, Sophie Bevan, Louise Alder, Ralph Vaughan Williams and Mark-Anthony Turnage. Regular visitors to the RCM have included Sir Thomas Allen, Vladimir Ashkenazy, the late Bernard Haitink, Alina Ibragimova and Lang Lang. Our recent honorary doctorates include Sir Antonio Pappano, Jonas Kaufmann, Dame Kiri Te Kanawa, Sir Roger Norrington, Sir Bryn Terfel, Steve Reich and Maxim Vengerov (Polonsky Visiting Professor of Violin).

The College's location and facilities are enviable. The iconic Blomfield Building on Prince Consort Road sits in the heart of 'Albertopolis' in South Kensington – the home of science and arts. Housed within are the Amaryllis Fleming Concert Hall, the Britten Theatre, RCM Studios, Library, and RCM Museum and Collections, all providing great inspiration. The additions

made possible by the More Music Campaign have almost doubled the estate's footprint in the last four years, providing increasing opportunity for students and visitors alike.

The Royal College of Music is extremely fortunate to have as its Patron Her Majesty The Queen and His Royal Highness The Prince of Wales as President. We are grateful to Her Majesty The Queen and His Royal Highness for their continuing support and dedication to the RCM.

## Environmental Governance

Overall responsibility for environmental management sits with our Director of Estates, Aida Berhamovic.

There are two committees with direct responsibility for managing environmental issues:

- The Environmental Management Committee. The committee provides strategic oversight and comprises senior managers from across the RCM
- The Environment Steering Group. The committee oversees the implementation of projects and day to day management of environmental issues and comprises key managers within the Estates, IT, and Projects teams.

Environmental issues are also considered at our highest governance level – the Council, and within key sub-committees, including Estates Committee, Finance and General Purposes Committee and Audit Committees.

## Environmental Management Team

Executive Lead	Aida Berhamovic, Director of Estates
Environmental Manager	James Collins, Projects and Environmental Coordinator
Consultant	Darren Chadwick, Managing Partner (Brite Green Ltd.)
Energy and Carbon	Jason Perry, Deputy Head of Estates
Waste and Resource Use	Sarah Hanratty, Projects and Operations Manager
Construction and Refurbishment	Sarah Hanratty, Projects and Operations Manager James Collins, Projects and Environmental Coordinator
Events and Performance	Flo Ambrose, Performance, Programming and Faculty Manager Sam Glenister-Batey, Head of Events and Venue Hire
Teaching and Research	Diana Salazar, Director of Programmes Ingrid Pearson, Senior Academic Tutor (Area Leader MMus in Performance and BSc Programme Leader) Terry Clark, Research Fellow in Performance Science
Student Union	Laura Williamson, SU President
Finance	Rachel Harris, Director of Finance
Digital	Richard Bland, Head of Digital and Production Birju Patel, Technology Manager
Human Resources	Olivia Towers, HR Manager

## Key Environmental Issues

We've identified the most important environmental impacts and issues using a risk-based approach.

The priority issues for the College are:

- Energy use
- Water use
- Resource use
- Hazardous materials
- Carbon emissions
- Waste
- Single use materials

These impacts occur across the entire lifecycle of our operations and arise mainly from the following activities:

- Business travel, including travel for audition
- Student accommodation
- Campus facilities
- Student union
- Catering
- Events and performances
- Teaching and research
- Procurement and supply chain impacts
- Staff and student commuting
- Construction and refurbishment

# Environmental Performance

## Environmental Management System

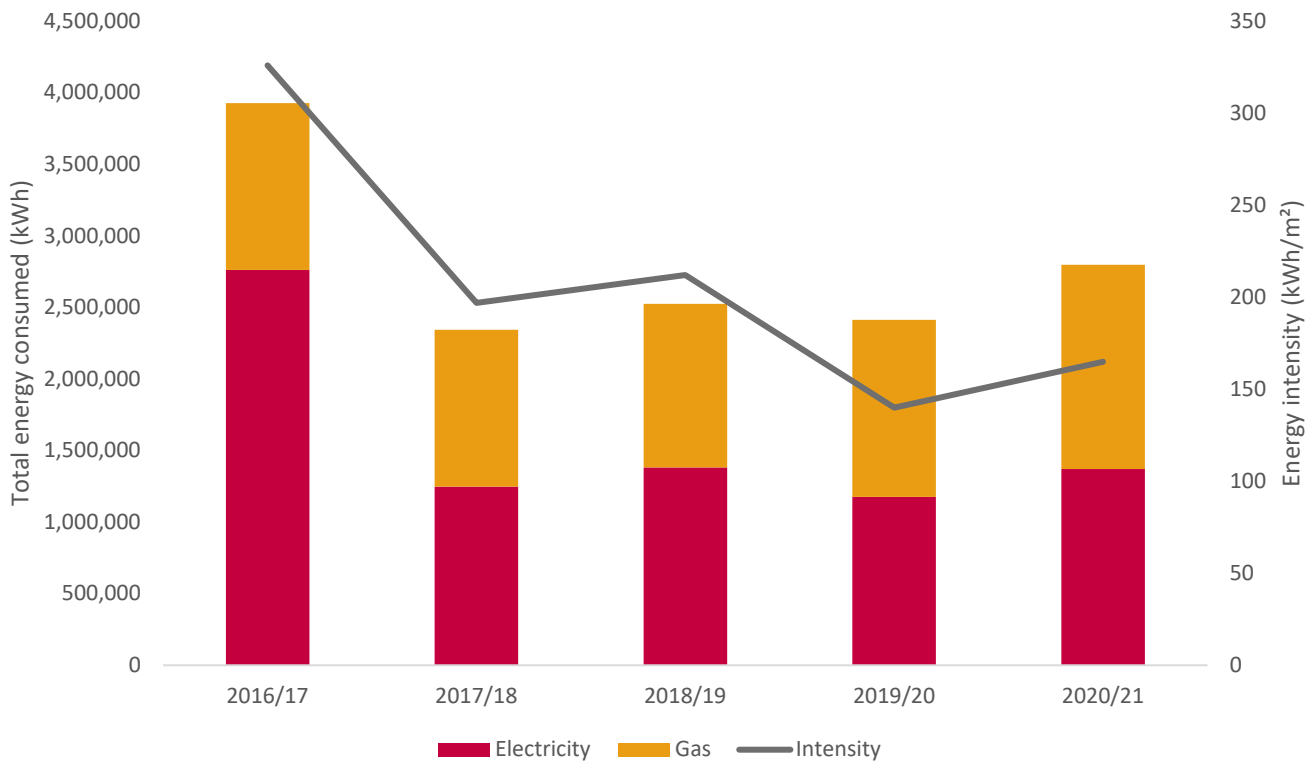
The College was audited by new auditors from the British Assessment Bureau on the 02 August 2021. We are delighted to announce that our Environmental Management System passed the audit and continues to be certified to ISO 14001:2015, the international gold standard of environmental management.

## Energy

We manage energy use through our carbon management plan. Our approach has focussed on taking practical steps to reduce and avoid energy use where possible, and use efficient fittings and equipment. The Deputy Head of Estates is responsible for energy management, and our overall approach is governed by our carbon management plan.

We have reduced our total energy use by 29% from 2016/17, and the energy intensity of our operations by around 50%.

### Energy use (kWh and kWh/m<sup>2</sup>)



	2016/17	2017/18	2018/19	2019/20	2020/21
Electricity (kWh)	2,763,394	1,247,390	1,383,515	1,177,605	1,370,390
Gas (kWh)	1,163,837	1,097,193	1,142,423	1,235,463	1,427,706
Total (kWh)	3,927,231	2,344,583	2,525,938	2,413,068	2,798,096
Energy Intensity (kWh/m <sup>2</sup> )	326	197	212	140	165

2020/21 saw a slight uplift in energy usage. The Coronavirus pandemic has resulted in the need to run ventilation plant for much longer hours in order to ensure higher levels of fresh air circulation. The expansion of the Estate has also been a driver with more digitally enabled spaces, venue space, a café bar and commercial kitchen now housed within the Prince Consort Road site.

## Carbon Emissions

We have a comprehensive Carbon Management Plan which is overseen by the Deputy Head of Estates. The plan incorporates a range of energy and carbon reduction projects, including:

- reinsulating all pipework in the boiler house;
- installation of inverter controllers for heating pumps;
- double glazing installed in offices;
- LED lighting upgrades;
- installation of electric 'point of use' hot water
- installation of PIR lighting controllers in toilets and corridors

Having completed a detailed heat decarbonisation review we have set out our Carbon Management Plan with an ambitious target to achieve net zero for scope 1 and 2 emissions by 2035.

Having set a target to reduce our scope 1 and 2 carbon emissions by 34% by 2019/20 from a 2004/05 baseline, we achieved a reduction of 60%.

We are continuing to work with our energy suppliers to ensure that our electricity comes from renewable sources. We are pleased to announce that the electricity provided to much of our campus is now from carbon net zero sources. We will continue to work with our energy suppliers to reduce carbon intensity of electricity supplied to other parts of the site with the ultimate goal of achieving net zero emissions.

# CARBON MANAGEMENT PLAN

The Royal College of Music acknowledges that our planet faces a climate emergency and, like all organisations, we need to take significant action to reduce environmental impacts.

**60%**

We have already reduced our carbon emissions by 60% since 2005

**2035**

We have an ambitious plan to be carbon net zero by 2035



In order to reach our goal we will:



Work with our energy suppliers to achieve 100% renewable electricity



Move away from natural gas for heating and hot water



Improve insulation of our historic buildings

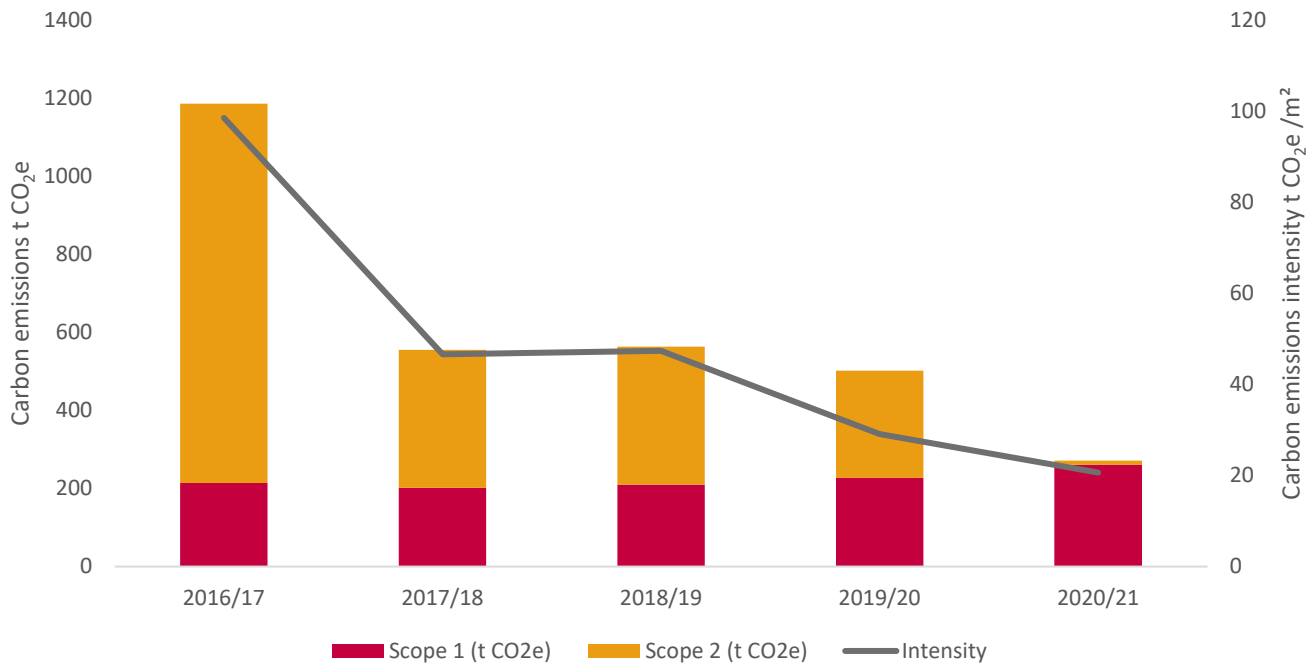


De-centralise the heating system to improve efficiency



Implement sustainable Air Source Heat Pump technology

## Carbon emissions (t CO<sub>2</sub>e and t CO<sub>2</sub>e/m<sup>2</sup>)



	2016/17	2017/18	2018/19	2019/20	2020/21
Scope 1 (t CO <sub>2</sub> e)	214.34	201.84	210.03	227.16	261.01
Scope 2 (t CO <sub>2</sub> e)	971.50	353.10	353.63	274.55	9.96
Total (t CO <sub>2</sub> e)	1,185.84	554.94	563.66	501.71	270.97
Carbon intensity (kg CO <sub>2</sub> e / m <sup>2</sup> )	98.51	46.62	47.35	29.12	20.63

Since 2016/17 we have reduced our scope 1 and 2 emissions intensity by 79%, from 99 kg CO<sub>2</sub>e per m<sup>2</sup> to 21 kg CO<sub>2</sub>e per m<sup>2</sup>.

## Scope 3 Emissions

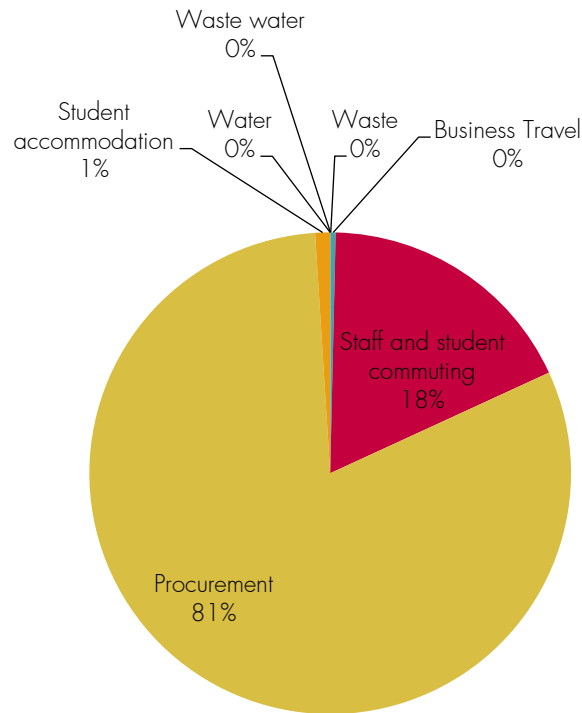
In 2020, we expanded our carbon reporting to include sources from scope 3 of the Greenhouse Gas Protocol.

Around 90% of our emissions occur in scope 3, with around 80% arising from procured goods and services. Scope 3 emissions were greatly reduced on 2019/20 with the pandemic significantly curbing the majority of operational activities. With the More Music project reaching practical completion in March 2020 emissions arising from construction reduced by 91% from 2019/20.

Scope	Source	Carbon Emissions (t CO <sub>2</sub> e) 2020/21
Scope 1	Gas use	261.01
Scope 2	Purchased electricity	9.96
Scope 3	Total scope 3	2,941.20
	Water	0.54
	Waste water	0.98
	Waste	0.26
	Business Travel	9.48
	Staff and student commuting	522.77*
	Procurement	<b>Procurement total</b> 2,377.77
		Business services 1,225.16
		Manufactured products 9.49
		Food and catering 26.69
		Construction 258.01
		IT Services 786.74
		Other procurement 71.67
	Student accommodation	29.40



## Scope 3 emissions breakdown (%)



■ Water ■ Waste water ■ Waste ■ Business Travel ■ Staff and student commuting ■ Procurement ■ Student accommodation

\*Commuting figures are based on estimates from 2019/20 results as updated information was not available for this report.

Note: We have reported on all of our material emission sources. We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), energy and activity data, and location based emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020.

Scope 3 emissions from air travel were calculated from data provided by travel agents and airlines on distance flown, and those for water, waste water and waste were calculated using DEFRA conversion factors for 2021. Student and staff commuting was calculated based on home address postcodes and assumptions associated with travel to the College. Student accommodation was calculated based on the proportion of the equity held in the operating company by the RCM.

Procurement emissions were estimated using spend data and emissions factors provided by HEPA.

### Change in scope 3 emissions year-on-year

The vast majority of emissions continue to occur in our supply chain and we will continue to uphold high environmental standards in our supplier selection and work with existing suppliers to encourage them to reduce their environmental impacts. Overall, scope 3 emissions reduced by 56% against the previous year driven by greatly reduced operational activity during the Coronavirus pandemic and the conclusion of the More Music project construction phase.

Source	Carbon Emissions (t CO <sub>2</sub> e) 2019/20	Carbon Emissions (t CO <sub>2</sub> e) 2020/21	% change in emissions
Water	1.35	0.54	-60%
Waste water	2.78	0.98	-65%
Waste	0.34	0.26	-24%
Business Travel	218.96	9.48	-96%
Staff and student commuting	522.77	522.77	0%
Procurement	5,876.30	2,377.77	-60%
Student accommodation	29.4	29.4	0%
Total Scope 3 emissions	6,651.90	2,941.20	-56%

## Water

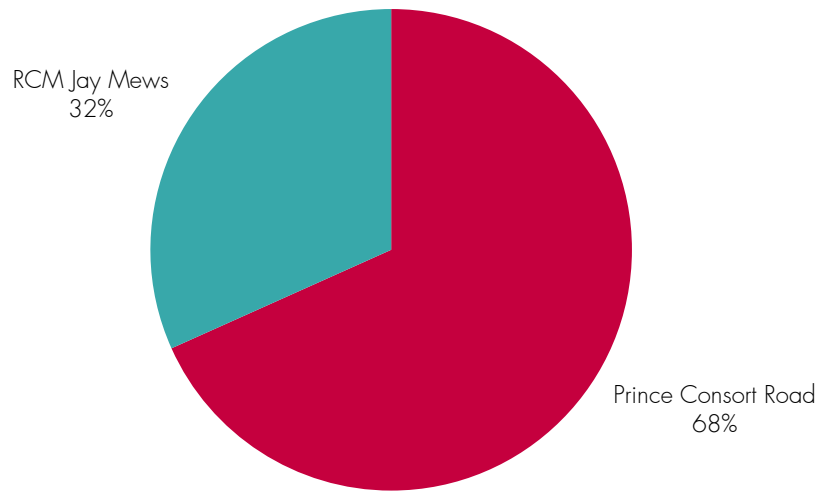
The RCM has very limited water use on site, restricted to toilets and some catering facilities. Since 2016/17, we have reduced our water use by 61% and our water use per m<sup>2</sup> by 66%. About two thirds of the RCM's water is consumed at Prince Consort Road and about one third at RCM Jay Mews. The limited use of 41-43 Jay Mews in 2020/21 has been a major contributing factor in reducing water usage for this reporting period.

### Water use (m<sup>3</sup>)



	2016/17	2017/18	2018/19	2019/20	2020/21
Water use (m <sup>3</sup> )	9,216	7,681	6,291	3,926	3,603
Water intensity (m <sup>3</sup> /m <sup>2</sup> )	0.77	0.65	0.53	0.23	0.21

## Water use by site (%)



'RCM Jay Mews' includes 41-43 Jay Mews and 39 Jay Mews.

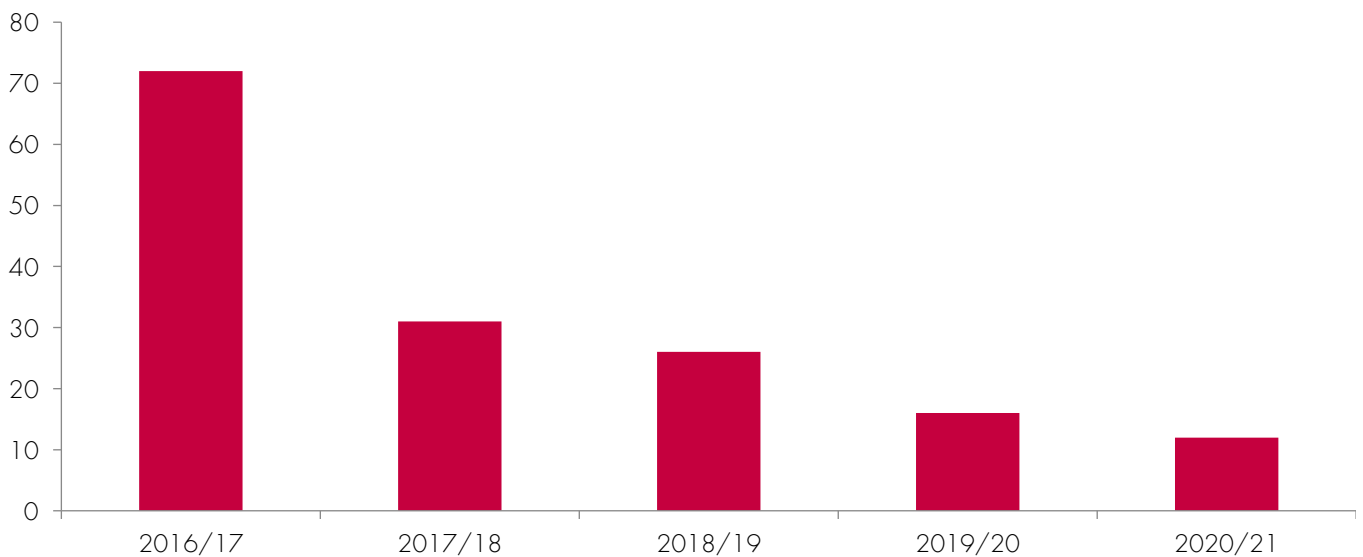
## Waste

The College's main waste streams are from offices and catering functions. We have some limited hazardous waste from electronics and light fittings, and very small volumes of solvents used in musical instrument conservation and restoration.

In 2020 we introduced a new waste contract that gave us significantly more accurate waste data. For the previous three years, waste weights were calculated by weighing a sample of outgoing waste collections. Prior to this point, waste was estimated based on the number of collections made by the waste carrier and the total potential capacity of the bins.

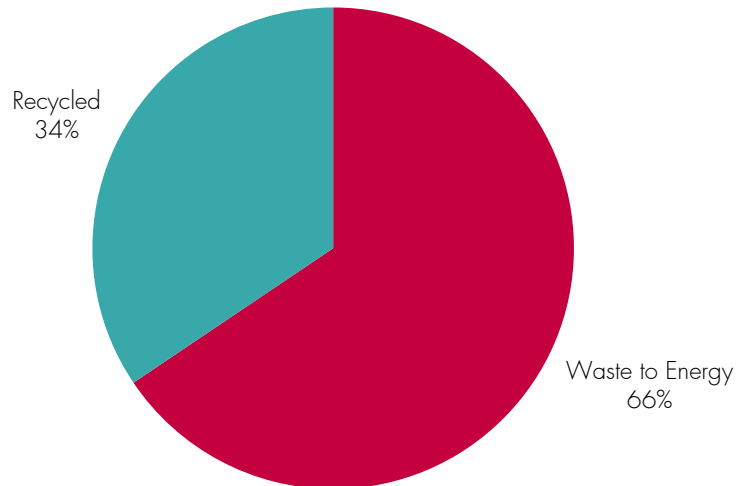
Waste consumption has reduced significantly in the last two years due to the coronavirus pandemic which has resulted in periods of closure of the College's catering outlets and reduced office usage. Bulk waste from refurbishment accounted for about a third of all waste in 2020/21.

## Waste arising (tonnes)



	2016/17	2017/18	2018/19	2019/20	2020/21
Waste arising (tonnes)	72	31	26	16	12
Waste per m <sup>2</sup> (kg/m <sup>2</sup> )	5.98	2.62	2.17	0.92	0.70

#### Recycling rate (recycling vs waste to energy) (%)

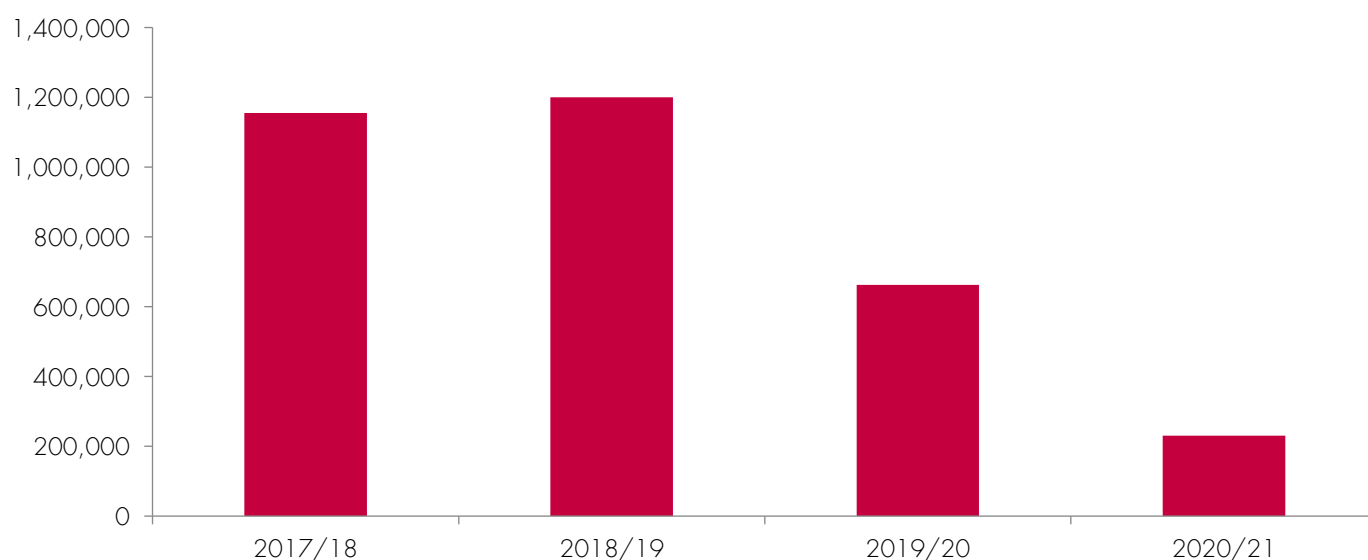


We will continue to evaluate the best ways to increase recycling rates by improving recycling infrastructure and staff and student awareness.

#### Paper

Printing has reduced by c.80% since 2017/18 with dramatic reductions in the past two years driven by reduced activity on site. The digitisation of the finance system, implementation of paperless class registers and move to online meetings have all reduced printing requirements. We expect to see some increase in printing as activity resumes on site in particular for academic and performance requirements such as printing sheet music.

## Sheets of paper consumed via printing (total number of sheets)



	2017/18	2018/19	2019/20	2020/21
<b>Sheets printed</b>	1,155,353	1,199,971	662,353	230,558

## Business Travel

The below table shows kilometres travelled by different modes of transport. Business travel in 2020/21 was minimal due to the Coronavirus pandemic.

	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Taxi</b>	-	-	-	1,763	131
<b>Personal Car (Expenses)</b>	-	-	-	-	-
<b>Domestic Air</b>	13,399	9,359	8,928	6,213	-
<b>Short-Haul Air</b>	95,330	122,920	215,699	105,390	-
<b>Long-Haul Air</b>	423,129	449,801	458,363	572,321	22,156
<b>International Air</b>	66,647	67,969	186,619	131,493	-
<b>Eurostar</b>	18,696	1,730	-	3,325	-
<b>Domestic Rail</b>	-	12,213	29,333	15,857	2,006
<b>Total</b>	617,201	663,992	898,942	836,362	24,293

## Looking ahead

The College will continue to deliver a committed environmental management programme in 2021/22. We will launch our Sustainability Strategy which will set out the RCM's approach to addressing sustainability issues through our operations with a renewed emphasis on the College's ability to make a positive impact to people and planet through our core work: music teaching, research and performance.

A key focus for this academic year will be engaging staff and students with sustainability themes and issues. In September 2021, the Environmental Steering Group launched a campaign to reduce excess printing across the College. A digital poster was launched through email and the SU Instagram account to encourage users to limit their printing. In early November we launched a travel survey to understand changing travel habits, the carbon footprint arising from travel and how the College can support greener travel options for students and staff. Later in November, the College is launching a Sustainability e-learning, a short video which will give staff an overview of the importance of sustainability to the RCM and its community, a basic understanding of the ISO14001 certification and ways that they can get involved and help the College to limit its environmental impacts.

We will also publish and start to deliver our new Carbon Management Plan, continuing on our journey to be carbon net zero for scope 1 and 2 emissions by 2035. In particular, we will focus on implementing projects that help to reduce our reliance on natural gas as an energy source.

The next ISO14001 Environmental Management System audit is scheduled for the 04 April 2022 and once again the auditor will be the British Assessment Bureau.