



ROYAL  
COLLEGE  
OF MUSIC

*London*

# ROYAL COLLEGE OF MUSIC

2023/24 SUSTAINABILITY REPORT



THE RCM IS  
COMMITTED  
TO DELIVERING  
A SUSTAINABLE  
FUTURE



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The Royal College of Music is fully committed to a sustainable future. This means both minimising any negative environmental, social and economic impacts that arise from our operations, and maximising all opportunities for us to have a positive environmental impact. These themes have been brought together in our RCM Strategic Plan and Sustainability Strategy, which sets out our key commitments between 2023 and 2035.

The College has adopted seven of the United Nations' Sustainable Development Goals (SDGs) as focus areas for its strategy whilst actively supporting the remaining SDGs, aspiring to be the leader in sustainable development in the conservatoire sector.

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## RECOGNITION



The RCM has achieved 1st place for universities with fewer than 5000 students in the 2023/24 People & Planet University League table. People & Planet assess higher education establishments based on carbon emissions performance, resource usage, staff engagement and policy documentation.



The RCM won the Reporting with Influence category at the 2024 Green Gown Awards for our 2022/23 Sustainability Report.



Since 2014 the RCM has maintained its ISO14001 certification, considered the gold standard in demonstrating a commitment to environmental management.

# WELCOME FROM OUR DIRECTOR

The Royal College of Music is committed to embedding the highest standards of environmental and social practices in everything we do, from our teaching and research to our campus operations and supply chain.



I am pleased to present the Royal College of Music's 2023/24 Sustainability Report. Demonstrating our commitment to shaping a sustainable future, this report provides an overview of the collaborative efforts that have taken place across the College during the last year.

As a leading conservatoire, recognised as the Global No.1 Performing Arts institution in the 2024 QS World University Rankings by Subject for the third year in a row, the RCM acknowledges its responsibility to take action on sustainable development. Guided by our Strategic Plan and Sustainability Strategy, our community aims to minimise any negative environmental, social and economic impacts while maximising opportunities to foster positive change.

I would like to draw your attention to some notable milestones we have reached this year as we continue to make progress towards our ambitious targets.

The RCM aims to prepare our students as 21st-century citizens, ensuring that they graduate with an understanding of global themes such as climate change, diversity and inclusion and how they are relevant to their lives and careers. Education for Sustainable Development is now included as a core criterion in all periodic programme reviews and new programme validations.

I am encouraged by the progress to date the College has made on equality, diversity, and inclusion objectives, which provide access to good quality music education for all.

The impact of the exceptional work undertaken to reduce carbon emissions from College operations can already be seen. The scale of the challenge is tremendous, but we remain resolute in our ambition to reach net zero carbon by 2035.

Our partnerships with our neighbours as part of the South Ken ZEN+ group exemplify our dedication to driving collective impact.

Finally, the RCM's achievements in improving our sustainability performance were recognised in the 2023/24 People & Planet University League ranking, receiving a No.1 ranking for universities with fewer than 5,000 students for the second consecutive year.

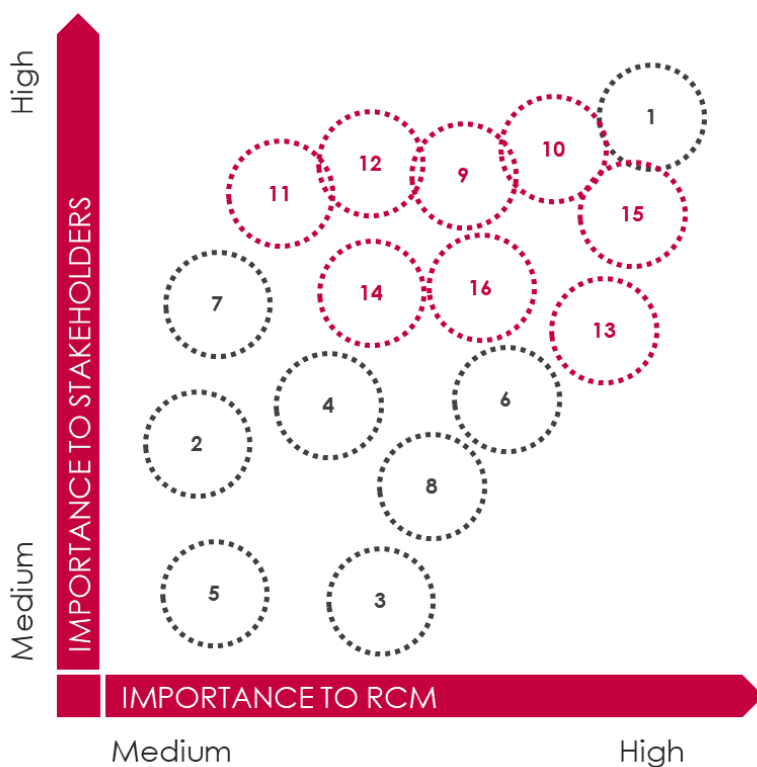
I congratulate my colleagues across the College for their continued dedication and enthusiasm towards a more sustainable RCM.

**James Williams** LVO FRCM  
**Director**

# OUR SUSTAINABILITY PRIORITIES

We have identified the most important environmental and social themes for the College using a materiality process. We have considered the issues where we have the largest impact as well as those that impact us to define our priorities.

Our three most important issues are climate change and carbon emissions, supporting diversity and inclusion, and our cultural contribution.



## Environmental

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# OUR SUSTAINABILITY STRATEGY

We aim to be the UK's most sustainable conservatoire, embedding leading environmental and social practices in everything we do.

Our sustainability strategy is on five key themes and underpinned by a commitment to robust governance and transparency.

## Find out more

[Download our sustainability strategy](#)

### SUSTAINABILITY IN TEACHING AND RESEARCH

As a higher education provider, integrating sustainability into the mission of the RCM means to educate new generations of musicians and sustainability stewards to carry on the institution's core values.

### SUPPORT MUSIC, CULTURE AND DIVERSITY

The long-term success of the RCM's mission is underpinned by the ability to continue to foster talent, ensure equitable access to opportunity and inspire sustained enthusiasm for classical music.

### SUSTAINABLE OPERATIONS

In adopting a sustainability strategy, the RCM must take responsibility for the College's environmental and social impacts and place sustainability at the centre of all operations

### SUSTAINABLE PARTNERS AND SUPPLIERS

Tying sustainability into the terms and conditions for collaborating with others signals the RCM's commitment to environmental and social responsibility and helps promote good practices elsewhere.

### HEALTH AND WELLBEING

Caring for the safety and ongoing wellbeing of students, staff and alumni is fundamental to sustaining a resilient, passionate and supportive environment in which no-one is left behind.

## ALIGNMENT WITH THE UN SUSTAINABLE DEVELOPMENT GOALS

Protecting the planet, human health and the health of the natural world is necessary in order to ensure strong institutions and strong culture. All organisations have a part to play in limiting their environmental impacts and in being ambassadors for the planet.

Through our work, projects and partners, the RCM actively supports all 17 of the UN sustainable development goals and our strategy focuses on the following seven: Good Health and Well-being, Quality Education, Gender Equality, Decent Work and Economic Growth, Reduced Inequalities, Responsible Consumption and Production, and Climate Action.





# SUSTAINABILITY IN TEACHING AND RESEARCH

Our aim is to embed sustainability into our formal and informal teaching and research and prepare our students as 21st Century citizens, providing knowledge and opportunities to use their musical skills to connect with global sustainability issues.



As a conservatoire we provide specialist music teaching and research, predominantly focused on performance. Sustainability is still relevant to the formal and informal learning opportunities for students; we have a duty to make sure that students graduate with an understanding of global themes such as climate change, diversity and inclusion, and how they are relevant to their lives and careers.

We incorporate sustainability into our curriculum and provide informal learning opportunities including student initiatives and societies. We provide staff training on sustainability issues to help them incorporate sustainability into their teaching and take action to minimise impact from student travel and commuting.

## KEY AREAS

- incorporate sustainability themes into formal and informal teaching and research, including creative careers
- support student sustainability initiatives and societies
- staff training on sustainability themes
- minimise impact from student travel and commuting

## VISION

### By 2025 we will:

- Review how sustainability issues can be formally embedded in both curricular and extra-curricular activities and incorporate those factors into course designs.

### By 2028 we will:

- Have a comprehensive programme in place that encourages our students to see themselves as artist-citizens of the future, providing opportunities for them to use their musical skills to connect with global sustainability issues.

### Key supporting strategies

Royal College of Music  
Education for Sustainable  
Development (ESD) Strategy



# SUSTAINABILITY IN THE CURRICULUM

As a global leader in music education we recognise our responsibility to prepare RCM students as 21st century artist-citizens, equipped to navigate today's global challenges. Our Education for Sustainable Development (ESD) strategy underpins this work, informing the curriculum and co-curricular opportunities.

RCM is uniquely positioned to champion sustainability and, in particular, to provide an environment that promotes the role of the arts in creating a more sustainable world. We aim for all of our students to be equipped as global artist-citizens and to be able to contribute to the development of a better future for the planet through music, their careers and their everyday lives.

In June 2022, we published our ESD strategy in line with the QAA and AdvanceHE Education for Sustainable Development Guidance. This strategy sets out our approach and targets.

## FOCUS SUSTAINABILITY THEMES

- 01** Understanding the environmental impacts of music making
- 02** Examining the use of natural resources in the manufacture and maintenance of musical instruments
- 03** Examining the cultural and social impacts of music making, including social justice; inclusive practices (SEND); diversity, equity and inclusion; music for health and care; and performance health and wellbeing
- 04** Creating and sharing music that engages with representations of society and the natural world and the role of music in community, communication and activism
- 05** Research and study of music and sound and its meaning within cultures

## IMPLEMENTING OUR STRATEGY

### Annual and periodic programme review

From 2022, ESD has been included as a review criterion for all periodic programme reviews and new programme validations course reviews in order to evaluate and enhance how ESD knowledge, competencies and abilities are taught through the College's degree programmes.

### Artistic projects

Artistic projects are excellent vehicles for embedding ESD, especially in the conservatoire environment, as they provide an opportunity to explore sustainable development themes in depth using various artistic approaches.

### Student projects

Through self-directed student projects such as the BMus Independent Project and the Masters Professional Project, the College provides resources and mentoring for students to devise and develop their own new work.

### Supporting staff

We will provide staff with the support and resources needed to teach sustainability by connecting with external organisations and networks.



**Embedding sustainability in our curriculum ensures RCM graduates are prepared for the future of music, equipped with the skills and confidence to be creative change-makers in society.**



**Dr Diana Salazar**

Director of Programmes

# PROGRESS UPDATE



## INCORPORATING SUSTAINABILITY INTO COURSE DESIGN AND VALIDATION

We embedded Education for Sustainable Development in our periodic programme evaluation and design process for the first time during the review of our Masters (MMus, MPerf and MComp) programmes. During 2023-24 we also validated a new Master of Music Education (Teaching Musician) programme with reference to the ESD criteria.

Our Masters Professional Portfolio Seminar Series was developed as part of the periodic Masters Review. The MMus, MPerf and MComp programmes all include a session on Artistic Planning that considers sustainable festival development and touring.



## SUSTAINABILITY THEMES IN STUDENT RESEARCH AND PROJECTS

Increasingly students are choosing to explore sustainability as part of their self-directed research projects. Three BMus final year Independent Projects addressed social themes:

- Rosie Rowe: Music and Menstruation: Exploring the Implications of the Effects of the Menstrual Cycle in Music Education and Employment
- Ellen Buller: How do societal attitudes and organisational practices impact disabled musicians' ability to work in UK orchestras?
- Ellie Leon: Experiences as a Woman in the Classical Music Profession

Two students also developed sustainability focused projects through the Accelerate Programme, run by our Create Careers team:

- Composer and sound experimentalist, Liam Dougherty, recycles old pianos, otherwise sent to a landfill, to create new compositions, soundscapes, and installations.
- Performer, educator, and researcher, Helen Kuby, has founded a new initiative – the Confident Young Musician – to improve the short and long-term physical and mental health of young training musicians through innovative tools, methods, and techniques.



## SUSTAINABILITY THEMES IN OUR TEACHING

We currently offer a range of core and elective modules that explore areas of artistic citizenship, offering students to the opportunity to explore a range of the UN SDGs including BMus 1 (core) Healthy Musician:

- BMus 1 (core) Music Leadership
- BMus (elective) L5 Musical Care Throughout the Life Course
- BMus (elective) L5 Education and Teaching Placement
- BMus (elective) L5 Women and Music
- BMus (elective) L6 Workshop Leadership
- BMus (Global Conservatoire) Music and Racism (delivered by our partner MDW in Vienna)
- BMus (Global Conservatoire) Engaging with Audiences and Communities (delivered by our partner MDW in Vienna)
- Masters (elective) L7 Women and Music

The key UN SDGs addressed are (3) Good health and wellbeing, (4) Quality education, (5) Gender equality, (10) Reduced inequalities, and (16) Peace, justice and strong institutions.



### Find out more

[Download our education for sustainable development strategy](#)

# SUSTAINABILITY IN INFORMAL TEACHING

We support our students to engage with sustainability themes through a variety of co-curricular and informal routes.

## CREATIVE CAREERS

Our world-leading careers support and talent agency provide students with advice, workshops and presentations to help develop our students and recent graduates develop their professional skills and provide performance experience. We include sustainability within the annual support programme, running at least one event per year focused on sustainability in the music profession.

### Below

Green week activities included a free bicycle maintenance workshop with Dr Bike.

## GREEN WEEK AND OTHER STUDENT EVENTS

The College and Students' Union run a comprehensive green week annually, programming events and presentations on key environmental and social themes. These events act as platforms for student engagement with sustainability themes in both musical and everyday-life contexts.

## CLUBS AND SOCIETIES

Our students are able to join RCM clubs and societies as well as those from our neighbour, Imperial College. These offer a wide range of opportunities to learn and engage with key environmental and social topics.

## AWARENESS RAISING INITIATIVES FROM THE COLLEGE AND STUDENT UNION

The College and SU run communication campaigns over the course of the year which showcase important sustainability issues for the College. The SU has also introduced a branded reusable RCM Chilly's water bottle, invested in re-usable and recyclable event decorations, and use biodegradable wrist bands with wildflower seed in for events.



## 2024 GREEN WEEK

The annual Royal College of Music Green Week is an opportunity for students and staff to come together to further their understanding of sustainable practices both at College and in their personal lives, inspiring everyone to make their small but vital contribution.

Running from 26 February to 3 March, Green Week events included free bicycle maintenance to encourage sustainable transport and an initiative at Prince Consort Village encouraging growing of fruit and vegetables and inviting wildlife into the area. We also ran a drop-in session with the Director of Estates allowing students and staff to suggest new initiatives for the coming year, while the Students' Union ran a mending workshop for clothes and a social media campaign to share sustainable recipes.

## ENVIRONMENTAL THEMES IN PERFORMANCE

In celebration of RCM Green Week 2024, the RCM Wind Ensemble performed a nature-inspired programme by exciting contemporary composers.

Amongst an eclectic number of works was Ruth Gipp's programmatic *Seascape*, thought to be inspired by a trip to the coastal town of Broadstairs. The programme also included Grace-Evangeline Mason's *The Water Garden*, inspired by Amy Lowell's poem *Chinoiserie*, and culminated with Mark Simpson's volcanic *Geysir*, with its pulsing background and lyrical clarinet, horn and oboe eruptions.

There was also a pre-concert performance of John Luther Adam's *Ten Thousand Birds*, a unique installation which surrounds the audience with birdsong and explores the connection between nature and music.

Doctoral student Hangui Zhang's Great Exhibitionist performance in March 2024 used recycled instruments, and one of our Junior Fellows, Lucilla Rose Mariotti, based her concert in July around the 'Musical Canvas of Northern Skies'.



### Above

A pre-concert performance of John Luther Adam's *Ten Thousand Birds*, a unique installation which surrounded the audience with birdsong, exploring the connection between nature and music. Watch the performance on [YouTube](#).

## RCM GLOBAL CONSERVATOIRE

The Global Conservatoire provides RCM students with the opportunity to experience transnational learning in an online setting without needing to travel on a full exchange to another country. During 2023-24 this initiative offered RCM students the opportunity to study one of ten different online courses delivered by world-class conservatoires in Copenhagen, Vienna, Amsterdam or New York, without leaving London.

During this year, we developed and approved a new course that explores environmental issues: Music, Sound, and Environment. This elective module, which will be delivered for the first time in spring 2025, explores themes of sound and environment in music, and guides students to engage with and reflect on aesthetics, site-specific artwork, ecological thinking and field-recordings, as well as the experience of sound in different environments.



## COLLABORATION WITH KEW GARDENS

As part of an innovative new Knowledge Exchange partnership, RCM students wrote new compositions that celebrate Kew Gardens' unique landscape, bringing together music and nature to create a unique multisensory experience for visitors.

The new spring festival 'Sounds of Blossom' ran in the UNESCO World Heritage Site from Saturday 23 March to Sunday 14 April 2024, with six specially written compositions celebrating Kew Gardens' unique landscape by RCM students Tymon Zgorzelski, Daniel Musashi, Delyth Field, Lucy Holmes, Jasmine Morris and Louis Enright.

Inspired by six carefully chosen locations in the grounds, the compositions subtly emerged from the landscape as visitors walked around the blossoming gardens, creating a bespoke soundscape and a unique experience for visitors. Additionally, each weekend a selection of RCM students performed a variety of classical and jazz music as part of the festival.

### Above

RCM students Daniel Musashi, Lucy Holmes and Tymon Zgorzeski at Kew Gardens.



**I'm very excited to be working with such an acclaimed institution as Kew Gardens. This is such a unique project that presents an interesting new direction for me and I'm so grateful to the RCM for providing me with this inspiring opportunity and helping me to cultivate the skills and confidence to compose music for a wide audience.**

**Lucy Holmes**

4th Year BMus student



**This is a fantastic opportunity for our RCM composers to collaborate with a renowned international institution and present their work to a huge and diverse audience in the beautiful surroundings of Kew Gardens. Composers have always been inspired by the natural world and in this time of growing concern around climate issues it seems appropriate that these young artists use their skill and imagination to draw our attention to nature and its wonder.**

**Dr Ed Bennett**

Masters Composition Coordinator

# SUSTAINABLE LEARNING FOR STAFF AND STUDENTS



## SUSTAINABILITY EDUCATION TRAINING FOR STAFF

With sustainability forming an important part of our learning and teaching values, we ensure that academic staff are provided with all the tools, knowledge and skills needed to provide engaging ESD opportunities for our students.

To provide all staff with the appropriate skills and knowledge to incorporate ESD into their teaching, we include an introduction to ESD and the RCM's ESD plan in all staff inductions, and provide training on how to identify and include relevant ESD factors in the way courses are designed and assessed, and the methodology of the assessment.

Doctoral Programmes Coordinator Dr Sarah Whitfield completed a [Carbon Literacy training course](#) with *Music Mark*.

## SUSTAINABLE STUDENT TRAVEL AND COMMUTING

Student travel and commuting, including travel at the start and end of term makes up an important component of our carbon footprint.

We are committed to supporting more sustainable travel options for students, and will support carbon reduction through our carbon management plan, which supports active travelling options (running, walking, cycling) as well as public transport.

'WE ARE COMMITTED TO SUPPORTING MORE SUSTAINABLE TRAVEL OPTIONS FOR STUDENTS, AND WILL SUPPORT CARBON REDUCTION THROUGH OUR CARBON MANAGEMENT PLAN'

# PROGRESS ON OUR TARGETS

	<b>Target</b>	<b>Progress</b>
<b>1</b>	By the end of year 2025/26, embed sustainability in programme reviews.	<b>Complete</b> Sustainability is now a core criterion in all periodic programme reviews, which will include the BMus Review 2025-26. Sustainability is also a strategic priority for Global Conservatoire course development from 2025-26 onwards.
<b>2</b>	Deliver at least one Creative Careers event every year with a focus on sustainability.	<b>On-track</b> We held an online event on 15 May for students which showcased Liam's project, among others. We also promoted the Accelerate scheme as part of the event, which highlighted the requirements of considering environmental issues and sustainability.
<b>3</b>	Provide regular opportunities for student-led projects that engage creatively with sustainability issues.	<b>On-track</b> New creative partnerships, such as those with the Royal Botanic Gardens, Kew, and the Natural History Museum, have provided professional, public-facing opportunities for students to engage with sustainability.
<b>4</b>	Provide teaching staff with training on Education for Sustainable Development.	<b>On-track</b> Membership of Music Mark has opened up new training opportunities to RCM staff, including access to accredited Carbon Literacy training. We continue to engage with best practice through our networks including Conservatoires UK and the European Association of Conservatoires (AEC).





# SUPPORT MUSIC, CULTURE AND DIVERSITY

The long-term success of the RCM's mission is underpinned by our ability to continually foster talent, ensure equitable access to opportunity, and inspire sustained enthusiasm for classical music. We support talent regardless of a musician's background, support cultural contributions at the local, national and global level, and expand access to classical music.

We are committed to supporting musical talent regardless of an individual's background or circumstance. Through our comprehensive access and participation strategy, we aim to increase participation of young people in music and remove barriers for talented students for studying, including through implementing best practice in admissions and recruitment, as well as providing scholarships and financial aid.

We advocate for classical music, supporting initiatives that support music making for young people, and that contribute to our culture at the local, national and global levels. In particular, we are working to deliver initiatives for specific instruments which have a shortage of players, such as the bassoon.

## KEY AREAS

- foster leadership and skills for inclusivity
- support music making for young people
- support musical talent, regardless of background or circumstances
- fairness and equity in recruitment and admissions
- provide scholarships and financial aid
- cultural contributions and collaborations across local, national and global scales

## VISION

**By 2028 we will:**

- Deliver our programme to provide young people with access to clear progression routes in music, with a view to improving the diversity of our student recruitment to better reflect wider society.
- Build our bursary and scholarship capacity to ensure that financial circumstances are not a barrier for students from underrepresented groups.



### **Key supporting strategies**

[Royal College of Music Access and Participation Plan \(2020-21 to 2024-25\)](#)

[Royal College of Music Equality, Diversity and Inclusion policy \(2021\)](#)

[Royal College of Music Artistic Strategy \(with update June 2021\)](#)

# SUPPORTING MUSIC MAKING FOR YOUNG PEOPLE, SUPPORTING DIVERSITY AND INCREASING ACCESS

We support a wide range of opportunities for young people to make music and offer a structured pathway for development. A key part of our ethos is to make music accessible and meaningful to everyone, and deliver an ambitious programme through our equality, diversity and inclusion strategy.

## PRE-TERTIARY PROGRAMMES

The access trajectory for music conservatoire students begins at a very young age, typically starting between the ages of four and nine. Credible applicants for the BMus will have had access to, and been engaged with, music making throughout their school lives and will usually have reached a high level of attainment by the time they are in their mid-teens. Access to high quality quality music education for children is not equally distributed, with underserved groups linked to family income, cultural/ethnic background, and disabilities.<sup>1</sup>

Supporting music education and opportunities for young people is therefore a vital component of supporting diversity in our student body and addressing in some part the general decline of music education in schools.

We support music making for young people through a number of key initiatives:

- RCM Sparks and Sparks Juniors
- RCM Junior Department
- community programmes including Family Create, Ignite, Explorers and Springboard
- school outreach programme with collaborative partners, included targeted pipeline initiatives such as the Young Bassoons Programme which started this year

We also offer bursaries and financial support to minimise the barriers to participation in our programmes.

## TERTIARY PROGRAMMES

We are committed to operating a fair and transparent admissions process. The use of contextual data to inform our admissions decisions is widely acknowledged<sup>1</sup> as good practice and is an important step towards increasing equality of opportunity.

We offer an admissions fee waiver scheme for applicants from families with low household income. We also provide a comprehensive disability support programme both during the application process and across a student's time at the College.

A key element of our More Music development project was to make our historic buildings more welcoming and accessible to applicants, students and the wider community.

### Find out more

[www.rcm.ac.uk/sparks](http://www.rcm.ac.uk/sparks)

'ACCESS TO HIGH QUALITY MUSIC EDUCATION FOR CHILDREN IS NOT EQUALLY DISTRIBUTED, WITH UNDERSERVED GROUPS LINKED TO FAMILY INCOME, CULTURAL/ETHNIC BACKGROUND, AND DISABILITIES.'

<sup>1</sup> Bull, A. L., Bhachu, D., & Blier-Carruthers, A. (2022). *Slow Train Coming? Equality, Diversity and Inclusion in UK Higher Education*.

## PROGRESS UPDATE

During 2023-24 the College has continued to make progress on our Equality, Diversity, and Inclusion objectives. We are focused on five key areas that span all areas of the College's work: access and participation; staff training and recruitment; the artistic programme and curriculum; awareness raising; and governance.

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### ACCESS AND PARTICIPATION

The RCM maintains an Access and Participation Plan, which sets out our targets and activities to address inequality of access to higher education.

Our priorities for 2023-24 were to:

- Update the College's Access and Participation Plan for 2024 onwards in line with refreshed OfS priorities.
- Maintain and develop widening participation partnerships at Junior Department level.

During 2023-24 the College developed a new Access and Participation Plan for the period 2025/26 to 2028/29. This major piece of work was led by our Registry team who consulted with staff and students to develop a strategy that will align with the OfS's new Equality of Opportunity Risk Register. Following a detailed risk analysis, the College has identified four priority areas (risks) for intervention:

- developing the required musical knowledge and skills for conservatoire study
- perceptions of conservatoire education
- cost of living pressures for current students
- mental health

The new plan has now been approved by the OfS, During 2024-25 planning will commence for the launch of a range of new intervention strategies from September 2025.

At the end of the 2023-24 academic year the College is exceeding its target to increase the percentage of RCM's UK domiciled undergraduate new entrants who identify as coming from a Black, Asian or ethnically diverse background from 10% to 14% by 2024-25 (three-year rolling average).

Our current 3-year rolling average is 19.99% against a target of 13.35%, demonstrating excellent progress. The spend on new scholarships for Black, Asian or ethnically diverse students exceed the target of £27,750 at £37,000 for 2023-24 and the college is set to provide £78,625 of financial support to eligible students during 2024-25.

The College also has a target to increase the percentage of UK domiciled undergraduate new entrants from areas of low participation in Higher Education (known as POLAR4 quintile 1) from 4.68% to 9% by 2024-25 (three-year rolling average).



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#### Left

A child playing the Gamelan at an RCM Sparks workshop.



Recruitment for 2023/24 has been better than expected in this particularly challenging area, due to the small numbers of applicants and offer-holders. We exceeded our target for 2023/24 (achieving 16%), however enrolments for 2024/25 are lower (5.5%).

At Junior level, close relationships with Nucleo, Future Talent, and Music Masters continue to support the progression of black, Asian, and ethnically diverse students to the Junior Department. During 2023-24, 52% of JD students were from backgrounds currently underrepresented in classical music. The proportion of state educated students at the RCMJD has risen from just 30% in 2013 to just under 50% in 2023/24.

During 2023-24 the College launched a series of 'pipeline' activities addressing priority areas for pre-HE progression into undergraduate study. This work was supported by a new full-time role in the Sparks team: Learning and Participation Coordinator (Pipeline and Transitions). Projects included a highly successful Young Bassoon Programme, a Youth Brass Course, and pipeline activities integrated into the annual Percussion Festival. Collaborations with organisations including London Music Fund and GALSI (Gender and the Large and Shiny Instruments) ensure that there is targeted promotion to highly motivated young musicians and that the activities are tailored to their needs.

RCM Sparks also partnered with the Tri-Borough Music Hub and ABRSM to deliver Musical Senses, a project working with young people who are blind/have a vision impairment, a multi-sensory impairment, or who are deaf/hard of hearing. The programme supported participants with bursaries, delivered training for the workforce, and culminated in a creative event at the College in July 2024.

**Above**  
GALSI Brass and Percussion  
Course 2024.

# RCM SPARKS

## LUNCHTIME CONCERTS FOR SCHOOLS

We run lunchtime concerts to expose the staff, pupils and some parents at hard-to-reach schools to different styles of music, inspiring and engaging the audience with high quality music making. Our aim is widening access and raise the profile of the RCM being for all.

**Location/target group:** RCM, with pre-concert workshops in local partner schools and schools with higher than average free-school meals.

During 2023-24 the College has continued to make progress on our Equality, Diversity, and Inclusion objectives. We are focused on five key areas that span all areas of the College's work: access and participation; staff training and recruitment; the artistic programme and curriculum; awareness raising; and governance.

**1399**  
SCHOOLS  
CONCERT  
PARTICIPANTS

**722**  
PRE-CONCERT  
WORKSHOP  
PARTICIPANTS

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### AUTUMN

The History of the Jazz Band was used as an exciting stimulus in the Sparks Autumn term schools Jazz Orchestra Concert. Presented by RCM Jazz professor and Musical Director of NYJO, Mark Armstrong explored the exciting rhythms, style and history of Big Band and Jazz music. The Britten Theatre was sold out twice over by pupils attending from local schools, this was, for some children, their first visit to the RCM and their first concert experience.

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### SPRING

The RCM Sparks Spring Lunchtime Schools Concert explored Mussorgsky's *Pictures at an Exhibition*. Animator Rachel Leach presented the concert to a packed RCM Amaryllis Fleming Concert Hall and led the audience in a Tri-borough Area.



**We had such an amazing day – the concert was very well organised and giving the children stories and places to interact in the concert kept them engaged throughout. We were also lucky enough to have a tour of the museum on the day and the children really loved seeing and hearing the old instruments and being able to make lots of noise in the room upstairs!**

**St Mary's RC Primary**  
Schools Concert (Spring)





## MUSICAL SENSES

In partnership with other organisations (ABRSM, Young Sounds, Audiovisability), we have developed a programme called Musical Senses to support music making for young people who are deaf or hard of hearing and/or blind or visually impaired.

The programme for 2023-24 included:

- supporting 6 students with bursaries throughout the academic year
- the delivery of a creative 3-day programme and concert at the Royal College of Music for 17 students and their families
- providing training materials for the workforce directly created by specialist workshop leads

The RCM's role centred on hosting and co-creation of the Musical Senses creative workshop programme in June/July 2024 taking place over 3 consecutive Sundays: 30th June 7th and 14th July 2024 at the RCM.

The aim was for all participants to work collaboratively and creatively in interactive music workshops where the musicians, young people and professionals, are either Blind/Visually impaired or Deaf/Hard of Hearing. Participants were encouraged to write a group composition piece and learn a song to be performed by both groups.

Young People and families were provided with audio/visual recordings, sheet music/lyrics and links to help support rehearsal and consolidation at home in the lead up to the next session.

The programme culminated in a sharing concert with parents, carers and guests attending. The young people performed two original compositions and a joint piece "It's alright", as well as some solo feature performances from several participants. The young people were then invited to enjoy a musical performance by partially sighted artist Bobby Goulder, DJ's from Deaf Rave, and also took part in an "immediate song writing session" with Hugh Nankivell from Young Sounds.

The concert was filmed with thanks to ABRSM and was also recorded/produced by Jay Dasent; music producer/engineer who is also Blind.

'RCM SPARKS PLAYS A CENTRAL ROLE IN STRENGTHENING THIS COUNTRY'S COMMITMENT TO DELIVERING HIGH QUALITY MUSIC EDUCATION, WORKING IN PARTNERSHIP WITH LIKE-MINDED ORGANISATIONS, TO ENSURE THAT YOUNG TALENT EVERYWHERE CAN FLOURISH, REGARDLESS OF AN INDIVIDUAL'S BACKGROUND.'

– JAMES WILLIAMS LVO, DIRECTOR OF THE RCM



These guys have been so amazing. They have helped me so much. I've absolutely loved the music and have made so many brilliant friends here and I'm just thankful for everybody here.


Participant

Being able to see people that are like me. I don't really see people who are deaf or have difficulty hearing a lot because I'm the only one in my school that's like that. I've really enjoyed seeing people opinions. When you bring people together you can make something amazing. I think it's really educational to people who have difficulty hearing or like vision and also bringing people who are similar together because not that many people have seen or heard or people that are similar to them so bringing would be really nice.

Participant



# – RCM SPARKS IN NUMBERS –



**84%**  
OF PARTICIPANTS FROM GROUPS UNDER REPRESENTED IN HIGHER EDUCATION

**ACCESSIBLE  
MUSIC  
MAKING  
FOR CHILDREN  
YOUNG  
PEOPLE AND  
FAMILIES**



**130**  
PRACTICAL WORKSHOPS FOR CHILDREN, YOUNG PEOPLE, AND FAMILIES



A LIVE MUSIC EXPERIENCE FOR  
**3400**  
CHILDREN FROM ALL EDUCATIONAL PHASES

**INSPIRING**

**INCLUSIVE**

**REFLECTIVE**

**CREATIVE**



BESPOKE TRAINING AND PRACTICAL EXPERIENCES FOR  
**161**  
STUDENTS



**28**  
WEEKLY MENTORING ROLES FOR RCM STUDENTS

**DEVELOPING  
THE NEXT  
GENERATION OF  
MUSIC  
LEADERS**



**150**  
STUDENT PLACEMENTS FOR EDUCATION MODULES

## ARTISTIC PROGRAMME AND CURRICULUM

Our Artistic Programme and Curriculum priorities for 2023-24 were to:

- Continue to deliver an artistic programme that celebrates and promotes diversity amongst performers and performances.
- Work closely with professional organisations (including orchestras, ABO, MU, and BLiM) to learn from industry and promote change, and Investigate HEI membership of BLiM.
- As part of the MMusEd validation, develop formal partnership agreements with organisations that are leaders in inclusive music education.
- Map the College's public engagement activity to demonstrate the full reach of RCM and identify any gaps in participation.
- 'Continue the conversation' through termly updates at College and Faculty meetings.



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### EQUITY, DIVERSITY AND INCLUSION VISITING ARTIST FUND

Through the generous support of Lady Victoria Robey CBE HonRCM, the Robey Visiting Artists Fund continued to facilitate visits by outstanding international artists (including performers, conductors and composers) from underrepresented backgrounds.

This initiative enables exceptional musicians, teachers, and leaders from underrepresented backgrounds to work with RCM students.

'ALMOST ALL CONCERTS IN THE EVENTS GUIDE NOW INCLUDE AT LEAST ONE WORK BY AN UNDERREPRESENTED COMPOSER AND THE EDI VISITING ARTISTS FUND HAS SUPPORTED EVEN MORE VISITS BY DIVERSE VISITING ARTISTS.'



## AWAKEN: WOMEN IN SUFI MUSIC

In June 2024 the RCM Museum launched a new temporary exhibition, *Awaken: Women in Sufi Music*, which brought to life the often-overlooked stories of women's roles in the musical landscape of Sufism, drawing upon practices from Pakistan, India and Bangladesh from the Mughal period to present-day London.

Curated by Attia Shiraz, the exhibition stems from her firsthand experience and research of Sufi music in Pakistan. The project is the culmination of over twelve months of collaboration with local and international musicians. Between June and October there will be an accompanying series of events and participatory activities exploring the exhibition themes.

## DIVERSITY IN ARTISTIC PROGRAMME

Almost all concerts in the artistic programme now include at least one work by an underrepresented composer and the EDI Visiting Artists Fund has supported even more visits by diverse visiting artists. Highlights of the artistic programme during 2023-24 have included Gubaidulina, Betsy Jolas, Saariaho, Joanna Bailie, Dani Howard, Valerie Coleman, Errollyn Wallen, Laura Snowden, Helen Grime, Coleridge-Taylor and Anthony Barfield. Southbank Centre, conducted by Ryan Bancroft and featuring a work by Hannah Kendall.

## FOCUS ON AVRIL COLERIDGE-TAYLOR

The RCM Library has been working with the family of Avril Coleridge-Taylor to create modern typeset editions of her works. The impetus for this work came from Croydon Youth Orchestra who requested to borrow the *Comet Prelude*. Knowledge Exchange funding has supported professional editing by an RCM doctoral student and since the editions have been completed the Library has received a request from the BBC Symphony Orchestra which plans to record an album of her Avril Coleridge-Taylor's works.

## AWARENESS RAISING

Our Awareness Raising priorities for 2022-23 were to:

- Deliver mental health and EDI training as part of the induction of new SU committee members and student faculty representatives.
- Collect and analyse data on engagement with online and in-person training (e.g. student consent training; Learning and Development training).
- Invite guest speakers to EDI Committee meetings to promote reflection and innovation.
- Explore ways of promoting the diversity of participants and activities in College life, for instance through images displayed across the campus and, where appropriate, in externally facing materials.

### TRAINING AND WORKSHOPS

All new students are required to complete the 'Consent Matters: Boundaries, Respect, and Positive Intervention' online training course, which has been developed specifically for students in higher education. The course was updated in 2023 to include additional detail on digital media and online activity, and to feel more relevant to international students.

The training was introduced to all new students during Induction Week through a presentation on 'Respect at the RCM', which was co-delivered by staff and the Students' Union. The Students' Union also participated in bespoke EDI training delivered by Tonic, a specialist provider of EDI training for arts organisations and the organisation Black Lives in Music was represented at the Freshers' Fair.

### EDI PROGRAMME THROUGH THE STUDENTS' UNION

Throughout 2023-24 the Students' Union organised and promoted a range of EDI-related activities, including:

- a Diversity Officer Drop-in during Induction Week
- Black Lives in Music stall at Freshers' Fair
- QRCM society launch and film night
- London Pride participation
- pride-themed Party in June
- Black History Month, LGBTQ+ History Month and Pride Month social media campaigns

Starting in 2022, the College offers EDI training delivered by Tonic (a training provider specialising in EDI in the performing arts) at the beginning of each academic year to all incoming Student Union members as part of their SU induction.



### A NEW SECURE REPORTING PLATFORM

The College has invested in Report and Support, a more secure and accessible platform for students, staff, or members of the public to report incidents involving harassment, discrimination, sexual violence, hate incidents, bullying, microaggressions or any other concerning behaviour. The platform was launched in summer 2024 and will be promoted to new and returning students during Induction Week 2024.

**Left**  
RCM students and staff at the Pride in London Parade, 29 June 2024.

# GOVERNANCE OF EQUITY, DIVERSITY & INCLUSION

Our Governance priorities for 2023-24 were to:

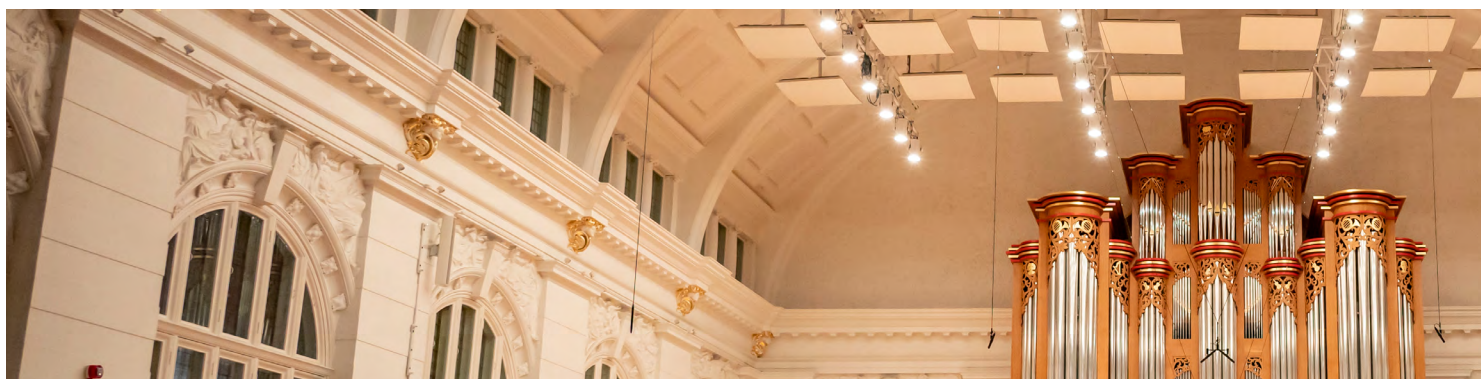
- Continue to act on opportunities to further diversify Council and Council committee membership.
- Reflect inclusive practices and terminology across Council's work.

The RCM Council continues to demonstrate its full commitment to the area of EDI through Council representation on the EDI Committee and termly review of progress with the College's EDI action plan at all Council meetings.

Following the Council effectiveness review at the end of 2023-24, committee chairs were asked to choose whether they preferred to use the gender-neutral term of Chair. Documentation was updated accordingly.

Members of Council are now invited to participate in HR training if they wish. The full training schedule will be circulated to members of Council early each academic year to assist with diary planning.

We are very grateful to Deputy Chair of Council, Catherine Clarke, for her support and feedback as Council representative on the EDI Committee.



## CULTURAL CONTRIBUTION

The College will continue to make an extensive cultural contribution through its performance programme, events and festivals, as well as its museum and library collections.

In the last years, there has also been a welcome and positive cultural shift, with the long-overdue reassessment of the artistic mainstream, and a rapid and invigorating rebalancing of approaches to inclusivity and diversity in repertoire and performers. There have also been notable changes in the way that music is performed and presented, particularly through technology, and a new strategy will need to reflect these.

The College's aspirations continue to widen, and its responsibilities for fostering open access to all sectors of society become ever more vital. There are many gaps to fill, and the College can only address a part of these. Strategic partnerships, advocacy and leadership become essential, and there need to be access points and significant points of contact beyond enrolled students.



# PROGRESS ON OUR TARGETS

	Target	Progress
5	Continue to support music making for young people.	<b>On track</b> RCM Sparks deliver an engaging programme for children in schools and the local community, giving more than 2,700 children and young people a live music experience during the past year.
6	Increase the percentage of students who identify as coming from non-white backgrounds from 10% to 14% by 2024-25.	<b>On track</b> The College's three-year rolling average for recruitment of UK-domiciled black, Asian and ethnically diverse students is now 20.77%, significantly above the APP target of 14%. A new target will be set as part of the new Access and Participation Plan 2025/26 to 2028/29.
7	By 2024-25, reduce the gap in participation between the most and least represented socio-economic groups (POLAR4 quintiles 5 and 1) by a third (ratio of 8:1) and double the new entrants from POLAR 1 backgrounds compared to our 2017-18 baseline.	<b>Progress made</b> Performance against this target has been challenging, however the College is only 0.6% below target, with a 3-year rolling average of 8.4% against a target of 9%. With the introduction of a new Access and Participation Plan from 2025/26, the College will be discontinuing POLAR data as a metric for target-setting.
8	Continue to make a positive cultural contribution at a local, national and global level.	<b>On track</b> Through the College's performance programme, research and knowledge exchange programme, RCM Sparks, Museum and more, we are connecting with participants within the local community through to a national and global level.





# SUSTAINABLE OPERATIONS, EVENTS AND PERFORMANCES

Sustainability is embedded in our operations,  
events and performances.



We have a direct impact on the environment through our campus operations, events and performances and are committed to embedding best practice in the way we operate. Taking action to tackle the climate crisis and mitigate climate risks are a key focus, alongside campus waste, water and energy use. Through our ISO 14001 environmental management system, we will continue to embed good practice environmental management across all campus activities.

## KEY AREAS

- carbon emissions and climate change
- energy, water, and waste
- construction and refurbishment
- resource use (incl. paper)
- digital
- catering
- facilities management
- green urban campus
- business travel & commuting
- sustainable events
- sustainable performances (tickets, programmes, lighting, catering, travel, suppliers)

## VISION

**By 2028 we will:**

- Make progress towards our net zero carbon, achieving a 33% reduction from our 2018/19 baseline across scopes 1, 2 and 3.
- Reduce total waste and increase recycling rates.
- Develop our sustainable events offer.
- Improve the sustainability credentials of performances.

### Key supporting strategies

[Environmental policies](#)

[Royal College of Music Carbon Management Plan](#)

[ISO 14001 Environmental management system action plan](#)

[Sustainable food policy](#)

[RCM Estates Strategy](#)

[South Kensington ZEN+](#)



# ESTATES AND CAMPUS OPERATIONS

The Royal College of Music sits in the heart of cultural quarter of South Kensington. Our vibrant and diverse campus includes both old and new, from the magnificent grade II listed Blomfield building which dates from 1883 to the modern courtyard development, completed in 2021. Combined with our site at RCM Jay Mews and purpose-built student accommodation, Prince Consort Village, our estates and on-site operations both affect and are affected by the environment.

Carbon emission and climate change are our major priority and we have set the ambitious objectives to be net zero by 2035. We have also set objectives to reduce our energy and water use, as well as reduce our total waste whilst improving recycling rates. We recognise the environmental impact from food choices and we have set our clear objectives to deliver more sustainable catering. Administrative impacts including paper use are also an area of focus for us.

Construction and major refurbishment projects have both a large direct impact and offer an important opportunity to make decisions to improve our environmental performance in the long-term.

We also have a range of indirect impacts, including our offsite and cloud-base IT infrastructure, business travel and employee commuting. All of which form a pivotal part of our efforts to make our operations more sustainable.

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## Below

RCM's grade II listed Blomfield building.



# ENVIRONMENTAL MANAGEMENT SYSTEM

The Royal College of Music operates an Environmental Management System (EMS) certified to ISO 14001:2015.

An EMS is a structured framework to identify and manage an organisation's significant environmental impacts, risks, opportunities and obligations, and the ISO14001 standard is widely recognised as the leader certification standard.

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## Policy and leadership

Our approach is governed by our environmental policy and overseen by our Estates Director.

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## Context and stakeholder expectations

When designing our environmental programmes, we have considered our stakeholders and the relevance of environmental factors across the entire lifecycle of the College's operations.

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## Planning

We have mapped our significant areas of environmental impact and identified the key risks and opportunities. We maintain a register of all the applicable legal, contractual and voluntary environmental obligations and taken these into account when setting our objectives, targets, environmental action plan and processes.

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## Resources, skills and awareness

We allocate appropriate resources to manage environmental issues, and ensure that all staff, students, contractors and suppliers have the right knowledge, skills and technical competencies. We run awareness campaigns and report on our environmental practices and performance both internally and externally.

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## Managing our operations and emergencies

We have developed a wide range of policies and procedures to ensure we manage environmental issues effectively

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## Monitoring performance

We monitor our environmental performance closely and have set KPIs for our key areas of impact. We also conduct internal audits of our system and undertake compliance reviews, and report to the leadership team through our sustainability committees. Our management system is externally audited by a UKAS accredited certification body, who issue our ISO 14001 certificate.

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## Improvement

Through our EMS, we aim to deliver continual improve in our environmental management and performance.

We have a robust procedure in place to identify and manage corrective and preventative actions. This might be in relation to audit findings or any opportunities for improvements that may be identified.

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# ENERGY AND CARBON EMISSIONS

Our action on energy efficiency and carbon reduction is managed through our Carbon Management Plan.

For the first stage we set a target to reduce our carbon emissions from gas and electricity use by 34% by 2020, from a 2004/05 baseline. We significantly exceeded this, reducing our emissions by 60% even while our estate grew.

In line with the Government’s climate change targets, in the next stage of our Carbon Management Plan we aim to achieve net zero carbon by 2035. This means that:

- Continuing from our 2004/05 baseline, we have set a target to reduce our emissions from gas and electricity use by 73% by 2027 and 100% by 2035; and
- we will meet annual and cumulative emissions budgets that align with these targets, through emissions reductions.

We are ahead of this target, having reduced carbon emissions by 77% in 2023/24 from our 2004/05 baseline, primarily due to switching to a zero-carbon electricity tariff.

In 2023/24 we have continued our work to improve energy efficiency and decarbonise the estate. Projects have included:

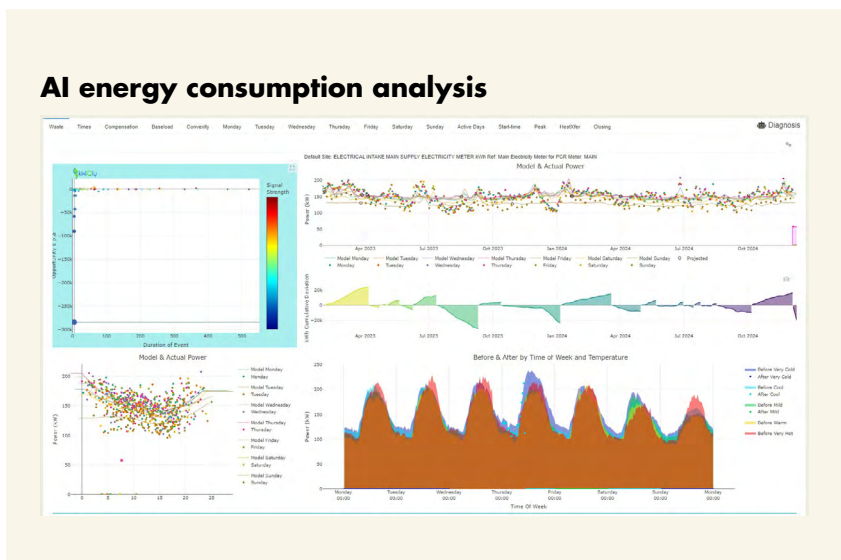
## PIR SENSORS AND LED LIGHTING

We have finalised the roll out of PIR lighting sensors, which control lighting automatically, and further LED upgrades.

## AI ENERGY CONSUMPTION ANALYSIS

We deployed a software system which uses machine learning to analyse data from our gas and electricity meters. The tool has identified consumption patterns and spot signs of energy waste, which can then be used to adjust the behaviour of the building management system.

A snapshot of the dashboard can be seen below.



## OPTIMISING OCCUPANCY

With an ever increasing demand for space in College, a key focus for our operations team has been to ensure we use our campus as efficiently as possible.

The College is now open 24/7 and we ensured that all spaces are used efficiently. In some cases, this means rooms can serve multiple functions as different times of the day; spaces may be used as offices or teaching spaces during the day, but are then bookable as practice spaces when they are free.

## BRITTEN THEATRE LIGHTING UPGRADE

Following the replacement of the seating in the Britten Theatre last year, we upgraded the lighting controls in the Britten Theatre. The new system provides greater flexibility and control of the stage lighting. In particular, the upgraded controls allow us to use the stage lighting more efficiently, as lights can be dimmed and it is compatible with more efficient light fittings.

## VOLTAGE OPTIMISATION

We have explored the option to install voltage optimisation equipment at our site on Prince Consort Road. This will reduce the voltage of the electricity supply, helping to make all equipment on site run more efficiently. This will likely help deliver savings of more than 90,000 kWh of electricity, 21 tonnes of carbon, and £25,000 per year. We plan to install the equipment during in summer 2025.

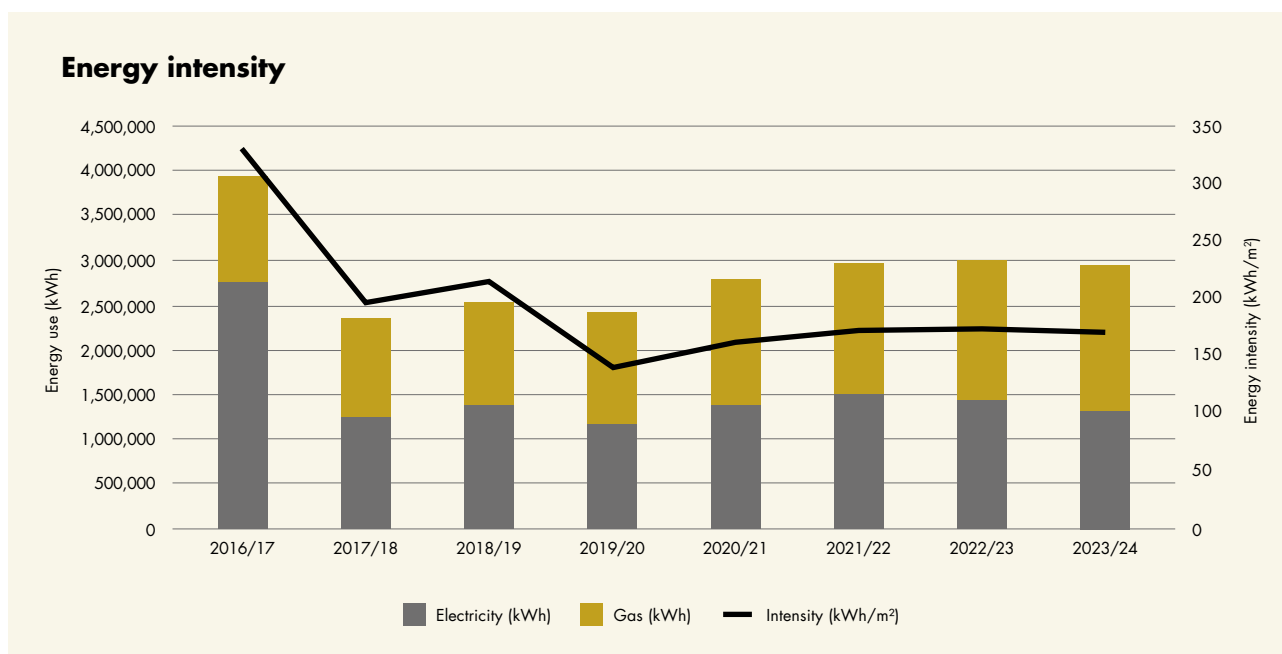
## ENERGY USE

We manage energy use through our carbon management plan. Our approach has focused on taking practical steps to reduce and avoid energy use where possible, and using efficient fittings and equipment. The Estates & Technical Services Manager is responsible for energy management.

Between 2019/20 and 2021/22 we saw an upward trend in energy usage as new spaces were opened and the College returned to normal operations following COVID restrictions. We have avoided further significant increases in energy use over the last few years, even as the campus has been busier than ever.

During 2023/24, we hosted 428 events and sold 34,000 tickets. We welcomed 400,000 people through our doors, including staff, students and visitors.

Since 2016, the size of our Estate increased and there are more digitally enabled spaces and performance venues. The Courtyard development brought a busy café bar and commercial kitchen on line and we are welcoming more visitors each year to concerts, events and to the museum. Our operations team manage energy efficiency closely and we continue to ensure that our electricity for the entire RCM campus comes from zero-carbon sources.



### Energy use by year

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Electricity (kWh)	2,763,394	1,247,390	1,383,515	1,177,605	1,370,390	1,509,977	1,447,352	1,328,002
Gas (kWh)	1,163,837	1,097,193	1,142,423	1,235,463	1,427,706	1,449,744	1,562,591	1,616,146
Total (kWh)	3,927,231	2,344,583	2,525,938	2,413,068	2,798,096	2,959,721	3,009,943	2,944,148
Energy Intensity (kWh/m²)	326	197	212	140	162	172	175	171

# CARBON EMISSIONS

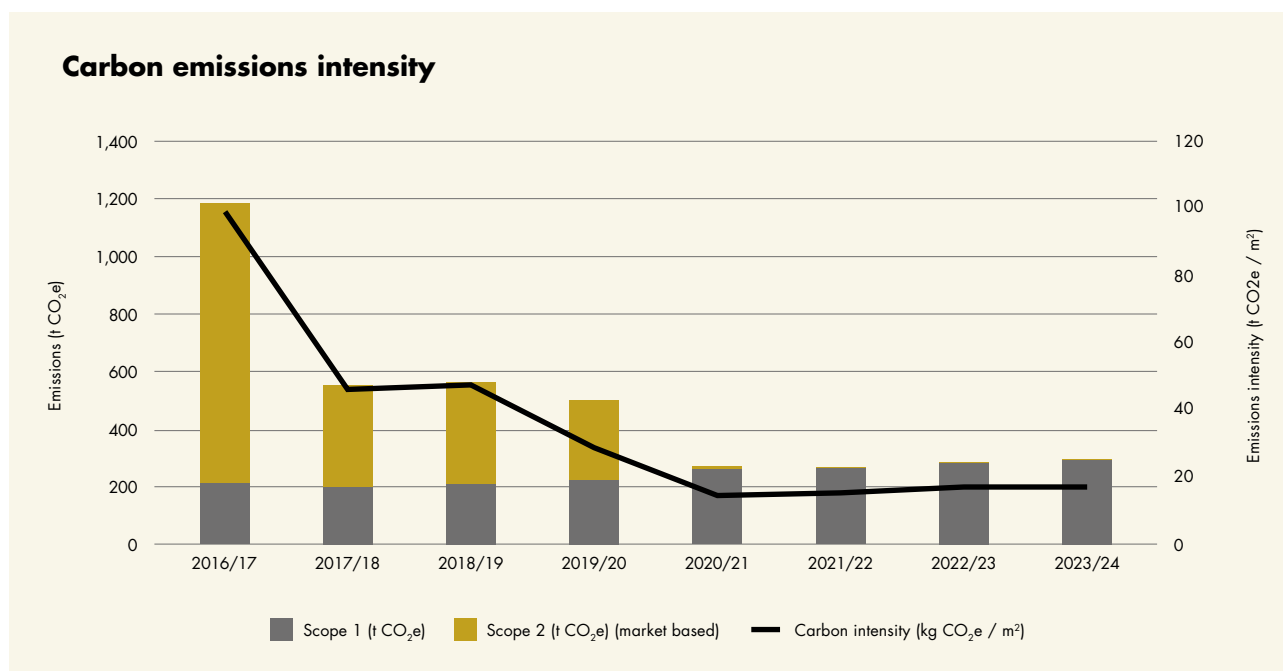
## Scopes 1 and 2

Since 2016/17 we have reduced our scope 1 and 2 emissions by 76%, from 1,185.84 kg CO<sub>2</sub>e per m<sup>2</sup> to 286.49 kg CO<sub>2</sub>e per m<sup>2</sup>. These reductions are calculated using market-based emissions which include our zero-carbon electricity tariffs.

## Scope 3

We have reported on our scope 3 of the Greenhouse Gas Protocol. Overall, more than 95% of our emissions occur in scope 3.

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.



### Scope 1 and 2 emissions by year

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Scope 1 (t CO <sub>2</sub> e)	214.34	201.84	210.03	227.16	261.50	264.64	285.84	295.59
Scope 2 (t CO <sub>2</sub> e) (location based)	971.50	353.10	353.63	274.55	290.97	292.00	299.71	274.96
Scope 2 (t CO <sub>2</sub> e) (market based)	971.50	353.63	353.63	274.55	9.96	2.60	1.87	0.36
Total (t CO <sub>2</sub> e) (market based)	1,185.84	555.47	563.66	501.71	271.46	267.24	287.71	295.95
Carbon intensity (kg CO <sub>2</sub> e/m <sup>2</sup> )	98.51	46.67	47.35	29.12	15.76	15.51	16.70	17.18

## Scope 3 emissions

Scope	Source	Carbon Emissions (t CO <sub>2</sub> e)	
		2023/24	2022/23
Scope 1	Gas use	295.59	285.84
Scope 2	Purchased electricity (market based)	0.36	1.87
Scope 3	<b>Total scope 3</b>	<b>9,436</b>	<b>6,970</b>
	Water	0.8	0.7
	Waste water	0.9	0.7
	Waste	0.2	0.5
	Business Travel	119	22
	Staff and student commuting	380	401
	Travel at end of term	3,821	1,030
	Procurement	<b>Procurement total</b>	<b>4,042</b>
		<b>3,746</b>	
	Business services	2,384	1,937
	Manufactured products	96	110
	Food and catering	23	24
	Construction	99	64
	IT Services	1,389	1,556
	Other procurement	50	55
	Investment	1,272	1,734
	Student accommodation	44	35

**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 2024.

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 2022/23. Student and staff commuting was calculated based on responses to a travel survey completed in 2022 – data for 2023 was not available at time of publishing. Student accommodation was calculated based on the proportion of the equity held in the operating company by the RCM in 2023.

Procurement emissions were estimated using spend data and emissions factors provided by HEPA. Emissions for travel at the start and end of term have been estimated for 2023/24 from survey data completed in October 2024. The survey results showed a significant increase in overseas travel which is the main contributing factor for the increase.

## SOUTH KEN ZEN+

The RCM works with the 21 other members of the Exhibition Road Cultural Group (ERCG) through South Ken ZEN+: a partnership of world-leading science and arts institutions in South Kensington committed to tackling the greatest challenge of our age. South Ken ZEN+ is our collective response to the climate and biodiversity crisis.

With the joint aims of becoming a zero emissions (ZE) and nature-positive (N+) neighbourhood, we have joined with our neighbours to deploy our world-leading creativity and expertise in science and the arts to take collective approach to meet our net-zero, nature positive goals for South Kensington.

### COLLABORATING TO SHARE BEST PRACTICE

Our Director of Estates sits on the working groups for climate change and circular economy to share best practice and collaborate on delivering net zero carbon and nature positive projects. During 2024, the group completed the first carbon baseline report and published a new website.

### SUPPLY CHAIN CHARTER

We have worked closely with the South Ken Zen+ procurement working group to develop a joint supply chain charter. The charter is based on the ISO 20400 Sustainable Procurement Standard, and addresses the five core themes:

- prevention of pollution
- sustainable resource use
- climate change adaptation
- climate change mitigation
- protection of the environment, biodiversity and the protection of natural habitats

It provides a leading framework for suppliers to work to, which is consistent across each institution. The Steering Group meets four times a year and is comprised of Director-level ERCG members who maintain strategic oversight of the SKZ+ programme and helps set the priorities for activity. Our Director, James Williams is on the Steering Group which includes Julia Knights, Deputy Director, Science Museum; Joe Smith, Director, Royal Geographical Society and Alex Burch, Director of Public Engagement, Natural History Museum. The Group is currently steered by two 1851 Commissioners, Professor Chris Wise and Dame Alison Nimmo.

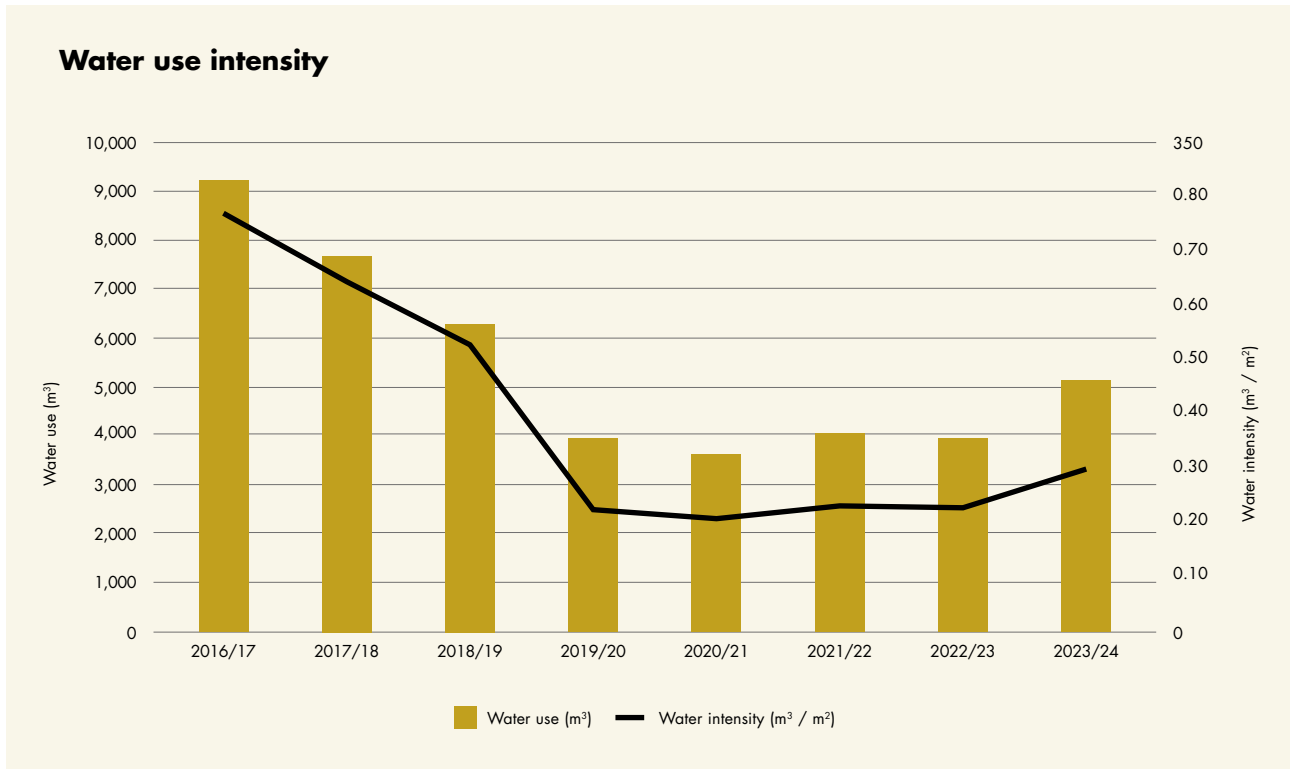
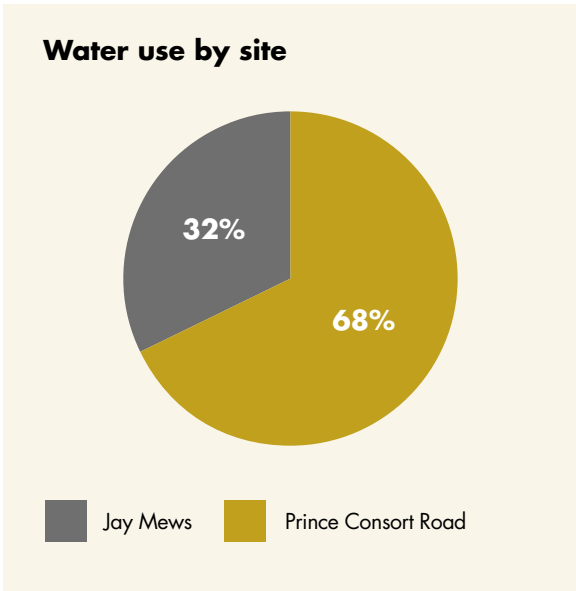




# WATER

The RCM has very limited water use on site, restricted to toilets and some catering facilities. Our water use overall is significantly lower than our 2016/17 baseline, however there was a significant increase this year. This is likely due to an increase in visitor numbers and the increasing intensive use of our estate.

About two thirds of the RCM’s water is consumed at Prince Consort Road and about one third at RCM Jay Mews<sup>1</sup>.



### Water use by year

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Water use (m³)	9,216	7,681	6,291	3,926	3,604	4,046	3,959	5,127
Water intensity (m³/m²)	0.77	0.65	0.53	0.23	0.21	0.23	0.23	0.30

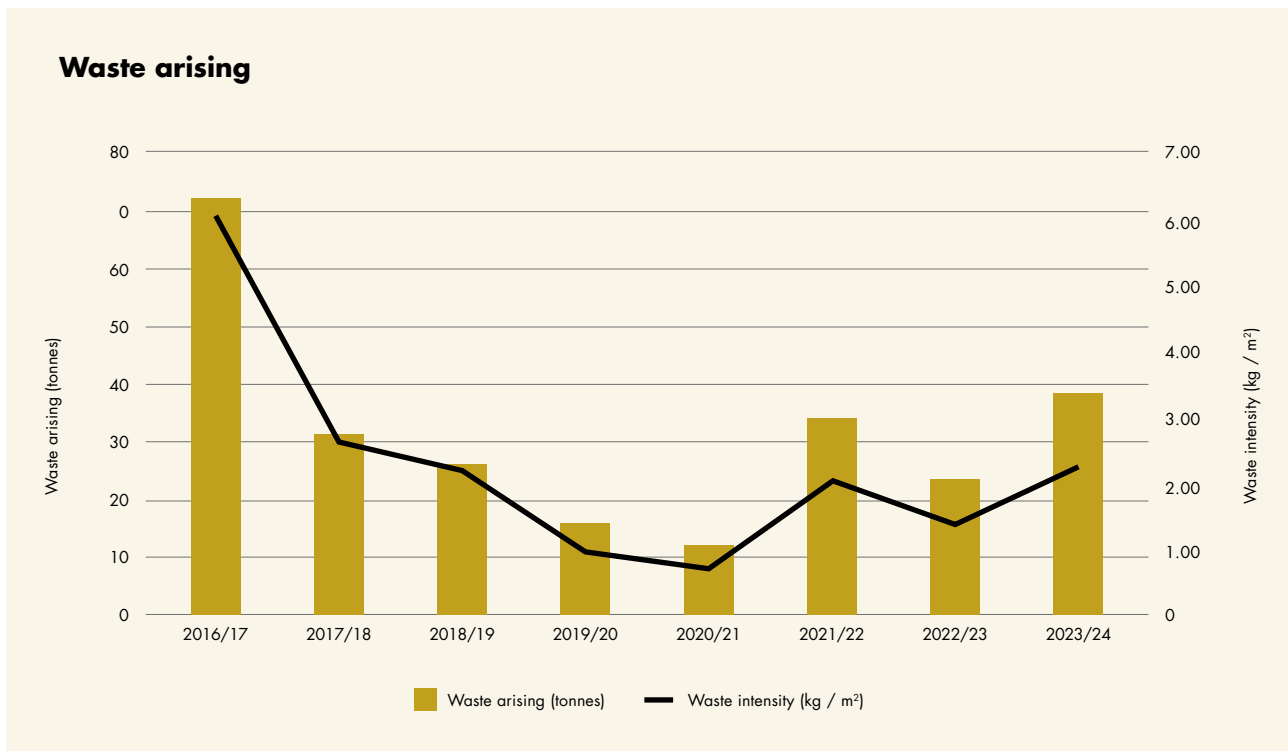
<sup>1</sup>RCM Jay Mews' includes 41-43 Jay Mews and 39 Jay Mews.

# 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 2022 we introduced a new waste contract. We appointed Westminster Council who provide waste services through Veolia. The contract will help us to improve our recycling rate and will also reduce carbon emissions and air quality impacts from waste collections, as the contractor also serves a number of our neighbouring institutions and has adopted electric vehicles.

We continue to segregate waste on site, including a successful crisp packet recycling scheme in the café, and continue to participate in the South Ken Zen+ Circular economy and sustainable procurement group.



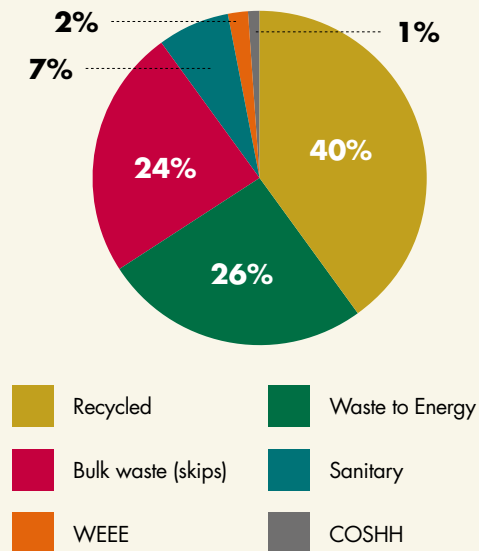
### Waste by year

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Waste arising (tonnes)	72	31	26	16	12	34	23	38
Waste per m <sup>2</sup> (kg/m <sup>2</sup> )	5.98	2.62	2.17	0.92	0.70	1.97	1.36	2.22

## WASTE STREAMS

The total waste arising during the year was significant higher than last year. This is in part due to Veolia providing us with data for additional waste streams, such as COSHH and sanitary waste, but also reflects the increased visitor numbers. We also undertook a number of IT projects during the year which increased the WEEE waste we generated. Our recycling rate has remained unchanged at around 40%.

Waste streams



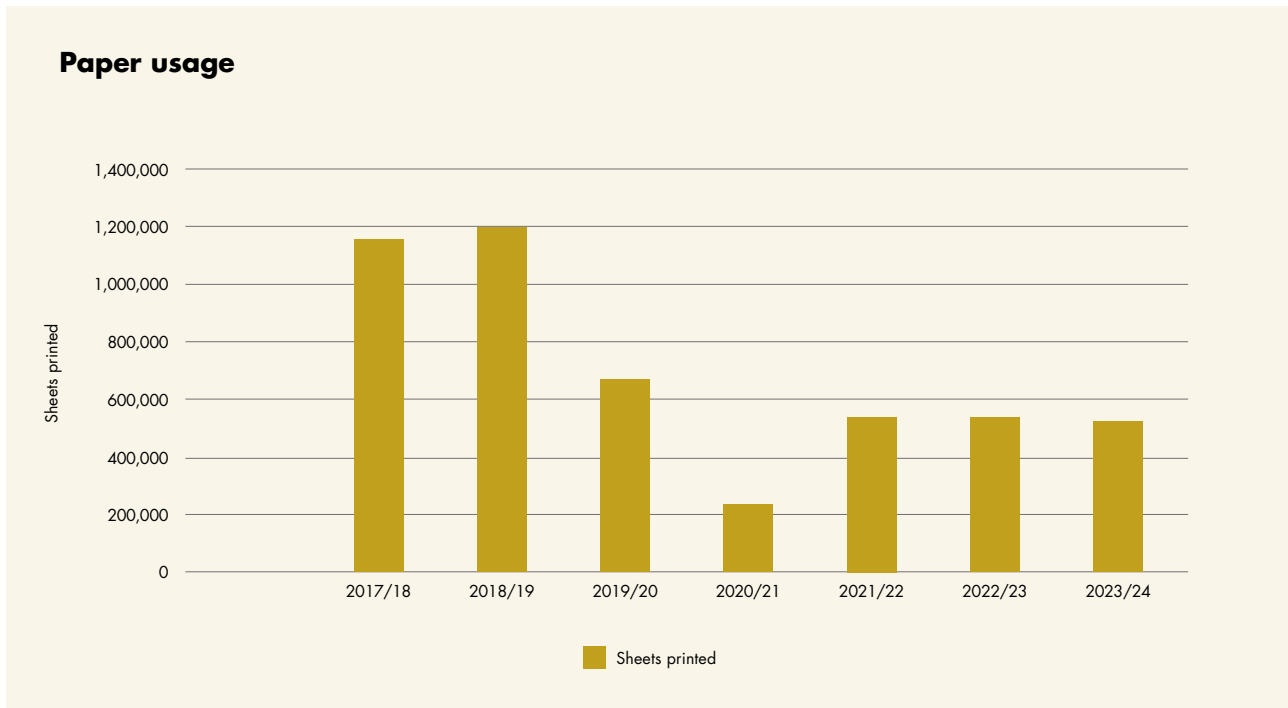
### Below

Veolia's 100% electric waste collection vehicle on charge.



# PAPER

Paper usage from printing has reduced slightly from the last three years and remains significantly lower from pre-pandemic levels. The digitisation of the finance system, implementation of paperless class registers, move to online meetings and increased use of digital music scores have all reduced printing requirements.



### Sheets printed by year

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Sheets printed	1,155,353	1,199,971	662,353	230,558	532,963	530,892	521,434

‘THE DIGITISATION OF THE FINANCE SYSTEM, IMPLEMENTATION OF PAPERLESS CLASS REGISTERS, MOVE TO ONLINE MEETINGS AND INCREASED USE OF DIGITAL MUSIC SCORES HAVE ALL REDUCED PRINTING REQUIREMENTS.’

# BUSINESS TRAVEL

The below table shows kilometres travelled by different modes of transport.

<b>Modes of business travel</b>		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Taxi	-	-	-	1,763	131	869	50	975	
Personal Car (Expenses)	-	-	-	-	-	-	-	-	
Domestic Air	13,399	9,359	8,928	6,213	-	442	-	573	
Short-Haul Air	95,330	122,920	215,699	105,390	-	31,216	129,668	328,525	
Long-Haul Air	423,129	449,801	458,363	572,321	22,156	-	454,443	116,794	
International Air	66,647	67,969	186,619	131,493	-	26,104	164,353	333,830	
Eurostar	18,696	1,730	-	3,325	-	14,895	1,968	-	
Domestic Rail	-	12,213	29,333	15,857	2,006	8,726	26,430	11,851	
<b>Total</b>	<b>617,201</b>	<b>663,992</b>	<b>898,942</b>	<b>836,362</b>	<b>24,293</b>	<b>82,252</b>	<b>776,912</b>	<b>792,567</b>	

## Note

The reported changes in long-haul and international air travel reflect changes in the way our travel agents report.



# SUSTAINABLE CATERING

Embedding sustainable practices into our catering is a priority for us. Our sustainable food policy sets out our aims for all on site catering and we work closely with our catering contractor to improve our performance.

The Sustainable Food Policy and Framework is owned by RCM and outlines the aims, objectives and principles through which sustainability is imbedded in all aspects of catering operations. The policy applies to all outlets and food served at the RCM, forming the basis of relationships with partners and third-party providers including Imperial College London our current catering provider.

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## ADVOCACY

We aim to raise awareness of how customers can support the Sustainable Food Policy. We provide staff with training and run customers campaigns to highlight key themes. During 2023/24 we ran a customer communication campaign focused on recyclable packaging, waste and using re-usable containers.

---

## NET ZERO

We aim to measure and minimise the carbon emissions associated with food, both from on-site operations and across the value chain. We had planned to measure the carbon footprint of the food served and established a baseline during 2022/23, however this project has been delayed.

---

## FOOD

Our aim is for the food served on site to be healthy and reflect the dietary preferences of the 60+ nationalities that make up our student and staff body. We aim to champion the most sustainable options and work towards accreditations such as Food for Life and Menus for change.

We are working with our catering partners at Imperial College to reduce the environmental impact of menu items. We have expanded the range of plant-based options available, and have introduced plantworks stickers and sustainable choices logos to engage customers. We also offer non-dairy milks at no extra charge at all outlets, and have removed all beef from the menu, replacing it with wild culled venison which has a lower carbon footprint.

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## PROCUREMENT

We are committed to working with suppliers who share our high ambitions on environmental and social practices, and aim to source seasonal produce and where applicable, purchase products with appropriate certifications, such as Fairtrade, Rainforest Alliance, and the Soil Association. During this year, our catering contractor have requested the sustainability credentials of all of our key catering suppliers.

All coffee and bananas are fair trade.

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## WASTE

We aim to minimise waste and phase out all single-use plastics where possible. Our strategy also seeks to minimise waste overall and support the waste hierarchy (avoid, reduce, re-use, recycle/compost, recovery).

We have introduced a range of recycled napkins and new dispensers which has reduced napkin waste and their overall environmental impact.

We also filter our cooking oil, which extends the length of time it can be used, helping us to reduce food waste.

We offer YOYO reward points for customers who purchase food and drinks in re-useable containers and ceramic and metal crockery/cutlery is given by default to customers 'eating in'. During this year, around 17% of all hot beverages were served in re-usable cups.

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**Find out more**  
[Sustainable food policy](#)



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**Right**

Piling underway in 2017 during construction of the Courtyard at our site on Prince Consort Road.

## CONSTRUCTION AND REFURBISHMENT

We have comprehensive processes in place to management sustainability issues at all stages of construction and refurbishment projects.

We have developed an in-house project management tool that can be used for any project run by the College. Sustainability criteria are embedded at every stage.

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**DESIGN**

Sustainability is a key design criterion and we carefully consider the environmental impacts of both the construction or fitout process as well as the ongoing operational implications and the supply chain impacts.

Wherever possible, we seek to minimise environmental impacts and risks where we can at the design stage.

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**PROCUREMENT**

We are committed to working with suppliers who share our high ambitions on environmental and social practices. We assess a potential supplier's sustainability management practices and their ability to support us in delivering on our sustainability goals.

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**MANAGING IMPACTS DURING PROJECTS**

Our projects team manage sustainability issues closely during the delivery stage. We assign dedicated managers for key projects and liaise with contractors regular on their environmental management and performance, seeking to building trust and a collaborative relationship.

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**MONITORING**

We monitor the environmental impacts of projects closely and monitor them through the project board. This may include site walks, acoustic monitoring, monitoring waste and energy use, or storage of materials to avoid damage and waste.

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**POST OCCUPANCY ASSESSMENTS**

Once a project is complete, we typically undertake an appropriate post-occupancy assessment. This process helps to ensure that all systems and technologies are working properly and are optimised for efficiency. We also review where we can improve our decision making and processes.

# SUSTAINABLE EVENTS

The College offers a unique and inspiring events venue and we are committed to ensuring our events are sustainable.

We work closely with our events customers to embed sustainability into the planning process, and have started to develop a sustainability scorecard to measure and incentivise good environmental practice in events planning. This will help to address key issues such as single-use plastics, energy use and event carbon emissions.

We will extend our sustainability commitment to our event suppliers, and we will select partners who are both demonstrate excellent sustainability management and performance, as well as offer innovative and sustainable goods and services.

**We do everything we can to help make events at the RCM as sustainable as possible.**

**Vicky Moran**  
Head of Events and  
Corporate Partnerships

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## Below

The RCM's Amaryllis Fleming Concert Hall can host dinners for up to 120 guests.







## SUSTAINABLE PERFORMANCES

We aim to minimise the impact of performances and measure our impacts better. Performances in the College range from large orchestra concerts or opera performance to less formal chamber music concerts. Our performance also include national and international tours.

We have implemented a range of practical changes to reduce paper use for parts and programmes, such as the adoption of digital scores and performance notes. We have trialled some new technology solutions that have given us better data

We also aim to reduce single-use plastic by encouraging performers to use refillable water bottles and liaison with catering providers for audience refreshments.

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### DIGITAL TICKETING AND ENHANCED DATA

We use a digital ticketing system which allows us not only to offer paperless ticketing but also improves our data on attendees. This helps to ensure we only print the number of programmes needed and also allows us to improve our emissions calculations for performances.

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### 80% ENERGY SAVING FROM NEW LIGHTING

The new lighting installed in the concert hall has reduced electricity consumption during rehearsals and performances by 80%.

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### RECYCLING STAGE SETS

We use the principles set out in the Theatre Green Book sustainable production guide in our set design process. This has helped to reduce the materials used and the amount of waste generated.

We also work with a specialist contractor to help re-use and recycle sets.



## BIODIVERSITY

The Royal College of Music's hall of residence, Prince Consort Village, provides high-quality accommodation for more than 400 students. The building, which is run by a third-party operating company, opened in spring 2016 and comprises studio apartments, en-suite rooms and standard rooms.

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### GREEN WALL AND ALLOTMENTS AT PCV

As part of Prince Consort Village's sustainability programme, a green wall has been installed along with student allotments.

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### BIODIVERSITY ON- AND OFF-CAMPUS

Whilst our South Kensington campus has a number of constraints which limit the scope for biodiversity projects, we are exploring how we can contribute both on- and off-campus.

# PROGRESS ON OUR TARGETS

	Target	Progress
9	Achieve carbon net zero by 2035.	<b>On track</b> The College is firmly committed to this ambitious target and we are making good progress in reducing our carbon footprint across scopes 1, 2 and 3.
10	Reduce carbon emissions from scopes 1 and 2 by 73% by 2026/27 from a 2005 baseline.	<b>Ahead of target</b> Scope 1 and 2 emissions have been reduced by 79% since 2005.
11	Reduce scope 3 carbon emissions by 40% by 2026/27 from a 2019/20 baseline.	<b>Behind target</b> Our scope 3 emissions are in line with our 2019/20 baseline, due to a nearly three-fold increase in reported emissions associated with student travel at the end of term. This change in reported emissions is due to a larger number of responses from international students in the travel survey, rather than a change in travel behaviour. Scope 3 emissions (excluding end of term travel) are down 1% from last year, and 38% from the 2019/20 baseline.
12	Maintain total waste arising from campus under 25 tonnes per year.	<b>Ahead of target</b> We have seen a year on year reduction of 34% between 2021/22 and 2022/23. Total waste for 2022/23 was 23 tonnes.
13	Achieve recycling rate of more than 75% for the year ending 2026/27.	<b>On track</b> We ran an engagement campaign to encourage more recycling within our student and staff communities. New bins were introduced across the campus to simplify the recycling options available.
14	Establish a comprehensive and robust sustainable events framework by 2022/2023.	<b>On track</b> A scorecard has been developed that identifies the environmental impact of each event.
15	Reduce the environmental impact from performances.	<b>On track</b> We have invested in more efficient digital and lighting equipment and have introduced paperless ticketing. Costumes and stage sets for the College's opera productions are recycled and reused where possible.



# PARTNERSHIPS FOR SUSTAINABILITY IMPACT

We will use the power of music to drive awareness in sustainability. We will collaborate with suppliers, other institutions and investment managers to embed sustainability practices where we have influence.

The College is able to support and influence the sustainability performance of a number of key stakeholder groups, supporting collaboration and shared purpose. This includes our suppliers, investment managers, neighbouring and peer institutions, and staff. We are also able to support awareness of key sustainability themes through performance and alumni engagement.

## KEY AREAS

- sustainable procurement
- sustainable investment
- engagement with partner institutions
- supporting wider awareness of environmental themes through performance and alumni engagement
- supporting sustainable practices for staff and students at home

## VISION

### By 2025 we will:

- Embed sustainability into procurement decisions.
- For priority suppliers, review sustainability credentials and engage on an ongoing basis.

### By 2028 we will:

- Engage with all suppliers on sustainability issues based on size and significance, and request key performance metrics.



**We are working hard to engage our suppliers, investment managers and partners to help deliver our sustainability ambitions.**



**Rachel Harris**

Director of Finance

### Key supporting strategies

[Sustainable procurement policy](#)

[Policy for responsible investment](#)

[HR benefits](#)





## SUSTAINABILITY IN INFORMAL TEACHING

The RCM purchases a wide range of goods and services and we are committed to embedding the highest standards of environmental and social practice across our supply chain. Our sustainable procurement policy sets out our approach and objectives.

Many procurement decisions are made by individuals within the functions and departments across the College, and we manage more significant procurement decisions with our purchasing partners, Ensemble Purchasing – a procurement partnership with other conservatoires. We are a member of the London Universities Purchasing Consortium.

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### **POLICY AND ENGAGEMENT**

Our sustainable procurement policy sets out our approach to including environmental and social considerations in our decision making.

Over the 5 year strategy period, we will engage with suppliers on sustainability issues, initially focussing on reviewing the sustainability performance of key suppliers, especially those with a significant on-campus presence, and establishing ongoing engagement.

Within the 5 year period we aim to engage with suppliers regularly to understand their sustainability approach and performance, as well as explore opportunities to collaborate to improve sustainability outcomes. We want all our buyers to consider relevant sustainability factors in all procurement decisions and to have embedded sustainability principles so clearly in our key supply chain partnerships that suppliers proactively engage with us to implement improvements.

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### **SUPPLIER PERFORMANCE DATA**

Our secondary focus will be to collect sustainability performance data related to the goods and services provided to the RCM, especially in relation to carbon emissions, climate change, the circular economy, working conditions and the London living wage. We calculate our supply chain emissions based on industry emissions factors and spend data, but we have set an objective to increase the supplier specific performance data used.

# SUSTAINABLE INVESTMENT

The Royal College of Music holds investments in two permanent endowment funds and a general purpose fund. These funds are managed on our behalf by independent investment managers in line with our policy for responsible investment.

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## POLICY

Our responsible investment policy sets out our approach to responsible investment. It requires all investment managers to consider Environmental, Social and Governance (ESG) considerations when making investments.

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## GOVERNANCE

Our Finance and General Purposes Committee (F&GP) is responsible for the oversight of our investment arrangements. The F&GP has appointed an Investment Committee with responsibility to recommend RCM's Investment Strategy and Policy for Responsible Investment. The Investment Committee monitors the performance of RCM's investment portfolios and the investment managers provide ESG updates at least twice a year.

RCM has appointed three investment managers:

- The Scholarship and Awards fund is split into two separate portfolios, with Sarasin & Partners managing one of these portfolios and Cazenove Capital the other.
- Ruffer LLP managed the General Fund until July 2024. The funds then moved to a Money Market Fund managed by the Cazenove Capital Cash Administration Service.
- Sarasin & Partners Ltd manage both the Junior Department Fund and Junior Department Expendable Fund.



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## ENGAGEMENT WITH INVESTEE COMPANIES AND VOTING

Given the size of RCM's funds and the fact that all of our investments are held in pooled vehicles, it is not practical for RCM to engage directly with individual companies on ESG related issues. Instead, we expect our investment managers to engage and vote on RCM's behalf.

RCM expects its investment managers to demonstrate how they consider ESG as part of the investment process. The College also expects them to engage with companies where ESG issues are a concern, provide proxy voting on ESG issues and report to the College on their engagement activities.

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## REPORTING AND DISCLOSURE

Each of RCM's investment managers is required to report once a year on:

- how ESG factors are incorporated into the investment manager's investment process
- engagement activity and results
- voting activity
- the investment manager's approach to mitigating climate change
- the carbon footprint (scope 1 and 2) of the investment portfolio
- the portfolio's exposure to areas that could be of concern such as fossil fuels, as well as sustainable and impact investments

RCM sets out in its Annual Review and Financial Statements its approach to ethical investments.

# WORKING WITH PEERS AND NEIGHBOURING INSTITUTIONS

A key component of our sustainability strategy is to work with our peers and neighbours to deliver improvement together.



## AIDA BERHAMOVIC, DIRECTOR OF ESTATES ELECTED EAUC TRUSTEE

In June 2023, Aida Berhamovic was elected to the board of the Environmental Association of Universities and Colleges (EAUC), a leading environmental member-based charity with the mission to embed sustainability at the heart of post-16 education institutions.

The EAUC develops guidance and convenes working groups, training and conferences to share best practice in environmental management for colleges and universities.

### RCM AND PRINCE CONSORT VILLAGE

The RCM has purpose-built student accommodation at Prince Consort Village, which is run by a third-party operator, Campus Living Villages (CLV).

We are working closely with CLV on sustainability initiatives. Solar PV has been installed and a green wall added.

### SOUTH KEN ZEN+

RCM is a member of the South Ken ZEN+ group – a partnership of world-leading science and arts institutions in South Kensington committed to tackling the greatest challenge of our age. South Ken ZEN+ is our collective response to the climate and biodiversity crisis.

We are working closely with Imperial College and other group members to explore the options of a low-carbon district heat network.

[Read more on page 38.](#)

### Above

Aida Berhamovic,  
RCM Director of Estates

'RCM IS A MEMBER OF THE SOUTH KEN ZEN+ GROUP – A PARTNERSHIP OF WORLD-LEADING SCIENCE AND ARTS INSTITUTIONS IN SOUTH KENSINGTON COMMITTED TO TACKLING THE GREATEST CHALLENGE OF OUR AGE.'





## SUPPORTING SUSTAINABILITY AT HOME FOR STAFF AND STUDENTS

We aim to support staff and students to embed sustainable practices at home.

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### EMPLOYEE BENEFITS

We provide a range of benefits to support sustainable travel. This includes interest-free season ticket loans and an interest-free loan scheme for staff to purchase bikes.

We are exploring what other benefits are appropriate.

Staff are also entitled to a range of health and wellbeing benefits which include flexible working, eye and hearing tests, employee assistance programme and event tickets.

# PROGRESS ON OUR TARGETS

## Target

## Progress

16

40% of supplier spend to be accounted for using actual emissions data provided to the RCM by suppliers (as opposed to estimates calculated by the RCM) by 2024/25.

### On track

We are engaging with our partners and suppliers to gather the emissions data currently available and to encourage them to share their sustainability performance so far.

17

Implement the Sustainable Procurement Policy and Supplier Code of Conduct across all departments.

### Complete

The Policy has been implemented and is in use across the College.

18

Engage with suppliers to understand and encourage efforts to improve their sustainability credentials.

### On track

Sustainability is a key consideration as part of contract reviews and all RCM partners are required to regularly report on their progress on sustainability.

## Below

Our performance simulator can recreate the acoustics and experience of performing in venues around the world.





# HEALTHY, INCLUSIVE AND SUPPORTIVE WORKPLACE

We foster a healthy, inclusive and supportive environment for staff and students.

We are committed to making the RCM a great place to work and providing the highest standard of support to all members of staff. This means that we attract and retain talent representative of our entire community, safeguard the health, safety and wellbeing of staff, and provide them with structured support to develop their professional and transferable skills.

## KEY AREAS

- diversity and social inclusion
- staff health, safety and wellbeing
- professional development

## VISION

By 2028 we will:

- Increase the completeness of our diversity data.
- Increase diversity of applicants for academic and professional staff.
- Provide enhanced training for staff involved in recruitment.



**The RCM's greatest value is in our people. We strive to make the College an inclusive and supportive place to work, investing in the skills and knowledge of our wonderful team.**



**Jennifer Allison**

Head of Human Resources



### Key supporting strategies

Health and safety policy

Equality, diversity, inclusion & safety

Health and Wellbeing Programme

# HEALTH, SAFETY & WELLBEING

We are committed to keeping everyone who works for or with the RCM healthy, safe and supported.

We provide a wide range of health, safety and wellbeing programmes across the RCM.

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## POLICY

Our comprehensive health and safety policy provides a robust framework and process to identify and management health and safety risks. In addition, RCM has a wellbeing policy.

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## GOVERNANCE

The Council is ultimately responsible for managing health and safety and RCM, and day to day management is delegated to the Estates Director, supported by a health and safety manager and the Health, Safety and Wellbeing Committee.

All members of staff have responsibilities for health and safety, and roles and responsibilities are defined in the health and safety policy.

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## HEALTH AND SAFETY CONTROLS

Whilst in general the health and safety risk profile for the College is low, we operate a comprehensive suite of controls to manage health and safety risks effectively. This includes risk assessments and method statement for key risks which include fire; slips, trips and falls; hazardous materials; noise; musculoskeletal; lone working; electricity, plant and vehicles; and food safety.

Given the nature of our operations as a conservatoire, our priority areas include manual handling and noise exposure. Risk assessments are completed for individual rooms, which dictate what type of activities can be undertaken. A programme of noise monitoring is undertaken, and noise assessment equipment was recalibrated during the year.

Appropriate training is provided to staff, risk assessments must be completed, and appropriate records maintained. In particular, training on noise exposure and management is included in the curriculum, and staff induction. In addition, manual handling training is provided for those individuals with responsibility for moving large instruments or equipment.

Contractors and suppliers are required to submit and obtain approval of risk assessments and method statements for any works carried out.

---

## WELLBEING RESOURCES

There is a suite of wellbeing resources available to RCM staff, including:

- Free employee assistance service via email, phone or live chat.
- Training on a range of subjects including mental health, menopause, stress, resilience, suicide and autism.
- Mental health first aiders: We have 21 trained mental health first aiders who provide a first point of contact for any member of staff or student.
- Mental health champions, with training specifically tailored for higher education institutions.
- Weekly mediation and yoga sessions.
- Chaplaincy multi-faith centre (Imperial College).
- Ethos gym (Imperial College)
- Electronic resources on Muse (RCM intranet) including resources specifically related to supporting students.

# STAFF DIVERSITY & INCLUSION

The Royal College of Music is committed to creating a safe, fair and supportive environment for all. Described at its foundation as an institution whose doors were to be 'thrown open to the whole world', the RCM is an international and diverse community, which aims to ensure that each individual is treated with respect and dignity, and that no student, member of staff or visitor is subjected to direct or indirect unlawful discrimination.

## STAFF TRAINING AND RECRUITMENT

Our priorities for 2023-24 were to:

- Continue to fill the gaps in our data on staff ethnicity.
- Roll out equal opportunities monitoring of visiting faculty and P&P teachers and artists, with annual reporting to the EDI Committee.
- Seek feedback on existing EDI training and explore new areas, especially disability and neurodiversity awareness for professors. Monitor engagement with training.
- Embed at least one EDI focused session in all staff development days.
- Explore new initiatives for attracting a more diverse pool of applicants for vacancies, especially in areas where there are known issues of representation.

The College's EDI training initiatives continue to grow and are reaching a wider range of staff. In addition to compulsory EDI training for all new staff, during 2023-24 all staff were offered access to training in Unconscious Bias, Being an Active Bystander, Mental Health Awareness, Menopause Awareness, and Men's Mental Health.

Following a call for new Mental Health First Aiders, the number of trained MHFAs increased from 19 to 27.

A new online 'Supporting our Students' Staff Hub on Learn now provides comprehensive information for staff on inclusive teaching practices and support for disabled students. The Student Services Manager has also published two new infographics to guide professors on supporting students with mental health difficulties and supporting neurodiverse learners.

Following the introduction of remuneration for hourly professors to attend training, we have seen an increase in participation in learning and development training activities. From September 2023 Graduate Teaching Assistants will also have access to staff training.

We continue to monitor closely the diversity of our staff and recognise that this remains a priority. All RCM vacancies are now advertised widely, including on the Black Lives in Music website, to reach a diverse pool of potential applicants.

All JD competitions requiring two or more adjudicators included at least one panel member from an under-represented group in 2023/24 and new adjudicators from under-represented backgrounds were added to the roster of regular JD adjudicators, including Ilmar Gavilan, Linton Stephens and Nicola Hicks.

'FOLLOWING A CALL FOR NEW MENTAL HEALTH FIRST AIDERS, THE NUMBER OF TRAINED MHFAS INCREASED FROM 19 TO 27.'

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**Find out more**  
[rcm.ac.uk/about](https://rcm.ac.uk/about)

# STAFF DEVELOPMENT

We invest in the skills and knowledge for our team necessary to deliver a world-class education.

## STAFF TRAINING AND DEVELOPMENT

The RCM offers a range of learning and development opportunities for staff.

Eligible members of staff can also apply for professional development funding to support individual learning activity. There were 35 applications for professional development funding in the 2023/24 academic year.

In the 2023/24 academic year we ran 16 training sessions for staff, many of which Graduate Teaching Assistants were also invited to. These training sessions covered mental health, both increasing mental health awareness and skills on how to support our own mental health, Menopause, Unconscious



Bias, Neurodiversity and Excel training.

89 different members of staff attended at least one learning & Development session last year, with many staff attending up to 4 or 5. Training was attended by academic and administrative staff.

The Learning & Development calendar, available on Muse for the start of the new academic year, is informed by a variety of different factors such as current trends, staff feedback and attendance from the previous year.

# PROGRESS ON OUR TARGETS

## Target

## Progress

# 19

Adapt the existing Health and Safety governance structure to include Health and Wellbeing by the end of 2022/23 (including revised terms of reference).

### Complete

The terms of reference for the Health and Safety Committee were amended to include Wellbeing in February 2023.

# 20

Develop a coordinated RCM Health and Wellbeing Programme by the end of 2023/24.

### On track

A Health and Wellbeing Programme has been developed and was launched in April 2024.



# ACCOUNTABLE AND TRANSPARENT

We will ensure effective governance practices are in place for our sustainability strategy and will monitor and report on our progress.



Given the importance of environmental and social issues, it is important that we establish robust governance structures to set our direction and ambition and oversee our progress. We must also ensure that we communicate our practices and policies in a clear and consistent way, taking into consideration the needs and expectations of our key stakeholders.

## KEY AREAS

- sustainability governance
- stakeholder engagement
- partnerships and collaborations
- trust and transparency
- performance monitoring
- proactive communication
- public sustainability reporting

## VISION

By 2028 we will:

- Reach and maintain high standards of sustainability governance, communication and stakeholder engagement.

It is wonderful that our last sustainability report, a key pillar of our sustainability governance practice, has been recognised with a Green Gown Award.

**Talia Hull**

Director of Communications

### Key supporting strategies

[Health and safety policy](#)

[Health and Wellbeing Programme](#)



# SUSTAINABILITY GOVERNANCE

Our sustainability progress is managed by effective governance practices. Our sustainability committee is responsible for overseeing our targets, management practices and performance and will report to Council on a regular basis. Sustainability management is also considered across a number of sub-committees, including Estates Committee, Finance and General Purposes Committee and Audit Committees.

Overall responsibility for environmental management sits with the RCM's Director of Estates, Aida Berhamovic.

Responsibility and accountability is assigned for all initiatives and tasks, and we will run a range of stakeholder engagement practices to ensure they are comprehensive and effective.

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 from across the RCM.

RCM's Council are the body responsible for setting the College's Estates Strategy and Environmental Sustainability Policy. Council meets termly to review and monitor performance to ensure the College is doing all that it can to retain its ISO 14001 accreditation and to meet our carbon emissions reduction targets.

Central to these targets are the RCM's Carbon Management Plan and Environmental Action Plan, both of which outline in detail the steps being taken to reduce the RCM's carbon footprint and continually improve upon our sustainability performance.

The Estates and Project teams play a large role in this effort through developing the buildings and making systems more energy efficient, however, the onus to provide more sustainable solutions pervades all aspects of the RCM's work right through

from procurement to HR policy. Environmental issues are also discussed regularly at the termly meetings with members of the UNISON union.

Student and Trade Union representatives are invited to join the Environmental Management Committee. The current SU President, Leila Hooton, is a member of the RCM Council, Estates Committee and Environmental Management Committee.

External auditors visit twice a year to evaluate our progress on all sides and we strive to implement the advice and recommendations of their reports.

All policies, plans and reports are available on the College's website in the Environmental Policy section.





# COMMUNICATIONS, REPORTING AND ENGAGEMENT

## COMMUNICATIONS

We will measure and report on our sustainability practices and performance for internal and external stakeholders. Such reports will be robust and transparent, providing the data and information that is responsive to the needs and expectations of our key stakeholders.

Specifically, we will provide estates data to HESA through the EMR, actively engage with the People and Planet university league, and make our policies and procedures available on our website. We will also produce an annual sustainability report which examines our progress towards our targets and communicates changes to practices and our response to emerging management requirements.

## WIDER STAFF AND STUDENT ENGAGEMENT

Staff and students can act as sustainability champions by joining the Environmental Steering Group. There is currently representation in this group from a range of different College departments.

This year the group have worked collectively to deliver a number of student and staff engagement initiatives such as the paper saving campaign and travel survey and promote these within their individual teams.

All new staff receive a sustainability induction when they start at the College and are invited to join the steering group as part of this induction.

The RCM sustainability strategy is supported by a budget and in 2024/25 this will be spent on a range of decarbonisation and other sustainability projects.

# GREEN GOWN AWARDS 2024

**WINNER**

REPORTING WITH INFLUENCE AWARD

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**Below**

RCM's proud Director of Estates,  
Aida Berhamovic, holds the  
Green Gown award





Transparent reporting is a key pillar of our sustainability strategy, and last year we published an expanded sustainability report. Designed around our five strategy pillars, we set out to produce a comprehensive disclosure which sets out our mission, management and performance for our most important environmental and social themes.

We are delighted to say that the report won the Reporting with Influence category at the 2024 UK & Ireland Green Gown Awards. Our Estates Director, Aida Berhamovic, received the award at the ceremony in Edinburgh in November 2024.

We are incredibly proud to have won this award, recognising our dedication to environmental and social sustainability, and aim to continue to communicate on our sustainability programmes and performance.

In their feedback, the judges reflected on the maturity of our sustainability practices and the alignment of our reporting with our purpose and mission.

'THE NARRATIVE DEMONSTRATED THAT SUSTAINABILITY WAS WELL-EMBEDDED ACROSS THE ORGANISATION. THE JUDGES WERE VERY IMPRESSED BY HOW THIS SMALL, SPECIALIST MUSIC INSTITUTION PROVIDED RELEVANT INFORMATION THAT WAS ALIGNED TO ITS PURPOSE, WITH ITS CONSERVATOIRE IDENTITY SHINING THROUGH STRONGLY.'

# OUR SUSTAINABILITY TEAM

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## **Aida Berhamovic**

Director of Estates

Aida is a member of the College's senior leadership team and environmental sustainability features within her portfolio of responsibilities. The Director of Estates reports regularly to the Council on environmental sustainability matters and initiatives.

Aida can be contacted through her assistant Andrea Chang Jones: [andrea.changjones@rcm.ac.uk](mailto:andrea.changjones@rcm.ac.uk)

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## **Daniel Miller**

Estates Projects and Environmental Coordinator

Daniel leads the sustainability programme at the RCM and advises on the College's sustainability strategy and policies. He is responsible for managing the ISO14001:2015 accredited environmental management system and ensures compliance with environmental legislation, RCM sustainability policies and ISO14001. He also delivers a range of sustainability-related projects across carbon management, student and staff engagement and data collection.

Contact: [daniel.miller@rcm.ac.uk](mailto:daniel.miller@rcm.ac.uk)

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## **Sarah Hanratty**

Head of Projects, Facilities and Operations

Sarah is responsible for managing the facilities and waste contracts. She is responsible for waste management and recycling, including monitoring performance.

Contact: [sarah.hanratty@rcm.ac.uk](mailto:sarah.hanratty@rcm.ac.uk)

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## **Brendan Bharadia**

Estates and Technical Services Manager

Brendan leads on the delivery of the carbon management plan through a range of projects designed to improve building insulation and implement more sustainable heating, hot water and electrical infrastructure. He is also responsible for managing energy and water.

Contact: [brendan.bharadia@rcm.ac.uk](mailto:brendan.bharadia@rcm.ac.uk)

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## **Leigh Jones**

Health and Safety Manager

Leigh leads the RCM's drive towards achieving the highest possible standards of environmental excellence and sustainability. In her role as Health and Safety manager she actively engages with staff and students to help meet the targets set in the College's environmental policies and promote sustainability in all aspects of the RCM experience. This includes building upon the RCM's ISO 14001 and BREEAM accreditations, the highest standards of environmental excellence in the industry/available to institutions.

Contact: [leigh.jones@rcm.ac.uk](mailto:leigh.jones@rcm.ac.uk)

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## **Leila Hooton**

President of the RCM Students' Union

As a member of the RCM Council, the President of the Students' Union plays an essential role in driving RCM's environmental agenda and promoting its policies among the student body. Leila sits at all regular meetings of Council and the boards of major projects to advise on sustainable practise and provide input from the student perspective. This guarantees sustained student input in all environmental matters affecting the College and is a key aspect of our Community Involvement Policy and engagement strategy.

Contact: [su.president@rcm.ac.uk](mailto:su.president@rcm.ac.uk)

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## **Gethin Lewis**

Projects and Operations Manager

Gethin supports and leads on a wide range of projects, including carbon management and other sustainability-related projects. He also supports on the implementation and management of Estates and FM policies, procedures and functions, particularly related to RCM events.

Contact: [gethin.lewis@rcm.ac.uk](mailto:gethin.lewis@rcm.ac.uk)

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# ROLES AND RESPONSIBILITIES

<b>Executive Lead</b>	Aida Berhamovic Director of Estates
<b>Environmental Manager</b>	Daniel Miller Estates Projects and Environmental Coordinator
<b>Consultant</b>	Darren Chadwick Managing Partner (Brite Green Ltd.)
<b>Energy and carbon</b>	Brendan Bharadia Estates & Technical Services Manager
<b>Waste and resource use</b>	Sarah Hanratty Head of Projects, Facilities and Operations
<b>Construction and Refurbishment</b>	Sarah Hanratty Head of Projects, Facilities and Operations Gethin Lewis Projects and Operations Manager
<b>Events and Performance</b>	Flo Ambrose Performance, Head of Performance, Programming and Faculties Vicky Moran Head of Events and Corporate Partnerships
<b>Teaching and Research</b>	Diana Salazar Director of Programmes Ingrid Pearson Senior Academic Tutor (Area Leader MMus in Performance)
<b>Student Union</b>	Leila Hooton SU President
<b>Finance</b>	Rachel Harris Director of Finance
<b>Digital</b>	Richard Bland Head of Digital and Production Birju Patel Technology Manager
<b>Human Resources</b>	Olivia Towers Deputy head of HR
<b>Marketing and Communications</b>	Katherine Smith Head of Marketing

## PHOTOGRAPHY CREDITS

Phil Rowley: Page 9, Image 1; 15; 27; 56; 57; 58; 63

Chris Christodoulou: Page 9, Image 2; 16; 24; 25; 29; 65

Jacqueline Whitbread: Page 9, Image 3; 10

Kew Gardens: Page 12

Laura Lezman: Page 13

Veolia: Page 41

Anna Dziubinska: Page 43

Campus Living Villages: Page 48

Roman Koester: Page 51

## CAUTIONARY STATEMENT

This Report may contain forward-looking statements which are made in good faith and are based on current expectations or beliefs, as well as assumptions about future events. The College undertakes no obligation to update any forward-looking statements contained in this Report, whether as a result of new information, future events or otherwise.



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