



BUILDING with **PURPOSE**

Our approach to delivering responsible growth

MARCH 2026

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A Message From Our Chief Executive Officer

As a market-leading Integrated Retirement Community provider, we at Rangeford Villages continue to embrace our role in driving positive change and contributing to a more sustainable future for everyone.

Our commitment to our Environmental, Social and Governance (ESG) principles is a guiding force that shapes how we approach our developments, our operations and our decision making.

The principles and aspirations of our sustainability goals contained in this document reflect our commitment as business leaders to act now for future generations and also to reflect the growing demands of our owners and their families on 'doing the right thing' for the right reasons.

Through sustainability initiatives, we are actively working towards minimising our energy consumption, lowering emissions and conserving natural resources. By embracing renewable energy sources, promoting increased biodiversity and implementing improved waste management and procurement, we are committed to leaving a healthier planet for generations to come.

We create strong communities by supporting our owners to live independently, stay active and help to reduce social isolation. We actively engage with our owners to foster meaningful relationships and contribute to their wellbeing and care. By our actions, we will also reduce the financial burden of running people's homes through efficient design and sustainable sources of energy generation.

Transparency, accountability and ethical conduct are at the core of our Governance model. We uphold the highest standards of corporate governance, ensuring that our decision-making processes are both fair and responsible. By enhancing equality, diversity and inclusion, we aim to create a workforce where every individual's voice is heard, respected and valued.



Our commitment to ESG and sustainability principles is a long-term vision. We will continue to measure and report our progress against established industry benchmarks, ensuring that our actions align with our aspirations for a brighter future for all.

Howard Nankivell

CEO, Rangeford Villages

“ As we grow, we see the opportunity to further strengthen our ESG commitments. ”



OUR WORLD



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Building With Purpose

	Our World	Our People	Our Company
Summary	We recognise the impact that we have on Our World and the vital role that we have to ensure that we are part of the solution and not the problem	We are committed to the long term operation of our villages and having a purposeful impact on Our People as a whole, including our team members, our owners and our communities	Conducting business the right way is central to everything we do to ensure we meet the needs of all our stakeholders including Our World and Our People
Key Actions	<ul style="list-style-type: none"> • Explore all opportunities to reduce our carbon footprint • Operate according to our chosen industry sustainability framework • Operate according to our chosen sustainability accreditations • Continually evolve the Rangeford Design Guide to define our sustainability standards • Provide owner waste education and appoint local waste champions • Maintain and enhance village waste management plans 	<ul style="list-style-type: none"> • Review our benefits and pay above the National Living Wage • Conduct focus groups and focused team member surveys • Regularly publish our staff Wellbeing Calendar with a clear focus on mental health • Prioritise local procurement across relevant products and services • Continue to engage with local charities including team member volunteering days 	<ul style="list-style-type: none"> • Regularly convene our Sustainability Steering Group, to be chaired by our Head of HS&E to ensure we deliver the actions and meet our targets • Include sustainability targets into annual objectives for the Senior Management Team • Embed a culture of sustainability across Our Company • Continue to review and develop our internal systems to ensure they support our growth
Key Targets	<ul style="list-style-type: none"> • 50% reduction in existing carbon footprint per owner by 2030 • Exceed minimum building regulation and planning sustainability requirements • All new Rangeford Villages designed by 2030 at least net zero in operations • Net zero in operations across the Rangeford Group by 2030 	<ul style="list-style-type: none"> • Target an overall team member satisfaction score of at least 80% • Target an overall owner satisfaction score for each village of at least 85% • Procure at least 70% of our restaurant supplies from nearby communities in 2026 	<ul style="list-style-type: none"> • Maintain our Cyber Essentials Plus accreditation and strengthen our information security platform in 2026 • Achieve and maintain at least a 'Good' CQC Rating for Rangeford Care Services



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The ongoing cost-of-living pressures and volatility in global energy markets continue to make energy affordability and security central concerns for our owners. These challenges reinforce our commitment to improving the energy performance of our existing villages and ensuring that all new developments are designed to be low-carbon, resilient, and future-ready. Even in uncertain times, the urgency of addressing climate change and reducing our environmental impact has never been clearer.

At Rangeford Villages, we recognise the responsibility we hold as a developer and operator within the UK built environment. Our sector remains a significant contributor to national emissions, and the UK Green Building Council's Net Zero Whole Life Carbon Roadmap highlights that buildings still account for around a quarter of the UK's total carbon footprint. As expectations rise and regulation tightens, we are committed to being part of the solution.

Our ambition is to create sustainable, inclusive villages that adapt to the realities of a changing climate, and actively support the wellbeing of our owners. This means working closely with our construction partners to reduce their carbon emissions, eliminate avoidable waste, and prioritise circular-economy principles across our developments. It also means embedding sustainability as a core design driver - from energy systems and materials to mobility, biodiversity, and community spaces.

Our gardens and outdoor environments remain a defining feature of Rangeford Villages. In 2026, we are strengthening our focus on nature-positive design, enhancing biodiversity, and creating landscapes that promote physical activity, social connection, and mental wellbeing.

We recognise that meaningful progress requires clear baselines, transparent measurement, and decisive action. Over the coming year, we are establishing robust data foundations for carbon, energy, water, and waste across our existing villages, enabling us to set credible targets and accelerate our transition to net zero operations.

We understand the scale of the global challenge and the pace at which change is required. Our responsibility is clear - and the time to act is now.

Ryan Fairbairn

**Managing Director,
Rangeford Developments**



Computer Generated Image of
Bramston Park, Hampshire

“ We commit to ensuring that all new Rangeford Villages designed by 2030 will be at least net zero in operations. ”



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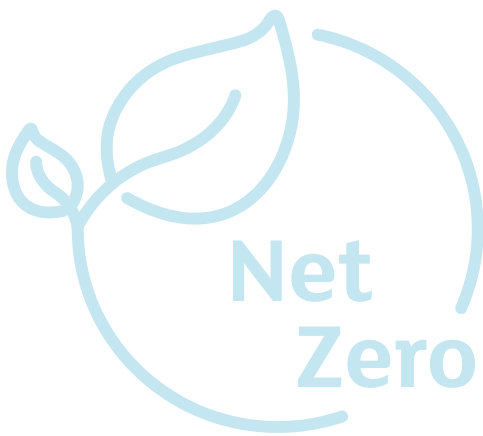


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What Is Net Zero Carbon?

It is important to define what we mean by net zero carbon as that allows us to form our targets and ensure our focus and activities directly align with such targets.

The UKGBC's Net Zero Carbon Buildings: A Framework Definition, provides two simple definitions:



1 Net Zero Carbon Construction / Embodied

When the amount of carbon emissions associated with a building's product and construction stages, up to practical completion is zero or negative.

2 Net Zero Carbon Operational

When the amount of carbon emissions associated with the building's operations, on an annual basis is zero or negative.

We recognise the importance of reducing carbon emissions associated with the construction process and will seek to incorporate opportunities and developments into future designs where feasible.

Our continued focus is on reducing the operational carbon emissions of both our existing villages, and our new villages, as that is where we have the most direct control and impact.



Computer Generated Image of Walnut Lane, Wadswick Green, Wiltshire



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Our Existing Footprint

Carbon Calculations 2025

We have established our current operating carbon footprint under three commonly accepted categories:

- Scope 1 - direct emissions from sources that are owned or controlled by the company - e.g. gas heating
- Scope 2 - indirect emissions from purchased sources of energy that the company does not control - e.g. electricity
- Scope 3 - all other indirect emissions - e.g. procurement and travel

Total greenhouse gas emissions by source

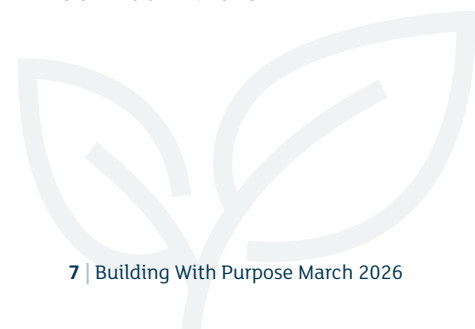
Scope / Tonnes (t) CO _{2e}			
Activity	Scope 1	Scope 2	Scope 3
Heating	971.4	-	-
Procurement	-	-	972.7
Electricity	-	204.9	21.5
Business Travel	-	-	38.7
Commuting	-	-	55.7
Refrigerants	25.1	-	-
Waste	-	-	5.7
Homeworking	-	-	4.8
Owned Vehicles	25.0	146.6	-
Water	-	-	1.5
Freight	-	-	-
Grand Total	1021.5	351.5	1046.5

- CO_{2e} is the universal unit of measurement to indicate the global warming potential (GWP) of greenhouse gas emissions expressed in the GWP as one unit of carbon dioxide
- 210 employees across the 5 sites assessed
- Emissions associated with procurement and services are based on spend data
- Travel data (taxis, buses and rail) are based on expenditure rather than distance
- Commuting data has been calculated using the number of working days in 2025, minus annual leave and bank holidays
- Modelled using DEFRA Emission factors for 2025
- Calculation methodology follows the standards of the Greenhouse Gas Protocol and ISO 14064-1:2018

Unit carbon emissions

<p>t CO_{2e} Per Employee</p> <p>11.5</p> <p>*Total Employees = 210</p>	<p>t CO_{2e} Per Owner</p> <p>4.0</p> <p>*Total owners = 604</p>
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The above Carbon calculations were carried out by Vision Zero Consult using the Greenhouse Gas Protocol, standardised UK Emission factors for 2025. All original data was provided by Rangeford Villages.





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Our Existing Footprint



We are working closely with our external consultants and local village teams to explore opportunities to reduce our existing footprint in the short and medium term, including:

- **(PV) Panels** - at our Wadswick Green village, we recently invested £160k to install 243 new PV panels onto the Pavilion roof. The new PV panels are anticipated to produce 103MWh per annum of solar energy with estimated annual emission saving of 20t CO2. Further, the solar energy is anticipated to reduce communal energy bills by a third. We will now carry out a detailed assessment of the opportunity to install PV panels at our Siddington Park Village in order to reduce the Scope 2 emissions at this village and reduce energy costs.
- **Green Energy Procurement** - we recognise and support the movement towards green energy production and validation via REGO (Renewable Energy Guarantees of Origin) and green energy tariffs. However, we are conscious of ensuring we do not inadvertently overstate emission reductions and always provide the best value to our owners.
- **Heating** - we do not underestimate the challenges in reducing Scope 1 emissions and have implemented methods to reduce the existing use, including when the pool, sauna and steam room are heated.
- **Travel / Commuting** - we now offer Octopus electric vehicles to our high users, ensure all business travel is necessary, and where possible use rail travel where appropriate. For our owners, Mickle Hill is already on a bus route and new for 2026, Wadswick Green is also now included on an operating local bus route.
- **Procurement** - since the existing footprint is based upon spend figures, it is hard to quantify carbon reductions, but we have successfully targeted quality local suppliers for our food and beverage provision. Our analysis shows that 70% is sourced from within 30 miles of each village.

We commit to further exploring all opportunities to reduce our existing carbon footprint in 2026 and have a target to reduce direct scope 1 and indirect scope 2 carbon emissions by up to 50% by the end of 2030.



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Delivering Sustainable Developments



Exceeding Sustainability Standards

Recent developments in Building Regulations (e.g. Part F and L) have significantly raised the bar with regards to sustainability, including requirements for energy efficiency, renewable energy integration, insulation standards, and reduced carbon emissions. The guidelines prioritise eco-friendly materials and innovative designs to achieve low-energy consumption and environmentally conscious structures. These more rigorous requirements have applied to UK homes since June 2022.

The new Building Regulations aim to decarbonise new homes by focusing on improving heating, hot water systems and reducing heat waste. This will be achieved in part by replacing current technologies with low-carbon alternatives such as high-quality building fabric, triple glazing standards and low-carbon heating through heat pumps.

However, we want to do more and we will seek to exceed minimum requirements where feasible and maximise the carbon reduction opportunities given the specifics of each village.



Aligning With Industry Frameworks

Given the importance of carbon reduction in the construction industry it is unsurprising that there are a wealth of frameworks, collaborations and industry bodies providing guidance and standards.

We are working closely with our external consultants to agree the most relevant and impactful. One example under review is the UK Net Zero Carbon Buildings Standard, this is a national, cross-industry framework that defines what 'net zero carbon' actually means for buildings in the UK. It provides clear, measurable limits for both operational energy and embodied carbon, along with evidence required to demonstrate compliance. The pilot version was launched in September 2024, with revisions published in April 2025, and a full Version 1 expected early 2026. It

is endorsed by leading organisations including UK GBC, Leti, RIBA, The Carbon Trust and RICS.

For developers of Integrated Retirement Communities, the Standard provides:

- Clear embodied carbon targets for structures, facades and materials
- Operational energy intensity limits that shape building services and fabric performance
- A consistent methodology for whole-life carbon modelling
- A pathway to future compliance, as Version 1 will likely influence planning policy and funding requirements

Pilot projects in 2024-25 have already tested the Standard on more than 200 real buildings, helping refine the limits and guidance ahead of the 2026 launch.



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Building Sustainable Developments

We have committed to:

- Reducing carbon emissions associated with the construction process
- Seeking to incorporate sustainable innovations and low-carbon solutions into future designs wherever feasible

To support these objectives, we require our supply chain partners to align with our sustainability principles and actively contribute to measurable carbon reduction outcomes.

Accordingly, sustainability performance and carbon reduction proposals will form part of the tender evaluation process.

1. Tender Assessment - Carbon Management

Tenderers shall submit a Project Carbon Management Plan (CMP) as part of their tender return.

The CMP will form part of the qualitative assessment and will account for 10% of the overall tender scoring.

The submitted CMP shall:

- Set out the contractor's approach to reducing carbon emissions associated with the works
- Identify project-specific carbon reduction initiatives
- Demonstrate capability to monitor, report, and manage emissions throughout the construction phase

2. Carbon and Climate Requirements

The contractor will:

- Measure and report Scope 1 and Scope 2 emissions on a monthly basis during the construction period
- Provide embodied carbon calculations aligned with the Whole Life Carbon Assessment methodology published by RICS
- Establish a project carbon budget and monitor performance against this budget throughout the works

3. Carbon Reduction Measures

The contractor's CMP shall address, as a minimum, the following areas:

Fleet and Plant Decarbonisation

- Transition to electric or ultra-low emission vans and company vehicles where practicable
- Trial hybrid or electric plant machinery where feasible
- Utilise Hydrotreated Vegetable Oil (HVO) or equivalent low-carbon fuel alternatives in place of diesel, where suitable
- Implement telematics systems to reduce idling and optimise fuel efficiency
- Deliver driver eco-efficiency training programmes

Energy Use (Offices and Site Operations)

- Procure 100% renewable electricity for site compounds where available
- Install smart meters and sub-metering to monitor energy use
- Implement LED lighting across site compounds and welfare facilities
- Assess feasibility of solar photovoltaic (PV) installations at depots or offices
- Consider battery storage solutions where viable

Waste and Circular Economy

- Achieve a minimum of 95% diversion of construction waste from landfill
- Provide segregated waste streams on site
- Engage waste contractors capable of providing carbon impact data
- Maximise re-use of materials on site where feasible
- Incorporate design for disassembly and circular economy principles where applicable



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Building Sustainable Developments

Supply Chain Engagement

- Introduce supplier carbon reporting requirements for key subcontractors
- Consider carbon performance within procurement evaluation processes
- Encourage the provision of Environmental Product Declarations (EPDs) for primary materials
- Work collaboratively with key suppliers to establish carbon reduction roadmaps

Transport and Logistics

- Implement consolidated delivery strategies
- Prioritise local sourcing where practicable
- Use route optimisation systems to reduce transport emissions
- Encourage subcontractors to adopt fleet decarbonisation strategies

Business Travel

- Promote virtual meetings as the default option where appropriate
- Encourage uptake of electric vehicle schemes
- Support cycle-to-work initiatives and active travel where feasible

4. Governance and Accountability

The contractor shall demonstrate clear governance arrangements to support the delivery of carbon reduction objectives, including:

- Senior-level responsibility for sustainability performance
- Quarterly internal carbon performance reviews
- Publication of an annual carbon report (where applicable)
- Integration of environmental management within an Environmental Management System aligned with ISO 14001 (where certified)



Computer Generated Image of proposed village in Elstree, Hertfordshire

5. Monitoring and Reporting

The contractor shall maintain a transparent reporting framework, including:

- An annual Greenhouse Gas (GHG) inventory prepared in accordance with the GHG Protocol
- Use of intensity metrics where appropriate, such as:
 - tCO₂e per £m turnover
 - tCO₂e per project
 - tCO₂e per employee

Monthly project-level reporting shall be provided to the employer during the construction phase.

6. Training and Culture

The contractor shall demonstrate commitment to embedding sustainability within its organisational culture, including:

- Site-based carbon awareness training
- Regular toolbox talks addressing energy efficiency and waste reduction
- Inclusion of sustainability KPIs within management objectives where appropriate
- Appointment of sustainability or carbon champions within the project team



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Delivering Sustainable Developments

Our Villages Of The Future

Our new developments are designed in accordance with the Rangeford Design Guide, within which we define our required sustainability standards and metrics.

New developments will:

- Have dedicated Energy and Sustainability Strategy Statements which define the approach to reducing carbon dioxide emissions and optimising energy efficiency to support lower energy and utility costs
- Always strive to exceed sustainability building regulation and planning condition requirements
- Strive to exceed the minimum Biodiversity Net Gain (2023) requirements of 10% and aim to further improve as the villages mature
- Be fully electric and include photovoltaic panels, MVHR (Mechanical Ventilation with Heat Recovery) and air source heat pumps
- Explore battery storage opportunities
- Forward purchase trees and store at existing villages to obtain a number of years of growth ahead of planting prior to completion of the new villages
- Consider the size and orientation of habitable rooms to optimise natural light



- Mandate where feasible the use of sustainable material, products and renewable technology
- Adopt a hierarchy of mitigation to achieve net zero
- Minimise the impact of facilities using a strategic approach to energy and waste
- Maximise renewables and circularity - inset carbon
- Have efficient lighting solutions including LED and communal lighting on timers or Passive Infrared (PIR) sensors
- Have high-efficiency equipment and controls - explore appropriate continuous data collection, monitoring and reporting
- Have all-electric mini-buses providing communal transport for owners
- Have electric vehicle charging points at all villages for owners, team members and guests
- Have electric mobility scooter charging points
- Have electric pool car provision where appropriate
- Target a minimum Energy Performance Certificate (EPC) rating of B





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Delivering Sustainable Developments



Computer Generated Image of Bramston Park, Hampshire

The World Green Building Council launched the global Advancing Net Zero campaign which calls for all new buildings to be net zero operational carbon by 2030.

We support this and commit to ensuring that all new Rangeford Villages designed by 2030 will be at least net zero in operations.

Furthermore, we commit to targeting being net zero carbon in operations across the Rangeford Group by 2030.

The World Green Building Council also calls for all buildings (including existing) to be net zero in both embodied and operational carbon by 2050 - we support the intention and will continue to develop our approach to embodied carbon throughout 2026.



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Delivering Sustainable Developments

Strawberry Fields Cambridge



Our new flagship village in Cambridgeshire, Strawberry Fields, was completed in September 2025. We were very pleased that the village was awarded IRC Scheme of the Year by our peers at the Health Investor Awards 2025.

Strawberry Fields village has been designed to meet at a minimum: Building Regulations Part L 2021

Site-wide energy performance of the village is calculated to achieve a 59.8% site-wide reduction in carbon emissions beyond the Building Regulations Part L 2021 baseline, significantly exceeding the requirement of the planning condition of 10%.

Sustainability measures include:

- Energy efficient luminaires specified for external lighting with automatic controls for the prevention of operation during daylight hours
- Use of materials with a low environmental impact
- A biodiversity gain of 249% was targeted for the site, supported by the ability to grow rare grassland species on the Countryside Park
- Swimming pool: Heating via a high efficiency air source heat pump operating with a refrigerant which has a low global warming potential
- Energy efficient LED lighting
- A high efficiency heat recovery ventilation system which is an 'all in one' unit that recovers waste energy from air and water.

Walnut Lane Wadswick Green



Walnut Lane is a highly energy-efficient new phase of 45 apartments at our Wadswick Green village in Corsham, Wiltshire. We are looking forward to the new energy-efficient homes being completed in April 2026 along with a much anticipated new Village Hall, which will provide a further 280 sq m of high-quality amenity space for our owners to use and enjoy.

Walnut Lane has been designed to meet:

Building Regulations Part L 2021 and achieve an EPC rating B

This has been achieved via:

- Enhanced fabric efficiency of the building envelope, including low u-values and triple glazed windows
- Photovoltaic arrays generate electricity on site, offsetting the regulated energy consumed in communal spaces by a third
- East / West orientation of the blocks avoids unwanted excessive solar gain, so passively reduces unwanted heat gain
- An air source heat pump system providing space heating by drawing naturally occurring heat from the atmosphere for consumption by building services - 3 to 4 times more efficient than an electric boiler
- Air tightness better than Part L 2021 standards - all dwellings tested to yield less than 3m³/h/m²
- MVHR (Mechanical Ventilation with Heat Recovery)
- High efficiency lighting systems



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Promoting Biodiversity

We recognise that the design of our outside spaces has a significant impact on the wellbeing of our owners and take extra care and attention in providing wonderful gardens and natural landscapes for everyone to enjoy.

We know that our award-winning gardens and natural landscapes serve the dual purpose of benefiting Our World and also the wellbeing of our owners. We take great care and attention to ensure the layout of our outdoor spaces, including walkways, resting points, lighting, raised beds, wild flower meadows and planting, are designed to maximise owner enjoyment and we were proud to receive national recognition at the Retirement Living Awards for our outstanding landscape environment at our Wadswick Green village.



Strawberry Fields Cambridge

The biodiversity enhancements at our Strawberry Fields village demonstrate how we push the boundaries for the betterment of the environment and our owners. This includes planting 500 new trees, 20,000 tree whips, 1.2km of native hedging, 5,000m² of species rich grass, 3,000m² of wild flowers, 3,000m² of wetland wild grass, swales with pollinating plants, sedum roof bin stores, bug hotels and 2 acres of flowering borders with 80,000 shrubs, plants and bulbs.

'Best Landscaping / Outdoor Space (Wadswick Green)' Retirement Living Award



Bark Park Siddington Park



Rangeford Villages has opened a 'Bark Park' at Siddington Park, our retirement community in Cirencester. The dog-friendly park is a 750 sq ft area covered in recycled tree-bark chippings. It features a dog agility area, a bench for owners and café-style lights so it can be used on winter evenings.

Siddington Park owner, Roy Chambers, often visits with his schnauzer, Lexi. "It's a good area," he says. "Much better covered in tree bark than grass that can become muddy and messy. It's also good for dogs to use up some energy without having to go on a long walk on a miserable day."



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Promoting Biodiversity and Climate Resilience

In response to more extreme weather patterns including longer, hotter summers, drought tolerant planting is always considered for our gardens and landscapes. Hardy species with deep tap roots like ornamental grasses mixed with adapted plants are better able to cope with less frequent rain or irrigation.

Using water wisely is very important for our extensive plant and tree nurseries and village-grown vegetables. By using the 'Autopot Watering System' which supplies water and fertiliser only when the plant requires it and a power free, gravity fed, no runoff, no recirculation or waste irrigation method, reduces both time and waste.

Our villages also include, (where appropriate):

- Extensive, beautiful, interesting and biodiverse grounds
- Rainwater harvesting and automated 'smart' irrigation systems programmed for optimum times of day, with automated zonal watering
- No-dig landscaping policy and annual mulching with soil conditioner / compost
- Use of peat-free compost, natural pesticides, recycled and recyclable pots
- Pesticide reduction across our villages with the introduction of natural control measures, such as nematodes, hedgehogs and ladybirds
- Kitchen gardens and polytunnels to grow our own plants, fruit and vegetables with allotments and greenhouses for owner use
- Battery-operated equipment throughout our landscape team's fleet
- Species rich lawns that increase habitats and support pollinators, plus bug hotels and bat houses
- On-site beehives producing honey
- Trees and plants for future projects via an extensive tree nursery
- Felled trees turned into chippings for re-use and stumpy landscape features reusing old tree stumps to create new natural habitats
- Village ponds and swales that support 2/3 of all freshwater species, perennial plants make up 99% of our village gardens such as trees, shrubs and herbaceous plants, providing natural shelter and food for all wildlife





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Reducing Our Waste

Whilst we recognise the challenge of reducing waste and appreciate that some things are outside our control, we are committed to embedding the principles of a circular economy into all aspects of our business, including construction and operations in order to materially reduce the levels of avoidable waste that is sent to landfill.

We have already developed an Environmental and Waste Steering Group led by our Head of Health, Safety and Environment which will report progress to the CEO on a quarterly basis.



Reduce Construction Waste

At our Homewood Grove development, which completed in July 2024, our building contracting partner achieved 99.98% of waste diverted from landfill.

At our Strawberry Fields development, which completed in September 2025, our building contractor partner achieved 99.1% of waste being recycled.

Construction waste targets of a minimum of 95% of waste to be diverted from landfill will be included in future contractor selection processes.



Design Out Waste

Our decision-making during the design process is focused on sustainability and ensuring we are making responsible decisions regarding our villages of the future as we seek to implement the following strategies:

- 1. Composting:** Implement composting programs for organic waste, reducing the amount of waste sent to landfills and producing valuable compost for landscaping or agriculture.
- 2. Duplication:** Minimising operational duplications to streamline processes to reduce excess inventory, overproduction, and unnecessary waste. 'Measure twice - cut once'.
- 3. Standardisation of Manufacturing and Installation:** Streamline kitchen, bathroom and technology cupboard design to reduce excess inventory, overproduction, and unnecessary waste.
- 4. Invest in Efficient Technology:** Upgrade to energy-efficient equipment and technologies that produce less waste or optimise resource use.
- 5. Waste-to-Energy Solutions:** Explore opportunities to convert waste into energy through technologies like anaerobic digestion or waste-to-energy plants.



Reduce Owner Waste

We have reviewed all existing owner recycling facilities in line with the Local Authority provision and identified where gaps exist and ways we can assist in enabling increased owner recycling, including providing additional recycling facilities for items such as electronics, batteries and light bulbs to ensure owners do not include within general recycling.

Every village has an active team of Owner Waste Champions who support and coordinate activity within each community, who are supported by a Village Waste Champion from within the team.

When new owners move into one of our villages they bring an enormous amount of cardboard packing boxes and excess belongings, which we now help recycle through a new page in our Home Owners Guide to direct them to local services for recycling and charities for unwanted clothing and furniture.



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Reducing Our Waste



Reduce Operational Waste

Reducing operational waste involves a combination of strategies aimed at minimising, reusing, recycling, and responsibly disposing of waste.

Each village has its own Waste Management Plan which details the agreed actions, timings and targets which are reviewed by the Environmental and Waste Steering Group.

Single-Use Plastics: We have made excellent progress on materially reducing the prevalence of single-use plastics in items such as straws, cups, sachets and other disposable items in our villages but we have much more to do.

Rangeford Procurement Principles: We recognise the crucial part our supply chain plays in our sustainability and governance objectives and we will establish a set of core 'Rangeford Procurement Principles' that details the standards we expect our procurement partners to meet with regards to waste, plastics, anti-slavery, supply chain management and wider ethical and environmental considerations depending upon the nature of the product or service involved.

We understand that it is not always possible or practical to investigate the working practices of every partner business but we will strive to ensure our suppliers meet our standards and will conduct random reviews on an annual basis to ensure our principles and requirements are being met.

Commercial Recycling: We are reviewing our commercial recycling infrastructure to maximise any opportunities in this area. We know we need a more robust and consistent way of measuring and reporting our commercial waste across our villages so we can accurately benchmark and set realistic targets with defined actions to minimise the level of waste that ends up in landfill.



As an initiative from our Village Waste Management Plans, every village has introduced departmental recycling throughout. All villages have introduced reusable hot beverage cups, which can be purchased by regular customers instead of using disposable paper cups and is incentivised by a 25p discount per purchase.

“ Despite growing awareness and recycling efforts, global circularity has declined: only 6.9% of materials used globally are recycled or reused, while over 93% are lost to waste or emissions - a structural challenge that is simultaneously fueling pollution and accelerating climate change.

Circle Economy ”



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We are rightly proud of the physical environments that we create in our villages, but we are also an operator that is committed to the long-term and having a meaningful impact on Our People as a whole, including our team members, our owners and our communities.

The impact on Our People is wide ranging including job creation (both during construction and when we operate our villages), direct and indirect housing provision, owner wellbeing, local procurement and community engagement programmes.

We are committed to developing our team members to not only benefit them by enhancing their skills, but to also benefit the broader society, fostering innovation and performance.

We will constantly work to foster a positive and inclusive work environment creating a framework that encourages respect and dignity for all individuals.

Everyone needs to feel valued, equipped and empowered to provide the best possible experience to each other and our owners.

We will always put our owners at the centre of what we do, from village activities and wellbeing programmes to the menus in the restaurants, as we understand and appreciate the trust that they have put in us to enhance their lives in our villages.

We fully appreciate the impact we have on the communities that we choose to live in and the importance of being responsible neighbours that make a net contribution to the local society.

Ultimately, by putting Our People first, we will ensure our villages are sustainable for many years to come.

Debbie Taylor

Head of People, Rangeford Villages

We will always put our owners at the centre of what we do.





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Developing Our Team



Diversity, Equality and Inclusion

We will continue to implement fair employment practices that promote diversity, equality, and inclusion. This involves ensuring equal opportunities for all employees regardless of their background, gender, race, religion, or any other protected characteristic. We create a work environment that encourages respect and dignity for all individuals. As a growing company we understand that this growth can only be achieved through the work and dedication of our team.

We will continue to support our team by initiating the diversity, equity and inclusion calendar which will include wellbeing and recognition dates and training.

In addition, as menopausal women are the fastest growing workplace demographic, we will continue to educate our staff and communicate our menopause policy.

We will continue to offer work that aids with work-life balance, in conjunction with our improved paternity and maternity offerings.



Skills Development

We are committed to meaningful development of our teams including internal and external training to achieve both their individual performance goals and those of the business.

During 2026, we will continue to build on our management training courses by developing additional internal training opportunities to equip and educate our employees and managers for changes in the working environment.

AI continues to play a key part in our daily lives and we ensure that AI is used responsibly as a business tool and also look to equip our teams with digital skills and agility.

As part of our commitment to unlimited learning, our e-learning platform continues to provide a range of job related courses in addition to workplace skills. These are available to all staff. In addition we will continue to promote the use of apprenticeships to up-skill our existing workforce.

It is also important to provide young adults with pathways into work and during 2026 we will look to work alongside schools and colleges to provide work placements, career guidance and industry exposure.



Employee Wellbeing

Team surveys are a vital element in ensuring our employee wellbeing proposition and have led to the introduction of:

- The Rangeford benefits hub providing a range of discounts
- A health cash plan providing financial assistance across a range of areas
- Access to an improved employee assistance programme offering access to a virtual GP and wellness advice
- Life cover to ensure financial security for loved ones
- Access to Salary Sacrifice Electric Vehicle scheme

We will continue to review our benefits and pay to ensure they remain relevant and we will also ensure that employee voice is top of our agenda and continue to implement regular employee working groups along with staff member surveys.

Mental health is an integral aspect of an individual's wellbeing and we are committed to maintaining and developing our positive work culture that values the mental wellbeing of our teams. Our annual Wellbeing Calendar has a clear focus on mental health.

We want Our Company to be a great place to work and in the 2025 annual staff survey 97% of respondents stated they felt they 'belonged' at Rangeford Villages.



OUR WORLD



OUR PEOPLE



OUR COMPANY

Delivering To Our Owners

The term Independent Retirement Communities (IRCs) was established a few years ago to differentiate our (and those of our fellow operators) villages from basic retirement housing and care homes.

In addition to high quality homes, IRCs offer a range of services in the villages from lifestyle and leisure services like restaurants, gyms, activities and social events, to wellbeing and care services including a dedicated on-site team all day every day and personal, tailored, CQC registered personnel if required.



Homewood Grove, Chertsey, Surrey



The benefits to society of IRCs are well documented with some of the main ones noted below:

Job Creation

- Creation of direct and indirect jobs during the construction process
- Creation of operational jobs across a range of functional areas (approx. 40 FTE for a fully functional Rangeford Villages team)
- Supporting employment through use of local service providers

Local Procurement

- Significant boost to the local economy supply chain via direct local procurement and spend from our team, our owners and construction teams

Reduced Local Transport Impact

- By having multiple scheduled shopping trips in our electric minibus fleet, we save hundreds of single car journeys every week

Improved Housing Stock

- Enhanced provision of high quality housing options for older people that is tailored to their needs
- Freeing up of much needed family homes when people move into IRCs

Reduced NHS Costs

- Enhanced owner wellbeing, reduced GP visits, hospital stays and care provision is estimated to save the NHS and adult social care budget over £3,500 per owner per annum ('Healthier and Happier' report by Homes for Later Living)
- This would equate to in excess of £600,000 saving per annum for an average fully-occupied Rangeford village



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Delivering To Our Owners

Core to our business are our owners. Our villages provide the high quality physical environments that our owners expect but just as important they provide the safety and security, lifestyle, feeling of belonging, friendships and choices to ensure they thrive in later life.



“ We wanted to find a property in a community that is vibrant and offers plenty of lifestyle choices. From the restaurant, the beautifully kept grounds and gardens, to the hair salon and spa, the development really won us over. There’s never a dull moment! ”

Robin and Jo Dolman
Owners at Wadswick Green

“ I’m overwhelmed with all the village facilities and provisions. I felt very secure that I was making the right step from the very beginning. My apartment is absolutely perfect, spacious and well appointed with the most marvellous balcony. ”

Patricia Maude
Owner at Strawberry Fields



“ The dogs and I have settled into our new home really well; I think the dogs are enjoying the social aspect of living here as well as me. We have lovely neighbours, the gardeners and staff are all really helpful, it’s great to watch life going by outside our window. I am particularly looking forward to the social aspect of living here. ”

Heather Holwell
Owner at Siddington Park



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Delivering To Our Owners

We measure progress through our independently commissioned annual owner satisfaction survey:

	2025 Score	Minimum Target
Overall Owner Satisfaction	83%	85%
Safety, Security and Privacy	91%	85%
Quality of the Grounds	88%	85%
Felt they belonged to the village	92%	85%
Helpfulness of Village Teams	85%	85%

Above scores reflect owners who responded in a positive manner, based on 310 respondents, November 2025.

The Pavilion - 'the centre of the villages'

Beyond the beautifully built homes, in the centre of each village is The Pavilion. This houses our swimming pools, gyms, dance studios, hairdressers and beauticians, libraries, activity rooms, and cinemas.

It is also where people meet in our restaurants and bars, to share time with their friends and families.

Our menus are created for both our owners and local visitors and each follow the mantra of fresh, local and seasonal, with much being grown in our own gardens.

Owner Wellbeing

Through our Health and Wellbeing Assessments we encourage our owners to make positive lifestyle choices to remain fit, active and engaged, supported by our trained and knowledgeable teams. We also support their wider interests, whether charities or complementary groups such as U3A or WI.

The gardening clubs, allotments and activity rooms in our communities not only allow owners to start anew or continue a lifelong passion, but they also support health, fitness and mindfulness.

We recognise that loss is a part of life in a retirement community and we endeavour to support spouses and families on their own individual terms.

Wadswick Green Village Hall Case Study



As part of our continued investment in our first and largest village, we have opened a new, first-class £1.4m communal facility at Wadswick Green for our growing number of owners.

This 280 sqm multi-purpose structure includes a 145 sqm main hall that can be subdivided for a multitude of activities and exercise classes, plus a dedicated activity space, kitchen and meeting room.

This new recreational area will also deliver a high specification bowling green, outside covered terrace and a new village green for outside events and gatherings.

Providing this additional space for our owners is an important part of our commitment to enabling people to live with purpose and enhance their personal wellbeing. Furthermore, we have installed PV's on the roof to help mitigate the extra power demands and installed additional planting.



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Our Place In The Community

‘We are here for the long term!’

As villages based within a wider community, we are typically open to our neighbours joining our owners in our restaurants, bars and health and wellbeing clubs.

Positive engagement runs through everything that we do, whether it is a one-to-one conversation, a large-scale owner event or working closely with the local community in nearby towns and villages.

Following the ethos of fresh, local and seasonal menus, we prioritise local, independent suppliers with over 70% of our restaurant supplies in 2025 coming from suppliers within 30 miles of each village, supporting employment and keeping money in local pockets. This is all part of our commitment as a long-term partner within the local communities in which we exist.

We encourage our village teams to prioritise local procurement across all products and services where possible with a positive requirement to justify if procured elsewhere.

To reduce food miles even further, our Head Chefs work closely with Chris Liversage, our Head of Landscapes and Gardening, to grow as much of our own fruit and vegetables as we can in our kitchen gardens and poly tunnels. Any excess that we cannot use is sold to owners and staff, with the money being donated to local charities.

In 2025 we produced 143 jars of honey from our own bee hives at Wadswick Green and are looking to introduce them at future villages where possible.

We will continue to engage with local charities involving both owners and employees, encouraging the use of volunteering days that are offered to all employees.

An initiative in the North York Moors National Park is helping to enhance biodiversity, enrich wildlife habitats, and strengthen landscape resilience while commemorating loved ones and inspiring the next generation. One of the initiative’s biggest supporters were owners of Mickle Hill, who collectively donated the majority of trees and helped raise over £3,000, which will help fund work.

The initiative also helped connect children and young people with nature and the National Park, particularly those who face barriers doing so independently.





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We strive to do business ‘the right way’.



How we run Our Company is extremely important to us and we view Governance and Corporate Compliance in a positive light that protects and adds value to all our stakeholders including our owners, team members and investors.

We strive to do business ‘the right way’ and be fair, transparent, straightforward and accountable in all our interactions across Our Company and with all our stakeholders.

We have a strong internal control culture which starts with the Executive Team and runs through the Senior Management Team and Village Teams - this is supported by systems, policies and procedures that allow our teams to maintain compliance with all legal and statutory requirements but does not impose unnecessary inefficiencies which can creep into businesses.

We are very fortunate to have the support of our Board, Fern Trading Limited and Octopus Capital, who are all aligned in the importance of Rangeford Villages being a responsible business and also allowing us to be agile in our decision making to ensure we progress our plan to develop and operate more Independent Retirement Communities.

Jonathan Harper

**Chief Financial Officer,
Rangeford Villages**





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Governance Framework

Our internal Governance Framework ensures robust and considered decisions are made with the appropriate level of scrutiny across all areas of our business, including financial and non-financial decisions and those with a direct impact on our sustainability programme.

The Rangeford Executive Team meet formally every month to discuss all material items affecting the business including reviewing the Rangeford Risk Register to ensure we are all aligned on threats to our business and how best to mitigate them.

The Rangeford Senior Management Team comprises senior team members across all functional areas and meet at least quarterly to provide subject expertise and insight to drive new ideas and shape decision making. There are additional Risk Registers at the functional level including Care, Operations and Health and Safety to ensure all key risks are documented and regularly reviewed together with actions that ensure the level of risk is reduced to tolerable levels.

Rangeford Group board meetings are held every two months to discuss the business in full and review and approve all key business decisions; the board comprises of individuals from Rangeford Villages, Fern Trading and Octopus Capital to ensure a breadth of experience and perspective.

The Rangeford Care Board (supported by the Octopus Quality Assurance Committee) meet quarterly to review if the care being provided at our villages is to the high and compassionate standard we expect.

We constantly review the effectiveness of the framework to ensure it is consistent with our business size and strategy and promotes robust and professional discussion and challenge.

Finally, the importance of culture is not lost on us with regards to simply 'doing the right thing' rather than relying on a set of rules in a manual and this starts with the Executive Team, drives our recruitment philosophy and values of respect and accountability, and underpins our interactions with each other, our owners, our investor partners and the communities we operate within.

Our Values





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Our Partners

Our Partners are aligned in their business strategies and are focused on funding people, companies, and industries that are sustainable and contribute positively to society as a whole.



“ Because building a sustainable future makes economic sense. ”

Fern is a diversified trading business with a market capitalisation of £3.5bn and operates in sectors that make a valuable contribution to the UK. Rangeford is a wholly owned subsidiary of the Fern Trading group.

Fern is one of the largest independent producers of solar energy in the UK and has built on this expertise to diversify into other renewable technologies such as wind energy, biomass and landfill gas.

Fern is also active in a number of other sectors, such as fibre broadband infrastructure, housebuilding and lending.




“ We’re on a mission to invest in the people, ideas and industries that will change the world. ”

Octopus Capital is part of the Octopus Group which has a range of business (including Octopus Energy) focused on building a brighter future and believes that how a company behaves is as important as what it does, so strives to change the role business plays in society too.

The Octopus Group provides wide-ranging services to Fern Trading and has done so since Fern Trading’s incorporation more than ten years ago.



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External Oversight

We are certified by a variety of external professional bodies that require us to meet certain professional standards which provide comfort to our stakeholders and ourselves that we are both compliant and providing a high level of service. These include:



Homecare Association - the UK's membership body for homecare providers which ensures that everyone can live well at home and flourish within their communities



Property Redress Scheme - provides our prospective and actual owners peace of mind that a complaint surrounding the sale of residential property will be resolved by an independent third party



National Home Builders Council (NHBC) / Local Authority Building Control (LABC) - provides new home warranties from exchange of contracts including deposit protection, a builder warranty backed by guarantee and insurance against major defects for 10 years



Cyber Essentials Plus - issued by the National Cyber Security Centre, this certification is an effective, government-backed scheme that helps protect Rangeford Villages against a whole range of the most common cyber attacks



Care Quality Commission (CQC) - independent regulator of health and social care inspecting and rating services including those provided to our owners

Professional Advisors - we rely on the trusted advice from a range of our professional advisors across all functional areas to ensure we identify and address risks within our business and deliver high quality services to our owners



Rangeford Villages is a full member of ARCO and our CEO, Howard Nankivell sits on the main board.

Retirement Community Operators

ARCO strives to promote confidence in the IRC sector ensuring that all members are providing a high quality service to their owners which is achieved through ARCO's Standards and Compliance Framework including the ARCO Consumer Code.

The Consumer Code's key principles are transparency and fairness; members agree to ensure that prospective owners are given clear and transparent information about fees and charges, must maintain core levels of services in their Integrated Retirement Communities and have a fair and consultative relationship with owners.



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Corporate Compliance

The building blocks for a strong and sustainable business is ensuring compliance with all external statutory and legal requirements across all functional areas including Facilities, Sales and Marketing, Operations, Food and Beverage, Care and Finance.

The requirements are put in place for a reason, which is typically focused on keeping people safe and looking after their wellbeing, so they are essentially a free guide to follow on good business practice.

We have internal policies across all functional areas that are specifically written to be short and clear to enable team members to easily understand what is required from them and ensure full compliance with regulations and guidance.

These are supported by a commitment to team member training and development to further strengthen the corporate compliance delivery.

We are in the process of developing our own Rangeford Hub which will be a central repository of all salient corporate information which can be easily accessed by all team members.

We are subject to a detailed audit by an independent external company (commissioned by Fern) to review all areas of our business and recommend areas of internal control improvement which are acted on in a timely basis.

In conjunction with the external company we are developing our own internal Business Assurance program which allows us to regularly test all the identified key controls throughout the business to ensure they are operating effectively and identify any gaps to be addressed.

Robust systems are in place across key compliance areas, such as Care (Access Care) and Health and Safety (Safety Culture and Alert 65 portals), enabling effective business control and the ability to demonstrate compliance both internally and to relevant authorities when required. A new HR system which facilitates enhanced recruitment, training, compliance, holiday management and appraisal processes has also been implemented.



Artificial Intelligence

We are excited by the opportunities that AI may bring to our business. Each department is actively reviewing their strategies to enhance efficiencies and owner service delivery, support land finding opportunities and building design and promote enhanced corporate and legal compliance. Whilst AI is undoubtedly here to stay we are also very aware of the need to retain the personal touch as part of delivering 'the Rangeford Way' in everything that we do.



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What Next?



We are proud of Our Company and the services we provide to our owners. We were delighted to be recognised across a host of categories for awards in 2025, including Best Lifestyle/Wellbeing Facilities - Siddington Park; Best Marketing or Promotion - Laurence Llewelyn-Bowen, Outstanding IRC (ARCO accredited) Siddington Park, and for Strawberry Fields, as IRC Scheme of the Year.

As a successful provider of specialist accommodation for older people, we want to continue to grow sustainably over the coming years and deliver more best-in-class Rangeford Villages. As such, we have secured a healthy pipeline of new sites with planning consent in excellent locations across the South East of England, on which we will be breaking ground in 2026.

This poses opportunities and risks, and we must ensure we maintain the right corporate culture to deliver on our promises to our stakeholders and the appropriate Governance Framework to continually manage the changing business risks we face.

We will continue to review our internal systems and processes as we grow to ensure they are fit for purpose and support our decision making and internal control environment.

We continue to achieve our certification for Cyber Essentials Plus and further strengthen our information security and resilience to external attacks throughout 2026.

Specifically with regards to sustainability, we are committed to:

- Continuing with our Sustainability Steering Group managed by our new Head of Health, Safety and Environment to ensure we are all accountable for the commitments we make with the immediate focus being to agree:

✓ Key medium and long-term objectives and targets

✓ Actions that support the medium term objectives

✓ Financial and non-financial metrics and the associated reporting framework

✓ An outline audit framework to assess progress at each village

Including the agreed sustainability targets and the annual objectives of the Executive Team.

If we fall short in meeting targets we will say so, viewing any missed target as an opportunity to learn and improve, rather than as a sign of failure.



RANGEFORD VILLAGES

EXCLUSIVELY FOR THE OVER 60s

www.rangefordvillages.co.uk

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