



Oversight

“Our mission is rooted in supporting people and their potential. Through transparent communication, excellent service and a strong commitment to doing the right thing, we create communities where students feel connected, supported and empowered to succeed.”

— Rob Palleschi, ACC CEO



3rd & West Purdue University





Governance & Ethics

ACC's risk-related activities, including compliance and privacy, are led by our legal department for improved efficiency and reporting. Our executive management team and ownership entity oversee risk-mitigation strategies across all areas, from climate to cybersecurity. Our multifunctional Impact Update Task Force unites teams companywide to execute key initiatives and reports activities and quarterly results to the executive team and ownership.

Compensation Programs

ACC compensation programs reward team members for achieving individual objectives and connect a substantial portion of pay to shared company goals. Our bonus structure also incorporates corporate-responsibility priorities and related performance indicators.



Ethics & Compliance

In 2025, ACC updated and refined its long-standing Code of Business Conduct and Ethics, which covers conflicts of interest, fair dealing and proprietary-information disclosure. All team members review and affirm the Code annually, and senior financial officers follow a separate Code of Ethical Conduct.

Governance Structure

ACC's Internal Audit team conducts an annual control assessment based on the COSO internal-control framework, including a COSO-aligned executive survey and a fraud survey of all framework process participants.

Issues Process

Team members may report workplace concerns through an anonymous, third-party hotline: EthicsPoint. Our Protection of Whistleblowers policy safeguards reporting team members from retaliation. We had no significant bribery, fraud or corruption issues in 2025 or any prior reporting year, and no legal actions for anticompetitive behavior, antitrust or monopoly practices in 2025 or any prior reporting year. All team members acknowledge our anti-harassment policy annually.

Spotlight

Hoang Nguyen
ACC Chief Information
Officer



Since 2023, Hoang Nguyen has modernized ACC's core technology — delivering 42 major transformation projects — while keeping the experience simple for students and team members. His team has shifted about 90% of the technology footprint to cloud or SaaS, integrated a property leasing and management system linking leasing, maintenance and resident-engagement workflows, and introduced the industry's first rent-based rewards program. Nguyen serves on the Bilt Alliance Innovation Council and was named a 2026 GlobeSt. Influencer in CRE Technology.

“**Hoang brings a practical, people-first approach to innovation. His leadership is strengthening how we use technology to support our teams and deliver a more connected experience for residents — redefining how technology advances engagement, trust and value in higher-education real estate.**”

— Brian Mayer, ACC COO



Spotlight

Jon Murphy
ACC Chief Information
Security Officer



In 2025, Jon Murphy was named a Top Global CISO by Cyber Defense Magazine for a third consecutive year. He leads ACC's enterprise information-security strategy, risk management and data-protection programs, and has enhanced cybersecurity training and awareness, adopted advanced detection and response tools, and strengthened data-governance protocols.

“Jon's leadership has been instrumental in building a proactive cybersecurity program that safeguards our business and the students we serve. This recognition reflects his deep expertise, collaborative spirit and unwavering commitment to protecting our organization and advancing the industry.”

— Rob Palleschi, ACC CEO

Stakeholder Engagement

Student Residents

We keep an open dialogue with students through residence-life programs, daily interactions, social media and formal surveys, using their input to improve living spaces and student-success programs.

University Partners

Our relationships with universities are core to everything we do. We uphold our partners' traditions, contribute to their missions and engage continually as members of leading higher-education organizations.

Our Communities

ACC strives to be a good neighbor — convening predevelopment eco-charrettes, employing local contractors, integrating local retailers and giving back to area charities.

Team Members

We maintain an open-door policy at all levels, using informal dialogue and formal feedback to improve operations and keep people connected through newsletters, calls and events.

Investor Relations

We maintain robust relationships with our investors through clear insight into strategy, performance and value creation — building confidence through proactive engagement, regular reporting and a firm commitment to transparency.

Responsible Technology

In 2025, ACC continued its three-year technology roadmap, improving experiences for residents and team members while driving innovation, strengthening cybersecurity and enhancing long-term value. Since 2023 we have delivered more than 40 major technology-transformation projects. We continued rolling out our next-generation property leasing and management system, supporting AI integration, real-time data, operational efficiencies and rapid resident-issue resolution. We have transitioned over 90% of our technology footprint to cloud/SaaS and improved resident Wi-Fi uptime from 93.3% to 99.9%. We follow GDPR and CCPA guidelines, our Privacy Committee reviews all third-party agreements, and our CTO delivers quarterly updates to the Strategic Planning and Risk Committee.

Business Continuity

ACC continues to evolve — operating our properties with excellence, providing extraordinary experiences for students, building strong partnerships and maintaining a hearty team culture. Blending long-term strategy, business-continuity practices, a resident-centered approach and disciplined execution, we believe we're well-positioned for future success, building even more communities where students love living.

Vision & Forward Goals

ACC creates healthy, sustainable environments with a sense of community and connection — giving back, investing in our team members and driving long-term value for all stakeholders. Our goals reflect the strategic focus areas identified in our materiality assessment and align with the U.N. Sustainable Development Goals. All quantitative goals are measured against a 2022 baseline.



Focus Area	Goal	2025 Status
Sustainability: Design & Development	Integrate sustainability and climate-based design into development planning to enhance building performance, efficiency and long-term value.	Continued implementing sustainable-design strategies, efficient building systems and the post-occupancy process across new developments.
Sustainability: Resource Management	Reduce GHG emissions by 15% over three years.	Decreased 18.8% since 2022; continuing to pursue further reductions.
Sustainability: Resource Management	Reduce water consumption by 10% over three years.	Reduced 1.4% since 2022; historical conservation measures remain in operation.
Sustainability: Resource Management	Implement conservation measures.	\$7.1M in large-scale measures since 2022 (56% avg. ROI); 2025 smart-thermostat deployments projected at 22.8% ROI.
Culture: Engagement	Advance college-student mental wellness.	Continued as a leading Coalition member and Hero Sponsor of the Hi, How Are You Project, advancing research, partnerships and on-campus programming.
Oversight	Maintain annual reporting aligned to SASB.	Published 2022, 2023, 2024 and 2025 Report Updates on schedule.
Oversight	Build a comprehensive data-tracking system.	Enriched cybersecurity efforts following the three-year technology roadmap.



Reporting & Material Topics

ACC develops initiatives that leverage our strengths as a student-housing leader to make measurable impact, guided by our short- and long-term objectives, materiality assessment and industry best practices. We report progress annually using the SASB framework, perform an annual GHG inventory, study our portfolio from a climate-assessment perspective, and report in the GRESB format to give stakeholders an accurate measure of portfolio sustainability.

Building Design & Development

- Climate-change adaptation and physical-risk analysis
- Building quality and safety

Resource Management

- Energy and GHG reduction
- Water conservation
- Waste reduction

Governance & Strategy

- Ethics and integrity
- Communication and reporting
- Governance structure and accountability
- Compliance and anti-corruption
- Leadership and stakeholder engagement

Employees & Team Members

- Compensation and benefits
- Career development
- Diversity and equality
- Philanthropy and volunteering

Resident Engagement

- Diversity and equality
- Philanthropy and volunteering
- Career development

Impact Update Team & Task Force

ACC's commitment begins at the top, with executive oversight of our policies and initiatives. Our Impact Update Task Force collaborates on implementing initiatives and reporting to stakeholders, and we empower all team members to pursue grassroots efforts.

“Great communities start with great teams. When our team members thrive, they're better positioned to create exceptional experiences for our residents and deliver meaningful results for everyone involved.”

— Brian Mayer, ACC COO

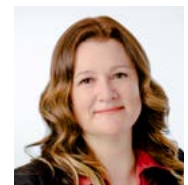
Impact Update Task Force



Larry Greenberg
EVP of Business Opportunities



Josh Greenleaf
SVP of Investments



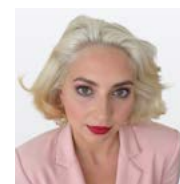
Heather Laney
SVP of Procurement



John Sharpless
VP of Asset Management



Derek Elpers
Senior Director of Asset Management



Caroline Guerin
Director, PR & MarCom