

Keeping it REAL

ESG Impact 2025 Snapshot



Keeping it REAL: to be authentic, to be true to oneself.

When it comes to ESG (environmental, social, governance), we like to keep it REAL.

Being REAL is one of our core company values and perfectly encapsulates our commitment to be honest and genuine in our sustainability journey.

We know we are not perfect and we have a long way to go, but being mindful of our impact on the planet and on each other is important to us.

Keeping it REAL helps us stay focused and grounded. We want to make sure our actions and initiatives are sincere, and not just far-off fanciful goals.

This is what Keeping it REAL means to us.



Being Responsible

Is this the most Responsible course of action?

Have we fully considered the environmental impact of this action or project?



Being Ethical

Is this the most Ethical way of doing this?

Have we thought about the impact this action or project will have on our people and our communities?



Being Action-Orientated

Is this Action-orientated?

Can we properly measure the impact of this action or project?



Being Long-Lasting

Is this Long-lasting?

Will this action or project have a long-lasting effect on our business and our sustainability goals?

We support the United Nations Sustainable Development Goals.

Our Keeping it REAL programme aligns with the [United Nations Sustainable Development Goals](#).



Sustainable Stays

Taking Care of Our Planet

With a current portfolio of 14 operational hotels, representing over 4000 bedrooms, managing our environmental impact will always be a challenge. But it's a challenge to which we are now committed.

From purchasing and project planning to day-to-day operational behaviour, we now view the business through a more sustainable lens.

Measuring our Impact



We have been measuring our overall Scope 1+2 emissions impact since 2021. We are now on the first step of our [pathway to net zero](#), working with *Planet Mark* on measuring our full Scopes 1, 2+3 carbon footprint including our supply chain. This report will feature in our [2025 Impact Report](#) to be published later this year.

**Net Zero
by no later
than 2050**

Our Responsible Purchasing



As you can imagine, we have a large and complex supply chain with hundreds of individual supply partners. We have recently shared our [Supplier Code of Conduct](#), which outlines the shared principles we expect from the businesses we work with. We are currently working with *Replacer* to audit all single use items in the business, and have a number of significant supplier workshops planned for October/November.

**New
Supplier Code
of Conduct**

Future-Proofing our Buildings



Future-proofing our hotel properties is not easy, with over 4000 bedrooms in buildings ranging from 55 to 188 years old. Each building has its own character, its own history, and its own challenges. There are rarely 'one size fits all' solutions. But we know we need to future-proof our properties. As a first step, in 2023 we made a [£500,000 Sustainability Fund](#) available for projects and initiatives that contribute to a greener future.

**£500,000
Sustainability
Fund**

Managing our Energy



In 2023, the group [switched to 100% renewable electricity](#). In the past two years, we have [upgraded 86% of our lights to LED](#) and installed PIR (passive infrared) sensors in all properties. Our year on year data shows that Scope 1 (oil/gas) emissions per occupied room have reduced [by 14.37%*](#) and our Scope 2 (electricity) emissions per occupied room have reduced [by 3.15%](#). We have a number of energy efficiency projects currently being finalised including trialing smart room technology in three properties in 2025.

**100%
renewable
electricity**

*In the spirit of Keeping it REAL, we have been made aware of some metering issues with our gas, which is now being rectified by installing AMRs (automatic meter readers). So we may see some adjustments to this in 2026.

Managing our Waste



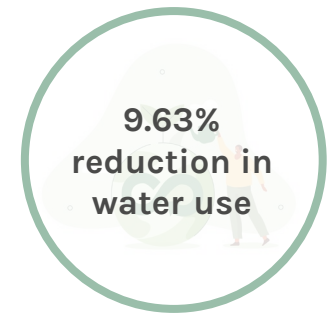
Together with our waste management partners, *The Waste Specialists*, we have achieved a substantial increase in our recycling rates across all properties - from an estimated 20% in 2022 to over 67% in 2024/25. As the remainder of our general waste is converted into energy (EfW: Energy from Waste), the group has zero waste going to landfill.



Preserving our Water



Hotels are notorious for high water use - being able to provide a revitalising shower after a long flight, or a relaxing bath after a full day's sightseeing is a major part of delivering comfort to our guests. But we have been busy working on our water flows and upgrading facilities to low/dual flush. Our year on year data shows we have reduced water consumption per occupied room by 9.63%.



Our Certification Journey



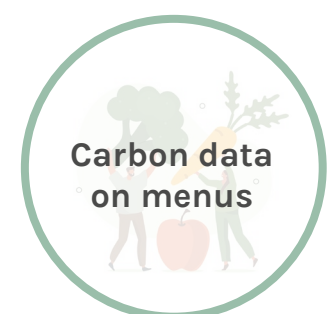
We started our journey with the Greengage ECOsmart programme in April 2022 and currently have five hotels at Gold award status and nine hotels at Silver. We are working towards all properties being Gold by 2026. ECOsmart is a leading certification system for hotels and meeting venues which is fully compliant with Travalyst's criteria and is UKAS accredited. Like our Keeping it REAL programme, it also links impact areas to the United Nations Sustainable Development Goals.



Our Food and Drink



Better understanding the impact that our food and drink has on the planet has been eye opening. We have provided vegetarian and vegan options on our menus for some time, and provided non-dairy alternatives on request at all properties, but we are now working with our supply partners and internal teams on more responsible menu engineering. We aim to have carbon data available on all meeting and private dining menus by 2026 and all other menus by 2028.



Educating our Guests



In 2024 we launched our housekeeping opt-out programme at a selected number of properties and have since rolled out the scheme at all hotels (except Heathrow and Luton, as they are principally short stay properties). Since the launch, over 76,000 guests have elected to forgo housekeeping, saving vast amounts of water and chemical use. Also, working with *Drip Drop*, a charity umbrella rental scheme since 2023, our guests and team have enabled the planting of over 30,000 trees in critical areas across places such as Madagascar, Ethiopia and Brazil.



Caring Ways

Taking Care of Our People

Our people are at the heart of our business – we couldn't operate without them. We employ over 1600 people, and ensuring they feel supported, empowered and valued is essential to us.

We also recognise the impact we have on the communities in which we operate. In the last few years we have developed a strong charity programme, and our support and engagement continues to grow every year.

Supporting our Teams



We are proud to hold **six Great Places to Work awards**, including **Best Workplaces™ for Super Large Organisations, for Development, for Women, and for Wellbeing**. The physical wellbeing of our teams is paramount, but we have also focused heavily on mental health over the past couple of years. We now have **35 trained mental health first aiders** in the business (up from eight in 2023).

Six Great Places to Work® awards

Empowering our People



Training and developing our people is another crucial element to the long-term success of the business. **In 2022 we launched The Academy**, our bespoke training venue based at The Tower Hotel by Thistle. All team members can access on the job, face-to-face and virtual learning, comprising short courses, workshops, development days, podcasts, mentoring and apprenticeships from Level 2 – Level 7. As a result, we now provide over **48,000 hours of training a year** (up from 20,000 in 2023/24).

Over 48,000 training hours provided via The Academy

Valuing our Diversity



We are proud of the wide diversity of our employee partners. This year we embarked on our first full **Diversity, Equity and Inclusion audit** with our specialist partner **DPK Consulting**. Other initiatives include our **Women in Leadership programme** which launched in 2024. This 18-month programme forms part of our wider focus on developing and promoting the female talent in our business.

Completed first full DEI audit

Caring for our Community



The Caring for our Community programme has been running since 2023 and has raised **over £100,000** and provided **over 1000 volunteer hours**. Each year we select a small number of London-based organisations to work with where we can make a big difference. We also have a number of ongoing charity activities, including our **Fish & Chips £1 donation programme** in all hotels that to date has raised **over £14,000**.

Over £100,000 raised & over 1000 hours volunteered