

Impact Report 2025



Keeping it REAL



Contents

Message from our CEO
United Nations Sustainable Development Goals
Keeping It REAL

Sustainable Stays

Measuring our Impact
Our Responsible Purchasing
Future-Proofing our Buildings
Managing our Energy
Managing our Waste
Preserving our Water
Our Certification Journey
Our Food and Drink
Educating our Guests

Caring Ways

Supporting our Teams
Empowering our People
Valuing our Diversity
Caring for our Community

Message from our CEO

As the business world evolves, so too does the role of business leaders. Thankfully, we have already come a long way in the industry in acknowledging the importance of nurturing and developing our people and talent.

And the same is now true about understanding the impact we have on the planet and on our wider communities. We can no longer carry on business as usual, with no thought for our environmental stewardship and social responsibility.



Gavin Taylor

But let's be real - running a portfolio of 14 operational hotels ranging from 55 to 188 years old with over 4000 rooms is not a low carbon affair. We have a lot of work to do, balancing the comfort of our guests with the need to retrofit our hotels with more energy efficient infrastructure and systems. But we are on our way.

We now have a dedicated full-time ESG Coordinator helping us measure our current impact and leading our new Keeping it REAL ESG strategy.

This, our first Keeping it REAL Impact Report, outlines the beginning of our journey, some of the challenges we face, and what we are doing to overcome them. It also shows our direction of travel - towards greater responsibility and, ultimately, net zero.

We support the Sustainable Development Goals (SDGs)

When we were developing our primary impact areas, we also considered their relationship with the United Nations Sustainable Development Goals.

The 17 global goals, adopted as part of the 2030 Agenda for Sustainable Development, recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans.



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.

R

Being Responsible

Is this the most Responsible course of action?
Have we fully considered the environmental impact of this action or project?

E

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?

A

Being Action-Orientated

Is this Action-orientated?
Can we properly measure the impact of this action or project?

L

Being Long-Lasting

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



Keeping it REAL

Sustainable Stays

Taking Care of Our Planet

Our Keeping it REAL ESG programme has two central pillars. Under Sustainable Stays we focus on the following areas:

Caring Ways

Taking Care of Our People

Under Caring Ways we focus on the following areas:



Measuring our Impact



Our Responsible Purchasing



Future-proofing our Buildings



Managing our Energy



Managing our Waste



Preserving our Water



Our Certification Journey



Our Food and Drink



Educating our Guests



Supporting our Teams



Empowering our People



Valuing our Diversity



Caring for our Communities

Sustainable Stays



With a current portfolio of 14 operational hotels*, representing over 4000 bedrooms and operating in buildings ranging from 55 to 188 years old, 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.

In this section, we will outline what we have achieved so far, and where we are heading.

Taking Care of Our Planet

Keeping it REAL

Sustainable Stays

Our Responsible Purchasing



What we have done ...

As you can imagine, we have a large and complex supply chain with hundreds of individual supply partners.

We have recently created and shared our Supplier Code of Conduct, which outlines the shared principles we expect from the businesses we work with.

All new major contracts are now subject to ESG scrutiny and our Keeping it REAL ethos is applied to decision making.

Where we are heading ...

In the next 12 months we will be hosting several significant supplier workshops to work together with our partners on sustainable development.

We will be further embedding our ESG scrutiny into new contracts and overlaying our responsible purchasing lens to day-to-day procurement.



Spotlight on: Replacer

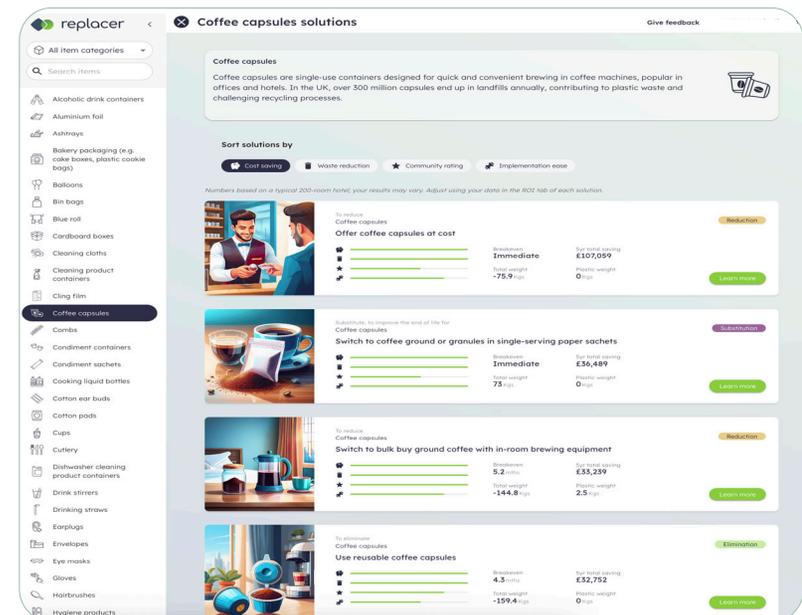


Replacer is helping us do exactly what it says on the tin - replace unsustainable items in our business.

As part of our new ESG strategy, we have partnered with Replacer to review the single-use products within our hotel operations. The aim is to first establish where we can phase out and reduce single-use and disposable items. Where this is not possible, we will look to replace items with more sustainable alternatives.

We have conducted two detailed hotel audits with analysis of 76 categories under core operational areas: food and beverage, guest room amenities, and housekeeping essentials.

We are now working through the findings and establishing opportunities for smarter, more cost-effective procurement - helping us build a more resilient and responsible supply chain, fully aligned with our longer term ESG commitments.



Sustainable Stays

Future-Proofing Our Buildings



What we have done ...

Our portfolio is challenging, with over 4000 bedrooms in buildings ageing from 55 to 188 years old.

Each of these buildings has its own character, its own history, and its own challenges. There are rarely 'one size fits all' solutions.

As a hotel operator, the comfort of our guests is of primary importance. Any major projects need to ensure we maintain the right balance between serving the needs of our guests today *and* serving the needs of the planet tomorrow. But we know we need to future-proof our properties.

In 2023, we started by making a £500,000 annual Sustainable Stays Fund available for projects and initiatives that contribute to a greener future.

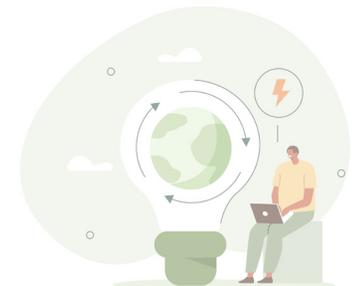
Where we are heading ...

Our recent Scope 1, 2 + 3 measurement exercise, as part of our Planet Mark Business Certification, has helped us understand where we are today as a group, and enabled us to start working on an overall decarbonisation plan.

We are now evaluating each property in terms of future climate-related risks and opportunities for greater carbon efficiency and cost-saving.

£500k
Sustainable
Stays Fund

<p>The Royal Horseguards (Listed)</p> <p>Built:1884 Bedrooms:282</p>	<p>The Clermont Victoria (Listed)</p> <p>Built:1862 Bedrooms:348</p>	<p>The Clermont Charing Cross (Listed)</p> <p>Built:1865 Bedrooms:239</p>	<p>The Cumberland</p> <p>Built:1933 Bedrooms:900</p>
<p>The Tower Hotel by Thistle</p> <p>Built:1973 Bedrooms:801</p>	<p>The Marble Arch Hotel by Thistle</p> <p>Built:1933 Bedrooms:692</p>	<p>Thistle Kensington Gardens</p> <p>Built:1962 Bedrooms:175</p>	<p>Thistle Piccadilly</p> <p>Built:1887 Bedrooms:82</p>
<p>Thistle Trafalgar Square</p> <p>Built:1970 Bedrooms:108</p>	<p>Thistle Bloomsbury Park</p> <p>Built:1837 Bedrooms:95</p>	<p>Thistle Park Lane</p> <p>Built:c1930 Bedrooms:119</p>	<p>Thistle Holborn</p> <p>Built:1900 Bedrooms:129</p>
<p>Thistle Heathrow Terminal 5</p> <p>Built:1968 Bedrooms:266</p>	<p>Thistle Express Luton</p> <p>Built:c1970 Bedrooms:152</p>		



Sustainable Stays Managing Our Energy



What we have done ...

We have been reporting on our Scope 1 + 2 emissions since 2021, and in 2022 we switched to 100% renewable electricity.

In the past two years, we have upgraded over 85% of our lights to LED and installed PIR (passive infrared) sensors into all properties.

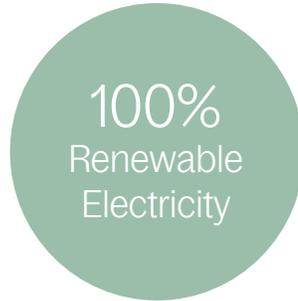
We are now monitoring our year-on-year emissions and plotting our energy saving initiatives to review their effectiveness.

Our year-on-year operational hotel data for FY24 / FY25* (per occupied room) shows that we reduced our Combined Scope 1+2 emissions** by 2.9%.

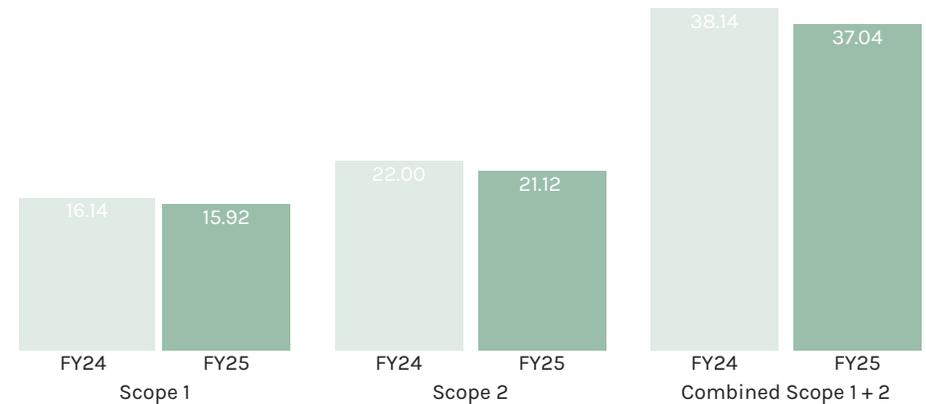
* our reporting periods are: FY24 = July 2023 to June 2024, FY25 = July 2024 to June 2025.

** currently excluding fugitive gas emissions.

In the spirit of Keeping it REAL however, we have been made aware of some metering issues with our gas. Automatic Meter Readers (AMRs) are now being installed in all properties (electricity AMRs were installed in 2022). So we may see some adjustments to this in FY26.



Energy Use (per occupied room)



Where we are heading ...

We are now in the process of evaluating each property in terms of energy efficiency and cost-saving, reviewing building management systems, behavioural changes, and pilot projects such as smart room technology.

Sustainable Stays Managing Our Waste



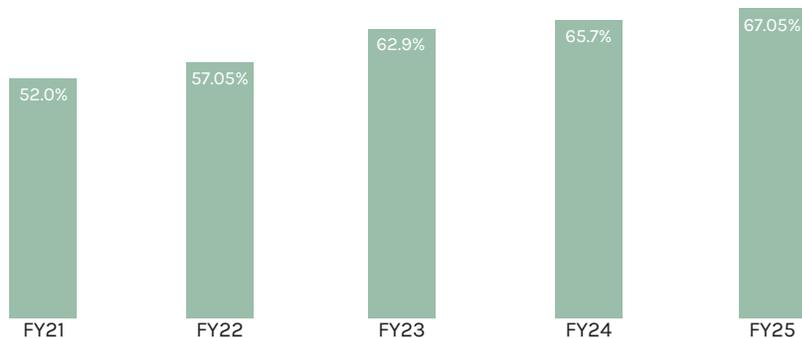
What we have done ...

Together with our waste management partners, The Waste Specialists, we have:

- achieved a substantial increase in recycling rates across all properties - from 52% in FY21 to over 67% in FY25.
- delivered the Simpler Recycling Scheme across all sites prior to March 2025.
- introduced waste handling equipment and servicing across most properties.
- trained our people in responsible waste management.

ZERO
Waste
to Landfill

% of Waste Recycled



Where we are heading ...

We are committed to a 75% group recycling rate by 2030.

Individual hotel action plans are currently being developed, with full portal access for each hotel to review their waste streams individually.

75%
Recycled Waste
by 2030

Spotlight on: The Waste Specialists

The Waste Specialists provide a bespoke approach to waste management and have been a key partner for us in achieving an increase in our recycling rates while also reducing costs.

Their objective is to become a partner and feel part of our team, allowing for open and confident discussions on how to meet recycling targets. They support long-term strategies to meet targets while advising on the ever-changing compliance requirements in the UK.



Sustainable Stays Preserving Our Water



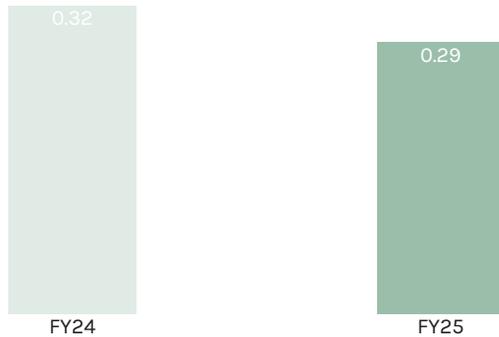
What we have done ...

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 already reduced water consumption per occupied room by 10.3%.

15%
Reduction by 2030
(from FY24)

Water Use (m³ per occupied room)



Where we are heading ...

Our initial aim is to reduce our water consumption by 15% by 2030 through a mix of water audits, efficiency measures, and greater understanding and education.



Sustainable Stays

Our Certification Journey



What we have done ...

We started our journey with the Greengage ECOsmart programme in April 2022.

The platform has helped drive positive change at individual property level and continues to push us to improve.

Where we are heading ...

Our aim is to have all hotels Gold certified by end of 2026.

Spotlight on: GREENGAGE ECOsmart

ECOsmart is the leading certification system for hotels and meeting venues. It is increasingly recognised as the credible and affordable marque that organisations can display to demonstrate their commitment to environmental sustainability and achievement of recognised standards.

The ECOsmart certification is UKAS accredited. Each area of the certification survey is linked to specific UN Sustainable Development Goals, ensuring a comprehensive approach to sustainability. The survey also incorporates Travalyst requirements and insights from industry experts, providing well-rounded guidance to enhance sustainability efforts.



The Clermont Victoria
The Clermont Charing Cross
The Royal Horseguards
The Cumberland
The Tower Hotel by Thistle



The Marble Arch Hotel by Thistle
Thistle Kensington Gardens
Thistle Piccadilly
Thistle Trafalgar Square
Thistle Bloomsbury Park
Thistle Holborn
Thistle Park Lane
Thistle Heathrow Terminal 5
Thistle Express Luton



Sustainable Stays

Our Food and Drink



What we have done ...

Better understanding the impact 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 in all properties, but we are now working with our supply partners and internal teams to help us with better menu engineering and carbon foot printing.

Where we are heading ...

As part of a 2026 meeting and events review, we will be introducing carbon data on all meeting and private dining menus.

We are then committed to including carbon data on restaurant menus (where appropriate) by the end of 2028.

We are also now focused on plant-rich menu development in all menus, with the aim to increase vegetarian and vegan options throughout all hotels by at least 20% by the end of 2026. Our new food waste management system will also be launched next year.

In terms of product and supply partners, our overall food and drink procurement is being reviewed as part of our Responsible Purchasing programme.



Sustainable Stays Educating Our Guests



What we have done ...

Housekeeping Opt-Out

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, we have achieved a total of 76,458 opt-outs, saving vast amounts of water and chemical use.

Drip Drop

Drip Drop is an umbrella rental programme, where one tree is planted for every umbrella rented. Since introducing the scheme in 2023, our guests and team have enabled the planting of 30,000 trees, aiding reforestation in critical areas across Madagascar, Mozambique, Kenya, Ethiopia, Nepal, the Philippines, Honduras and Brazil.

Where we are heading ...

We know that our sustainability journey is important to our guests, so we will continue to develop programmes where we can work together to ensure more Sustainable Stays.

We are currently creating Sustainable Stays guides for guests including general guidance, sustainable transportation options, and access to environmental and cultural local activities.

76.5k
Total # of
Housekeeping
Opt-Outs



Spotlight on: Housekeeping Opt-Outs



Caring Ways



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.

In this section, we will outline what we have achieved so far, and where we want to arrive.

Taking Care of Our People

Keeping it REAL

Caring Ways Supporting Our Teams



What we have done ...

We are proud to be listed with Great Place to Work[®] and have been awarded an additional five Best Workplaces[™] Awards including 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).

Where we are heading ...

We have identified two key areas of the Great Place to Work[®] criteria that specifically relate to Supporting our Teams.

We are now focusing on these and have set the following improvement targets for FY26 and FY30.

Supporting our Teams	Current Score	Target Score FY26	Target Score FY30
This is a physically safe place to work.	89	93	97 (top 5)
This is a psychologically and emotionally healthy place to work.	76	80 (top 5)	84



Spotlight on: Great Places to Work[®]



Great Place To Work[®] Certification recognises employers who create an outstanding employee experience.

Certification is a two-step process that includes surveying employees and completing a short questionnaire about your workplace.

Because employee feedback and independent analysis determine the scores, Certification helps job seekers identify which companies genuinely offer a great company culture.

Certification gives employers a recruiting advantage by providing a globally recognised and research-backed verification of great employee experience.



Caring Ways Empowering Our People



What we have done ...

Training and developing our people is another crucial element to the long-term success of the business.

As a result, we now provide over 48,000 hours of training a year (up from 20,000 in 2023/24).

In 2024 we launched our Extraordinary Futures programme, where we support the development of our 'high potential' managers. Over 12 months, participants take part in a series of workshops, group exercises and feedback sessions that reflect real work situations. The goal is to help high performers understand their strengths, spot areas to improve and get clear direction on how to grow their careers. It's not about judging past performance, it's about unlocking future potential. We are delighted that eight out of the nine 2025 graduates of the programme were promoted either during or in the three months after the programme.

48,000
hours of training
a year



Spotlight on: The Academy



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.



Where we are heading ...

We have identified two key areas of the Great Place to Work® criteria that specifically relate to Empowering our People

We are now focusing on these and have set the following improvement targets for FY26 and FY30.

Empowering our People

Current Score

Target Score FY26

Target Score FY30

People here are given a lot of responsibility.

76

80

89 (top 5)

Management is competent at running the business.

86

90 (top 5)

94

Caring Ways Valuing Our Diversity



What we have done ...

We are proud of the wide diversity of our employees.

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.



Where we are heading ...

We have identified two key areas of the Great Place to Work[®] criteria that specifically relate to Valuing our Diversity.

We are now focusing on these and have set the following improvement targets for FY26 and FY30.

Valuing our Diversity	Current Score	Target Score FY26	Target Score FY30
People here are treated fairly regardless of their sexual orientation.	90	93	97 (top 5)
People here are treated fairly regardless of their race.	88	92	95 (top 5)



Caring Ways Caring For Our Community



What we have done ...

The Caring for our Community programme has been running since 2023 and has raised over £100k.

Each year we work with a small number of charities that have been handpicked. We look for small London-based organisations where we can help make a big difference - through fundraising and direct volunteering opportunities.

FUNDRAISING

Highlights from the last year.

We launched our Fish & Chips £1 donation programme in all hotels, which to date has raised over £14,000.

We worked with our laundry partner to provide 500 new towels to one of our charities, Little Village - an item they were desperately in need of.

13 members of our team completed the 24 Peaks Challenge and raised over £12,000.

All unclaimed lost property is now collected by the charity Traid. In July 2025 alone, Traid collections of lost property from our hotels managed to divert 137kgs of unwanted clothes and shoes from landfill.



£106k
raised
since 2023

£330k
our total target
by 2030

VOLUNTEERING

Highlights from the last year.

In the last year our volunteers have given up their time to help out at Kentish Town City Farm, Social Bite, and Little Village.

1002
volunteering hours
FY24 + FY25



Where we are heading ...

Our target is to raise £330,000 by 2030.

Our target is to provide 6000 volunteering hours by 2030.

6000
our total target
for volunteering
hours by 2030



Spotlight on: Kentish Town Farm

Kentish Town City Farm is a local charity that helps city people connect with animals, nature and the environment. They provide an extensive educational programme to schools, work experience opportunities for students and farm and garden related activities for local children and families.



Spotlight on: Little Village

Little Village makes a big difference to families with babies and young children living in poverty across London. Via their network of baby banks they pass on loved goods from one family to another – clothes, toys and equipment – so that many more babies and young children have the essential things they need to thrive.





Spotlight on: Caring Ways Council

The Caring Ways Council is our employee forum. It was set up in January 2023 to improve communication and decision-making, and create awareness and engagement in our ESG programmes.

Each of our hotels and central office have representation and selected council members attend regular meetings.

We also provide training and development to facilitate their roles, and the council members are supported by their Hotel Managers.

Our Caring Ways Council are responsible for:

- Being the eyes and ears of our wider team and providing feedback and reporting insights to the Caring Ways Action Teams.
- Maintaining ESG noticeboards with up-to-date information from the Keeping It REAL Action Groups and ESG Steering Committee.
- Coordinating food days based on an annual calendar across all hotels.
- Supporting key events and focus weeks such as Wellbeing Week.
- Sharing team event photos and success to create a positive place to work.
- Championing charity and volunteering programmes.



Keeping it REAL

CLERMONT
HOTEL GROUP

THE
CLERMONT

thistle

THE
CUMBERLAND 

THE
ROYAL HORSEGUARDS
HOTEL