

# Impact Report

FY21-22





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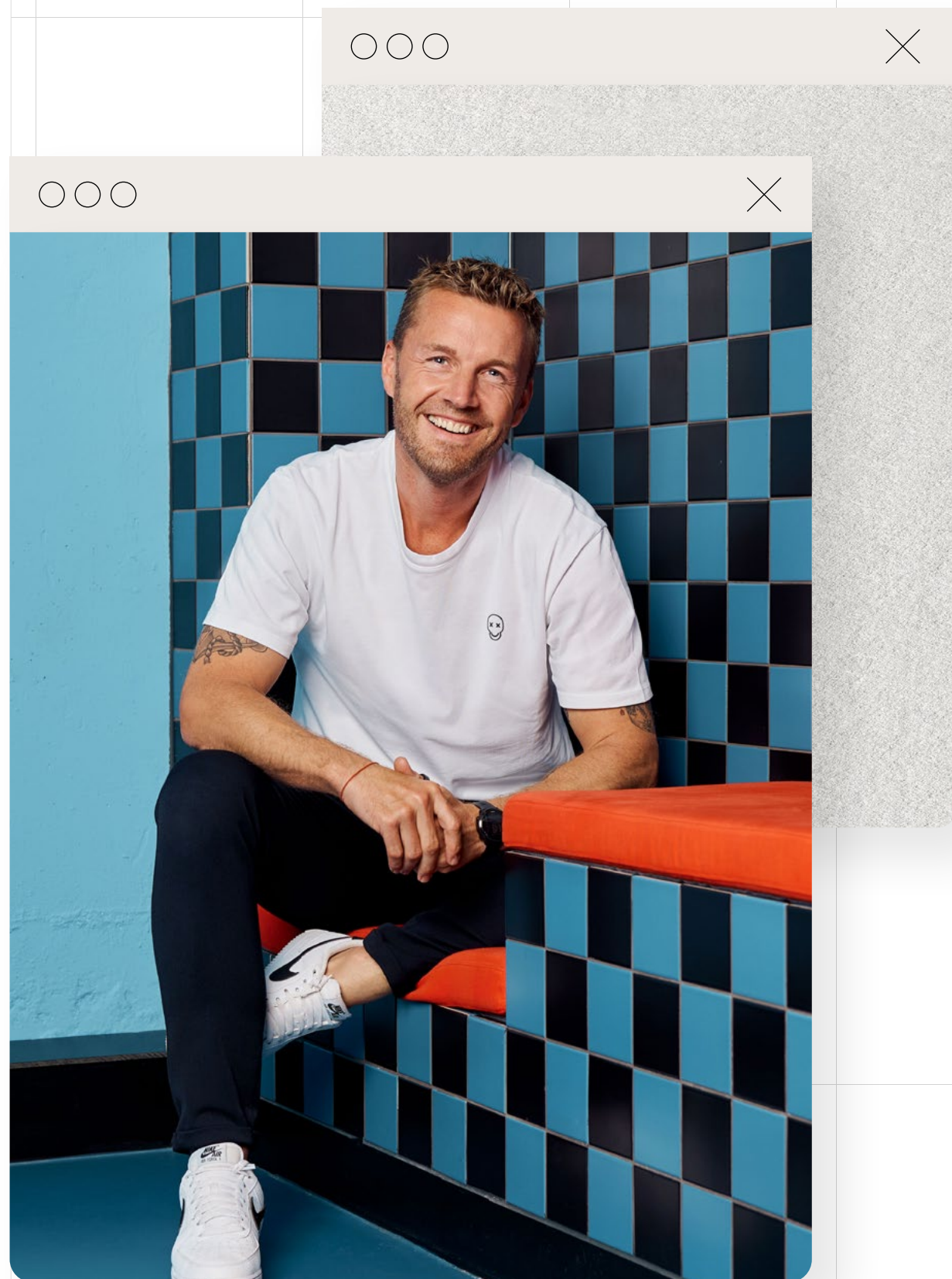
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# Introduction by Charlie

THE SOCIAL HUB



It's incredible to think of the changes that have happened in the past 18 months; not only here at The Social Hub – which was still The Student Hotel in 2021 – but globally.

In late 2021, we were still struggling with rolling lockdowns, border restrictions and vaccine hesitation. That was, however, becoming business as usual. But with the Russian invasion of Ukraine in February 2022, we saw a new humanitarian crisis unfolding as millions of Ukrainians fled their country.

It was humbling to witness our Operations Team supporting Ukrainian refugees without hesitation, assisting with the

housing efforts of EU countries by offering rooms to those in need. Through Movement on the Ground (the NGO that I co-founded) we launched our first support mission to Ukrainian refugees – mainly orphaned children in a camp in Poland.

Supporting those fleeing their homes – whether from conflict, immense floods or extreme heatwaves – I find myself even more driven to lead The Social Hub and its employees, guests and communities, in acting better for the benefit of everyone in our society.

That's why our Sustainability & Impact Team is such a core part of our business, why we're so focused on reducing our carbon

footprint and why we want more reliable, quality data, so that we can analyse where further improvements can be made.

**“The responsibility of our sustainability and impact journey is not just with me or the Sustainability & Impact Team...”**

That's also why we're investing in training sessions for our teams and guests in order to secure a better future. The responsibility of our sustainability and impact journey is not just with me or the Sustainability & Impact Team; it's with every employee at our business, our partners, our guests and everyone in our wider community.

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“These topics are not something to only think about annually. They are something to embed into our everyday decision-making.”

I’m so proud of the fact that everyone at The Social Hub has stepped up to make sustainability a priority this year. This Impact Report covers some of our highlights; from our Leadership Team who started an intensive Diversity & Inclusion journey, to our Finance Team who secured €145 million for properties in Italy, based on social and impact funding. The focus on making a positive impact continued with a group of team members volunteering for Movement on the Ground, providing both hands-on and skills-based support, and not forgetting our Community Hub who secured a partnership

with OpenUP – a mental health organisation that provides online psychosocial support for the entire TSH community, from employees to coworkers, students and extended stay guests.

An Impact Report is a funny thing. While it’s an important moment to capture our achievements, learn some lessons from hindsight and plan for the future; for me, these topics are not something to only think about annually. They are something to embed into our everyday decision-making. I hope this report provides some inspiration and food for thought on how you can act to make a positive impact.

**Charlie MacGregor**  
CEO & Founder






# The Year in Numbers

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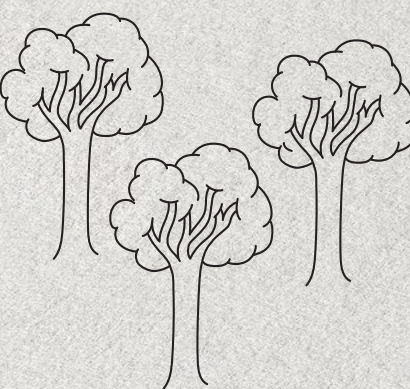
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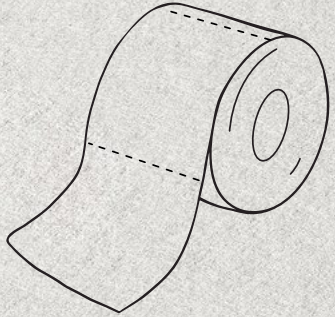
Hosted **2,060,987** **room nights** across all locations



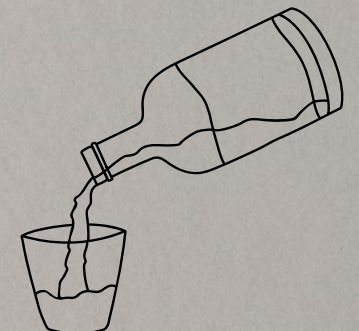
Welcomed **three new hubs** to the family: Barcelona, Madrid and Toulouse



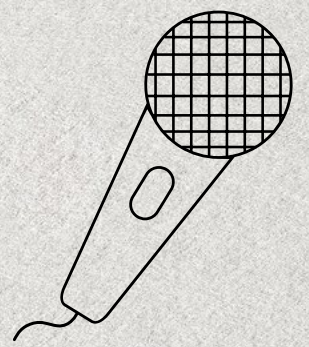
Planted **10,000** **trees** with WeForest




Contributed to the development of one and a half toilets with **The Good Roll**



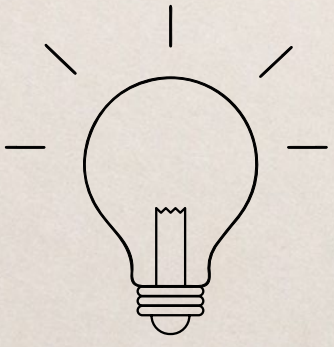
Donated **20,195,700** **litres** of water to communities in Africa with Made Blue



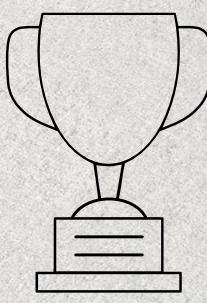
Hosted **5,080** **events** across all our hubs



Reduced our **carbon footprint** by 26% by flying less



Developed a new **Diversity & Inclusion strategy**



43 employees participated in the **Talent Recognition Programme**



# From The Student Hotel to The Social hub

It all began 10 years ago with a simple belief: students deserve better.

coworking for digital nomads and a creative playground for entrepreneurs and locals.

That's why we built The Student Hotel – a place for young people to find their purpose, change the world and shape the future.

To the tune of playful laughter, clinking glasses and excited chatter, we became a hub where connections grow, ideas spark and change happens.

**“As our community grew, we grew with them...”**

Alongside students, we quickly started attracting purposeful people from across the globe with shared values and interests; people with a ‘student spirit’.

And we led the pack with our hybrid business model – blowing away our competition even during a global pandemic of unimaginable scale.

As our community grew, we grew with them – evolving into a hybrid space with hotel rooms for tourists, coliving for travellers,

We evolved, and so did society. People have never felt a greater need for genuine connection and positive change. Those that share our values, understand that progress only comes from doing,



THE SOCIAL HUB

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together; from being open to new perspectives.

**“We’re inspired by the effort our community makes every day to build a better society...”**

Sometimes it takes bold moves and serious action; other times it’s small steps and a whole lot of fun. Either way, we’re inspired by the effort our community makes every day to build a better society and we want to further empower that passion.

This not only proves that we’ve outgrown our name, but, more importantly, so has our community.

So, this past year, a new chapter to our story began. Say goodbye to The Student Hotel – and hello to The Social Hub.

With just as much heart, soul and ping pong as ever, The Social Hub sees our community through a new lens – not as students, travellers, nomads or entrepreneurs, but as a single group unified in their desire to make an impact; a movement of people changing society for the better.

The Social Hub is who we truly are. We’re a hub to learn, stay, work and play. We connect people through meaningful and fun experiences, opening doors to cities like never before; where we serve and empower our vibrant, diverse community, while showing people the time of their lives.

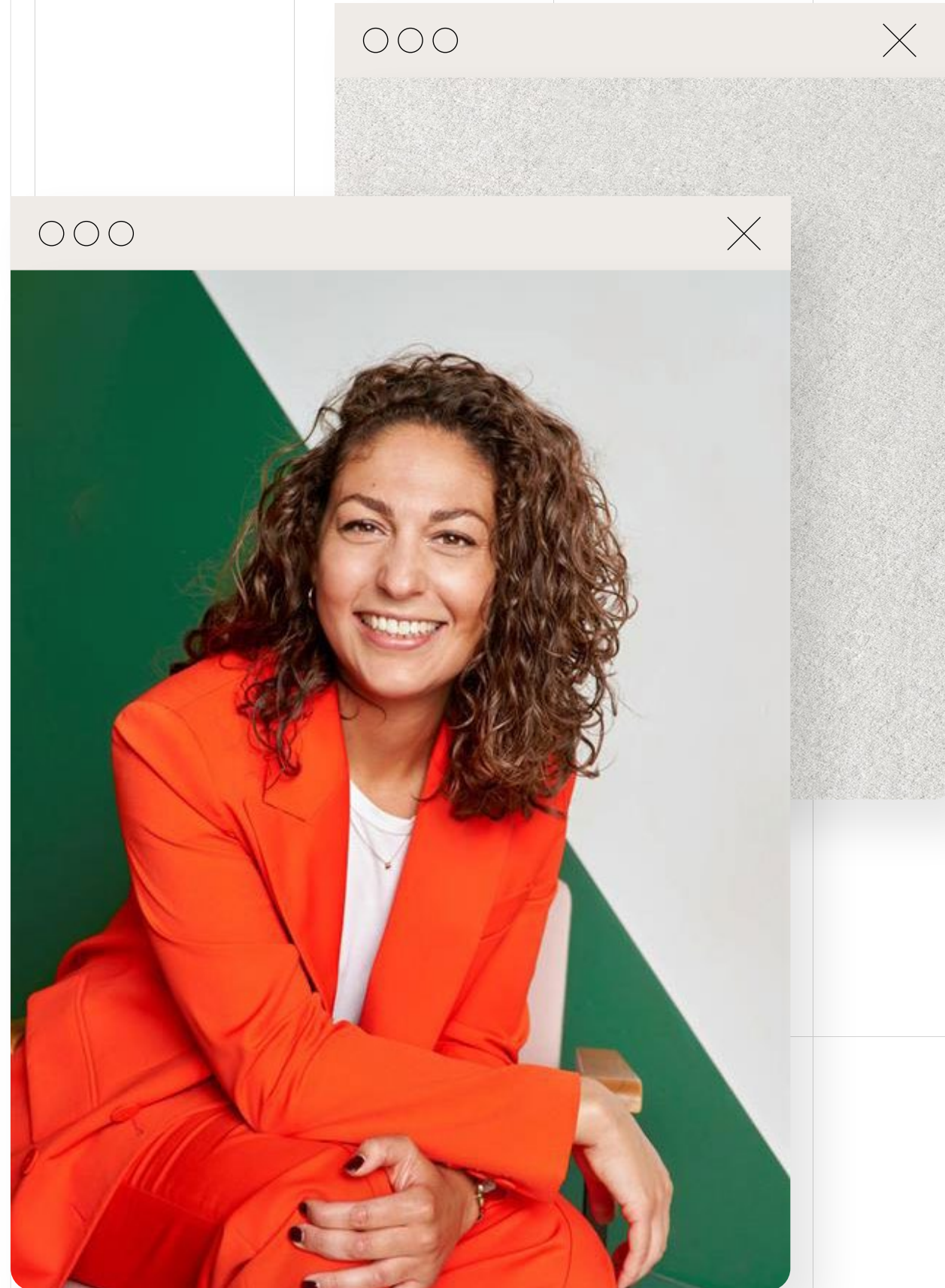
**Together, we create a better society.**





# Introduction by Amber

THE SOCIAL HUB



Another year done and dusted; another Impact Report to deliver.

It was a solid year for sustainability at The Social Hub. With COVID-19 behind us, we could look to the future. It was time to roll up our sleeves...

**“We can now review our supply chain, day-to-day operations and design process, and truly challenge ourselves to work towards a net-zero future.”**

This past year, we committed to the Science Based Targets initiative and took our first steps in understanding our carbon footprint with the help

of Metabolic. Going through every aspect of our business operations to understand our impact on the planet and society, proved to be an eye-opening experience. With this quantifiable direction, we can now review our supply chain, day-to-day operations and design process, and truly challenge ourselves to work towards a net-zero future.

We also continued with some existing projects, taking them to the next level. Following the creation of our Diversity & Inclusion (D&I) Board in 2020 – and the initial workshop we developed to raise awareness and improve our knowledge on the topic – we worked on cementing our efforts into a

full-fledged strategy, with different thematic pillars and projects to focus on.

Besides more D&I training, we also introduced a custom sustainability training session for all TSH employees. The training is also included in the onboarding at new hubs. TSH Barcelona, TSH Madrid and TSH Toulouse were among the first to receive the new training. It was great to see so much enthusiasm coming from the teams. I think it really sets the tone for their future at The Social Hub and inspires them to make sustainability an integral part of their work – thinking about how they can translate our strategy into tangible local projects. >

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And who can forget the biggest transition of all this past year; evolving from The Student Hotel to The Social Hub!

**“I was very excited to learn about the new name, as I feel it really is an apt representation of the company...”**

Personally, I was very excited to learn about the new name, as I feel it really is an apt representation of the company and the Sustainability & Impact Team in particular. It’s about bringing people together, showing the relationships with their environment and strengthening the global (eco-)system to create a better world.

In this Impact Report, you can read about all these projects and more. Overall, I think we’re really getting a grip on what we’re doing, but more importantly on where we want to go.

We’re excited to share this year’s results and continue working on what’s next.

Happy reading!

**Amber Westerborg**  
Director of Sustainability & Impact





# Our Sustainability Story

The Social Hub is on a journey to remain as responsible and impactful as possible – both in terms of how we build our hubs and how we engage with our communities. We believe in leading by example, collaborating and driving industry change whenever we can; all while setting realistic and measurable sustainability goals.

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## 01 We act for the future

A change in behaviour brings a better future. That's why we constantly learn and adapt, setting an example not just to ourselves, but to our community too. By thinking globally but acting locally, we use regional suppliers whenever we can, future-proof our buildings, while inspiring staff and guests to change their everyday actions to truly make a difference.

## 02 We connect with changemakers

When it comes to changing the way any industry works, the power of the crowd has a huge impact. That's why we choose to work and collaborate with a diverse group of passionate people who unite to help us push the sustainability agenda and ensure we're working not only to best-practice standards, but beyond.



## 03 We inspire for change

We see ourselves as an innovative, boundary-pushing company that inspires a message of change. Our industry-wide connections, networks and groups focus on sharing best practices, and foster a culture of inspiration and support. Our hubs are open for real-life research and testing too, to ensure our approach to sustainability remains as dynamic as possible.



# Working on the United Nation’s Sustainable Development Goals

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## Gender equality

### The goal

Achieve gender equality and empower all women and girls.

### Our actions

We developed a new D&I strategy, focusing on five different themes, including a focus on diversity metrics, inclusive hiring and closing the gender pay gap.

By 2030, we want to create gender equality across all levels of the company.



## Clean water and sanitation

### The goal

Ensure availability and sustainable management of water and sanitation for all.

### Our actions

#### **Made Blue x The Social Hub**

Through this partnership, we’ve donated 94,604,300 litres of clean drinking water to date, to communities in Africa.

### The outcome

- 1,296 people have access to water
- 662 tons of CO2 emissions were

- prevented from being emitted
- 946 kg of plastic saved from going to waste
- 14,191 trees saved from logging

#### **The Good Roll x The Social Hub**

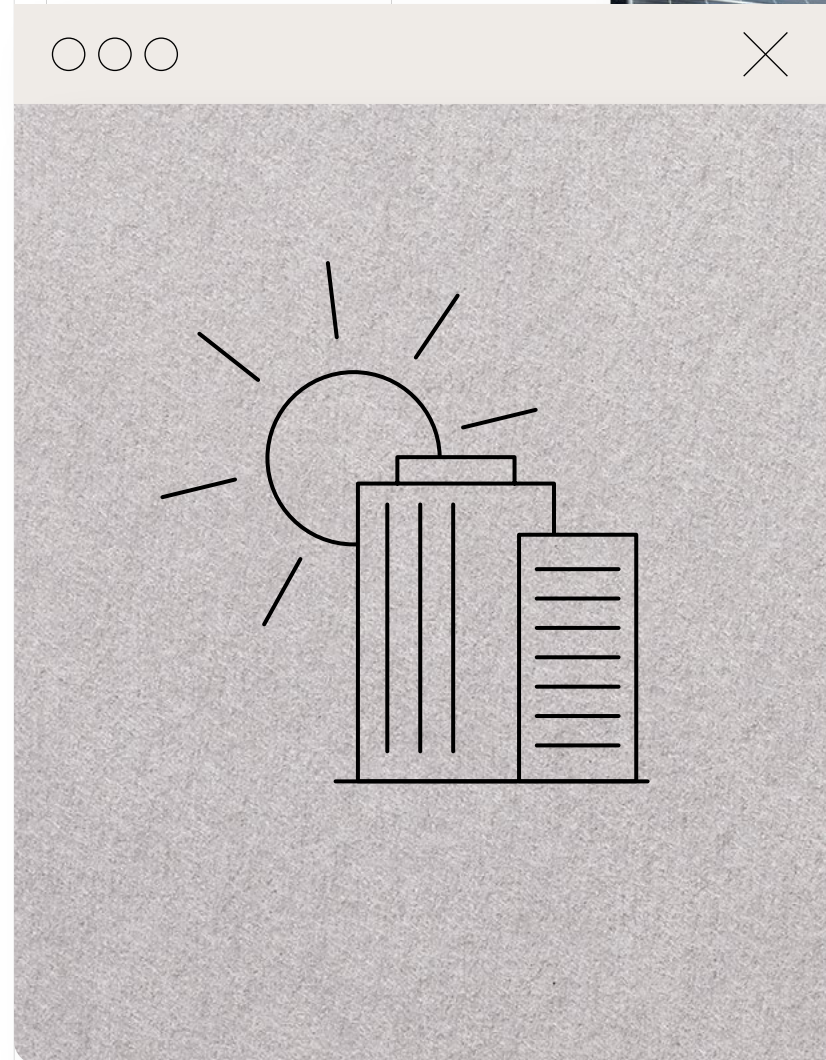
The Good Roll donates 50% of their net profit to building toilets in Africa. By purchasing their toilet paper, The Social Hub contributed to the development of one and a half toilets in 2022.

### The outcome

- 75 people’s lives impacted
- Four trees saved from being used for toilet paper

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### Affordable & clean energy

The goal

Ensure access to affordable, reliable and sustainable modern energy for all.

Our actions

We installed solar panels on the rooftop of our TSH Barcelona, TSH Madrid and TSH Toulouse hubs (The amount of energy the panels will be able to produce will become clear after a year in use).

### Sustainable cities & consumption

The goal

Make cities and human settlements inclusive, safe, resilient and sustainable.

Our actions

We supported Movement on the Ground with their humanitarian efforts following the Russian invasion of Ukraine. This included on-site support, as well as providing shelter to refugees in our hubs.





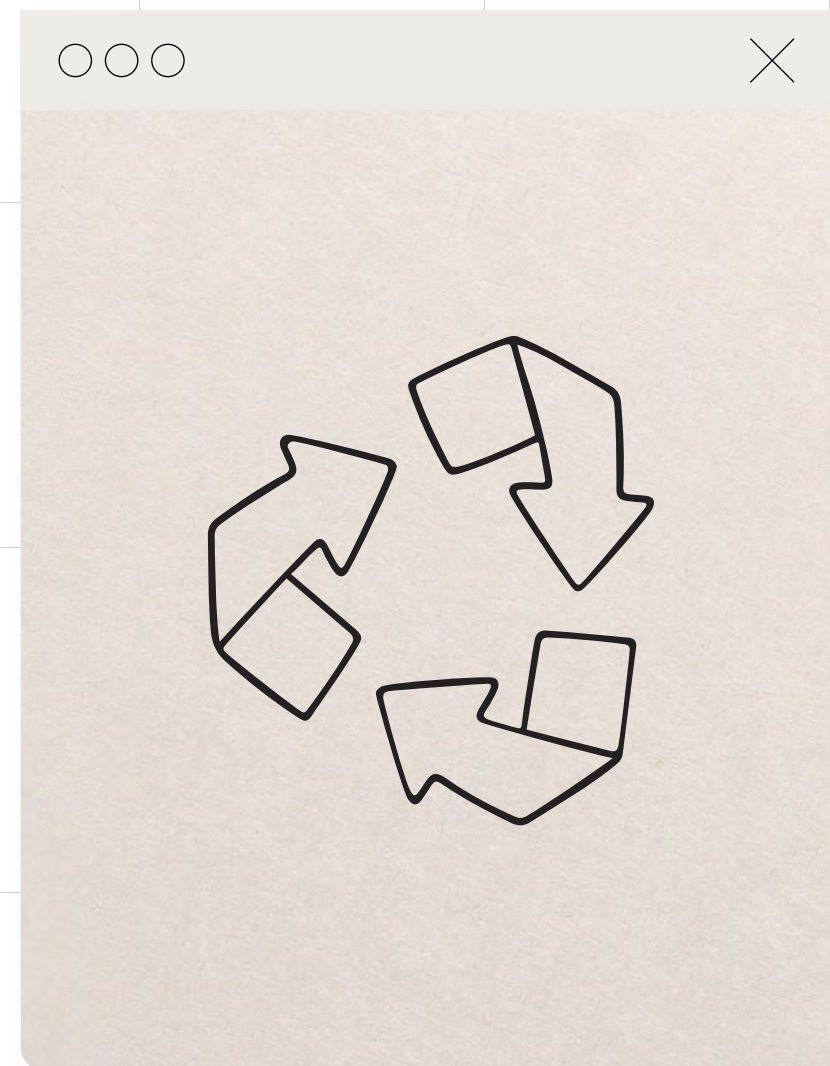
# 01 We act





# Waste Management Our goal: To become a zero-waste company by 2030.

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With COVID-19 finally behind us, we could refocus our efforts on becoming a zero-waste company.

As you may recall from our last Impact Report, it took some time to collect all the data to track how we were doing. And because of that, we couldn't share any data on the amount of waste collected in FY20-21.

The good news? We can do it this year! On the next page, you'll find more information on the recycling practices for our locations in the Netherlands. Some hubs were able to improve their recycling practices, while others remained at about the same level.

**“Some hubs were able to improve their recycling practices, while others remained at about the same level.”**

We were not completely surprised by this, since many COVID-19 measures in the hospitality industry conflicted with our ambitions to reduce waste – think single-use packaging or additional cleaning for hygienic purposes. And once these measures are in place, it always takes some time to transition into a new way of working.

Luckily, we were able to already introduce a couple of new recycling measures that should contribute to our goal.

Our ambition for the upcoming year will be to standardise our practices across all locations and close our data gap regarding our other locations. We want to make sure that all our lobbies, coworking spaces, kitchens and other areas have the same waste management facilities and ways of working. We also want to gather more performance data, so that we can improve our understanding of waste management in our hubs.

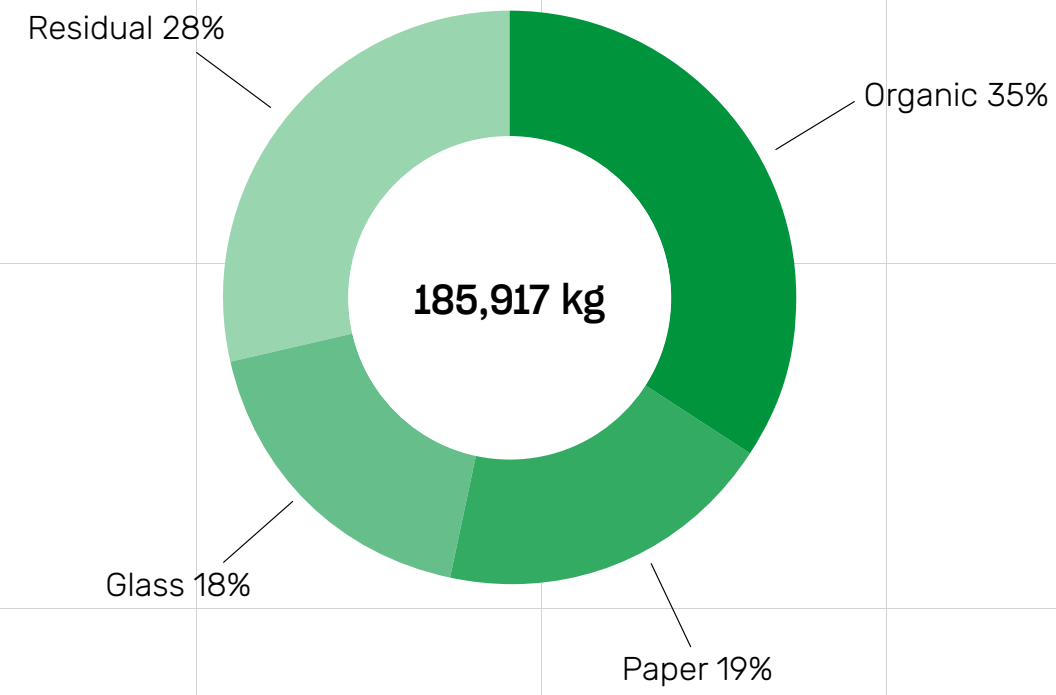
We'll also be looking at new measures that will help reduce the waste produced in our hubs.

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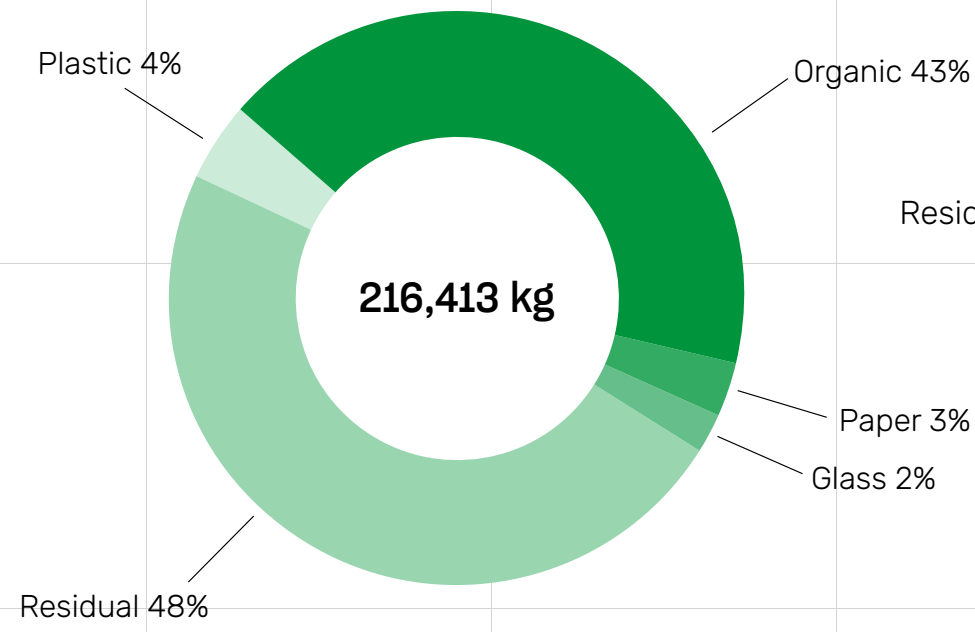
Waste per location

Amsterdam City



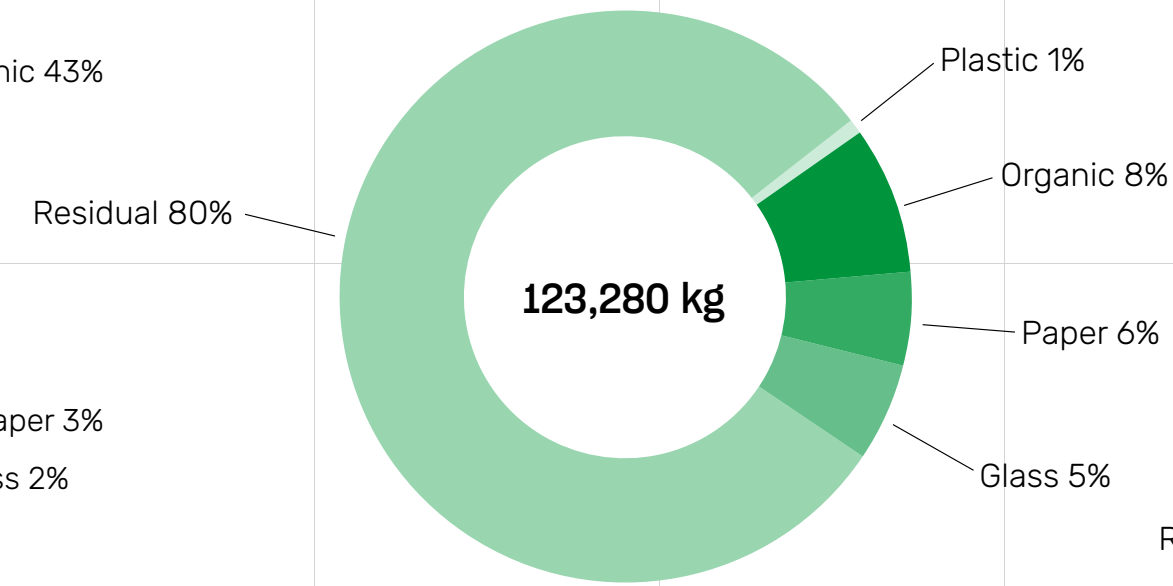
185,917 kg

Amsterdam West



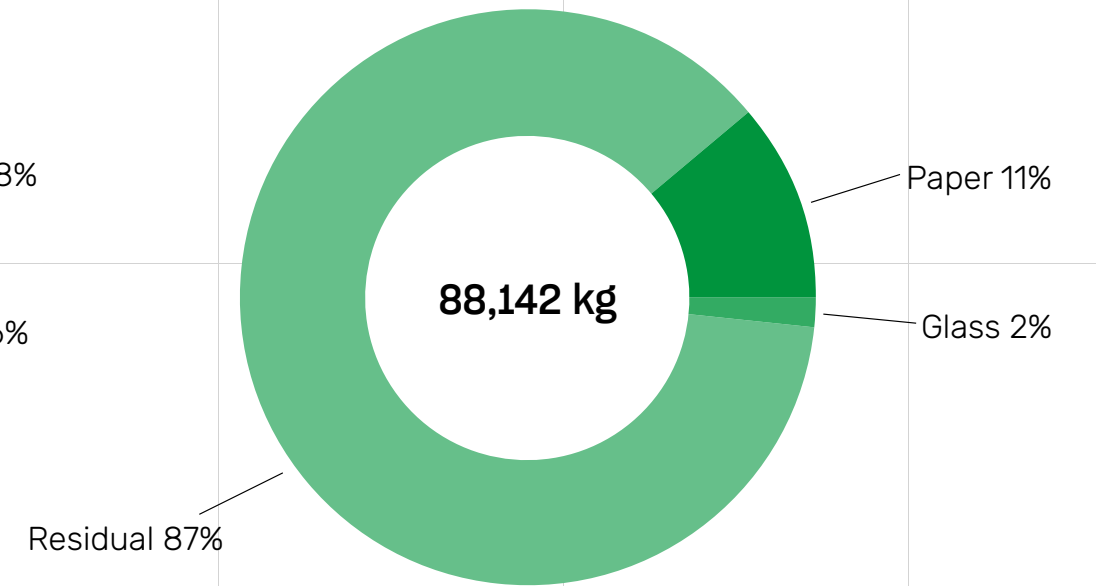
216,413 kg

The Hague



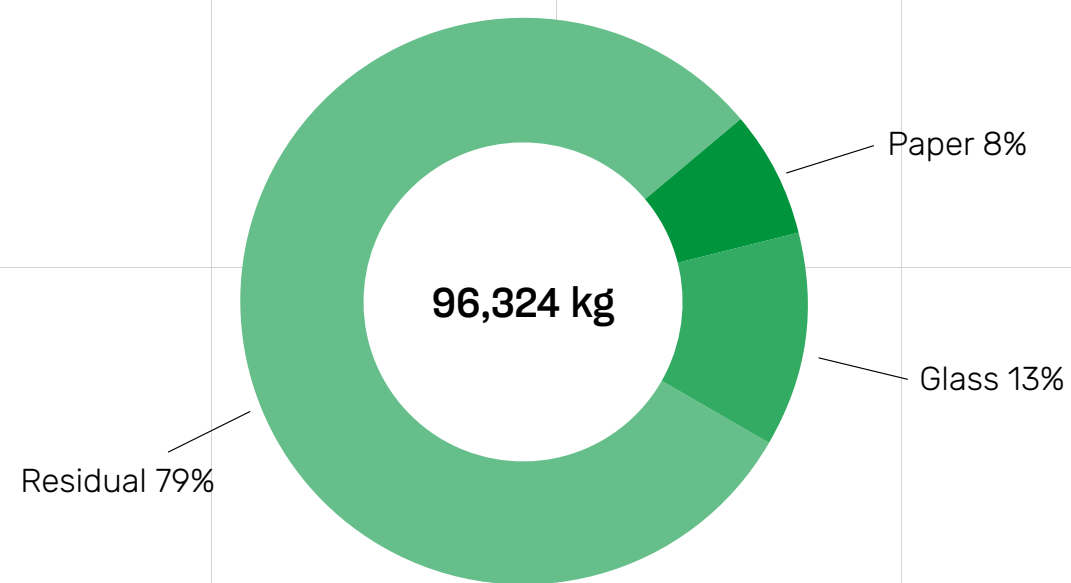
123,280 kg

Groningen



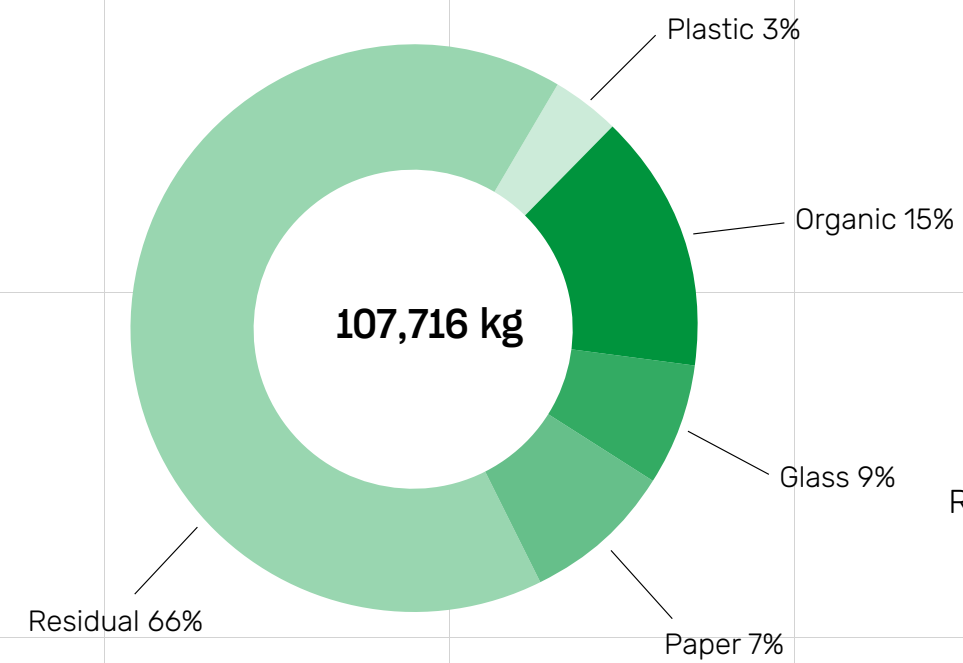
88,142 kg

Eindhoven



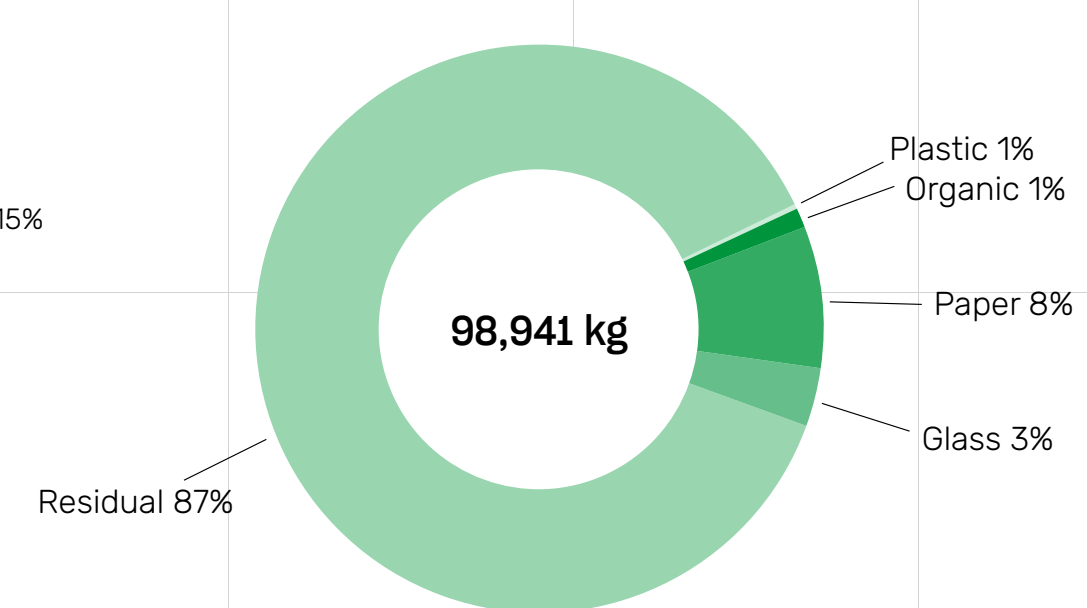
96,324 kg

Maastricht



107,716 kg

Delft



98,941 kg





TSH Groningen partnered up with **Vision Furniture** to upgrade the lobby. By reupholstering existing furniture with sustainable fabrics, the lobby is looking fresh again!



In TSH Amsterdam West and TSH Amsterdam City, we've started **recycling all our Nespresso cups** in our hotel and meeting rooms. Why recycle an item that small, you might ask? The old coffee will be used as new energy sources, while the cups will be repurposed into new aluminium objects – like our bicycles.




After an unavoidable break due to COVID-19, the past year was all about tackling food waste within our hubs. As such, we decided to (re)introduce **Too Good To Go** in all our locations in the Netherlands. With our hubs live on the platform, people can reserve a yummy breakfast box filled with delicious leftovers from our breakfast buffet.



# Energy Management

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**Amsterdam City**

**Consumption**  
2021: 2,065 mWh  
2022: 2,147 mWh

**Intensity**  
2021: 70.1 kWh/m<sup>2</sup>  
2022: 72.9 kWh/m<sup>2</sup>



**Amsterdam West**

**Consumption**  
2021: 1,202 mWh  
2022: 895 mWh


**Intensity**  
2021: 43.3 kWh/m<sup>2</sup>  
2022: 32.3 kWh/m<sup>2</sup>



**Rotterdam**

**Consumption**  
2021: 1,140 mWh  
2022: 1,237 mWh


**Intensity**  
2021: 54.7 kWh/m<sup>2</sup>  
2022: 59.3 kWh/m<sup>2</sup>



**Den Haag**

**Consumption**  
2021: 605 mWh  
2022: 669 mWh


**Intensity**  
2021: 44.6 kWh/m<sup>2</sup>  
2022: 49.3 kWh/m<sup>2</sup>



**Delft**

**Consumption**  
2021: 1,121 mWh  
2022: 1,140 mWh


**Intensity**  
2021: 81.8 kWh/m<sup>2</sup>  
2022: 83.3 kWh/m<sup>2</sup>



**Groningen**

**Consumption**  
2021: 851 mWh  
2022: 866 mWh

**Intensity**  
2021: 61.4 kWh/m<sup>2</sup>  
2022: 62.5 kWh/m<sup>2</sup>

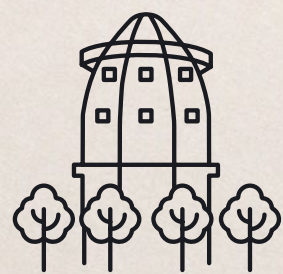


**Eindhoven**

**Consumption**  
2021: 1,042 mWh  
2022: 939 mWh

**Intensity**  
2021: 66.6 kWh/m<sup>2</sup>  
2022: 60.0 kWh/m<sup>2</sup>

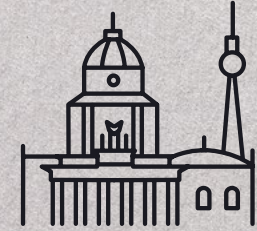




**Maastricht**

**Consumption**  
2021: 1,068 mWh  
2022: 1,189 mWh


**Intensity**  
2021: 55.1 kWh/m<sup>2</sup>  
2022: 61.4 kWh/m<sup>2</sup>



**Berlin**

**Consumption**  
2021: 1,098 mWh  
2022: 1,103 mWh

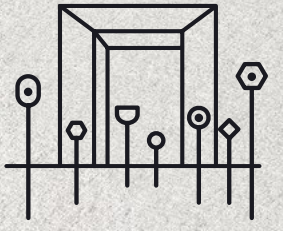
**Intensity**  
2021: 55.4 kWh/m<sup>2</sup>  
2022: 55.7 kWh/m<sup>2</sup>



**Vienna**

**Consumption**  
2021: 1,661 mWh  
2022: 3,443 mWh

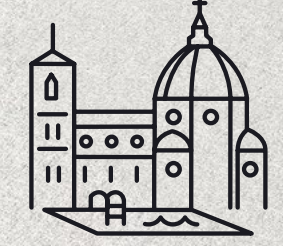
**Intensity**  
2021: 43.0 kWh/m<sup>2</sup>  
2022: 89.2 kWh/m<sup>2</sup>



**Paris la Defense**

**Consumption**  
2021: 368 mWh  
2022: 376 mWh


**Intensity**  
2021: 59.7 kWh/m<sup>2</sup>  
2022: 60.9 kWh/m<sup>2</sup>



**Florence Lavagnini**

**Consumption**  
2021: 2,578 mWh  
2022: 3,005 mWh

**Intensity**  
2021: 118.7 kWh/m<sup>2</sup>  
2022: 138.4 kWh/m<sup>2</sup>



**Bologna**

**Consumption**  
2021: 2,926 mWh  
2022: 2,979 mWh

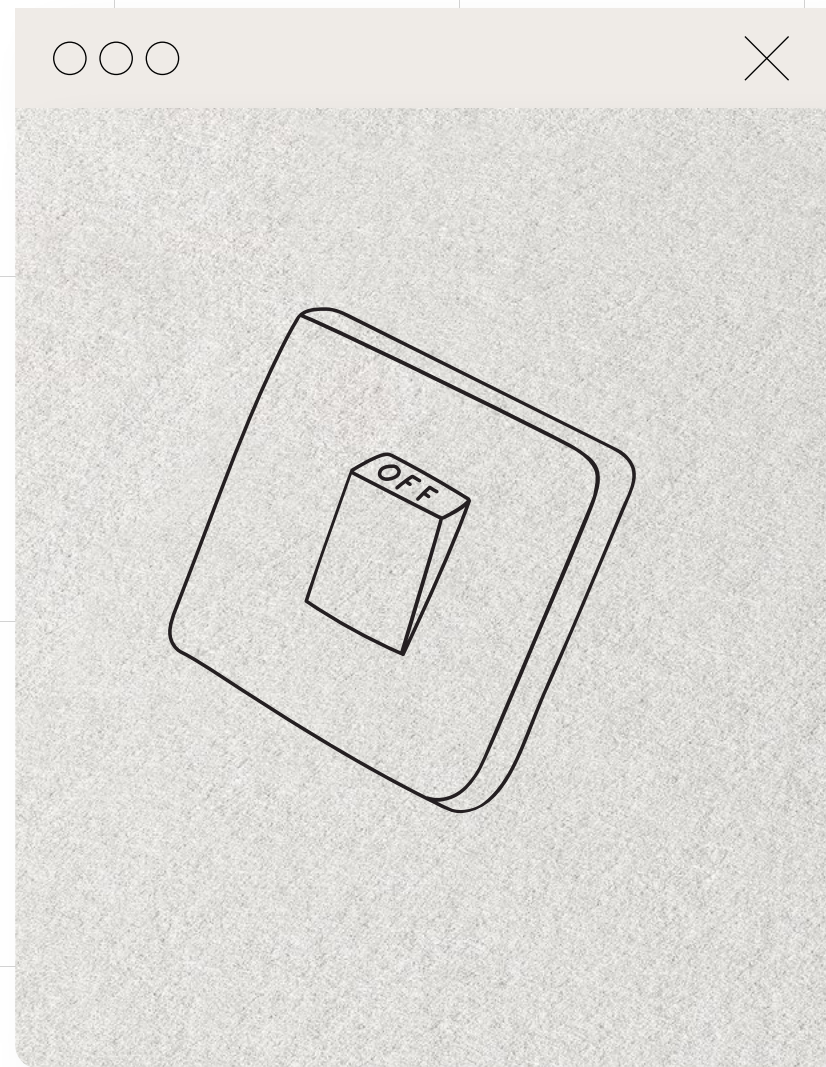
**Intensity**  
2021: 126.4 kWh/m<sup>2</sup>  
2022: 128.7 kWh/m<sup>2</sup>



# Carbon Footprint Analysis

## Our goal: Reduce our Scope 1 and 2 emissions by 80% by 2030.

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As part of our ambition to reduce our Greenhouse Gas (GHG) emissions in line with the Paris Agreement, we must first understand what our actual footprint is before we can think about reduction initiatives.

As such, we partnered with Metabolic to do a full analysis of our business operations. We wanted to understand the size of our impact, what is and isn't included in our carbon footprint, and what proposed reduction targets we should consider.

For our reference year, we chose FY18-19, as this is the most recent pre-COVID year in which we ran our business as normal. We also decided to include Scope 1, 2 and

3 in our analysis, as we want to make sure that all our business operations are included – which also considers all the products and services we use to run our hubs.

With the support and expertise of Metabolic, we managed to analyse 96% of our business operations in FY18-19. This gives us quite a complete picture of our footprint, especially for a first analysis.

Metabolic showed us that our footprint can be roughly divided into three parts:

1. Our energy consumption
2. All the building materials we need to develop our hubs
3. All the products and services we use to run our hubs



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**“Because we’re serious about our commitment to reduce our emissions, we decided to sign up with the Science Based Targets initiative...”**

Next to our current footprint, they also had a look at our future pipeline and estimated what impact our new locations will have. They explained that while the emissions coming from the building materials will initially create the biggest impact, it’s important to note that over the course of the building’s lifetime – approximately 50 years – the footprint from our energy consumption will become more significant. We should therefore focus both on the design and the management of the building.

Because we’re serious about our commitment to reduce our

emissions, we decided to sign up with the Science Based Targets initiative (SBTi) in April 2022 and have our GHG emissions reduction pathways verified. This ensures that we set the right targets and ambition level for The Social Hub, while working towards a net-zero future.

Next year, we’ll finalise and submit our science-based targets to SBTi to confirm and publish our goals.

We’re not going to sit still until then, of course. For the time being, we’re sticking with the 80% reduction target and will continue to implement measures that will support our plans for reducing our GHG emissions.





# Data Collection Made Easier: Introducing Worldfavor

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As our sustainability ambition increases, so does the need for tools and resources that can support us. The desire to use data is great, but you should also think about how you collect and handle it.

With more reporting requirements coming in, and the fact that we're still growing, we felt it was time to find a partner who could help us with our data needs.

It's no secret that the Swedes are often ahead of the curve when it comes to sustainability – or gender equality, for that matter. So, we weren't too surprised when we came across Worldfavor – a Swedish Environmental, Social and Governance (ESG) data collection platform.

With their sustainability management software, we can create our own questionnaires based on our environmental and social targets. We can also set up a reporting structure to collect the data we need; at the intervals we need.

We're pleased with our initial results and will now turn our attention to the supply chain management software. This will make it possible for us to increase visibility and transparency in our supply chains. The goal is to have this implemented over the course of next year.

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# GRESB Our goal: To increase our score on a yearly basis.

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Things don't always go as planned. Unfortunately, that was the case for our 2022 Global Real Estate Sustainability Benchmark (GRESB) Report.

While we managed to increase our score for our standing assets, we sadly saw our score decrease for our assets in development.

We are disappointed, of course, but our aim is to always improve. We see this as a minor setback and we're determined to bounce back.

We have extensively reviewed our results, highlighted what we can improve for next year's report and will make the necessary changes.

The goal for next year is to make sure we get back to where we were, and then some!



### **Standing assets**

(from 75 in 2021 to 78 points in 2022)



### **Assets in development**

(from 86 in 2021 to 78 points in 2022)

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# Corporate Travel

## Our goals: Reduce the number of kilometres travelled by plane and decrease our emissions by 10% compared to FY19-20.

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As you may recall from last year’s report, we decided to keep the FY19-20 figures as our benchmark for this year. We felt that the FY20-21 numbers were too skewed due to COVID-19 to be considered useful.

While there were still some COVID-19 lockdown measures in place at the start of 2022, these quickly dissolved, and the year felt like a ‘normal’ one for most. This was also reflected in our business operations. With three new hubs set to open, travel picked up again.

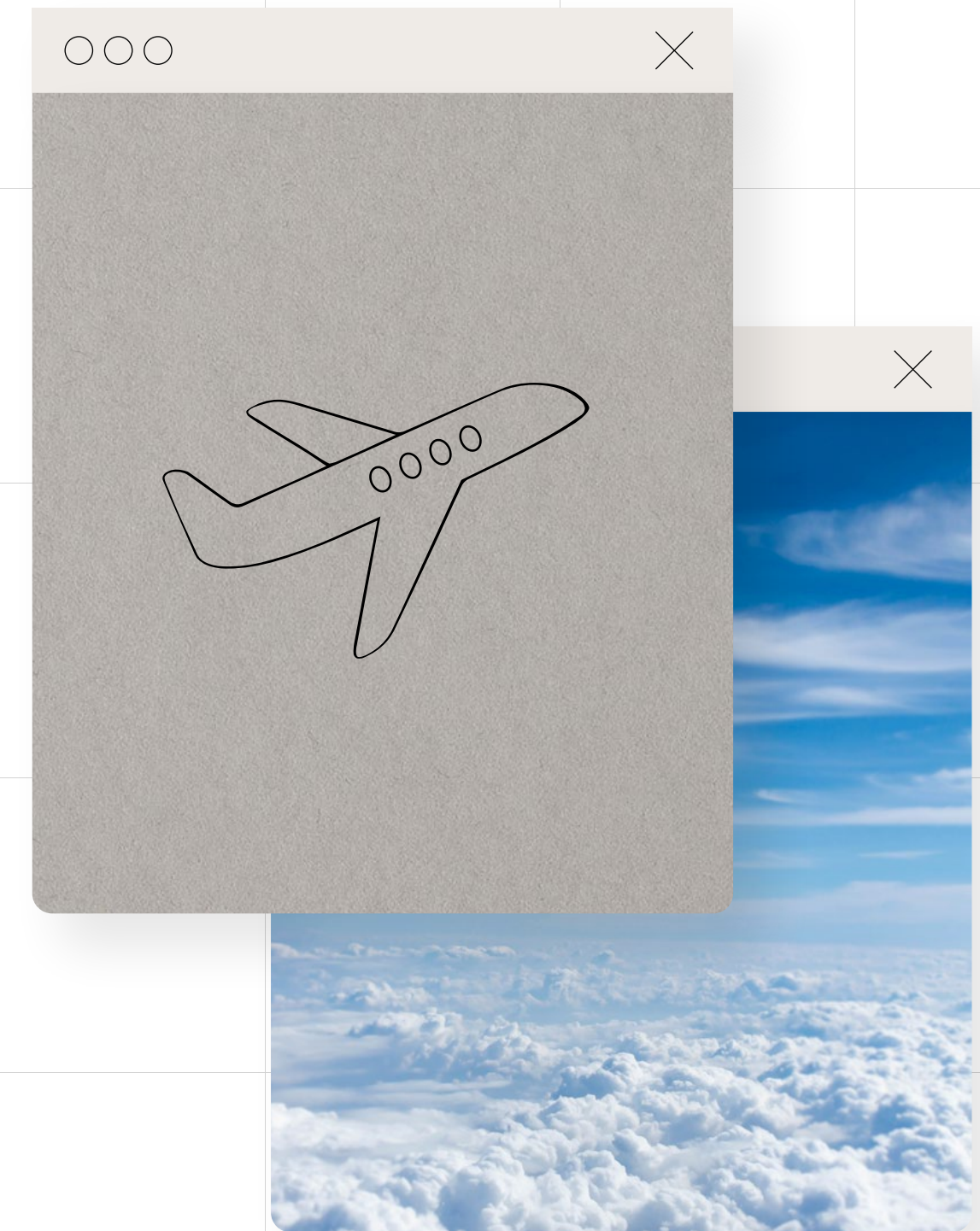
Our Development Team had to oversee the final phase of construction for our properties in Barcelona, Madrid and Toulouse. The Hotel Openings Team was then handed the keys to make sure that the hubs were ready to open, while the people from our Learning & Development Team were our boots on the ground to get our new employees ready.

**“Compared to FY19-20, we managed to reduce our kilometres from air travel by 25% and our emissions by 26%.”**

This, of course, influenced our travel numbers, but even with these new openings, we managed to exceed our targets.

Compared to FY19-20, we managed to reduce our kilometres from air travel by 25% and our emissions by 26%.

We’re pleased to see that we have changed our travel behaviour after the pandemic and become more conscious about why, when and how to travel. >



FY21-22



Our next step is to use our Carbon Footprint Analysis to determine our new long-term travel targets. More on that in next year's report.

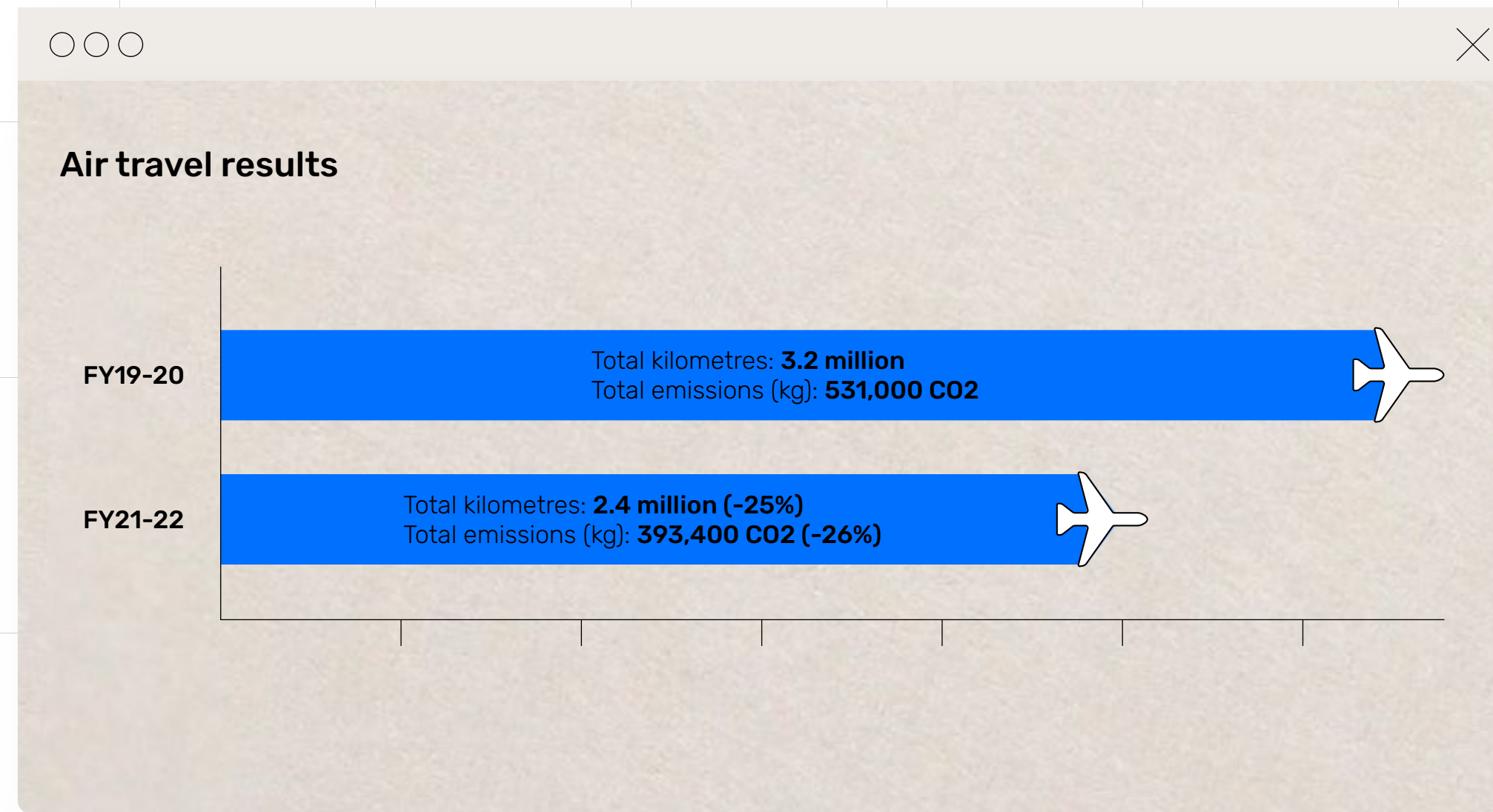
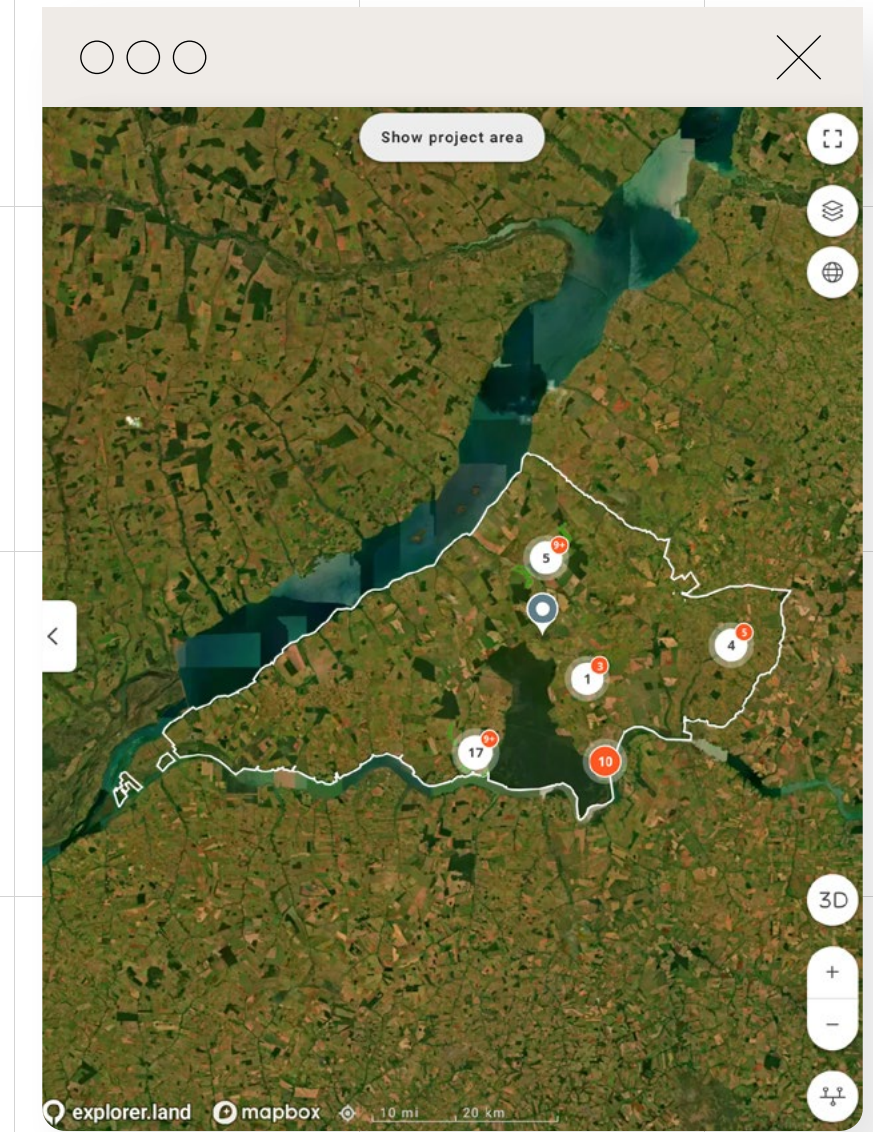
For the third year in a row, we partnered with WeForest to compensate for our emissions from flying by planting trees.

On their [new website](#), you'll find more details on where in Brazil we're investing in reforestation and what results the area has seen.

As part of their Wildlife Corridor Programme, for example, they have seen the return of big cats such as jaguars!

### WeForest x The Social Hub

We planted 10,000 trees this year, bringing the total to 30,000 trees.





## Supplier in the Spotlight: Moyee Coffee

Since we partnered with Moyee Coffee back in 2019, we felt it was a good time to check in with them and learn more about what we've accomplished together.

Moyee Coffee was kind enough to provide us with some numbers, ranging from the number of coffee cups we drank, to the number of farmers who now receive a living income. You ready?





**17,063 kg of coffee beans have been given a purpose**

Moyee Coffee has done the math. Across all TSH hubs, we drank 2,437,546 cups of coffee since the start of our partnership. And because of all those caffeine highs, we've made sure that the economic value of beans was split equally between Ethiopia – where the beans are produced – and Moyee Coffee; it's a 50/50 partnership. For reference, if beans are roasted in Western countries, only 2% of the economic value remains in the country of origin.



**€156,743 has been invested in the country of origin**

Moyee Coffee invests in value-adding activities, like roasting the beans in the country of origin to create valuable jobs and a more self-sustainable future, reducing reliance on development aid. By simply drinking Moyee Coffee, The Social Hub (and you!) has invested €156,743 in the country of origin.





## Supported 141 farmer family members towards a living income

Everything Moyee Coffee does is based on facts and figures. Their goal? To ensure a living income for its farmers and their families.

According to Moyee Coffee's benchmark study, the contribution needed to provide the farmers with a living income, is €325 per farmer per year. By simply drinking Moyee Coffee, you are helping a farmer's family members out of poverty.

Moyee Coffee focuses its impact programme on coffee farmers living in extreme poverty. Have a look at their own Impact Report to see how – together with the FairChain Foundation – they invest in training, digitalisation, healthcare, access to credit and more.

## 240,681 kg surplus of CO2 emissions absorbed

As part of their operations, Moyee Coffee has a tree planting and forest conservation programme with which they invest in nature preservation. By doing so, they are creating a means to absorb more CO2 emissions than they emit with their coffee production. We expect to capture 14.1 kg of additional CO2 emissions per kilogram of coffee produced. So, the more coffee you drink, the more trees can be planted, and the more CO2 we can absorb. Easy does it!\*

\*Moyee Coffee's data has been validated by FarmTree, in line with the climate ladder methodology and Rabobank's Acorn secondary carbon market regulations.





02

# We connect

THE SOCIAL HUB



FY21-22



## Movement on the Ground Volunteer Trip

This past year, we could finally bring back the Movement on the Ground (MOTG) volunteer trip for TSH employees.

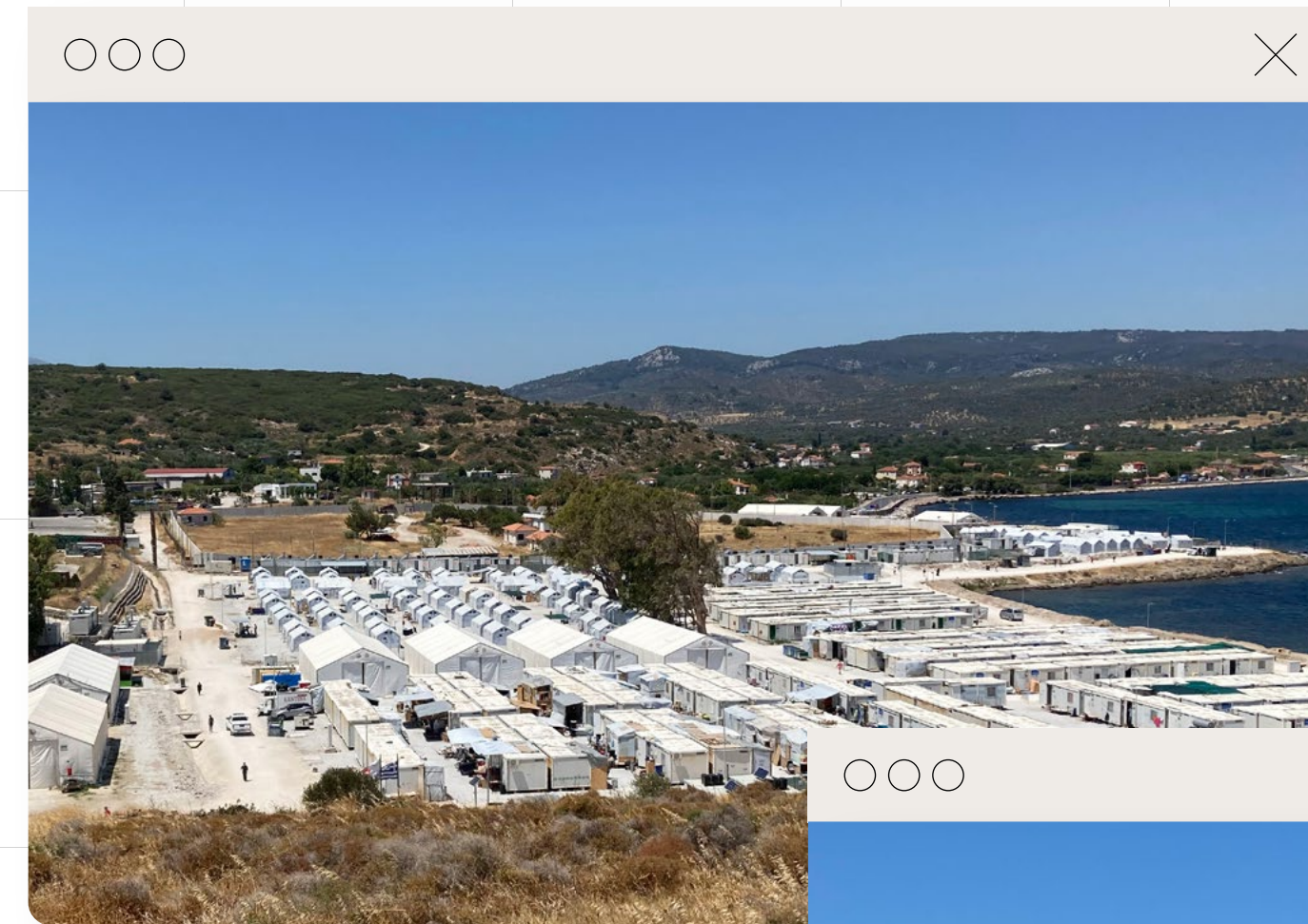
As part of our Talent Recognition Programme, we invited employees to sign up for the trip and share a short motivation about why they wanted to go. We wanted to combine hands-on volunteering in the camp with skills-based volunteering and use our TSH knowledge and experience in hospitality to support the development of the newcomers.

We checked in with one of our volunteers, Roman Kulik, to hear more about his experiences in Lesbos, Greece.

### Let's start with a quick introduction, Roman. Tell us a bit about your work at The Social Hub...

I joined The Social Hub's Finance Department in September 2021. My work focuses on optimising and restructuring business processes to drive TSH forward. I knew TSH long before I started working here, as I was a student in The Hague when a hub was opened there.

Actually, I also knew Movement on the Ground before joining. I supported their Movement Hotel (a makeshift hotel in Amsterdam's former Bijlmerbajes prison complex) through a crowdfunding campaign.







**Due to COVID-19, The Social Hub couldn't plan the volunteer trip for a couple of years. But this past year, it returned. Why did you decide to sign up? Was that because of your experience with the Movement Hotel?**

Yes, there were a couple of things that made me sign up. I'm Russian, and when the war in Ukraine started in February 2022, I was quite affected by it in the first couple of days – also mentally. I met with Ukrainian refugees in Amsterdam when they first arrived in the city to try and do whatever I could because I felt guilty – just because of my nationality. It made me want to do whatever I could to help these people fleeing from war.

And this was actually my first real interaction with the refugee community. It was a tough but incredibly rewarding experience. People often talk about the refugee crisis, but never personally speak to these people or listen to their stories. It's eye-opening and impressive to see what big NGOs are doing on the ground.

**“It was a tough but incredibly rewarding experience.”**

I decided then and there that I really wanted to keep doing more of that if the opportunity should arise. Through The Social Hub's Talent Recognition Programme, I was able to do

this. I definitely didn't want to miss the chance to apply. Everyone is always busy, and that will never change. But when something like this comes along, you have to go for it!

And it's very difficult for an individual to just go to an NGO for a week and do a small project there. It's almost impossible; you often need to commit for at least three months. So, this was a unique opportunity facilitated by The Social Hub, whereby I could volunteer for a week and experience MOTG up close.

**And how was the week in Lesbos? What did you do?**  
We were split up into two groups. The first group started out in



the camp, while the second one kicked off with a workshop. We switched halfway through the week.

Prior to leaving for Lesbos, the group created a workshop that we could implement in the camp. We opted for a CV workshop, which essentially focused on explaining the need for a résumé and helping the newcomers to write one. This way, they can go through their asylum process and find employment in Greece or elsewhere in Europe once they get their green card.

Our goal was to make sure that they would have the basic tools to do so and to increase their chances of finding a job as soon as they could.

In my experience, many of the people in the camp have quite a bit of experience, but because it revolved around their time in Syria or Sierra Leone, for example, they felt it was irrelevant. The reality though, is that many of them were running their own businesses and struggling to put their experience on paper. So, our workshop outlined why it was important to have a résumé and to create one for anyone who wanted it. We would take a photo and write down their story and turn it into a PDF.

During the second part of the week, we assisted in running the camp. Because of the stories from other volunteering groups, we were expecting a lot of hard

and gritty work. These groups had to clean out a 'river of trash' during their volunteering, but that was a different time, in a different camp, with a different volume of refugees arriving.

**“MOTG has been able to create a very well-organised camp that was functioning well for its inhabitants.”**

We were very surprised to find that this was not the situation in Camp Moria on Lesbos. MOTG has been able to create a very well-organised camp that was functioning well for its inhabitants.

Some of the work we did included cleaning, as well as helping with







food distribution. We also worked at the reception, solving some administrative issues and did little jobs here and there.

**Sounds like you had a very memorable week! Is there anything that has stayed with you from spending a week in the camp?**

I think two things stayed with me. One is how little you need to do in order to have a massive impact on people's lives. To me, that's kind of the purpose of MOTG. They built a small barber shop, for example, and essentially said: 'we have all the equipment and a space, so if camp residents wanted to volunteer and become a barber, feel free to do so.' And some of these people would

spend three years in a camp, not being able to do anything. So, MOTG is, in a way, making sure people can be useful, learn new skills and be entertained. That's just incredible. There were some fantastic guys running the barber shop, having the time of their lives, giving haircuts and trimming beards. The camp residents really want to do something useful and that was a significant takeaway for me.

**“These are real problems they're facing, and it made me realise I would probably also flee my country if that was happening to me.”**

Another thing that struck me, was listening to the residents'

personal stories. The perception of refugees in society is not great, and I had never actually spent that much time with people from Iraq, Afghanistan, Syria or Sierra Leone before. But I've met some amazing individuals with, sometimes, really difficult life stories involving killings or human trafficking. These are real problems they're facing, and it made me realise I would probably also flee my country if that was happening to me. That really stuck with me.

**Have you taken anything back from your trip into your personal life? Has anything changed?**

Yes, absolutely. Obviously, the trip put some things in perspective







and made me re-evaluate my first-world problems. I've definitely come back with a long-term commitment to follow MOTG. I will continue to try and support them either financially or workwise on some of their initiatives.

I think doing this type of work is a very humbling experience and keeps you grounded. It's important to realise what other people are going through. And if you have the time – and in reality, everyone has the time – you just have to do it.

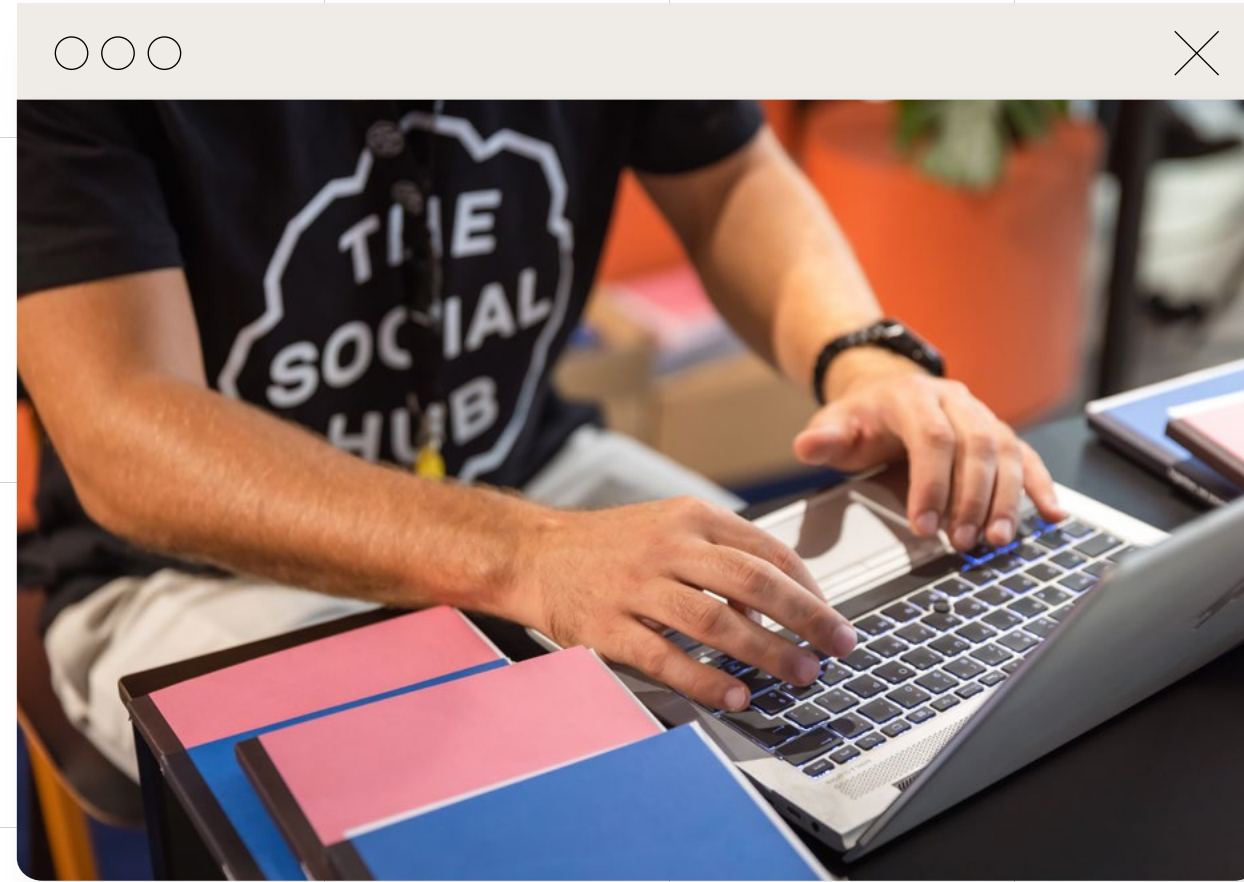
**“You create friends for life. Not only with your TSH colleagues, but also with the camp residents.”**

**Would you go again?**

For sure. It's a unique experience and it was incredible that The Social Hub allowed us to go with Movement on the Ground. You create friends for life. Not only with your TSH colleagues, but also with the camp residents.



# Diversity & Inclusion



Following our first year of consciously working on Diversity & Inclusion at The Social Hub, our D&I Board shifted its focus to create a long-term strategy that goes beyond our awareness workshops and Self ID Surveys. And while these are still part of our yearly D&I programme cycle, there was also a need to envision what would come afterwards and how we're going to ensure that the principles of D&I become an integral part of our company culture.

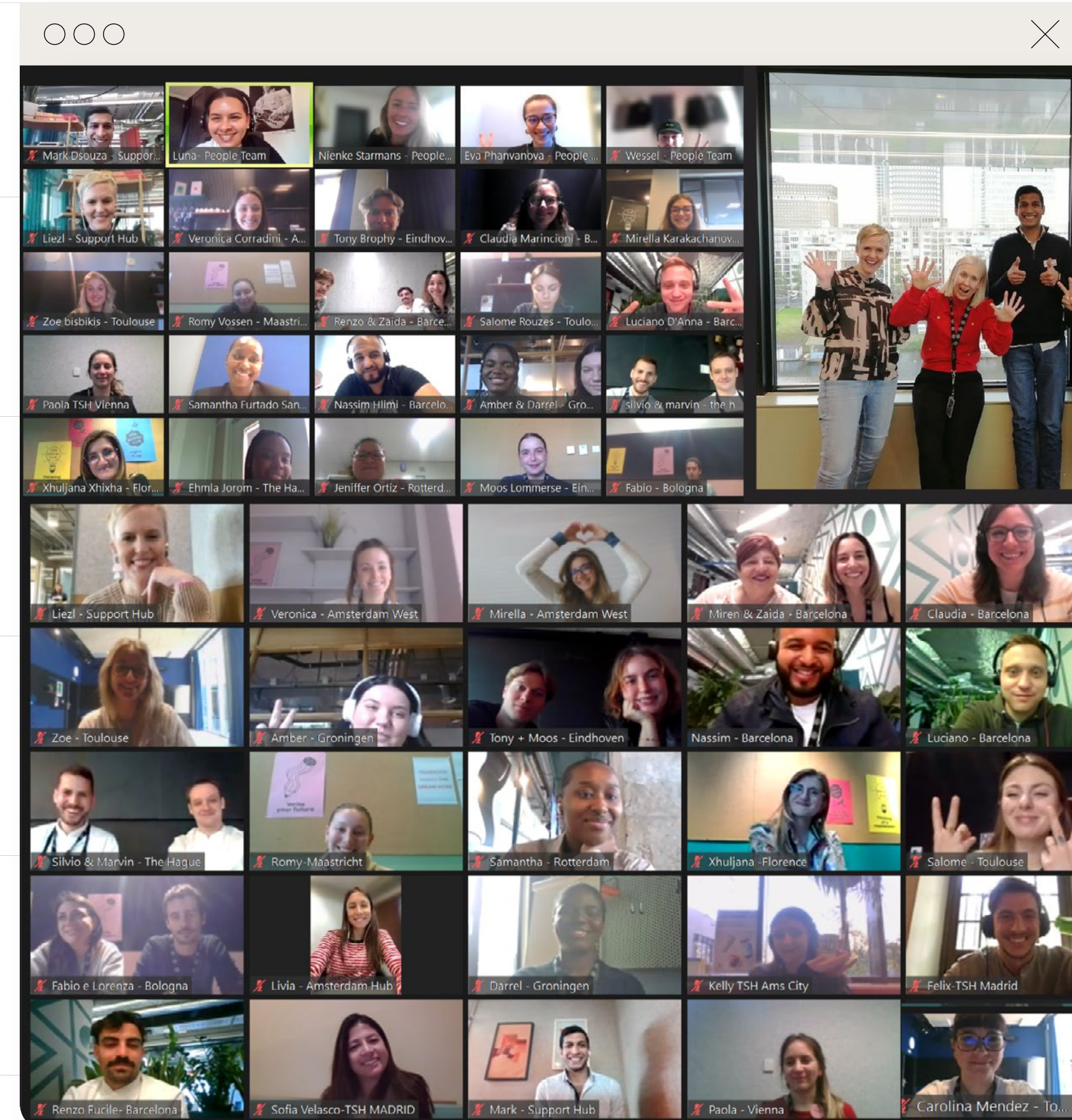


## Self ID Survey

It had been two years since we sent out the initial survey, so we wanted to check in with our community again and see whether they feel that we have become more diverse and more inclusive. As such, we reviewed the survey and updated it slightly to get more detailed insights.

In 2020, we measured our community's thoughts on D&I on a yes/no scale, whereas the 2022 survey used Likert scales to categorise their answers, running from strongly agree to strongly disagree. This led to a more nuanced and thorough understanding of our community's take on the current D&I strategy.

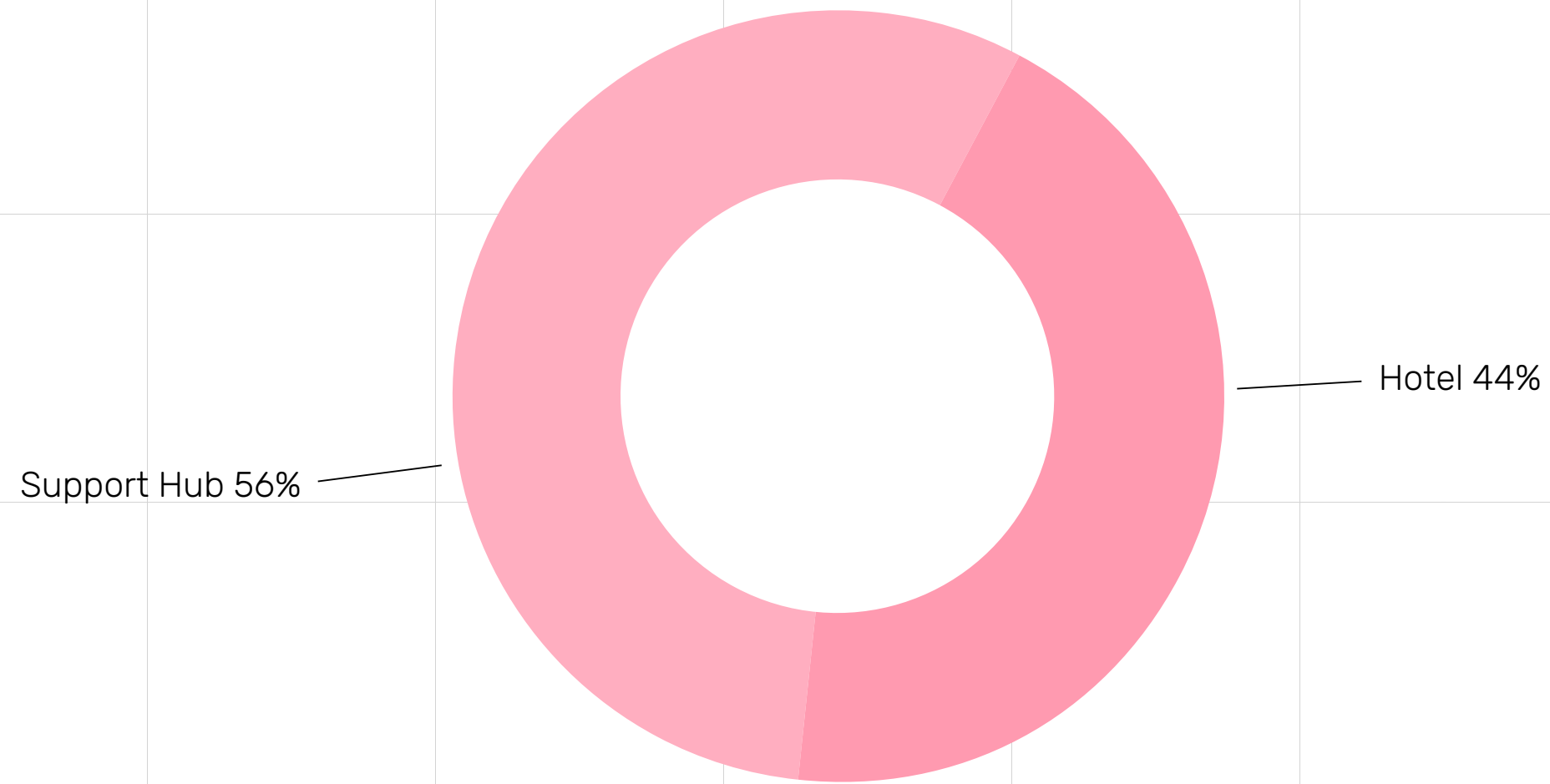
A total of 113 employees participated in the 2022 survey; a somewhat lower response rate compared to 2020. This could've been due to the timing and the length of the survey, since we were busy with a full rebranding, which took up a lot of time within the company.



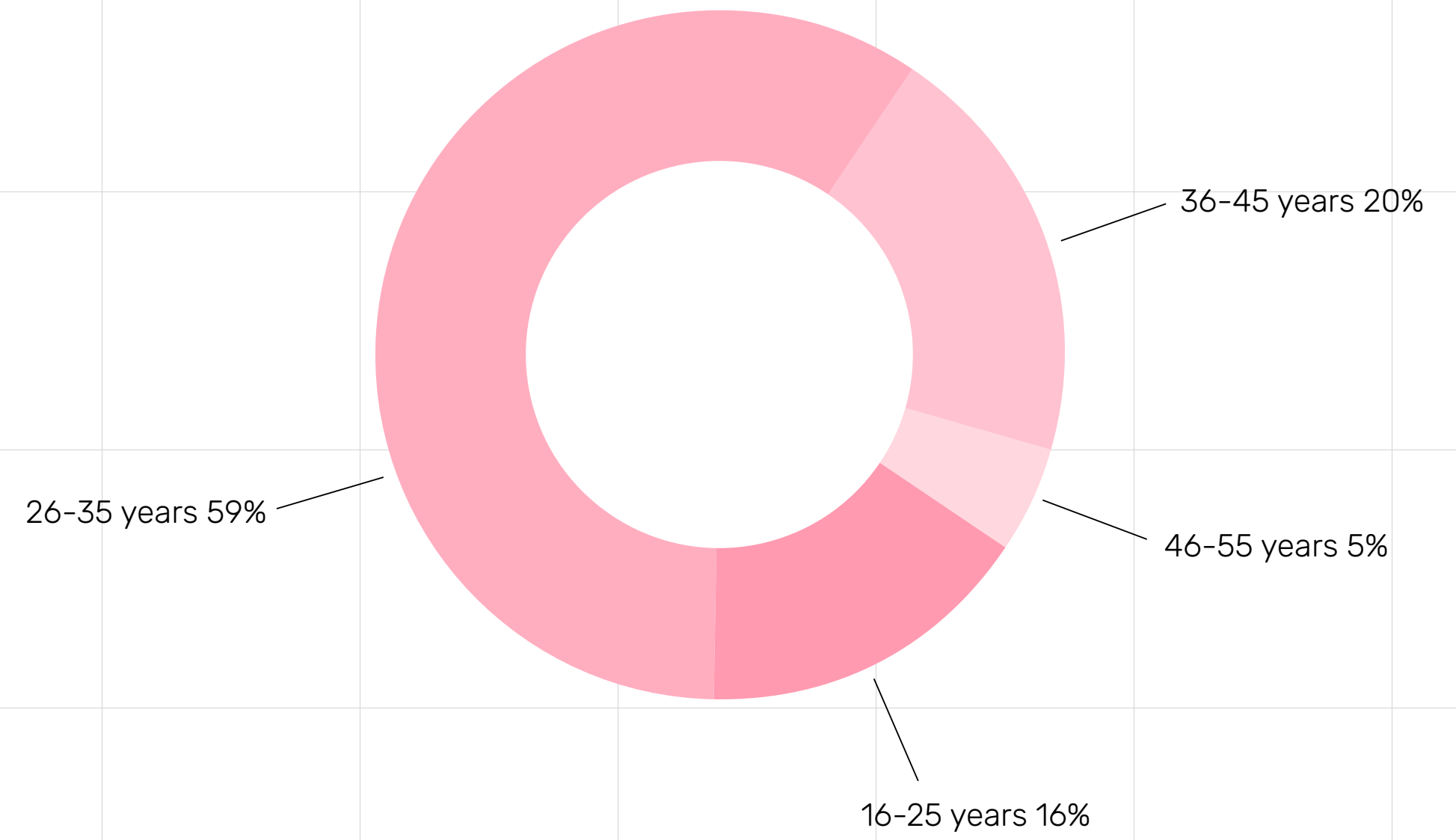


# Results of the Self ID Survey in 2022

**Work location**

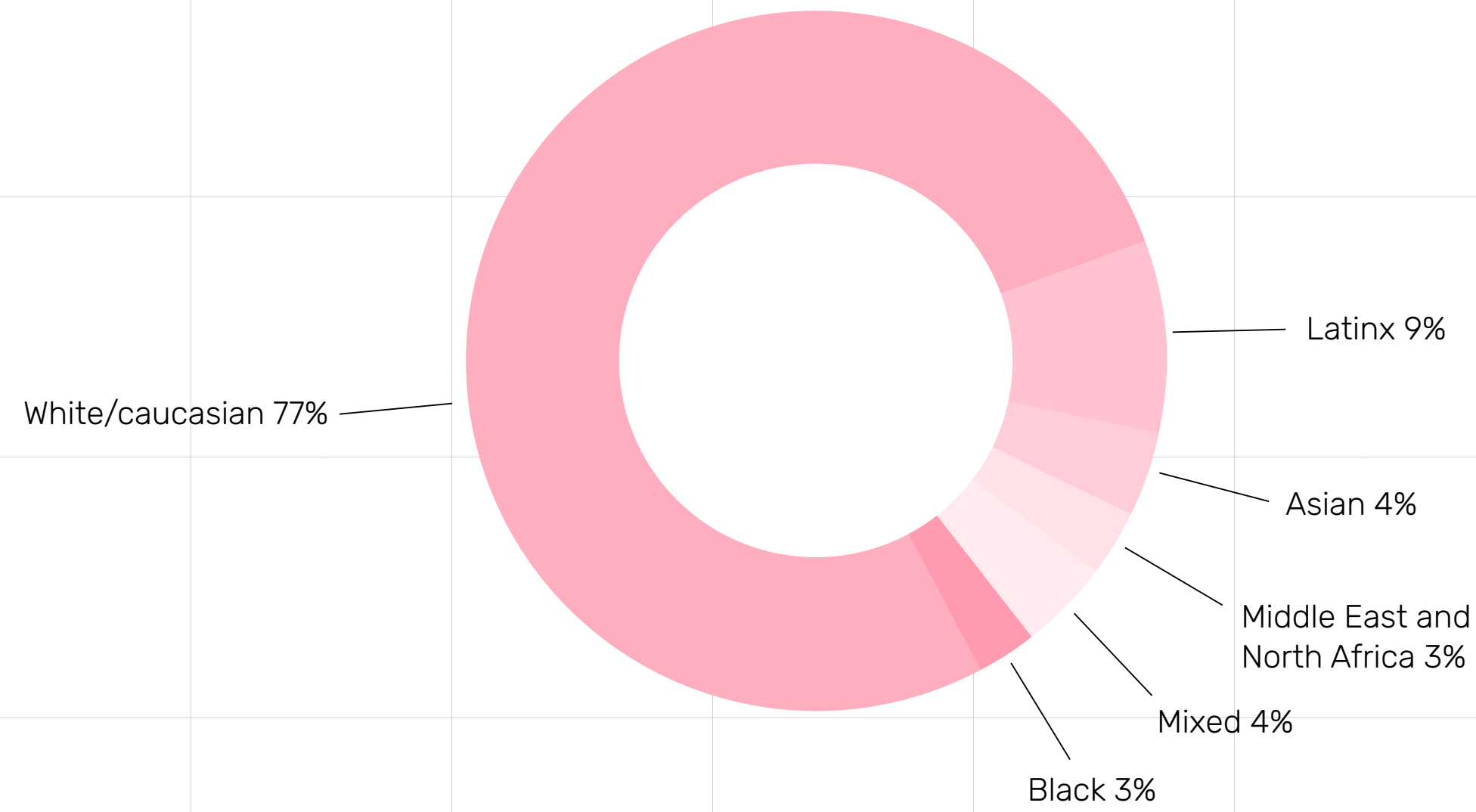


**Age**

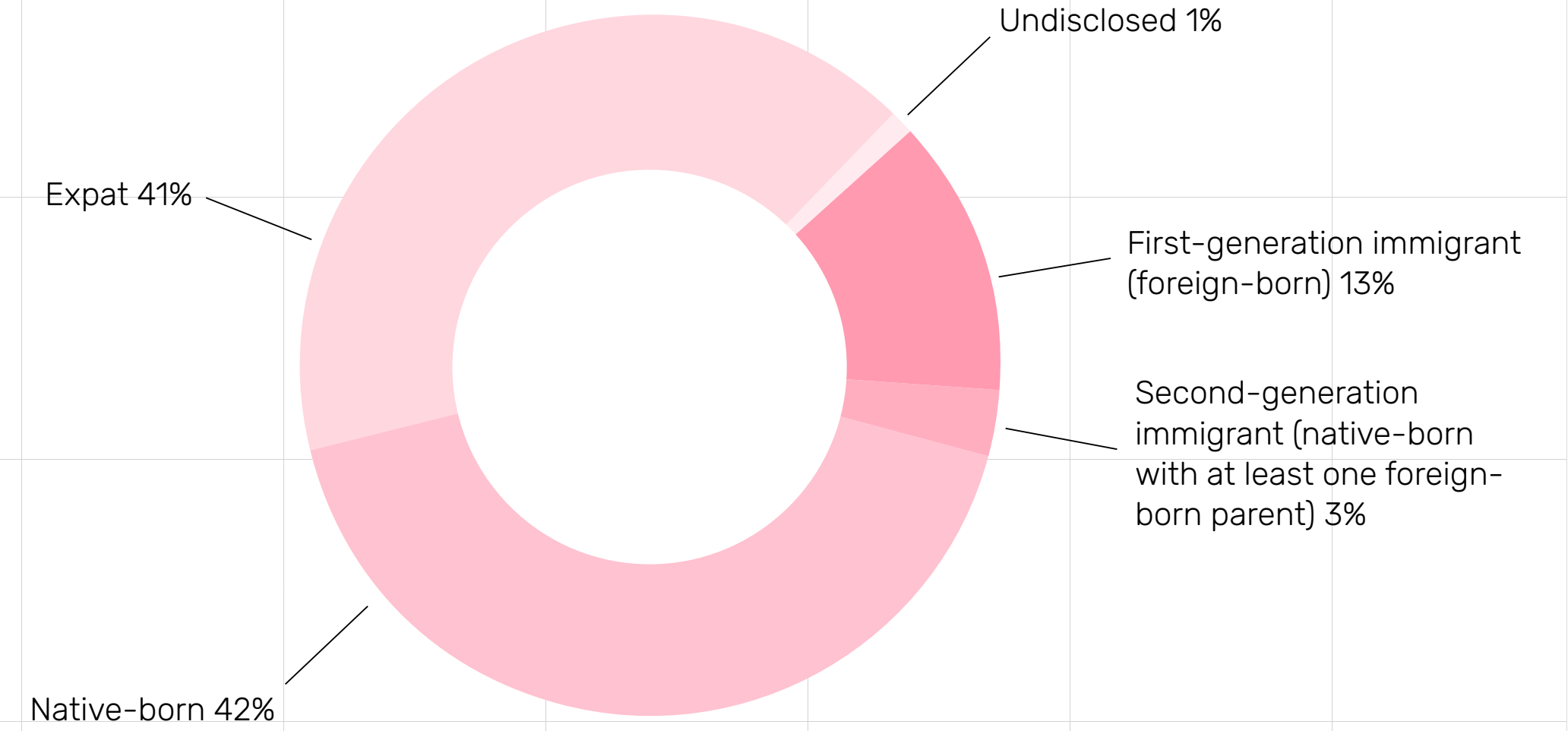




**Ethnicity**

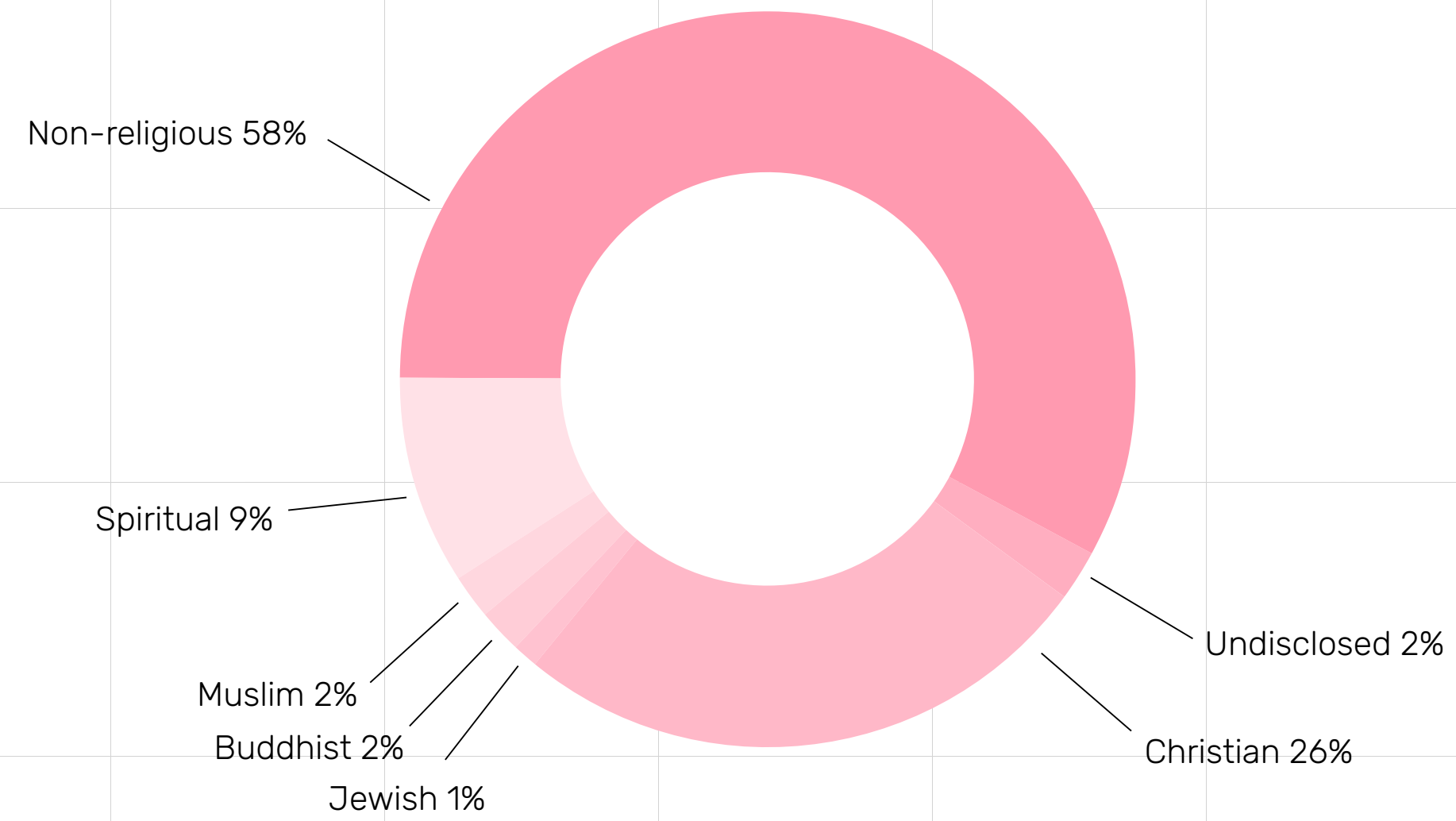


**Migration status**

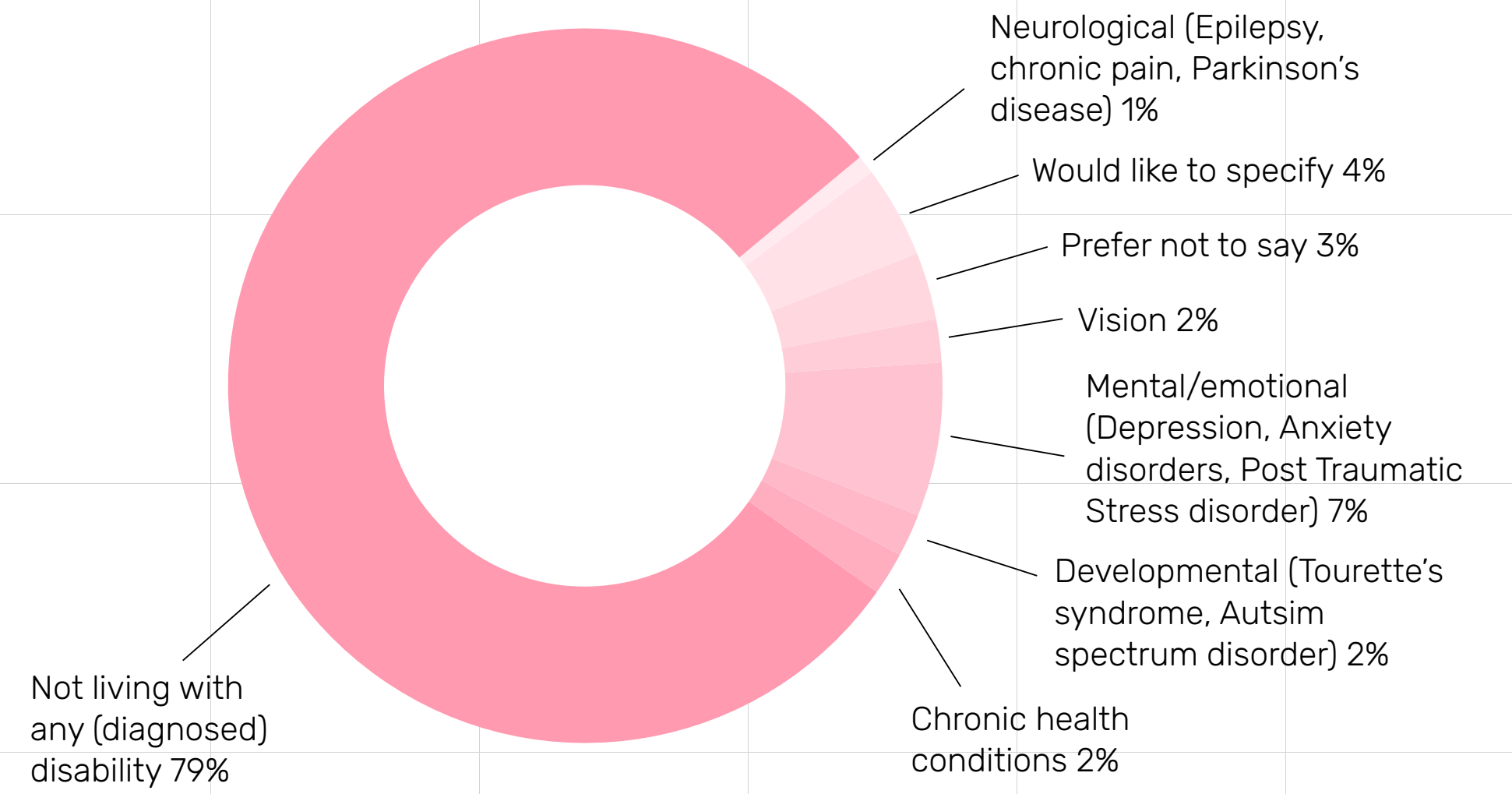




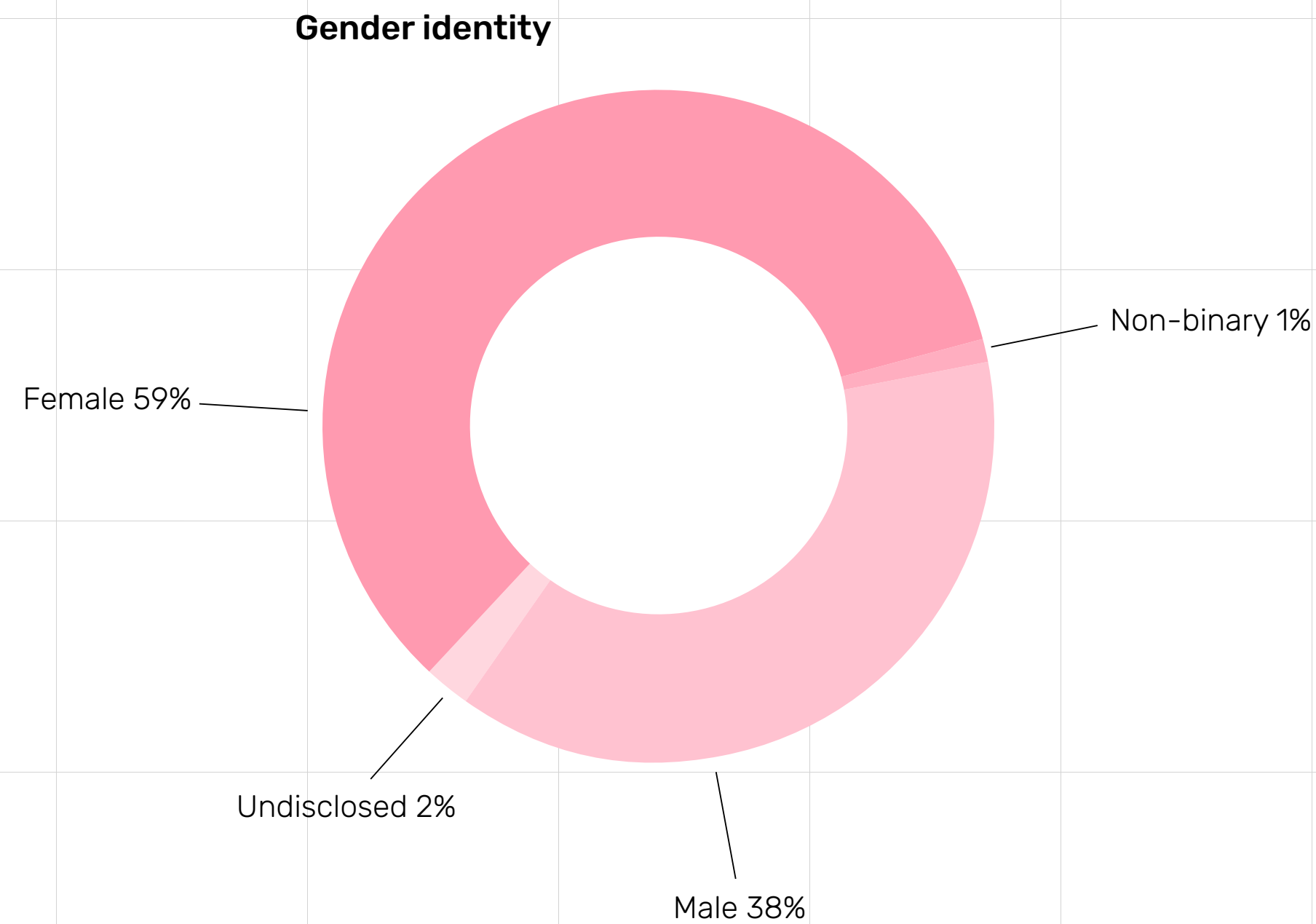
**Religion**



**Disabilities**







Some of the insights of the survey include:

- This year’s survey seems to confirm 2020’s results: 88% of our community indicated that D&I is an important topic to them and should receive attention within our organisation
- 82% of employees who participated in the survey, thinks that The Social Hub has a diverse workforce
- Many of the respondents highlighted the importance of intersections other than gender and ethnicity, like religion, age and migration status

**The bigger our community grows, the more interested our people seem to be in who’s who.**

One point where our community feels we could improve, relates to visibility and transparency of who’s working at The Social Hub. The bigger our community grows, the more interested our people seem to be in who’s who.

Furthermore, everyone defined the notion of ‘inclusivity’ slightly differently, but the importance of fair and equal treatment remains its most important indicator to our community.

Since we intend to use the survey as a yearly benchmark, we want to see if we can increase our response rate by breaking up the survey into smaller parts for next year. We also intend to use our D&I metrics to help shape the ambition of our new D&I strategy – which you can read about on the next page.





### The D&I Workshop

Another milestone is that we've made the D&I Workshop a fixed part of the onboarding at our new hubs. This workshop is an interactive session during which a group of our people deep dives into the foundation of D&I – like micro-aggressions and unconscious bias – and learns more about what it means to be an inclusive team, while being challenged to think about how they can bring D&I into their day-to-day job and collectively work on an inclusive company culture.

Whenever we open a new hub, the team needs to be trained on all things The Social Hub. On top of the operational training, we now include the D&I Workshop and sustainability training in their onboarding. As a result, we trained three new teams over the past year: Barcelona, Madrid and Toulouse.

We also created a new version of the training specifically for the Leadership Team of our hubs. During the workshop, we dove deeper into the topic of inclusive leadership and discussed their particular role when it comes to fostering an inclusive working climate.

Next to that, we expanded the general training to include role-playing. All teams at our hubs, as well as the Leadership Team, were presented with a selection of cases (based on real-life experiences) where D&I-related topics took centre stage. The participants then had to discuss what they would do in each scenario, and what they would avoid.

We trained approximately 79 people in total.



## The Executive Board's D&I Journey

This past year, our Executive Board (EB) has been on an immersive and productive D&I journey. Our partner, The Inclusion Factory, guided our Executive Team through four interactive sessions, which focused on the following:

- Creating a deeper understanding of inclusion and exclusion
- The business case of D&I and why it matters
- The principles of inclusive leadership
- How to turn what they've learnt into a D&I strategy for The Social Hub

The EB defined five themes for The Social Hub to work on: diversity metrics, awareness and education, corporate activism, employee betterment, and inclusive design. These translated into the incorporation of five new objectives into our business strategy, as shown on the right.

For each of these objectives, the EB also defined a number of concrete projects that will kick off next year.

**01** We create a high-performing best-in-class organisation by diversifying and empowering our people

**02** We increase our community's knowledge of D&I through ongoing awareness and education opportunities

**03** We create an inclusive, forward-thinking workplace for our employees by designing initiatives that promote freedom, flexibility, learning and growth

**04** We design our spaces with inclusivity in mind

**05** We support social causes in line with The Social Hub's values, by using our company platform



## Global Celebrations

As part of our D&I planning, we also reviewed our global celebrations.

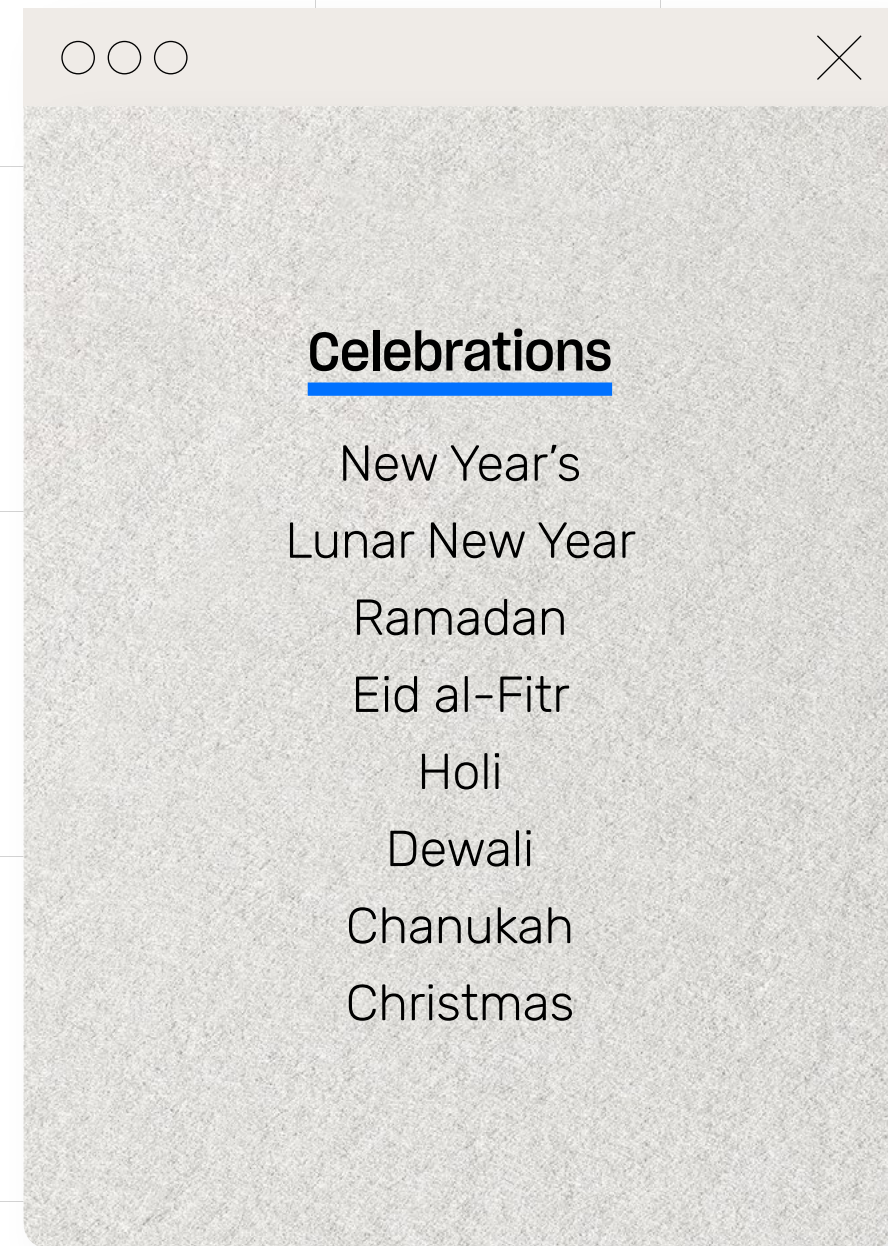
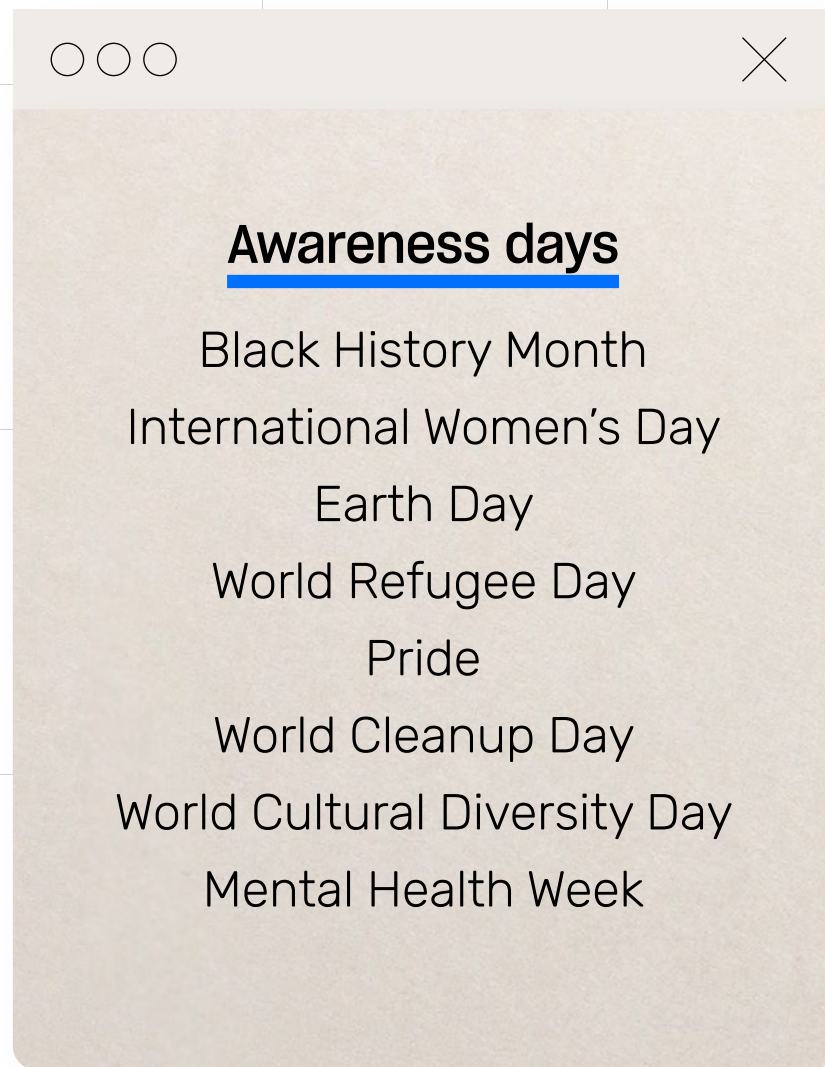
Our goal is to find a balance between religious holidays, awareness days and national holidays, and to be more conscious about why we choose to promote or highlight certain days. We feel that to create an inclusive company culture, we shouldn't prohibit any form of celebration, but instead create a space that reflects our global community and company values.

As a result, we have decided on the following:

- Globally, we will not promote or highlight local/national holidays, as they are not relevant to our entire community







- Locally, our hubs are, however, welcome to celebrate these days
- Based on our values, we selected the following international awareness days to include in our programming: Black History Month, International Women’s Day, Earth Day, World Refugee Day, Pride, World Cleanup Day, World Cultural Diversity Day and Mental Health Week
- And lastly, based on the most common populations worldwide, we chose to highlight the following celebrations: New Year’s, Lunar New Year, Ramadan, Eid al-Fitr, Holi, Dewali, Chanukah and Christmas

When it comes to how we celebrate these days, we encourage our hubs to engage with their local community and invite members who are familiar

**“... we feel that it’s a great way to involve our community and have them show us what’s important to them.”**

with or interested in these days, to facilitate the celebrations. Not all our TSH employees will be familiar with the days selected, but we feel that it’s a great way to involve our community and have them show us what’s important to them.

Furthermore, this list is not fixed. If our community needs to amend some of these highlighted days, then we will do so.



# Talent Recognition Programme

At The Social Hub, we love to give our employees the recognition they deserve for their great work and contributions, and incentivise them by offering opportunities to develop, grow and work together.

As such, we introduced the TSH Talent Recognition Programme: a multi-level programme that allows any employee company-wide to develop their (leadership) skills, increase motivation and engagement, become a better team player and ultimately strengthen the company culture.

The programme has six different levels that have aptly been named after a typical TSH element you can find in our hubs: from the Lobby to the Rooftop.

Each level recognises employees in a different way and provides people to develop themselves,

depending on their needs and experience level.

This can be anything ranging from a small recognition for going the extra mile, to a team-building activity to further bond with your colleagues, to volunteering, or a tailored programme for future TSH leaders.

**“Each level recognises employees in a different way and provides people to develop themselves, depending on their needs and experience level.”**

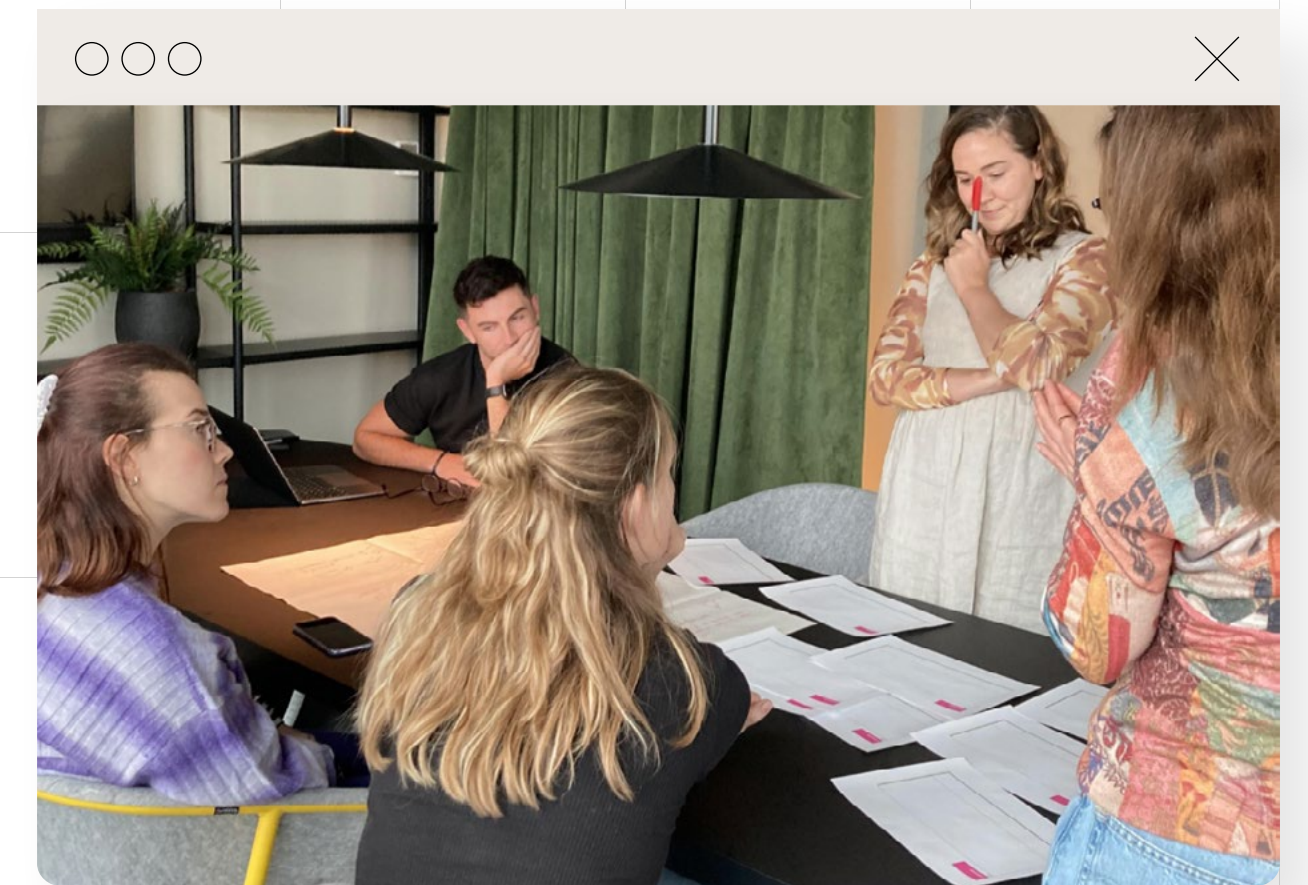
This past year, a total of 43 employees participated in the programme, which amounted to:

- 20 team members spending a week volunteering with Movement on the Ground in Greece and the Netherlands
- 10 high performers joining

the Classroom – a 10-month programme focusing on cross-collaboration between a team, the EB, as well as mentors and experts across the business, working on an internal business case

- 10 individuals joining the Playroom – an individual, fully tailored development opportunity with bespoke trainings, learning and/or coaching programmes
- Two individuals starting their MBA studies in Italy and the Netherlands
- One employee starting an Executive Leadership Programme

The programme will return next year, and we’ve decided to add another level to the mix, focusing on health and wellbeing.





# Pride Hotel

THE SOCIAL HUB

TSH Amsterdam City was transformed into the official Pride Hotel during Pride Amsterdam. But, unlike the previous year, there were no longer any COVID-19 restrictions in place, so we were able to go full out!

Our goal was to be a welcoming and safe space for the LGBTQIA+ community and to open up our hub and all its spaces for them to utilise and enjoy.

This resulted in a lively hub that turned into a platform for the community to connect, share and educate with a full-fledged programme ranging from Pride University, workshops and interactive lectures to Chinese queer movies and voguing masterclasses. There was truly something for everyone at the Pride Hotel.

You'll find some examples on the next pages.

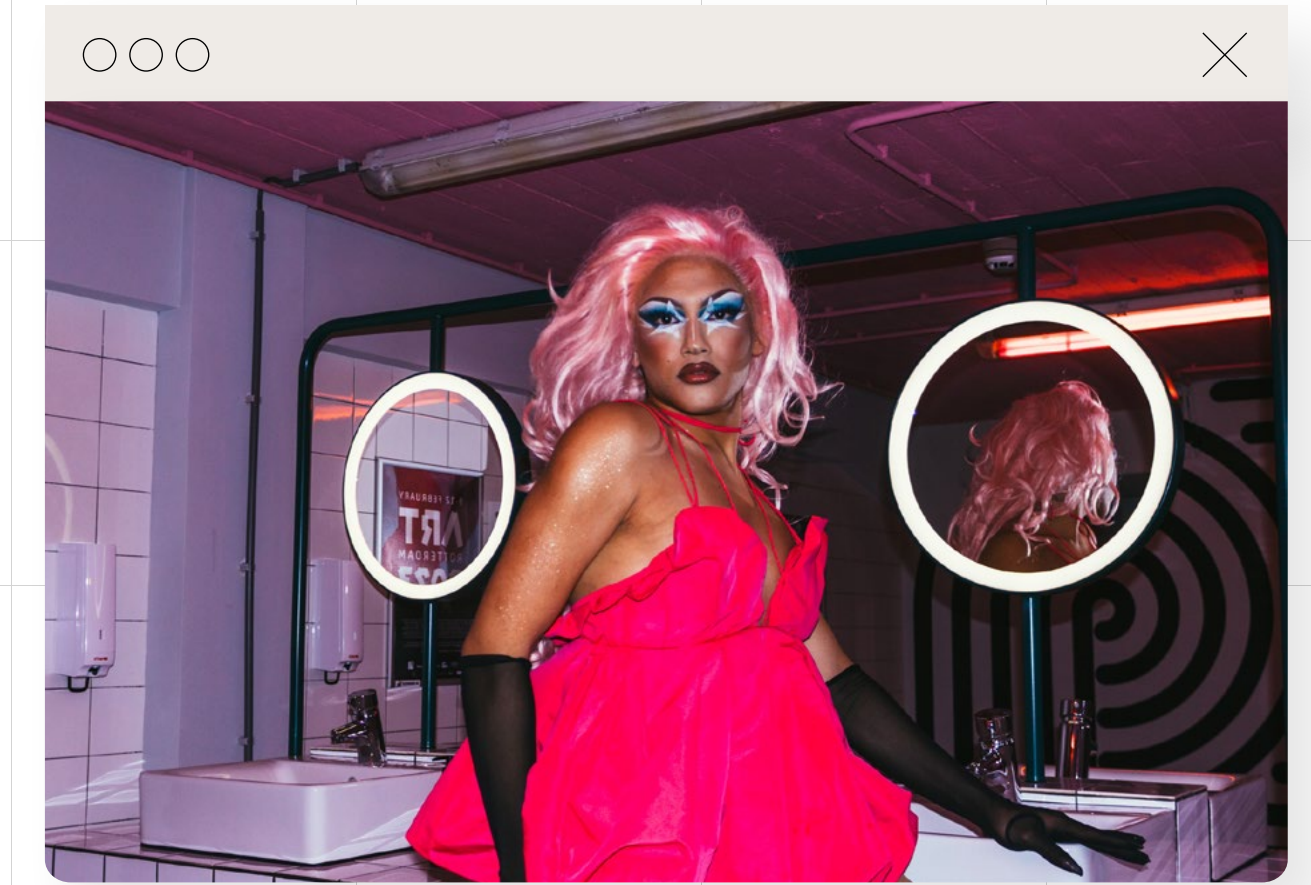


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### Pride University

Pride University is a collaboration between the higher educational institutes from Amsterdam, including the Vrije Universiteit Amsterdam (VU), University of Amsterdam (UvA), University of Applied Sciences (HvA) and InHolland. Throughout the week, Pride University hosted a number of lectures around LGBTQIA+ topics.



### Cross-dressing & Queer Desire in the Works of William Shakespeare

After much debate, it is now generally accepted that the subject of William Shakespeare's famous Sonnet 18: *Shall I compare thee to a summer's day?* is male. His plays also involved cross-dressing and same-sex kissing. In other words, Shakespeare's work was pretty damn queer. In the lecture 'Cross-dressing & Queer Desire in the Works of William Shakespeare' we explored the gender identities present in Shakespeare's works in the context of the time in which they were first presented.



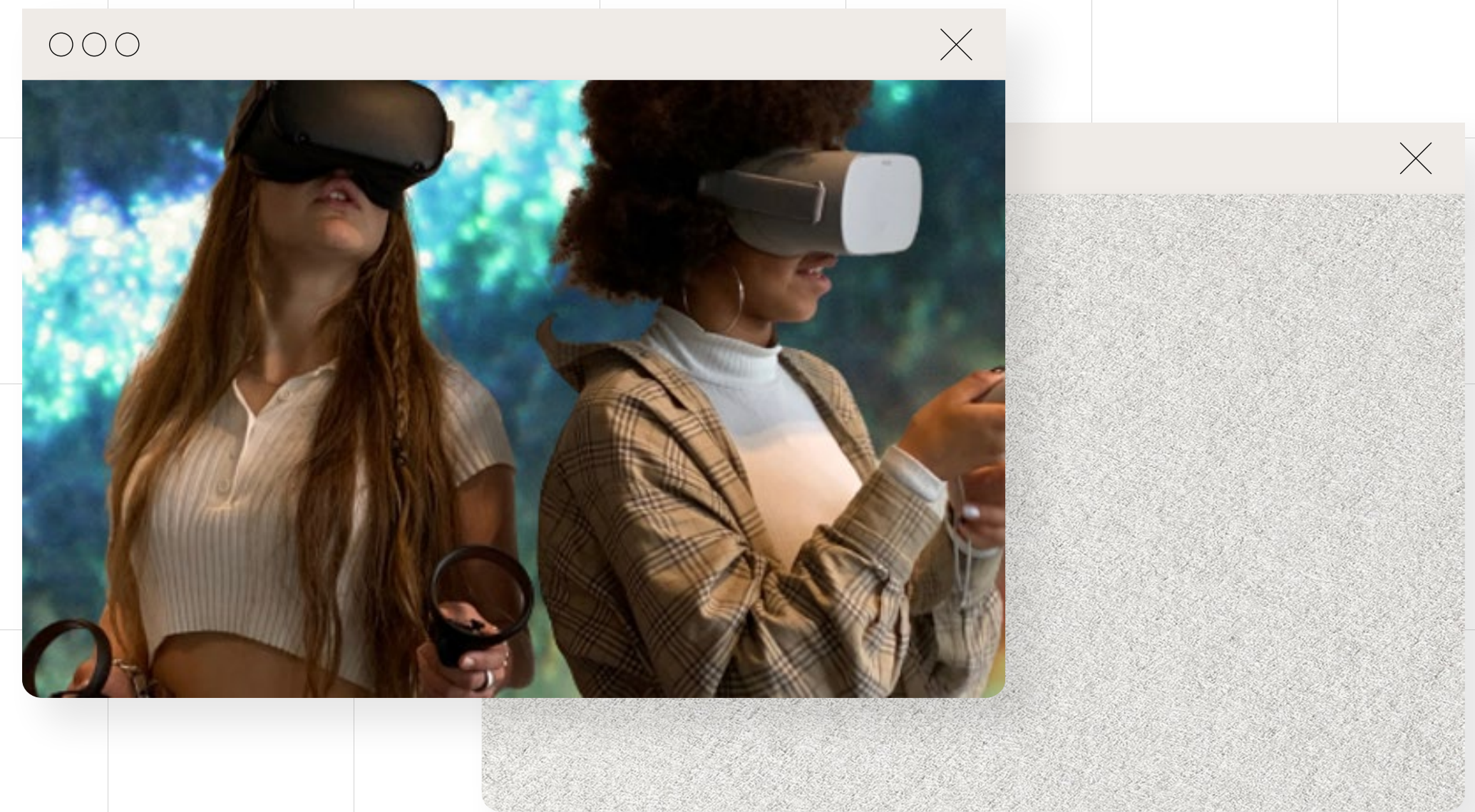


### House of Vineyard

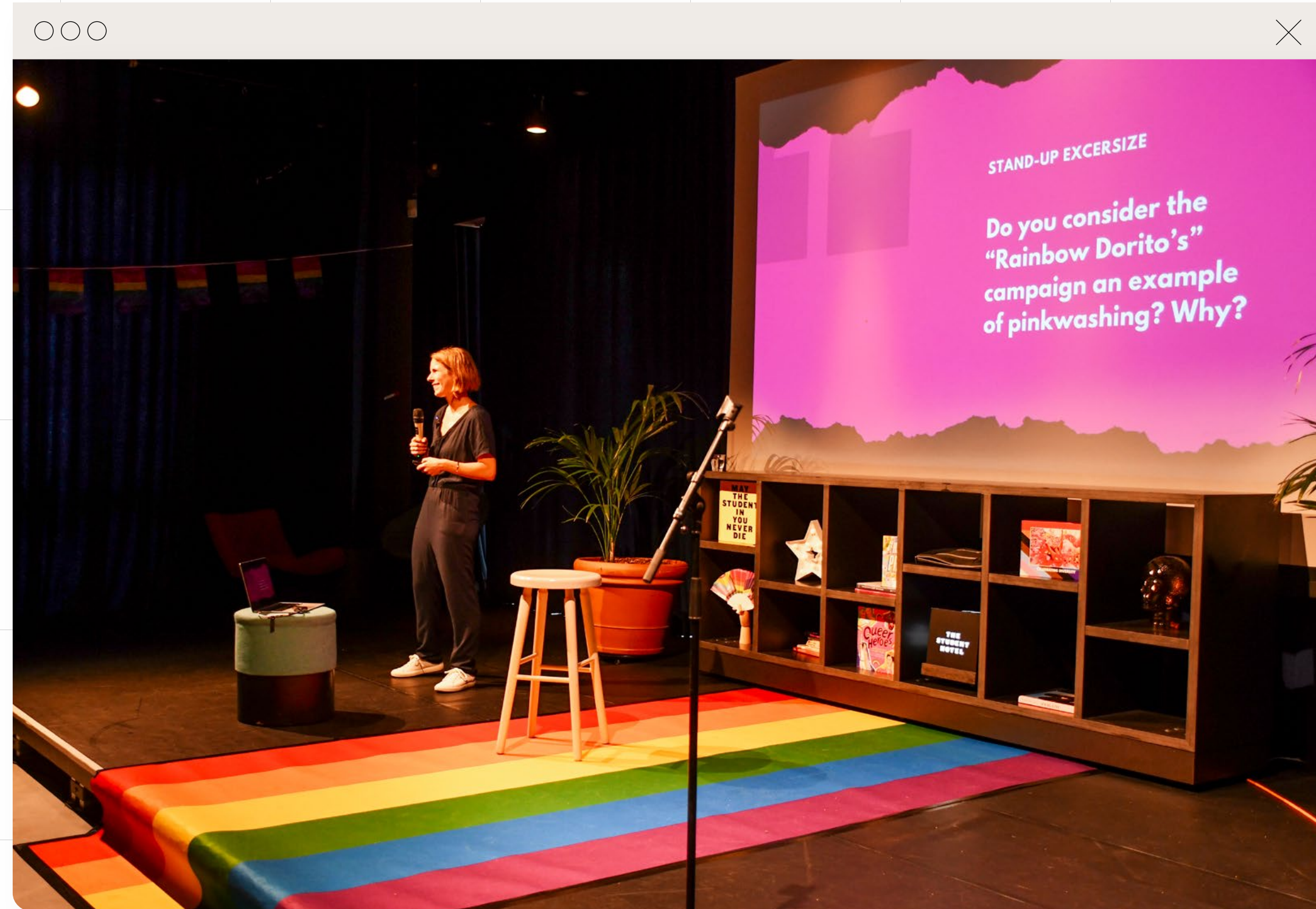
Amber Vineyard, ballroom pioneer and Mother of the House of Vineyard, hosted a mini lecture followed by a masterclass on ballroom dancing and voguing. House of Vineyard is known as the first house of the Dutch ballroom scene. It was created to spread empowerment and fearlessness for those who don't fit into society's expectations of beauty, gender and sexual expression, while allowing people to challenge these notions and explore the 'in-between' while celebrating it.

### VR for Diversity - From Damsels in Distress to Gaymers in Control

How has gender been represented in video games throughout history? From Miss PacMan to Lara Croft, and Donkey Kong to Horizon Zero Dawn, the HvA took us on a trip down memory lane to discuss some curious events in the history of queer gaming. They then introduced us to their latest project – VR for Diversity.







### **Pinkwashing 101: How Organisations Engage With LGBTQIA + Themes and How It Should Be Done**

In this interactive masterclass, Anna Berbers addressed the topic of pinkwashing and how LGBTQIA+ individuals experience it. Many organisations talk about LGBTQIA+ topics in advertisements and on their social media channels, and more frequently during Pride. Through this communication, companies try to present themselves as an ally of LGBTQIA+ individuals, while their behaviour towards this group is, in some cases, less than supportive. We discussed the different sides to this topic and explored how corporations can communicate more inclusively, without engaging in the 'sin' of rainbow washing.



# Hotel Stories

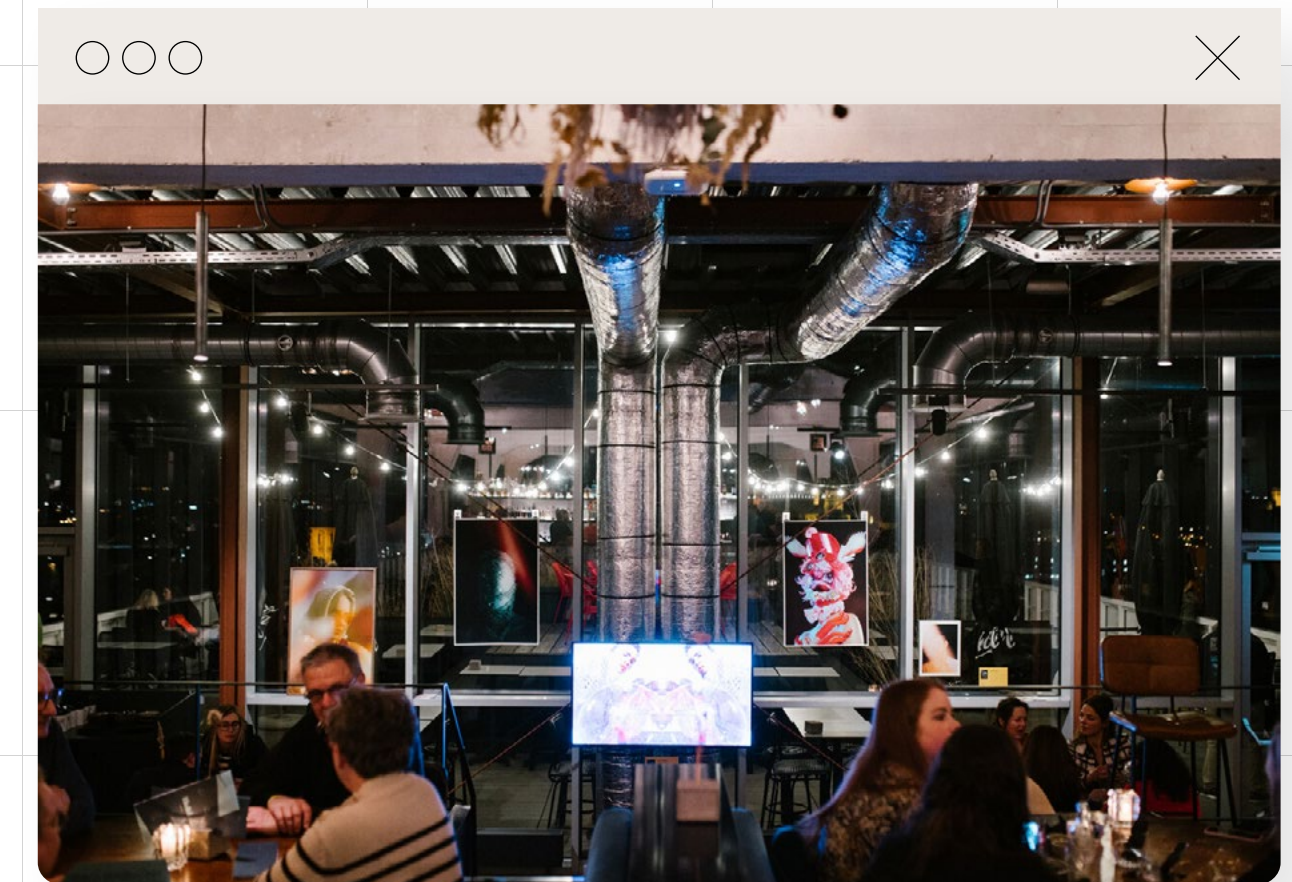
## UNICEF donation box

We installed a UNICEF donation box at TSH Amsterdam West's check-out desk. Guests and students could donate clothes, which were donated to children in Ivory Coast.



## Museum Night Maastricht

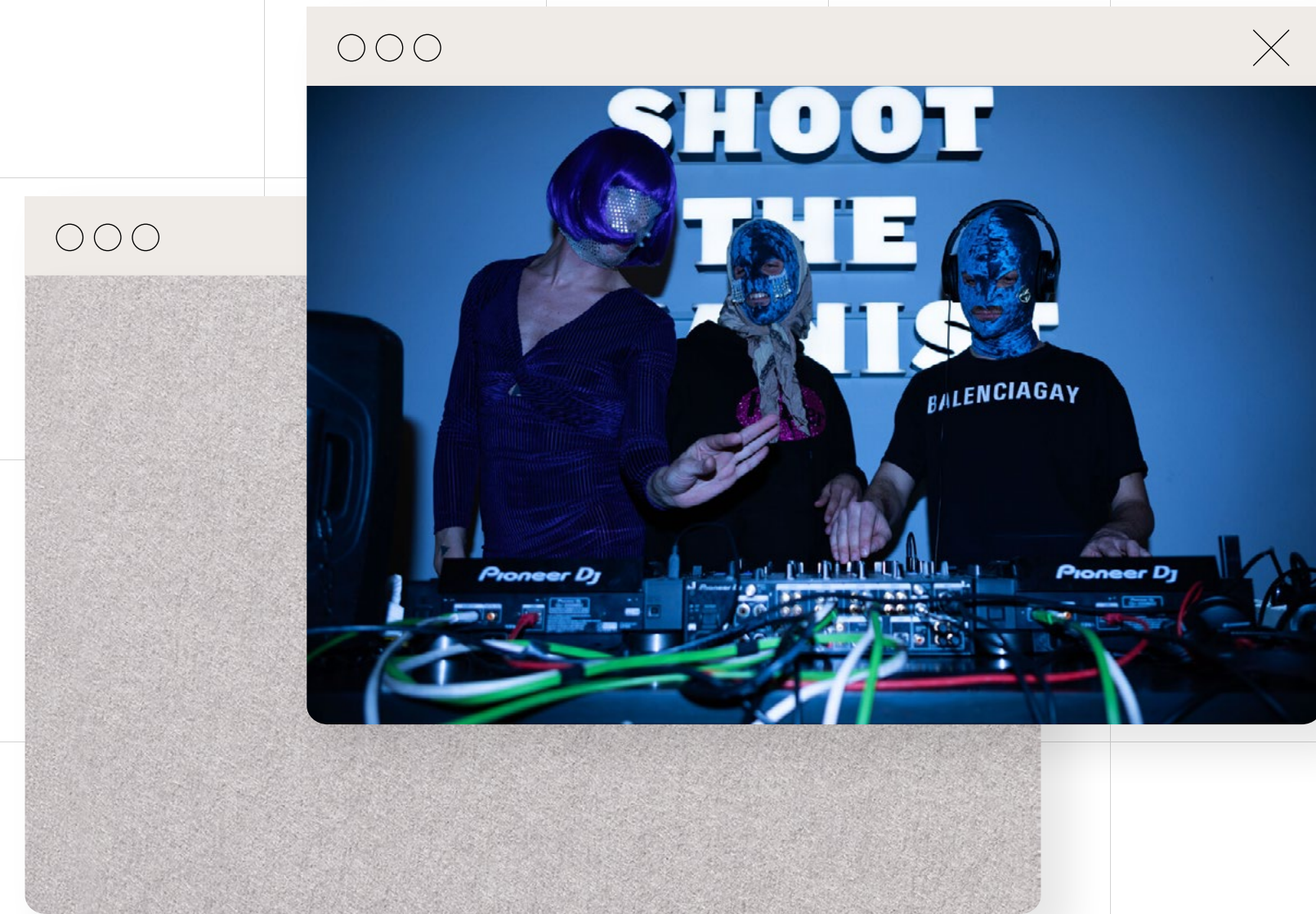
On Museum Night, TSH Maastricht transformed into an eclectic art space where the ground floor, laundry room and 12 hotel rooms functioned as exhibition rooms for local artists to display their work.





## The Future of Queer Leadership

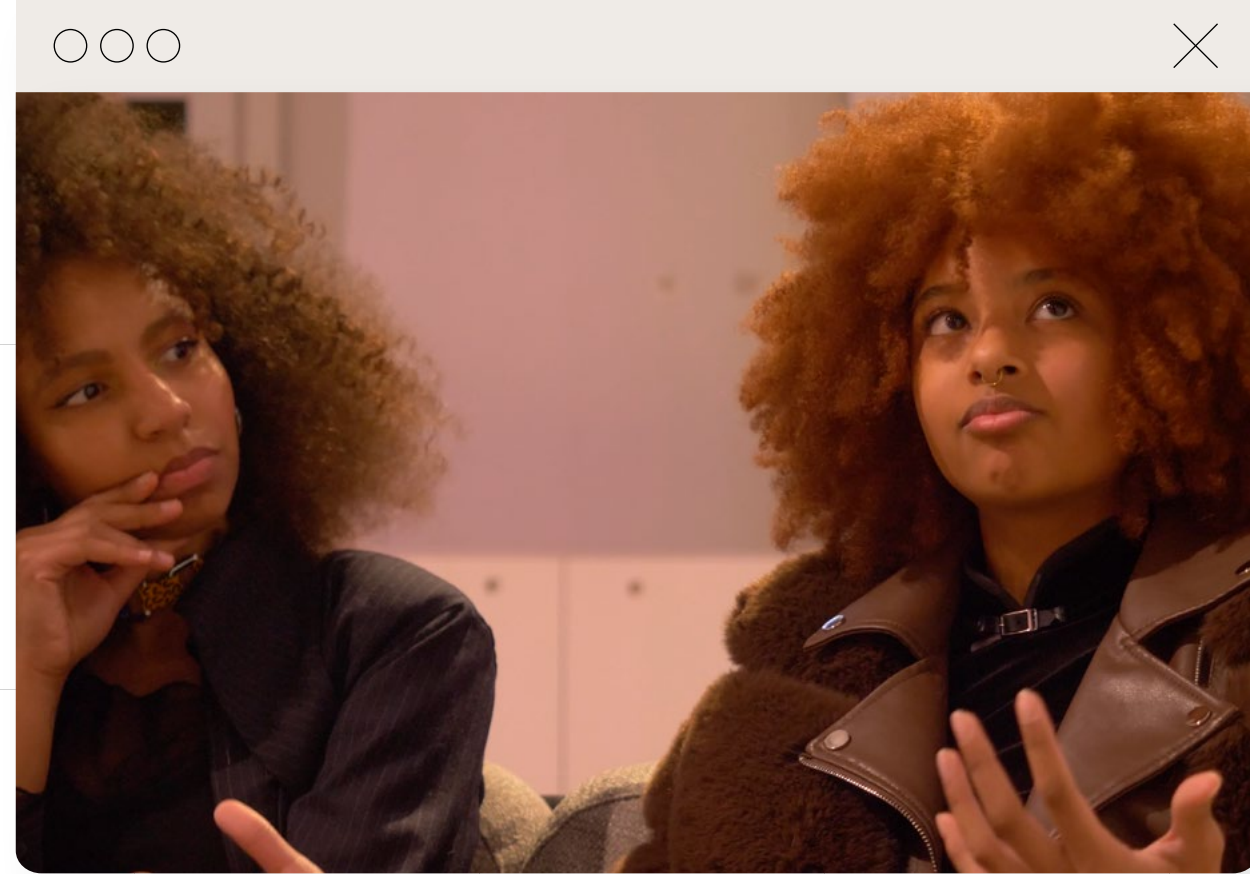
TSH Barcelona hosted a roundtable discussion on queer leadership by the local LGBTQIA+ think tank Think Plus, inspiring our community to become more authentic and compassionate leaders. The panel also discussed the meaning of being a queer leader and explored how young LGBTQIA+ entrepreneurs and aspiring business owners can become more impactful leaders.



## seXY period

This cultural event exhibited 13 young artists' takes on gender identity, advocating for a sex-positive movement. TSH Florence Lavagnini transformed into an art gallery and hosted the exhibition 'Period', giving an unfiltered representation of the menstrual cycle and normalising the topic through the narration of different voices and personal life experiences. Other topics that were central, were disability and sexuality, sexual wellbeing, revenge porn and many more.





### Black History Month

During Black History Month in February 2022, TSH Bologna organised several events to spread more awareness about the topic and celebrate black history. The events included radio broadcasts celebrating African music, a panel talk on the influence of this music on modern genres, a selection of African dishes from a local restaurant and several jam sessions.

### World Cleanup Day

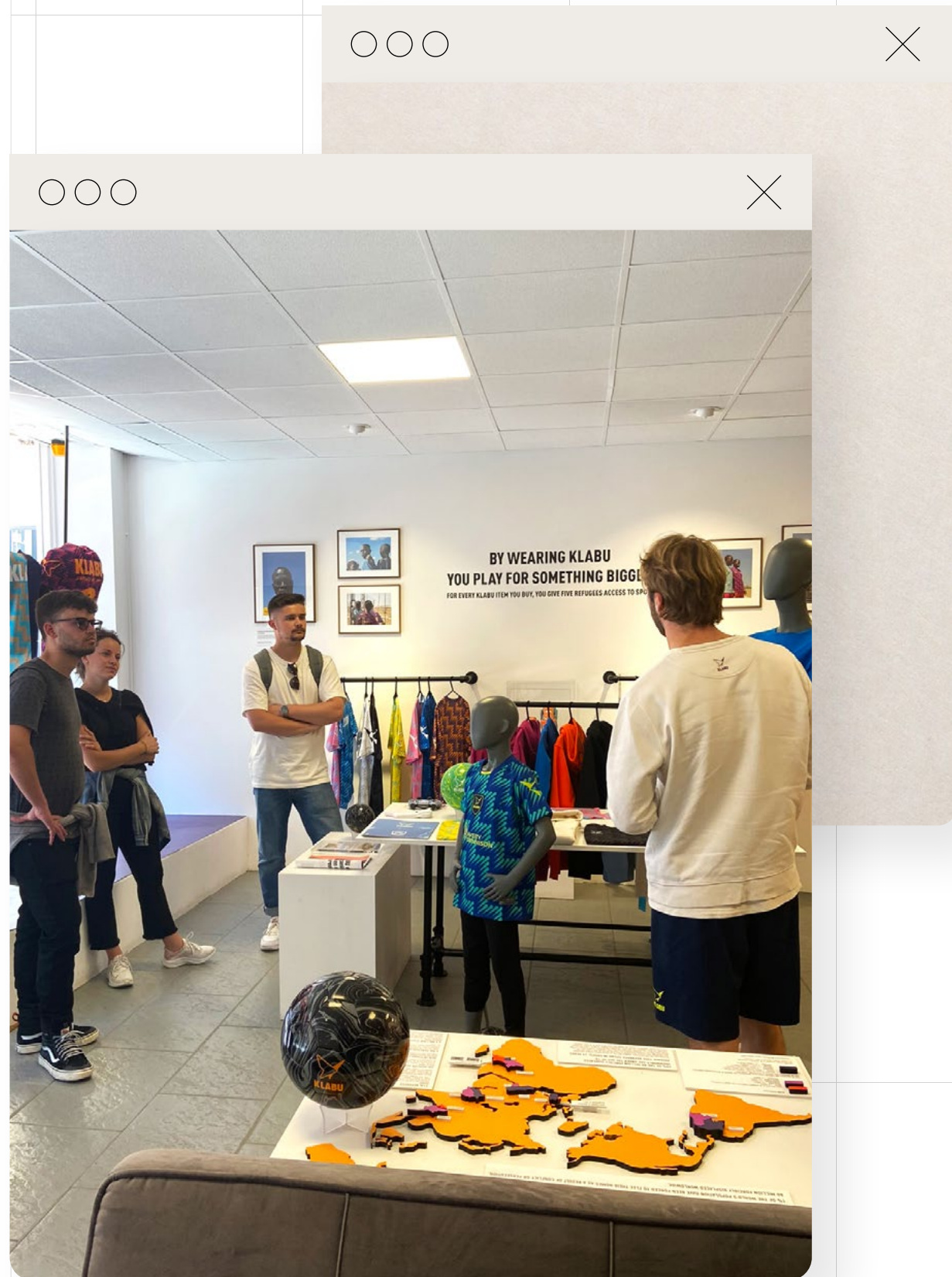
On 17 September 2022, many of our locations took some time to clean up their local communities. Our Amsterdam communities, for example, were kitted out in waterproof clothing, while collecting waste from the city's famous canals.





# TSH Changemakers Challenge

THE SOCIAL HUB



The TSH Changemakers Challenge was a competition where everyone wins; where students introduce new perspectives and develop ideas while helping participating organisations.

In the 2020 edition, Amsterdam-based KLABU was one of the participating organisations. KLABU, meaning 'club' in Swahili, builds sports clubs in refugee camps and creates sportswear to raise funds. Using their library model, refugees can borrow sports equipment and clothing.

KLABU challenged our students to come up with an alternative for its paperwork administration and find a better way to measure their

social impact of hosting sports in refugee camps.

**“During a challenge like this, you also find out what your weaknesses are.”**

Yoga, Connor, Thomas and Camilla took on this challenge. They overcame all COVID-19 difficulties, pulled all-nighters and met with several companies that could offer solutions. In the end, they realised that they needed to create something completely new. And they did! In nine weeks, they designed an intuitive, effective, scalable stock management and impact measurement app.

They won the competition, but their journey did not end there. They wanted their app to become a reality. We supported KLABU with seed funding for the app development and gave the students the opportunity to meet the KLABU team in Amsterdam. Two years after winning the competition, we were finally able to make their winner’s trip to the Dutch capital happen.

The Sustainability & Impact Team put their best foot forward to show the group all the best Amsterdam has to offer. From the Fashion4Good Museum showcasing what the future of sustainable fashion could look like, to a visit to the ‘cleantech playground’ De Ceugel – known

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sustainable and unique urban developments in Europe.

The highlight was meeting Jan van Hövell, founder of KLABU, for the first time in person. The students were very excited to see how their initial solution had transformed into a minimum viable product that was set to be piloted at Movement on the Ground's Camp Moria in Lesbos. Before sending them back on their way and wrapping up the 2020 edition of the TSH Changemakers Challenge, we wanted to check in one more

time and hear what their biggest takeaway of the whole experience has been.

**“It doesn't scare me anymore that we don't exactly know how we're going to end up reaching our goals.”**

**What was the most valuable thing you learnt during the challenge?**

Connor: You need a high level of resilience, especially when working with a start-up. I can't even remember how many solutions we looked into that

ended up failing at the last minute. Everything takes time and effort – even the smallest change, like adjusting the font or colour of the app. So, if you don't have resilience, I think you just end up dropping it all.

**Did you learn something new about yourself as well?**

Camilla: I would say that I did pretty well in dealing with the unknown. This is something I'm using in my current job at a start-up as well. It doesn't scare me anymore that we don't exactly know how we're going to end >







up reaching our goals. During a challenge like this, you also find out what your weaknesses are. I realised that I'm not great at presenting. But the good thing about working in a group, is that there will always be someone else to fill in that gap.

**“It’s the first thing I mention on my CV because I’m so proud of it!”**

**Do you feel that your participation in the TSH Changemakers Challenge has helped you in any way?**

Connor: KLABU is probably one of the biggest mentions that comes up in any application or interview. Many companies look for real-life experience and although the challenge wasn't a work placement as such, it proved to be even better. You could see the impact that it had,

which was very valuable. It's the first thing I mention on my CV because I'm so proud of it!

**Would you recommend other students to join a TSH Changemakers Challenge in the future?**

Connor: Yeah, I think a lot of young people forget that these practical experiences are often better than getting a university degree alone. People want to go to the best universities and get the best grades possible. But these kinds of challenges, regardless of whether you win or not, have so much value. We learnt a lot about ourselves, how to work as a team and how to talk to clients. You won't get all that real-life, hands-on experience in university. I would say do it. 100%!



03

# We inspire



THE SOCIAL HUB

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# Impact Loan

THE SOCIAL HUB

As part of our ambition to drive industry change where possible, we were pleased to develop a new type of loan structure with UniCredit and SACE for the development of our two new locations in Rome and Florence Belfiore.

Besides adding an environmental element to the loan agreement – as we had previously done for the financing of our locations in Toulouse and the Netherlands – we also introduced a new social element as part of the deal.

Through this new structure, The Social Hub will receive a discount on the interest rate, which we will reinvest by providing scholarships in the form of rent reductions to students from disadvantaged socio-economic backgrounds. By doing so, we can lay a foundation for these students upon which they can start building their

future. And, of course, the loan agreement also recognises our philosophy to create future-proof projects that are sustainably developed and operated.

With this loan structure, we expect to support approximately 80 students over the course of five years. The hubs in Rome and Florence Belfiore are set to open in 2025, and the first batch of students to be supported through this scholarship will join us in 2026.



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# Looking Forward

THE SOCIAL HUB



And there you have it. Another year of sustainability and impact done at The Social Hub.

No rest for the wicked though. The new year is already well under way and as always, we're working on creating even more impact.

Now that we have more knowledge about our carbon footprint, we need to start thinking about ways to significantly reduce our environmental impact – ensuring we meet the carbon reduction pathways we intend to submit to the Science Based Targets initiative.

This includes renewable energy initiatives that will allow us to

produce more energy on-site or taking the next steps on our zero-waste journey by phasing out single-use plastics from our restaurants and coffee corners, for example.

We're also planning on scaling up our food waste efforts by expanding our partnerships to new locations.

And what to think about our new D&I strategy and how to start implementing it? By this time next year, we expect to share the first results of some of the initiatives that we have planned alongside more detailed results of our Self ID Survey.

And last but not least, we've embarked on a new and exciting journey – to join the B Corp community! We're currently working hard on our impact assessment and will be able to share more about our plans in the coming months.

**More on that next year!**

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For more information, please reach out to our Sustainability & Impact Team [sustainability@thesocialhub.co](mailto:sustainability@thesocialhub.co)