

THE STUDENT HOTEL

2020
IMPACT REPORT
2021*

Contents



Introduction

Preface	4
The TSH Story	6
The Year in Numbers	7
Strategy	9
Sustainable Development Goals	10

We Act

Waste	14
Food	15
Energy	16
Flight Policy	20
Sustainability Survey	21
BREEAM In-Use	23
GRESB	25



We Connect

Checking in with Charlie	27
Diversity & Inclusion	32
TSH Unravels	38
Tech4Good Conference	39
Hotel Stories	40



We Inspire

Innovation Lighthouse	44
On to Next Year	46

Introduction

If FY19-20 was about dealing with the unknown, I would say FY20-21 was about perseverance.



In September 2020, things seemed to be looking up. After an initial hard lockdown, the world had started to open up again and it felt as if covid-19 was on its way out. In hindsight, we now know we were really just at the beginning of the pandemic and that in 2021, we would come to learn that covid-19 will hang around for some time (maybe even forever).

This year, we've had to learn how to keep moving within a restrained context. Even though life was regularly put on hold, the world kept spinning and the challenge was to discover how to balance the two. This led to a reassessment of the role and vision for work. Working from home has become an integral part of people's lives, hybrid working is now the new standard. We also saw that people are focussing even more on finding purpose in what they do. The Great Resignation is not likely to end any time soon and is forcing society as a whole, and business in particular, to rethink how we value work.

At the same time, the global challenges and developments didn't wait for covid-19 to pass.

A new IPCC report was shared with the most alarming tone to date, warning us that we've reached a turning point in our race to reverse some effects of climate change. And we've of course experienced the consequences of covid-19 in our global system showing how fragmented our supply chain can be and how easily our linear system can collapse.

The increased awareness for and engagement on diversity and inclusion has been prevalent as well. Last year we've seen companies being challenged on their authenticity and the willingness to learn. It's nice to make statements on social media and all, but what are they – and what are we – really doing?

When it comes to mental health, we really have started to change the narrative. I'm pleased to see how publicly mental health issues are being discussed, and how much attention there was and still is for the impact of covid-19 on the development of young people. I'm hopeful to see how we seem to value these topics even more. How we have started to redefine life and community, and to focus more on unity.



We still have a long way to go as a society, but it does feel like we're at a tipping point. Things have been set in motion, and I believe it's for the better.

At The Student Hotel, we were also determined to keep moving despite or maybe because of everything that was happening. We launched a new podcast series, TSH Unravels, to educate and engage our community on societal topics, we checked in with our student community to hear what they really think about sustainability, we introduced a Diversity & Inclusion board to work on our commitment for a more inclusive work environment, and we continued our work making our buildings greener. And with our 2030 vision for TSH shared in last year's report (check it out [here](#) if you haven't read it!), we started some big, new and exciting projects that will ensure we become the futureproof company that we have set ourselves out to be.

This is just a glimpse of what's to come in this newest edition of our Impact Report. As always, we welcome you back with open arms and hope you enjoy reading about our year!

Amber Westerborg

Director of Sustainability & Impact,
The Student Hotel



TSH Story

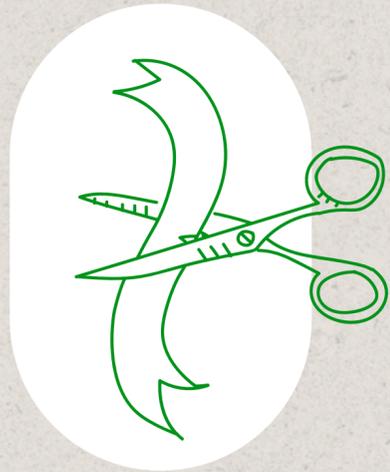
The Student Hotel concept started with one simple observation: students deserve better. Today, that vision has become reality and grown to encompass all guests with a “student spirit”.



From design-savvy travellers to next-gen entrepreneurs, we welcome thousands of guests annually to our expanding portfolio of urban campus-style properties across Europe. Purpose-built or housed in historic converted buildings, our industry-leading concept provides blended spaces to learn, stay, work and play for a night, a week, a month or a year. Founded in 2012, TSH is headquartered in

Amsterdam and has 650 employees. All our properties offer a mixed-use campus with accommodation, bars, restaurants, gyms, retail shops, meeting and event spaces and high-profile co-working spaces. With over 11.000 rooms and counting in Europe, we aim to offer a unique experience to our community of international guests.

The Year in Numbers



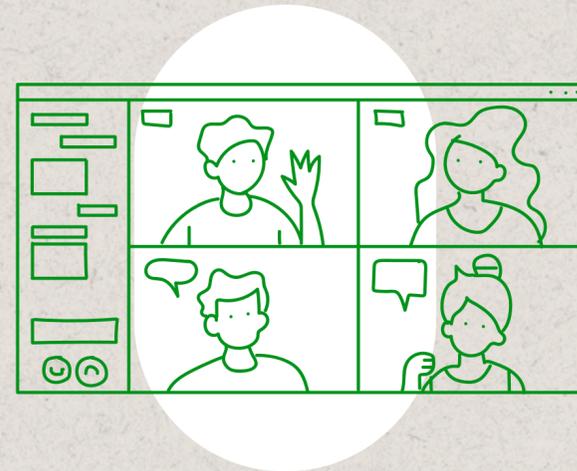
Welcomed 2 new hotels to the family: TSH Delft and TSH Bologna



Hosted 96.072 guests in all our hotels



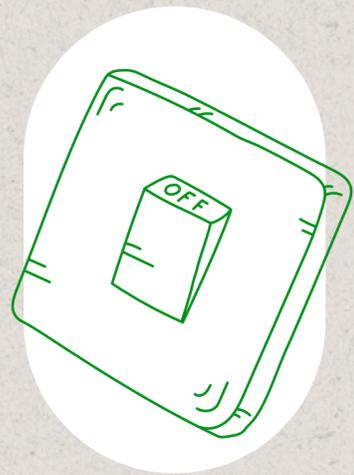
Granted 10 TSH Scholarships to Codam students



Hosted 111 workshops and training sessions for TSH employees



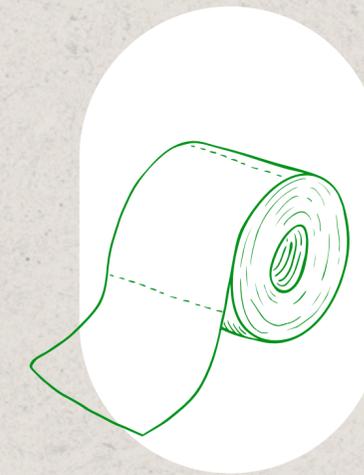
TSH Amsterdam City & West **provided 50 families with hotel-cooked meals** for the winter holidays



TSH Campus Barcelona Marina **turned off all the lights in their 538 rooms** and the rest of the building during Earth Hour



7 of our Dutch hotels received **BREEAM In-Use certification**



Started off with building the **1st toilet of many in Ghana** through our partnership with the Good Roll



Planted another 10.000 trees through our partnership with WeForest



Organised the **1st ever Tech4Good Conference**

Our Sustainability Story



Together, we can make a difference

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

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 people too. By thinking globally but acting locally, we use regional suppliers whenever we can, future-proof our buildings and inspire staff and guests to change their everyday actions to truly make a difference.



We connect with changemakers

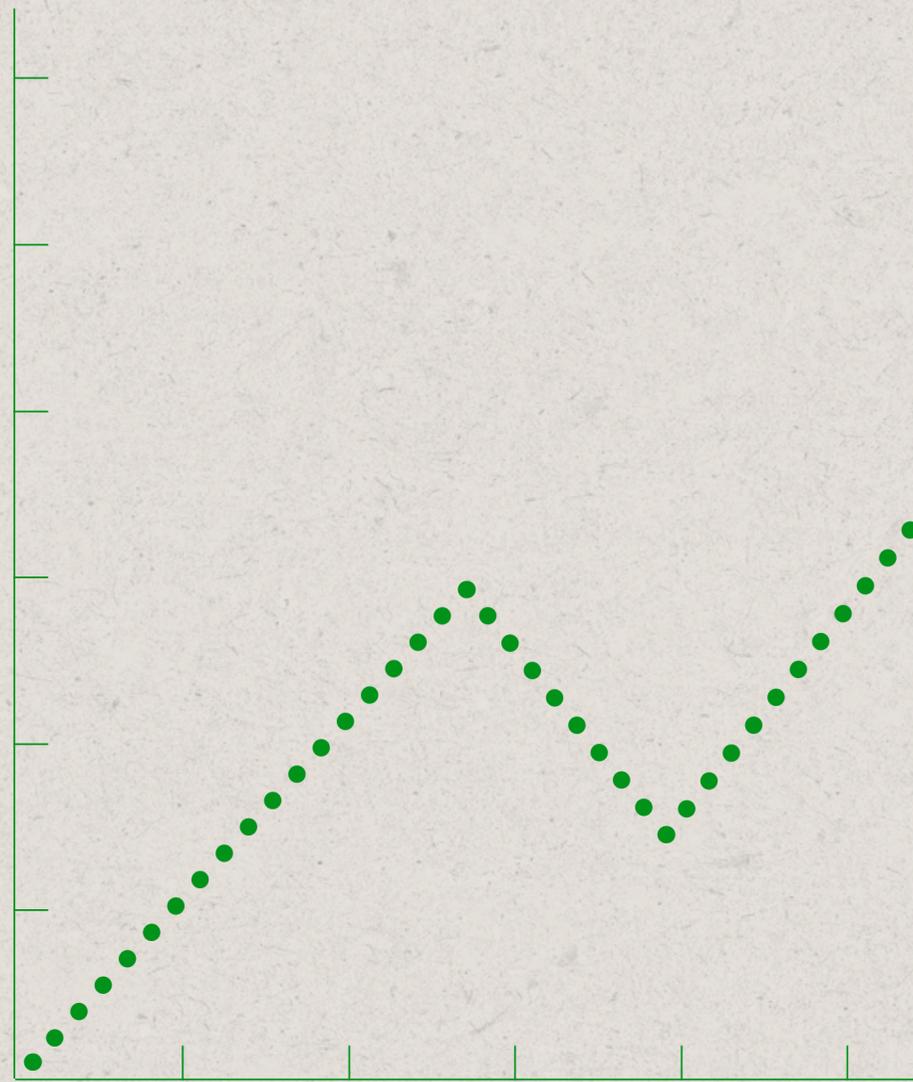
When it comes to changing the way any industry works, the power of the crowd has a huge impact. That's why we choose to work and collaborate with a diverse range of passionate people, who unite together to help us push the sustainability agenda, and ensure we're working not only to best-practice standards,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

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 hotels are open for real-life research and testing too, to ensure our approach to sustainability remains as dynamic as possible.



Working on the Sustainable Development Goals



Gender equality

Achieve gender equality and empower all women and girls

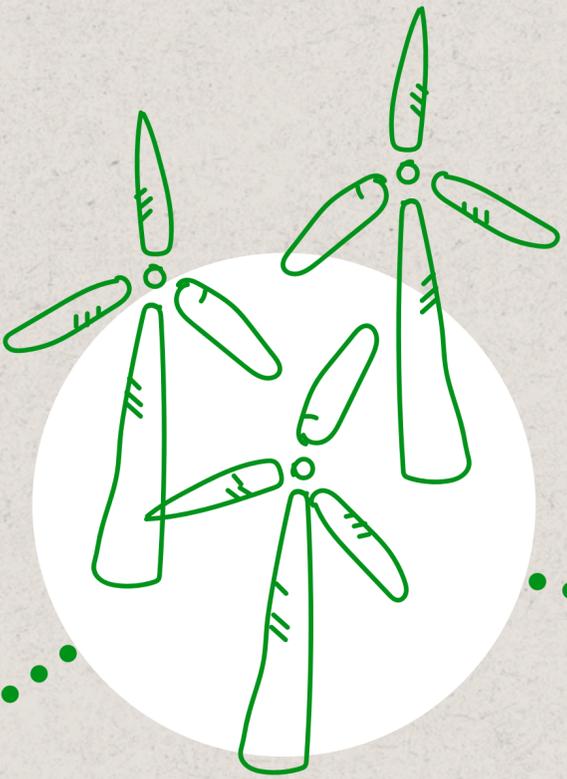
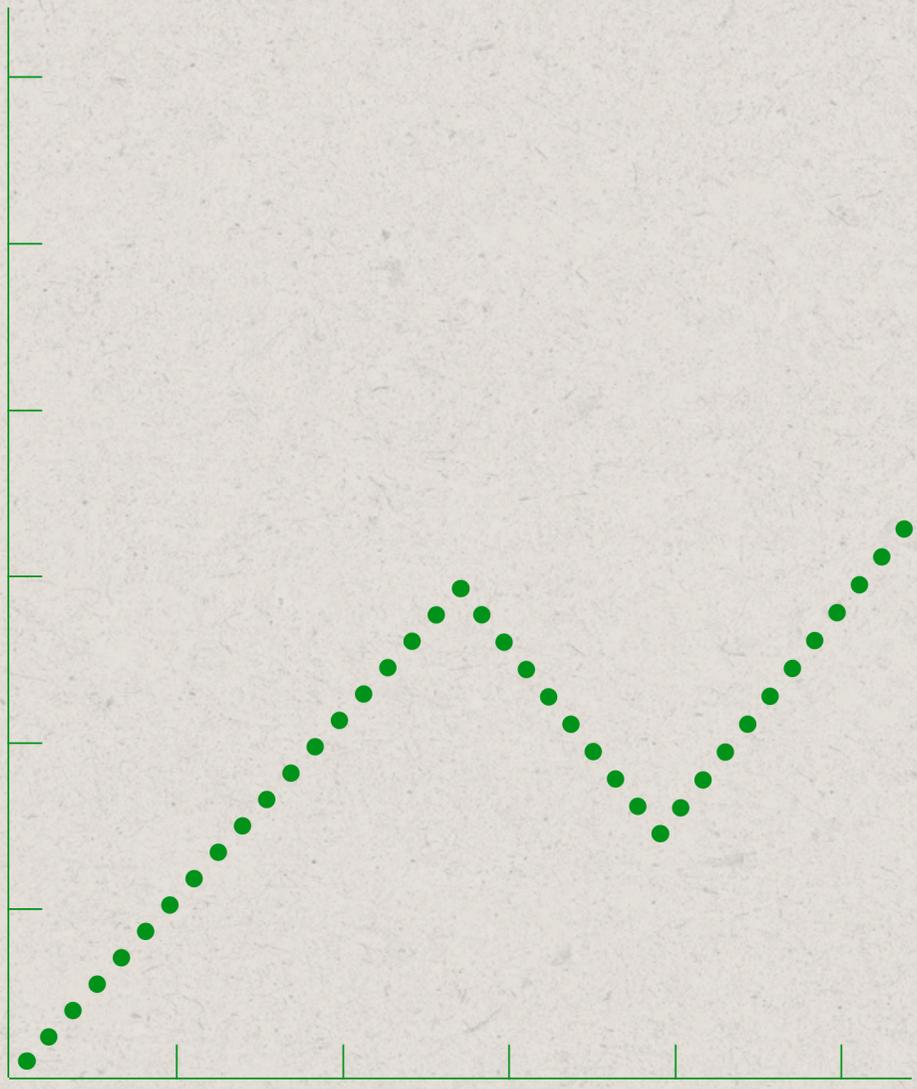
- Provided 12 D&I workshops for 122 HQ employees. The hotel teams will follow in FY21-22.
- Introduced an inclusive hiring policy.



Clean water and sanitation

Ensure availability and sustainable management of water and sanitation for all

- With Made Blue, we have donated 744.408.600 litres to date thereby providing 1019 people permanent access to clean drinking water and hygiene for at least the next 10 years.
- With The Good Roll, we helped build one toilet which provides 45 people in Ghana access to safe sanitation.
- Developed a new water management policy focusing on reducing usage, optimising efficiency and working with our supply chain to get there.



Affordable & clean energy

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

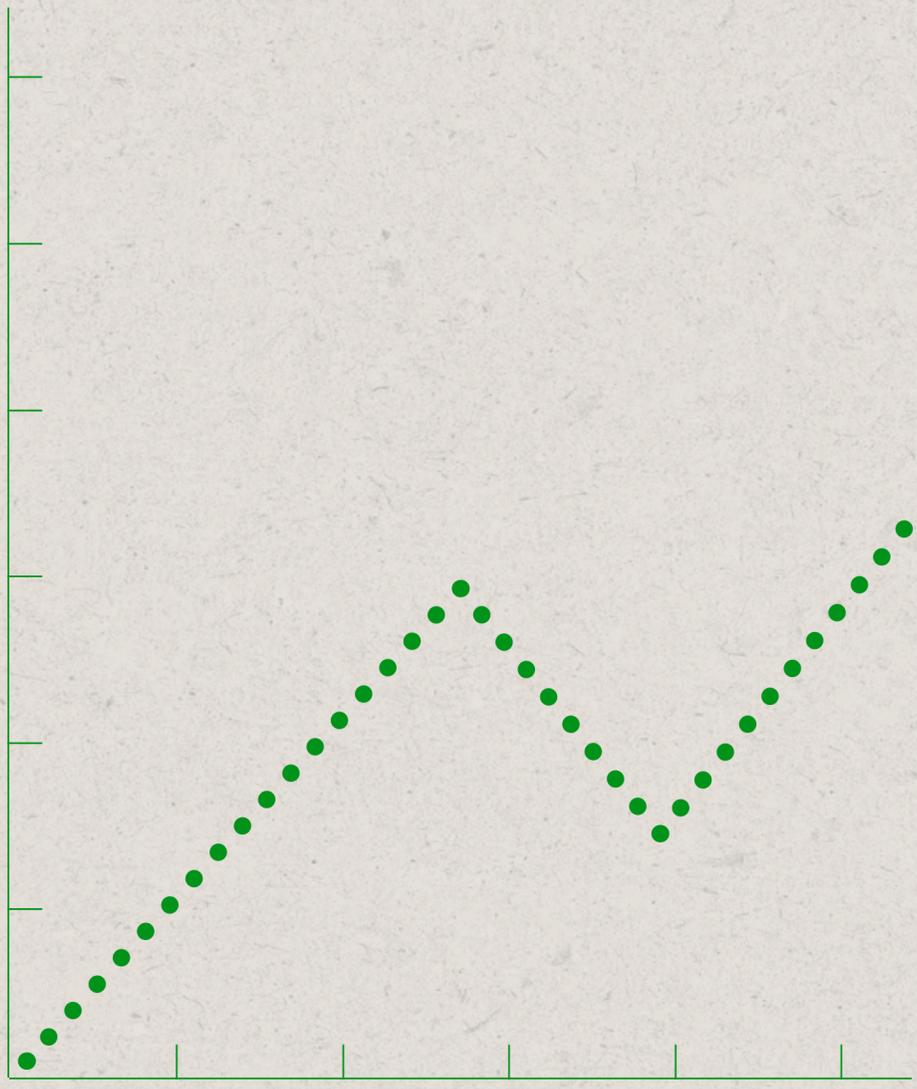
- Installed solar panels on the roof of our TSH Bologna hotel (kWh potential tbd.)



Sustainable cities & consumption

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

- Certified our Dutch portfolio (excl. Delft) BREEAM In-Use to benchmark our sustainability efforts and highlight opportunities for improvement.



Responsible consumption & production

Ensure sustainable consumption and production patterns

- Expanded our waste recycling to include organic and plastic waste in our Dutch properties where applicable.



Climate action

Take urgent action to combat climate change and its impacts

- Compensating our carbon emissions from flying by planting 10.000 trees.
- Hosted Climate College Tours for our community to raise awareness about the effects of climate change and the role they can play to combat it.

we

ACT



WASTE TARGET:

To reduce our residual waste by 40% in all our Dutch locations by 2021

(compared to baseline study in May 2018)

Following the successful results of our TSH The Hague pilot last year, we decided to roll out the new waste management facilities to all Dutch hotels and expand our recycling efforts to include organic and plastic waste where they weren't doing so yet.

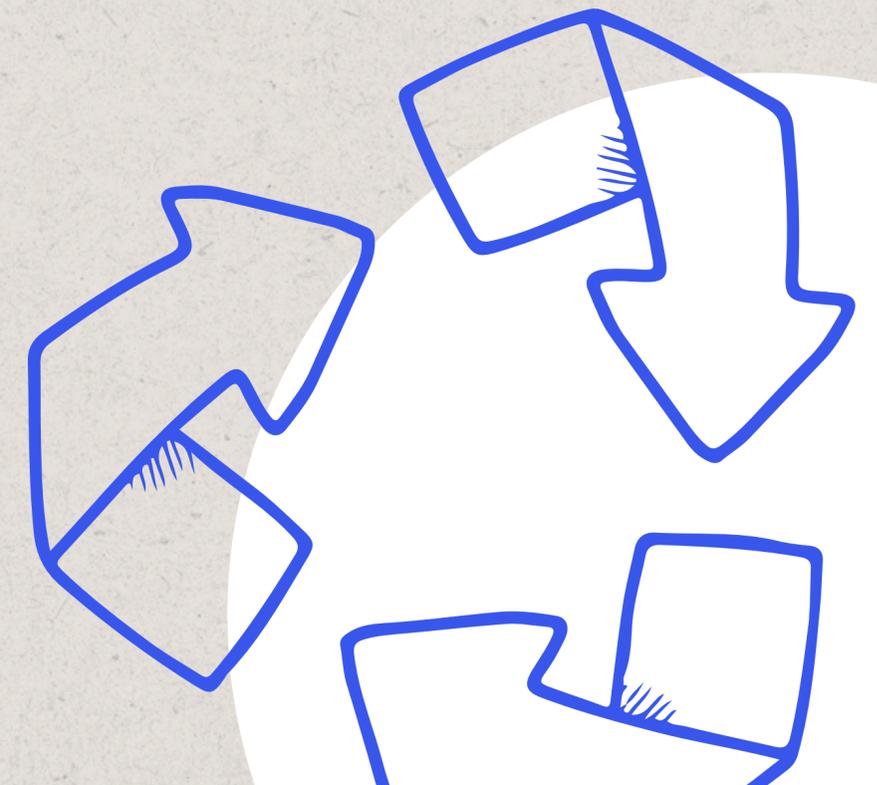
We also worked on a new onboarding programme for the hotels that they could use to set up the management cycle and introduce the ways of working to our new semester students. And besides the Dutch hotels, we've also included these new facilities in TSH Bologna to ensure the hotel is immediately equipped with the right tools to make their waste recycling successful.

Now, we can imagine you are interested in seeing what the effects of these changes have been in our recycling and whether we've gotten any closer to reaching our goals.

Unfortunately, we are unable to share that information with you at this time. We're sorry to say that not all of our waste handlers have been able to provide the correct data of our

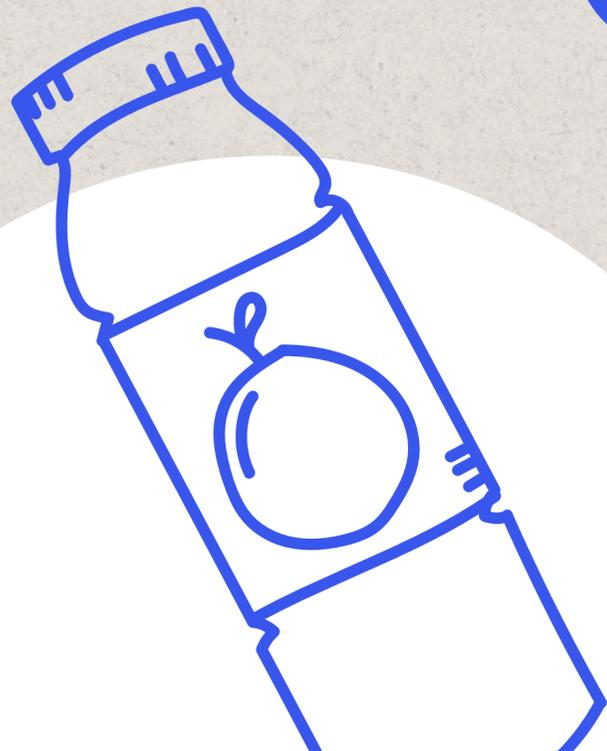
waste management. We've been working with them all year to sort the issue, but have had no luck so far. And because we don't want to wait any longer with sharing our report, we've had to decide to keep this chapter short for now.

We'll of course continue to work on our 2030 target to become a zero-waste company, but will give you a more detailed update on our plans to get there and the state of our Dutch hotels and the 40% reduction target when available.



F&B TARGET:

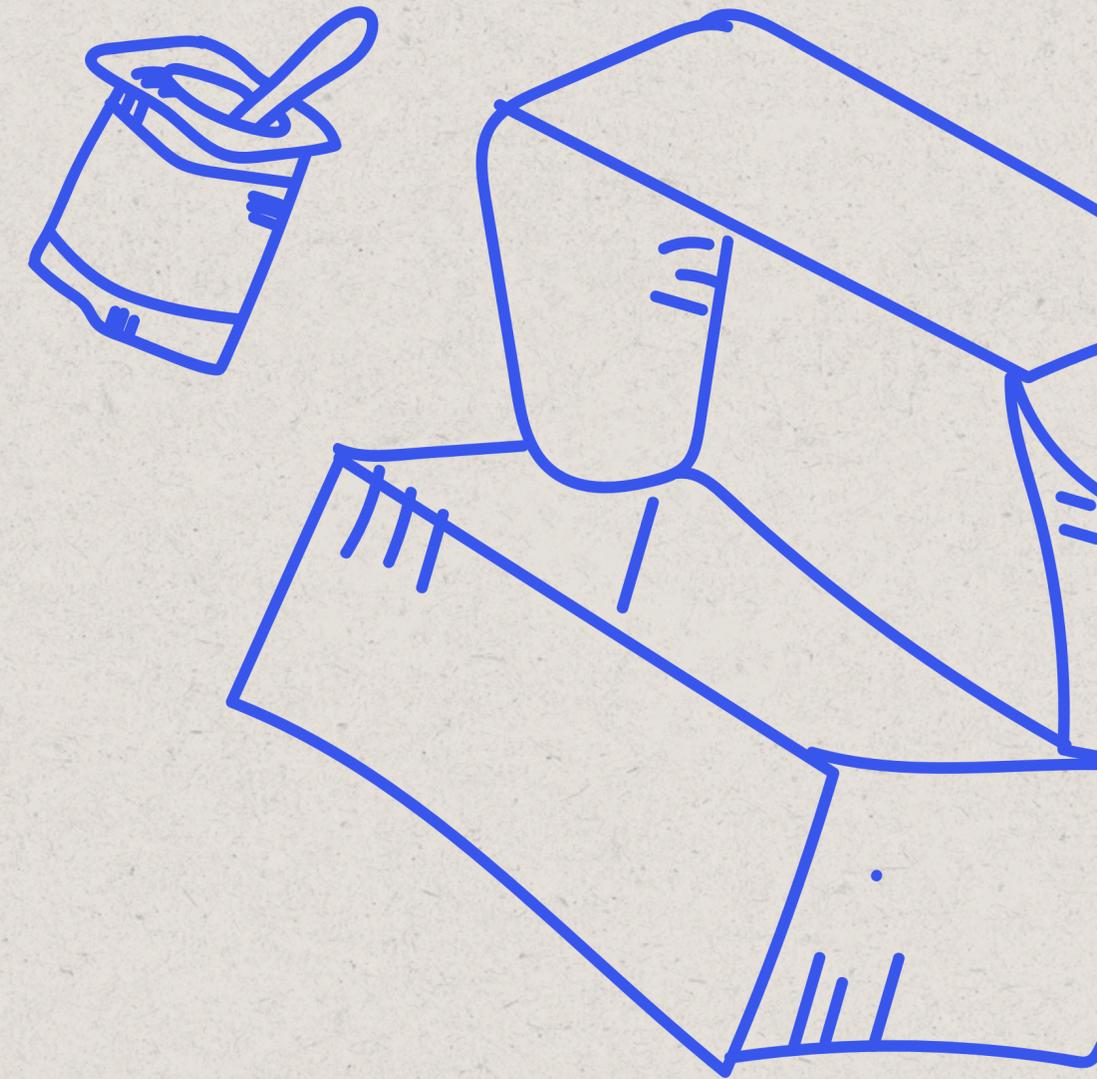
To make our F&B division waste-free by 2021



It was a challenging year to work on this target, mainly because of the back and forth of the national covid-19 guidelines on F&B.

All our restaurants were closed or operating with limited capacity for most part of the year and as such were very restricted in how much they could work on reducing food waste. A positive side effect was of course that there was less food to waste overall, but being closed also doesn't allow for implementing and/or testing new interventions.

When the restaurants in The Netherlands were allowed to open again, we did re-introduce Too Good to Go (TGTG) in our TSH Amsterdam City hotel. As you may recall from last year's report, we first started working with TGTG to save some of our breakfast leftovers. Due to the irregularity and uncertainty around our restaurants we decided to step away from this magic box for the time being and introduce a new one, focusing on the leftovers of our Grab & Go corner. With this new magic box, we still managed to save 670 meals from going to waste.



For FY21-22, the focus on reducing food waste will remain but we have decided to include food waste into the overall waste management plans and the 2030 target to become a zero-waste company.



ENERGY TARGET:

To reduce our energy use by 3% in all our Dutch locations by 2021

(compared to baseline study in May 2018)

Let's get this out of the way: we didn't realise our target.

While our energy usage per room night has gone down again following an increase in bookings compared to last year, the numbers are still significantly higher than in 2018 meaning that we haven't managed to realise the 3% reduction we were aiming for.

This is of course not something we're happy with, but we also understand that the past two years have been so vastly different from life in 2018 that we can accept that this is our current reality.

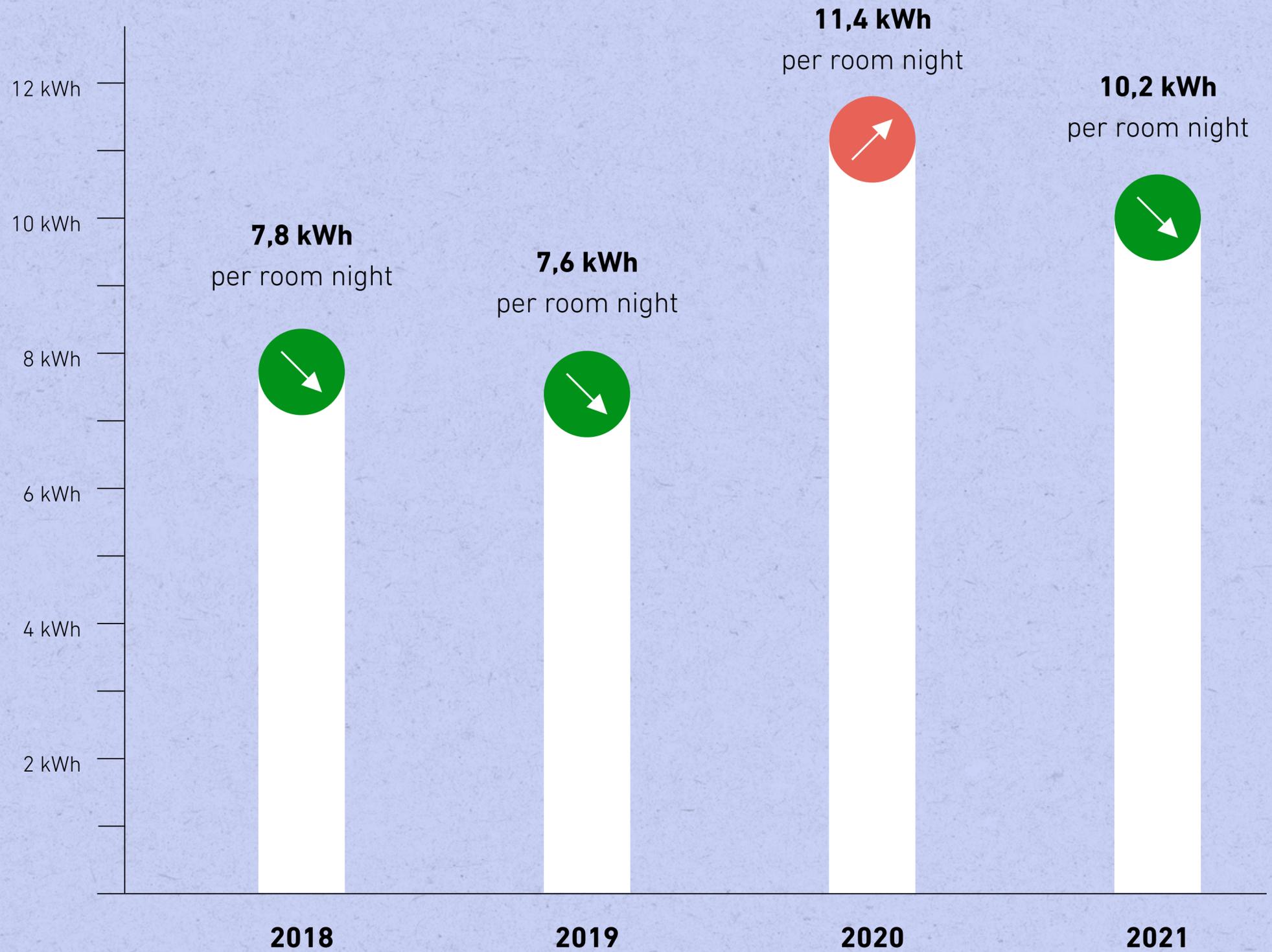
So now what?

Well, we have more hotels than the seven that this original target was intended for, so we want to start by including energy use of all hotels in our Impact Report as of this year. Furthermore, in FY21-22 we'll be calculating our Greenhouse Gas Emissions (GHG) footprint and committing to setting Science Based Targets (SBTs, scope 1, 2 and 3). As a result, we'll need to start implementing interventions that

will help us significantly reduce our emissions. This of course is closely related to our energy use, and following the confirmation of our SBTs we'll be introducing new energy reduction targets based on our pathways. More on this in next year's report.



The kilowatt (kWh) per room night for all our Dutch properties combined



Energy use 2019 – 2021 per hotel



TSH Amsterdam City

2019: 2197 mWh

2020: 2079 mWh

2021: 2065 mWh



TSH Amsterdam West

2019: 1308 mWh

2020: 1083 mWh

2021: 1202 mWh



TSH Rotterdam

2019: 1201 mWh

2020: 1069 mWh

2021: 1140 mWh



TSH Den Haag

2019: 539 mWh

2020: 590 mWh

2021: 605 mWh



TSH Groningen

2019: 949 mWh

2020: 841 mWh

2021: 851 mWh



TSH Maastricht

2019: 905 mWh

2020: 988 mWh

2021: 1068 mWh



TSH Eindhoven

2019: 1083 mWh

2020: 977 mWh

2021: 988 mWh



TSH Delft

2019: N/A
2020: 462 mWh
2021: 1121 mWh



TSH Berlin

2019: 470 mWh
2020: 917 mWh
2021: 906 mWh



TSH Dresden

2019: 919 mWh
2020: 528 mWh
2021: 320 mWh



TSH Vienna

2019: N/A
2020: 1252 mWh
2021: 1140 mWh



TSH Barcelona Marina

2019: 1068 mWh
2020: 723 mWh
2021: 750 mWh



TSH Barcelona Poble Sec

2019: 408 mWh
2020: 341 mWh
2021: 365 mWh



TSH Florence Lavagnini

2019: 2833 mWh
2020: 2237 mWh
2021: 2578 mWh



TSH Bologna

2019: N/A
2020: 643 mWh
2021: 2926 mWh

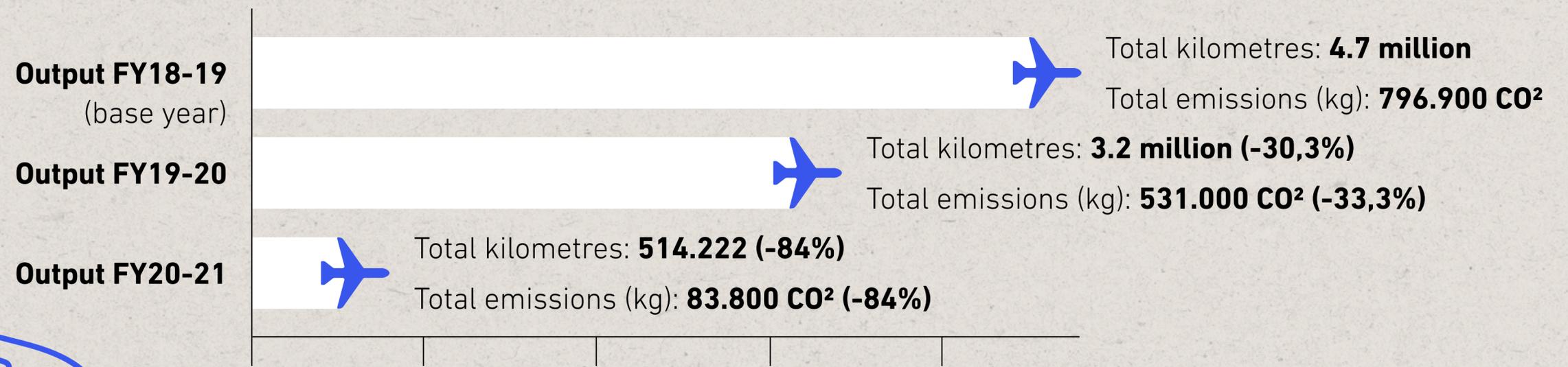
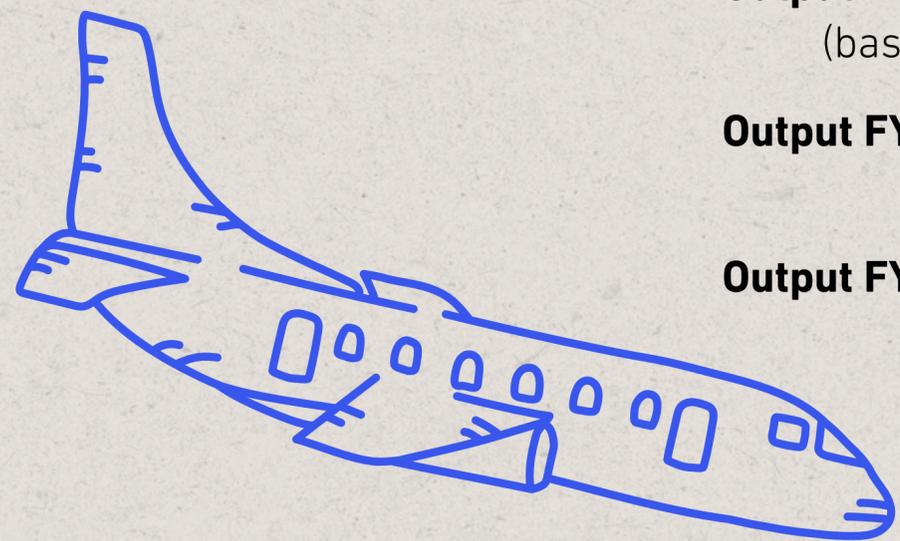
FLIGHT POLICY TARGET:

To reduce kilometres travelled by plane and emissions generated by 10% compared to output FY19-20

When the new year began, we were hopeful about a return to normal. The summer had looked good, people were travelling again and it seemed we were on our way up. Then fall came, and we quickly learned we were too optimistic. With another lockdown in place, travel was restricted yet again. Just like last year, this positively influenced our travel output with flights decreasing by 84%. While this far exceeds the 10% reduction we had set for the year, it is of course not an accurate reflection of our business operations and we should expect these numbers to rise once the world opens up again.

Considering that FY19-20 was a relatively representative year of our business operations, we feel it makes more sense to keep that year's output as a reference point for FY21-22 and as such, the target for the next year will be to reduce our emissions by 10% based on the FY19-20 output, and not this year's.

The good news is, we did still plant 10,000 trees as part of our WeForest partnership based on our FY18-19 numbers. This means that during the lifetime of the trees, they are expected to absorb more carbon than the emissions we generated!



SUSTAINABILITY SURVEY

Part of our plans for this year was to **check in with our student community** and learn more about their thoughts on sustainability in general, and at TSH.

As we've been working on several sustainability-related projects both on the front-end and back-end of our hotels, we wanted to better understand how these are perceived, how our students value sustainability during their stay with us versus when they are at home, and we wanted to find out who the students think is responsible for making the different interventions successful.

So what do you do when you want to hear from our community? You conduct a survey!

In May 2021, the survey was sent out to all our hotels and in total we received 244 responses. We asked 33 questions, ranging from sustainable behaviours at home and at TSH, to why students (don't) engage in sustainable behaviour, and to who should be responsible for working on sustainability at TSH. From the survey, we learned the following:

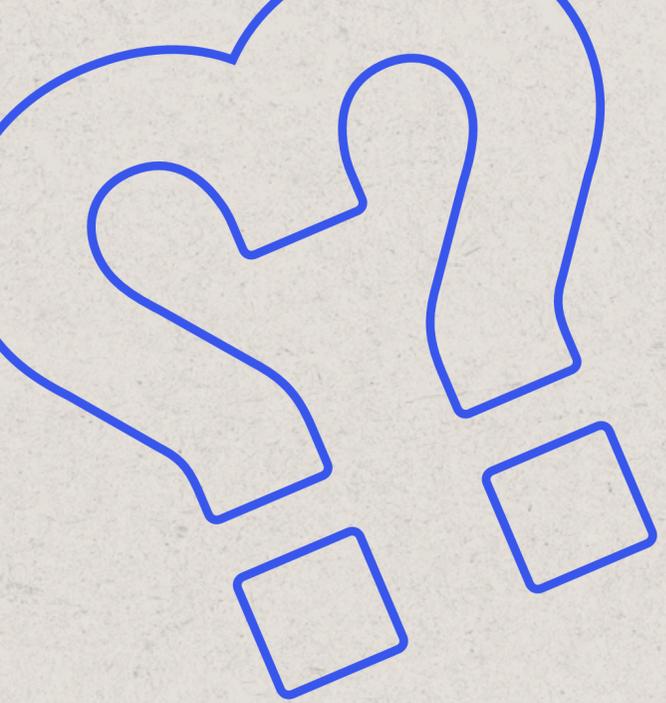
- On average, students rate sustainability at TSH with a 3.15 out of 5.
- The respondents at TSH Campus Barcelona Marina rated us the highest (3.9). They also feel very strongly about engaging in environ-

mentally-friendly behaviour, and that TSH and its community have a shared responsibility for making the hotels more sustainable.

- We received the lowest rating from our student community at TSH Rotterdam (2.3) and they also feel that TSH is more responsible for the sustainable practices at the hotel than the community.
- The students indicated that when it comes to waste management and using reusable water bottles, they act more sustainably in our hotels. However, when it comes to showering and energy management, students indicate they act more conscious when they're at home.

When it comes to waste management and using reusable water bottles, they (students) act more sustainably in our hotels





- Generally, they feel positive about behaving environmentally friendly as it makes them feel good and they see it as being the morally right thing to do.
- The majority of the students are open to the implementation of new sustainable practices in the hotel and some also provided suggestions for improvement such as more recycling options, inspiration in the communal kitchens for sustainable living, and energy efficiency measures.

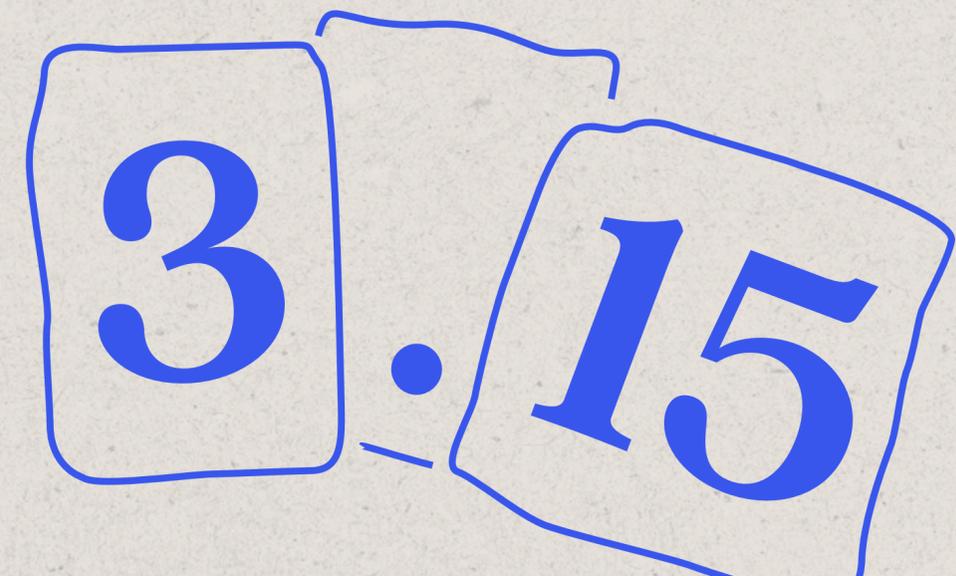
It's interesting to see that our student community values certain sustainable behaviours more when not at home than others. This can be influenced by local culture and legislation of course, but also we get the impression that it depends on what we as TSH focus on.

Looking at waste management for example, we are putting a lot of effort in promoting recycling, explaining the rules, monitoring the process etc. So it would make sense that this makes the students recycle more consciously. We all know we shouldn't be taking long show-

ers, but this is not very strictly monitored by our TSH teams. Because having someone stand next to you while you shower is a bit much of course.

Overall, we are pleased to see that our student community feels it's a shared responsibility of TSH and them to work on making our hotels as sustainable as possible because we feel the same! And with these insights we'll be able to target our future projects even better to ensure we focus on the right things, and the right stories.

On average, students rate sustainability at TSH with a 3.15 out of 5



BREEAM (IN-USE) TARGETS:

To get our new buildings to a Very Good certification at the minimum / to have our full portfolio BREEAM In-Use certified by 2030

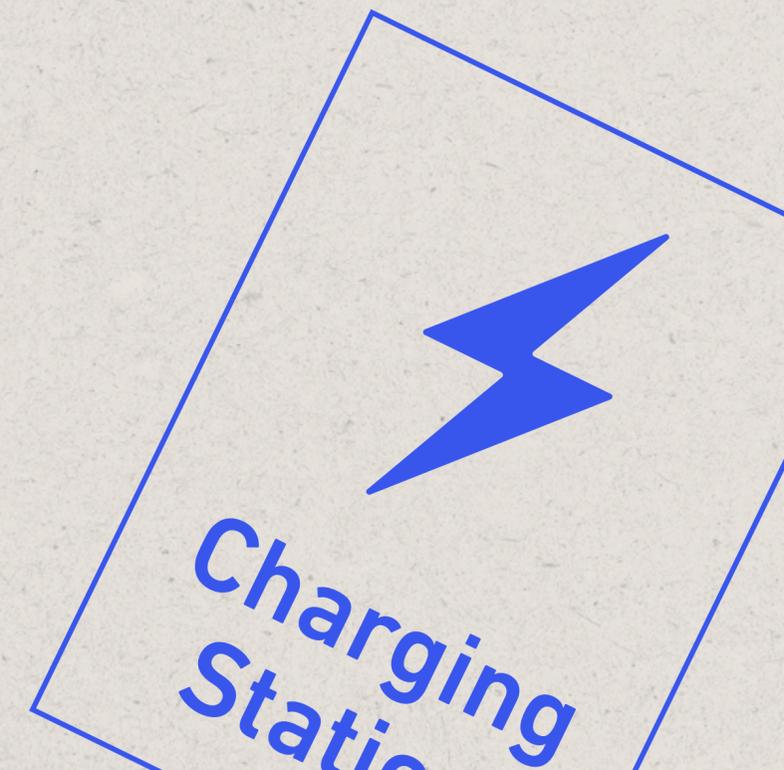
While we already worked on implementing sustainability measures into the first hotels we ever built, we didn't use BREEAM certification to benchmark our efforts at the time. As such, seven of our eight hotels in The Netherlands do not have a BREEAM New-Built certificate.

This year, we took on the challenge of getting them certified all at the same time. To get a bit technical, BREEAM certification is meant for buildings under construction. You start the certification process simultaneously with the construction process and once the building is finished you receive your rating. BREEAM In-Use certification on the other hand, is meant for buildings that are (you guessed it) already in use. The certification categories are the same as with BREEAM certification, but with In-Use certification you can benchmark your building on three parts: Asset, Management, and Use. The accreditation offers deep insights into the current state of our hotels, and further highlights targets and benchmarks to future-proof them.

We opted to go for certification on the Asset and Management levels and challenged ourselves to adhere to the same requirement as we have for BREEAM certification, meaning that we wanted to get a Very Good score.

Over the course of six months, we spent our time collecting data, photos, videos and documents about all our sustainability efforts in the hotels. And we are pleased to share that our hard work paid off!

See below an overview of the final scores we received.





Location	Asset Score	Management Score
TSH Amsterdam City	Very Good	Very Good
TSH Amsterdam West	Very Good	Very Good
TSH Amsterdam West – Railhouse	Excellent	Very Good
TSH Rotterdam	Very Good	Very Good
TSH The Hague	Very Good	Very Good
TSH Groningen	Very Good	Very Good
TSH Eindhoven	Very Good	Very Good
TSH Maastricht	Very Good	Very Good

So what's next?

Well, the objective of BREEAM In-Use is that building owners use the certification to continuously improve the sustainability of their properties. As such, TSH will need to recertify in three years.

We're currently working on an improvement plan based on the outcomes of this round of certifying. We will then start rolling out these improvements over the next few years to

ensure we're fully prepared for the next round and don't have to do everything last minute.

Furthermore, as part of our sustainability targets we will gradually start including our other hotels into the certification process as well so that by 2030 our full portfolio is BREEAM In-Use certified.

For more information check out the [website](#) of the Dutch Green Building Council.

GRESB TARGET:

To increase our GRESB score on a yearly basis

Oh, were we eager to improve our GRESB scores this year! Two stars are nice and all, but we want more. So, the objective for the 2021 report was to end up somewhere in the seventies which would then translate into three stars.

Following an extensive analysis of our previous reports to scout for opportunities, we spent the past year working on improving our ESG policies and/or introducing some new ones.

These include:

- Introducing an Environmental Management System (EMS) based on ISO 14001 standards to create a project management cycle for our sustainability projects.
- Launching a company-wide Self ID survey to track how diverse and inclusive we are as TSH (more on that on page 32)
- Getting our utilities data externally verified for transparency.

And you know what? It worked!

We improved both our scores for our standing assets and our assets under development.



Standing assets

(from 67 points to 75)



Assets under development

(from 63 to 86)

As you can imagine, we're very pleased with this improvement and eager to continue on this path. Let's see if we can get 4 stars all around next year.

We

CONNECT ct



Checking in with Charlie

At the start of this fiscal year, we made some changes to our organisational structure. One of them entailed moving our Sustainability & Impact department to the CEO's office. This means that Amber now reports directly to Charlie.

She decided to check in with Charlie and hear how he's experienced his first year working on sustainability.





Amber: Hi Charlie, let's start with a bit of association. What's the first thing that comes to mind when you hear the word sustainability?

Charlie: I associate the word sustainability with something that is there for the long term. Something that will really be used in the way that it wants to be used, continually, without losing any of its effect. So really looking not to compromise on quality but to make sure it's a sustainable, usable product.

A: And what does sustainability mean to TSH?

C: I think we have a number of things. One, we have to build buildings that are sustainable. At the same time their interiors have to be adaptable to keep up with the taste of the new generation and the changes that are going on, thereby enabling them to be used properly. And then how we operate the buildings as well, focusing on interventions that will change our processes and supply chain for the better. And, I think we want to be able to say that we are leading by example to our guests.

A: Yes, and that we're still here in 100 years.

C: Exactly, and that you're a profitable, successful business as well. That's also a sustainable element that is really important to highlight.

A: How do you feel we did in the past year? Any highlights of the Sustainability & Impact department that come to mind?

C: Yes. The highlight is you and me working together, and being able to really give Sustainability & Impact some power and legs. And realising that as a CEO, I have some authority that can do some good, which is nice. Flex our muscles in that way!

I think that's really made a difference, the direct connection between you and I has really helped, and given sustainability a real status of importance within the company. I think we've been able to accelerate our efforts and cut through some red tape when needed, and I'm excited about that. And everything that we're still going to do in the coming years.

A: I agree, it's great to see sustainability taking flight within TSH (no pun intended). Now, we often hear that sustainability may not match with a company's growth plans or financial growth. How does TSH deal with this? How do you feel that we balance sustainable values with our growth plans?

C: Personally, I think that that question has already passed us. I think when we started the business 10 years ago, that was true.

But now, buildings that are in their top category in sustainability - i.e. the environmental topics in ESG - are selling for the highest prices, and are the most desirable for investors. I think that we're also seeing a trend that the social and governmental topics are going to become as much as, or even more important than the environmental topics.

And we have a few of the world's largest institutional investors leading by example trying to hunt those companies down. They will eventually be willing to pay a premium for those organisations.

As such, I believe sustainability now is fundamental to your business plan if you want to achieve longevity, but also a decent valuation at the end. Because your next investor will for sure come in and say: "Hey this is not green enough, or not sustainable enough", and take that into consideration.

The same goes for TSH. That is why we have already been working on the business case of sustainability for some time, to show that it can and should be an integral part of your business plans. And next year we're going to take that to the next level by introducing a weighing matrix into our decision-making process, to make the process even better and more serious, and consider all areas of ESG when making decisions.

A: And what about the TSH community? What role do you feel that the TSH community plays in realising our sustainability ambitions? Do they even play a role?

C: They do play a role, but I don't think they always play a big enough role.





“... the direct connection between Amber and I has really helped, and given sustainability a real status of importance within the company”

I have to admit, this is one of the more difficult points and maybe also, one of the more disappointing ones.

Look, we have a generation staying with us that is more led by sustainability dreams than any other generation before, but that also feels it's up to the previous generations to clean up the mess they themselves made.

This is understandable of course, but can make it challenging for us to then get them interested in supporting our sustainability efforts. I think it's a bit of a mismatch between what we see as an aspirational choice and what we see happening in practice.

At the same time, I feel that we as The Student Hotel have an opportunity to support our guests in navigating these new responsibilities. So we

If everybody was a Bojan, an Amanda or a Greta, then life would be very easy!

can take that one on the chin and find ways to make it easier for them to be able to learn how to be sustainable, and then we need to really show them the impact of that, of those actions. That they really start to see that it's worthwhile what they're doing.

A: But you are hopeful right? You do also still believe that you have the next Amanda Gorman, Bojan Slat, or Greta Thunberg staying with us?

C: We have for sure. For sure. But if everybody was a Bojan, an Amanda or a Greta, then life would be very easy!

And I feel that if we can show our community why it's important that they recycle, why they have to take an extra bin from the seventh floor downstairs twice a week, that's where we can make a difference.

I also think we can make things easier. When people are checking out, we should be able to make a huge neighbourhood event from those students checking out and making sure their items get a second life, by yard sales or giving them away to a local charity for example.

There's a number of things we can do much better, and that would be a win-win for everybody. And by doing so, we hopefully inspire this generation to be more excited about sustainability.

A: What are you most excited about for the future? Any sustainable milestones that are high up on your list?

C: We've seen a big trend in the last couple of years towards improving buildings and we welcome this, it's great. And we see that it's easier to get support from our investors on this than it was 10 years ago.

In fact, we see our investors pushing us on becoming more sustainable, and we welcome and embrace it and see that as a very positive thing across the whole sector.

Personally, I'd love to bring the social and governmental topics more to the front. We are already doing a lot on the social side and I think we can take that to the next level, meaning we would just focus on making our community stronger and better and more sustainable, in the longevity meaning of the word.

We also know that some select investors have started to focus on the social and governmental topics, and I believe this will be the next big thing. And with the increased focus on ESG as a whole, I feel that as a community-focused company we're able to show our purpose-driven brand and embrace that trend growing forward. By doing so, I'm excited about becoming a true hub for the future changemakers.

Diversity & Inclusion



In 2020 we introduced the Diversity & Inclusion (D&I) Board: a group of knowledgeable and engaged employees eager to work on creating a more inclusive work and hotel environment for our staff and our community.

The objectives of the board are to:

- Increase awareness on a variety of topics related to D&I. Think of unconscious bias, microaggressions, inclusive hiring practices and equity for example;
- Facilitate learning and engagement on these topics through workshops, events and other types of content;
- Implement measures that will contribute to a more diverse and inclusive organisation;
- Benchmark, evaluate and review the state of the company and of our community.

Before we could think about measures and improvements, we first had to assess where The Student Hotel stands. How diverse are we? How do our employees look at D&I within the company? Is this something they feel we need

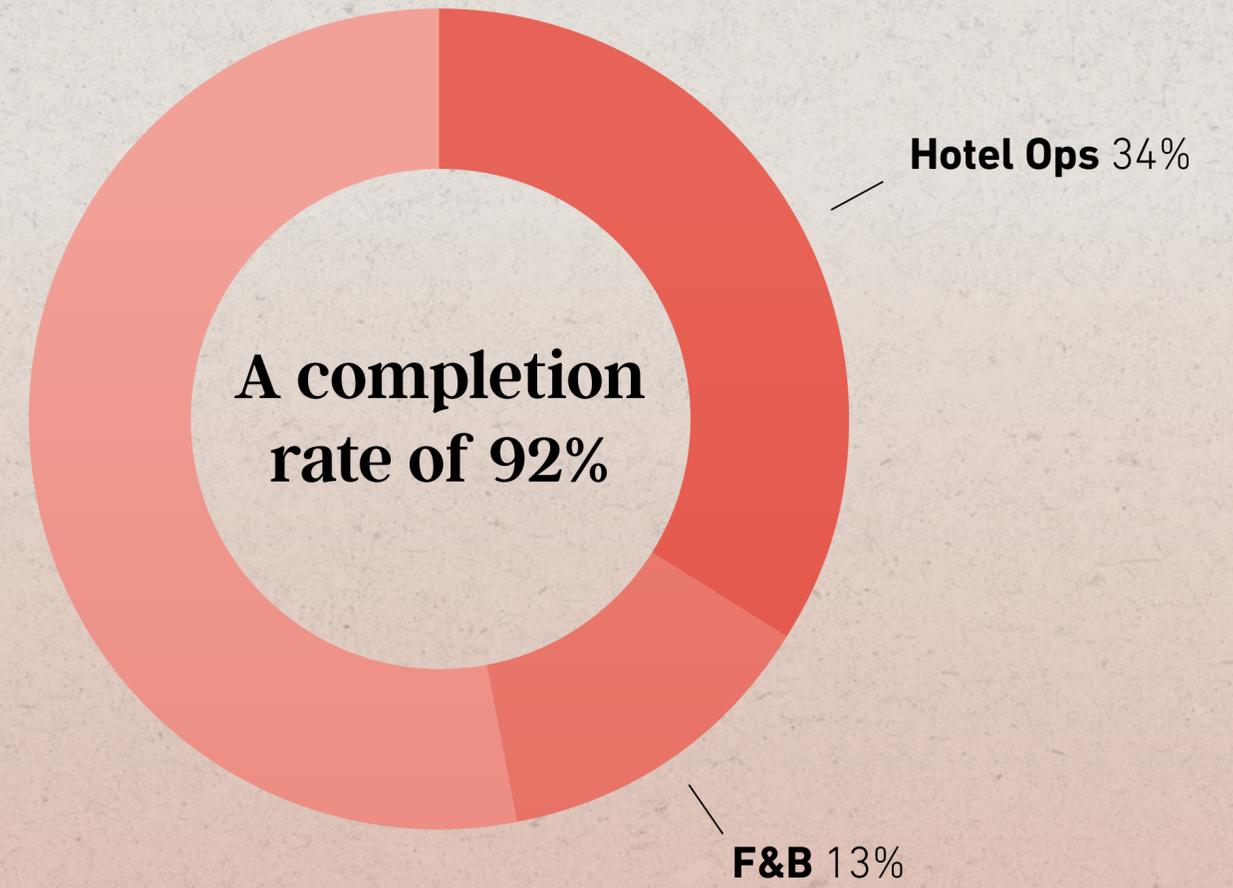
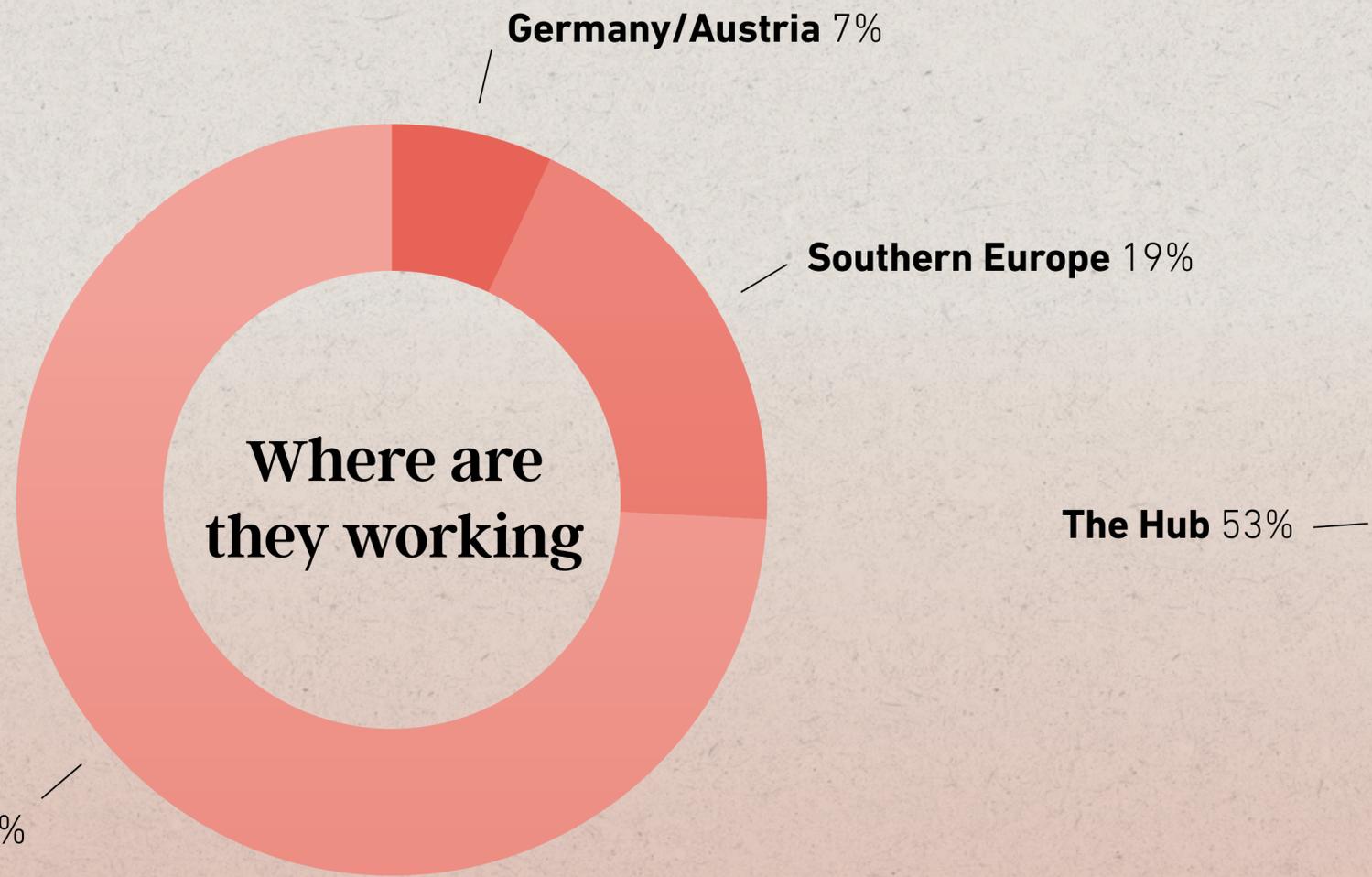
to work on more or are they happy with the current status?

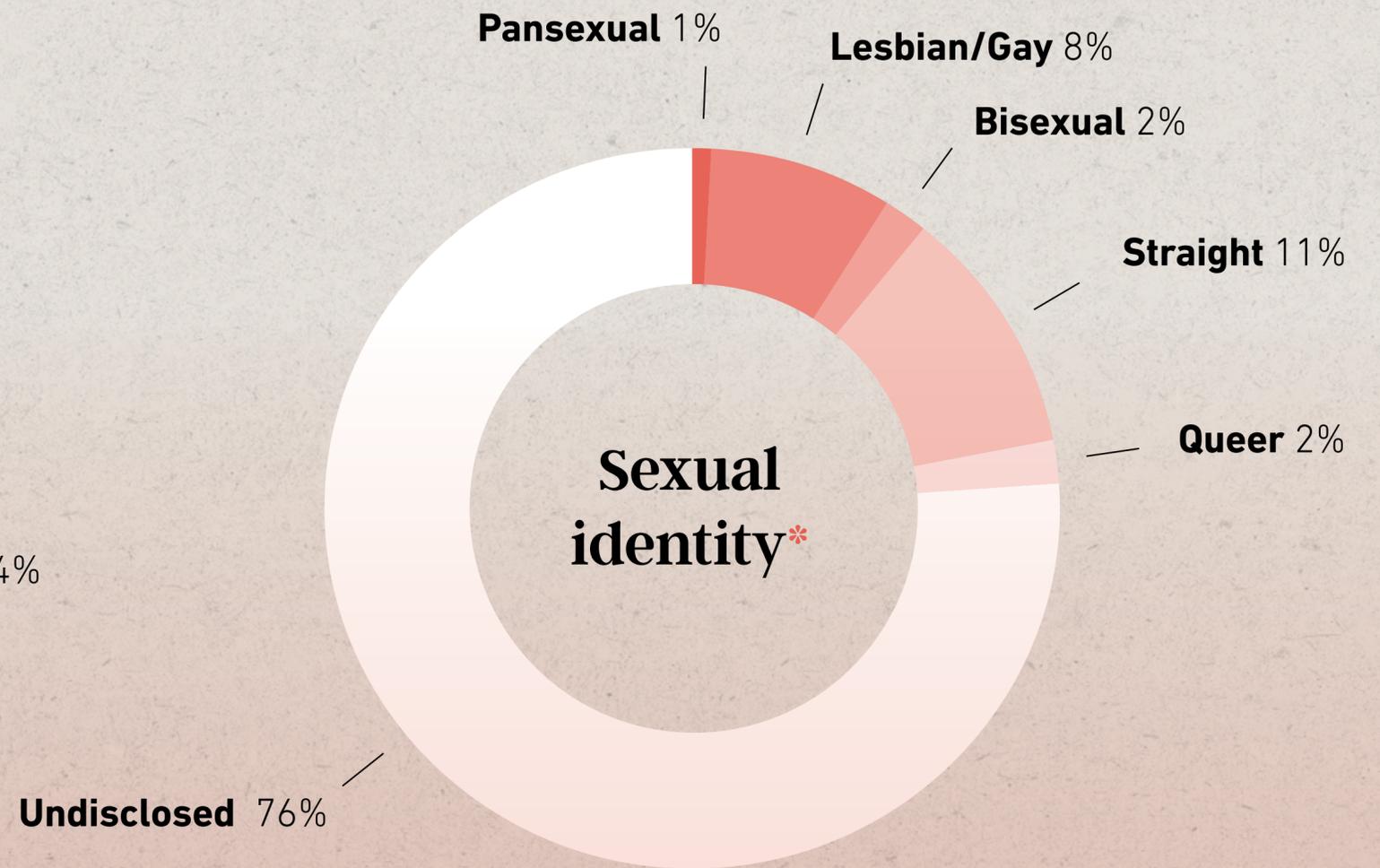
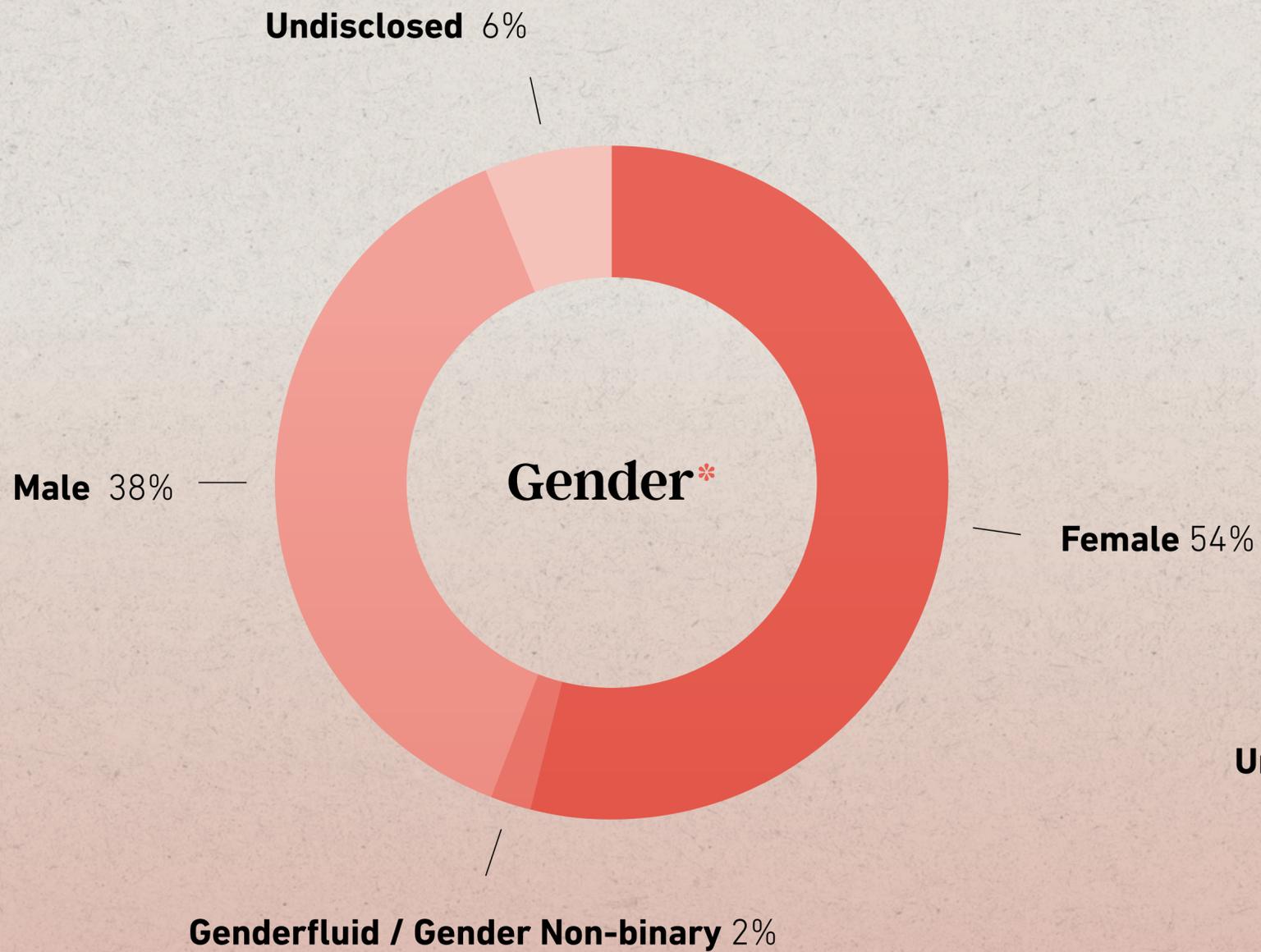
To answer these questions, we started off with a Self ID survey for all employees with which we could benchmark ourselves.

Self ID Survey:

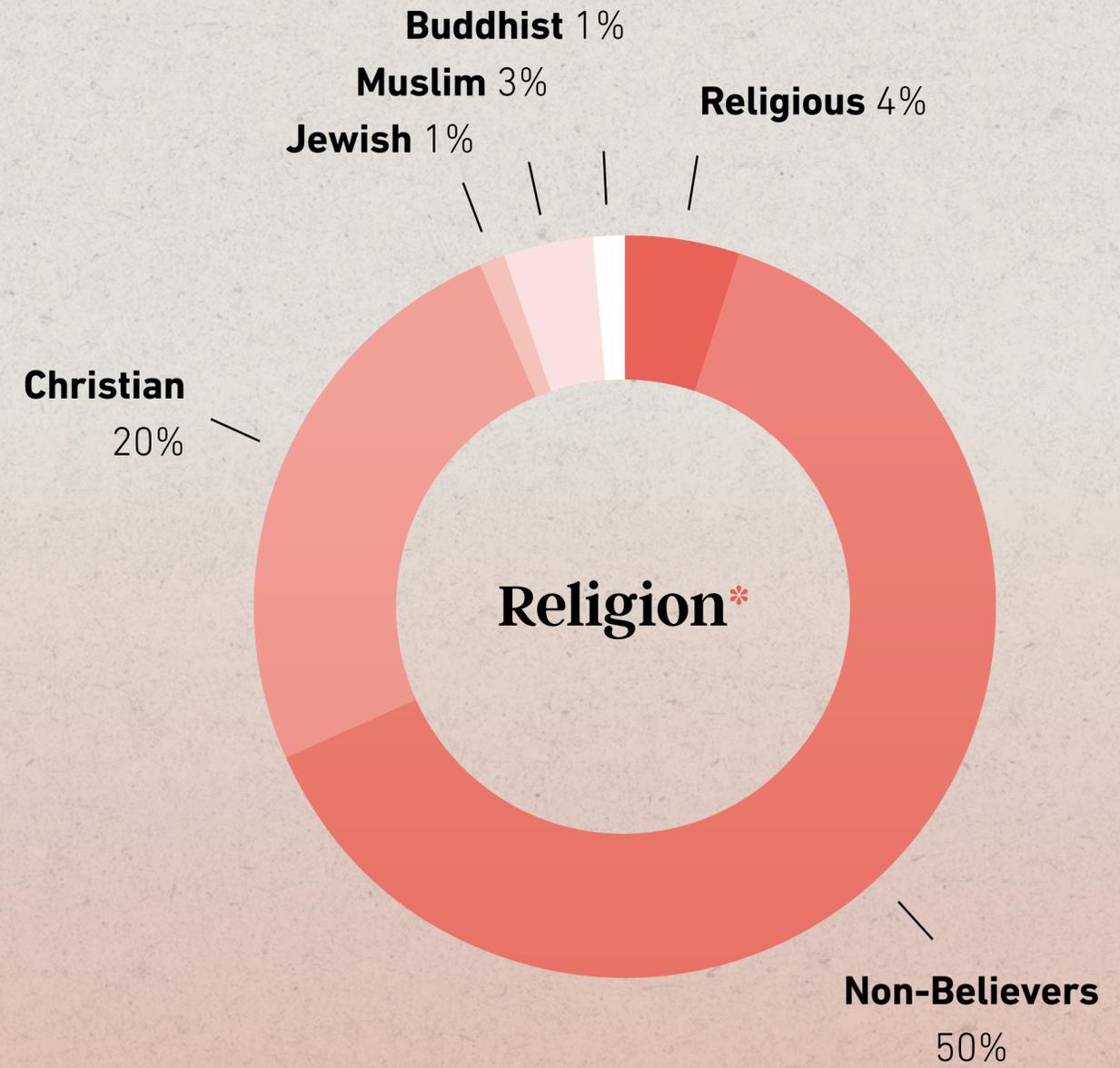
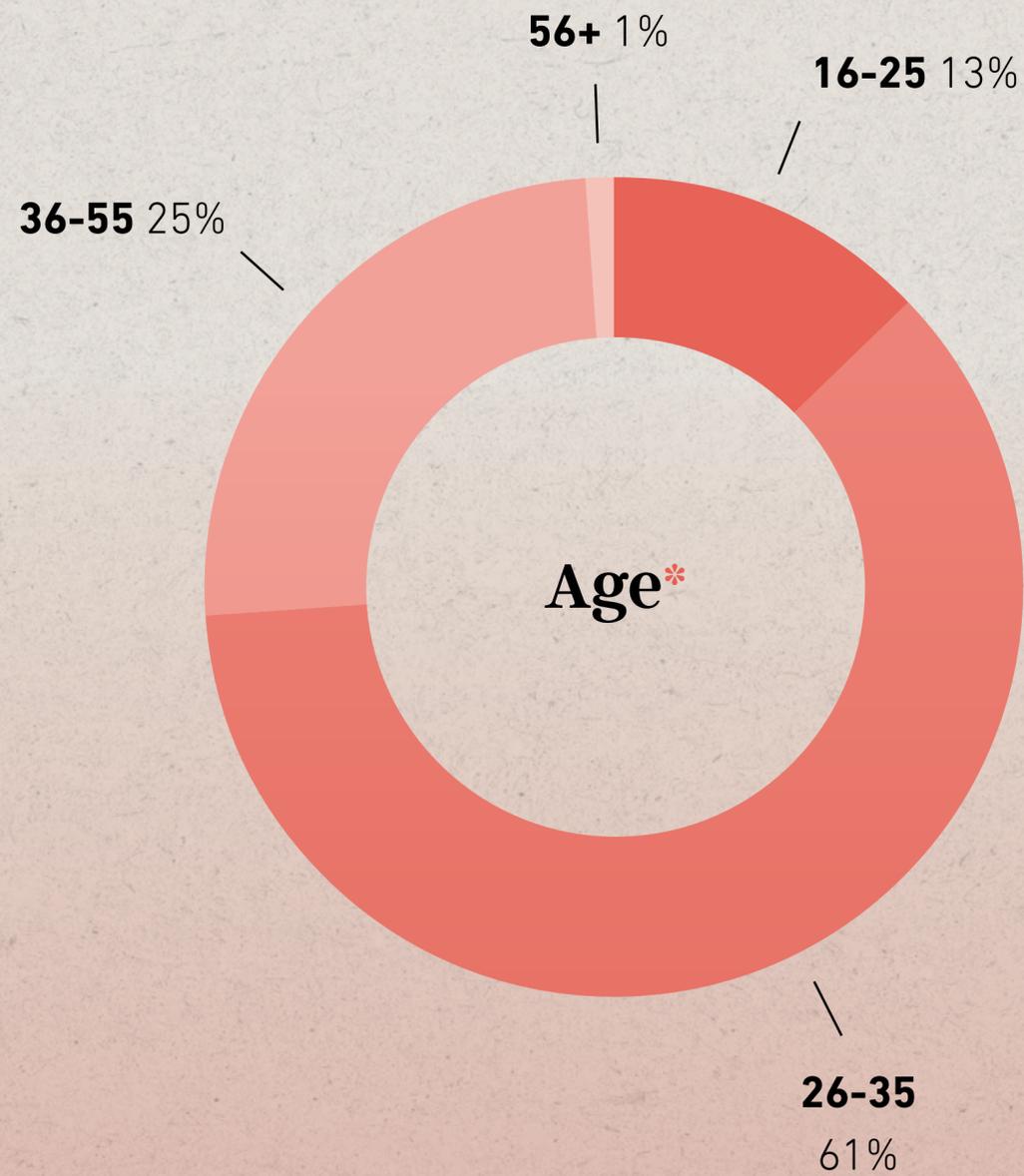
- 467 TSH employees received the survey, **222 completed it (52%)**.
- On average, employees rated the importance of D&I with an **8.2 out of 10** (with 1 being not at all important and 10 extremely important)



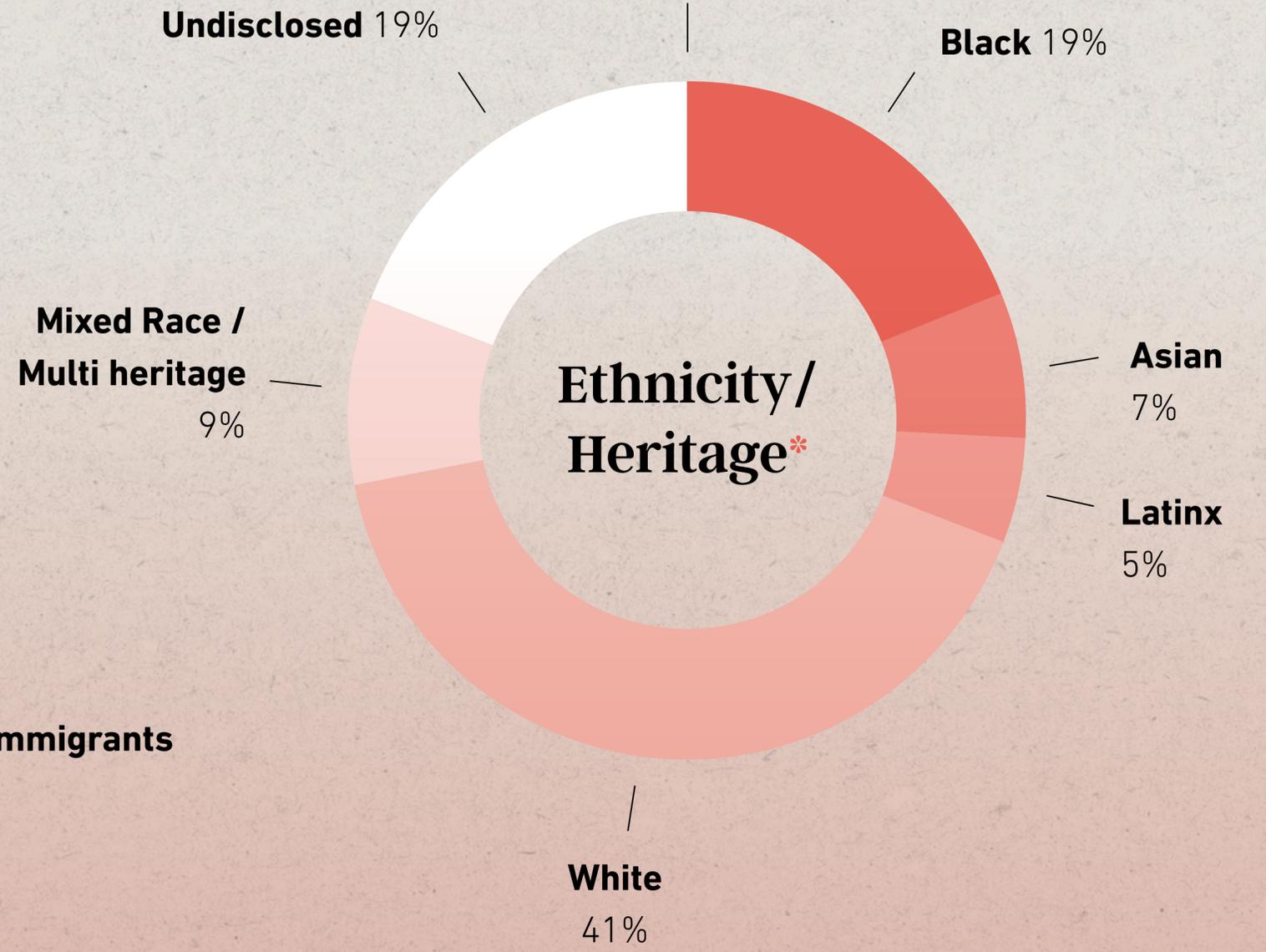
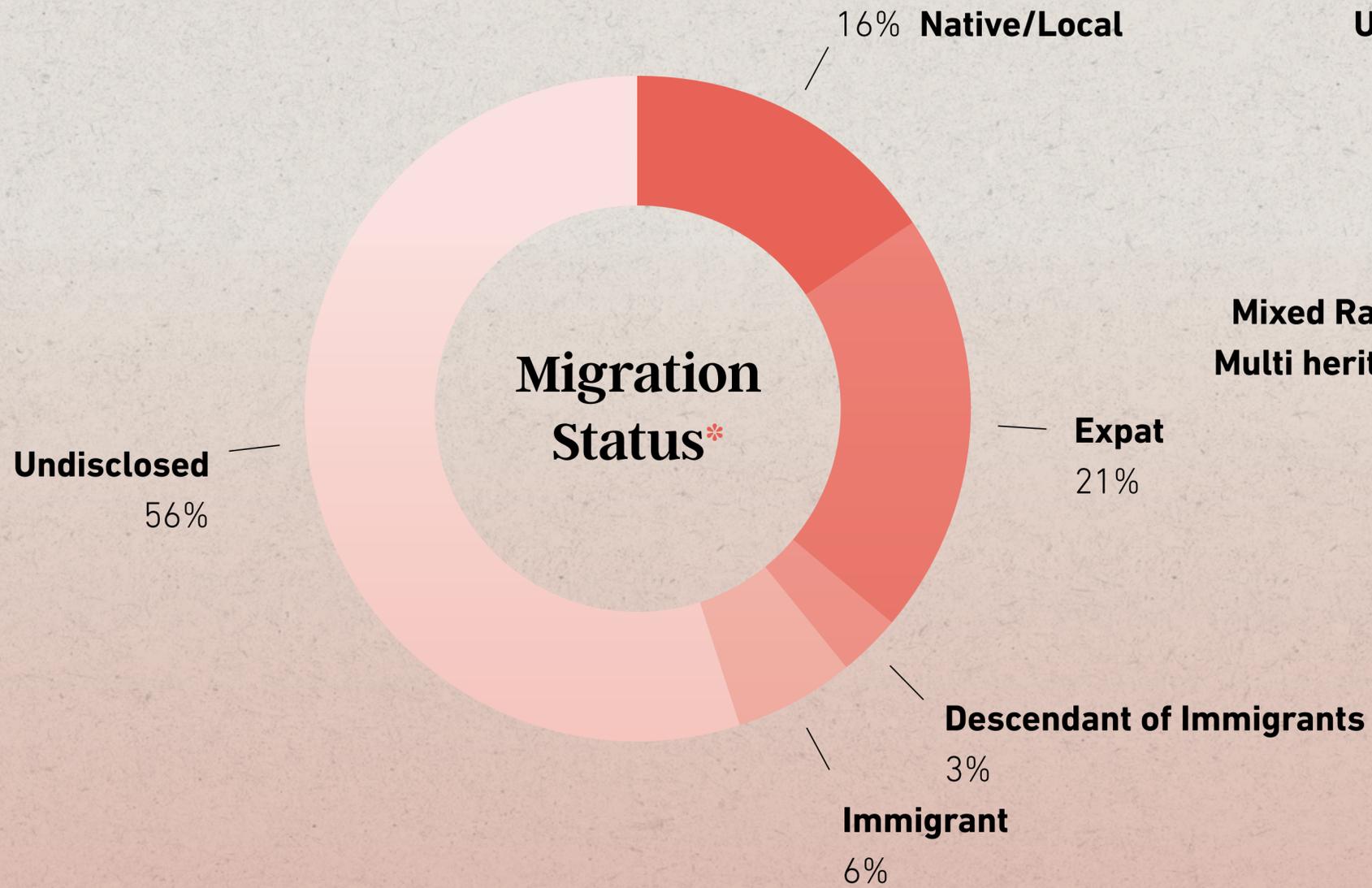




*within TSH



*within TSH



*within TSH



The output of the survey proved to be very interesting. Based on the employees who completed the survey, we have one group who feels we're doing quite well already while another group feels we should be doing a lot more.

Some of the insights generated from the survey include:

- The respondents have **different definitions of diversity**, and generally tend to focus more on the explicit traits (nationality, ethnicity, sexual orientation) as opposed to character traits such as being in- or extraverted for example;
- Some of the respondents tend to **equate diversity with tokenism**, i.e. hiring someone as a symbolic gesture or to prevent criticism as opposed to for their unique skill set;
- **Many of the respondents seem unaware of how** (unconscious) **bias and privilege influence who we hire** and **how we build our teams**.

Based on the output of the Self ID survey, the D&I Board worked on its first plans to increase

awareness about the importance of D&I and the basic terminology and concepts that influence D&I at a company.

To do so, the D&I Board first enlisted the help of Trickle, a company that works on creating more diverse and inclusive work environments through amongst others D&I training.

During TSH's Employee Winter Festival in January 2021, Trickle hosted three sessions for our employees. The sessions were voluntary and had a maximum capacity, as such we asked employees to sign up.

We were pleased to see employees are very interested in the topic and eager to join the sessions. So much so, that the sessions were full in no time, and we actually had to put people on a waiting list.

The sessions served as an introduction to D&I. We discussed the definitions of some of the most known terminologies related to diversity and inclusion, learned about unconscious bias and discussed real-life cases to understand how to act in such instances.



“I think we all want to be better human beings and teaching us the differences and struggles of different groups of people is such an eye-opener.”



Following the success of these introductory sessions, the D&I Board decided to develop an additional workshop that could be rolled out across the organisation. This became the so-called ‘Pledge workshop’: an interactive session during which a group deep dives into the aforementioned topics, learns more about what it means to be an inclusive team, and develops their own pledge through which they commit to a number of actions and behaviours that will contribute to a more inclusive team.

All teams of the headquarters have gone through the Pledge Workshop, and next year the hotel teams will follow suit.

The next step for the D&I Board is to think about what comes after. In the coming year, they will work on ensuring D&I stays present within the company and teams are encouraged to take it to the next level. What this entails is still a work in progress, but more on that will follow.



ONE OF THE PLEDGES
MADE DURING THE
D&I WORKSHOP



The TSH Community Team promises to:

- **Create a diverse programme.** At all our events and activities we will ensure we have a diverse group of guests and discuss a wide array of topics, not shying away from those that could be considered controversial;
- **Use our platform to raise awareness for societal issues** such as – but not limited to – institutional racism, discrimination, gender inequality, and inclusivity;
- **Hear all voices from the community** by not just talking about them, but with them. We will offer everyone a seat at the table;
- **Develop a space where everyone feels welcome.** This can be a literal, physical space

that is accessible to all, as well as metaphorical space in which people can be their true, authentic selves;

- **Not engage in any form of stereotyping** and respect all cultures;
- **Stay critical and regularly evaluate ourselves,** and we encourage everyone to speak up if they feel we are not keeping our promise;
- **Structurally work on all these points,** thereby contributing to a more equal, just and inclusive world.



Introducing TSH Unravels

As TSH, we believe that education and celebration are the building blocks for our community to connect with and understand each other. We live for our community, want everyone to feel welcome, and we want to make an impact by creating a better world.

But how can we do that? What is the best way to act and how can we best educate ourselves to strive for this better world? We care and want to take a stand, but we still need to learn,

and we will always keep learning. We believe that we need to feed our community with knowledge and education to teach ourselves the best way to make a change.

One of the small gestures we can do is to use our platform to create a stage.

That's where TSH Unravels comes in: the podcast in which we unravel society, one topic at a time. Every episode, we invite experts and speakers to sit down with us and first help us understand the topic at hand by diving into the history, facts & figures. This is then followed by a discussion on what TSH and its community can do to create change for the better. What books can be read, what organisations can be joined, what simple steps can you take to be part of the collective action?

The goal is to inspire each other, educate ourselves and unravel topics, which in turn should give us the tools and knowledge to contribute to a fairer and greener world.

This year, we published the first four episodes, unravelling representation, feminism, circular business, and Pride. You can check them out [here](#).

UNRAVELS
CRISIS UNRAVELS
MENTAL HEALTH REPRESENTATION
CIRCULAR BUSINESS
PRIDE FEMINISM
EQUAL RIGHTS

Tech4Good Conference

In the last decade, technology has had a profound impact on the world around us. From the world economy to our social lives, and affecting the most disparate aspects of our private lives and society: from health care to the labour market to education.



Together with our partner Codam, we wanted to explore the role that technology has in today's world, whether it's time to question some of the trends and innovations that are transforming our everyday lives, and how it can best be used to serve more impact, entrepreneurship and education for the better. During the Tech4Good Conference we aimed to answer some of these questions.

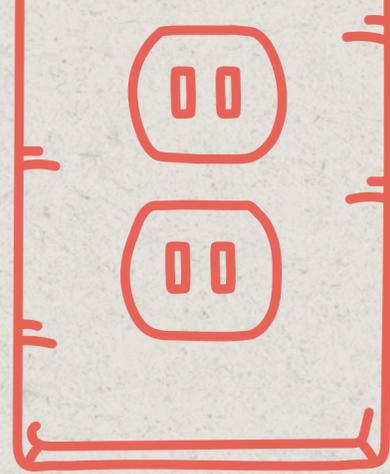
The conference started off with a hackathon for Codam and TSH students, as well as students from the #42Network. They were challenged to work on a business case from Energiesprong, an organisation that works on creating net-zero energy homes and is looking for a way to break down the refurbishment of homes into easy steps.

The five teams competed for a weekend get-away, but we must say that the outcome was even greater! Energiesprong was so impressed with the solution provided by the winning team, that they have been invited to continue to work on this solution and see if it can actually be turned into a viable tool.

On the second day of the conference, we brought together a number of keynote speakers, educators and entrepreneurs to discuss how technology influences our daily lives. It's now possible to use space technology to solve burning challenges on Earth for example.

Meanwhile, educational institutions are working on finding the right synergy between digital development and life-skill development. And while technology may have brought many positive developments, 'machine bias' can lead to design flaws negatively affecting communities.

These topics and more created a full and interactive programme, and it was great to bring our partners, students, educators and other people from our communities together. All the sessions have been recorded, so if you'd like to know more about the programme and the panel topics check out [the playlist](#).



Hotel Stories



ALL DUTCH HOTELS

Too Good to Go Food Waste Campaign

In June 2021, our partner Too Good to Go launched their global food waste awareness campaign. Their goal was to create beautiful posters nudging behaviour in the kitchen, reminding people to waste less food.

The posters were created with fourteen international artists and were displayed in all our Dutch hotels during the campaign. Through

QR codes on the note cards, guests could learn more about the posters and purchase them. By purchasing one (or more) posters, they didn't only receive a beautiful piece of artwork for their homes but guests also supported the World Food Programme initiative [ShareTheMeal](#).

TSH MAASTRICHT

Mental Health Week

During Mental Health Week, TSH Maastricht organised several activities focussed on mental and physical health. Not only creating awareness around the topic, but also to provide support on how to maintain a healthy lifestyle. They organised daily lunch walks with healthy meals to let people ease their mind during the day, yoga and bootcamp classes, and a swim in the Maas river. They also offered meditation and therapy sessions with our partner Open Up, and had Pierre - an emotional support dog, come by the hotel to visit the students.





TSH AMSTERDAM CITY

Pride Hotel

In August 2021, the Pride Foundation celebrated 25 years of Pride Amsterdam. For this joyous occasion, TSH Amsterdam City had the honour of being named the Pride Hotel. This meant that during the 9 days of Pride Amsterdam, the hotel became the homebase for the organisation. Unfortunately, the Pride Foundation couldn't go all out due to the pandemic. But even in a light version, the city and our hotel were filled with celebrations. We enjoyed seeing so many people come to the hotel for a variety of events that were hosted, to visit the Celebrating Diversity photo exhibition in our lounge, join some of the panel talks and documentary showings, or to just meet with friends.

In 2022, the Pride Foundation is planning to celebrate Pride Amsterdam as usual and we are proud to share that TSH Amsterdam City will open its doors as the Pride Hotel again!





TSH CAMPUS BARCELONA MARINA

Summer School

During summer school, the TSH team in Barcelona hosted a summer language school with intense classes of Spanish in the morning and all kinds of activities in the afternoon like paddle surfing, a city walking tour and a welcome dinner to have some traditional tapas. The team found it very rewarding to see a group of international students connect and befriend each other in such a short amount of time because of the intensity of this experience.

TSH ROTTERDAM

World Cleanup Day

In September 2020, the TSH Rotterdam team took part in the annual World Cleanup Day. Armed with the cleaning tools supplied by the Rotterdam municipality, the hotel staff together with some awesome new students, took on the responsibility of cleaning the neighbourhood. They took their work seriously and left no stone unturned. It was surprising to see how much trash you can find if you look closely!



TSH BERLIN

Programming & Coding Courses

TSH Berlin teamed up with our local partner PxP Embassy to host coding and programming courses for 40 kids from refugee and immigration backgrounds. The team hosted a course every second Sunday until the middle of December 2020. This is a product of regular work for kids in conjunction with PxP and following on from this we teamed up with them to host and co-curate a creativity course that started in October 2020-December 2020 called PxP: Mind.

We **INSPIRE**



Innovation Lighthouse



You may remember that we had started to set up the Sustainable Stays living lab with Innovation Lighthouse in early 2020: a collection of technological and behavioural interventions in hotel rooms in TSH Amsterdam City, put in place to see whether it was possible to positively impact guest awareness and behaviour.

Over the course of 12 months, Innovation Lighthouse put real hotel guests in their living lab to see how they behaved when nudged towards a sustainable direction instead of a typical hotel stay. From May 2020 to April 2021, they hosted over a hundred guests in the three test rooms at the hotel.

After closing the project in April, they were able to get some interesting results. Despite having a smaller sample size of guests than expected – due to covid-19 – they were still able to get plenty of water and energy data.

Here are their 3 most interesting insights:

- **Showers:** They tested a single written nudge in the bathroom by using a sticker saying: 'By taking shorter and colder showers, you can prevent dry skin, save energy and save water.' The sticker only cost a few euros to produce, but saved 16% of water and 13.43 kWh of energy per room. This shows that a small investment can already provide big savings!
- **Towel rehang:** In the inspiration room with a simple message 'feel free to rehang your

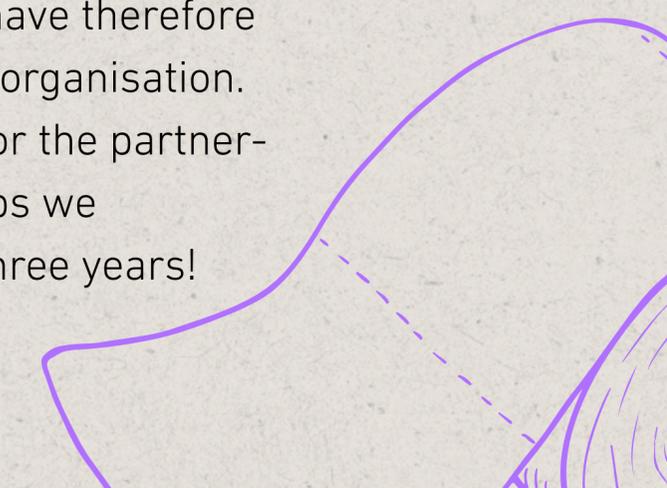


towel here' with an extra hook next to the wardrobe saw 67% of guests hang up their towel to be reused from July to September 2020 based on data collection from TSH housekeeping.

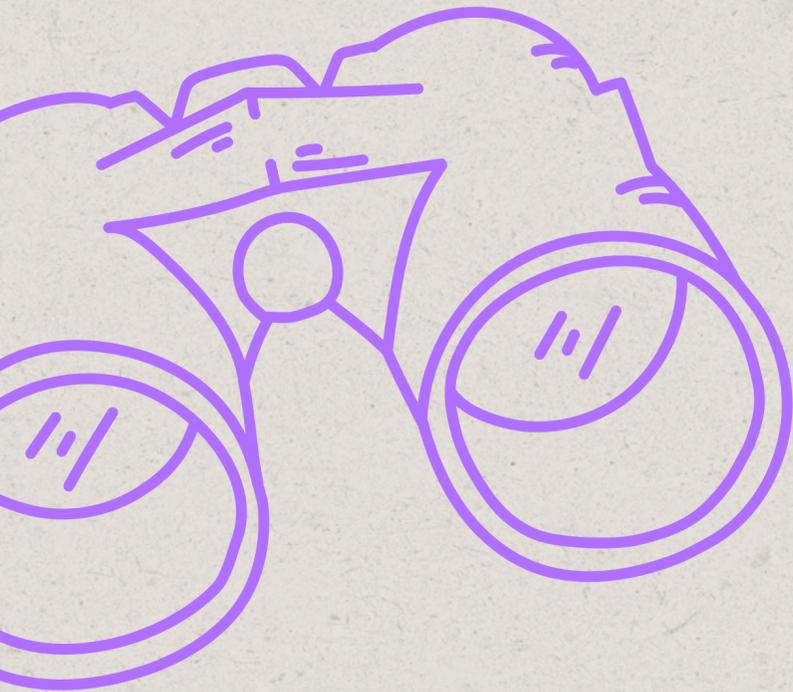
- **Toilet flush:** There were nudges on the 3L & 6L toilet flush buttons in one of the rooms - raising awareness of the difference in water use between the buttons. This resulted in 3L saved per day in the behavioural room when comparing it to the control room with the use of just two simple stickers. In a hotel with 100 rooms, this could amount up to 300 litres a day or ~88.000 litres per year (at 80% occupancy).

We were pleased to see the outcomes of this living lab and will use them to further shape our water and energy management strategies.

Unfortunately, this living lab also turned out to be Innovation Lighthouse's last one. In the challenging times of the covid-19 pandemic, the team had to conclude that Innovation Lighthouse as a collaboration platform may not be the most effective agent of change. They have therefore decided to wrap up the organisation. Thank you very much for the partnership and great living labs we developed in the past three years!



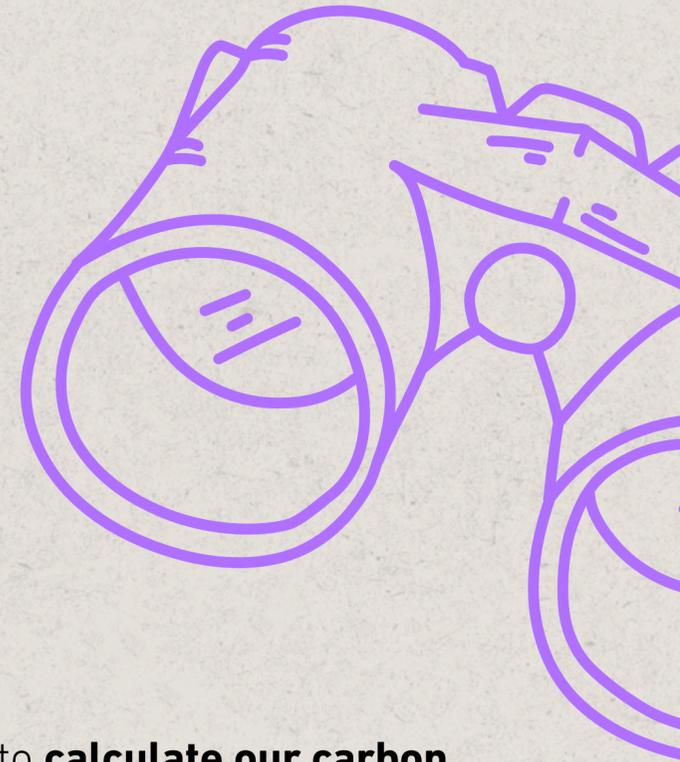
On to next year



And with that, we've come to the end of another Impact Report. It's been great to once again collect all the stories and show you our progress.

But as you can imagine, we are eager to keep moving. Especially considering we haven't had the full experience for the past two years.

At the time of writing, it seems like we can start thinking about normal life again (for real this time!) and we have by now managed to get started on some of the big projects we spoke of in the previous report.



We're well on our way to **calculate our carbon footprint** and officially **commit to the Science Based Targets initiative**. We're looking into optimising our data collection process and bringing in some more structure. We're redesigning our Supplier Code of Conduct to make sure we also **create a more sustainable supply chain**. And as Charlie mentioned, we are putting even **more focus on our societal engagement**, both in our programming for our community and our daily business.

More on that next year.

THE STUDENT HOTEL

Impact Report, Financial Year 2020-21