

# Walking the talk

## Impact Report



**FY22-23**

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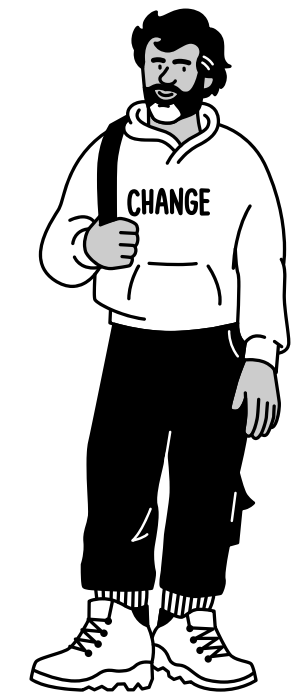
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# Introduction

**Welcome to the  
latest chapter of  
our impact journey**



# Foreword by Charlie



Another year, another exciting Impact Report! It's certainly been an eventful 12 months here at The Social Hub and I couldn't be prouder of the incredible progress our Sustainability & Impact team has made.

Covering FY22-23, this report sets out everything we've proudly achieved and, importantly, everything we didn't. It's all part of our mission and journey, and I hope you enjoy reading it as much as I have.

Some standout moments include kick-starting our B Corp application, setting some brilliant social initiatives in motion and introducing an innovative wind and solar solution for our Eindhoven property.

## **Movement on the Ground**

Alongside my role as CEO at The Social Hub, I've also been actively working with the NGO I founded, Movement on the Ground (MOTG). This year, I travelled to Türkiye to offer support to those impacted by the devastating earthquake in February 2023.

As volunteers, we witnessed the immediate devastation and displacement of people first hand; something we also saw when travelling to Syria, a country equally impacted by natural disaster and the effects of an ongoing war.

In Syria, there are more than five million people trapped in dire living conditions – the worst I've ever seen. So, we teamed up with a local agency and a Dutch hospital builder to launch a fundraiser, securing nearly €2 million in less than eight weeks to build a Hospitainer pop-up hospital.

As one of my proudest achievements of the year, I'm happy to say this is now up and running in northwest Syria, offering essential healthcare to thousands of people every day.

Of course, MOTG continues to be a strong social impact partner for The Social Hub. This year our employees visited refugee camps in Greece to support the 'Camp to Campus' philosophy and donated hundreds of volunteer hours to the NGO.

## Rebranding to The Social Hub

In other big news, we rebranded to The Social Hub – firmly placing ‘social’ at the centre of our identity. Personally, it was one of the biggest, boldest moves of my entrepreneurial career, but I love that our name now represents exactly what we stand for, who we serve and what we believe in.

Being social has always been at our core. We’ve always built communities, brought people together and created shared experiences. And this year was bigger than ever. We hosted more than 4,000 events across our hubs, including collaborative partnerships with Pride in Amsterdam and Madrid.

We launched our award-nominated Pride campaign ‘No Sleep Till Inclusion is Real’ and piloted a very special project, the inaugural Better Society Academy (BSA). This programme brought together 30 changemakers for an immersive three-day experience focused on diversity, equity and inclusion, plus wider LGBTQIA+ topics. Next year, we hope to scale BSA across Europe with our partner, Hyper Island.

To keep us connected to our roots, we also launched a pilot scholarship programme to offer 14 international master’s students a fully funded academic year of accommodation in our hubs. This pilot reconnects us with our earliest mission: to create a place for students to call home while studying in a new city. We plan to expand this programme in the near future.

My commitment for the coming year is to build on the brilliant work we’ve started and to communicate our efforts and goals more widely. We need the whole value chain, including you – our customer, investor, prospective partner, co-worker and guest – to join us on this mission.

We aren’t perfect, far from it. But I see clear progress in our impact journey. In this ever-accelerating, increasingly divisive, anxiety-inducing world, we need to come together for solutions, for hope, for action and for support. If we all play a small part, we’ll be unstoppable, and together, we can create a better society.

**Charlie MacGregor**  
CEO & Founder



“

**This report sets out everything we’ve proudly achieved and, importantly, everything we didn’t. It’s all part of our mission and journey.**

# Say hello to our new friends

## Eco Jake

I represent The Social Hub's ever-evolving environmental efforts, as we trek towards a more sustainable planet for all.



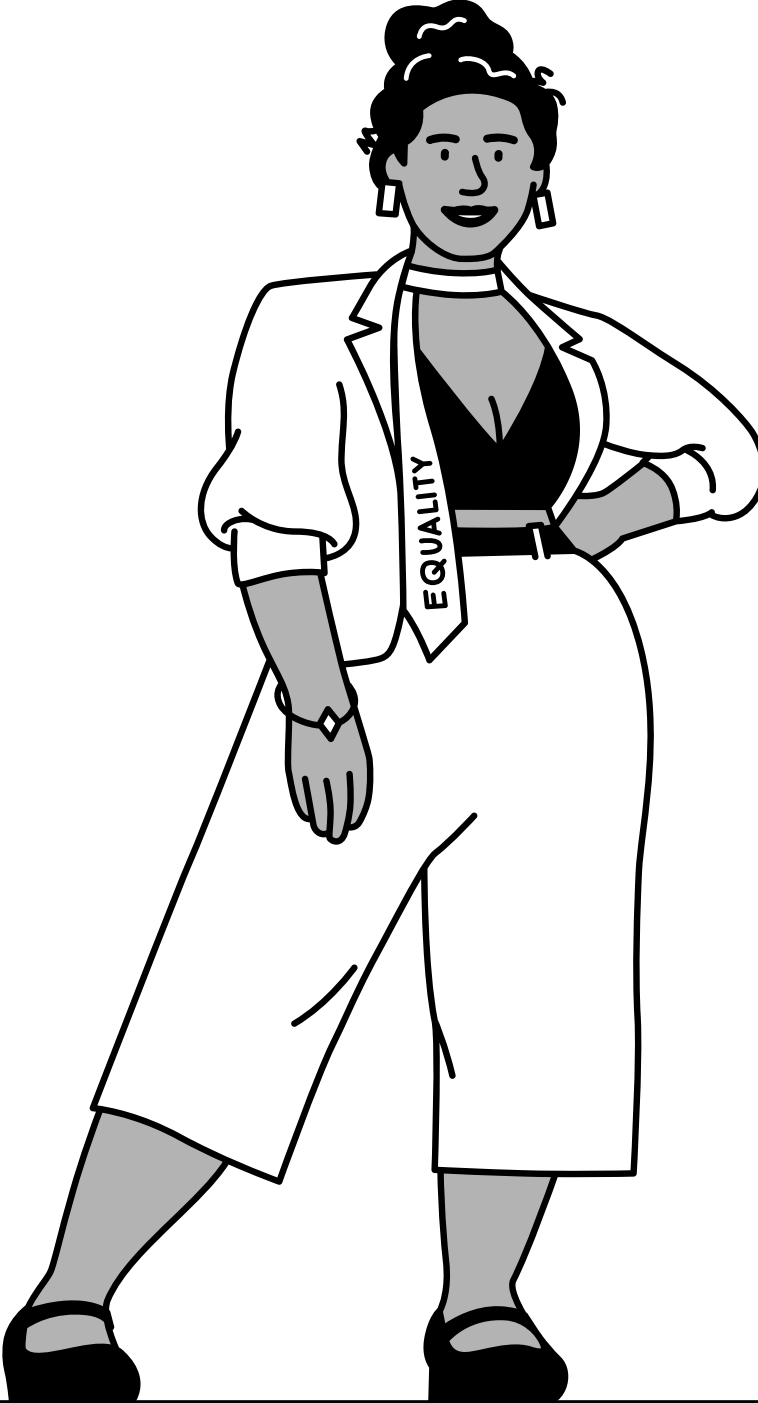
## Community Ruby

I'm taking big steps towards a more connected and understanding society as the face of The Social Hub's community driving efforts.



## Governance Giselle

I'm treading ground for transparent communication and equal rights in the workplace to keep The Social Hub responsible and accountable.



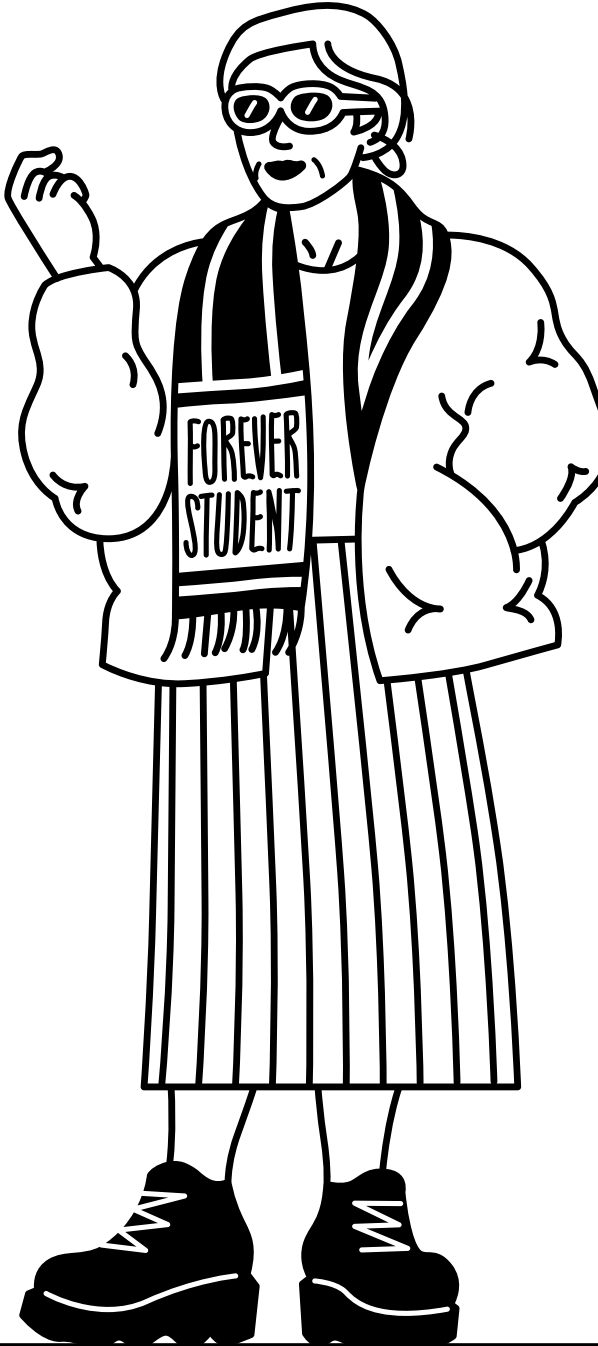
## Indigo Inclusive

I'm striding towards a kinder, more tolerant world as The Social Hub's ambassador for Diversity, Equity & Inclusion (DE&I).



## Stacey Study

I'm walking the talk for educational equal rights and lifelong learning as The Social Hub's ambassador for education and learning.



## Impact Idris

I represent The Social Hub's philanthropic initiatives, marching towards equal opportunities and greater social mobility for all.



# Introduction by Amber

Writing The Social Hub's Impact Report is one of my favourite moments of the year. And the more our plans evolve, the more fun it becomes.

To me, the report is a tangible collection of all our efforts towards creating a better society together and I love that, with every 12 months that passes, we have more to share.

This will be the sixth time we've published our Impact Report. When I look back at the first one in FY17-18 it was mostly about introducing our vision for sustainability. What our strategy was, how we were going to realise our targets, why we were doing it. It was a lot of preparation. Of course, you have to start somewhere.

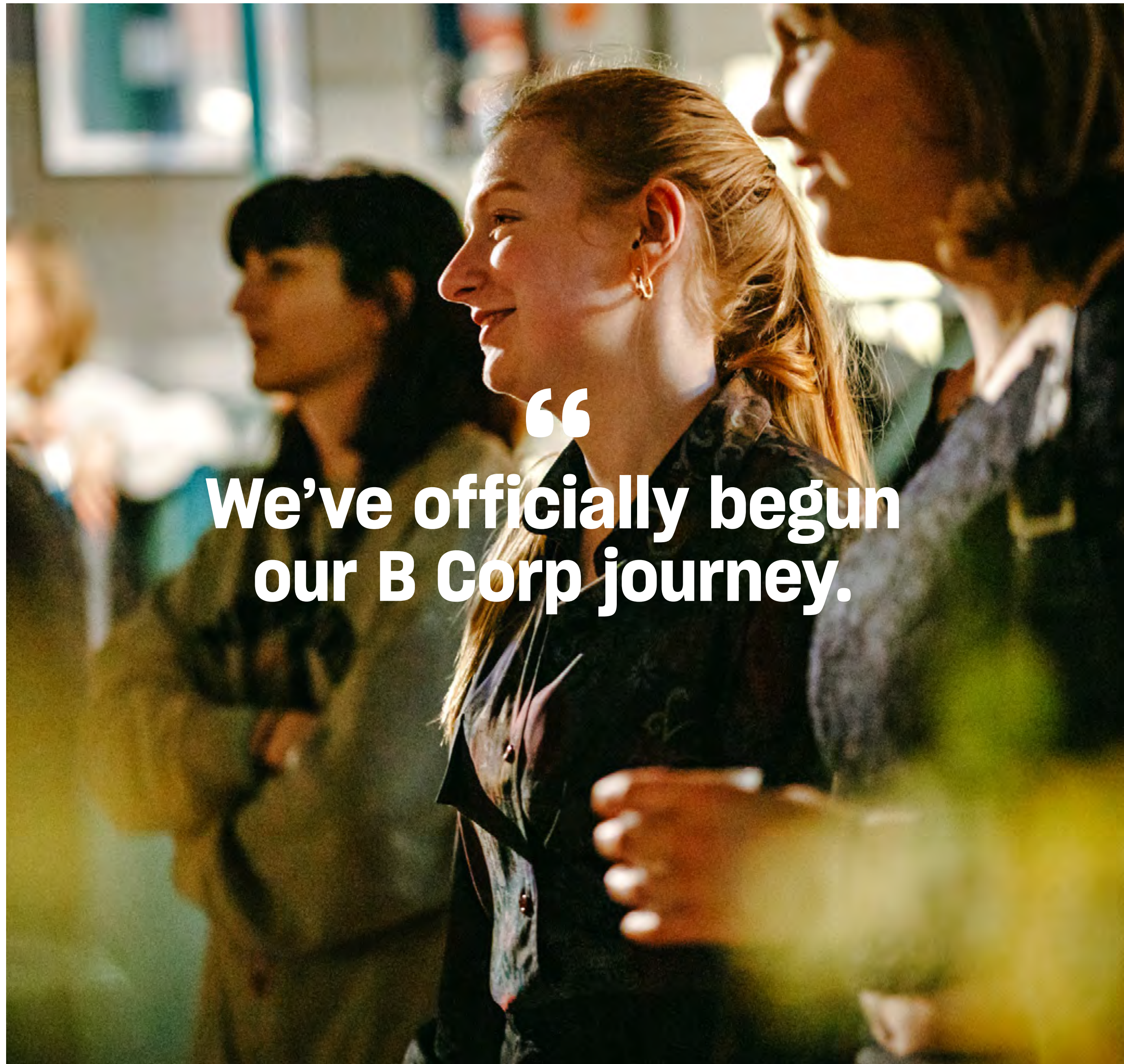
But now, six years into our impact journey, I get excited about how our report is growing; how there are more initiatives to introduce, numbers to share, collaborations to announce, stories to highlight, and bigger ambitions to lay out.

Partnering with PowerNEST at The Social Hub Eindhoven is a great example. This innovative solution for buildings with limited roof space allows us to generate (part of) our own energy supply from solar panels and wind turbines. It's an easy way to make a building much more self-sufficient. With the help of the PowerNEST, we expect the hub to generate around 17% of its own energy supply – helping us on our way to our 50% renewable energy supply target by 2030 (see page 12).



“

**To me, the report is a tangible collection of all our efforts towards creating a better society together.**



“  
**We’ve officially begun  
our B Corp journey.**”

And what about our new Green Team? We noticed that many of our employees were eager and motivated to work on making their own hubs more sustainable. After all, they’re our eyes and ears on the ground and have incredible insights into how to implement our strategy locally. So, we’ve given them the opportunity to do just that as part of The Social Hub’s Green Team (see page 31).

We’ve also been levelling up our community programme. Check out pages 39-46 for a collection of all the initiatives and events we’ve organised around Pride. This year, we transformed not one but two properties into Pride Hubs, participated in parades and continued to support the LGBTQIA+ community in their fight for equal rights.

One of my personal highlights from the past year, however, is the fact that we’ve officially begun our B Corp journey. This is something we’ve had on our radar for a while now, as we truly believe this certification is the perfect way to benchmark and value our environmental and social efforts equally. With the introduction of The Social Hub to the world in 2022, it made

sense to cement our new brand and positioning with B Corp certification.

It’s no small feat, but our internal B Corp team is giving it their all to get us ready and I’m confident we’ll get there. Which means even more exciting times ahead.

Like I said, we’re only getting more serious, more engaged and more committed to making The Social Hub as sustainable as possible. So once again, I invite you to browse through these pages for a look inside our business, community and impact journey.

Happy reading!

Best,

**Amber Westerborg,  
Director of Sustainability  
& Impact**



# The year in numbers

**57,467,386**

litres of water  
donated to  
communities in Africa  
with Made Blue



**10,000**

trees planted  
with WeForest



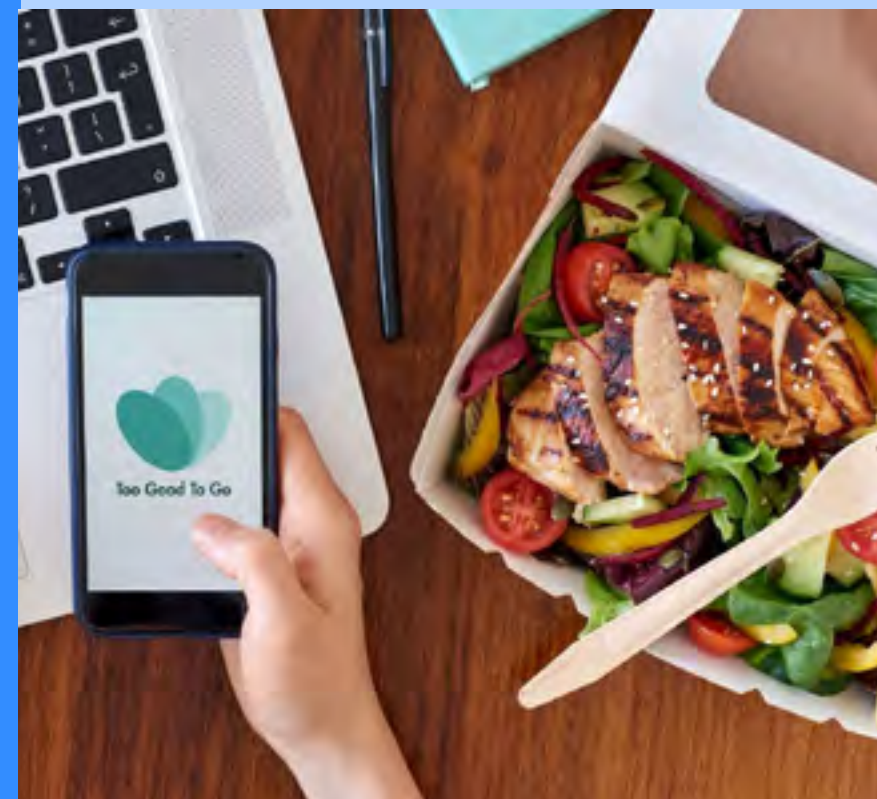
**2,075,432**

room nights hosted  
across all hubs



**6,293**

meals saved  
from waste with  
Too Good To Go NL



**4,105**

events hosted  
across all hubs

**1,072**

hours contributed  
to community  
volunteering

**3**

toilets donated  
to Ghana with  
The Good Roll

**24**

Green Ambassadors  
added to our new  
Green Team

**2**

hubs transformed  
into Pride Hubs

**1<sup>st</sup>**

edition of the  
Better Society Academy  
hosted

**1**

PowerNest acquired  
for The Social Hub  
Eindhoven

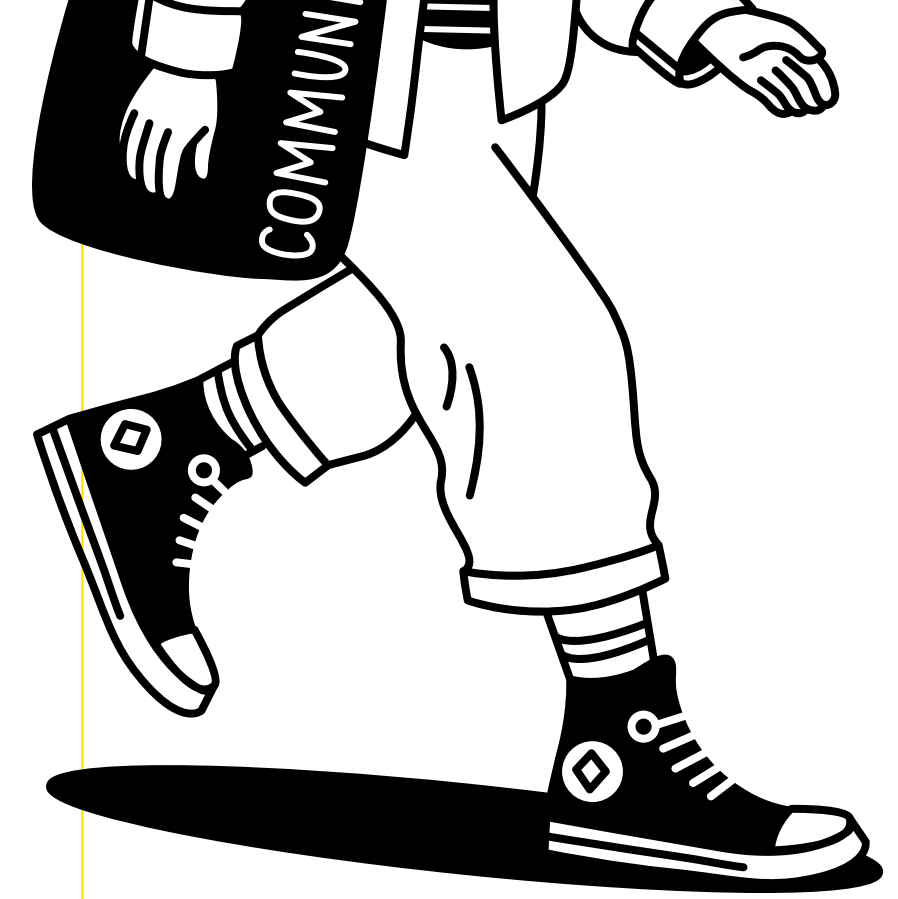
**2**

reusable cup systems  
introduced

# 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 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.



A group of people are gathered around a long table covered with a white tablecloth. In the center of the table is a large, rectangular terrarium filled with dark soil and several small green plants. The people are dressed in casual to semi-formal attire. Some are holding wine glasses, and one person is eating from a small bowl. The atmosphere appears to be a social gathering or a workshop. The background is a plain, light-colored wall.

# 1

## **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 for ourselves, but for our people too. By thinking globally and 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.

# 2

## **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 to help us push the sustainability agenda and ensure we're working not only to best-practice standards, but beyond.

# 3

## **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.



# Hitting our 2030 targets

We've got big sustainability goals in sight. By 2030, The Social Hub will:

- Reduce its Scope 1 and 2 greenhouse gas (GHG) emissions by 78% kg/m<sup>2</sup> (compared to FY18-19)
- Reduce its Scope 3 GHG emissions by 49.8% per € value added (compared to FY18-19)
- Offset 100% of its unavoidable GHG emissions
- Produce 50% of its full energy supply on-site
- Have a 'Paris Proof' portfolio (50 kWh/m<sup>2</sup>)
- Have a full portfolio of BREEAM (In-Use) certified properties
- Divert 100% of residual waste from landfill or incineration
- Monitor all suppliers on a (bi)-yearly basis
- Have dedicated 10,000 hours in community volunteering
- Have realised gender equality across all levels of the company

## Gender equality

### The goal

Achieve gender equality and empower all women and girls.

### Our actions

We introduced our internal mobility programme with a focus on developing in-house talent, putting existing employees on a path to more senior roles and positions.



## 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 152,071,686 litres of clean drinking water to communities in Africa (to date). This means:

- 2,083 people will have access to clean water and hygiene for the next 10 years
- 1,065 tonnes of CO<sub>2</sub> emissions have been avoided by not boiling water
- 1,521 tonnes of plastic waste have been saved by not using disposable bottles
- 22,811 trees were saved from logging for cooking water



“

**We've donated 152,071,686 litres of clean drinking water to communities in Africa.**

# Working on the United Nation's Sustainable Development Goals

## The Good Roll x The Social Hub

The Good Roll donates 50% of its net profit to building toilets in Ghana. By purchasing their toilet paper, The Social Hub contributed to the development of three toilets, impacting 150 people's lives and saving 66 trees from being logged.



## Affordable & clean energy

### The goal

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

### Our actions

We partnered with PowerNEST to install a 'crown' of wind and solar panels on the roof of The Social Hub Eindhoven. The installation is expected to generate approx. 17% of the property's energy supply.



## Sustainable cities & consumption

### The goal

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

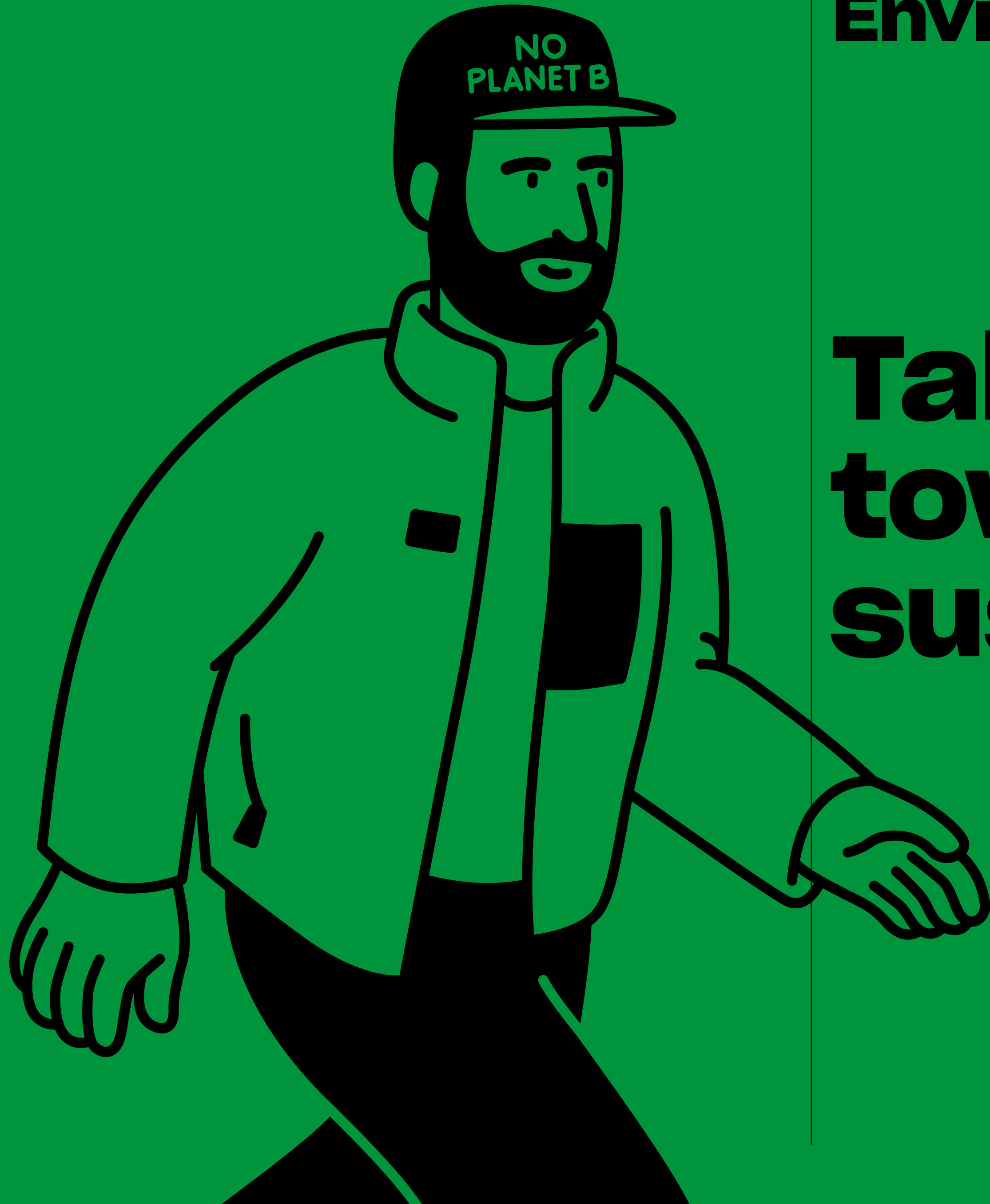
### Our actions

We updated our interior design toolkit to include additional inclusive requirements and began researching inclusive bathroom designs.

Eight employees spent a week volunteering with Movement on the Ground on Lesbos, hosting a resume building workshop and a hospitality workshop in the refugee camp. They also assisted with the organisation and management of the facilities.

# Environmental

**Taking strides  
towards a more  
sustainable future**



**Waste**

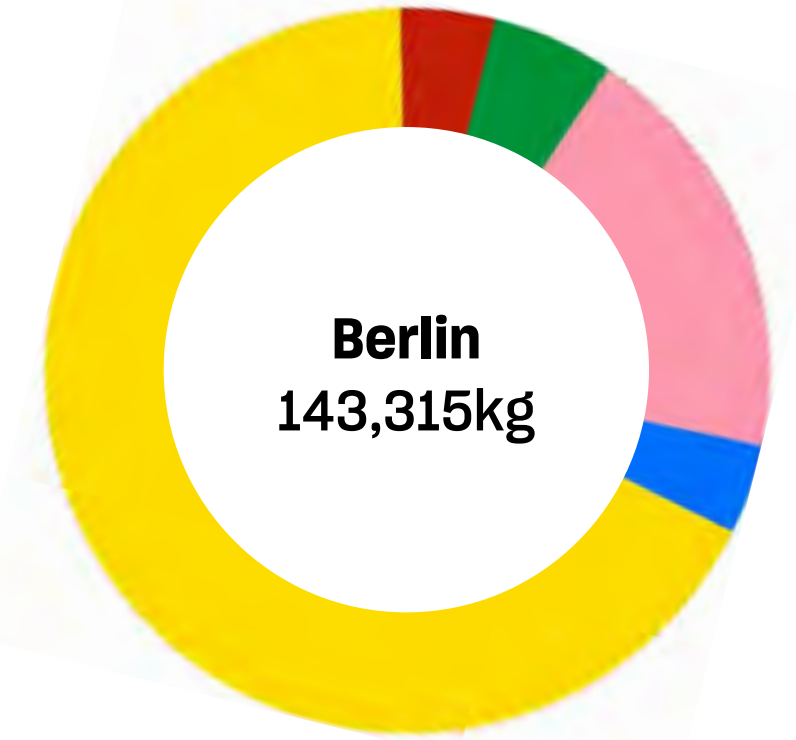
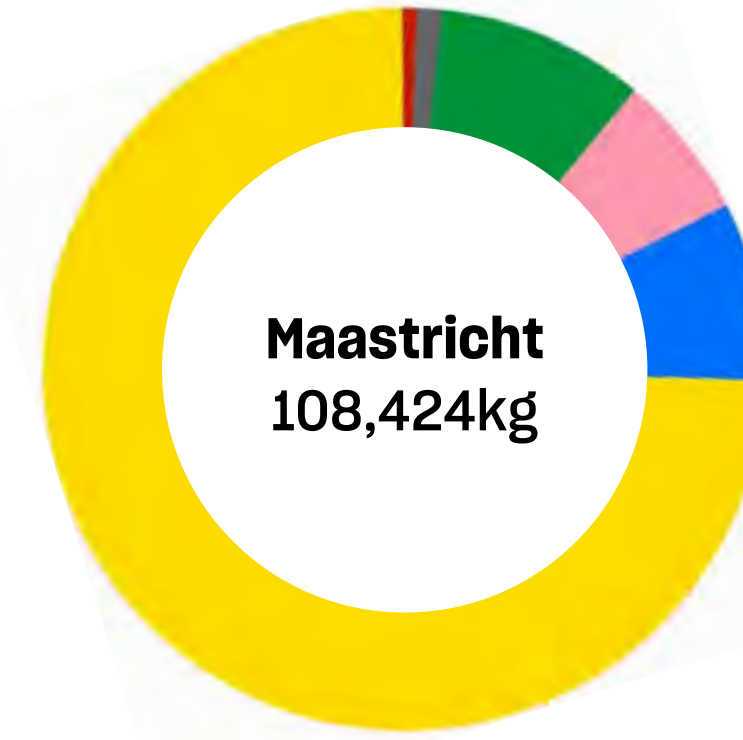
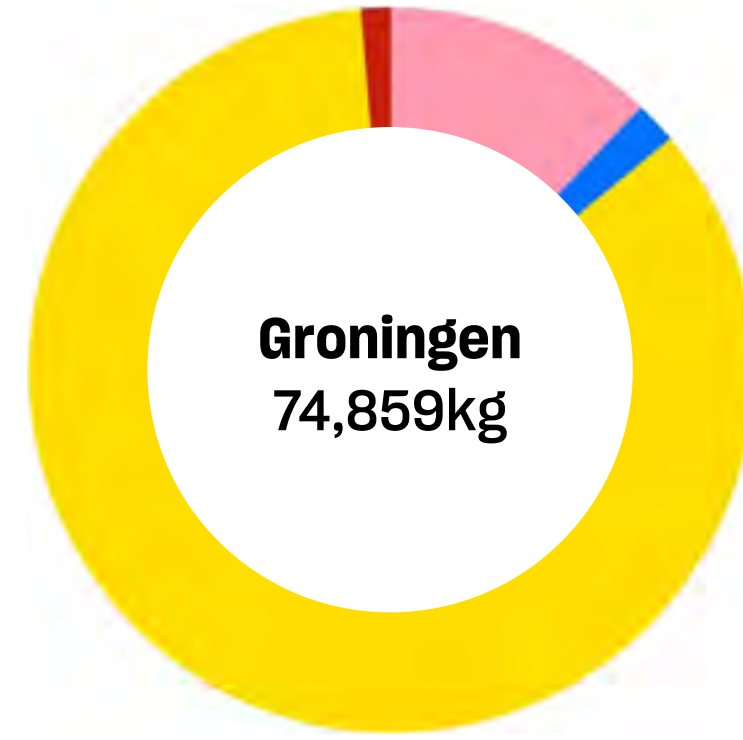
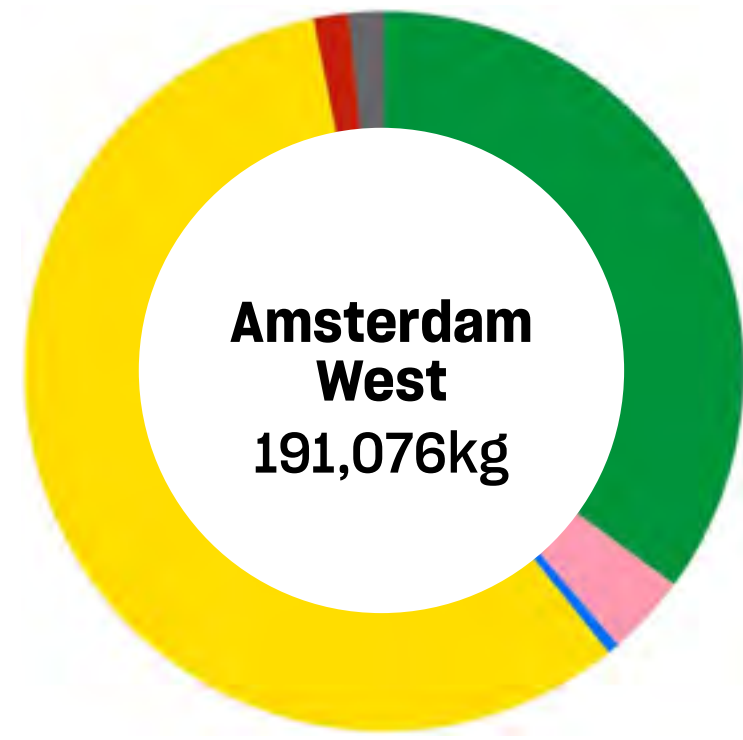
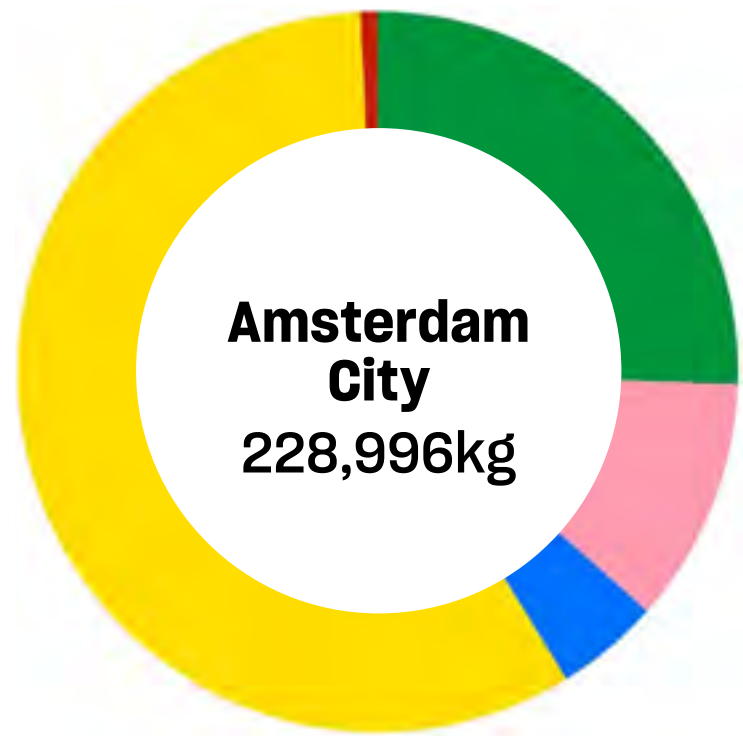
**Our goal:**

**To become a zero-waste company by 2030.**

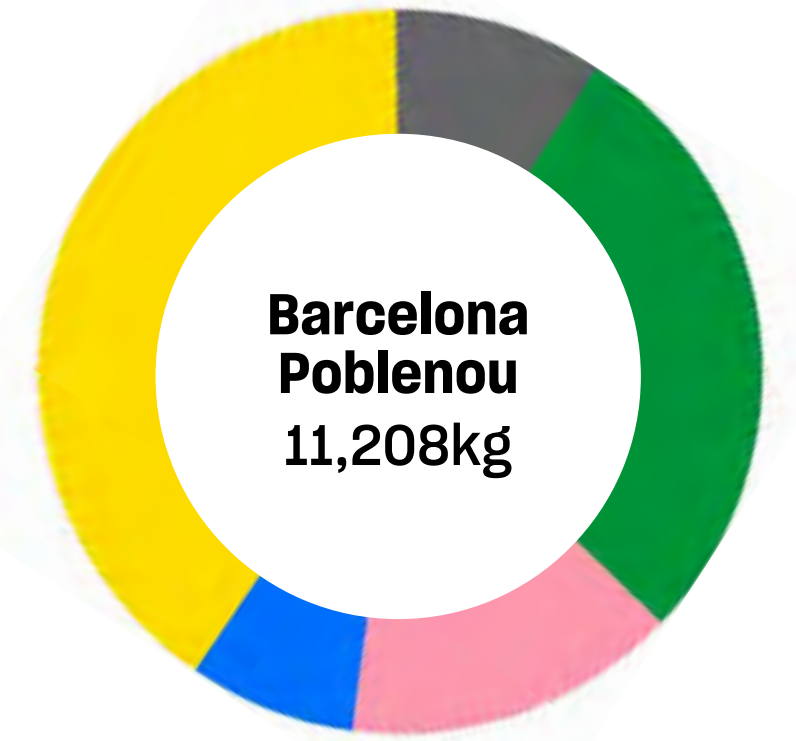
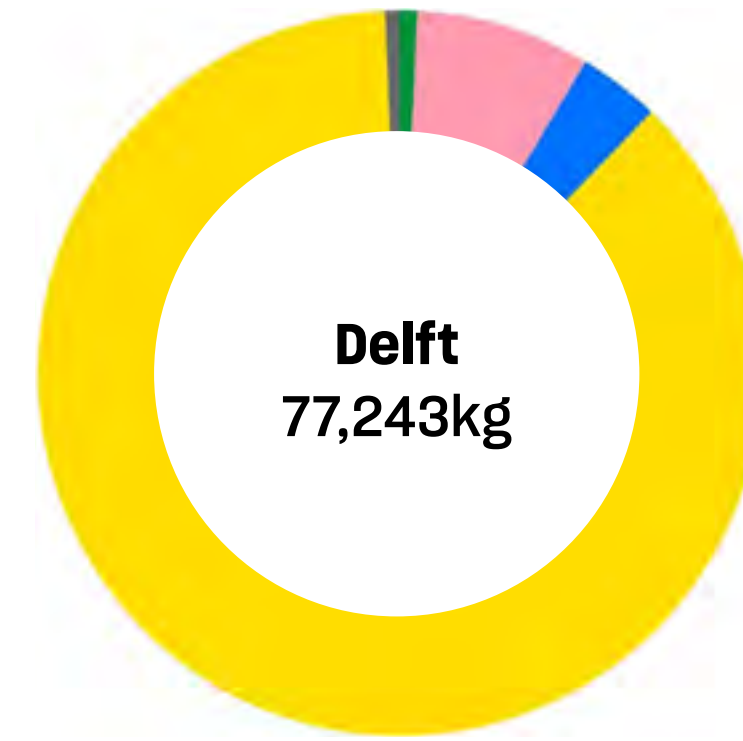
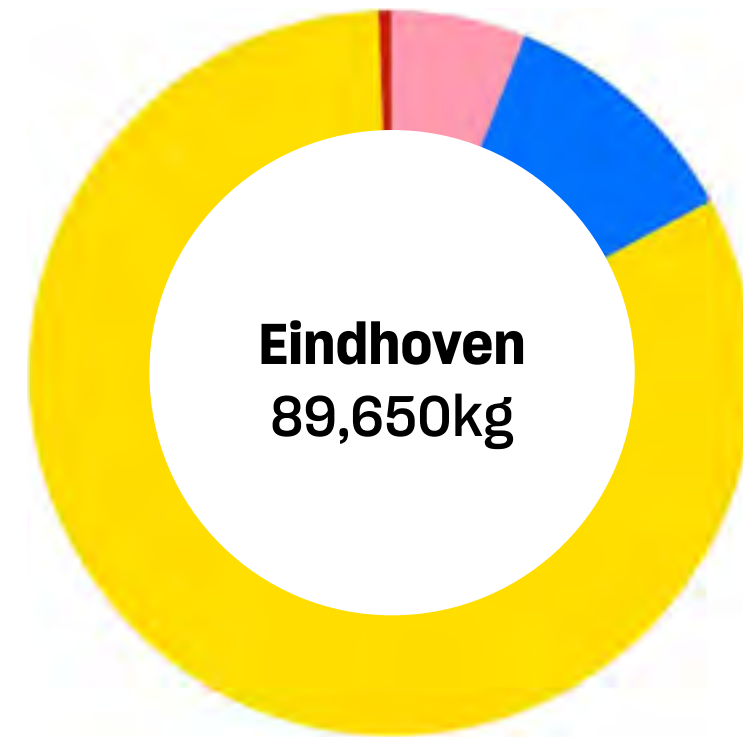
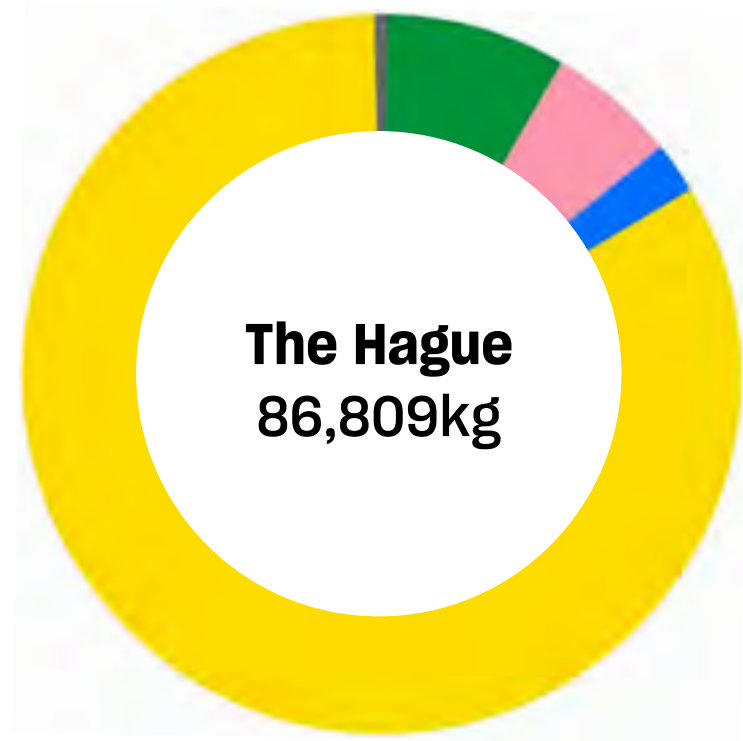
We continued improving our recycling practices this year by introducing new facilities for our public areas and by eliminating disposable cups from our operations. We also expanded our partnership with Too Good To Go and turned our attention to electronic waste.







- Organic
- Paper
- Glass
- Residual
- Plastics
- Other



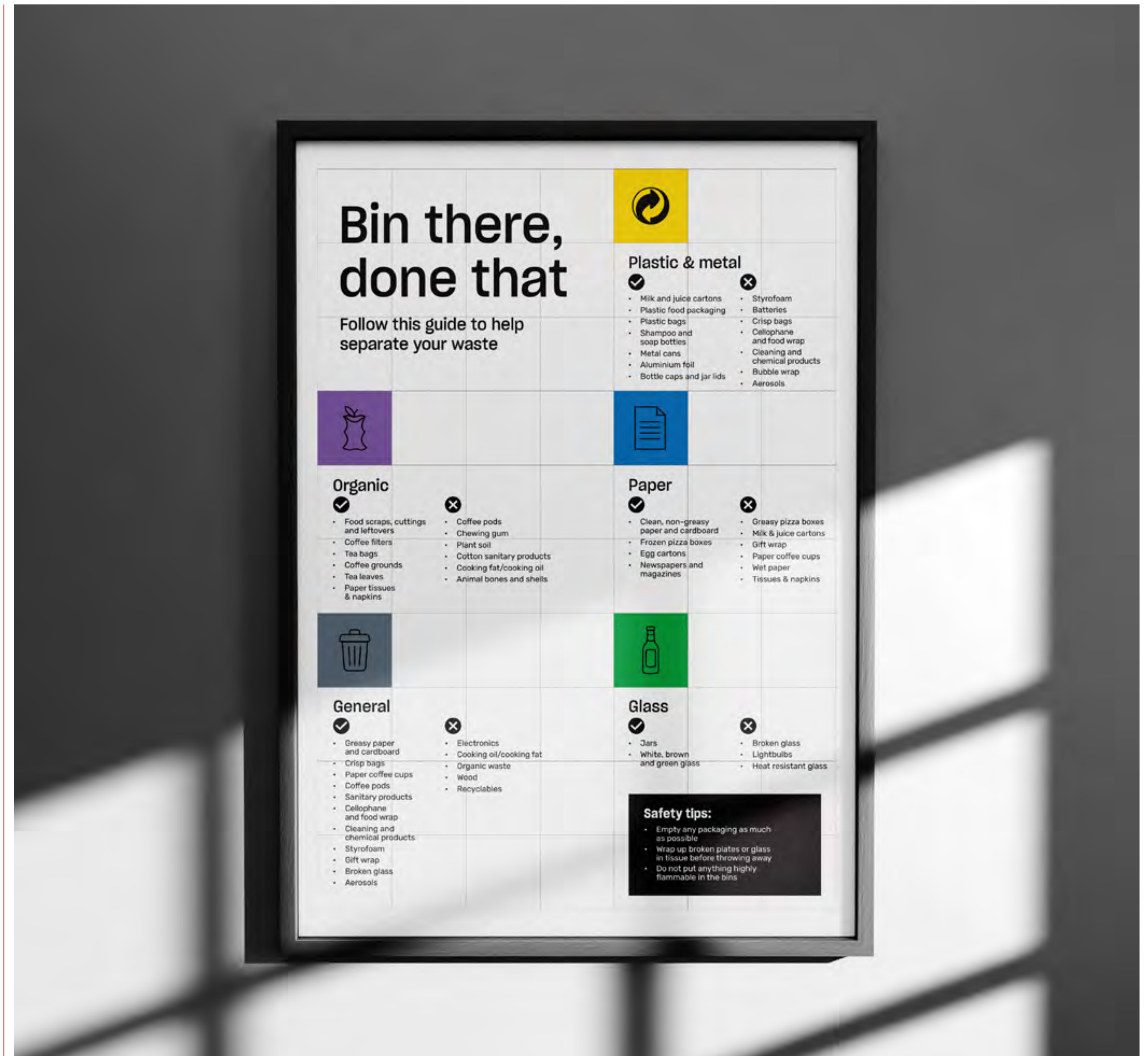
# Waste per location FY22-23

See appendix for year-on-year comparison.

# Standardising recycling

During FY22-23, we decided to standardise the recycling facilities in our communal lobbies and coworking areas. To do this, we introduced new bins that had the correct number of compartments to match each hub's recycling strategy, alongside clear messaging to tell our guests and coworkers exactly how to use them.

We also updated our recycling communications for our student community. After working with the same posters and stickers for almost three years, we learned that we could improve the behavioural flow to achieve a greater recycling rate. With a few clever tweaks, our new designs are simpler, clearer and easier to understand.



# Reusable cup system



It'll come as no surprise that single-use plastics (SUPs) have a serious impact on both the environment and our health. That's why the European Union (EU) has introduced legislation to cut down the use of SUPs as part of its Green Deal, instead promoting sustainable products and materials. The first items on the hit list? Disposable cups and containers for food and drinks.

It makes sense. [Over half a million single-use coffee cups are sent to landfill every minute.](#) That's right, every minute. So, we've introduced a reusable cup system. Teaming with BillieCup in our Dutch locations and Vytal in Berlin, our sustainable system cuts out the need for paper or plastic cups and containers, replacing them instead with receptacles that can be reused up to 1,000 times.

“  
**Our sustainable system cuts out the need for paper or plastic cups and containers.**

## How it works:

# 1

Buy a beverage at one of our hubs and get a reusable cup on loan

# 2

Enjoy your drink

# 3

Return your cup to the counter and we'll wash and reuse it

# BillieCup

As the Netherlands and Germany are leading the charge when it comes to implementing the EU's SUPs directive, we've chosen to start with our hubs in these locations. But never fear, we'll be rolling out the reusable cup system to our other hubs in the coming years.

We've been keeping a close eye on how BillieCup has performed since introducing the system to our Dutch hubs – and we're happy to report that the initial response has been positive.

After training our staff on the reusable cup system, 50% of takeaway drinks at The Social Hub The Hague were sold in a BillieCup within the first month of implementation, and our hub in Eindhoven increased its BillieCup sales by a whopping 16% in just four months.

Unsurprisingly, those that engage with our hubs regularly are the ones using the system most – like students and co-workers – while hotel guests are more likely to pay extra for a single-use cup, seeing it as more convenient. The goal now is to normalise the use of BillieCup for our entire community.



We're doing this by regularly tweaking our ways of working. For example, to help visitors understand the system and

view it as standard, we set up our pricing to correspond with receiving your beverage in a BillieCup, adding a surcharge for those that want a disposable cup. This has incentivised people to choose the environmentally friendly option.

# Vytal

At The Social Hub Berlin we opted to partner with Vytal, as it's a reusable packaging system that's quite well known in the city. A big benefit with Vytal is that their system caters to both cups and containers.

The setup is slightly different from BillieCup, but the premise is the same: you borrow a cup or container and return it once you're finished. To encourage customers to return containers, Vytal fines customers if they don't return their items within 14 days. In part, this is why the company achieves a 99.2% container return rate from its users.



# Too Good To Go

As you may recall from last year's report, we reintroduced Too Good To Go at all our Dutch locations back in FY20-21. This year, alongside our properties in the Netherlands, our hubs in Berlin and Barcelona have also adopted the food waste initiative – saving lots of perfectly edible food from going to landfill.

But exactly how much of an impact did we make? Well, in FY22-23, we saved 6,293 meals from going to waste across all participating hubs. This avoided 16,991 kilograms of CO<sub>2</sub> emissions, which is the equivalent of charging your smartphone more than 3.7 million times. Yup, that's a lot of charging.



# Close The Gap

Alongside our effort to tackle general waste from hotel operations, this year we decided to take a closer look at our electronic waste, too.

To clarify, e-waste includes all electronic devices, appliances, hardware and cables that are either broken or discarded. This often ends up in landfill or incinerated, posing a health risk due to the release of toxic chemicals. It's also a serious waste of limited minerals, like gold, copper and lithium, that need to be mined at great environmental cost.

As The Social Hub, we rely on technology to run our business. From laptops and Wi-Fi routers to IT infrastructure that manages housekeeping, door locks, check-ins, payment processes and more, we need a lot of hardware.

And we've had to think carefully about what to do once a piece of equipment no longer meets the demands of our operations.

That's why we've put a responsible end-of-life strategy in place, focusing on properly recycling our IT equipment in collaboration with Close The Gap – a social enterprise that collects decommissioned hardware, cleans and reconfigures it, then ships usable items to African countries for educational, medical, entrepreneurial and social projects.

If the IT equipment donated can't be used for one of their projects, Close The Gap ensures the hardware is properly recycled. This year, we donated 2,994 pieces of IT equipment, from cables and printers to phones, screens and keyboards.



We're always searching for new innovations and initiatives that reduce waste and improve energy efficiency.

Energy

# GHG management

## Our goals:

**To reduce our entire portfolio's Scope 1 and 2 emissions by 7% compared to FY21-22.**

**To have a 'Paris Proof' portfolio by 2030 (50 kWh/m<sup>2</sup>).**

You might notice something new about our goals this year. Namely, that we have two. Following our carbon footprint analysis, and the calculation of our science-based targets, we've been able to update our reduction goals for energy management. From now on, we'll track our performance data on Scope 1 and 2 GHG emissions, and on energy intensity (kWh/m<sup>2</sup>).

Of course, these targets are connected. But they focus on two distinct metrics. The first is all about reducing GHG emissions, while the latter pushes companies to focus on reducing their energy consumption overall.

Let's dig a little deeper. If you manage to reduce your energy consumption, this will automatically have a positive impact on your emissions: lower consumption means fewer emissions. But fewer emissions doesn't necessarily mean lower consumption, as this can be achieved by simply switching to purchased renewable electricity.

That's why the Science Based Targets initiative (SBTi) focuses on both metrics, to ensure companies change their fundamental business operations, rather than simply switching from one energy supplier to another.

# Energy and GHG performance FY22-23

Location	Electricity (kWh)	Gas (m <sup>3</sup> )	District heating & cooling (kWh)	Water (m <sup>3</sup> )	GHG emissions Scope 1 (tonnes)	GHG emissions Scope 2 (tonnes)
Amsterdam City	2,154,783	183,789	N/A	35,693	392	501
Amsterdam West	1,296,748	1,652	2,486,388	24,122	3	525
Rotterdam	1,124,638	N/A	1,265,277	22,766	N/A	375
The Hague	807,845	93,224	N/A	16,233	198	187
Groningen	865,222	116,312	N/A	17,338	248	201
Eindhoven	998,145	89,535	N/A	19,431	191	232
Maastricht	1,249,197	5,321	418,888	15,402	11	328
Florence Lavagnini	2,610,570	70,793	N/A	24,476	142	801
Berlin	1,057,384	N/A	1,946,101	22,022	N/A	619
Vienna	1,788,749	N/A	72,5617	33,097	N/A	369
Paris	348,925	N/A	388,220	11,642	N/A	64
Delft	1,143,586	N/A	N/A	17,204	N/A	265
Bologna	2,755,424	N/A	N/A	21,577	N/A	845
Madrid	1,536,868	81,628	N/A	19,172	235	176
Toulouse	1,131,577	83,164	N/A	13,238	177	46
Barcelona	965,267	N/A	1,793,089	11,323	N/A	111

See appendix for year-on-year comparison.



# Project Solar

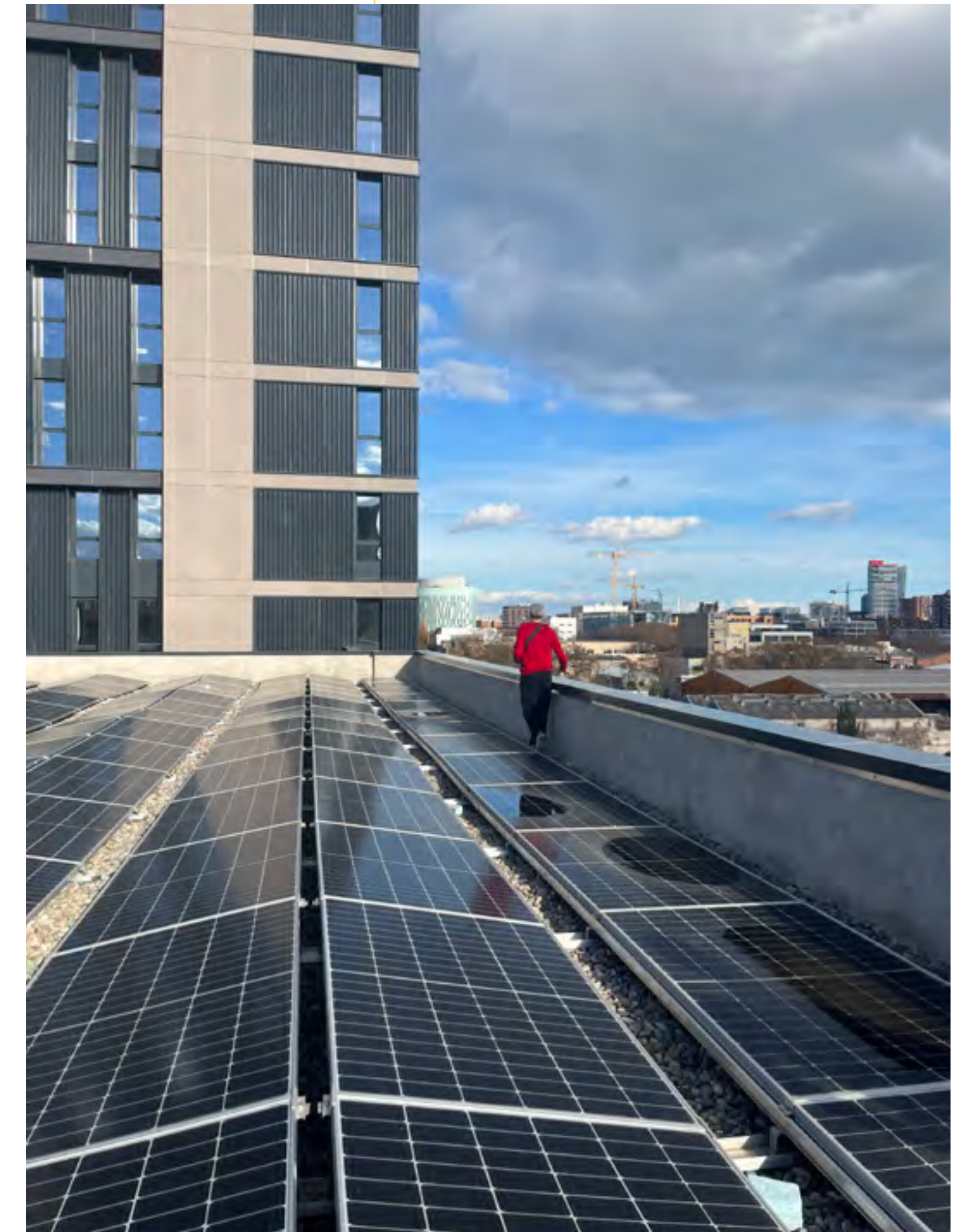
We're always looking for ways to soak up the sun, but not necessarily from our rooftop pools. Part of our energy transition roadmap includes considering options to self-generate wind and solar power via roof spaces and facades.

As our new properties already consider green energy goals in their design, we're now examining how to best retrofit existing hubs. Looking at our current portfolio, we don't have much ground space available. So, we're digging into solutions that can be added to the building's structure to reduce reliance on an over-burdened grid, while lowering costs and providing options for a clean energy transition.

**Our goal:**  
**To produce 50% of our energy supply on site by 2030.**

It might sound like a big ask, but at The Social Hub Eindhoven we've found just the solution. PowerNEST is a new innovation developed by IBIS Power that places a 'crown' of wind turbines and solar panels on the rooftop of a building, delivering 6 to 10 times more energy compared to traditional solar panels.

Using this technology, The Social Hub Eindhoven is expected to generate approximately 17% of its own energy once the system is up and running. At the time of writing, construction is expected to start in the summer of 2024.



# Corporate travel

After our first two fully operational years since the COVID-19 pandemic, FY22-23 was the first time we could compare our travel emissions with the previous year. We were also able to update our target setting based on our carbon footprint analysis, done with Metabolic back in 2022.


Our business travel is part of our Scope 3 emissions, for which we have set a 63% reduction target per € value added by 2032 (science-based target). This equates to a 7% reduction per year.

Since our Scope 3 emissions come from a variety of sources – think business travel, building materials, food and beverage suppliers etc. – we needed to pick a single metric that could be used across the entire spectrum.

The per € value added metric makes it possible for us to normalise The Social Hub's environmental impact against our economic output. This means that every euro spent is judged by the green credentials of what it buys. Ultimately, the goal is to produce relatively less GHG emissions per euro spent.

Looking at the percentage our business travel makes up of our Scope 3 emissions (currently 5%), this means we'll need to reduce our emissions by 0.35% year on year, with FY18-19 as our benchmark.

While we've significantly reduced our emissions from flight travel since then – achieving percentage reductions of between 25 and 33% on emissions from flying over the past 24 months – our emissions from travel increased in FY22-23 by 18.6% (compared to FY21-22).



**Our goal:  
To consistently reduce kilometres travelled by plane and decrease our emissions by 0.35% compared to FY21-22.**

Looking at the data, we can see that while things were business as usual from FY21-22, our travel behaviour had not yet followed suit. It does seem to be stabilising again now, with numbers showing similar patterns to those of FY19-20. Compared to that year, we still managed to reduce our business travel, but the steep downward trajectory we were on has halted.

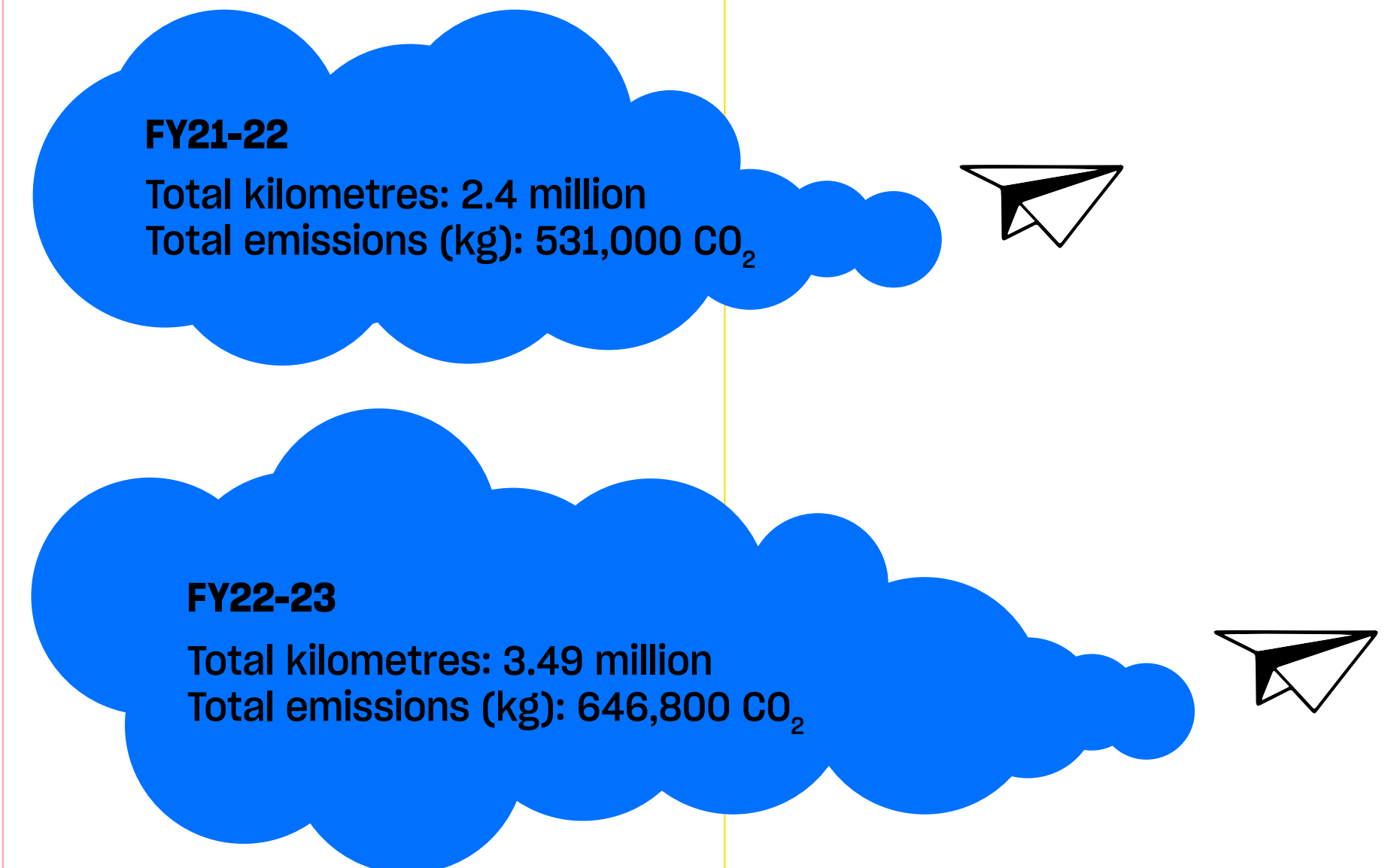
This doesn't mean we're just accepting an increase. Our goal over the coming years is to consistently reduce our emissions based on the SBTi reduction pathways and to limit how much we fly. We also want to ensure our output doesn't fluctuate as much as it has over the past two years.

In terms of compensating for our emissions, we've continued to partner with WeForest, planting another 10,000 trees to offset our impact.

“

**Our goal over the coming years is to consistently reduce our emissions based on the SBTi reduction pathways and to limit how much we fly.**

### **Flight travel emissions** Total km travelled vs. kg emissions





**Social**

**Walking the talk  
for social justice  
and equality**



Our hubs have long been safe, welcoming spaces for people to contribute to a fairer, more inclusive society.

Partner initiative

# Movement Market

Everybody deserves kindness, dignity and respect. This simple shared belief forms the foundation of our long-term partnership with Movement on the Ground (MOTG), a non-profit organisation that's transforming refugee camps into safe, healing environments for people forced to flee their homes.

Alongside the volunteering trip we organised as part of our Talent Recognition Programme, we wanted to see if we could support MOTG more regularly from our hubs. That's why we introduced the Movement Market to our lobbies this year – inviting our community to donate supplies to camps across Europe.

The concept is simple. Our community can browse donation cards, select a product that they'd like to donate and pay for it on the spot. The donation is then directed to MOTG, who in turn purchase the requested products for their camp on location.

After a successful pilot in FY22-23, you can find the Movement Market at The Social Hub Amsterdam City and Florence Lavagnini as of November 2023. If you're around, make sure you pop in to make a donation.



“

**Our community can browse donation cards, select a product they'd like to donate and pay for it on the spot.**

Employees

# The Green Team



Realising our ambitious green goals is a team effort. It's important that sustainability stays front of mind at every level of the company, and that each employee understands how our environmental targets play a role in their day-to-day job.

Luckily, we've got a great group of sustainability-minded enthusiasts working across all The Social Hub locations who can support the development of our strategies and projects. As of this year, we've given these eco warriors an official title: Green Ambassadors.

Every hub has a Green Ambassador, and together they make up the Green Team – serving as a crucial link between the Support Hub and our on-the-ground locations. Their work involves sharing important information with our general managers and hub teams, supporting the implementation of new initiatives and ensuring local feedback is directed back to the Support Hub.

Alongside these duties, we encourage our ambassadors to set up their own sustainability projects and initiatives at their location. These projects are supported by our general managers and the Sustainability & Impact team.

When we introduced the idea of the Green Team to our hubs, we had no problem finding eager colleagues to sign up. We currently have a proactive team of 24 ambassadors, working together across our hubs to share best practices and offer innovative ideas on how to make The Social Hub even more sustainable.

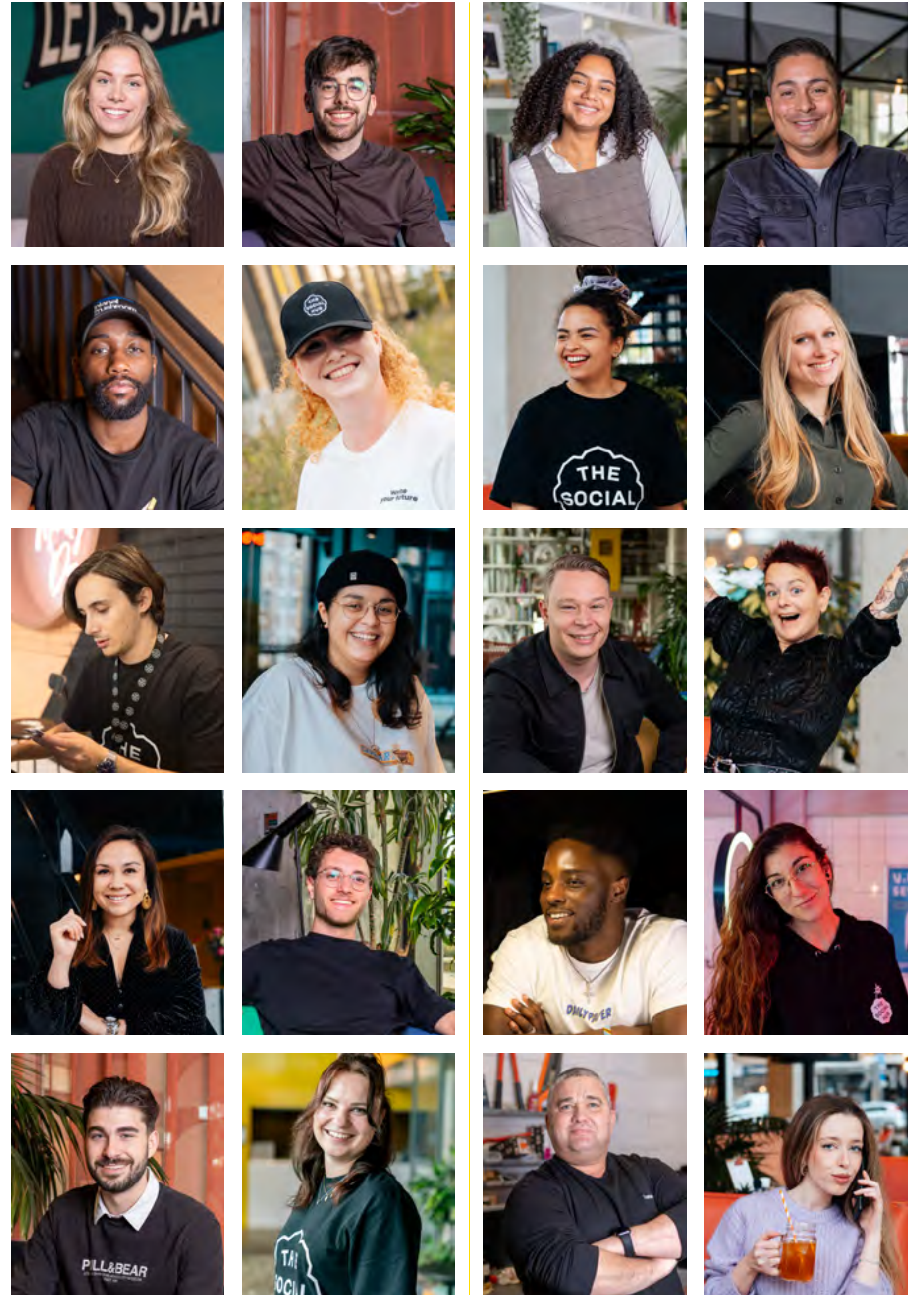
# Diversity & Inclusion Self ID survey

In order to better understand our colleagues and identify barriers to employment, retention, engagement and inclusion, we encourage employees to voluntarily provide their demographic data through the Self ID survey.

This year, we had the highest response rate ever with a total of 230 participants, compared to 113 employees in FY21-22. This is likely in part due to our decision to split the survey and send it out twice a year, reducing the number of questions asked.

It's important to note that we're still only capturing around 25% of our workforce. Nonetheless, the results are a good indicator of our strengths and weaknesses as an organisation working towards diversity and inclusion.

So, let's talk numbers. Of the 230 participating employees, 66% are located in our Support Hubs and 34% are on-site in our local hubs. Of the latter group, we saw a 10% increase in survey engagement compared to last year.





# Key insights from our Self ID survey



**1**

**91% of participants consider the survey and its insights important, a slight increase from last year's 88%.**

**2**

**89% of participants said that The Social Hub has an inclusive work environment and diverse workforce. While the overall percentage has increased, the number of people that 'strongly agree' has slightly reduced.**

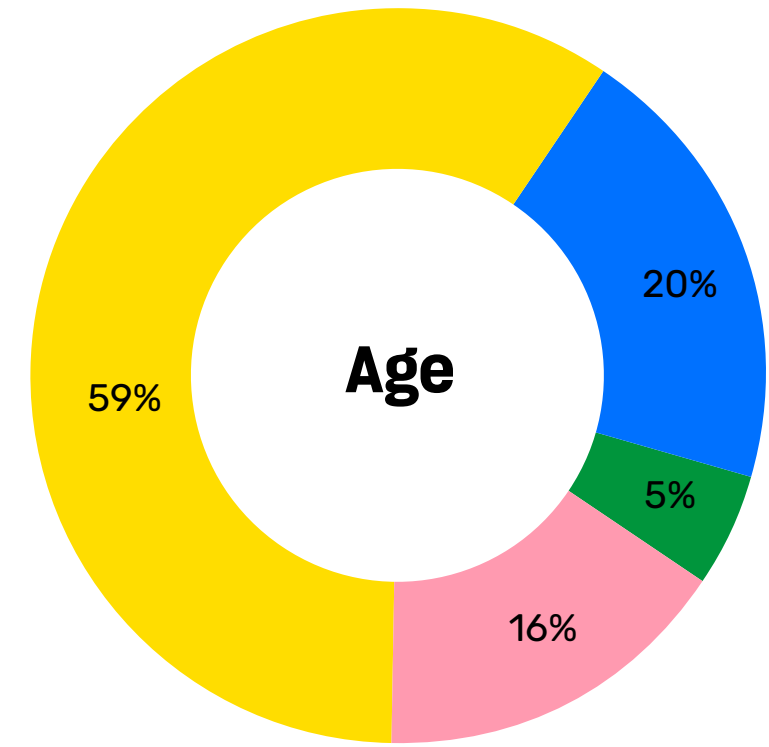
**3**

**This year, we only asked whether The Social Hub was an inclusive workplace for people with a disability if the participant indicated they have one.**

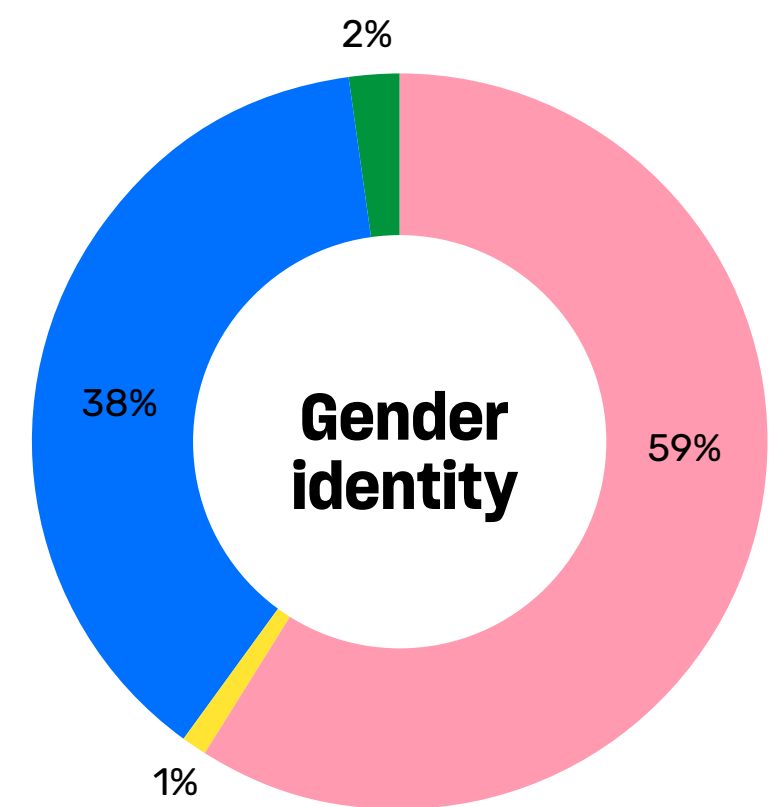
**Here, we see a 26% increase in participants who (strongly) agree compared to last year.**

# Demographics

## FY21-22

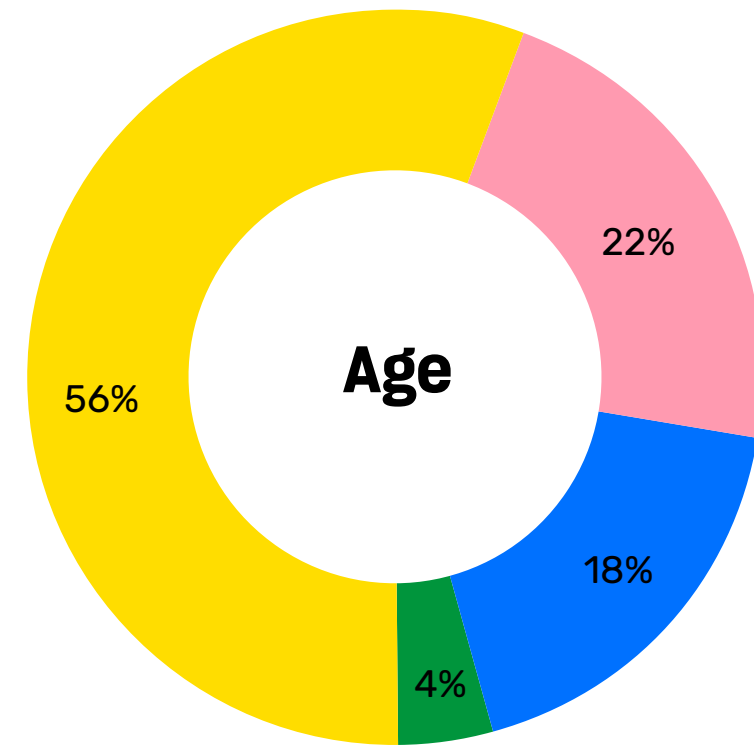


16-25 26-35 36-45 46-55

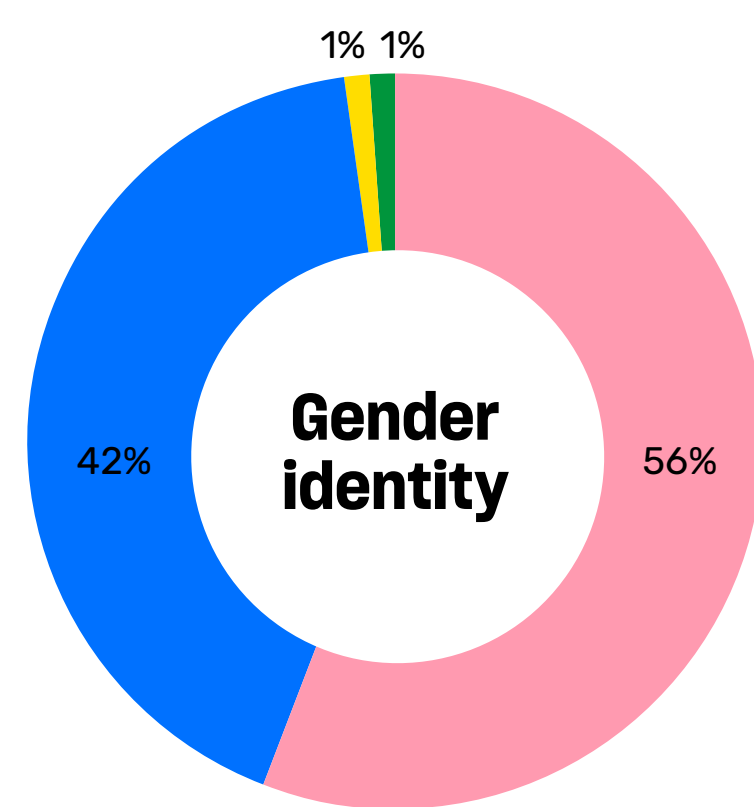


Female Male  
Gender non-binary/gender fluid Undisclosed

## FY22-23



16-25 26-35 36-45 46-55



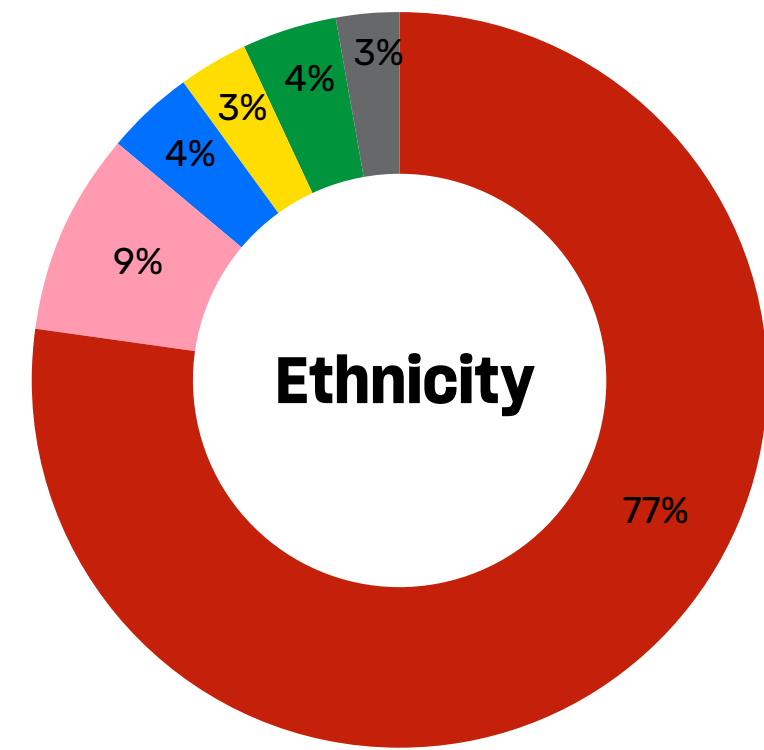
Female Male  
Gender non-binary/gender fluid Undisclosed

## Year-on-year comparison

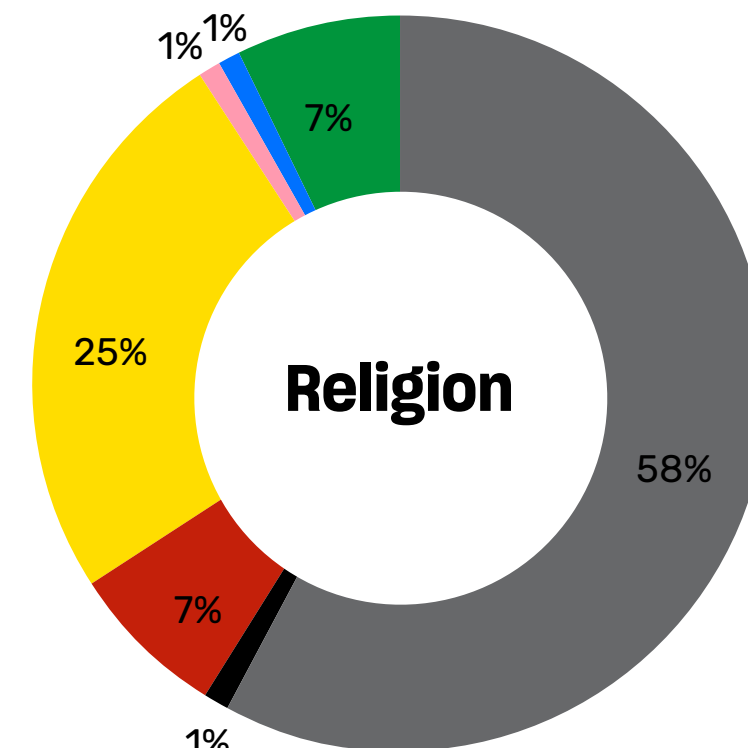
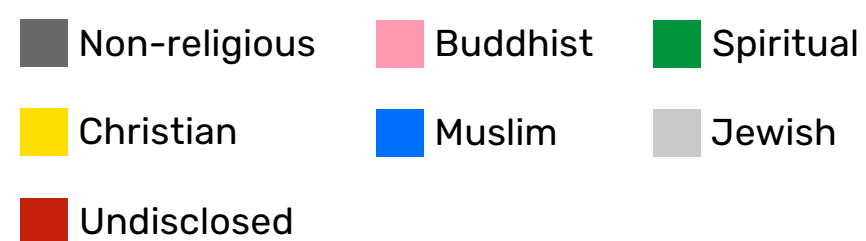
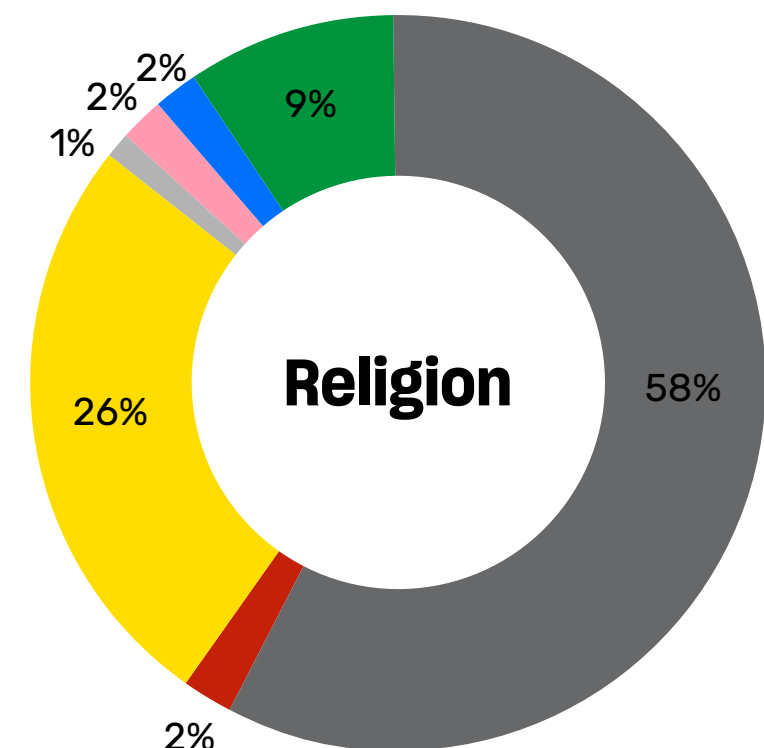
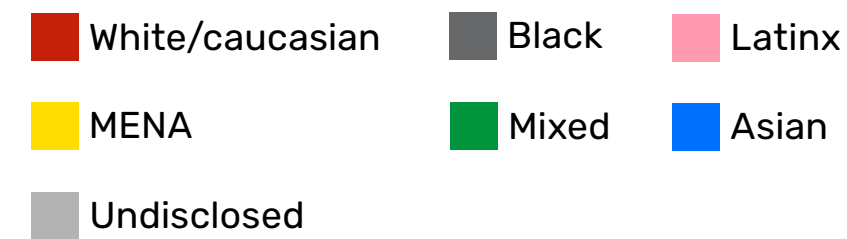
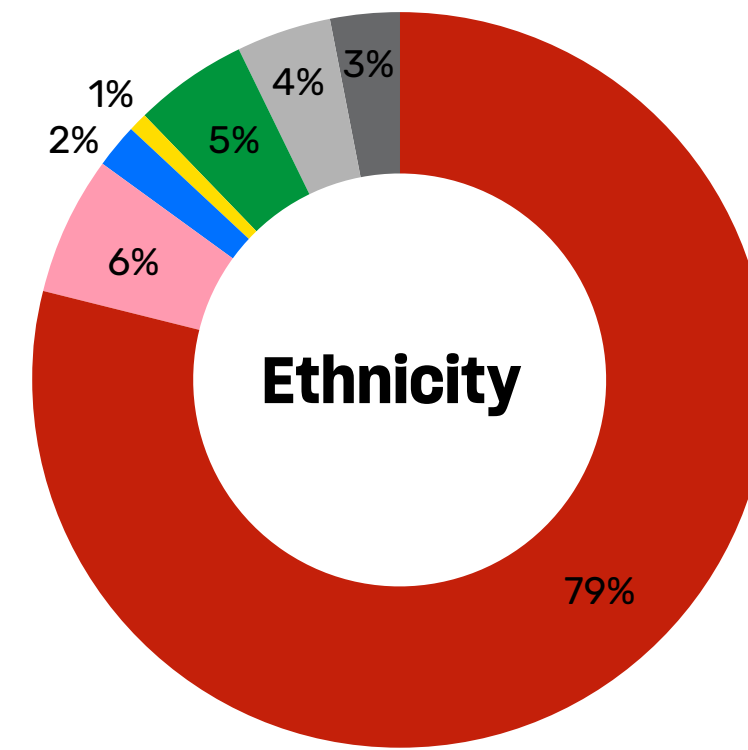
- 6% increase in the 16-25 age group
  - 3% decrease in the 26-35 age group
  - 2% increase in the 36-45 age group
  - A slight decrease in the 46-55 age group
- 
- 3% decrease in people who identify as female
  - 4% increase in people who identify as male
  - The people who identify as non-binary has remained 1%
  - 1% decrease in the group that didn't want to disclose any information about their gender

# Demographics

FY21-22



FY22-23

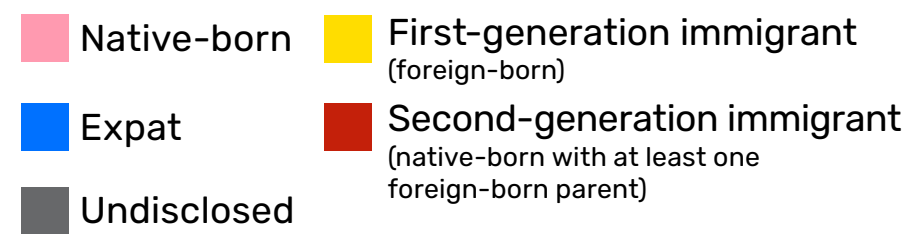
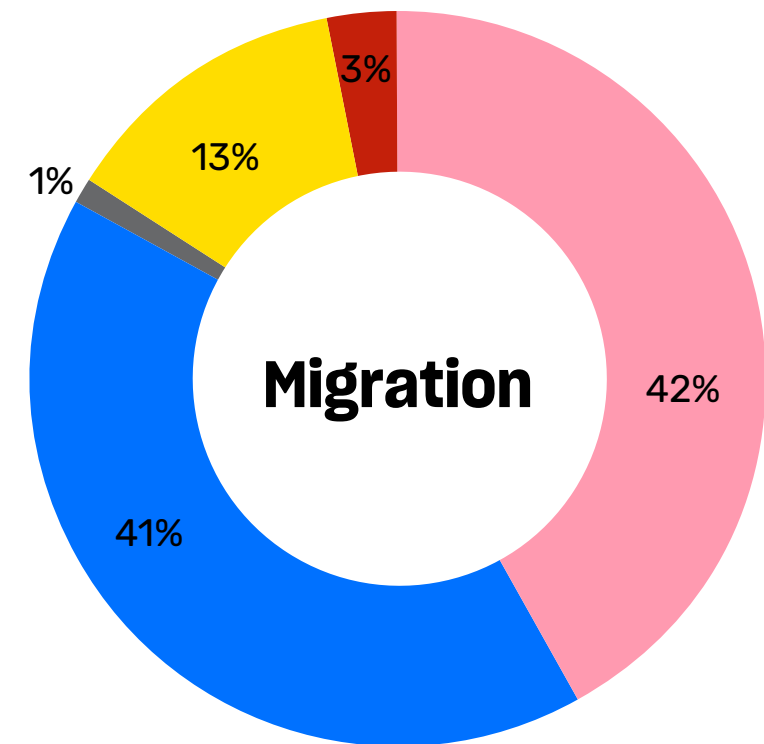
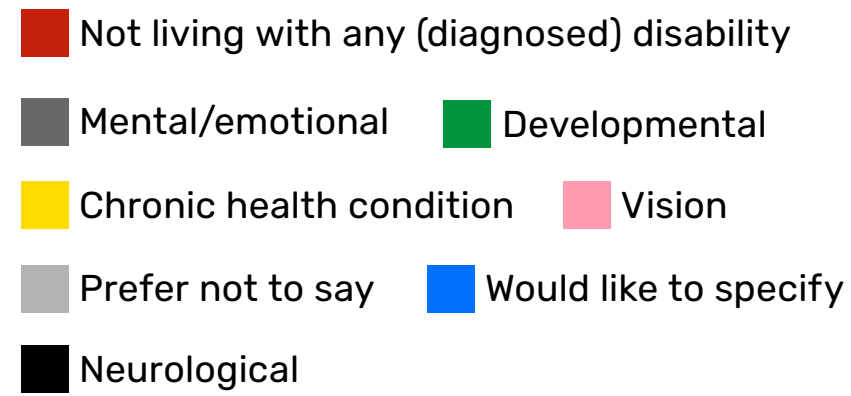
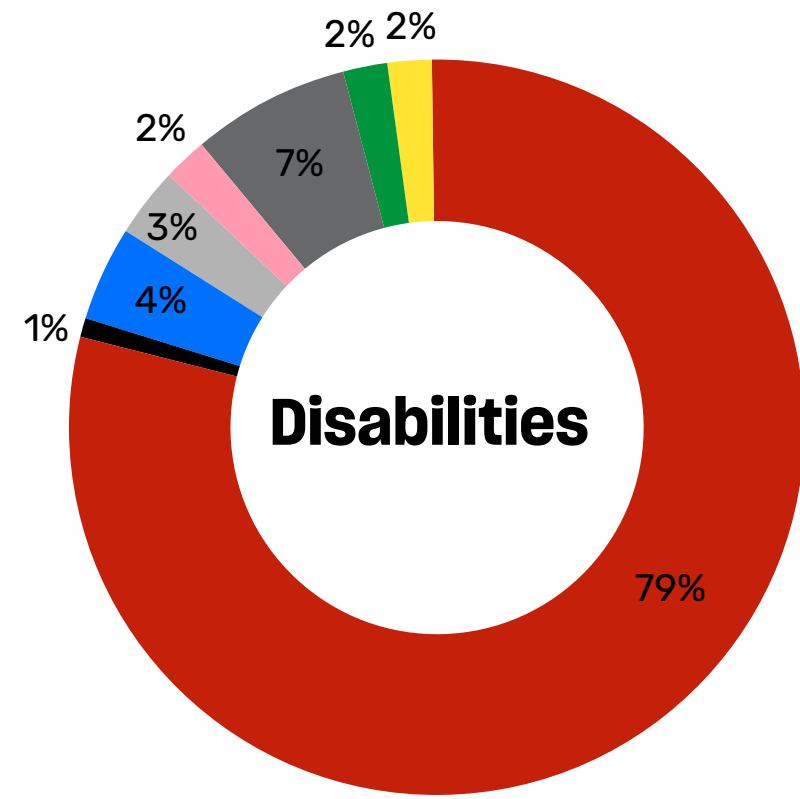


## Year-on-year comparison

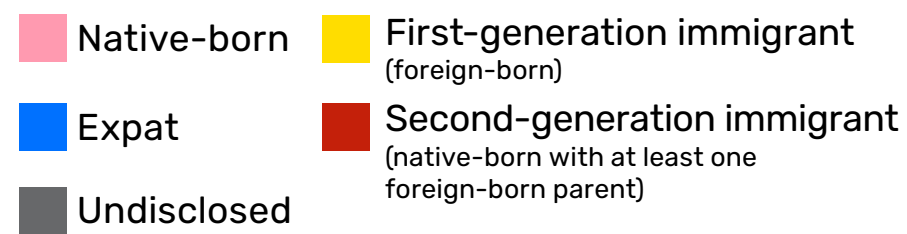
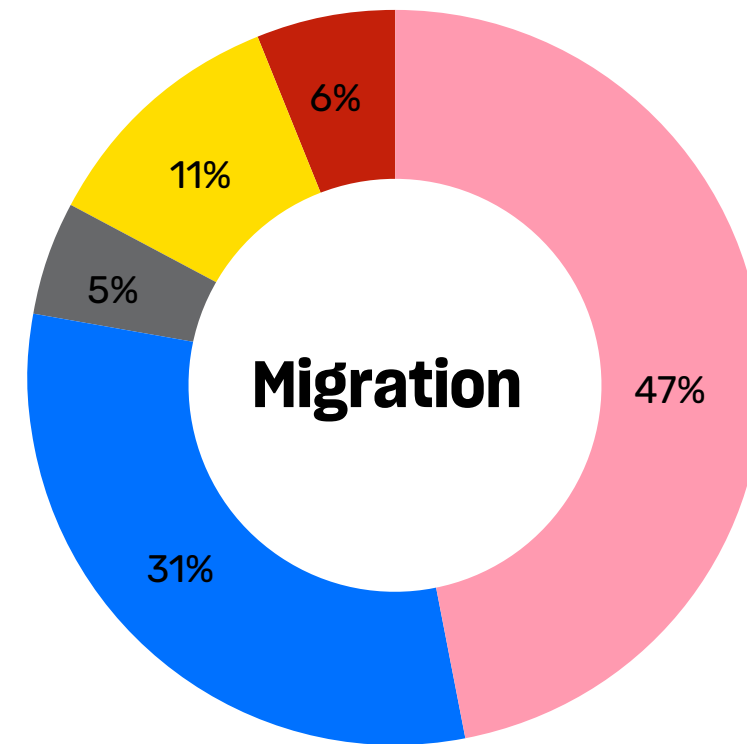
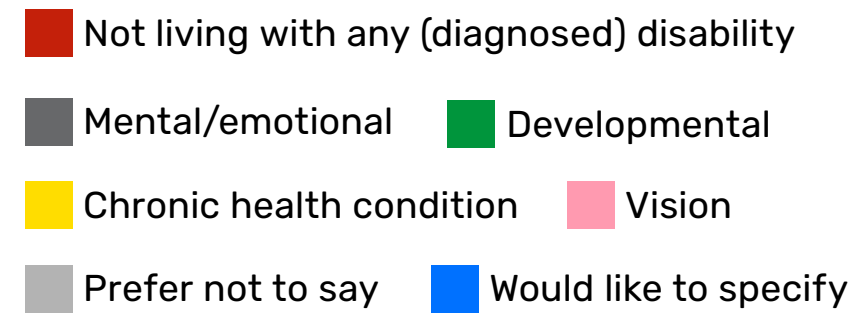
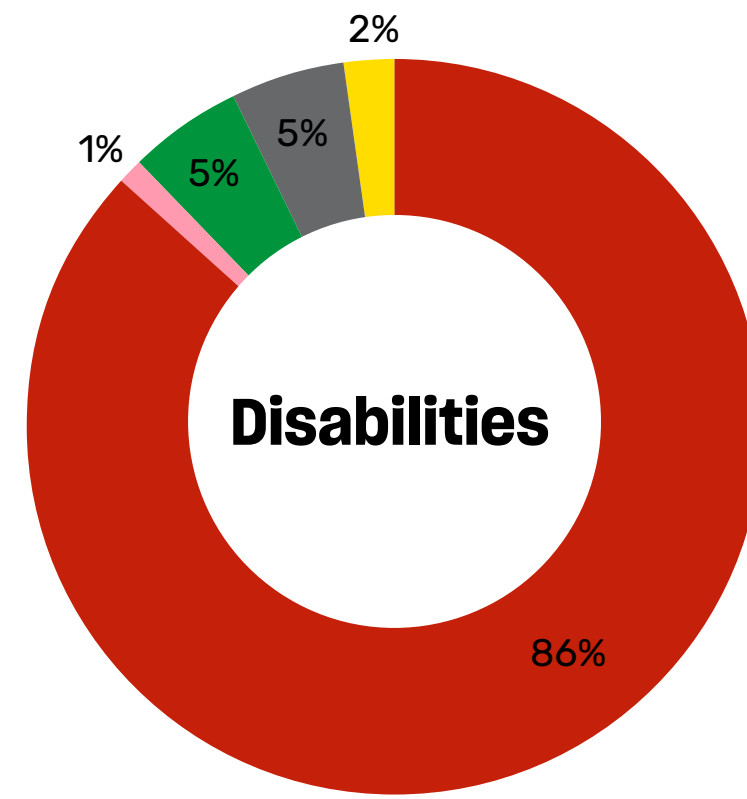
- The proportion of white employees has increased from 77% to 79%
  - The number of people who identify as mixed race has increased by 2%
  - All other ethnicities have decreased compared to FY21-22
- 
- The percentage of non-religious employees has stayed the same at 58%
  - The percentage of Christians has decreased to 25%
  - The proportion of Muslims and Buddhists have decreased by 1%
  - The percentage of spiritual people has continued to decline to 7%
  - We saw an increase of 5% of employees who didn't want to disclose their religion

# Demographics

## FY21-22



## FY22-23



## Year-on-year comparison

- We're seeing an increase of around 3% in both developmental and mental/emotional disabilities within our workforce compared to FY21-22

- 10% drop in percentage of expats to 31%
- The percentage of people not disclosing their migration status is around 5%

# Inclusive spaces

One of the pillars of our D&I strategy is to ‘design our spaces with inclusivity in mind.’ This year, we let actions speak louder than words by developing a new design toolkit and turning our focus to inclusive bathrooms.

## Inclusive design toolkit

In the coming years, we plan to open many more hubs. As such, it’s essential that we continue to challenge ourselves and raise the bar when it comes to inclusive design. That’s why we took a moment to review our ambitions and standards.

We looked at our interior design toolkit and updated it to include specific inclusive design elements. All our hubs already meet the Disability Discrimination Act (DDA), but we can do more. Our new standards include additional requirements to equip our spaces for an even wider variety of people (all-gender, neurodivergent, visually and hearing impaired etc).

This way, all new-build hubs and future refurbishments will align more cohesively with our vision to provide welcoming spaces for all.



# Spotlight: Inclusive bathrooms

One of the topics we decided to deep dive into this year as part of our inclusive space strategy was public bathrooms. By providing inclusive (also known as all-gender) bathrooms, we're able to ensure equitable access for all, creating a safe and welcoming space regardless of gender.

We approached the topic from two angles: as part of the new design toolkit for future developments and as part of our criteria for updating existing hubs.

## New developments

For new developments, we found some great insights in the Mijksenaar ['Beyond the Binary'](#) white paper. This outlined best-practice wayfinding standards and physical design for inclusive bathrooms.

Inspired by their research, plus a number of other sources, we developed a new standard for our public spaces that provides equitable, safe and accessible bathrooms. These toilets can be used by anyone, overcoming safety and privacy concerns, while meeting new-build regulations.

## Existing hubs

Updating existing hubs has been a bit more challenging. Traditionally, many of our bathrooms have a binary setup, which is reflected in the physical design.

You'll often find urinals – either behind a door or in an open space – in male bathrooms, plus multiple, single-stall bathrooms throughout our public spaces. These areas cannot be made inclusive by simply changing the wayfinding, as the physical design doesn't meet all-gender bathroom requirements.

## Working towards gender neutrality

According to the Mijksenaar research, when the conditions above apply then a company should invest in retrofitting their facilities. As we're finding with many of our hubs, though, this can be logistically complex and will take some time.

For now, we need to come up with a solution that works for our current layout. We've started looking into how many of our existing bathrooms can be converted into inclusive washrooms, but in the meantime will provide three options to accommodate our community (m/f/x).



As part of this process, we've added bathroom design to our list of improvements for future refurbishment plans. Whenever it's time for us to redesign one (or more) of our hubs, we'll ensure our designs are as inclusive as possible.

# Community

## Pride 2023

As staunch supporters of the LGBTQIA+ community, Pride has long been a cornerstone of The Social Hub's commitment to diversity and inclusion.

This year was no different, as we hosted and took part in dozens of events, celebrations and activations. From an impactful 360-degree campaign to transforming our hotels into Pride Hubs, find out all about the strides we took for Pride over the next few pages.



## Pride campaign

We're proudly allied with the queer community and support movements like Pride with concrete actions. This year, we decided to kick things up a notch with a full-blown campaign.

Our 'No Sleep Till Inclusion Is Real' campaign was created to speak to people personally. Sure, our rooms are comfortable places to rest after a long day, but when you're burdened with a feeling of isolation, rejection and no sense of place – as many people on the fringes of society

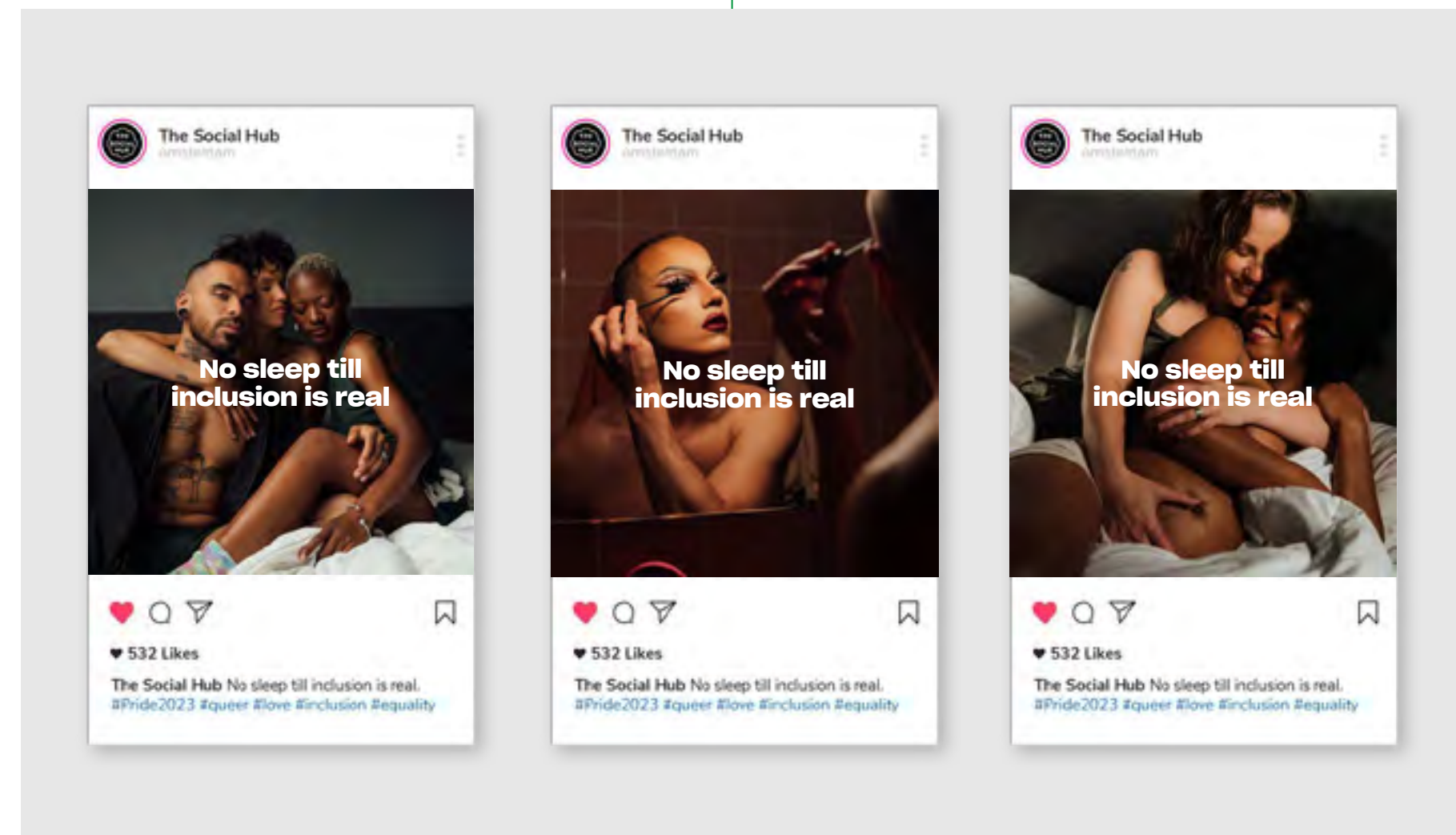
are – then sleep can be hard to find. Our campaign captured the energy and ideals of a no-sleep protest, while spreading an important message both during Pride and long after the rainbow flags stopped waving.

Under this tagline, we hosted over 60 events spanning six days of Pride festivities. Highlights included the launch of the Better Society Academy, the first ever Filipino-European forum, an extensive programme catering to the BIPOC transgender community, Pride University sessions, and a queer integration programme for newcomers.



“

**These initiatives were all part of our mission to foster a more inclusive society and provide essential support to marginalised communities in the LGBTQIA+ space.**





# Pride Hubs

## The Social Hub Madrid

In May, The Social Hub Madrid blossomed into a Pride Hub, hosting diverse activations in a truly safe space for the LGBTQIA+ community.

Our mission? To build awareness, celebrate inclusivity and advocate for key social issues. We held dozens of engaging events at our hubs in both Madrid and Barcelona, while generating buzz with a striking Pride bus activation. Our custom-decorated and branded bus featured during both a curated pre-event at The Social Hub and at the Madrid Pride Parade.

We also collaborated with brand ambassadors Rylie Tuviera, Paco Leon and influencer and social activist Barry Brandon to amplify our message through word of mouth, press and social media, reaching a wider audience.



## The Pride Hub Amsterdam

For the entire week of Pride, we transformed The Social Hub Amsterdam into The Pride Hub, creating a vibrant and inclusive space for people of all sexual orientations and gender identities.

The official Pride Amsterdam organisation took over our public spaces, hosting activities like mental health support sessions, educational workshops, social events and networking drinks. We also held cultural events, art exhibitions and film screenings that showcased LGBTQIA+ voices and stories.

Importantly, The Pride Hub played a vital role as a space for activism, advocacy and community building. We offered a platform through which LGBTQIA+ organisations, activists and allies could unite, raise awareness and celebrate the progress made towards equality and inclusion.

## Pride University

The Pride Hub also hosted Pride University this year, an educational programme comprising a variety of workshops, masterclasses and interactive lectures on topics spanning the LGBTQIA+ spectrum. This was held in collaboration with Amsterdam's leading educational institutes, including VU, HvA, Inholland, UvA and ROC van Amsterdam.



## Canal Parade

Our boat for Pride 2023 was designed to colourfully capture our vibrant community. Boarded by our brand ambassadors from across Europe, we brought queer leaders and changemakers together to make waves on the criss-crossing canals of Amsterdam.

Adorned with eye-catching fans, we wanted to celebrate the evolution of the fan as an ever-present symbol within the LGBTQIA+ community – a testament to resilience and longevity. From flamboyant performances to flashy parades,

the fan always adds a touch of flair, freedom and festivity. As Queen Elizabeth I once said, “A fan is the only suitable gift for a Queen.” Words that ring true to this day, it seems.

With contributions from those present on our boat, we were able to donate €3,900 to LGBTQIA+ Asylum Support, an NGO providing vital support to LGBTQIA+ refugees in the Netherlands.

# Better Society Academy

In today's ever-evolving world, the crucial role that education plays in tackling societal issues can't be overlooked. That's why we introduced the Better Society Academy (BSA), an immersive learning experience that empowers social changemakers to become influential forces for good.

As part of the programme, participants were given the opportunity to learn, connect and co-create in an environment that enabled them – and their initiatives – to thrive, all while benefitting from expert guidance every step of the way.

Our first edition saw 30 participants attend during Pride week at The Social Hub Amsterdam City. For three and a half days, they were immersed in the subject of diversity and

inclusion (including LGBTQIA+ topics) and received inspirational keynote talks and Q&A sessions with subject matter experts.

After a successful pilot, we've since partnered with Hyper Island to evolve the Better Society Academy into an even more comprehensive and impactful learning initiative.

Check out our [website](#) to learn more.



**“  
An immersive learning  
experience that empowers  
social changemakers to  
become influential forces  
for good.  
”**

# Reflecting on the Better Society Academy

by Lucien van Geffen,  
Head of TSH Academy



For me, the Better Society Academy (BSA) was special. The concept was something that had been on our wish list for a while, especially since we rebranded to The Social Hub and began refocusing on our mission: together, we can create a better society. The initial pilot was a great way to put our words into action, especially when focusing on the topic of diversity, equity and inclusion (DE&I), which is so close to our hearts.

When it came to participants, it made sense to invite LGBTQIA+ activists. We identified a shared need among this group. So, The Social Hub funded the full learning programme and accommodation for all 30 participants, many of whom were grassroots activists that developed their skills 'on the job' and may otherwise have faced barriers to join such a programme.

## A brief overview of BSA

We wanted to offer these changemakers a platform to amplify their capabilities and provide them with a European network of fellow leaders, inspiring mentors and DE&I experts. Over the course of

the programme, participants experienced more than 10 lectures, panels and keynotes from high-level professionals, including award-winning entrepreneur Ron Simpson, behaviour transformation expert Sandra Geisler and performance artist Amber Vineyard.

Attendees were also given the opportunity to work on curated, real-world challenges and issues faced by the LGBTQIA+ community. With the help of the design thinking model, groups worked on topics like 'Making cultural institutions more equitable, inclusive and representative of queer communities' and 'Safe mobility for LGBTQIA+ community members in public transport and taxis.' Projects were presented to our executive panel and partner organisations on the final day of the programme.

But beyond the curriculum, it was all about authentic relationship building. Participants were spending all day together – from 8am to 11pm – and after three days there was a real family feeling. This brought a sense of truth,



honesty and vulnerability to each session that was truly touching. Of course, as much as the participants learned during this programme, so too did we as an organisation.

## What we learned

To create an open environment and encourage feedback, we chose to close each day with a roundtable session. From these, we took valuable insights and built on constructive criticism, learning that the schedule was too busy and that participants wanted more time to nurture personal connections, especially early on. We tweaked the itinerary as we went, and all these learnings will be applied to our future programmes.

Before and after the BSA sessions, we also asked participants to complete a baseline measurement survey. This allowed us to monitor their personal development and assess the programme's impact. The results showed that participants were 32% more comfortable when choosing a business, NGO or public body to collaborate with, and they

were between 15 and 30% more confident navigating topics like network mapping, funding and building a business case.

## Looking forward

It's very exciting to see how the group remains so connected. The group chat is still a wild exchange of ideas, suggestions, calls for advice and photos of participants meeting across Europe. Participants are travelling to help at a queer film festival in Paris, organised by another team member, and others are organising an event with a member of parliament for Diversity Day. Some of our corporate partners, like the Rijksmuseum, are still in contact with participants too, to help them on their DE&I journey.

Personally, I'm very excited to see where we go from here. We already have plans to expand the programme in 2024, tackling more urgent topics with more incredible activists. So, here's to the continued growth of our changemaking community!



# Better Society Academy participants

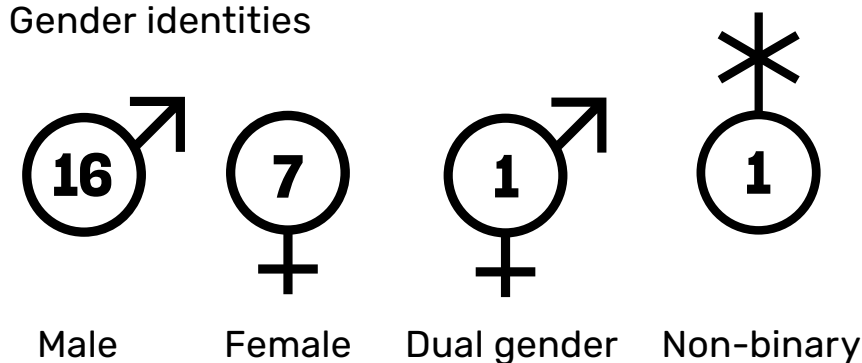
## International attendees

**25 participants**  
**8 countries**

## Professions

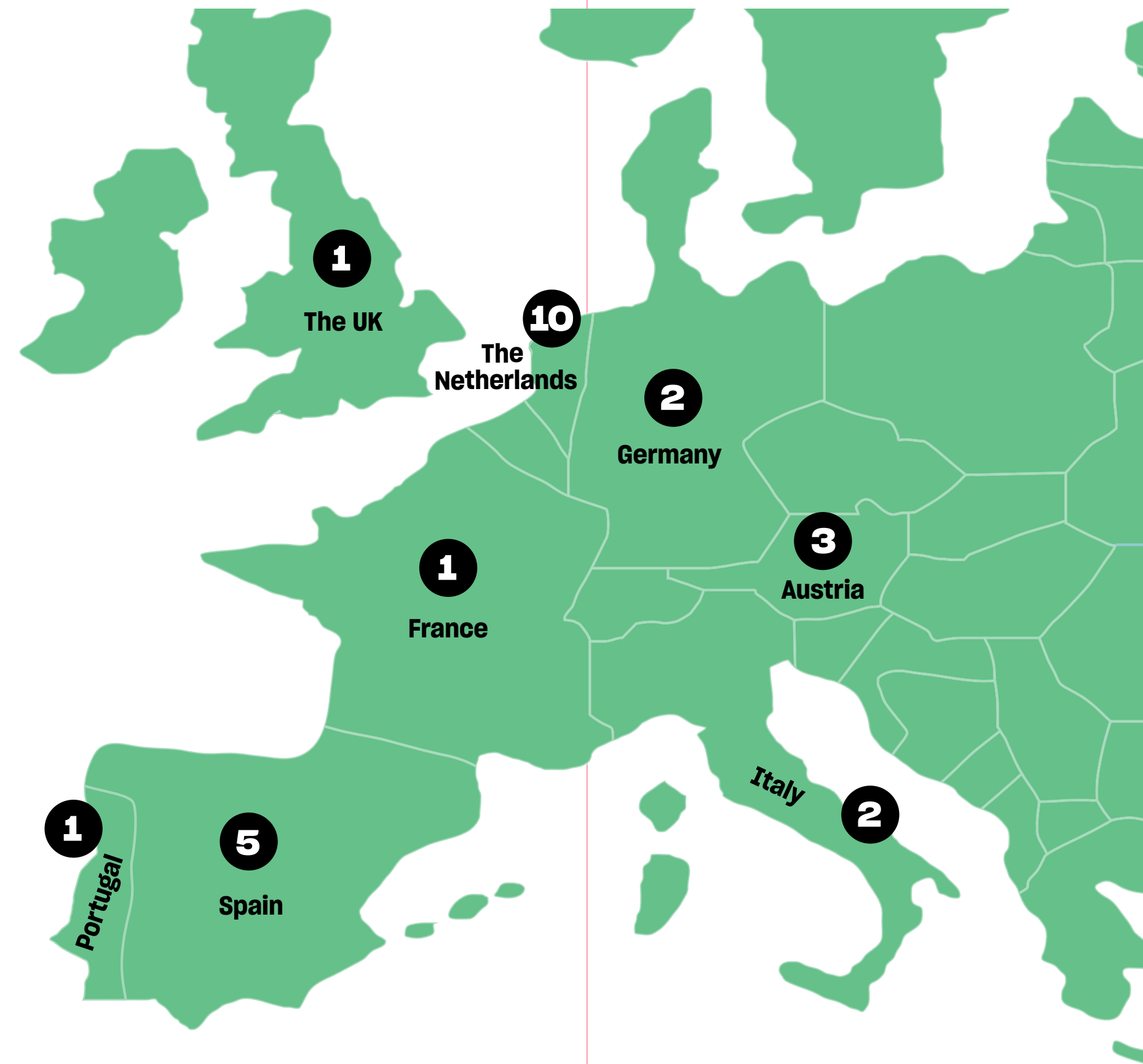
**16 entrepreneurs**  
**4 corporate professionals**  
**3 performing artists**  
**1 social worker**  
**1 politician**

## Gender identities



## Generational representation

**6** Gen X  
**17** Millennials  
**2** Gen Z



Number of participants from each country

## Benchmarking results

Both before and after the Better Society Academy, participants were asked to fill in a baseline measurement survey to track their progress through the programme. They were asked how comfortable they felt about several topics. Check out the results below.

Participants were:

- 32% more confident in identifying potential partners (public bodies, NGOs, businesses etc.)
- 27% more comfortable with stakeholder mapping and finding relevant partners to collaborate with
- 20% more confident to build a business case for collaborations and partnerships
- 29% more prepared to deal with legalities for collaborations and partnerships
- +66 Net Promoter Score (NPS) score (used to gauge how likely someone is to recommend The Social Hub to a colleague or friend)



We collaborate with purposeful partners to create meaningful initiatives that accelerate change.

## Events & initiatives

# BYBORRE x Reconstruct fashion show

### The Social Hub Amsterdam City

In May 2023, The Social Hub collaborated with BYBORRE and Reconstruct for a fashion show with a difference. Led by ambassador Borre Akkersdijk, the event highlighted the power of upcycling in the fashion industry.

Reconstruct is a female design collective that produces made-to-order pieces from overstock and pre-used materials. Their aim is to be an active sustainable force in the fashion industry, while creating an approachable, welcoming space for the creative community.

By using textiles provided by BYBORRE, known for their zero-waste approach, the collaboration aimed to breathe new life into leftover materials, emphasising ethical practices and environmental consciousness.

Beyond style, the event sparked conversations about conscious consumerism and the role of fashion in driving positive social change. Through collaborations like these, The Social Hub continues to promote sustainability, proving that style can go hand in hand with substance.

Later that same year, Reconstruct organised an upcycling event exclusively for members of The Social Hub community. During the workshop, participants practiced upcycling, learning how to uplift and remodel their clothing. This hands-on experience not only promoted sustainability, but empowered attendees to live life free of fast fashion.





# Serve the City community dinners

## The Social Hub Maastricht

Small acts of kindness can make a big difference. Every second Tuesday of the month, our lobby at The Social Hub Maastricht hosted community dinners with Serve the City, an initiative that supports people in need through sports, games, music and social connection.

With up to 80 attendees, including co-workers, students and locals, these dinners combatted loneliness and built connections. Over home-cooked food and through heartfelt conversations, our guests felt a real sense of belonging. By partnering with Serve the City and their NOAH programme – designed to help people meet one another – we amplified our impact and created inclusive spaces where friendships flourished, one meal at a time.



## The Social Hub Groningen

On Christmas Day, we organised a festive brunch at The Social Hub Groningen for lonely senior people, hosted by three of our ambassadors.

We wanted to bring senior people together so they could meet each other at our hub, while enjoying a delicious three-course dinner. Fully sponsored by Bidfood, The Choco Company Groningen and Marne Mosterd, our caring partners were key to making the day a jolly success.



# Christmas brunch for seniors

# Linguistic Lunch

## The Social Hub Madrid

The Linguistic Lunch was a unique activation designed to champion LGBTQIA+ rights and advocate for inclusive language. Michelle Rodriguez Chiv, from Lingüísticamente hablando, led an engaging session over a curated lunch, highlighting language as a tool to combat prejudice and enhance positive attitudes towards all genders and non-genders.

By collaborating with a passionate partner like Michelle, we curated an enriching experience where guests shared both food and knowledge. The conversation was joined by thought leaders Stefania Talento, Luca Hugo Brucculeri, Sandra Modrego and Yolanda Muelas, and the session was publicised in La Vanguardia newspaper.



## Women of Impact roundtable

## The Social Hub Barcelona

For this year's International Women's Day, we organised a powerful interactive event that put the spotlight on gender inequity and highlighted the challenges women face in their work life.

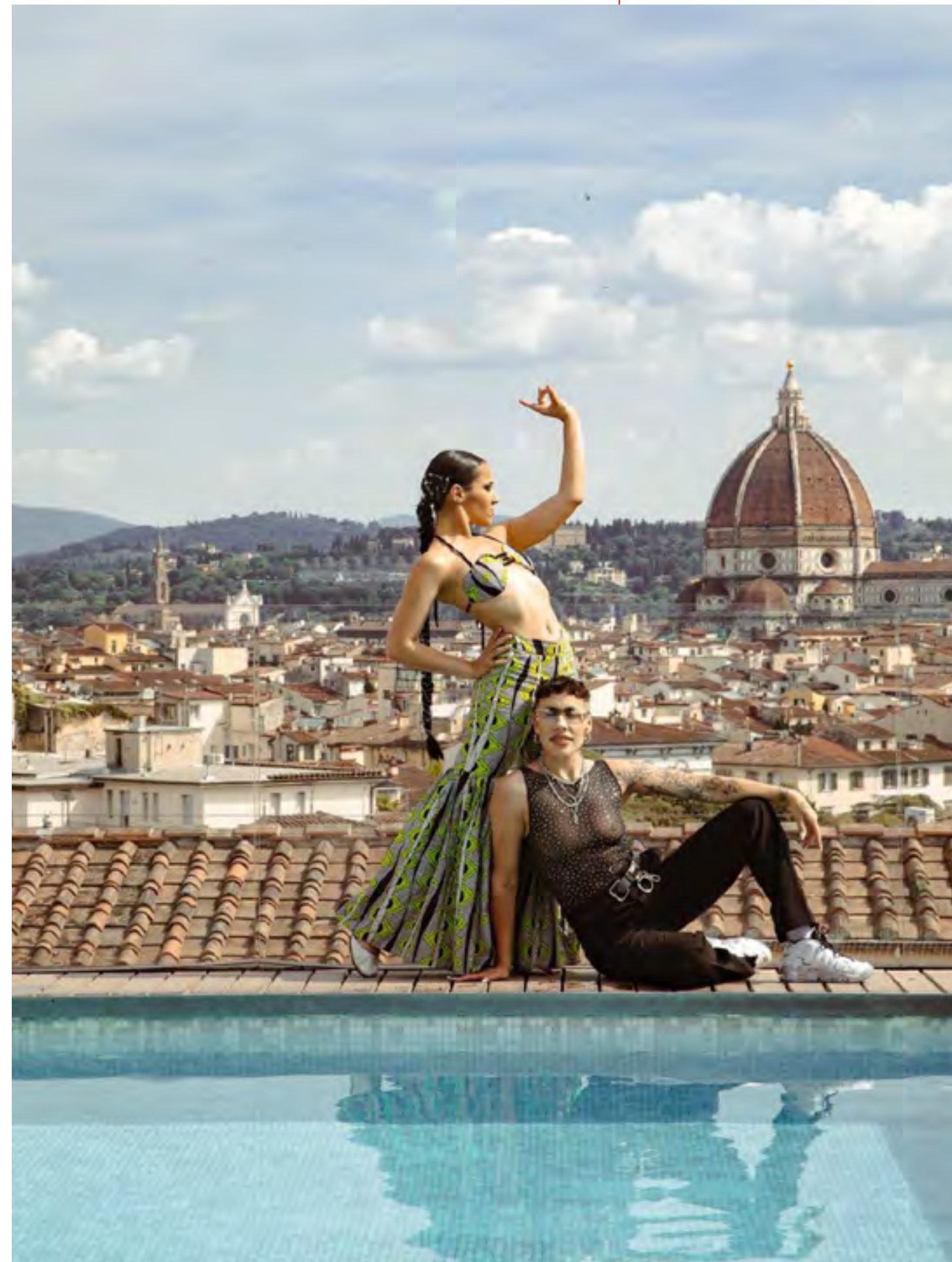
During a roundtable discussion with Laura Tejada, Eva Diaz, Berta Segura and Mar Alarcon – moderated by our ambassador, Andrea Faroppa – diverse perspectives were shared, illuminating the challenges and triumphs of women in business. Insights flowed freely and solutions were suggested, followed by a rooftop networking session. Our partners, representing diverse female talent from Barcelona and the surrounding area, amplified the event's impact through their network.

# The Power of Love: Kiki Ball

## The Social Hub Florence Lavagnini

A vibrant and empowering occasion that highlighted the beauty of inclusivity and solidarity within the Ballroom scene, The Power of Love: Kiki Ball was an evening of fashion shows, live music and all-out LGBTQIA+ celebrations.

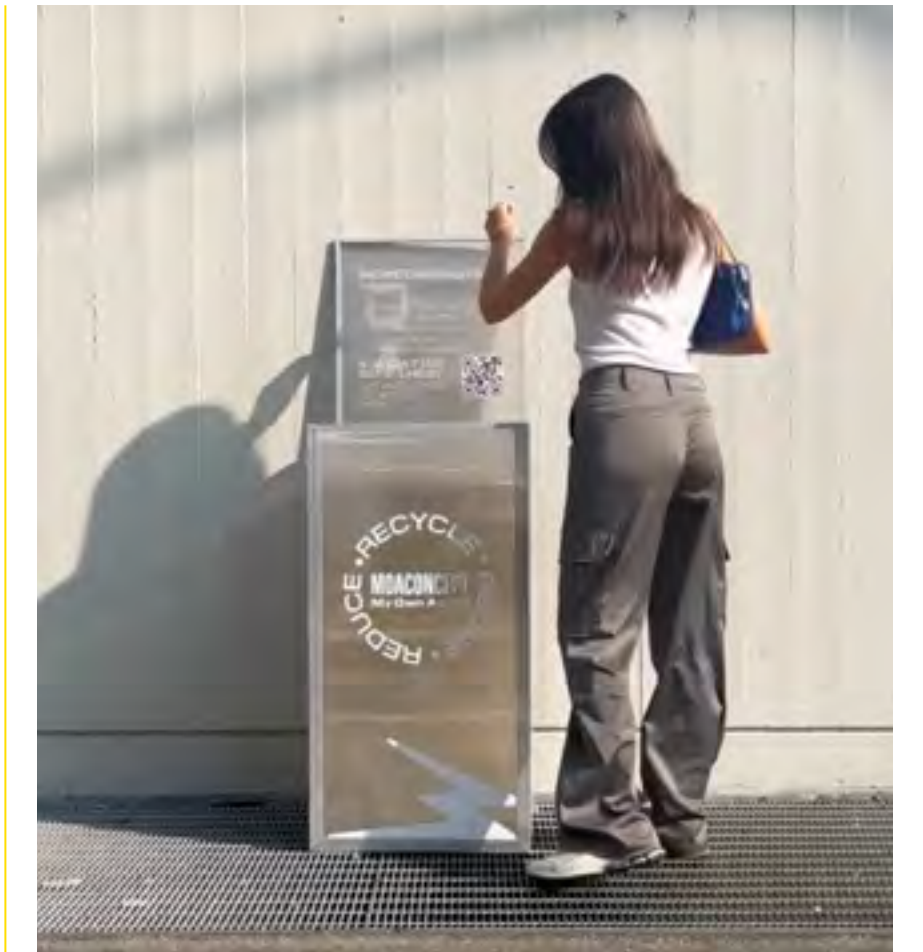
Defined by self-expression, individualism and open mindedness, our event invited people from different Ballroom families to compete in 10 fashion show categories to the soundtrack of DJ Lil Jean Munera and commentary of TiTi Munera. Winners were chosen by our international panel of judges, including Father Zell Fiorucci, legendary pioneer La B. Fujiko 007 and The Social Hub ambassador, Amber Juicy Couture.



## The Social Hub Bologna & Florence Lavagnini

To showcase our shared values and contribute to a more circular economy, we partnered with Moaconcept to promote sustainable fashion – entirely through old shoes. That's right, we allowed people to deposit their old shoes at our locations in Italy, scan a QR code and get a discount on the Moaconcept website. We even threw in a free drink at our bars in Florence or Bologna.

In fact, in Florence alone we saw more than 400 pairs of old sneakers donated, representing an enormous buy-in from the local community. This prompted us to further expand the project, bringing it to our headquarters in Bologna, too.



# Moaconcept x The Social Hub Italy

## Governance

**Standing tall for  
transparency and  
accountability**



# GRESB



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

Last year, we had to acknowledge that we didn't meet our goal for continuous improvement when it came to our assets in development score. Thankfully, this year we're back on track.

For the 2023 Global Real Estate Sustainability Benchmark (GRESB) report, we managed to increase both scores again. For our standing assets report, we have crossed the 80-point mark and are now at 81 points.

For our assets in development, we've made a big jump and moved to 88 points – not only bouncing back up to our 2021 score but adding another two points.

The primary business developments that have supported this increase are related to better and more extensive data collection, increased governance (due diligence, reporting, certifications) and third-party verification.

The scores still translate to a three-star rating for both reports, as the ratings are based on the total GRESB group performance. Nevertheless, we're pleased with the direction we're going in and are certain our continuous development will lead to a four-star rating soon.



## Standing assets

2021	2022	2023
75	78	81



## Assets in development

2021	2022	2023
86	78	88

# BREEAM certification

**Our goal:  
To achieve a 'Very Good' rating at the minimum for all new developments.**

This year, we welcomed three new hubs to The Social Hub family in Madrid, Toulouse and Barcelona.

This also means we obtained three new BREEAM New-Build certifications. For Madrid and Toulouse, we're happy to announce that we met our minimum rating of 'Very Good'.

For Barcelona, we scored even higher, making it the first The Social Hub property with a BREEAM New-Build 'Excellent' rating.



Toulouse



Madrid



Barcelona

# Our B Corp journey



Our community is at the heart of everything we do. That's why each hub's programming is something we consciously curate, always staying mindful of the societal impact we have on both a local and global level. It's all about people – and it's a big part of what makes us who we are.

It's also why we've never been satisfied with our benchmarking. We've long worked with a variety of certifications and reports that do a great job of measuring our environmental efforts, but don't representatively weigh our social impact in their scoring. For us, it's important to measure both equally.

## Becoming a B Corp

Two years ago, with a not-so-gentle nudge from our Director of Sustainability & Impact, we stumbled upon B Corp certification. It was clearly for us. B Corp stands for Benefit Corporation and is a certification that assesses the entire impact of a company; from its governance to its impact on the environment, suppliers, employees and community.

When you become a B Corp, you join a global network of companies committed to using their business as a force for good. Together, they work on changing industries for the better, raising the bar on what it means to be a sustainable, impactful company. Now, that's a group we want to hang with.

## Starting our application

We officially started our journey towards B Corp certification this year. To become a B Corp, companies need to fill out the B Impact Assessment and score at least 80 out of 200 points. Our first step was to create an internal B Corp team with representatives from different

departments. With this team, we dove into the assessment to learn more about the different categories and questions that needed to be answered.

We kicked things off by understanding how many points we'd score if we were to submit our assessment today. Based on that benchmark, we could then develop an action plan to become certified. This is what we did for most of summer 2023. From energy consumption data and community volunteering hours to decision-making processes, GHG emissions and employee data, we began collecting and organising.

## Initial assessment

Our initial assessment looked promising. We were off to a pretty good start, placing ourselves at around the 50- to 60-point mark. But to be on the safe side, we wanted to aim for 100 points. Once B Lab – the non-profit organisation behind B Corp – begin evaluating your assessment, it's quite normal to lose some points you thought you could claim. That means we need some wiggle room to avoid dropping below 80.

## Where things stand

As things stand, our goal for FY23-24 is to reach 100 points and officially submit our assessment for review. We aim to do this by Q1 of 2024 so that hopefully, in the fall, we get to call ourselves a B Corp.

It's a nail-biting cliff hanger, we know. But this is where we're at as of the end of 2023. Instead of waiting for next year's Impact Report for an update, though, why not keep an eye on our socials? If there's any exciting news to share, you'll find it there first! Watch this space.







## The Green Hotel Club

In March 2023, we teamed up with a group of hotels in Amsterdam and co-founded the Green Hotel Club (GHC) – an impact organisation that promotes collaboration to drive the sustainability agenda. The GHC’s mission is to create thriving, high quality, future-proof hospitality businesses that are kind to the planet.

This is achieved by developing strategies and initiatives that contribute to a regenerative economy, ensuring that hotels can sustain themselves without depleting natural resources, polluting the environment or degrading the ecosystem. Together, we’ve defined eight themes for which we’ll develop specific initiatives to partner on.

## Projects that have already started

- Initiated a food waste campaign with the Amsterdam municipality, Royal Hospitality Netherlands group and Samen Tegen Voedselverspilling
- Hosted workshops and inspiration sessions around food and beverage (F&B) and Corporate Sustainability Reporting Directive (CSRD)
- Begun developing a collective F&B purchasing platform in combination with last mile delivery

The Social Hub is proud to be a founding partner of the GHC, working together with other impact-minded hotels to make sustainable hospitality the norm.



# Collectives

## Hotel Neutraal

Around the same time the GHC was created, a similar collective was founded in Rotterdam named Hotel Neutraal.

This collection of sixteen Rotterdam-based hotels – including The Social Hub Rotterdam – work on making their locations more sustainable with the support of the Green Leisure Group, BlueCity, Rotterdam Partners and the Rotterdam municipality.

The group specifically focuses on initiatives to reduce energy consumption, water consumption and (food) waste, while prioritising circular products and working practices that lessen GHG emissions.

Alongside the other hotels in the collective, we undertook a baseline assessment in the fall of 2022 and were given further insights into The Social Hub's current performance – and how we could action some quick environmental wins.

All participants worked on implementing these measures and shared their initial results in the summer of 2023. The next step is to zoom in on more complex themes that require longer-term development, investments and collaboration with the city.

 hotel neutraal



# Ethics & corruption

As part of our ongoing efforts to meet the highest governance standards – as listed by the SDGs and B Corp certification, for example – we’re getting more transparent in how we manage our supply chain and train our people to prevent corruption and unethical behaviour in our business operations.

This year, we extended our employee whistleblowing policy to include all stakeholders and, as such, you can now find the policy and a description of the reporting system on our [website](#). All employees are introduced to the whistleblowing policy when they join the company, and our suppliers when they sign our Supplier Code of Conduct.

Our Executive Board receives regular updates from our internal trust councillors on any incidents reported and, if needed, ensure changes are made to improve The Social Hub’s business operations. In FY22-23, there were no incidents reported.



# Looking forward

And so concludes another year of reporting! We hope you found our insights interesting and managed to draw some inspiration from what you've read. As we always say, impact is a journey – and this is just another chapter in a greater story.

At the time of writing, the new fiscal year is already in full swing. We're more than excited about what's to come and can't wait to share all the ins and outs of our projects in next year's report, some of which are already well underway.

With the Corporate Sustainability Reporting Directive (CSRD) coming up, we're already knee deep in materiality assessments, ESG data and reporting requirements. Plus, we'll be working on the BREEAM In-Use recertification of our Dutch portfolio and adding a couple of new hubs to the mix.

Alongside plans to pilot some new initiatives around food waste, hiring and our suppliers, we're also introducing something that will really level up our social ambition. Not to mention official plans to open across the pond and our ongoing B Corp journey.

More on that, next year!





# Appendix

# Waste per location (YoY comparison)

Location	Organic (%)			Paper (%)			Glass (%)			Residual (%)			Plastics (%)			Other (%)		
	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY
Amsterdam City	35%	25.5%	-9.5%	19%	11%	-8%	18%	4.7%	-13.3%	28%	58%	+30%	N/A	N/A	N/A	N/A	0.8%	N/A
Amsterdam West	43%	35.1%	-7.9%	3%	3.7%	+0.7%	2%	0.6%	-1.4%	48%	57.5%	+9.5%	4%	1.6%	-2.4%	N/A	1.5%	N/A
The Hague	8%	8.1%	+0.1%	6%	5.5%	-0.5%	5%	2.3%	-2.7%	80%	83.6%	+6.6%	1%	0.6%	-0.4%	N/A	N/A	N/A
Groningen	N/A	N/A	N/A	11%	12.4%	+1.4%	2%	1.9%	-0.1%	87%	84.3%	-2.7%	N/A	N/A	N/A	N/A	1.5%	N/A
Eindhoven	N/A	N/A	N/A	8%	6.1%	-1.9%	13%	11.4%	-1.6%	79%	92%	+13%	N/A	N/A	N/A	N/A	0.5%	N/A
Maastricht	15%	9.3%	-5.7%	7%	6.4%	-0.6%	9%	9%	0%	66%	74.5%	+8.5%	3%	1.1%	-1.9%	N/A	0.7%	N/A
Delft	1%	0.9%	-0.1%	8%	7.7%	-0.3%	3%	3.7%	+0.7%	87%	87.1%	+0.1%	1%	0.5%	-0.5%	N/A	N/A	N/A
Berlin*	N/A	5.5%	N/A	N/A	18.9%	N/A	N/A	4%	N/A	N/A	67.3%	N/A	N/A	N/A	N/A	N/A	4.3%	N/A
Barcelona*	N/A	29.2%	N/A	N/A	14.6%	N/A	N/A	7.7%	N/A	N/A	38.8%	N/A	N/A	9.7%	N/A	N/A	N/A	N/A

\*Berlin data is only for 10 months; Barcelona uses averages based on number of collections.

# Energy performance (YoY comparison)

Location	Electricity use (Kwh)			Gas (m³)			District heating & cooling (kWh)			Water (m³)		
	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY
Amsterdam City	2,147,362	2,154,783	+0.3%	183,490	183,789	+0.2%	N/A	N/A	N/A	37,577	35,693	-5.0%
Amsterdam West	1,378,063	1,296,748	-5.9%	5,032	1,652	-67.2%	2,516,666	2,486,388	-1.2%	26,603	24,122	-9.3%
Rotterdam	1,237,316	1,124,638	-9.1%	N/A	N/A	N/A	1,234,722	1,265,277	+2.5%	24,279	22,766	-6.2%
The Hague	669,085	807,845	+20.7%	95,800	93,224	-2.7%	N/A	N/A	N/A	15,260	16,233	+6.4%
Groningen	866,634	865,222	-0.2%	123,320	116,312	-5.7%	N/A	N/A	N/A	16,141	17,338	+7.4%
Eindhoven	1,053,881	998,145	-5.3%	77,714	89,535	+15.2%	N/A	N/A	N/A	19,443	19,431	-0.1%
Maastricht	1,189,966	1,249,197	+5.0%	4,315	5,321	+23.3%	1,026,666	418,888	-59.2%	14,853	15,402	+3.7%
Florence Lavagnini	3,005,281	2,610,570	-13.1%	73,142	70,793	-3.2%	N/A	N/A		17,224	24,476	+42.1%
Berlin	1,103,763	1,057,384	-4.2%	N/A	N/A	N/A	1,589,865	1,946,101	+22.4%	20,418	22,022	+7.9%
Vienna	3,443,799	1,788,749	-3.8%	N/A	N/A	N/A	884,994	72,5617	-18.0%	35,124	33,097	-5.8%
Paris	376,613	348,925	-7.4%	N/A	N/A	N/A	1,284,990	388,220	-5.7%	12,060	11,642	-3.5%
Delft	1,140,617	1,143,586	+0.3%	N/A	N/A	N/A	N/A	N/A	N/A	16,564	17,204	+3.9%
Bologna	2,979,669	2,755,424	-7.5%	N/A	N/A	N/A	N/A	N/A	N/A	24,589	21,577	-12.2%
Madrid	625,960	1,536,868	N/A	25,215	81,628	N/A	N/A	N/A	N/A	6,705	19,172	N/A
Toulouse	324,386	1,131,577	N/A	27,963	83,164	N/A	N/A	N/A	N/A	1,204	13,238	N/A
Barcelona	79,128	965,267	N/A	N/A	N/A	N/A	341,402	1,793,089	N/A	1,966	11,323	N/A

\*The Social Hub Madrid, Toulouse and Barcelona opened in Q4 2022, so we can't compare year-on-year performance yet.

# GHG performance (YoY comparison)

Location	GHG emissions Scope 1 (tonnes)			GHG emissions Scope 2 (tonnes)			Total GHG emissions (tonnes)			Total GHG emissions (kg/m²)		
	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY	FY21-22	FY22-23	YoY
Amsterdam City	382	392	+2.6%	499	501	+0.4%	880	893	+1.5%	29.9	30.3	+1.4%
Amsterdam West	11	3	-72.7%	320	525	+64.1%	331	528	+59.5%	11.9	18.9	+59.4%
Rotterdam	N/A	N/A	N/A	287	375	+30.7%	287	375	+30.7%	13.8	18.0	+30.4%
The Hague	199	198	-0.5%	155	187	+20.6%	354	386	+9.0%	26.1	28.5	+9.0%
Groningen	256	248	-3.1%	201	201	0.0%	457	449	-1.8%	33.0	32.4	-1.9%
Eindhoven	162	191	+17.9%	245	232	-5.3%	406	423	+4.2%	26.0	27.1	+4.1%
Maastricht	9	11	+22.2%	242	328	+35.5%	251	339	+35.1%	13.0	17.5	+35.2%
Florence Lavagnini	146	142	-2.7%	922	801	-13.1%	1068	943	-11.7%	49.2	43.4	-11.8%
Berlin	N/A	N/A	N/A	621	619	-0.3%	417	619	+48.4%	21.0	31.2	+48.6%
Vienna	N/A	N/A	N/A	338	369	+9.2%	338	369	+9.2%	8.8	9.6	+9.4%
Paris	N/A	N/A	N/A	68	64	-5.9%	68	64	-5.9%	11.0	10.4	-6.1%
Delft	N/A	N/A	N/A	265	265	0.0%	265	265	0.0%	19.4	19.4	+0.3%
Bologna	N/A	N/A	N/A	914	845	-7.5%	914	845	-7.5%	39.5	36.5	-7.5%
Madrid	72	235	N/A	96	176	N/A	168	412	N/A	9.8	24.0	N/A
Toulouse	58	177	N/A	13	46	N/A	71	223	N/A	5.0	15.8	N/A
Barcelona	N/A	N/A	N/A	12	111	N/A	12	111	N/A	0.6	5.6	N/A



## Get in touch

Thank you for reading this year's Impact Report.

If you'd like to reach out about collaborations and partnerships, or simply want to share a suggestion regarding our positive impact journey, please get in touch via email at [sustainability@thesocialhub.co](mailto:sustainability@thesocialhub.co).

