

THE STUDENT HOTEL

Impact Report

FY2019-2020

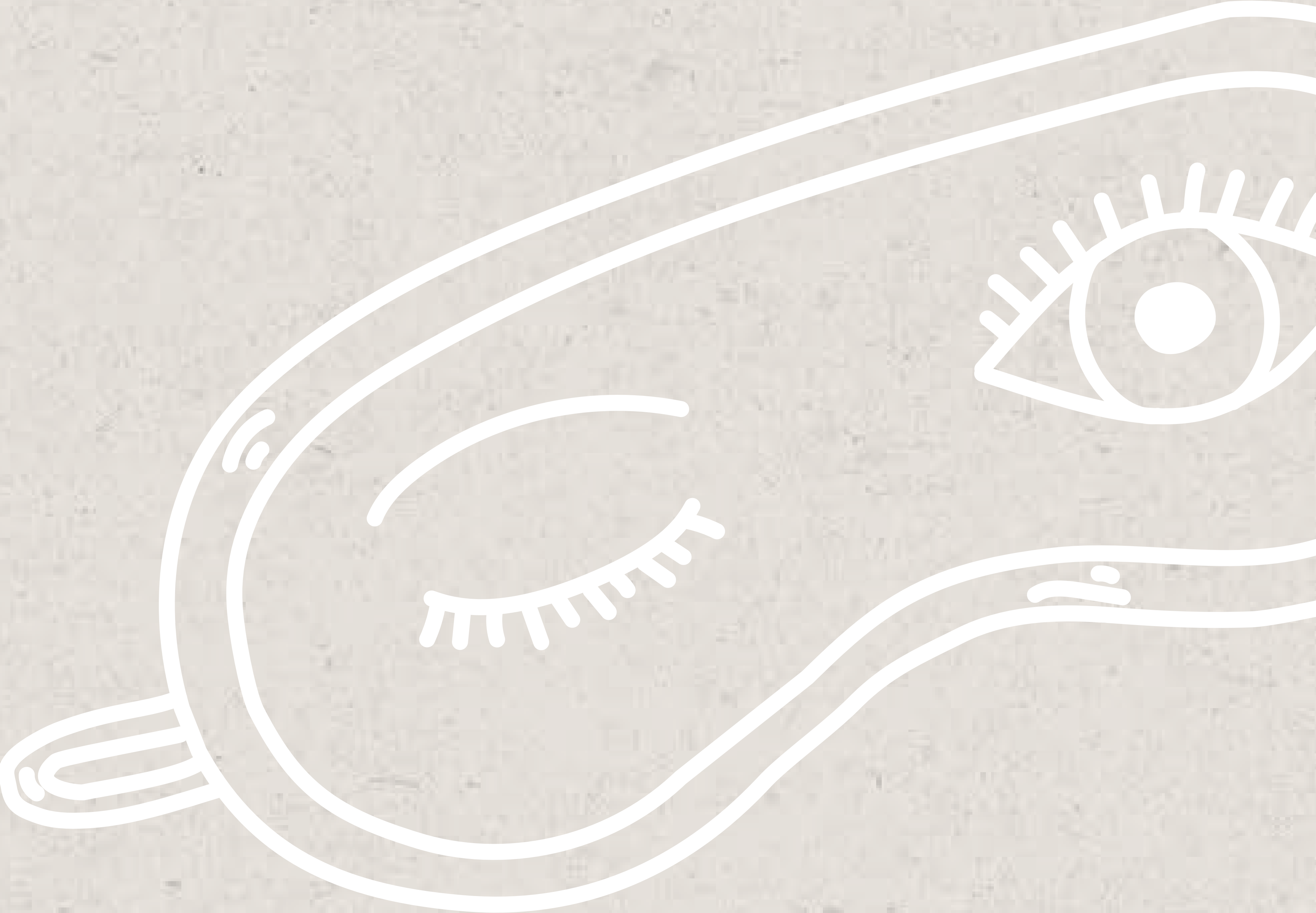
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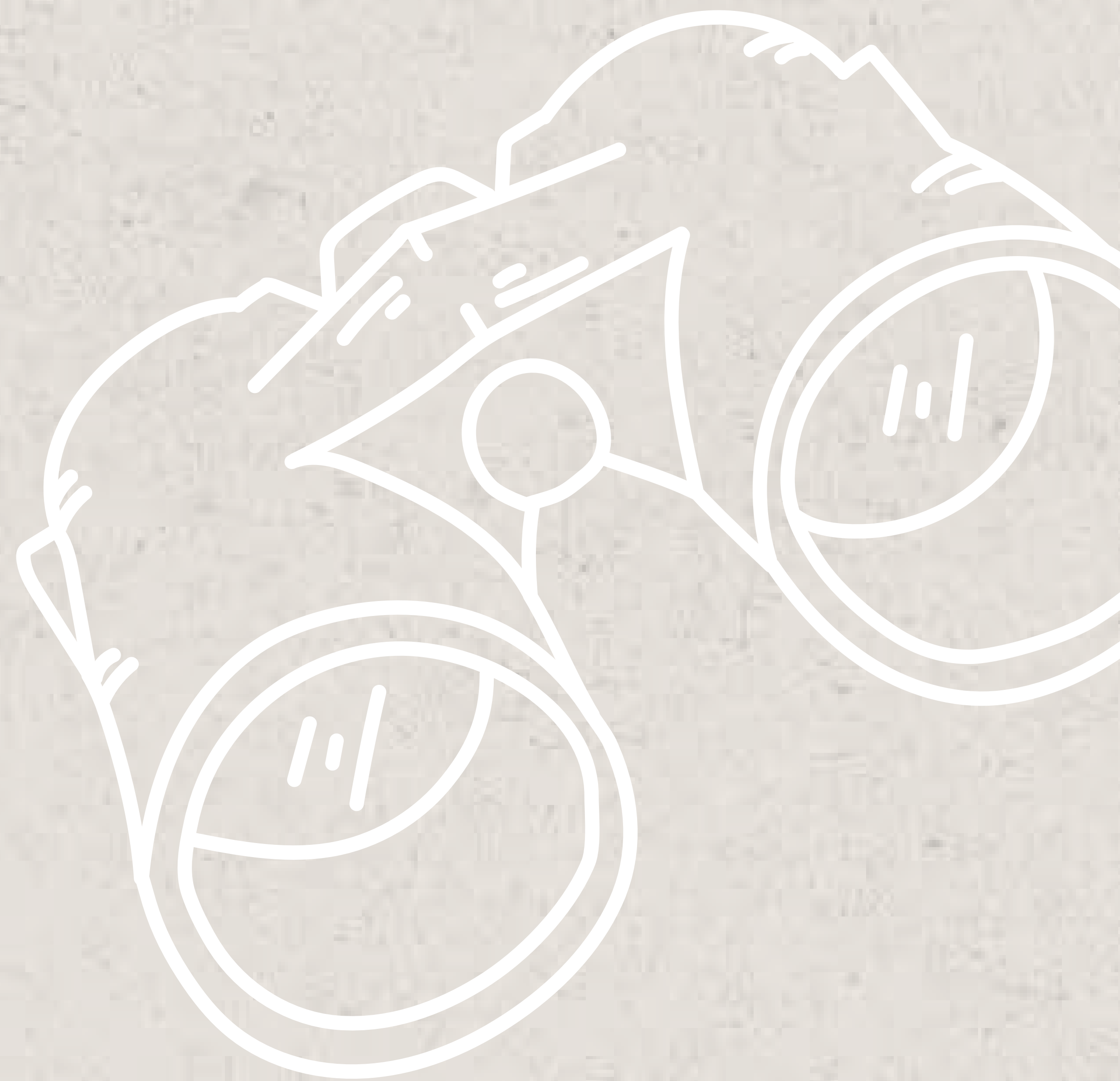


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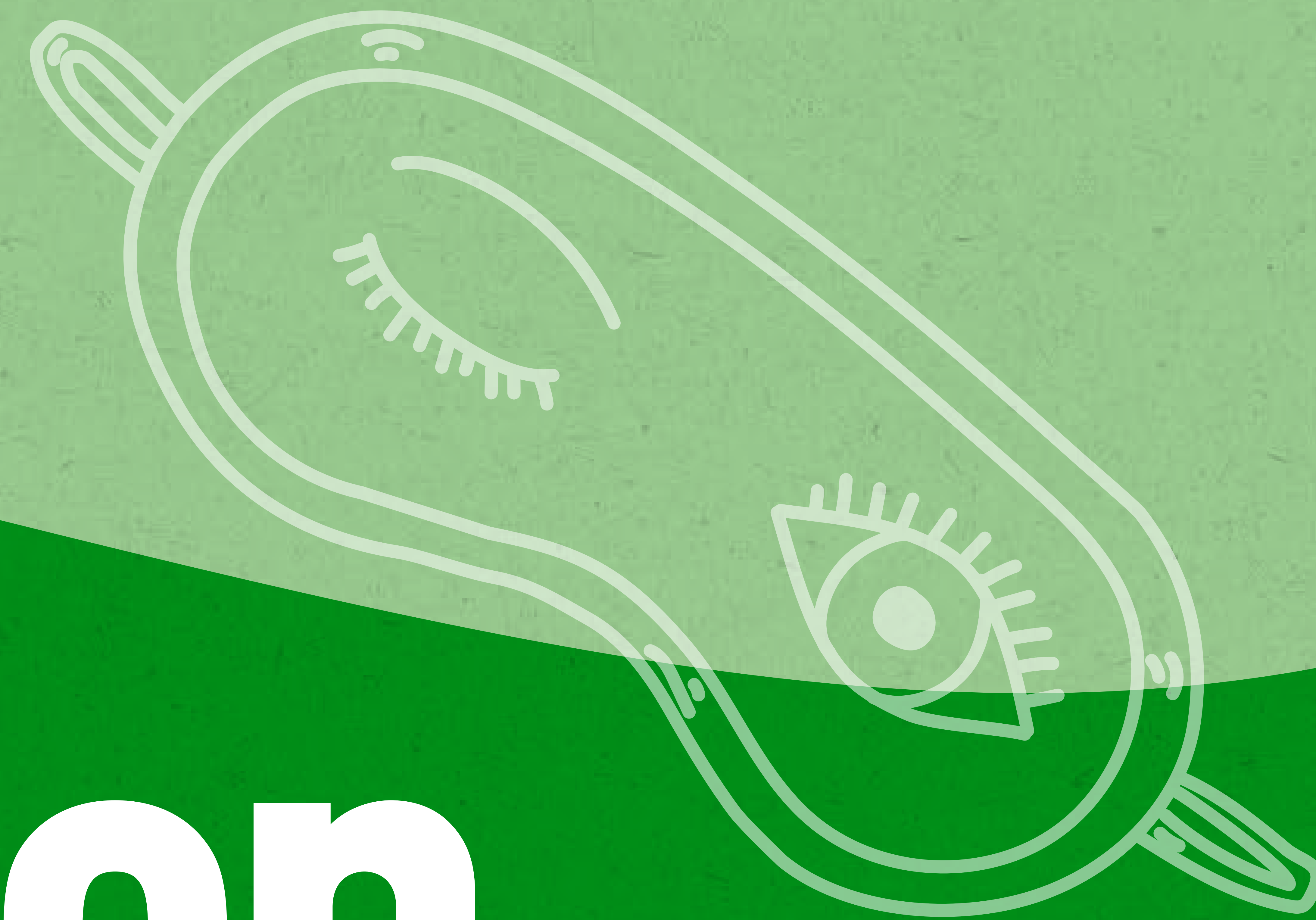
Innovation Lighthouse
IDVO.org



What's Next?




Introduction





Welcome



**To say FY19-20 was
an eventful year is an
understatement.**

We started off with a global Climate Strike, witnessing the effects of climate change through Australia's endless wildfires, before the entire world was flooded and 'flooded' by Covid-19. And of course, we saw a resurgence of changemakers fighting for a fairer and more sustainable world through the Black Lives Matter protests, the Fridays for Future Movement, and the 50th anniversary of Pride. There was a lot going on!

Dealing with a global pandemic and preparing for the unknown, was new for all of us. Whilst in (semi)-lockdown we were forced to rethink life in general, with a bigger focus on home. Be it working from home, home workouts or

very restricted home visits from friends and family. This year, we spent a lot of time turning inward, going back to basics and focusing on what really matters – taking care of ourselves and our loved ones, and trying to stay sane in the process!

We were also given an insight into what change might look like, if we let it happen. Covid-19 kickstarted our creativity, innovation and resilience. And in just a few months, sometimes mere weeks, we were able to set up new [technological] systems and rethink how we work, live and engage.

While these are still trying times for The Student Hotel, we're pleased to see we can withstand the impact of the pandemic. Our hybrid model combining hotel, co-living and co-working proves resilient, and the engagement and actions initiated by our communities across Europe in the first weeks of lockdown are uplifting. It motivates us to keep going in the midst of it all.

It's inspiring to see how quickly we can transform and adapt, if we need and want to.

At the time of writing, we seem to be on our way back. The first vaccines have been distributed, we're slowly reopening shops and restaurants and we're starting to glimpse a small light at the end of the tunnel. But the question is: to what will we go back?

I'm hoping we'll keep our gaze forward. Because 'back' wasn't perfect either. The world's challenges might've temporarily been put on hold because of a bigger one, but once we have Covid-19 under control, we mustn't forget the planet still needs our close attention.

The Student Hotel has remained committed to doing its part in creating a more sustainable world. Over this last year, we've kept our eyes on the horizon

and ensured that sustainability stayed on the agenda. The Sustainability Department now reports directly to our CEO, thereby ensuring we give the proper weight and exposure to the topic within the company. Due to the positive environmental impact a lack of flying has had this year, we've adjusted our corporate travel policy to keep flight travel to a minimum.

We also took this time to review our efforts so far and research what our next steps should be. We're really proud of what we've accomplished, but are too ambitious and eager to leave it at that.

So, we keep moving, starting with a new Impact Report about our efforts in FY19-20. As always, we hope you enjoy reading about our projects and welcome you to reach out and share your thoughts.

There's still so much more that we can and should do.



Amber Westerborg
Director of Sustainability & Impact





Our Story

In case you've never heard of us or never read one of our Impact Reports, here's a short story about how The Student Hotel came to be.

At just 26 years old, Charlie had a strong belief that students deserved better than the accommodation available. They deserved an inspiring space to explore their purpose, realise their potential and change the world.

And so in 2008, he checked in his first guests to The Student Hotel, soon realising it was set to offer no ordinary stay. The Student Hotel was going to be a place with purpose; somewhere that transformed lives. And true to his belief, it quickly started blossoming into an inclusive community with a fun-loving, ever-disruptive spirit.

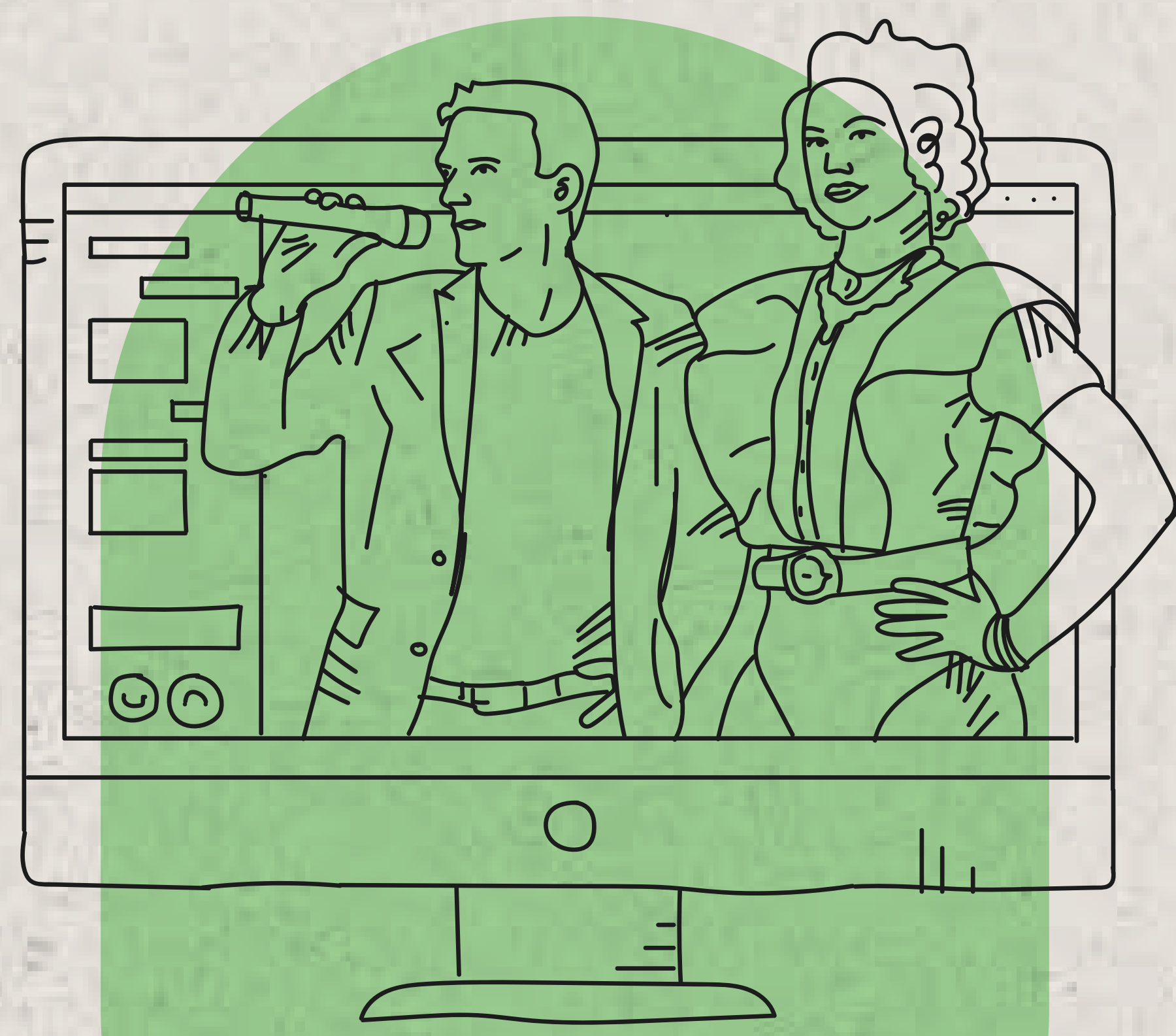
You can now find The Student Hotel in 16 locations. In 2020, we also moved into a new headquarters in Amsterdam. Previously, we'd split our HQ across Amsterdam City and Amsterdam West, but it was becoming a bit too cramped and morning fights over a desk weren't uncommon!

Now, if you take the ferry across the water and head to the right, you'll find a big warehouse full of tiny tree hut meeting rooms, a huge canteen and impressive views overlooking the IJhaven. Here, we found a strikingly designed space for all 200 colleagues to work and play.

And have you checked out our new website too? With stories on our latest locations, new developments, the professional playground and sustainability efforts, we felt it was time for a snazzy upgrade.

All in all, we've come a long way since that first hotel back in 2008, and we can't wait to see what our next adventure brings.





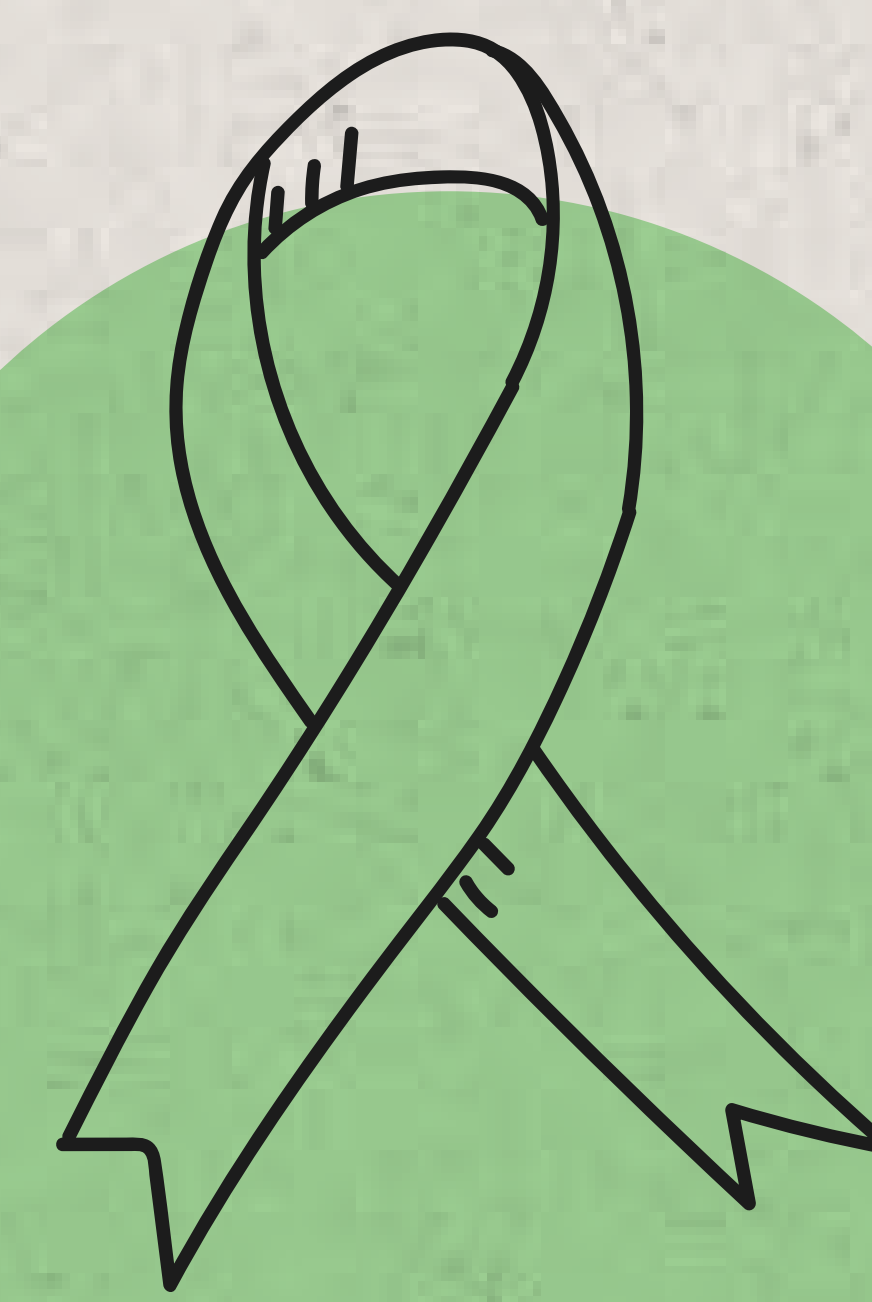
Hosted 2,463
(online) events



5,000 students
stayed with us



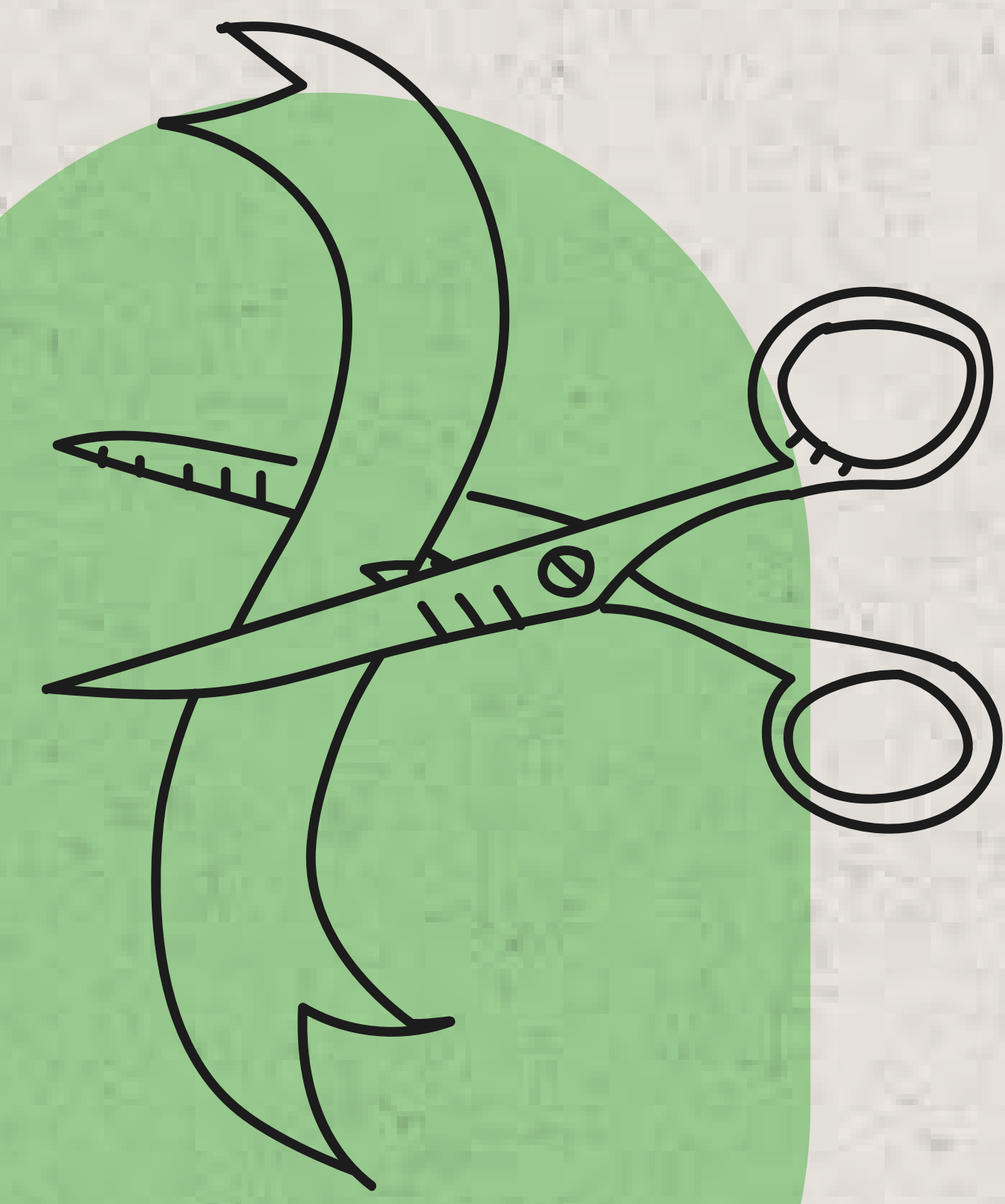
Handed out 3,000 breakfast
boxes in collaboration with
the Salvation Army



250 women received free
breast cancer check-ups
in TSH Florence

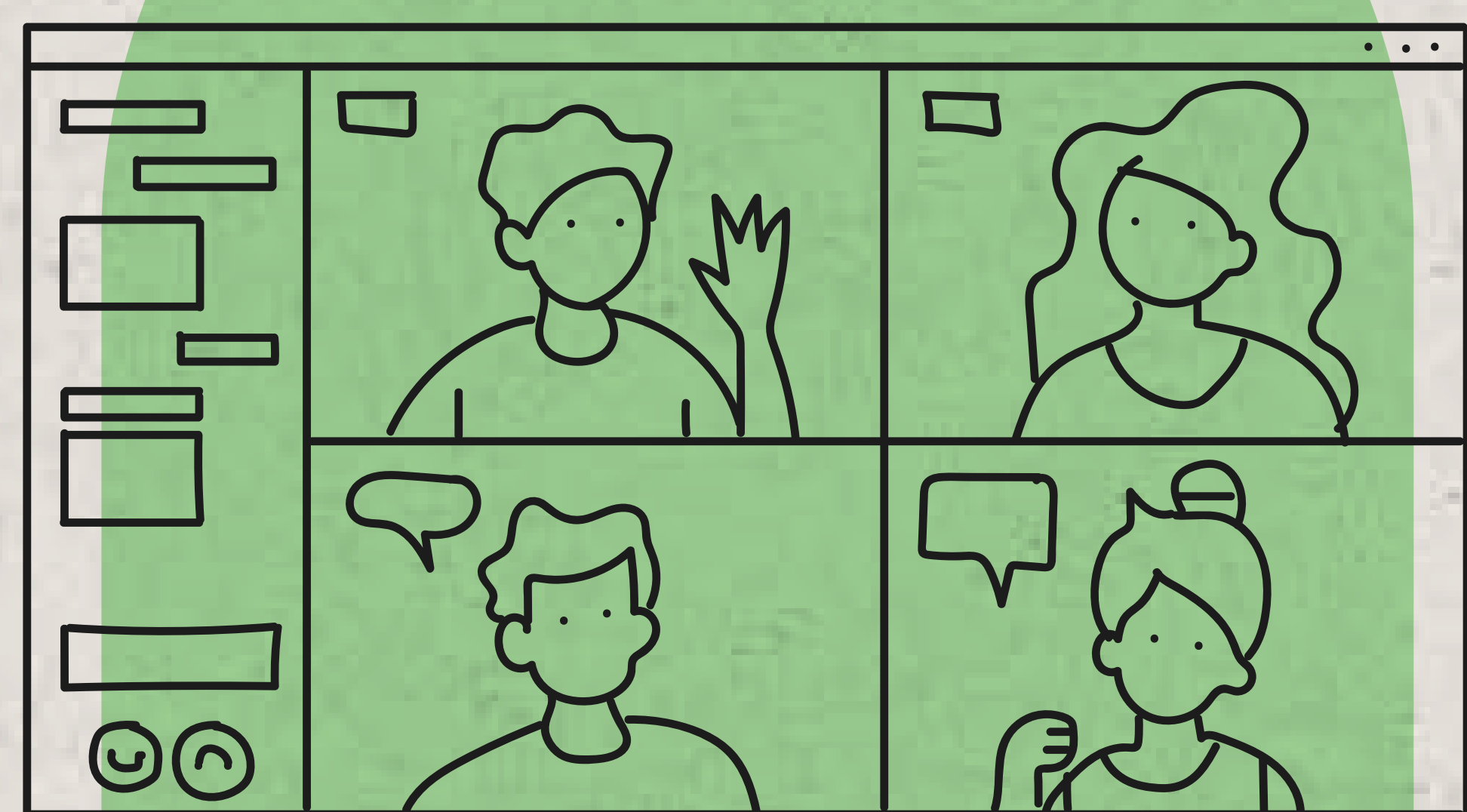


TSH Berlin offered
60 rooms to socially
vulnerable families



Welcomed 2 new hotels
to the family: TSH Berlin
and TSH Vienna

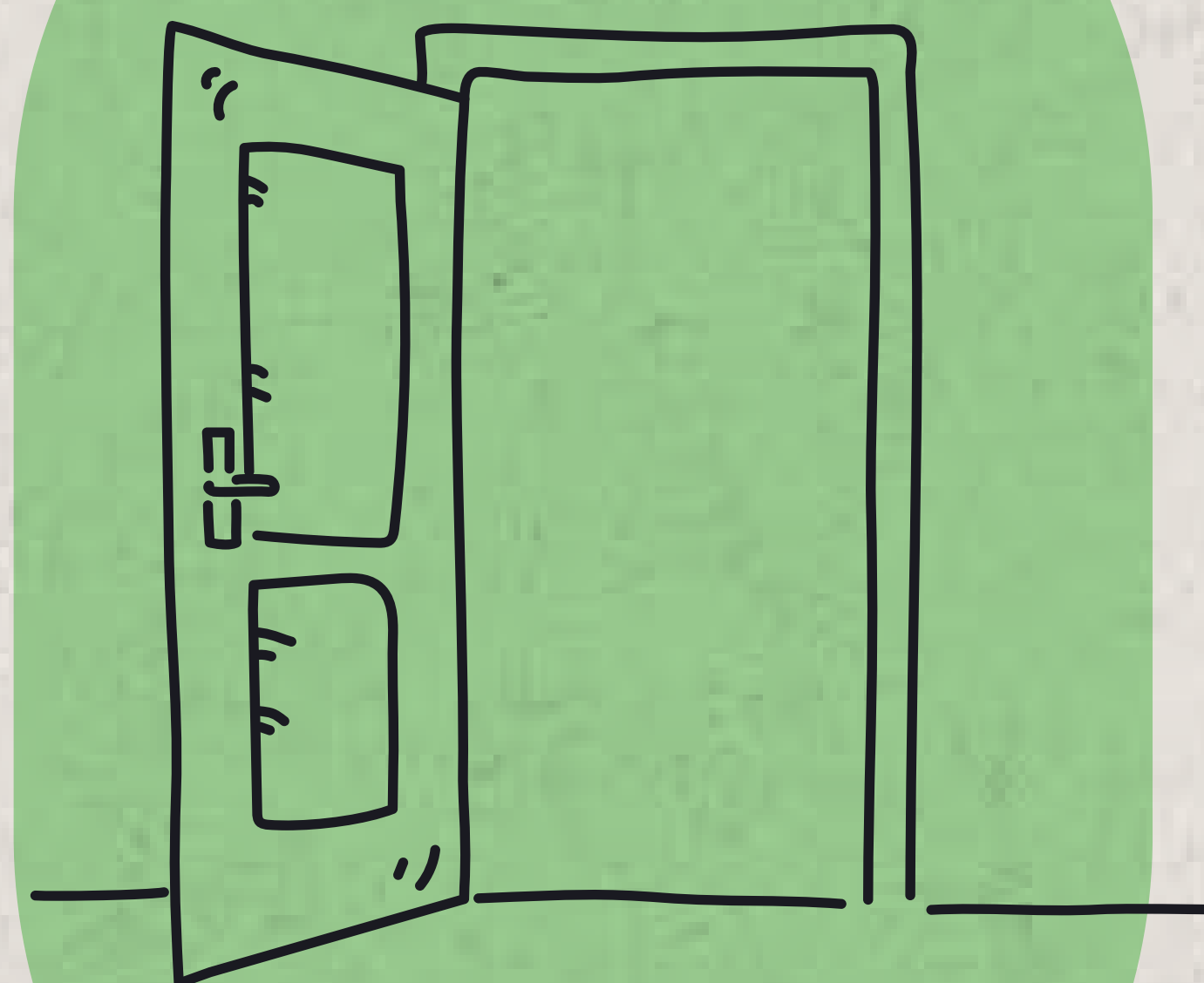
The Year in Numbers



Hosted the first-ever
TSH Summer Festival
for our colleagues



Installed 895 new
waste bins in the
student kitchens



Converted 1,200 hotel
rooms to welcome
even more students



Planted 10,000 trees
through our partnership
with WeForest



Donated 500 face
masks to the OLVG West
hospital in Amsterdam



35 students and 9 TSH
coaches supported 9 social
enterprises through the TSH
Changemakers Challenge



Our Strategy

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 the 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 the 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 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 practises 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.

Sustainable Development Goals

From climate initiatives to gender equality,
we strive for sustainability wherever we can.

When working on both our new strategy and long-term targets for sustainability at TSH, we also reviewed how we could best contribute to the Sustainable Development Goals (SDGs). Because we're now streamlining our efforts through the TSH Footprint, we felt it would make sense to do the same for the SDGs. So for now, we've selected six SDGs that we'll actively work on making a positive contribution to.

Check out the overview on the next page to see what SDGs we're working on and what our contribution was in FY19-20.

Gender Equality



Achieve gender equality and empower all women and girls.

What we did:

- Overall, our staff are 52% female, and 48% male. In our leadership team, the balance is in favour of men, making up 85% of the C-level executives.
- This year, we created the Diversity and Inclusion Board. The team consists of representatives from different departments and acts as the company's sounding board. They will develop a D&I strategy focusing on five categories: commit, hire, engage & connect, educate and check.

Clean water and sanitation

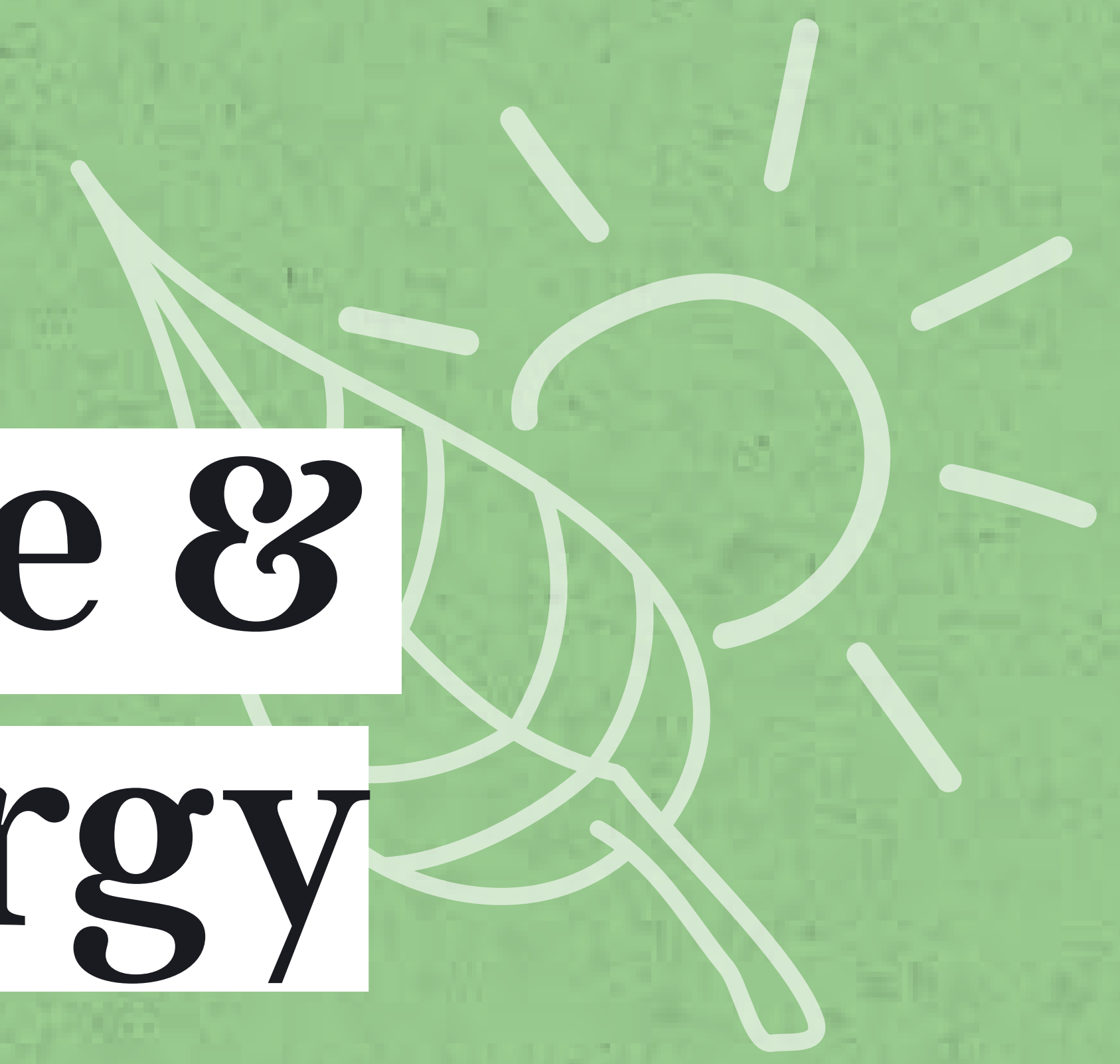


Ensure availability and sustainable management of water and sanitation for all.

What we did:

- We've installed Amphiro devices in our new Delft hotel (351 rooms) to improve water efficiency.
- Through our partnership with Made Blue, we support the development of clean water facilities in African communities. Donated 48.440.750 million litres of water to date, thereby providing 663 people access to clean drinking water for the next 10 years. And saving 665 tons of carbon emissions by bottling our own water.

Affordable & clean energy



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

What we did:

- With the solar panels on the roof, TSH Delft produces a maximum of 65.112 kWh of its energy on-site. The remaining supply comes from renewable energy sources in the Netherlands.



Sustainable cities & consumption

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

What we did:

- Expanded our waste streams in the Netherlands to include organic (all hotels), plastic (3) and coffee grounds (1) recycling.
- Developed a zero-waste timeline for 2030.



Responsible consumption & production

Ensure sustainable consumption and production patterns.

What we did:

- Raised awareness for the clothing industry and the value of vintage clothing through masterclasses and clothing swaps.
- Saved 820 meals from going to waste via Too Good to Go.
- Donated our IT hardware to educational institutions in Albania, Kenia and Burkina Faso.



Climate action

Take urgent action to combat climate change and its impacts.

What we did:

- Implemented a new flight policy with a focus on reducing our emissions.
- Offset our carbon emissions from flying by planting 10,000 trees.
- Developed a new long-term strategy with a focus on reducing carbon emissions.

The TSH Footprint

This year, we spent quite some time researching what our next sustainable step should be.

The projects we've been working on for the past couple of years fit our business, but we were missing the overarching story. We were looking for a driver of our sustainability efforts, a storyline that connects it all.

At the same time, we're seeing an increased focus on the need to understand and reduce carbon emissions in relation to climate change. Following the introduction of the **Paris Agreement** in 2015, which specifically mentioned the need to keep global warming below 1.5 degrees Celsius if we wish to live on a habitable planet, we see more and more companies setting long-term targets for emissions reductions. In particular, many companies have started talking about their (carbon) footprint and how they can minimise their effects on the environment.

The combination of a search for a driver and getting a better grip on our emissions, encouraged us to develop a TSH Footprint and use that as the umbrella for our sustainability efforts. But what is our footprint exactly? And how far does our responsibility lie in claiming its impact, for example, what is ours and what is our students' or guests'?

To answer these questions, we solicited the help of the University College Maastricht Think Tank. Ten students spent a month working on our questions to come up with a definition of the TSH Footprint and how to measure its elements.

They were very thorough, studying everything from our buildings, to our suppliers and guests, and even our pension provider. Every element of our business practices was analysed to come up with a holistic definition of the TSH Footprint.

When they shared their final report, we were really impressed. The students came up with a definition and approach that would do justice to our impact and proved pragmatic enough for us to actually measure. And we're pleased to share that most of their advice has been included in the definitive TSH Footprint. Students are the best!

Curious about our mysterious TSH footprint? Well, we won't keep you in suspense any longer!



The Ecological Footprint

Minimising the negative

TSH Locations

- Waste
- Water
- Land use
- Greenhouse Gases

TSH Employees

- Behaviour at Work
- Commuting & Business Travel

Suppliers

- Materials
- Service & Logistics
- Waste Management



The Societal Footprint

Optimising the positive

TSH Employees

- Diversity & Inclusion
- Employee Benefits

Suppliers

- Diversity of Suppliers
- Responsible Product & Service Choices

Local Community

- Partnerships
- Local Culture & Sustainable Tourism
- City Development



If you've read last year's report, you'll know that we mentioned a 20% reduction of our footprint as a new long-term target.

Now that we better understand the elements that make up our footprint, we've had to reconsider that number. Selecting one target for the entire footprint is not feasible. Each element comes with its own challenges and opportunities, and especially for the societal component of the footprint, the focus should actually be on increasing our efforts instead of realising a reduction.

So, we've done away with the 20% target, and instead formulated new long-term targets for the different elements of the footprint. Head over to the final pages of this report to learn more about them.

As you can see, many of the footprint elements are items that we're already working on. But now that we have our definition, we will also add new projects to our sustainability strategy. There's still a lot we can do, and we won't be able to start with everything right away. But as of FY20-21, we'll use our sustainability strategy to communicate what we're working on, and the TSH Footprint to measure how we're doing.

Hey Corona!

When discussing 2020, it's impossible not to talk about the elephant in the room; or the unwanted guest in our case.

Like all companies worldwide, Covid-19 has affected our business. Our hotel in TSH Florence was the first to go into full lockdown, and many of our students were suddenly stuck inside. Our great team on the ground quickly adjusted to the new situation and ensured that students remained positive through it all with daily newsletters, a lot of contact with the home front and creative ways to keep them inspired and engaged.

And what about our newest family member TSH Vienna? On February 15th they opened their doors for students with hotel guests invited to follow a month later, but then Miss Rona made a surprise visit and they were stopped before they even got started.



So the new students who'd just moved in decided to turn our largest hotel yet into their personal playground. With an Instagram account, they kept everyone up to date of their adventures, which included socially distanced grocery shopping, TSH Olympics and studying in lockdown. They definitely made the most of their situation and our team was happy to accompany them.

As we haven't been able to bring people together for a while, we've had to completely rethink how we connect with our community. But these exceptional times also spark a lot of creativity, and it was just two weeks after lockdown in the Netherlands that we launched our new initiative: TSH Virtual Events Calendar. All our events we usually host on-site in our hotels, were suddenly available to everyone online.

We had yoga classes, bootcamps, dance classes, language courses, thesis support, Netflix parties, BedTalks from home, virtual concerts, pub quizzes, online coaching, remote dinner and lunch clubs, and so much more!

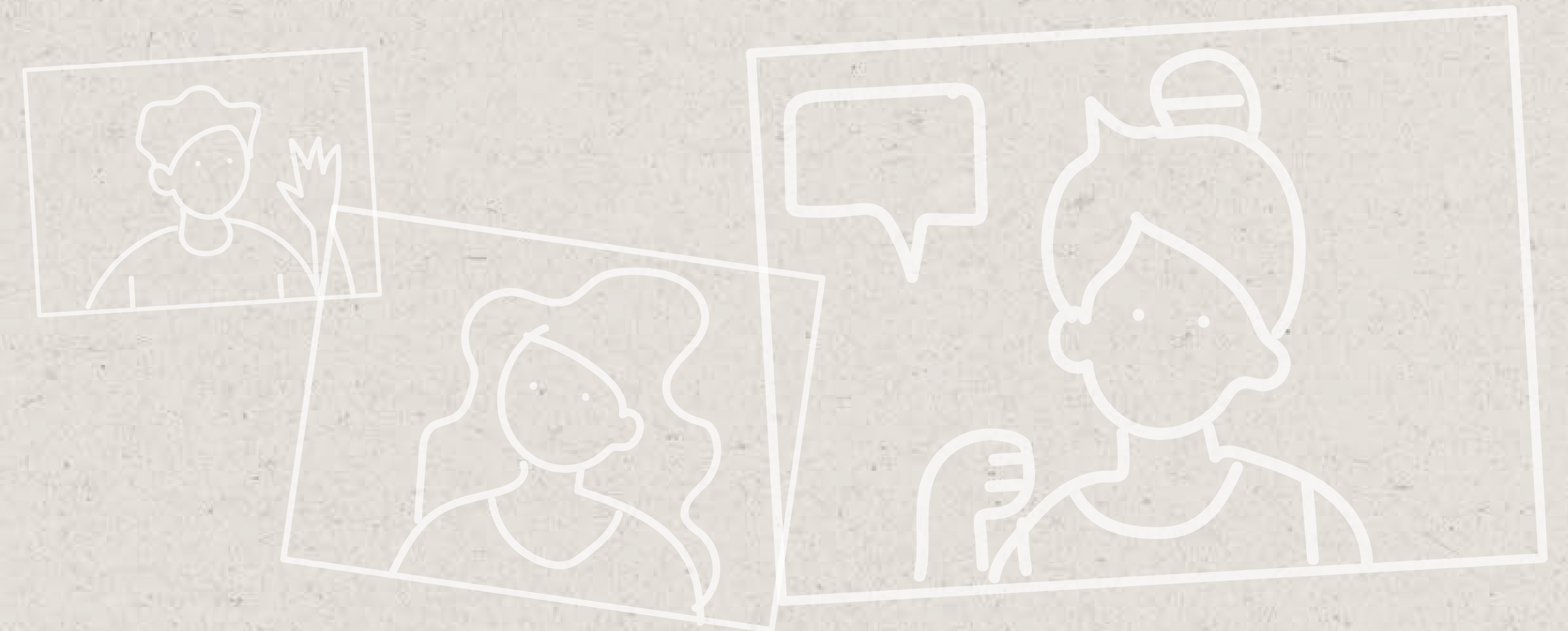
Thanks to the Connectors, even in lockdown you could meet up and enjoy life. And while we of course had hoped to offer them the full TSH experience, we were pleased to see that even the Covid-19 version of TSH lived up to their expectations. So much so, that we received our highest NPS score to date!

Overall though, we can't deny that the past year has been challenging. From not being able to welcome as many students and guests as we'd

like, to redesigning our restaurants and lobbies to meet social distancing requirements (which differ per country!) and accepting a big delay to the construction of our new locations; all of which had an effect on us. Some sustainability efforts profited from the developments, while others clearly didn't.

As we're still in the middle of Covid-19, we can't exactly say how we've come out of it, as there is no 'out' yet.

But we continue to be creative and positive, looking for the silver lining whenever we can.





Community Engagement in Times of Corona

Amsterdam West

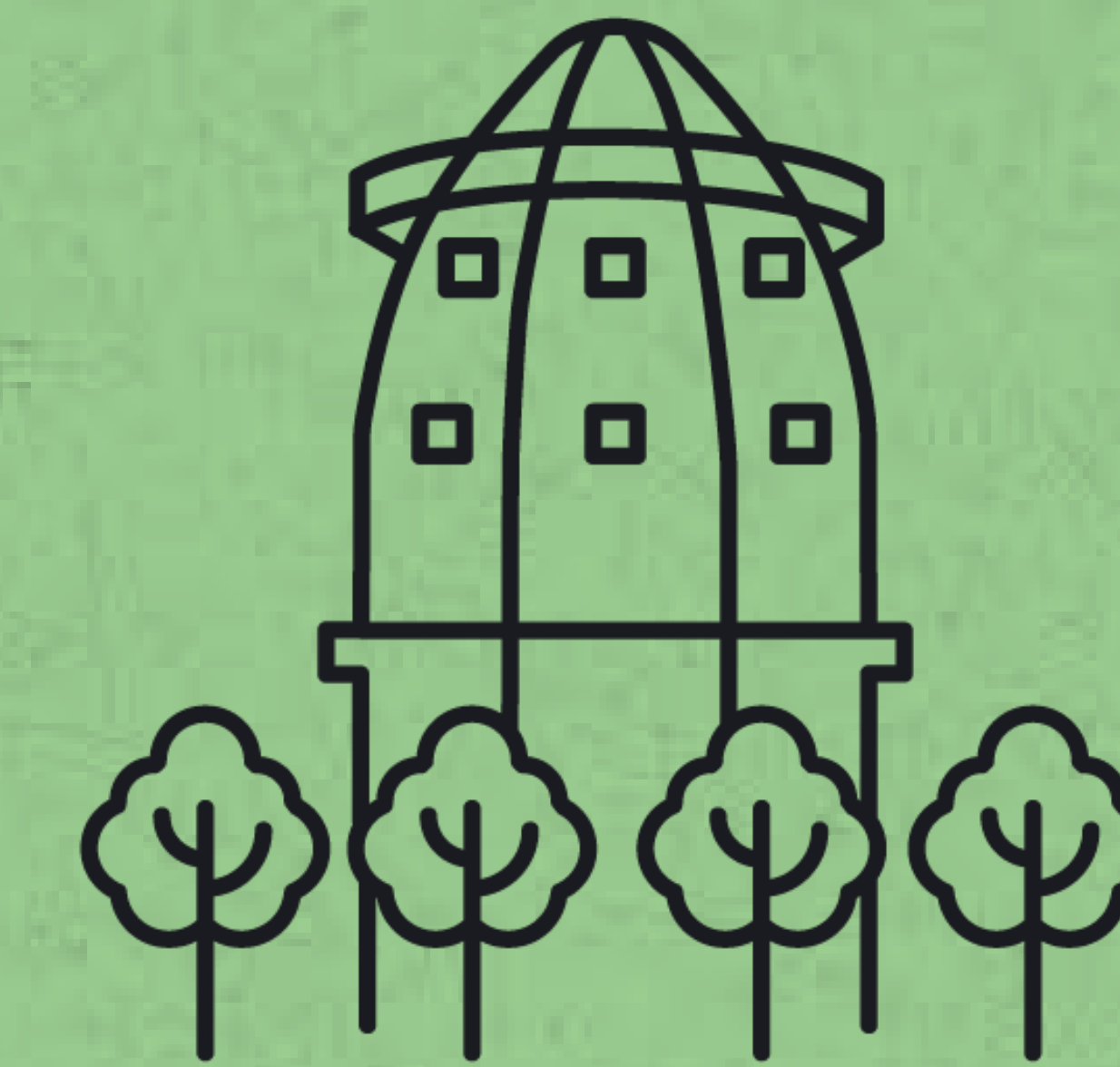


Our hotel on the westside of Amsterdam is located next to the OLVG West hospital. In the first months of the Covid-19 pandemic, hospitals were overrun and facing intense pressure, so we offered complimentary hotel rooms to the OLVG staff working overtime to treat patients with Covid-19.



Eindhoven and Amsterdam City

Following the lockdown in the Netherlands, we partnered with the Salvation Army to ensure food for those in need. For a couple of weeks straight, TSH Eindhoven and TSH Amsterdam City collectively donated 130 breakfast boxes each day.



Maastricht

The team in Maastricht wanted to make sure the elderly weren't forgotten during the lockdown. For those who were forced to stay inside, the team made several dishes as well as banana bread and other snacks, and delivered these direct to their doorstep. They also wrote cards to offer emotional support.



Florence

Florentine Stefano Noferini, an internationally renowned DJ and techno legend, streamed a live DJ set from the spectacular setting of our roof top, with the whole city of Florence resplendent below, all in support of the Civil Protection Service activities in Florence.





Rotterdam

TSH Rotterdam offered free meals to a night shelter for homeless people. Our in-house students took care of the cooking, with some support from our Commons’ chef.



Groningen

In partnership with Quiet Foundation, the team in Groningen opened its doors to families in need and offered them free meals.



Berlin

TSH Berlin has partnered with Fairness Life on a project that supports socially vulnerable families with temporary accommodation before they find a permanent place to stay. The team currently offers 60 rooms as part of this project.



We Act

Waste Management

Target: To reduce our residual waste by 40%
in all our Dutch locations 2021 (compared to
baseline study in May 2018).

This year, our focus for waste was to introduce new measures in the hotels that could help optimise our waste separation and reduce the amount produced.

Pilot in TSH The Hague

We started off the year with a pilot project in TSH The Hague.

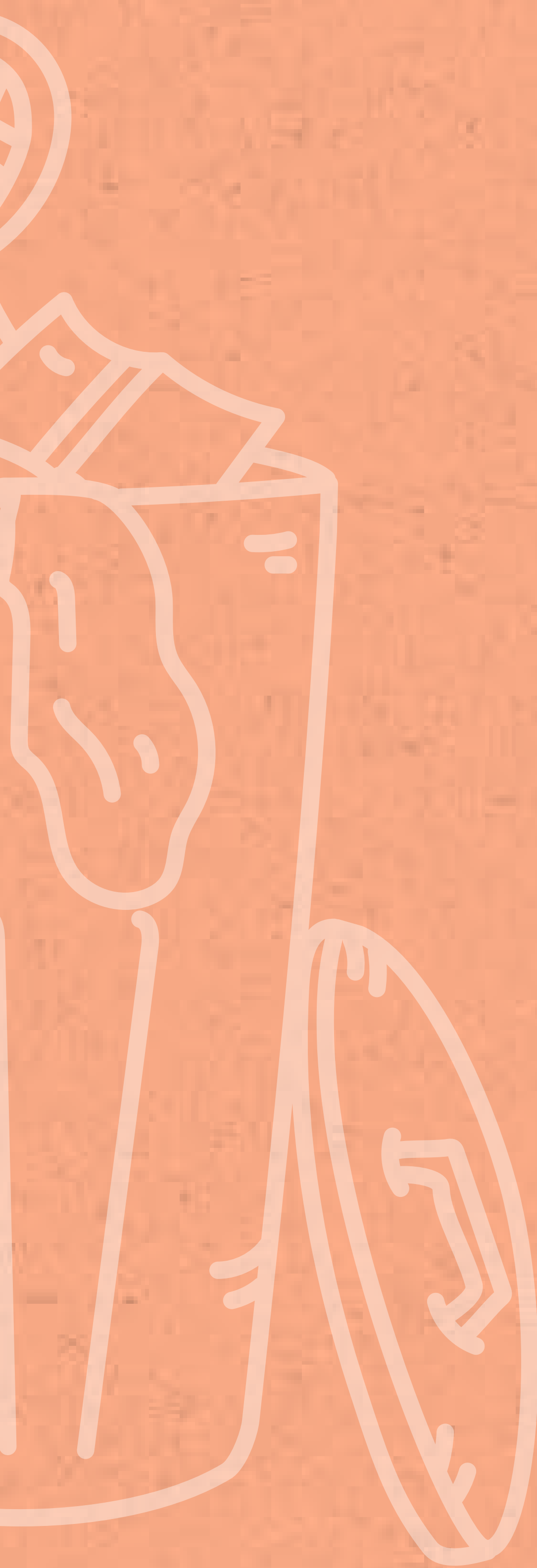
As mentioned in last year's report, we focused a lot of our efforts on our students – they stay with us for the longest time, so if we want to get better at recycling in our hotels, we need to get our students to support us.

As a result, we introduced new waste management facilities in the student kitchens. Every kitchen got decked out with new bins (residual, organic, paper, glass) and posters to explain what goes where. We then used the same visuals outside to ensure the students would know what container their bags should go in.

This new waste management setup was included in the yearly kitchen introduction to the students, and recycling was also added as a requirement to the weekly kitchen check. If students recycled properly, they scored points and earned a voucher for our restaurant – not a bad incentive!

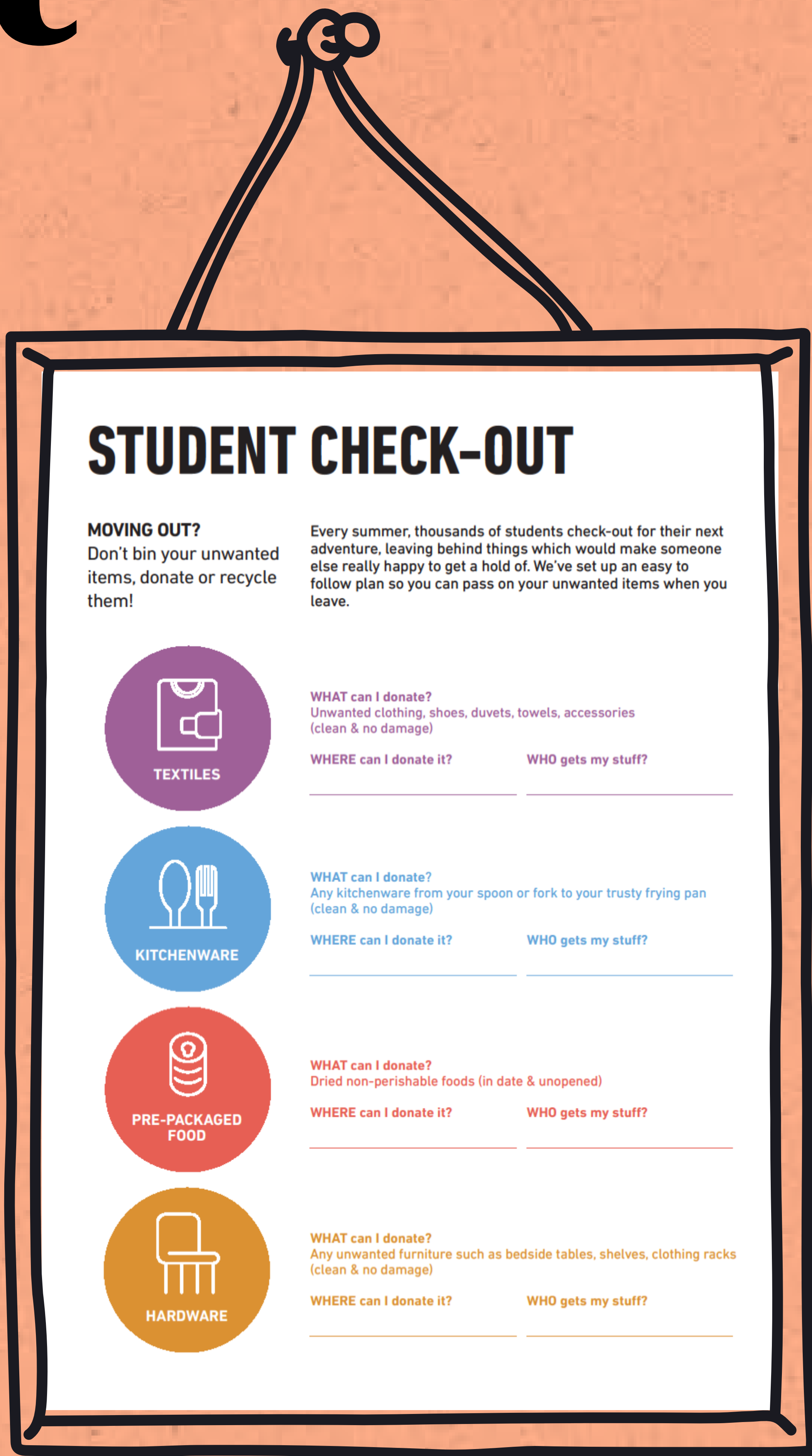
And our hard work paid off. In the first three months following the introduction of the new setup, we saw an 11% increase in recycling! By breaking down the waste management process into simple steps with clear communications, properly onboarding our students, including responsibilities to overall kitchen management, as well as providing regular feedback, we managed to engage our students and get them to recycle.

Based on the successful outcome of the pilot, we've decided to roll out the new waste management setup in all our hotels per FY20-21.



The Student Check-out

In June 2019, we made a first attempt at introducing more waste streams during the student check-out.



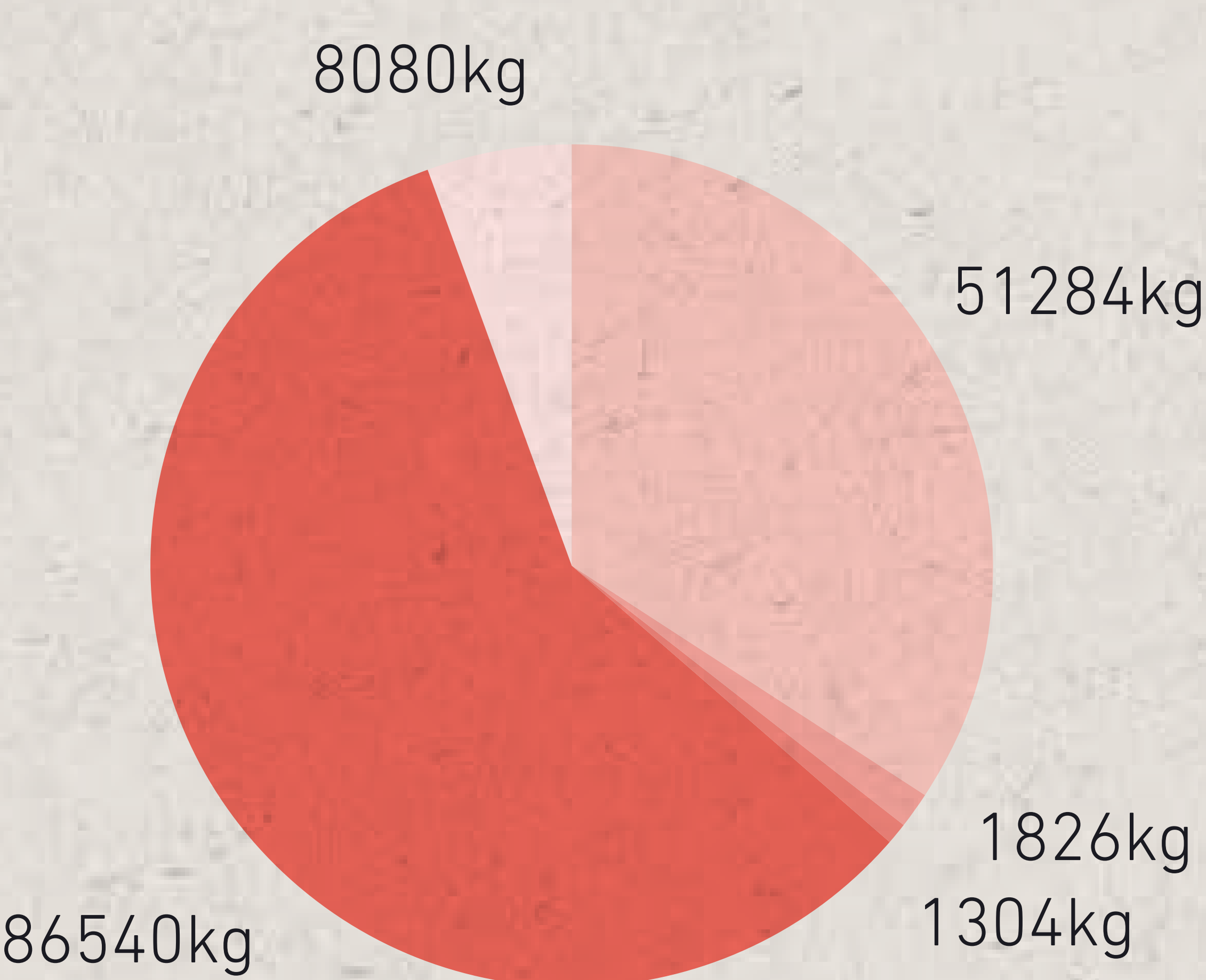
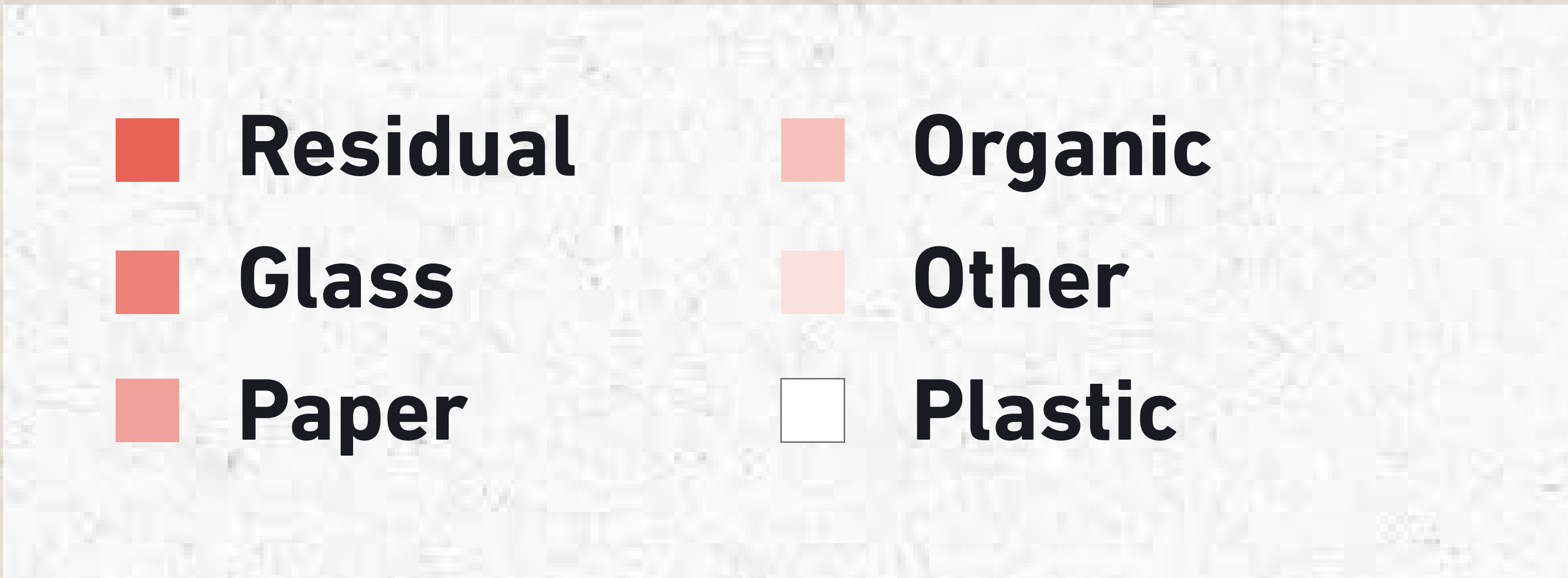
Since then, we decided to standardise and scale up our efforts based on lessons learned and get a process in place for this recurring event. As such, we’ve created new waste management communication materials in line with the existing ones. Next to the four streams already being recycled, we’ve added textiles, pre-packaged food, kitchenware and hardware to the mix.

These streams have been given their own logos and throughout the hotel, our team let the students know where to recycle, what to recycle, and to whom their items will be donated.

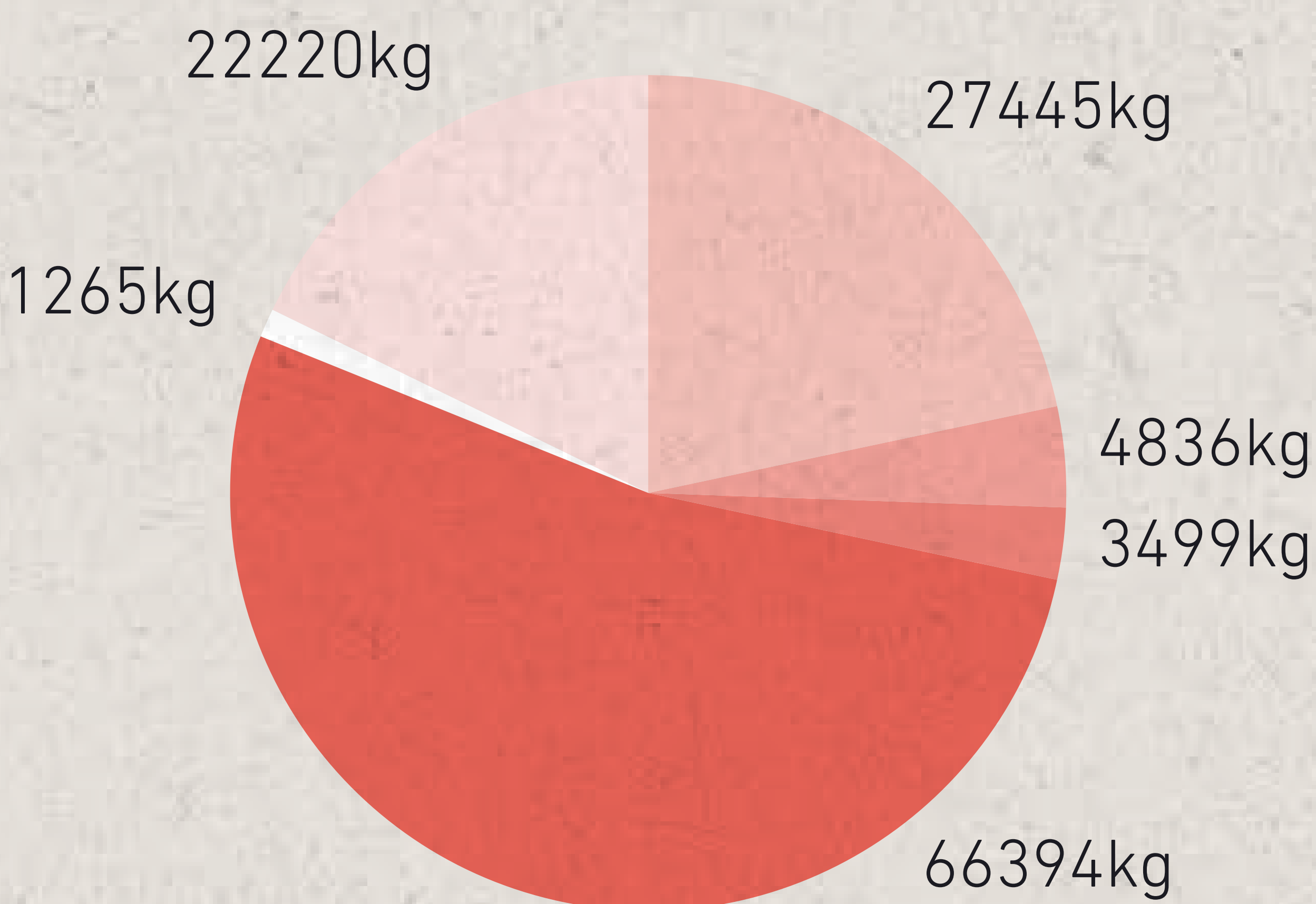
We’ve also developed briefing materials for the hotels to ensure they understand how to set it up and introduce the plans to our students.

While some of our students left prematurely due to Covid-19, the majority remained, giving us ample opportunity to test our new process. They very much enjoyed donating any unwanted items to non-profits – all the hotels were able to donate multiple boxes of clothing, food and furniture to the Salvation Army, food banks and thrift stores.

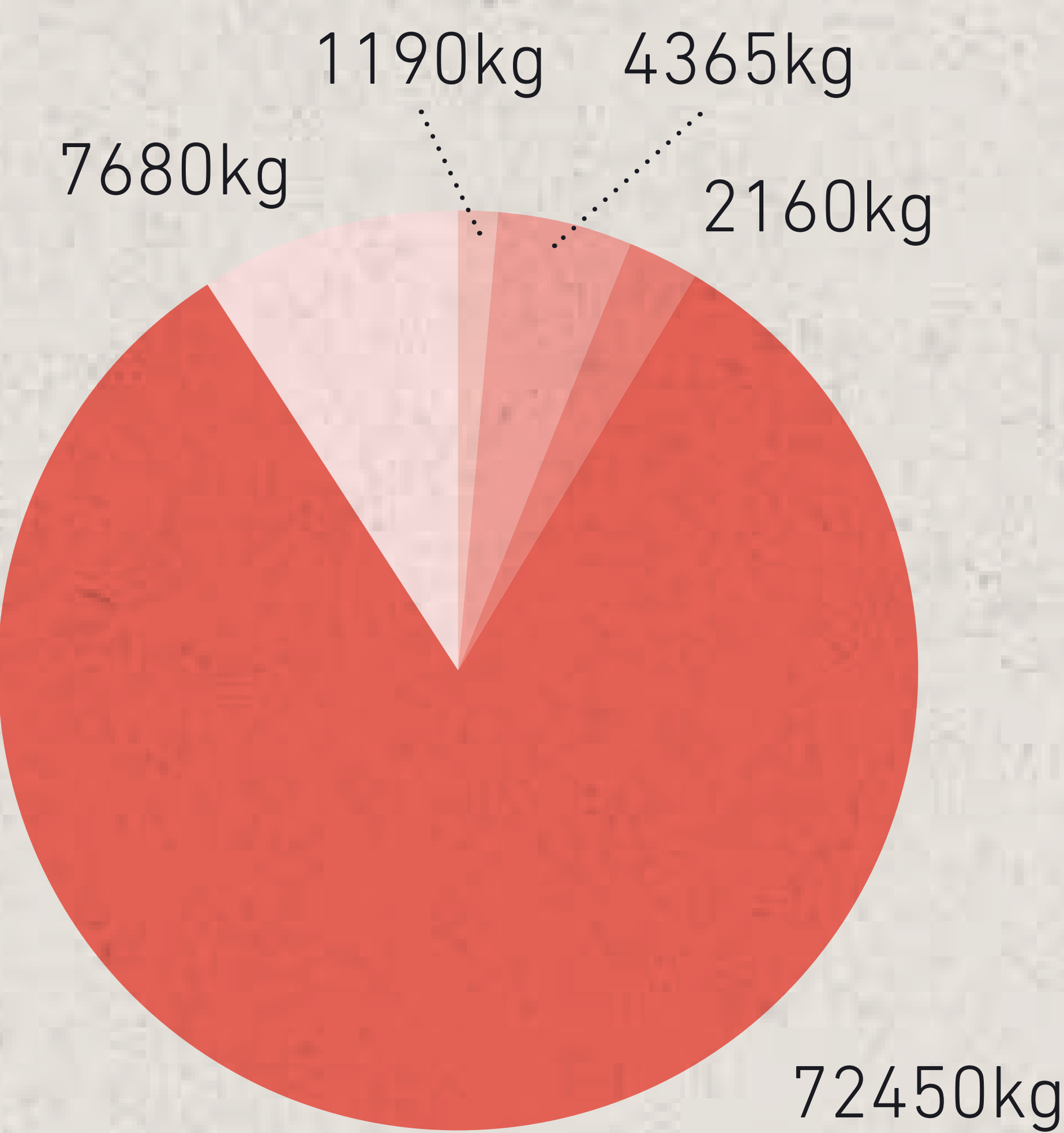
Recycling Results



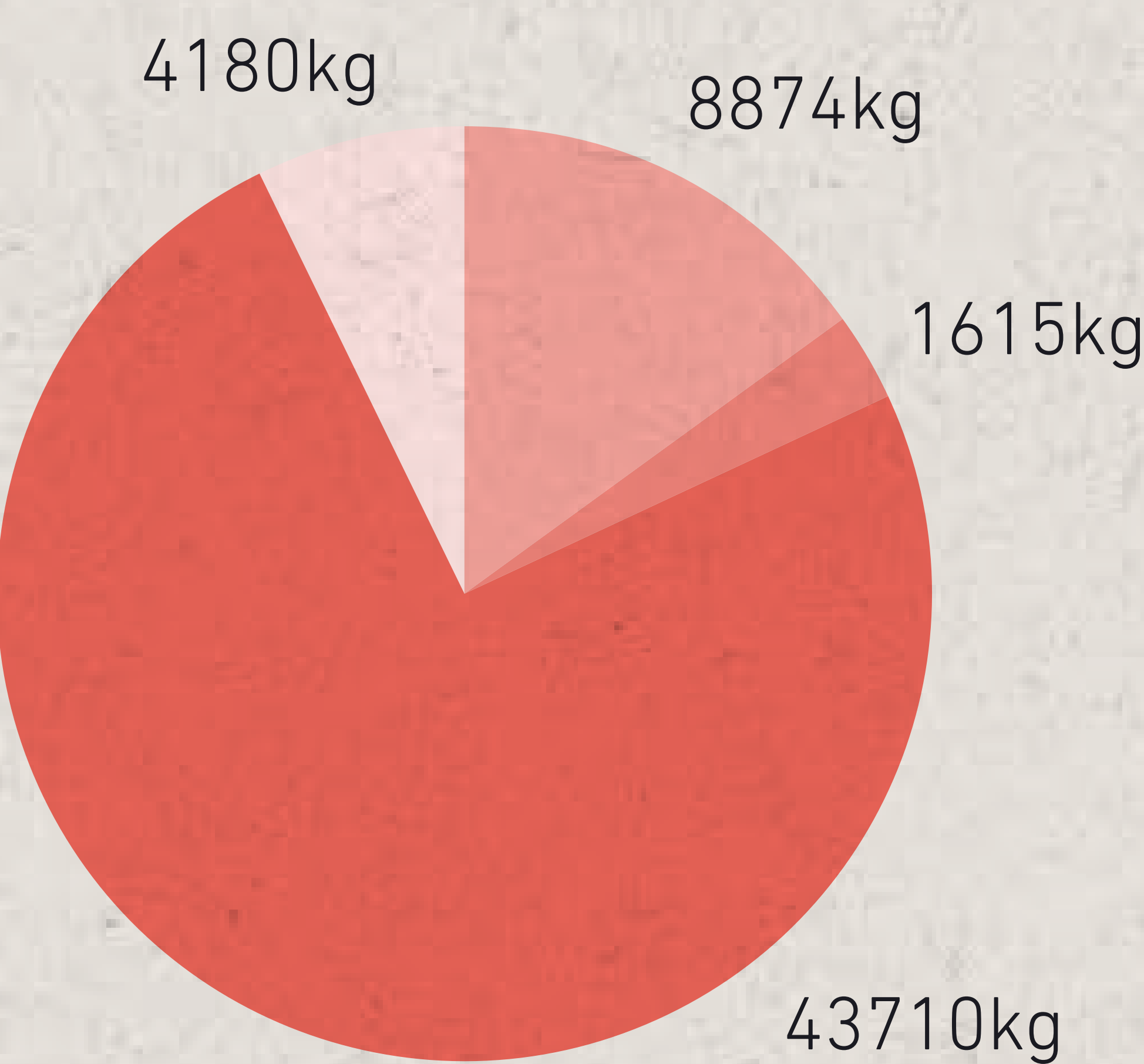
TSH AMSTERDAM CITY



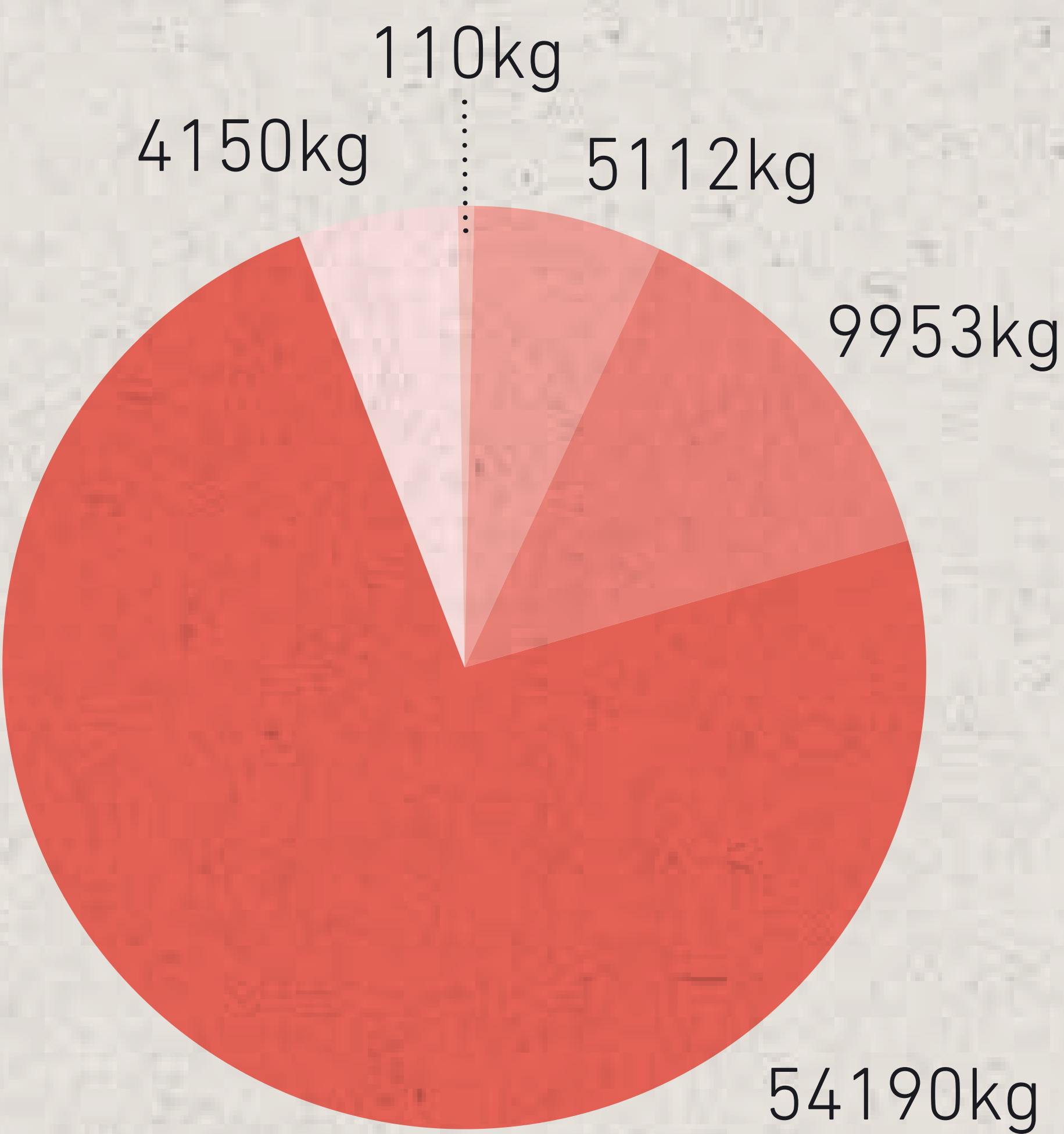
TSH AMSTERDAM WEST



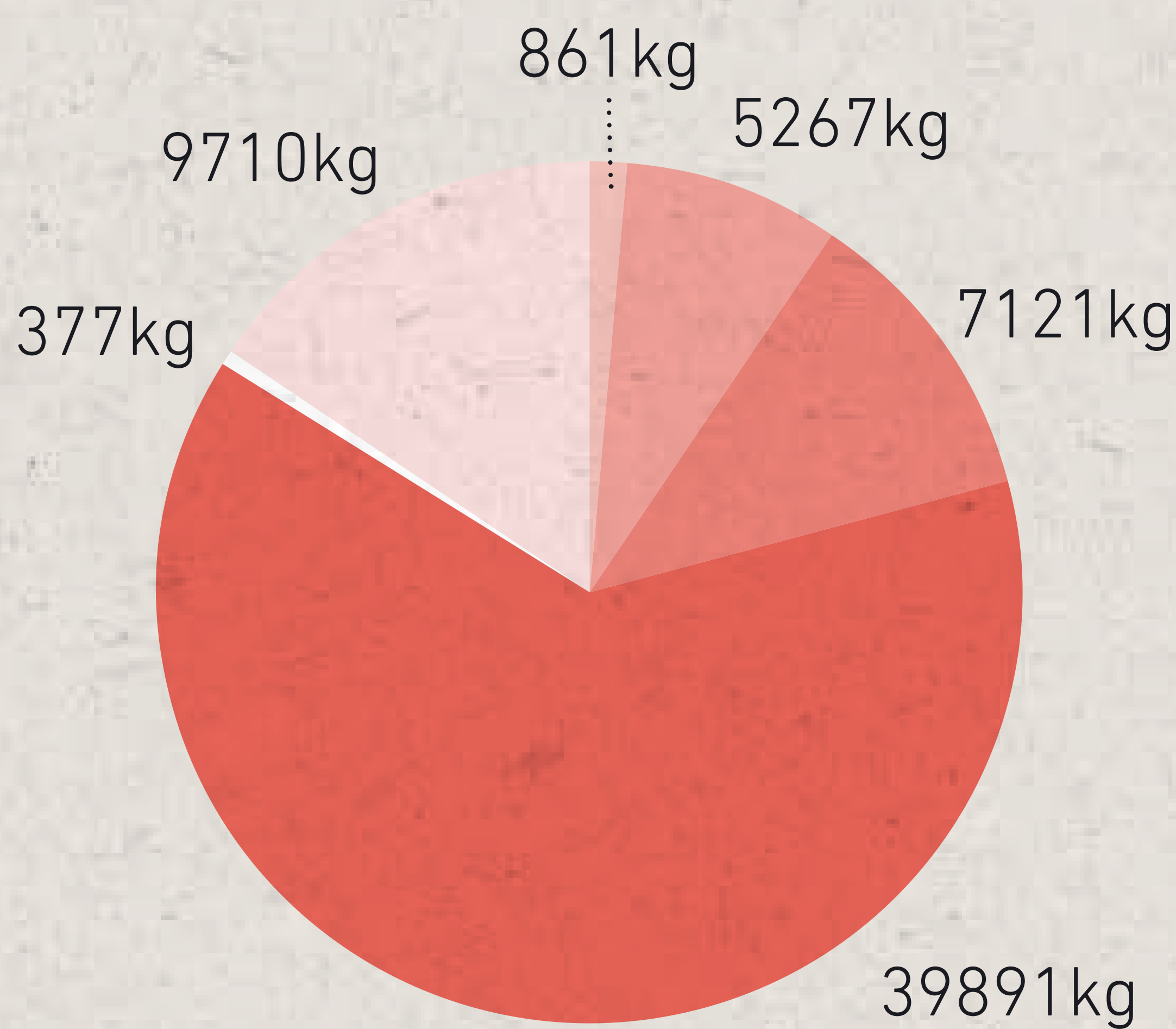
TSH DEN HAAG



TSH GRONINGEN



TSH EINDHOVEN



TSH MAASTRICHT



Closing the Loop in our F&B

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

We had some great ideas for our F&B this year. Unfortunately, we had to put some of them on ice as they involved engaging with our guests. And somehow, that's a little more difficult when you're in lockdown or forced to socially distance. Still, some of our projects commenced before the start of 2020, and Covid-19 even gave some of our efforts a boost!



Getting a Grip on Food Waste

Did you know that roughly one third of the world's food produced for human consumption is wasted?

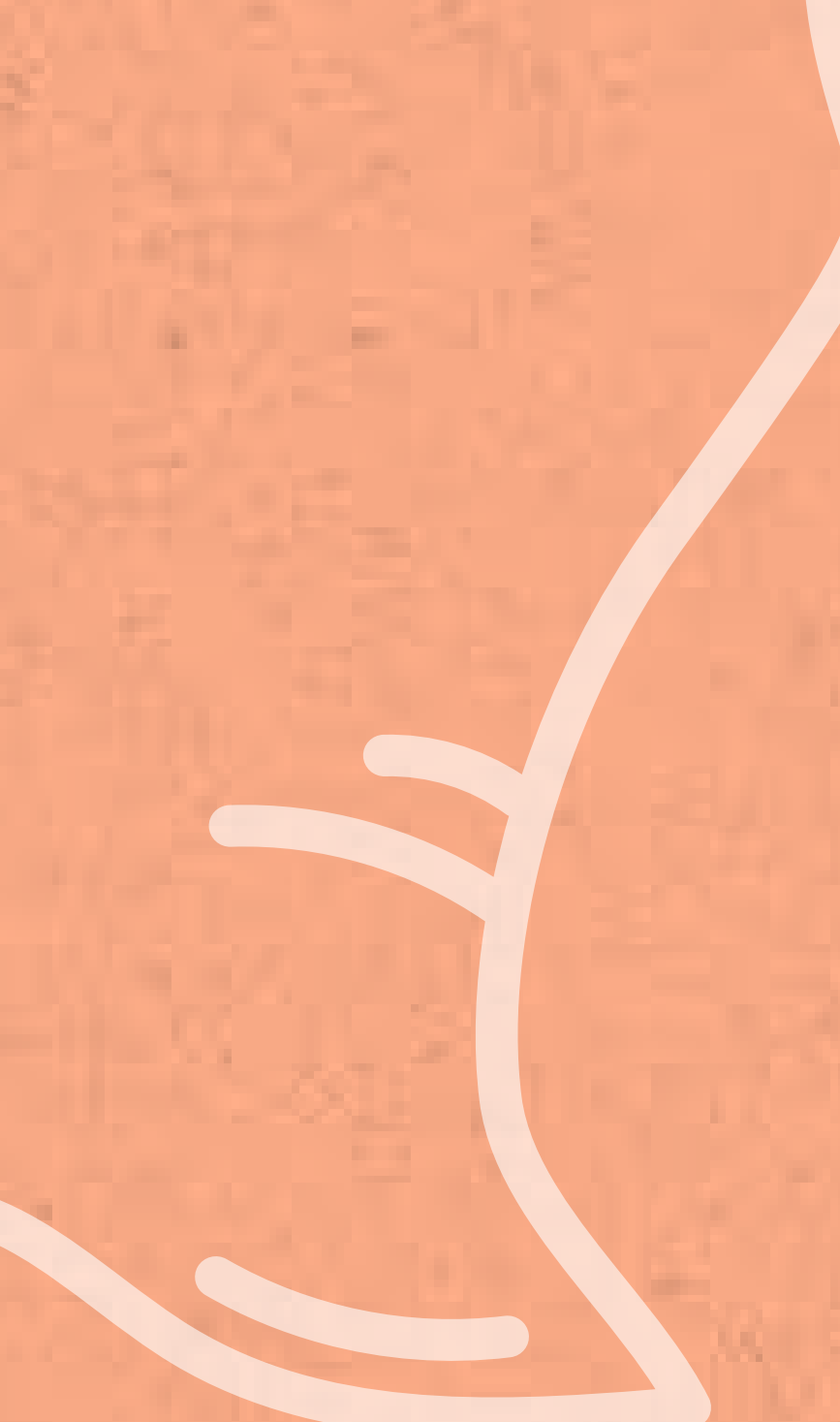
In the European Union alone, we waste about 88 million tonnes of food per year. That equals 173 kilograms per person!

The restaurant and catering industries account for about 12% of the world's food waste. While it's virtually impossible for a restaurant to produce just enough food for its guests, you always have to keep the unexpected in mind. We know that a lot of the food wasted comes from over preparation, over stocked buffets and incorrect storage.



The same goes for our restaurant The Commons. But in order to reduce our wastage, we had to first understand how much food we waste and when we waste it.

Orbisk is a Dutch start-up that has developed an artificial intelligence monitor to track food waste. They've placed an installation in our kitchen in TSH Amsterdam City which scans all the food we throw away. They track types of waste (e.g. peels, food



from pots and pans in the kitchen, food returned from the plates, or from our meetings and events) and they add a time stamp. That way, we can see exactly when our wastage is at its highest.

Turns out our breakfast buffet is the biggest contributor to our food waste. Significantly more food is wasted in the morning than after lunch or dinner combined. This has a lot to do with presentation: hotels want to offer elaborate buffets, so they often choose big plates to showcase the options. These plates need to stay full at all times to keep the appeal of the buffet, and so a lot of food just serves as decoration. There are strict health and safety regulations for cooled foods, and once they've served their purpose as decoration, they'll need to be thrown away.

Knowing that we could save a lot of food (and money!) by rethinking how we offer our breakfast buffet, we started working on changes. Then Covid-19 happened, which actually proved to be a blessing in disguise!

Upon reopening our restaurants to the public, we had to ensure the locations met health and safety regulations. Unfortunately, our

buffets did not run in accordance with these new guidelines, due to the lines of people, all in close proximity to food. So this combined with the outcomes of our Orbisk monitor, made it clear we should remove the breakfast buffet altogether. Our biggest source of food waste, gone all at once!

We now serve an a la carte breakfast. Our guests can just take a seat and order from a selection of breakfast dishes. What's more, we've decided to keep it that way, even after we're done with Miss Rona.

Based on the information shared by Orbisk, switching from buffet to a la carte could reduce our breakfast food waste by half, saving an average of 550kg of food per hotel, per year.





Too Good to Go

Restaurants always have to prepare for unexpected guests, which means leftovers are inevitable.

But what happens to the food if those guests don't arrive? For one, you can save it by partnering with **Too Good to Go**. TGTG offers food service companies an opportunity to save perfectly edible food that would otherwise go to waste. Through their app, companies offer a number of 'magic boxes', then select a price and pick-up time. In turn, users, or Waste Warriors as TGTG likes to call them, can purchase these boxes and get a nice food surprise for breakfast, lunch or dinner.

All our Dutch hotels signed up to the app and started offering breakfast boxes. The turnout was amazing – right from the start, we sold out every day.

In total, we saved 820 meals and received a whopping 4.5 rating (out of 5) from our Waste Warriors!

Now that we've decided to do away with the breakfast buffet, we can no longer offer breakfast boxes either. From a sustainability point of view, that's a good thing of course, but we also really enjoy engaging TGTG users on our waste journey.

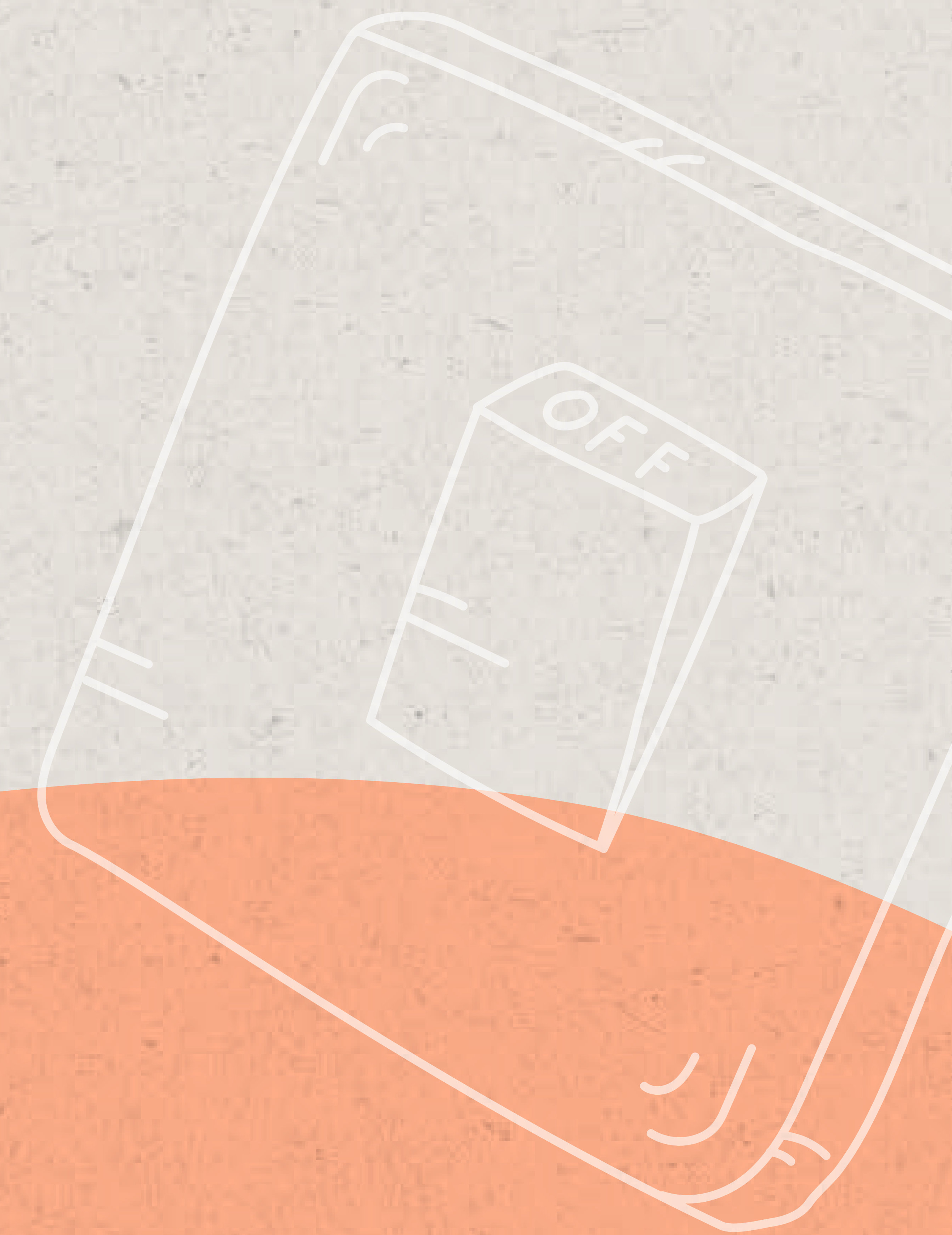
We're therefore looking at other magic boxes we could offer based on the data provided by Orbisk and we expect to introduce a new magic box in the Fall of 2020.



Energy

Target: To reduce our energy use by 3% in all our Dutch locations by 2021 (compared to baseline study May 2018).

Looking at last year, we're still not where we want to be with our energy management. While working on implementing our Data Management Software (DMS) we learned that we would first need to invest more time and resources in getting our locations updated so that they can be easily connected to the DMS.



With our game plan ready, we set out to do just that. We decided to start with our Dutch locations as they're all connected to the same building management system, making it easier for us to connect them to our DMS. We've improved the technological specifications needed to automatically read our usage numbers, met with all stakeholders involved in our energy management to ensure they're all aligned on our ambitions and know what we need, and we were onboarded to use the DMS.

We're pleased to say that we're now ready to use our DMS! In the system, we can find real-time information about our energy and gas usage, and water will follow next. We can link the data to our occupancy rates and the local weather, and we can calculate our carbon emissions too. This will help us better understand how and when we use energy and intervene accordingly.

So, what about the usage of our Dutch properties in 2020? Well, we can't really say anything about the actuals on the page as they were affected by the pandemic. We can however compare the usage with our occupancy rate. With data available for all three years,

we can show the kilowatt (kWh) per room night for all our Dutch properties combined.

In 2018, we used 6,9 kWh per room night. In 2019, we had a higher occupancy rate and lower energy usage and as such we used 5,4 kWh per room night. As a result, we were very close to hitting that 3% reduction target. This year, we had a lower occupancy rate and lower energy usage due to the pandemic, but on average used more energy, namely 7,2 kWh per room night, as hotels remained open but couldn't run optimally. We couldn't close down a part of our lobbies, co-working spaces or restaurants because of less visitors, so all the main areas had to keep functioning fully.

Unfortunately, this means we didn't realise our target this year. But considering the positive trend we've been on since 2018, we can assume 2020 will be an outlier.

And we'll still meet that 3% reduction target in 2021!



Spotlight on Power



TSH AMSTERDAM CITY

2018: 2242 mWh
2019: 2197 mWh
2020: 2079 mWh



TSH AMSTERDAM WEST

2018: 1313 mWh
2019: 1308 mWh
2020: 1083 mWh



TSH ROTTERDAM

2018: 1281 mWh
2019: 1201 mWh
2020: 1069mWh



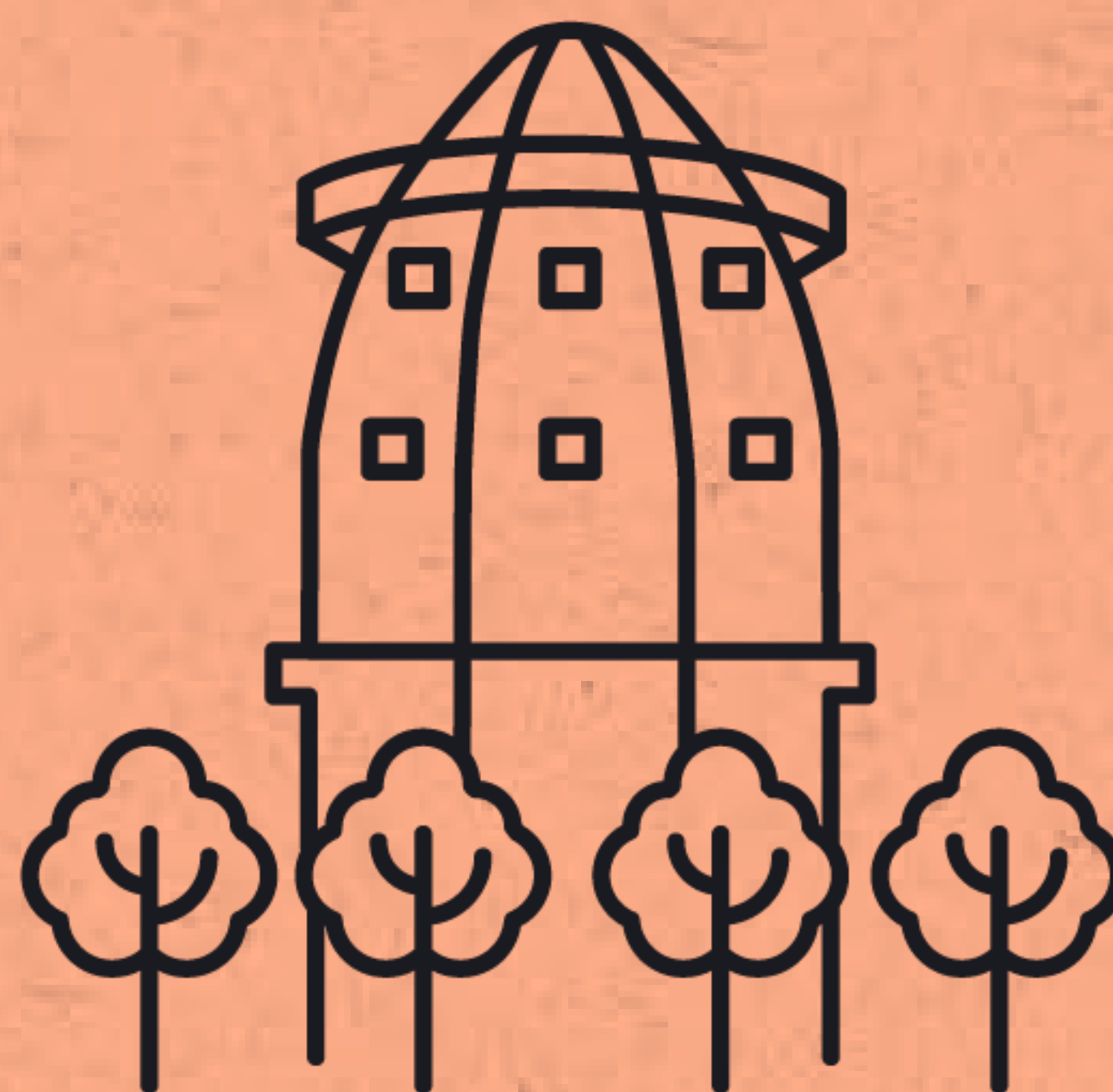
TSH GRONINGEN

2018: 969 mWh
2019: 949 mWh
2020: 841 mWh



TSH EINDHOVEN

2018: 1094 mWh
2019: 1083 mWh
2020: 977 mWh



TSH MAASTRICHT

2018: 940 mWh
2019: 905 mWh
2020: 988 mWh



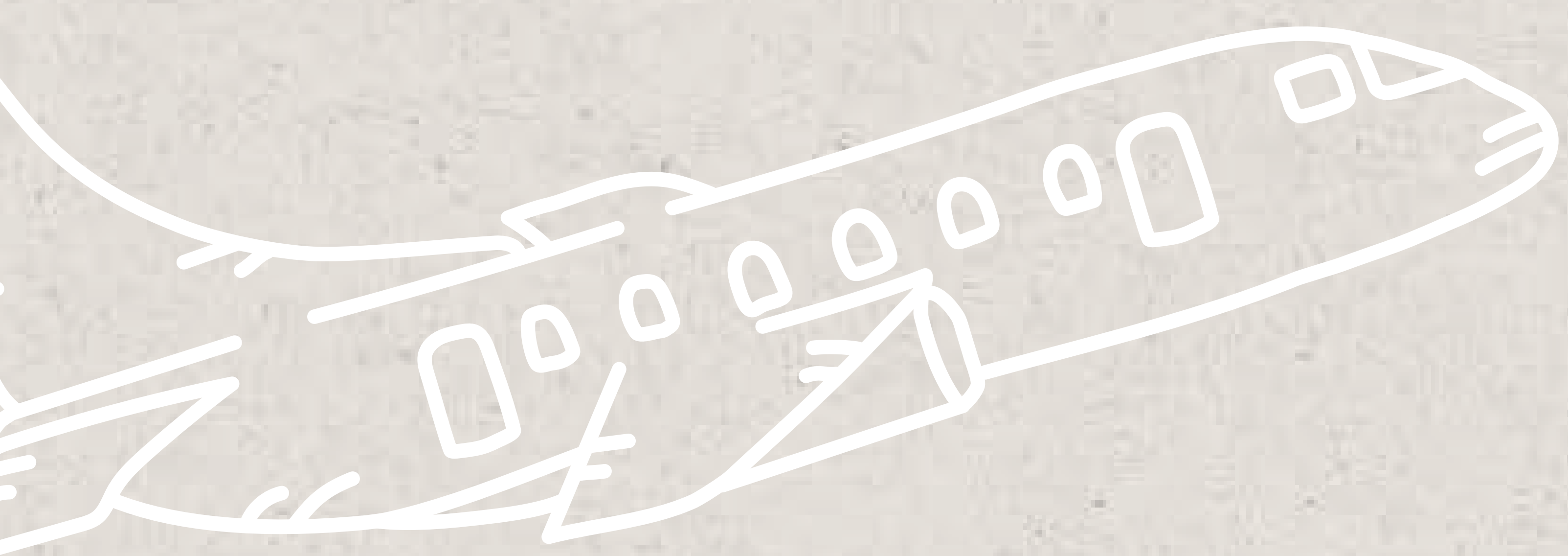
TSH DEN HAAG

2018: 538 mWh
2019: 539 mWh
2020: 590 mWh

Our Flight Policy

Target: To reduce kilometres travelled by plane and emissions generated by 20% (compared to base year FY18-19).

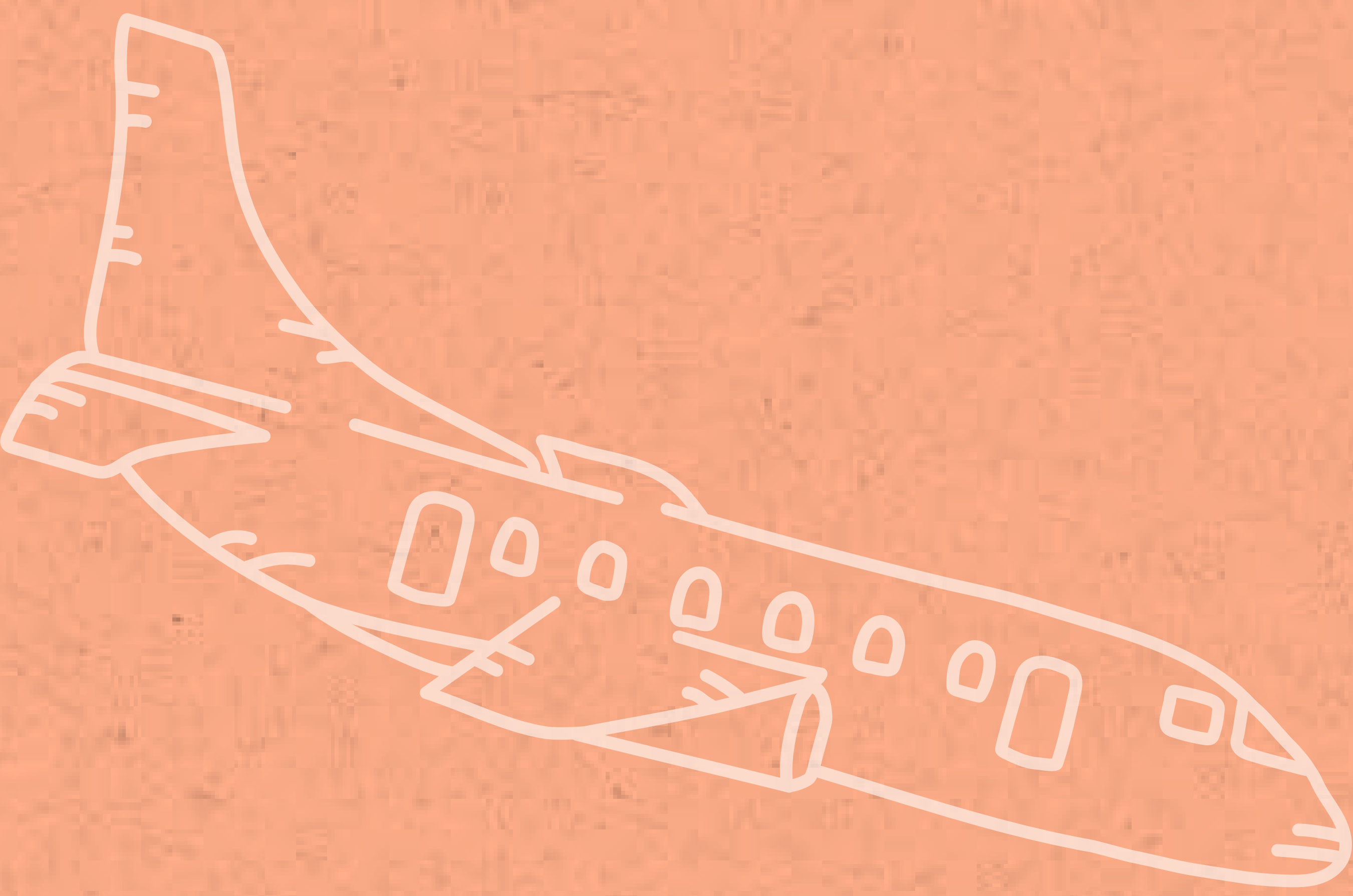
When you have hotels all over Europe, you're bound to fly at some point. But if you're serious about making your company more sustainable, it's not something you just accept as a fact. You can still rethink how you look at travelling for work. To determine our end goal, we started off with setting a base year. Turns out that in our previous fiscal year, we travelled 4.7 million kilometres by plane and generated 796,900 CO₂ emissions along the way.



Considering the growth plans for TSH and our ambition to work more efficiently, we decided we'd work on reducing our emissions by half. So we set a 20% reduction target for this year, followed by another 10% reduction in FY20-21 and FY21-22. We also decided to simultaneously offset our flights, thereby minimising the impact of our travel.

As you can see, we did quite well. We exceeded our 20% target for both kilometres travelled and emissions generated. But for those of you paying attention, you know that due to Covid-19, we weren't actually able to fly for a couple of weeks. And this of course positively affected our targets.

We have however, decided to base our reduction target of 10% for FY20-21 on last year's results without correcting for Covid-19. Considering that – at the time of writing – the pandemic is still ensuing, and countries have re-entered into (semi) lockdowns, we feel an uncorrected target is feasible.



Output FY18-19

(Base year)

Total kilometres: 4.7 million
Total emissions (kg): 796,900 CO₂



Output FY19-20

(Target -20%)

Total kilometres: 3.2 million **(-30,3%)**
Total emissions (kg): 531,000 CO₂ **(-33,3%)**



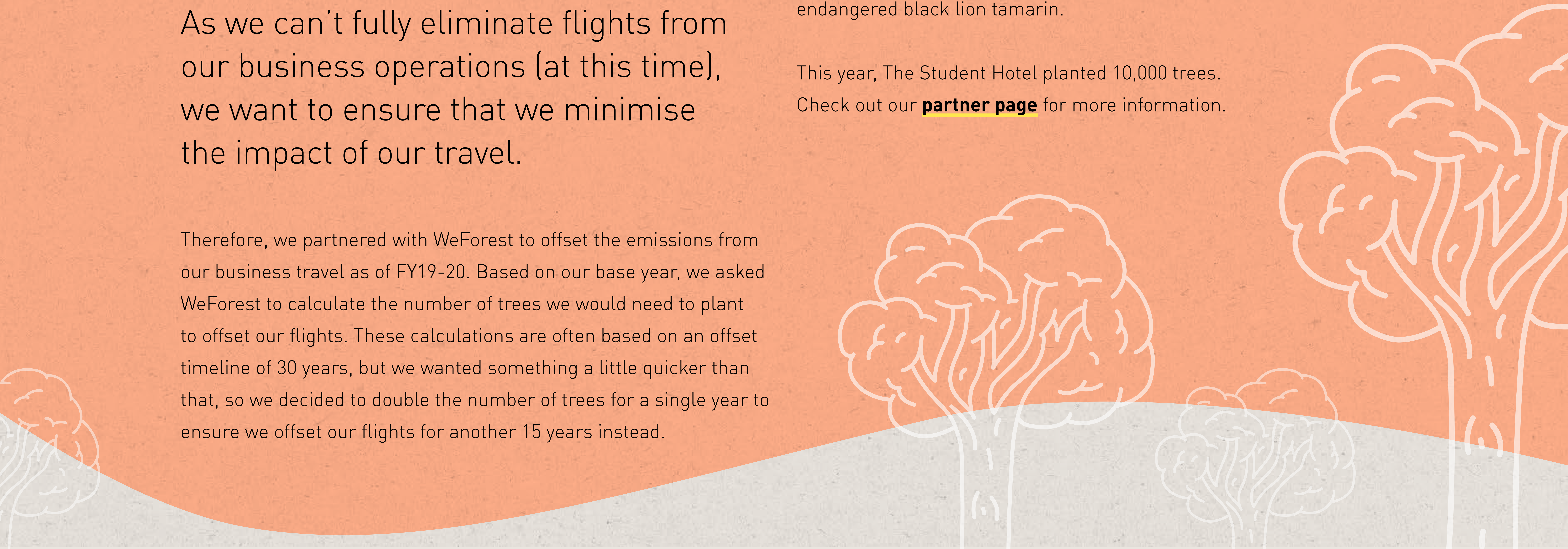
Partnership WeForest

As we can't fully eliminate flights from our business operations (at this time), we want to ensure that we minimise the impact of our travel.

Therefore, we partnered with WeForest to offset the emissions from our business travel as of FY19-20. Based on our base year, we asked WeForest to calculate the number of trees we would need to plant to offset our flights. These calculations are often based on an offset timeline of 30 years, but we wanted something a little quicker than that, so we decided to double the number of trees for a single year to ensure we offset our flights for another 15 years instead.

Thanks to WeForest, we're helping to restore the Atlantic Forest's wildlife corridors in Brazil. Due to unsustainable agriculture, this forest has been reduced to green patches which have a great impact on the biodiversity of the area. Our support will help rebuild the forest and, by doing so, create more space for original inhabitants such as the endangered black lion tamarin.

This year, The Student Hotel planted 10,000 trees. Check out our [**partner page**](#) for more information.

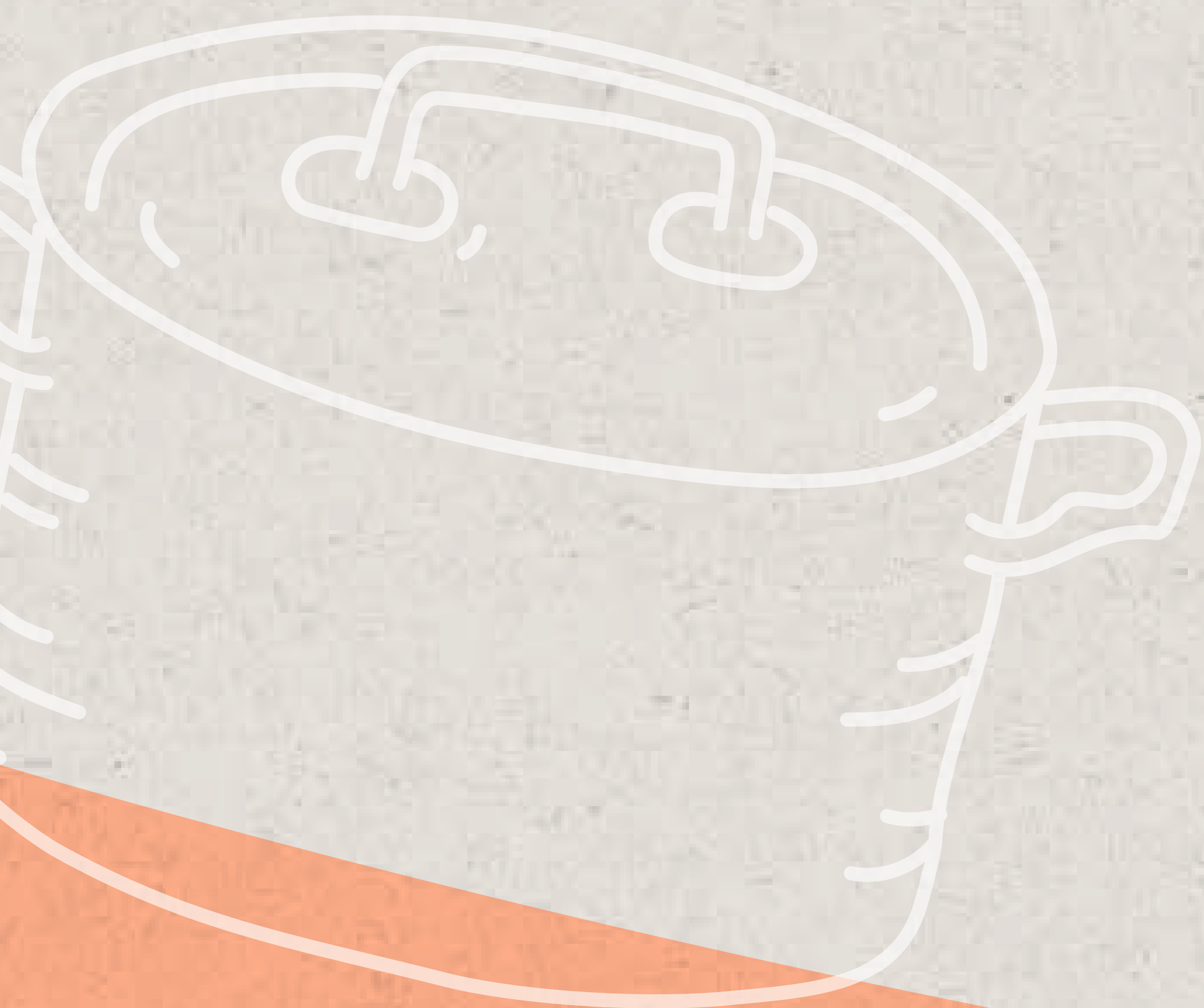


Procurement

For the most part, hotels rely on their suppliers for their daily operations.

Think of all the products and services that we use, from housekeeping to linen laundry and all the ingredients used to make our food. When it comes to choosing our suppliers or the products they offer, we need to put the 'less is more' mindset first, to think about a more sustainable option.

Our big strategic focus over the next few years will be to work more closely with suppliers to meet our sustainability objectives. This year, we kicked things off by re-looking at the items we offer in our hotel rooms.

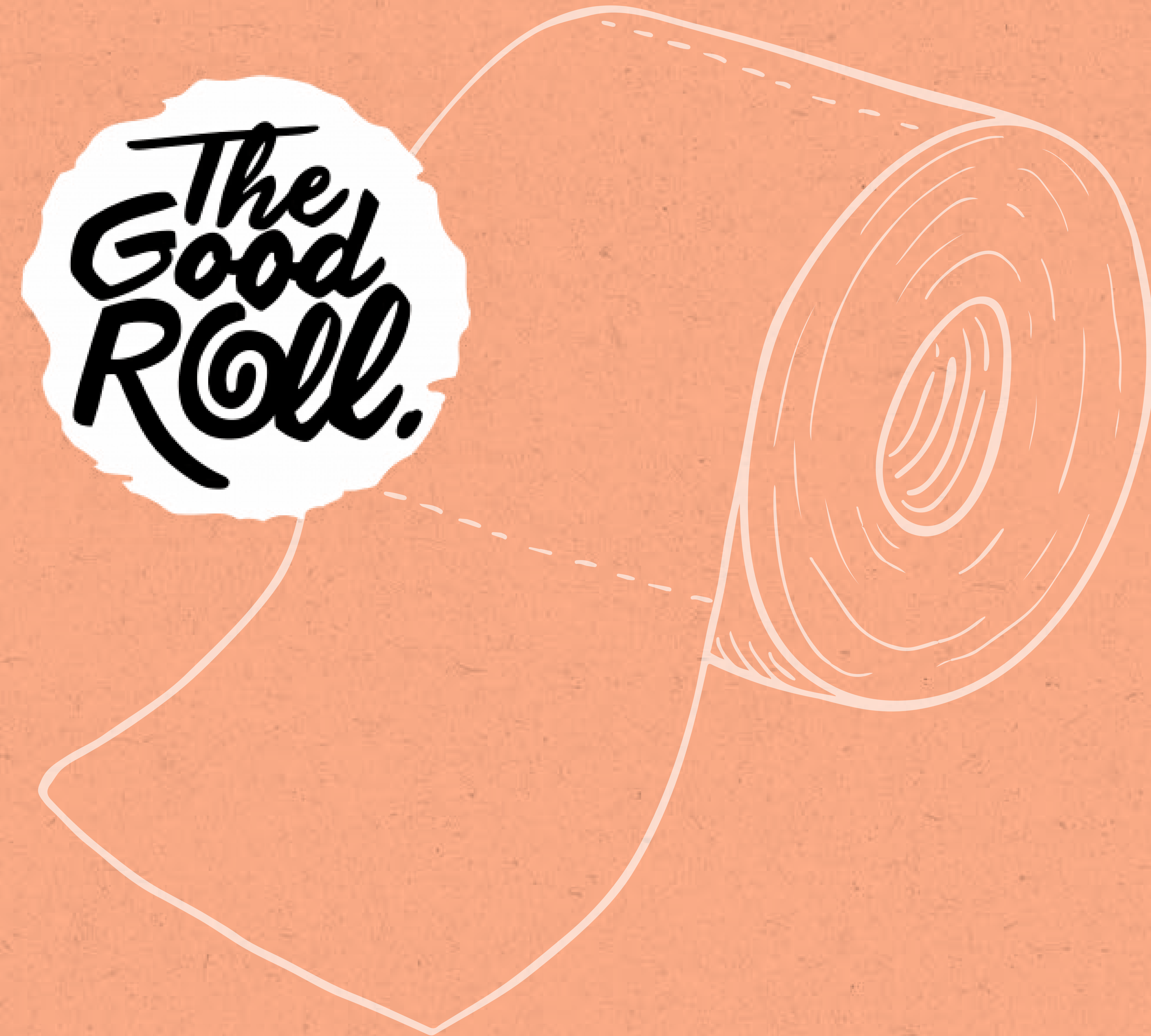


The Good Roll

Toilet paper is one of the most used items in hotels. But have you ever stopped to think about how toilet paper is made?

Globally, we cut down millions of trees per year **to produce toilet paper**. Let that sink in...millions of trees to produce pieces of paper that only last seconds before they're discarded. On top of that, one in three people do not have access to safe drinking water, sanitation and hygiene **facilities**. That's approximately 32% of the world's population.

The Good Roll decided to tackle both challenges at once: they produce toilet roll from recycled paper and the proceeds are used to build hygiene stations in communities in Africa. So just by spending a couple of minutes on your toilet, you're already contributing to a better world!



This was an easy way to engage our students and guests, and as of summer 2020, all our hotels stock The Good Roll. Starting next year, we'll report on our output, sharing how many hygiene stations we helped build by using their toilet paper.

New Amenities

Then it was time to reconsider another product for our hotel – the in-room amenities.

The challenge with these is that the higher your hotel star rating, the more services and amenities you have to **offer**. It's also important to note that the requirements per star can differ per country, and when star ratings were developed, sustainability wasn't necessarily top of the agenda.



As most of our properties are 4-star hotels, we're required to offer amenities. But despite the requirements and challenges, we wanted to see if we could rethink how and what we offer.

We reached out to our supplier Bunzl, to see if we could find an alternative to the in-room amenities we currently offer. Think razor blades, toothbrushes, combs, soaps and more plastic products in single use packaging. In our search, we decided to focus on the product, the packaging and the offer. For products like toothbrushes, we switched from plastic to those made from corn starch, and packaged them in recycled paper as opposed to a plastic or virgin paper wrapping.

And instead of always offering these amenities in the room, we changed our policy to offer them on request. Upon checking in, guests will see a note in their bathroom saying they can find amenities at reception if needed.

We then replaced our soap bars with a soap pump to ensure longer use. The soap bars needed to be replaced as soon as a new guest checked in, making them very short lived, but the soap pump can be cleaned and used on average for 40 nights by several guests. A no-brainer!

Throughout the new year, our hotels will gradually replace their amenities stock with these new alternatives.

**And Bunzl has estimated
that for the soap alone, we
could save more than 2,500
kilograms in waste!**



Development



Our Real Estate Team is always on the move.

With 15 more hotels opening in the next five years, they're working on multiple projects at a time and quickly move from one to the next. Just last year, we opened two new hotels – TSH Berlin and TSH Vienna – but there was barely time to breathe, as TSH Delft and TSH Bologna will both open in the fall of 2020.

Because we're moving so swiftly ahead, it's important to sometimes slow down and process all that we're doing, not just to celebrate our successes, but more to evaluate and look at what we can improve to make our next hotels even better. We need to make sure we're capturing best practices from other hotels and rolling them out everywhere, and this year, we took the time to do so.

Roadmap to Sustainability

With our sustainability ambitions rising, alongside new projects like TSH Delft that pushes design boundaries (check out the next section!).

We wanted to make sure we implement our learnings and progress in a standardised way of working, that aptly embeds sustainability into every phase of the development. This turned into our Roadmap to Sustainability.

For each of the development phases:

Invest / Develop / Engineer / Construct

We've defined a set of goals that should be realised when developing new locations. This ranges from ensuring we have a good mix of new developments and refurbishments, to acquiring BREEAM certification, to adding Life Cycle Assessments (LCAs) to our design process and working towards net-zero energy buildings.

There are 18 goals in total. As you can imagine that's a bit much to start off with. So, we've selected a few that we'll get started with, for which we'll define one, three and five year targets. We expect to add a couple more goals every year until we've come to the point where each one has a long-term target and becomes a fixed part of the development process.

TSH Delft

For our new property in Delft, we wanted to push the boundaries of sustainability and take our ambitions to the next level.

As Delft is considered a tech hub of the Netherlands, where bright minds tackle society's biggest challenges, we wanted to rise to the occasion and bring something innovative to the city as well. We decided to research and explore the circular economy concept, with the intention to implement this into our hotel. And with the support of experts, we broke down the entire building development process and re-evaluated why we do what we do. We learned so much about the products and materials we were using, as well as their circular alternatives.





This resulted in a circular ground floor (the 'fit-out'). Here we used circular design principles to both construct and design the area. You'll find exposed seams, joints and bolts for example, as gluing or painting over them would negatively affect the quality of the materials, making it more difficult to re-use or recycle them. We've also worked with a lot of recycled materials, including our own! The exterior of our restaurant bar is made from plastic bottle caps that we collected in our hotels and headquarters.

And we made sure the hotel runs on green energy; partly generated from the solar panels on the roof and partly purchased from local sources – with no gas whatsoever!

We view TSH Delft as our testing ground for the circular economy. And through further research we want to learn more about how we can implement circular design principles into real life. Once we know something works, we'll be sure to copy it for our other hotels too. We have to be honest though, this all makes a lot more sense when you see it in person. So please do come by to check it out yourself. The hotel opened in September 2020.

Circularity for TSH Delft represents our first attempt at design for longevity, re-use and recovery of materials and products.

Itziar Benedicto

Interior Design Project Manager TSH Delft



BREEAM

Building Research Establishment Environmental Assessment Method

Target: To get our new buildings to a **Very Good** certification at the minimum.

With two new hotels open, we also have updates to share on our BREEAM certificates. As you may remember from our previous reports, we aspire to get our buildings to a Very Good certification at the minimum.

You'll be happy to know that **TSH Berlin was indeed certified as Very Good!** The TSH Vienna hotel is still in the process of obtaining its certificate so we can share more about that one next year.



Global Real Estate Sustainability Benchmark

Target: To increase our GRESB score on a yearly basis

Following last year's report, we defined a number of projects for us to work on to improve our Environmental, Social and Governmental (ESG) policies, which in turn should positively affect our GRESB score.



To refresh your mind, we used this year to work on the following:

- ☒ A long-term strategy to create more sustainable buildings
- ☒ An extensive risk assessment to optimise our governmental policies and ensure good business practices.
- ☒ Improve employee health, wellbeing, engagement and communication.

Let's start with the easiest one:

The long-term strategy to **create more sustainable buildings** is actually the Roadmap to Sustainability we introduced in the previous chapter. Check!

Then there's the **risk assessment**. Following an extensive analysis of the company based on research and interviews, we learned more

about possible risks for TSH. Based on the highest identified, we introduced new governmental structures and policies to mitigate them. The policies were defined to facilitate a business-driven risk framework and stimulate risk conscious decision making in all levels of the organisation.

The main new structure we've introduced is what we call the **Risk Management Cycle**. This 5-step cycle ensures we continuously focus on identifying, assessing, managing, monitoring and reporting risks. With quarterly updates from potential risk owners and a yearly review of the Executive Board on the cycle and the risk profiles, we feel we have a solid structure in place and that we can aptly manage risks should they arise.



Lastly, we introduced **a new team to focus on employee health, wellbeing, engagement and communication called Expedition23.**

This team defined four workstreams targeting people and organisation development, internal communications and cultural growth, and defined objectives and targets to work on over the coming years.

One of the first results generated this year was the introduction of **our new internal communications platform, TSH U.** This is our go to channel for anything related to The Student Hotel. Think company and team updates, a policy database, a library filled with online courses and articles for personal development.

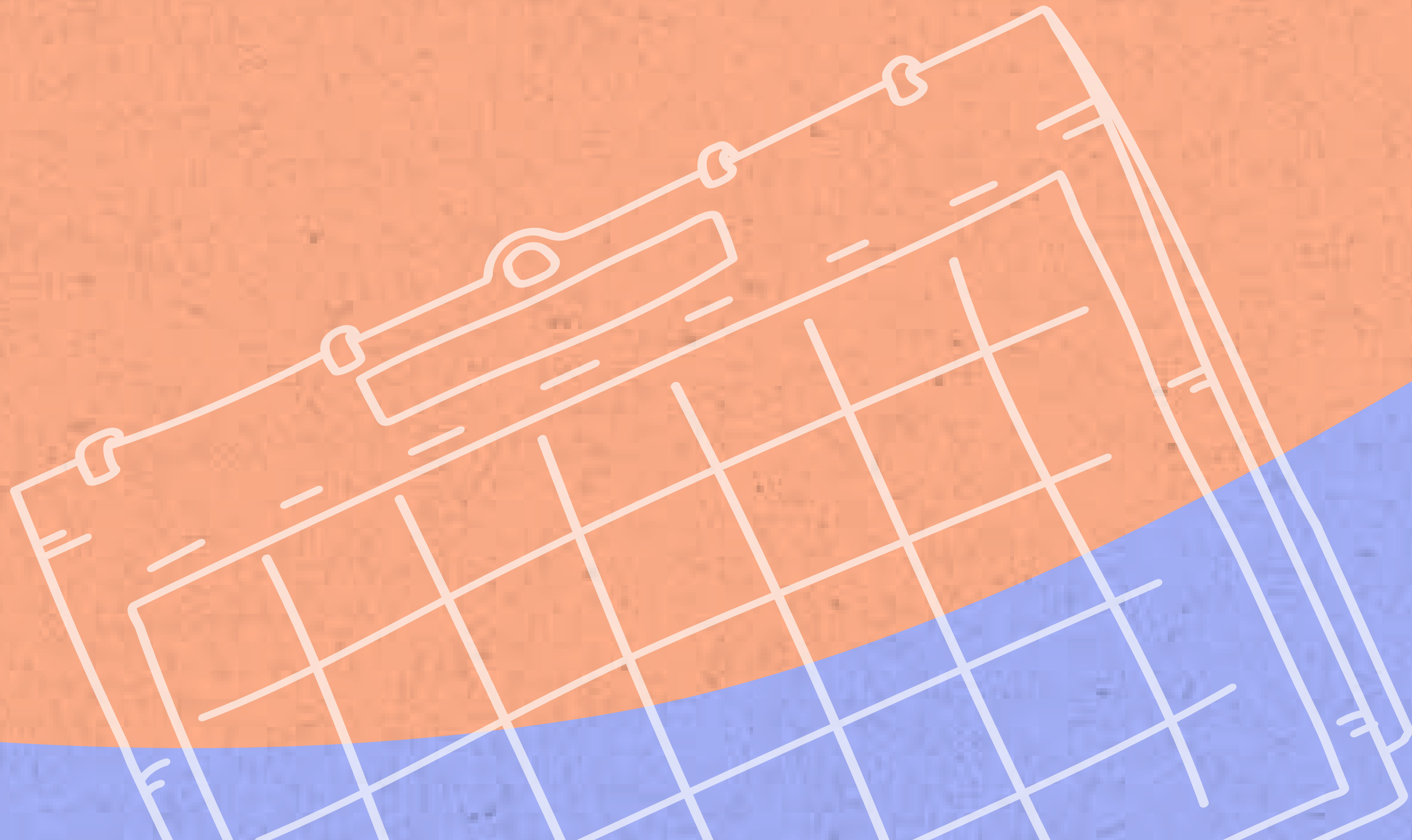
Next to that, we added new communications to our workflow in the form of **weekly and/or monthly newsletters.** These ensure that our teams and our team leads are kept in the loop of new developments, decisions taken and fun events of course!

And now the big question: **what have all of these developments done for our GRESB score?**

Well, before we share our score, we need to explain a slight change in the GRESB methodology. Last year, we received one score for both our standing assets as well as our assets in development: this was a 62.

This year, GRESB deliberately split the scores for standing assets and assets under Development, so it was easier to compare the companies and funds included in the report. Because of this switch, it's not possible to directly compare our 2019 and 2020 scores, but overall we're very pleased to announce that we have improved!

The score for our standing assets is 67, and we received a 63 for our assets in development. Both convert to a two-star rating and we've once again received a Green Star.



We Connect



Climate Strike

In September 2019, the United Nations hosted another Climate Action Summit at its headquarters in New York.

The international climate strike movement **Fridays for Future** decided to use this opportunity to increase the pressure on the world's leaders to take more action on curbing climate change.

They initiated a full week of initiatives in more than 150 countries leading up to the international climate strike on September 27th during which thousands of people all over the world collectively went on strike and made their voices heard for our planet.

In the Netherlands, the strike took place in The Hague and was expected to bring more than 20,000 people to the city. Because we make it a point to contribute to a more sustainable world and we believe in the power of the crowd (we don't call it the Complete Connected Community for nothing!) we felt it was important for TSH to support this cause. Thus, with a group of students and colleagues we joined the strike in The Hague.



TSH Changemakers Challenge

We expanded our second edition of the TSH Changemakers Challenge across Europe.

Following the success of our first edition, we evaluated the outcomes and decided to expand it to a European competition. The plan was to find more cases and more teams, link them up with TSH coaches and get everyone together in our hotels to work on the business cases set to change the world.





We partnered with **Impact Hub Amsterdam** to source inspiring and innovative social entrepreneurs all across Europe. Luckily for us, they found plenty and we got to choose who would compete.

And then, in the midst of enthusing students to sign up, making plans to create pop-up booths in our hotels, host Challenge drinks and more, we were stopped in our tracks. With all the hotels closing because of Covid-19 and offline gatherings no longer an option, we had to rethink. Could we translate that offline vibe into something that could also work online?

We figured we should at least try. So, we continued our search for students, hosted webinars and sent newsletters instead and created alternative concepts for the co-creation and the finale.

Turns out, the online edition was just as popular. In the end, we found 35 students across nine teams, along with nine TSH coaches, eager to use their knowledge and skills for good.

It was great to see we still managed to get that positive and enthusiastic spirit from all of the participants and realise that while different, an online version of the Challenge can be just as exciting. With break out rooms, perfected pitches and matching outfits in the finale, our students pulled out all the stops to convince the judges of the solution they'd been working on.

In the end, it was Team Marafiki Wa Klabu that took home the title and grand prize by developing an app that the Klabu Foundation can use to manage their sports equipment in refugee camps.





Labour Participation



Target: To ensure 3.5% of our Dutch workforce consists of people with a (former) distance to the labour market by 2021.

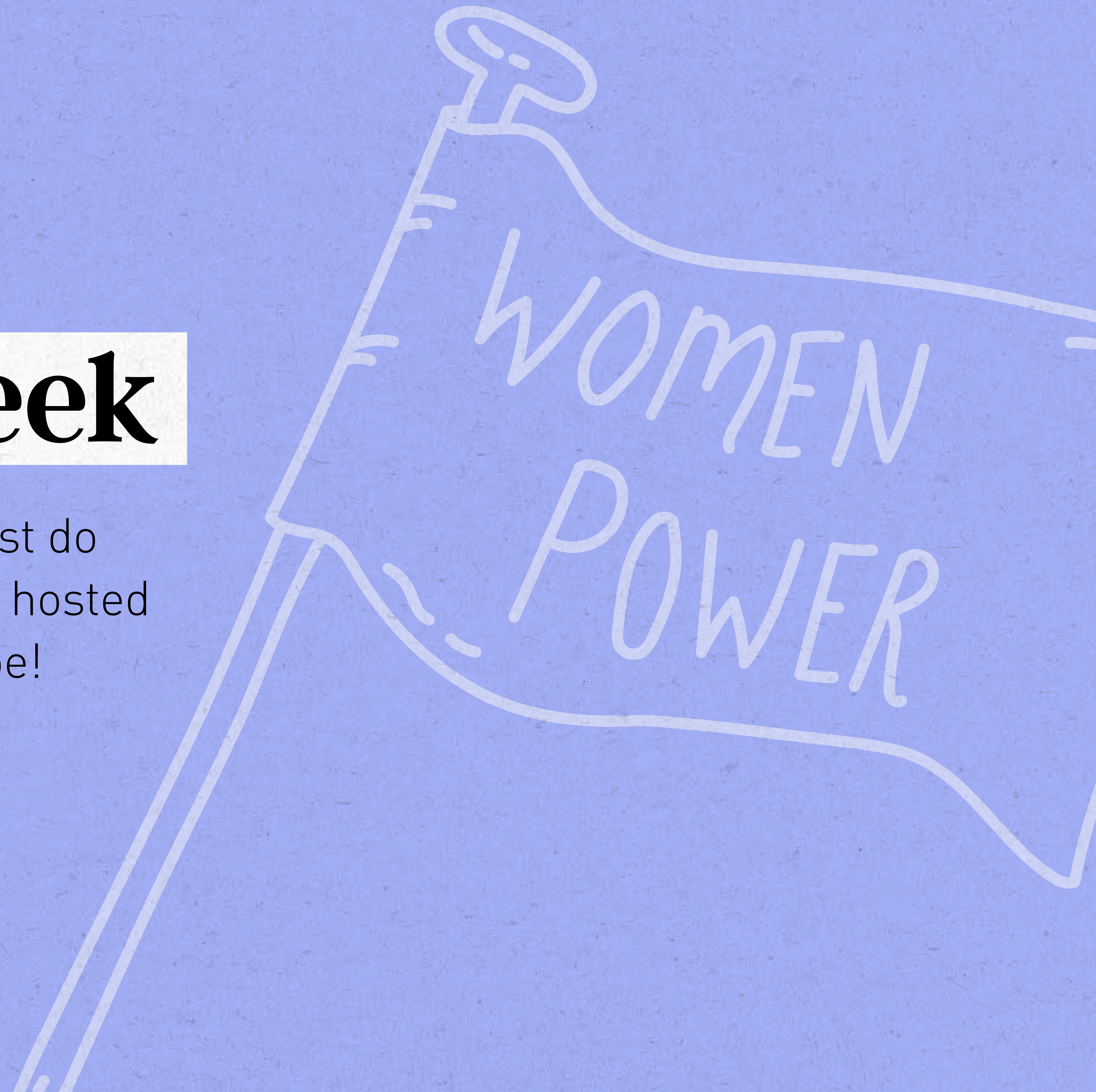
Following the baseline study performed by Match & Work last year, we did an analysis of our Dutch hotels to determine the best location to start with. With their enthusiastic and close-knit team, it was decided that TSH Rotterdam would get the honours. Match & Work set out to find the perfect candidate to join the team while we developed and hosted an introduction session focusing on the needs and expectations of both parties. In January 2020 our new colleague started and we're happy to announce they're a great fit. So much so, they're staying on at TSH!

This first match inspired us to keep going. We choose two more hotels to find colleagues for and we started thinking about a possible role specifically designed for this ambition. The road ahead looked promising, but once again, the pandemic halted our plans and we had to implement a hiring freeze.

At the time of writing, we still haven't been able to restart this project, so for now we'll celebrate our one new colleague. We hope to get started again soon, and continue our efforts to create a more inclusive workforce.

International Women's Day Week

Yes, you read it right. This year we didn't just do something on International Women's Day, we hosted a full week of activities, all across Europe!





TSH Florence

Had a full week programme kicking off with the presentation of a **fashion collection** in response to the fast-fashion movement, a **self-defence class**, **an art expo and a movie screening** on female artists living in Tuscany and the challenges they face in their work.

TSH

Amsterdam West

TSH Amsterdam West organised a set of **mini concerts** with Lalalab Amsterdam featuring singer-songwriters singing protest songs.

TSH

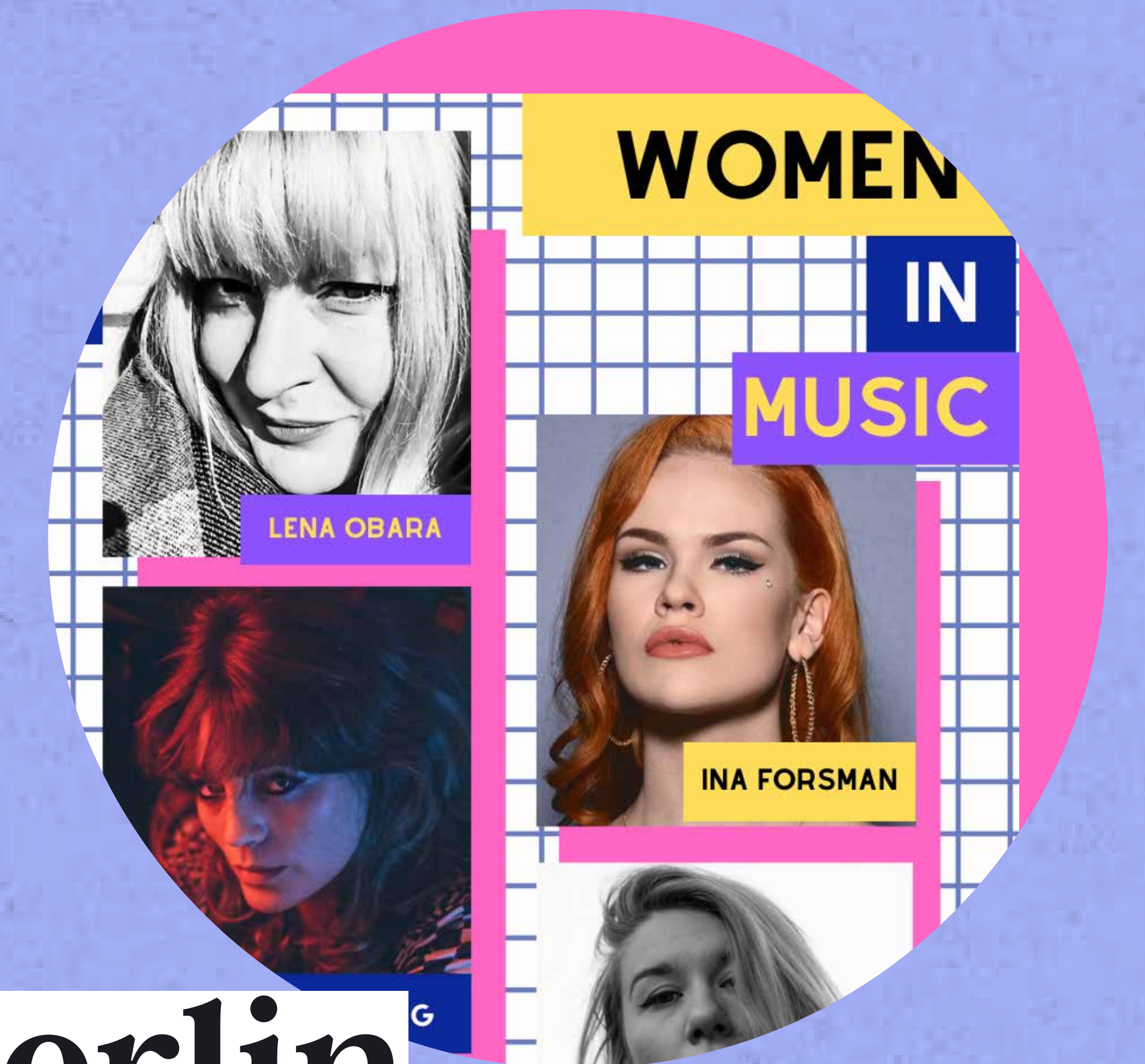
Rotterdam

TSH Rotterdam hosted the **Claim Your Space** event with our partner Alien Mag – a local platform striving for female empowerment. The evening was filled with **inspiring talks** of local women.

TSH

Eindhoven

TSH Eindhoven hosted a **DJ workshop** and a **BedTalk**.



TSH Berlin

Hosted an **all-female mini-festival**.

TSH

Amsterdam City

Hosted another special **BedTalks breakfast edition** to discuss intersectional feminism, the need for representation in the arts, and women's rights in developing countries, followed by a **kickboxing class** hosted by Vondelgym.



Hotels and their local stories

We collaborated with local brands, charities
and creative collectives to raise awareness of
local issues and celebrate city culture.



Pulseras Candela

CAMPUS BARCELONA MARINA

Las Pulseras Candela Association & Hospital Sant Joan de Déu is an organisation founded by the children who spent a lot of their time in hospital due to long-term illness, and craft bracelets to pass the time. For Christmas, TSH Barcelona sold Candela’s bracelets in the hotel and donated the funds to the organisation. The fundraiser was quite a success and the hotels decided to make it a regular component of their Christmas celebrations.



Pride Weekend

VIENNA

During Vienna Pride in June, we hosted a BedTalks Event with our ambassador Philipp Rossmann (Metropole Magazine) to discuss the importance of cross-community collaboration to foster tolerance and acceptance. Following the talk, we also organised a sex-health workshop with a gay doctor who shared his personal experiences to raise awareness and break taboos.

TSH Christmas Dinner

THE HAGUE

Nobody should be alone at Christmas. So TSH The Hague decided to open up its doors to people in the neighbourhood who could use some extra love and care during the holidays. Together with twelve different partners and suppliers, we hosted a 3-course Christmas dinner along with workshops, stand-up comedy and a jazz band for guests from local care centres, the non-profit 'The Hague Community Against Loneliness' and orphanages. In total, 45 people joined the dinner and we were pleased to give them a wonderful night out.



ELLE Masterclass – Rethinking Your Closet

AMSTERDAM CITY

TSH Amsterdam City partnered up with fashion magazine ELLE to host a hybrid event with a live audience and livestream. The aim was to educate the guests about the current status of the fashion industry regarding sustainability and what they could do themselves to reduce their CO2 footprint by 'rethinking' their closet with key questions like what do I need, what can I re-use, what can I re-cycle, what do I actually have?



A circular photograph showing three people standing in a field. A man in a black t-shirt with a colorful graphic and a red cap stands in the center. To his left, a man with a beard and a blue shirt is crouching. To his right, a woman in a white and red striped shirt is crouching. They are all looking towards the camera.

Germany's First Transgender TV Series: Dream or Reality?

BERLIN

During the Berlin “Berlinale” Film Festival, TSH Berlin collaborated with the Rurangi series production crew to host a panel discussion on the first-ever show written, produced and shot by and for transgenders. Together with filmmakers from Germany, they discussed whether a series like this could be developed in the German context. TSH Berlin brought together 60+ participants almost exclusively from the transgender community and went on to host two further screenings of the series.

A circular photograph of a DJ performing at a rave. The DJ is behind a booth with a large, glowing red cross on the wall behind them. The scene is lit with vibrant, colorful lights.

Cloud Rave for The Red Cross

THE HAGUE

In the first few weeks of the Covid-19 lockdown, TSH Amsterdam West, The Cloud Rave and BUD beer set up a livestream with DJ performances to raise money for the Red Cross. By doing so, they not only raised awareness for the situation but also €800 for the Red Cross!





Creative Mornings

FLORENCE

Cities and suburbs are areas where new forests could play an important role in climate mitigation, contributing to the reduction of heat waves and air pollution, and increasing the well-being of citizens. In January, Creative Mornings invited Giorgio Vacchiano to TSH Florence, to tell us more about his research on forestry-related strategies, including increasing the efficacy of sustainable and adaptive forest management, the role and advantages of wood-based materials and the potential of new urban forests.



Zomercampus010

ROTTERDAM

Zomercampus010 is a local initiative for children in Rotterdam who have a learning disability due to the pandemic. Over the summer, TSH Rotterdam opened its doors to the organisation and offered them their meeting spaces for use. In groups of three, the hotel welcomed 15 children per day where Zomercampus010 hosted an educational programme and our restaurant The Commons supplied food and drinks. TSH Rotterdam has decided to join the Zomercampus again next year.

We Inspire





Innovation Lighthouse

This past year, Innovation Lighthouse worked on three living labs that were implemented at one (or more) of our locations.

01

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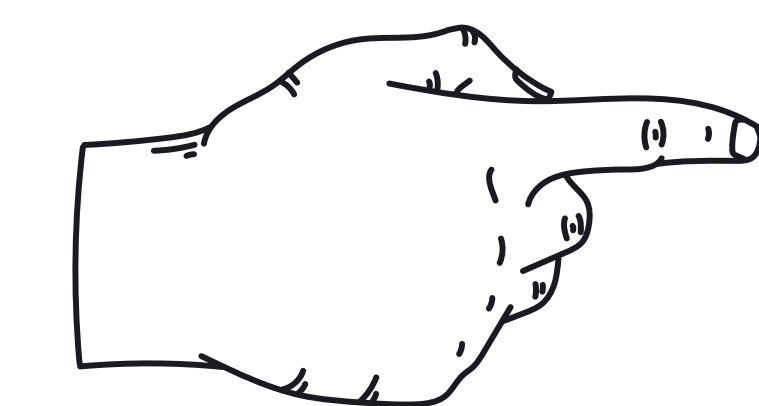
Nudging Energy Behaviour

As mentioned in our previous Impact Report, we started the year with a living lab on energy management.

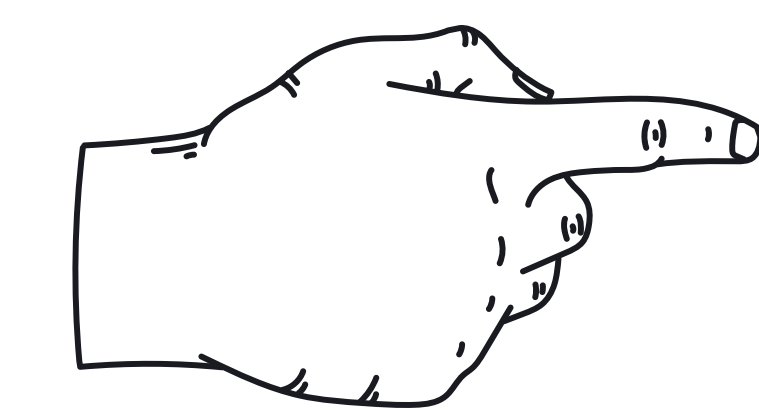
Hello Energy develops software that visualises energy use which in turn, should trigger users to manage their energy more consciously and sustainably.

Innovation Lighthouse implemented the Hello Energy software in five of our hotels. This included a variety of packages with screens and iPads in our lobbies as well as an online dashboard accessible to our hotel teams.

The objectives of the living lab were to learn more about:

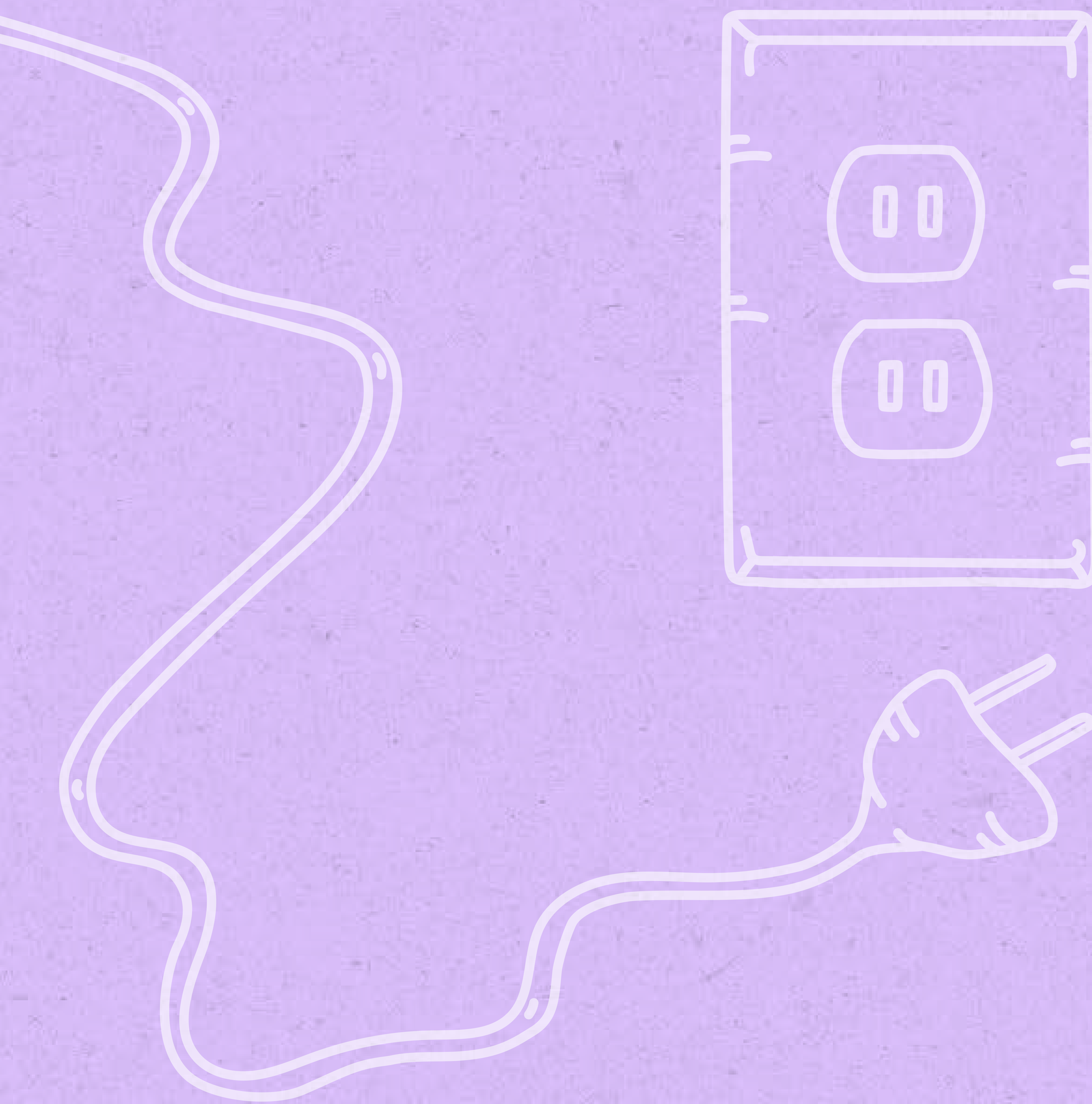


The economic, environmental and social impacts of the technology.



How building owners and occupants can best use the software.

After three months in our hotels, the living lab produced some valuable insights about our guest behaviour and the potential for engagement. First and foremost, putting screens in our lobby sparks our guests' curiosity, with many taking a



moment to watch the television screen and/or tablet, and engaging with the information shared – what a great way to educate our community!

We also found that the content needs to be adapted to the local context of the building and city in question. Our guests don't necessarily want to learn more about sustainability in general or at The Student Hotel globally, but they are interested in learning more about the initiatives taking place in that particular hotel.

Furthermore, when it comes to long-term projects such as energy management, we as a company should align our strategy with the right tools and data to ensure they complement each other. Hello Energy's online dashboard for our hotel teams has potential, but as we already have a dashboard in place to monitor our energy, we need to do more research on how new software can build on our existing infrastructure.

Because of the limited timeframe of the living lab, we aren't able to say something about the potential for energy reduction and based on the project's outcomes, we've decided not to proceed with new tools for energy management until we have defined our long-term objectives and needs.



Following the initial months of lockdown in Europe, we were very excited about the prospect of opening our doors again right in time for the summer.

But along with the excitement came the realisation that we would need to rethink our hotel services and ways of working, due to the increased focus on hygiene and safety. The challenge then became how we could balance safety, hygiene, service and sustainability.

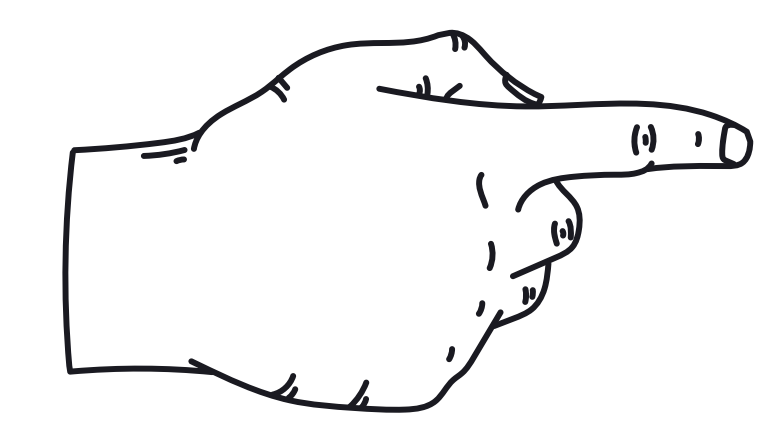
The Student Hotel wasn't the only one struggling with this challenge. So Innovation Lighthouse initiated a new living lab focused on reopening sustainably.

Over the summer, Innovation Lighthouse surveyed guests to learn about their expectations, observe our current practices, and test sustainable alternatives to products and services in place.

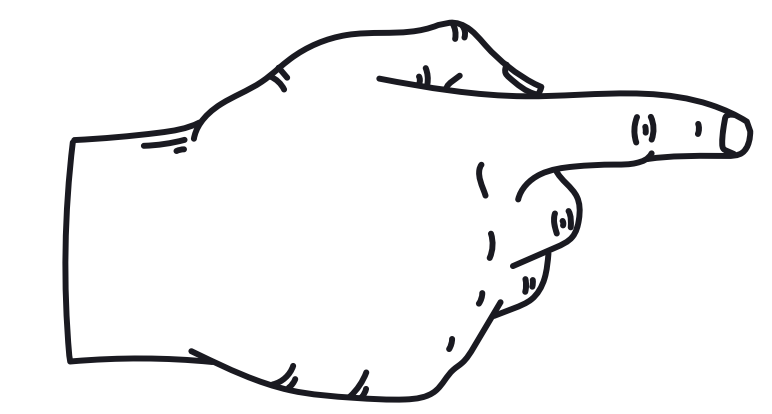
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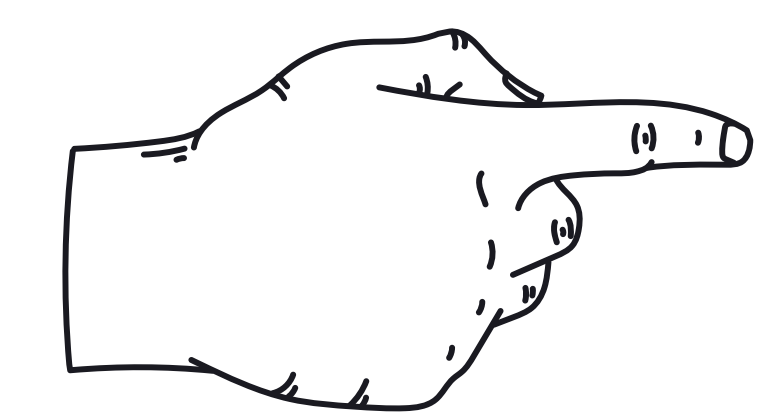
Sustainable Reopening

What we learned:

The majority of our guests indicated that explicit and repetitive communications about hotel guidelines were most important to their sense of safety.



They also stated that they'd like to see us regularly clean our surfaces and tables.



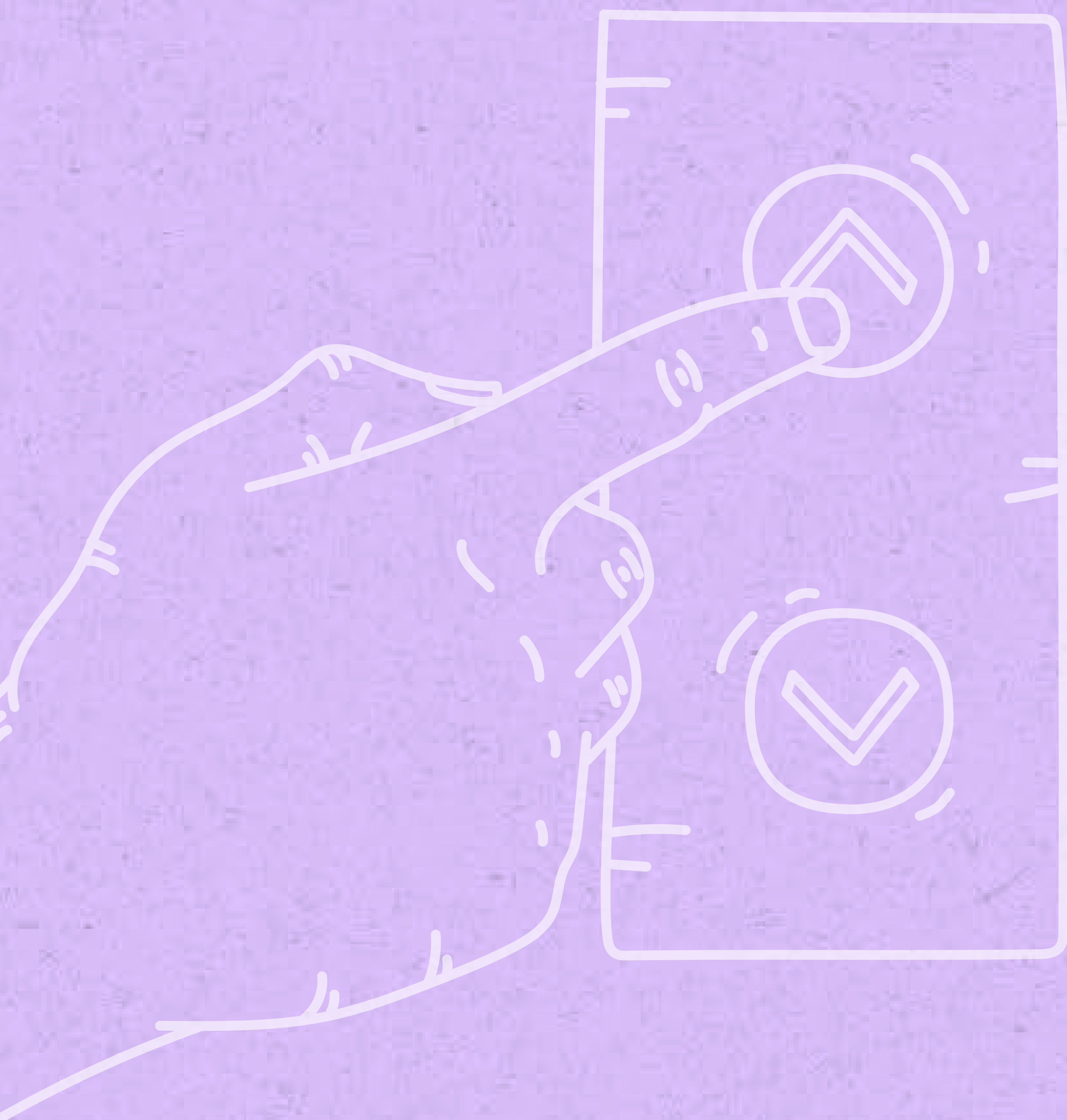
The goodie bag offered upon checking in – containing hand sanitizer, gloves, a snack and a 1.5m jumping rope – was something our guests could do without.

In line with lessons learned, we adjusted our services and ways of working, adding more sanitising stations throughout the hotel plus a bottle in the room, as well as doing away with the need for a goodie bag. We also increased the frequency of our cleaning and our staff are on hand more regularly to speak to our guests about socially distancing measures and any other guidelines for living or staying in our hotel.



03

Sustainable Stays



In last year's report we introduced the Sustainable Stays living lab:

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.

As this is quite an extensive living lab, it took some time to prepare, which means that by the time we were ready to go, the world had changed completely. As you can imagine, without guests, it's very difficult to research their actions, so unfortunately, this living lab has been delayed.

The good news is the rooms are ready, and as soon as we're allowed to welcome guests back again into our hotels, we'll send all of them to our Sustainable Stay rooms. We'll keep you posted!

For more information about our living labs, check out [**Innovation Lighthouse's website**](#)



The Initiative for Sustainable & Responsible Business Conduct

Everything that you use and eat is made of raw materials, sourced from all over the world. Your bike, your clothes, your favourite pizza – they're all made somewhere.

While a lot has been done on increasing the transparency of the supply chain of certain products, there's still too many cases of human rights violations, poor working conditions and environmental pollution happening in all steps of these chains.

A coalition of 50 Dutch companies, academics, religious organisations, trade unions and civil society organisations – including The Student Hotel – decided it was time to take action. These issues

are not dealt with swiftly and aptly enough, and we feel that it is time to move beyond voluntary action.

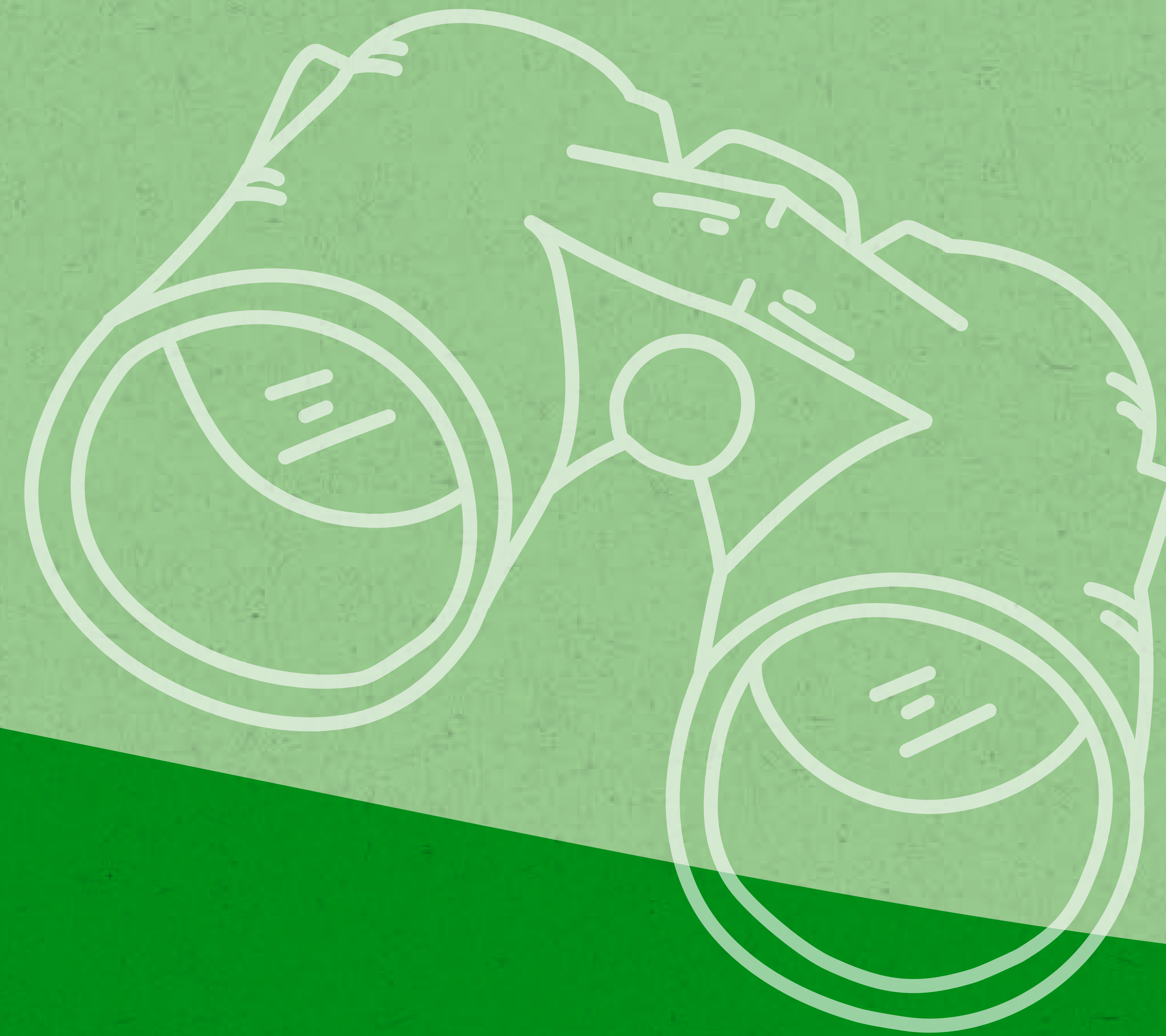
Therefore in June this year, we sent a letter to the Dutch Minister of Foreign Trade & Development Sigrid Kaag, to urge the government to implement legislation that ensures that human rights and the environment are respected throughout company supply chains, and that any violations are dealt with.

Companies need to take responsibility and be held accountable for the impact that they make, both positive and negative. As we're still a long way out from the level of good business practices needed, legislation will speed up that process and ensure we'll take better care of our planet.

Learn more about the initiative via idvo.org



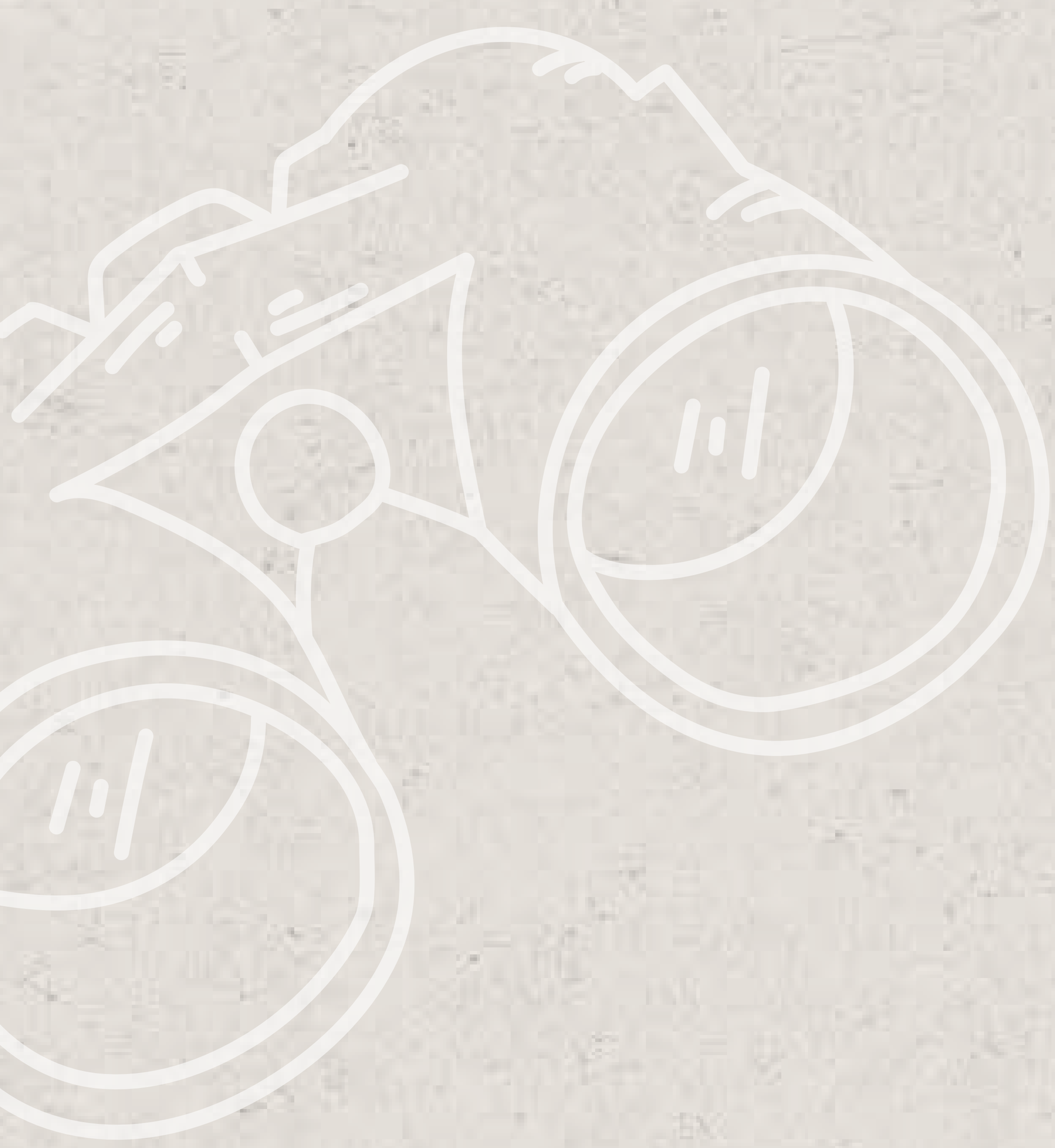
What's Next?



What's Next?

In such an eventful year with so much uncertainty surrounding Covid-19, it can be easy to forget that there's still so much else happening in the world. And that we, especially now, must continue to think of the bigger picture.





The deadline to realise the Sustainable Development Goals is only ten years away. We're halfway there, but we're not even close. The United Nations Global Compact recently issued a report to assess where businesses stand on realising the SDGs. While the intentions are good and most companies recognise the need to work on sustainability and mention the SDGs, the targets set by companies do not meet the efforts needed to realise them by 2030. We must not lose sight of the goal and keep increasing our efforts to create a sustainable world.

The halfway mark in combination with our revised vision and the introduction of the TSH Footprint felt like a good moment to reflect on our efforts so far, and consider where we want to be in 10 years' time. How are we going to step up our game to ensure a habitable and thriving planet?

Over the summer we took a serious look at our plans, researched trends and developments, and discussed what our next steps should be. After spending our first years laying the ground work for the different sustainability projects at TSH and making good headway on them, we feel we can challenge ourselves to start thinking big.

We've created a new long-term strategy with the footprint at its centre. The categories listed in the footprint will drive our selection of projects.

By focussing our efforts, we believe we can not only minimise the negative and optimise the positive effects of our operations, but also ensure that we can create the right and biggest possible impact.

We've defined ten-year targets and split them up into three and five year milestones to keep track of our developments. We're also going to get a grip on our emissions by setting Science Based Targets to ensure we do our part to keep global warming under 1.5 degrees Celsius. And we're putting a lot more focus on standardising our efforts through certification and faster roll outs of successful pilots. Now, we know you're keen to know the numbers...so here they are!

By 2030 The Student Hotel will have...



Reduced 80% of its
carbon emissions*



Diverted 100% of residual waste from
landfill or incineration (zero waste!)



Offset 100% of its
carbon emissions



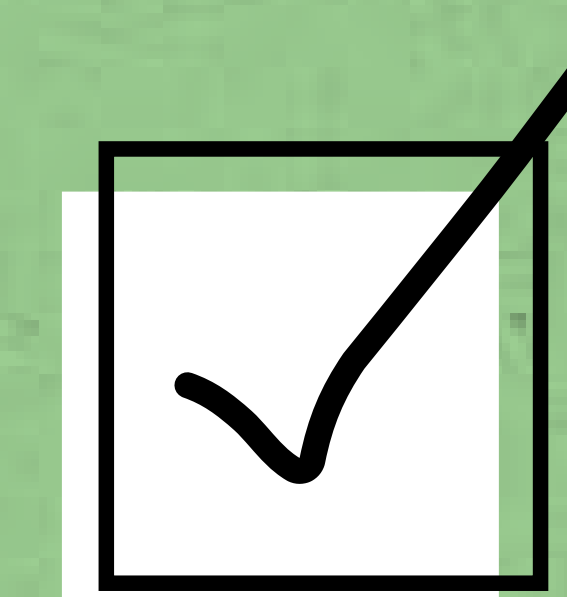
Produced 50% of its full energy
supply (all locations) on-site



The full portfolio
BREEAM-in-Use certified




The full portfolio “Paris Proof”
(50 kWh/m²)



Monitored all suppliers
on a (bi)-yearly basis.

*Science Based Targets numbers are based on an initial calculation with the SBTi tool.
The actual SBTs will be set in 2021.

All in all, we're getting ready to do our part in the Decade of Action. It's time to take a big leap, and we're excited to jump. Let's see what happens. Until next year!



THE STUDENT HOTEL

Impact Report
FY2019-20