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THE USUAL Impact REPORT

Building Our Foundation

In our pursuit of creating
a more sustainable economy,
the tourism industry is considered
a major obstacle.

But what if hospitality
could be used as
a force for good?

Foreword

Just over a year ago, we opened the doors to our first two hotels. After years of shaping the concept on paper, it's been incredibly rewarding to see it come to life in physical spaces, through real people, and in the atmosphere that greets our guests every day.

Our goal was never to build just another hotel brand. We set out to build places that reflect our values, travel that is more sustainable, more connected, and more locally grounded.

That belief is what still drives us. We are now in the middle of rolling out our ESG portal to make our impact fully transparent, hosting social and environmental events to bring people together, and continuing to tweak, test, and learn what regenerative hospitality looks like in daily practice.

In this report, we also introduce our Guest Impact Insights. A new way to transparently show the environmental footprint of each stay and share with guests how their visit contributes to positive change.

This report reflects what we have built so far and provides an honest look at the work still ahead. We are proud of the foundation we have laid and even more excited about what's next.

In April, we marked our first anniversary by publishing the [Good Impact Paper](#), a celebration of the partnerships, stories, and values that shaped our first year. You can read it here for a closer look at the people and stories behind The Usual. Let's keep on building together!

Gisela Boersma
ESG & Design Manager – The Usual



This report reflects what we've built so far and an honest look at the work still ahead. We're proud of the foundation we've laid and even more excited about what's next.

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About us

At The Usual, sustainability was never an afterthought, it was our starting point. From day one, we set out to do things differently. Not just to build better hotels, but to explore a more conscious, forward-thinking approach to hospitality. One that moves away from traditional industry norms and towards travel that leaves a positive impact.

We believe in regenerative hospitality: an approach that goes beyond reducing harm to actively giving back. To local ecosystems, communities, and the people who bring our spaces to life. It's rooted in connection, and built on the idea that small, thoughtful choices like re-using materials, partnering with local like-minded companies, and fostering an inclusive work culture, can ripple outward and spark larger change.

Still, we recognise the paradox at the heart of travel today. Many of us want to explore the world, but not at the expense of it. That tension – the traveller's paradox – is what inspired The Usual in the first place. Can we create spaces that feel good and do good? Can we offer comfort and style without compromise? We believe the answer is yes.

Today, we count two The Usual hotels, one in Rotterdam with 209 keys, and our property in Brussels with 72 keys. The Usual Office, based in the heart of the Netherlands, supports both locations and continues to shape the way we grow, thoughtfully, and with purpose, as we expand across Europe.

“Every journey leaves a mark.

Tourism plays a vital role in the United Nations Sustainable Development goals, with the hospitality sector accounting for about 1% of global carbon emissions. At The Usual, we are determined not only to acknowledge this reality, but we also aim to lead the way in change. By rethinking how we build, operate, and inspire, we see hospitality as more than a place to stay. It is a force to welcome change, drive action, and prove that travel can actively restore and improve the world for future generations.”



Joachim de Looij
CEO, The Usual Hotels



Our timeline

Our year in numbers

This year was all about starting to set our baseline, recording our consumption, calculating our emissions for the first time and seeing our theory play out in practice.

350 tons
CO₂e for
scope 1&2

average
25 kWh energy
consumed per
night

That's equivalent to
driving an electric car
for 150 km.

3
awards won

For (sustainable) design
and our social and
environmental efforts.

5.6 t CO₂e
avoided

For both our
locations due to our
recycling practices.

Sustainable
certifications
achieved

Green Key certification for
both locations, Sustainable
build certificate BREEAM In-
Use for Brussels & Rotterdam
Expected Q4 2025.

100%
powered by
renewable
energy

First 2
locations
opened
their doors

100 litres of
clean drinking
water donated
per night's stay

15 926 kg

Waste retrieved from
rivers through our
partner CLEARRIVERS.

Counted from our opening in April 2024

with 7 recycling streams

The Usual Rotterdam & The Usual Brussels

Our year in numbers

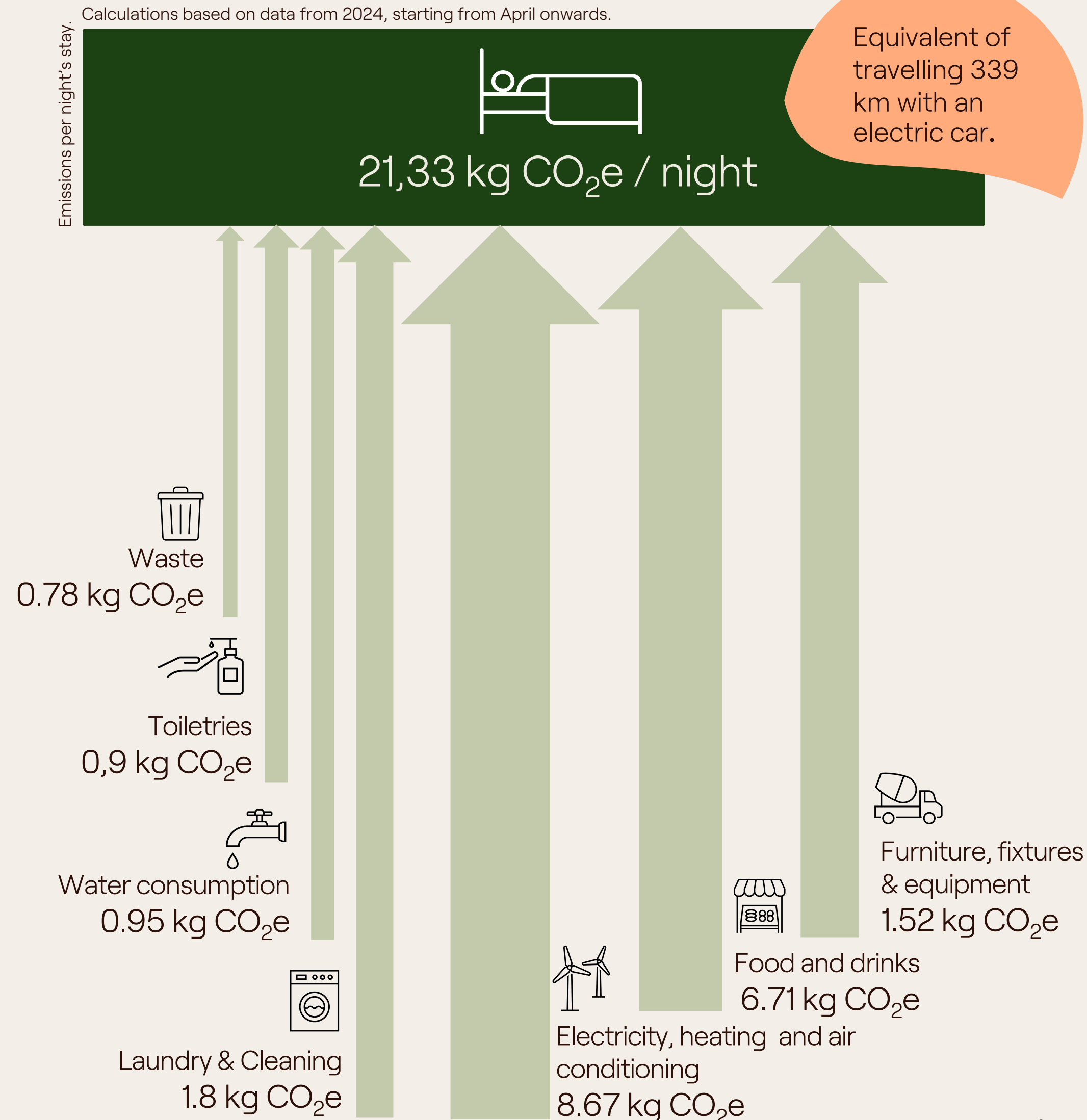
Guest Impact Insights

We took a deep dive into the emissions involved in a guest's stay across all scopes. We were able to translate this data into what we call Guest Impact insights: the emissions per night's stay with us.

We calculated this by looking at everything that makes up a stay – from energy use, food and drinks consumed throughout the day, taking a shower, having a room cleaned and sheets washed – even the furniture in the room – and translating these into CO₂ emissions using trusted databases and partners. By sharing these insights, we aim to give our guests a clearer understanding of their environmental impact and empower them to make more conscious choices when booking a stay.

For now, we have chosen not to offer offsetting directly. Instead, we focus on creating tangible positive impact: for every booking, one kilogram of waste is retrieved from rivers and 100 litres of clean drinking water is donated. Looking ahead, we are exploring partnerships with offsetting organizations. In the meantime, we provide guests with the data they need should they wish to compensate their footprint themselves.

More insights on the calculation methodology can be found in the appendix.



Our standards

At The Usual, we don't see impact as something abstract, it's something we measure, manage, and act on every day. That's why, from the start, we built our Responsibility Framework around four clear and actionable Impact Areas covering all aspects of our business.

These four areas guide every decision we make. From how we renovate our buildings to how we choose our suppliers, design our menus, support our team, and track our environmental performance. They form the structure of this report and the roadmap for our long-term ambitions. Throughout the report, we will explore our ambitions for each impact area as well as our actions, initiatives, performance and aspirations for the future.

Responsibility Framework:
Impact Areas
ESRS E1

We build
consciously

We source
responsibly

We are
**socially
committed**

We minimise
our footprint

To stay accountable to these ambitions, we've developed a robust ESG tracking system powered by **MasterSustainability.today** – an innovative platform that monitors our performance across key ESG indicators. This includes live data for energy and water monitoring, carbon calculations, waste tracking, and social impact KPI's.

We aligned the content of this report with **the CSRD (Corporate Sustainability Reporting Directive)** as much as possible, ensuring it reflects both our own operations and the expectations of our stakeholders. A critical component of the CSRD is the conduction of a Double Materiality Analysis, providing a list of priority topics to focus and report on. Using a CSRD-proof approach, we established our list of material topics by engaging with our stakeholders. After cross-checking this list with our Responsibility Framework and company KPIs across teams and strategy, we made sure that each material topic is reflected in our company's goals and initiatives.

Read more about the CSRD and our Double Materiality approach in the appendix.

Our material topics

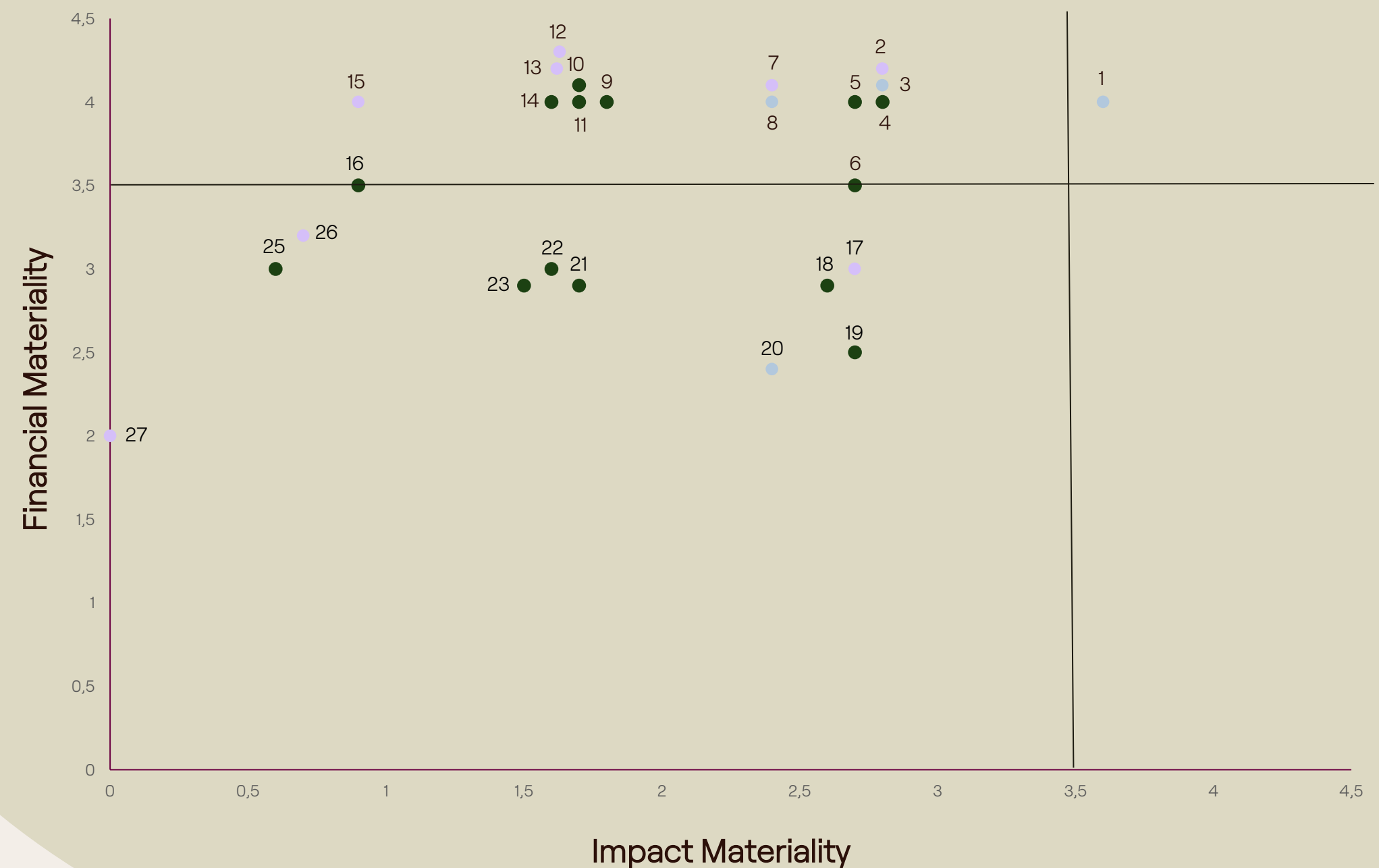
Through our double materiality assessment, we have identified 16 topics, based on the ESRS Standards of the CSRD, that are material to our company. They serve, together with our ESG framework, as the foundation of our sustainability reporting, ensuring transparency and accountability.

Our material topics

1. Guest's Privacy
2. Climate Change
3. Relationship with Suppliers
4. Corporate Culture
5. Own Workforce – Training & Development
6. Guest's Accessibility and Inclusion
7. Resource Outflows and Waste
8. Quality Communication
9. Own Workforce – Diversity and Inclusion
10. Own Workforce – Work-Life Balance
11. Own Workforce – Health & Safety
12. Resource Inflows and Use
13. Water Consumption
14. Value Chain – Human Rights
15. Environmental Pollution
16. Guest's Personal Safety

● Environmental ● Social ● Governance

double materiality matrix





Our lower roof in Rotterdam
planted with native herbs and flowers.

Connecting the UN SDGs



The United Nations Sustainable Development Goals (UN SDGs) offer a shared vision for a more just, inclusive, and sustainable world.

As part of our commitment to driving meaningful impact, we have aligned our sustainability strategy with this global framework. By mapping our goals and initiatives to the global goals, we highlighted 6 SDGs that are most relevant to our business – where our actions have the greatest potential to contribute to global goals.

- SDG 5
- SDG 6
- SDG 8
- SDG 11
- SDG 12
- SDG 13
- SDG 15

Our SDGs are linked to their respective initiatives throughout our report.

Our SDGs	Relevant SDG targets*						Linked to our strategy
SDG 5 Gender Equality	5.5						Reflected in our diversity and inclusion values and proportion of women in decision-making positions.
SDG 6 Clean Water and Sanitation	6.1	6.4		6.a	6.b		Connected to our technical water-saving implementations and charity partnerships to promote access to clean water, women entrepreneurship and removal of plastic from water bodies.
SDG 8 Decent Work and Economic Growth	8.4	8.5	8.6	8.8	8.9		Based on multiple initiatives, amongst them, the recording of material passports of all materials used in renovation, sustainable purchasing policy and focus on local, sustainable, and circular products. Added, our diversity and inclusion initiatives and recording of employee demographics.
SDG 11 Sustainable Cities and Communities	11.6			11.b			Linked to our waste management initiatives, recycling ambitions, chemical-free cleaning, and overall vision of future-proofing our buildings, mitigating climate change, and working towards a circular economy.
SDG 12 Responsible Consumption and Production	12.2	12.4	12.5	12.6	12.7	12.b	Related to our sustainability reporting standards, transparency aspirations, and monitoring implementations. Additionally demonstrated by waste management, sustainable purchasing policy, and overall ethos on sustainable and circular products and materials.
SDG 13 Climate Action	13.1			13.2			Based on calculations, studies, and initiatives implemented on our buildings for climate mitigation and resilience. Additionally, linked to our GHG reporting and future reduction ambitions.
SDG 15 Life on Land	15.5			15.9			Traced to our biodiversity studies and measures on our building to enhance local fauna and flora.

*More context on the individual targets can be found [here](#).

Certified sustainable

Shortly after opening, we certified both our hotels with the Green Key label. In Rotterdam, we achieved the highest level of certification, Green Key Gold.

Achieving sustainability certifications is an important part of our hotel's sustainability strategy. While we have set our own ambitions and framework, being independently assessed and certified helps us strengthen our sustainability commitment and reflect critically on our progress. Green Key is one of the most recognised sustainability certifications tailored specifically to the hospitality sector, which is why it forms a key requirement for our hotels.

Founded by the Foundation of Environmental Education (FEE), one of the world's largest environmental education organizations, Green Key now certifies over 5000 companies in 60 countries.



The Usual Rotterdam and The Usual Brussels are Green Key certified



WE BUILD
Consciously

What it means to us

The built environment accounts for a significant share of global carbon emissions, which means sustainability can't begin at opening – it must start long before. That's why, from day one, we've taken the renovation and construction phase seriously, embedding conscious choices into every step.

It started by getting to know our buildings. By understanding their limitations, possibilities, and histories, we were able to make informed decisions that extend their lifespan and improve performance. Guided by BREEAM In-Use standards and our own Responsibility Framework, we've built The Usual with a focus on future resilience, energy efficiency, and low-impact design.

What we are proud of

Opening of our first 2 properties.

Built according to our Sustainable Program of Requirements and circular principles.

Implementation of low carbon technologies.

Our buildings are off the gas grid and operate entirely fossil-free.

BREEAM In-Use Outstanding for The Usual Brussels.

The highest achievable classification reached.

Award winning sustainable design.

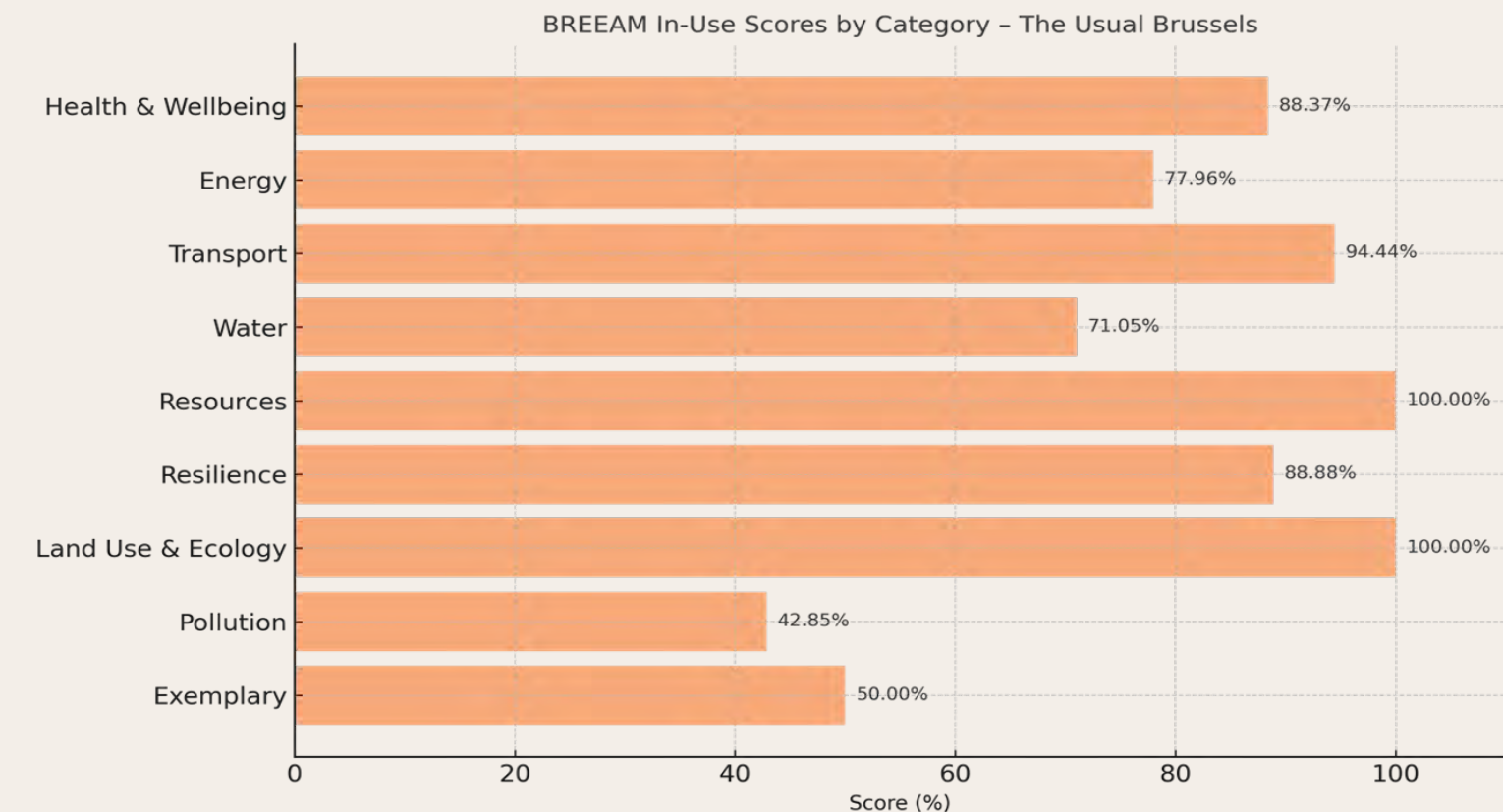
Winner of the Iconic Design Award in the category Sustainable Design.



From concept to concrete

BREEAM In-Use: Our Framework for Better Buildings

The Usual Brussels received an **Outstanding** BREEAM In-Use **score of 87.1%**, placing it among the top-rated hotels in Europe under the latest international scheme (V6). This reflects outstanding environmental performance across a broad set of criteria. For our Rotterdam property, we have applied the same standards and ambition to The Usual Rotterdam. The BREEAM In-Use assessment has been completed, and results are expected soon.



Key Highlights

100% fossil fuel free operations at our sites.

Water-efficient fittings and leak detection in place.

Over 70% of green roof coverage, supporting biodiversity and urban cooling.

All lighting is 100% LED, reducing energy consumption and maintenance needs.

Optimal lux levels and lighting design throughout the building enhancing both guest comfort and staff wellbeing.

Use of low-impact materials such as FSC-certified wood, cork, flooring from recycled river plastic, and bio-resin finishes.

Excellent daylight access and thermal comfort performance, improving guest wellbeing.

Detailed material inventory (building passports) to support long-term reuse and disassembly.

Mitigation measures against pluvial flooding implemented based on Natural Hazard Risks assessment.

Smart energy and water monitoring systems across our hotels.

Future-proofing in practice

At The Usual, future-proofing means more than meeting certification thresholds. It's about understanding the long-term performance of our buildings – how they operate today, how they adapt tomorrow, and how they respond to environmental and social challenges.

Through extensive assessments – from material inventories to risk analysis – we aimed to identify risks, spot opportunities, and manage our assets in a way that's smart, resilient, and transparent.

The following page highlights the key studies we've conducted for our properties and what we've learned from them.



Extended resources inventory.

As part of our BREEAM In-Use certification and commitment to circularity, we conducted an inventory to identify, quantify, and assess the condition and recovery potential of all materials within the building.

Outcome Rotterdam & Brussels

- All building materials and technical systems rated in good to very good condition
- No immediate financial risks
- Clear roadmap for disassembly, maintenance, and material value retention in the future.

Flexibility for future adaptation.

This study evaluated the building's adaptability in terms of convertibility, expansion, accessibility, and future refurbishment.

Outcome Brussels

- The structural layout and compact urban setting limit internal convertibility and horizontal expansion
- Refurbishment potential is moderate
- The building enables partial subdivision of floors
- Its status as an older, solidly built structure supports selective interventions over time
- **Overall: moderate flexibility, with opportunities for adaptation within the building's existing structural and urban context**

Outcome Rotterdam

- Most internal walls allow for easy layout changes
- The structural column grid allows for flexible reconfiguration of floorplans
- Installations are accessible via removable walls and ceiling systems, simplifying future adjustments
- The building enables easy subdivision
- Recent renovations (green roof, insulation, glazing upgrades) support long-term adaptability
- The building is a designated municipal monument, which limits façade changes but supports reuse over demolition
- **Overall: high adaptability and suitability for future repurposing**

Natural hazard risk assessment.

We assessed exposure to climate and geological risks, including heatwaves, storms, flooding, and seismic activity.

Outcome Rotterdam & Brussels

- Pluvial flooding identified as the only notable risk
- Mitigation measures implemented (e.g. sealing low-level water entry points, emergency procedures)
- No other significant hazards identified

EU Taxonomy: Future-proofing our buildings.

To align with European climate goals and support green financing eligibility, we assess our properties under the **EU Taxonomy framework**, focusing on “**Acquisition and Ownership of Buildings.**”

The Usual Brussels is fully Taxonomy alignment-ready, contributing to:

- Climate Adaptation (through a full Risk & Vulnerability Assessment)
- No significant harm to Climate Mitigation (supported by a B- EPC and fossil-free operation)

Rotterdam is on its way to be officially EU Taxonomy proof!

CRREM: Tracking decarbonization.

The **Carbon Risk Real Estate Monitor** (CRREM) helps us assess long-term carbon performance and test whether our buildings are on track to meet decarbonization goals, or at risk of becoming “stranded assets.”

For Brussels, our initial CRREM baseline used theoretical data (due to timing of renovation). Now that we’ve completed a full year of operations, we are commissioning an updated CRREM analysis using real energy consumption data for more accurate results. These findings will be shared in a future ESG update.

For Rotterdam, a CRREM calculation is also being calculated. It’s part of our internal standard to assess all properties using CRREM as a tool for carbon transparency and long-term risk management.





Design, comfort, sustainability

No trade-offs

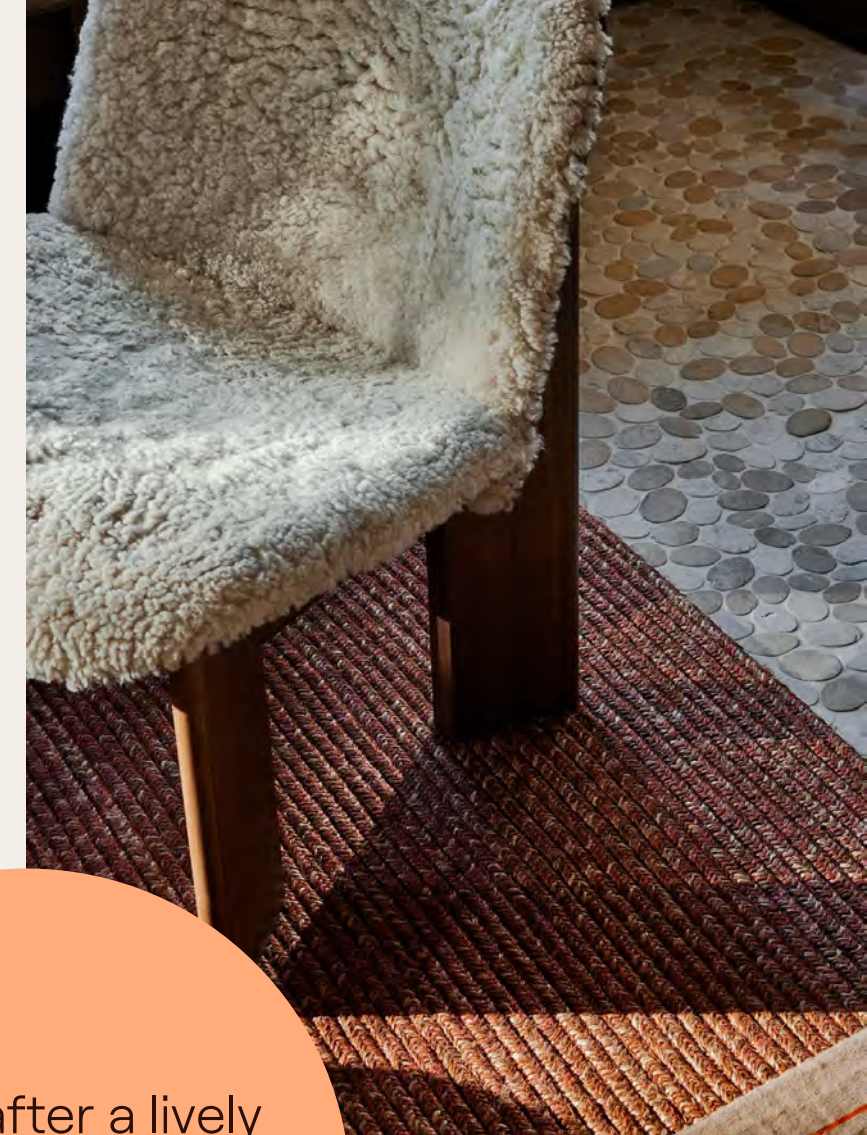
We believe that sustainability lives in the details – especially the ones that often go unnoticed. That’s why we’ve integrated circular principles directly into our design and build process, from material selection to reuse and documentation.

Our interior design partners are asked to design according to our **Sustainable & Circular Program of Requirements**: a set of clear, actionable standards for finishes and furniture, prioritising natural, recyclable, and non-toxic materials, while also **focusing on durability and end-of-life recyclability**. This ensures each space at The Usual looks good, feels good, and does good – without compromising on style or guest experience.

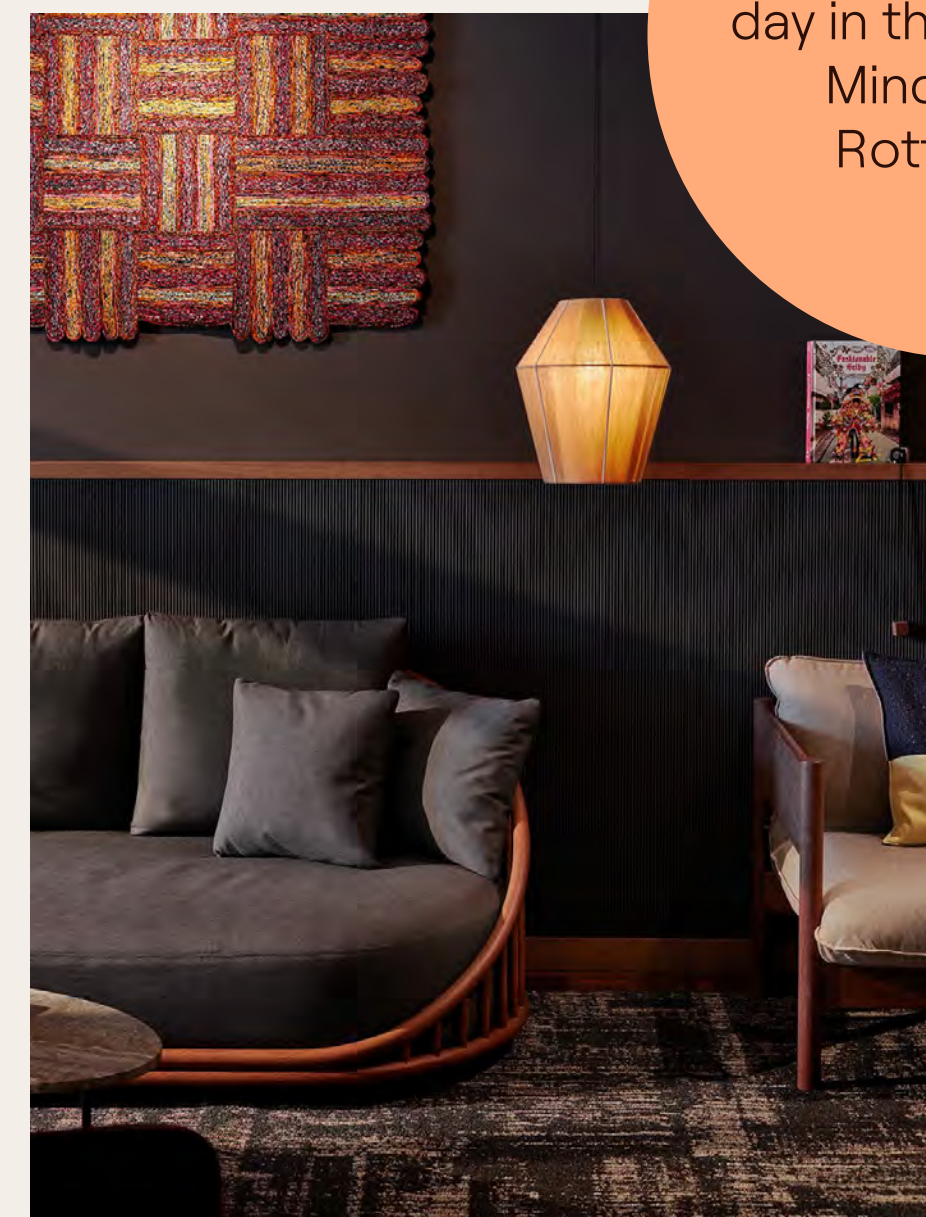
Our approach has guided how we design, and it shows in the **award-winning interior** of our concept. Throughout the spaces, you’ll see how our ambitions translate into thoughtful choices – where materials are selected with care, keeping both people and planet in mind.



Rotterdam



Rewind after a lively day in the city at our Mind Gym in Rotterdam!





The U Bar
collects the best
flavours of the
city prepared by
our local heroes.



Brussels

Highlighting some of our materials

1. Reused bar front

We reused the leftover tiles from the renovation of our properties. Our U Bars are entirely padded with leftover materials, creating a unique and beautiful mosaic.



1.

3. Preloved furniture

We've opted for second-hand furniture because it's a sustainable choice that aligns with our commitment to the environment. By giving quality items with history a second life, we reduce waste and bring unique charm and character to our spaces.



3.

2. Recycled flooring

Part of the flooring in our social space is made from recycled plastics, some of which are retrieved from our rivers by our charity partner CLEAR RIVERS. They are sorted and chipped and combined with a water-based binder all by The Good Floor, a Rotterdam-based startup.



2.

4. Cork flooring and walls

In our rooms, we have our floor, and our walls covered in cork, a great renewable material. Cork is a natural material with many environmental advantages. Throughout its lifecycle, cork products absorb more CO₂ than they release during production, making it a carbon-negative material.



4.

5. Woodchip innovation

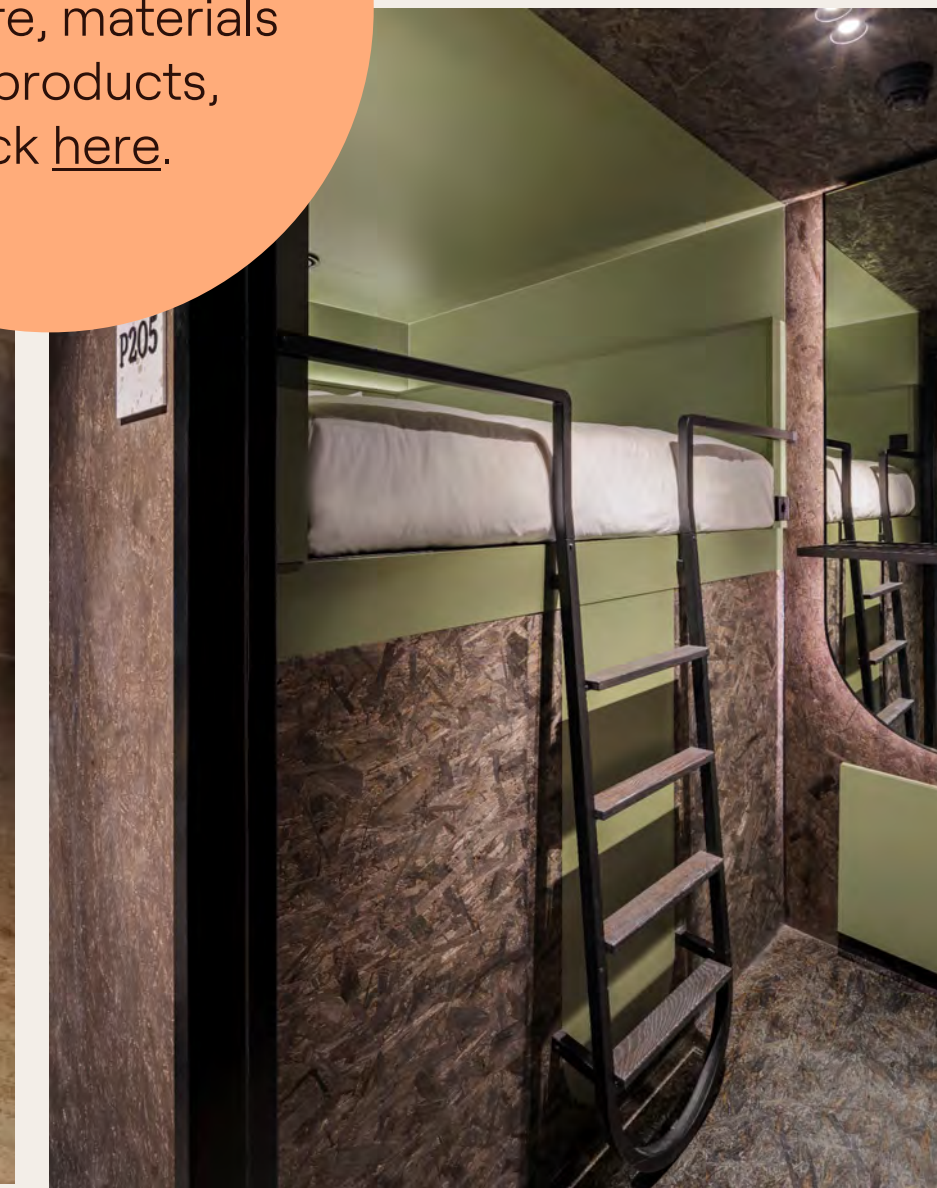
Our toilets and washbasins by Woodio are made from a bio-innovative material from real wood chips with a minimal carbon footprint



5.



For more stories
behind our
furniture, materials
and products,
click [here](#).



We build consciously

Goals & Progress

It’s important to us that we uphold our sustainability standards for every new city and location we make our home. Regarding our ambitions to build consciously, we have set a range of standards related to the building, construction and renovation that all our hotels need to fulfil.

We’re on track! Nearly all our standards have been accomplished or are already in motion. Making our buildings future-proof and aligning them with climate change mitigation strategies is a critical step. We aim to apply these standards to all new properties.

Next goal

All our future properties will be Future-Fit: Resilient to climate change, and flexible for future adaptation.

Our Standards	Rotterdam	Brussels	All
Making our buildings future proof			
Climate Risk & Vulnerability Study	Achieved	Achieved	Achieved
CRREM Calculation	In Progress	Achieved	Halfway there
Energy Study	Achieved	Achieved	Achieved
Ecological Assessment	Achieved	Achieved	Achieved
Flexibility for Future Adaptation study	Achieved	Achieved	Achieved
Certifications			
BREEAM In- Use	In Progress	Achieved	Halfway there
Climate change mitigation			
Aligned with EU decarbonization roadmap	Calculation in progress	Calculation in progress	Not Achieved
EU Taxonomy proof	In Progress	Achieved	Achieved
Material passports for construction materials	Achieved	Achieved	Achieved

Looking ahead

As we continue to grow, we're taking the lessons from Brussels and Rotterdam with us, and raising the bar for what comes next.

We're preparing to expand our reach with exciting new locations, eager to translate our sustainability vision into new cultural and environmental contexts, tailoring it to each place's unique character. This creates fresh opportunities for positive impact while deepening our commitment to local communities and partnerships.

While the spirit of The Usual remains the same, our future locations will push boundaries even further. We aim to design more explicitly for disassembly, enabling circular re-use in the years ahead. We'll continue sourcing locally, including vintage furniture and reclaimed materials from the renovation phase.

From the very first design stage, we will gather data on all materials and furniture used, assessing our footprint as we go, and aiming to reduce it with every new project.

Each property offers the chance to raise the bar: to shape spaces that feel good, do good, and remain deeply rooted in place.

We will keep you posted. A new city to explore with The Usual is coming soon!





WE SOURCE
Responsibly

What it means to us

At The Usual, every purchasing decision – whether it’s a chair, coffee beans, or a cleaning product– is a chance to reduce impact, support ethical production, and make thoughtful choices that align with our regenerative goals.

To support this, we developed our **Sustainable & Circular Purchasing Policy**, a clear framework that guides everyone involved in procurement at The Usual. It focuses on three key areas:

- **Environmental standards** – low-impact, circular, and bio-based materials
- **Social responsibility** – fair wages, safe working conditions, and transparent supply chains
- **Product lifecycle** – durability, repairability, and long-term usability

This policy is applied across all departments and project phases, from fit-out to operations. Alongside the policy, we document on the origin, material composition, and sustainability attributes of everything we source. It helps us stay transparent, consistent, and accountable – whether a colleague needs to verify a product or we need to demonstrate compliance with our standards. In the next section, we’ll highlight a few of our key sourcing partners – brands we work with across all locations, chosen not just for quality, but for the positive environmental and social impact behind their products.

What we are proud of

70% of daily goods sourced from local suppliers.

That means within 80km of our locations.

90% of our menu is vegetarian.

Including a portion of which is naturally vegan.

Hand-picked food and drinks portfolio.

Either organic certified or otherwise with a positive environmental or social impact.

All custom made furniture is from FSC certified wood, bio-based or from recycled materials.



From concept to concrete

Where policies meet products

The products in our hotels tell a story, not just of comfort or quality, but of where they come from, how they're made, and who made them. Below are some of the long-term partners we work with across all locations. Brands chosen for their clear social and environmental commitments.



Key Partners

Marie-Stella-Maris hair and body care

– B Corp certified company with a refillable soap program and clean water donation system.

Yumeko duvets and pillows - Organic, fairtrade pillows and duvets from recycled feathers and down. No toxic finishes or synthetics used. Take-back and recycle program.

Auping mattresses – Modular and fully recyclable design with take-back and re-use system. Made in the Netherlands.

Woodio toilets and sinks – Innovative sustainable materials based on woodchips replacing ceramics. Reduced carbon footprint.

Cleaning with the power of nature

Ozone water

Embracing sustainability in hotels sometimes means re-thinking the most ordinary parts of daily operations. When it came to our cleaning, we looked specifically into replacing harsh chemicals with something that is less polluting and harmful.

We made the switch towards cleaning and disinfecting our rooms with ozone water, a cleaning solution created with two ingredients only: water and oxygen. Ozone water is non-toxic and chemical free, using the natural power of ozone to safely sanitize. While we still need some cleaning products for specific purposes, using ozone water allows us to reduce them significantly. In doing so, we cut plastic waste, lower transportation emissions, and reduce the environmental impact associated with chemical detergents.

Reducing pollution with natural materials and products

Our soap, shampoo and conditioner from Marie Stella Maris are made from natural ingredients and come with refillable bottles, reducing pollution of water and plastic waste. To avoid unnecessary use, our supplementary amenities are available on request only and made from bio-based materials.



Partner spotlight

A closer look at Moyee Coffee

At The Usual, coffee is part of the everyday experience and also a chance to do things differently. We've partnered with Moyee Coffee, a leading voice in the FairChain movement, which works to keep more value at origin and promote fairer, more transparent supply chains.

Instead of relying on traditional models where raw beans are exported and profits end up far from the origin, Moyee works directly in coffee-producing countries like Ethiopia and Kenya. There, they invest in local roasting, packaging, and branding – helping farmers move up the value chain and become entrepreneurs themselves. By creating skilled jobs and keeping production local, Moyee helps shift more value to where it's grown, keeping up to 50% more value in the country of origin.

But FairChain doesn't stop with fair prices and local jobs. It's also about climate justice.

Moyee invests directly in the communities where their coffee grows, supporting agroforestry, composting, and clean cookstove programs. These efforts reduce emissions, regenerate landscapes, and build climate resilience at origin.

This approach forms the basis of their carbon handprint: a way to measure and increase the positive impact of every bag of coffee.





SDG 8

SDG 12

Love for local

Celebrating local makers & connections

At The Usual, responsible sourcing isn't just about materials and the products we use. It's also about proximity, relationships, and community impact. That's why we prioritise local suppliers and makers wherever we can.

Choosing local means fewer transportation emissions, but more importantly, it means supporting the people, stories, and creative energy of the cities we're part of. Whether it's our daily fresh pastries, or hand-picked artworks, these choices bring our spaces to life, and make each location truly rooted in place.

Art rooted in place

All artworks at The Usual are created by local artists, supporting regional talent.

One example is the work of **Simone Post**, a Dutch designer known for her research-driven approach and use of repurposed materials. In our library space in Rotterdam, you'll find her piece made from recycled Visco fabrics, a textile industry leftover that she transforms into layered, graphic compositions. Her focus on material circularity and low-waste production aligns with our commitment to responsible sourcing and collaboration with makers who share similar values.



Raw Colour custom made art for The Usual rooms. Made from re-used and naturally dyed fabrics.

Highlighting local heroes

Rotterdam

Dik & Schil

A circular beverage company turning waste into value, Dik & Schil brews delicious coffee liqueur and limoncello from ingredients that would otherwise go to waste.

- Uses coffee grounds and citrus peels from local hospitality businesses
- Reduces food waste through creative reuse and circular production

Rotterzwam

An urban mushroom farm growing oyster mushrooms on coffee waste – right in the heart of Rotterdam.

- Reuses coffee grounds from The Usual and local businesses as growing medium
- Grows mushrooms in a former swimming pool turned circular farm
- Reduces CO₂ and methane emissions through waste valorisation
- Produces our bar snacks with low-impact, locally grown produce

Brussels

Le Pain de François

A traditional bakery rooted in artisanal methods and local sourcing, Le Pain de François supplies our guests with fresh, handmade breads daily.

- 100% organic ingredients from Belgian farmers
- Stone-milled flour and long fermentation process for better taste and digestion
- Bakes with natural sourdough only – no additives, no shortcuts
- Operates on small-scale production values that support food craftsmanship

Ritchie

A modern take on classic Belgian soft drinks – locally produced with high-quality, natural ingredients.

- Family-run business revived with a mission to craft better sodas
- Made with real fruit juice and Belgian beet sugar, no artificial sweeteners
- Produced and bottled locally to reduce food miles

We source responsibly

Goals & Progress

In every one of our cities, we focus on contributing to the local economy and collaborating with like-minded partners. As hotels, we are dependent on a broad range of suppliers to ensure the smooth delivery of our operations. This makes our ambition to source responsibly even more important.

We're on track! Our careful selection of food and beverages for our hotels takes particular attention to the sustainability attributes of our products and the location of the supplier. We define local as within 80 km of our properties, with many of our key brands sourced directly from the cities where we operate. This selection process extends to our interior design, where we have asked our designers to document on all sustainability attributes of all materials and furnishings they select.

Our Standards	Rotterdam	Brussels	All
80% of our daily goods are from local independent suppliers	70%	100%	85% - Achieved
100% of our custom furniture is from responsibly managed forests	Achieved	Achieved	Achieved
90% of our menu is vegetarian	Achieved	Achieved	Achieved
Documentation on the composition and materials of our products, furnishings and finishes	Achieved	Achieved	Achieved
90% waste diversion rate*	97%	100%	Achieved

Next goal

Increasing our recycling rate

Our next project is to join forces with our recycling partner, hotel teams, and a student research group to analyse our waste streams and identify concrete actions to ramp up our recycling rate.

Looking ahead

As we're aiming to expand throughout Europe, ensuring all our suppliers near and far share our mindset and principles, we've extended our program with a pathway for our future hotel teams. Should they need to source a new product, they have a clear standard operating procedure designed to ensure that all new products, services, or collaborations are in line.

The ESG department will always do a final check before commencing with a collaboration and all will be registered in our ESG platform. We are looking ahead to more long-term partnerships to get inspired by and will keep you posted for more stories behind our local heroes.



The background of the slide is a photograph of an interior space. On the left, a wooden table and a dark wooden chair are visible. The wall behind them is light-colored and features two framed abstract artworks with green and blue tones. A large, bright yellow, irregularly shaped graphic element is positioned in the center-right of the image, serving as a backdrop for the text.

WE ARE

Socially Committed

What it means to us

At The Usual, social commitment isn't something we add on. It's embedded into how we design, hire, host, and grow. It also includes our commitment to doing good beyond the walls of our hotels, by supporting both local and global initiatives that align with our values.

We believe hotels can be places for connection, belonging, and opportunity. That's why we focus on creating inclusive spaces for both our people, guests and locals, and collaborating with organisations that contribute to the communities we're part of. We believe that positive impact comes from within, so we make space for ideas, feedback, and ownership.

What we are proud of

The Usual Clubs

Employee-led initiatives supporting our culture, diversity and inclusion, and sustainability from a bottom-up perspective.

Clean-up volunteering initiatives

Coming together to make our environment cleaner.

Charity collaborations

From opening we have had long-term partnerships with global and local charity partners.

Connected with the local community

We hosted 12 events at our hotels, getting to know our neighbours and connecting both guests and locals.





Nature walk by Thirza

From concept to concrete

12 community events hosted

We welcomed our neighbours with a neighbourhood sleepover – an evening of connection, good food, and shared stories, including our first local exhibition celebrating them as part of our neighbourhood.

3.933.902
litres of clean drinking water donated

in partnership with MadeBlue

Proud recipient of the Personio Workplace Culture Award

192 weekly food donations

We adopted a Green Circle at De Voedseltuin, leading to weekly harvest donations to the local food bank.

84 hours volunteered

All our people are offered two days of paid volunteering per year. During World Cleanup Day, we collected 40kg of waste with our charity partner CLEARRIVERS.

with our waste cleanup initiatives

1000
people involved

We supported awareness activities by CLEARRIVERS that reached over 1000 residents, students and pupils.

In the [Good Impact paper](#), you can read more about our charity partners and the projects we support.



A garden with purpose: Voedseltuin Rotterdam

Situated on a former port site, the Voedseltuin is an inclusive, green space where seasonal produce is sustainably grown and donated to the local food bank. But it's more than just a garden. It's a meeting place, a learning environment, and a social platform where volunteers, including people distanced from the labour market, work side by side to contribute to a healthier and more inclusive city.



Voedseltuin shows how ecological, social, and spatial challenges can be tackled together. Through hands-on participation, it fosters a sense of ownership and connection. In doing so, it reflects many of the values we share at The Usual: local responsibility, long-term thinking, and community-led change.

From opening, we have partnered with the Voedseltuin by adopting a green circle, where vegetables are grown in a regenerative manner. With our donation we support weekly donations to the food bank, as well as communal dinners shared at the end of the day.



Turning bookings into River Cleanups


For every direct booking made at The Usual, we commit to retrieving 1 kg of waste from our rivers. Together with our charity partner CLEAR RIVERS, we looked for a project that could bring this pledge to life in a tangible, lasting way.

At the time, a new pilot project in Vietnam was seeking support. As we were preparing to open our doors, the timing aligned and the purpose resonated. In July 2024, the project officially launched in Can Tho, with the installation of its first Litter Trap.

In just five months, the results were promising:

- Nearly 1.5 tonnes of waste were collected from the river.
- Over 200 kg of plastic was retrieved and recycled.
- A zero-waste school programme was rolled out, including hands-on workshops, family competitions, and student-led learning.
- Awareness activities reached over 1,000 residents, students, and pupils, supported by strong local partnerships.

These are the first steps in a long-term vision: litter-free rivers in Vietnam. Closer to home, we also support a Litter Trap project in Brussels, one of our hometowns. Positioned in the harbour, this trap collects approximately 2.5 m³ of floating plastic waste every month, a reminder that local action matters too.



For the Good Impact Paper, we sat down with CLEAR RIVERS to learn more about the story behind these projects. You can read the full interview [here](#).

Our social impact

We believe that we can be only as strong as our people. At The Usual, we aim to create an inclusive and diverse environment, where everyone is welcome.

Our teams consistently highlight collaboration as one of our greatest strengths, and we aim to build on this by improving communication between the head office and our hotels, while also finding new ways to inspire and engage our colleagues.

We've introduced new benefits, a pension plan, and team discounts, and we are standardising our onboarding experience to ensure every new colleague feels included from day one. Our eNPS (employee net promoter score) results reflect a healthy level of satisfaction, but we see opportunities to go further, particularly by expanding growth and career development opportunities within the company.



46

Average
training hours
per employee

54

eNPS
Score

82

Out of 100

Employee
engagement
Score

Our people

At The Usual, we are taking the first steps in measuring diversity and building a framework to ensure inclusivity remains at the heart of our culture.

Overall, we have a gender distribution of 60% female to 39% male in all our locations, including head office. Looking at our leadership team, including the managers on duty, we have a 42% to 53% female to male ratio. Our age distribution is centred around the age group of 24-50 years old.

We are happy to see a balanced gender representation from the hotel floor to our leadership team.

Proud of our international team, counting 22 nationalities!

Diversity Measures

The Usual Office

Our HQ, from where we create the brand and support the hotels.

The Usual Rotterdam

Our flagship hotel with 206 keys.

The Usual Brussels

Our smaller property with 72 keys.

Gender Ratio

Team	59% F 41% M
Leadership	38% F 63% M

71% F 29% M
50% F 50% M

53% F 46% M
25% F 50% M 25% Other

Age Ratio

>24 years old	18.92 %
24 – 50 years old	62.18%
> 50 years old	18.92%

4.26%
93.62%
2.13%

23.81%
71.43%
4.76%

We are socially committed

Goals & Progress

Being socially committed means caring for our team’s wellbeing, offering training programs that help them grow, and encouraging their involvement in local and global initiatives. It also means contributing directly to charities and community projects, because we believe positive change comes from working together.

Many of our commitments have already been achieved, from sustainability and impact training to support for local and global charities. We continue to work on strengthening employee satisfaction and creating more opportunities for volunteering and participation.

Our Standards	All locations
Achieve >80% satisfaction measured through periodic pulse surveys	Achieved
50% of assigned volunteering hours are used	Not achieved
100% of our people attended our Sustainability & Impact training	Achieved
Support at least one charity in each of our locations	Achieved

Next goal

Achieve a score of 85 or above for our employee satisfaction happiness score.

Looking ahead

In the coming year, we want to continue making a positive impact by supporting our partner charities and exploring new initiatives in our future locations.

We will also place stronger focus on diversity and inclusion, developing a 3–5 year strategy and introducing a workplace programme on neurodiversity.

Beyond this, we aim to keep offering our spaces to initiatives that align with our values, while supporting local artists and community members in our neighbourhoods. We also plan to grow our volunteering initiatives, encouraging more of our team to donate their time and energy to meaningful causes.





WE MINIMISE
Our Footprint

What it means to us

Reducing our footprint isn't an isolated action – it's integrated into how we build, source, and operate. Many of the efforts already highlighted across our other Impact Areas naturally contribute to lowering our environmental impact. From our interior design to local sourcing and waste-conscious purchasing, minimizing our footprint is both a mindset and a result.

But we also go a step further. Through conscious design and build, detailed data tracking, and daily operational choices, we've made reducing our footprint part of how we work – not just what we aim for.

What we are proud of

Solar panels covered
4% of our energy
production

With an improvement of
energy label from C to B-

Energy label A++
for The Usual
Rotterdam

Due to improvements
implemented during
renovation.

Life-tracking of water,
energy and waste

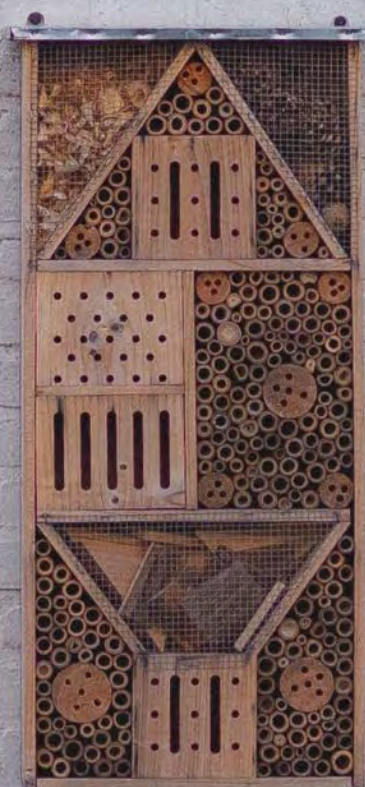
We set up systems to
closely monitor our
consumption.

ESG platform
integration

To support our data-driven
ESG management
approach, reporting
and GHG
emission calculations.

Proud to be fully
off the gas grid
and powered by
100% renewable,
certified energy!





Our roofs are covered for
over 70% with greens, 10 m²
of insect hotels, bird- and
bat houses.



From concept to concrete

Small choices, big difference. We believe that footprint reduction doesn't have to rely on big technology alone. It's about layering smart design, everyday awareness, and future-focused systems – right from the start.

At The Usual, we've embedded these principles into both the buildings we renovate and the way we run them. That means:

We have zero emissions in our direct emissions, scope 1. This is mostly due to being fully powered by certified renewable energy.



Green energy use – All hotels are 100% gas-free and powered by certified renewable electricity, with solar panels installed where it adds real impact.



Efficient lighting and systems – We use only LED lighting and energy-efficient installations throughout all spaces.



Water-wise by design – All rooms are fitted with water-saving taps, toilets, and showerheads, expected to reduce consumption by up to 40%.



Green roofs and urban biodiversity – Even out of sight, our rooftops do their part: supporting local nature with native plants, bird boxes, insect hotels, and bat shelters.



No single-use plastics – We've eliminated single-use plastics from guest rooms and public spaces. Click [here](#) for our recycling philosophy and [here](#) for our recycling numbers.



Ongoing measurement and accountability – We track energy and water consumption in real time, use partners like NanoGrid and MasterSustainability.today, and monitor our emissions across all three scopes.

This layered approach helps both hotels to align with the CRREM Net-Zero Pathway – a clear signal that we're designing for tomorrow, not just today.

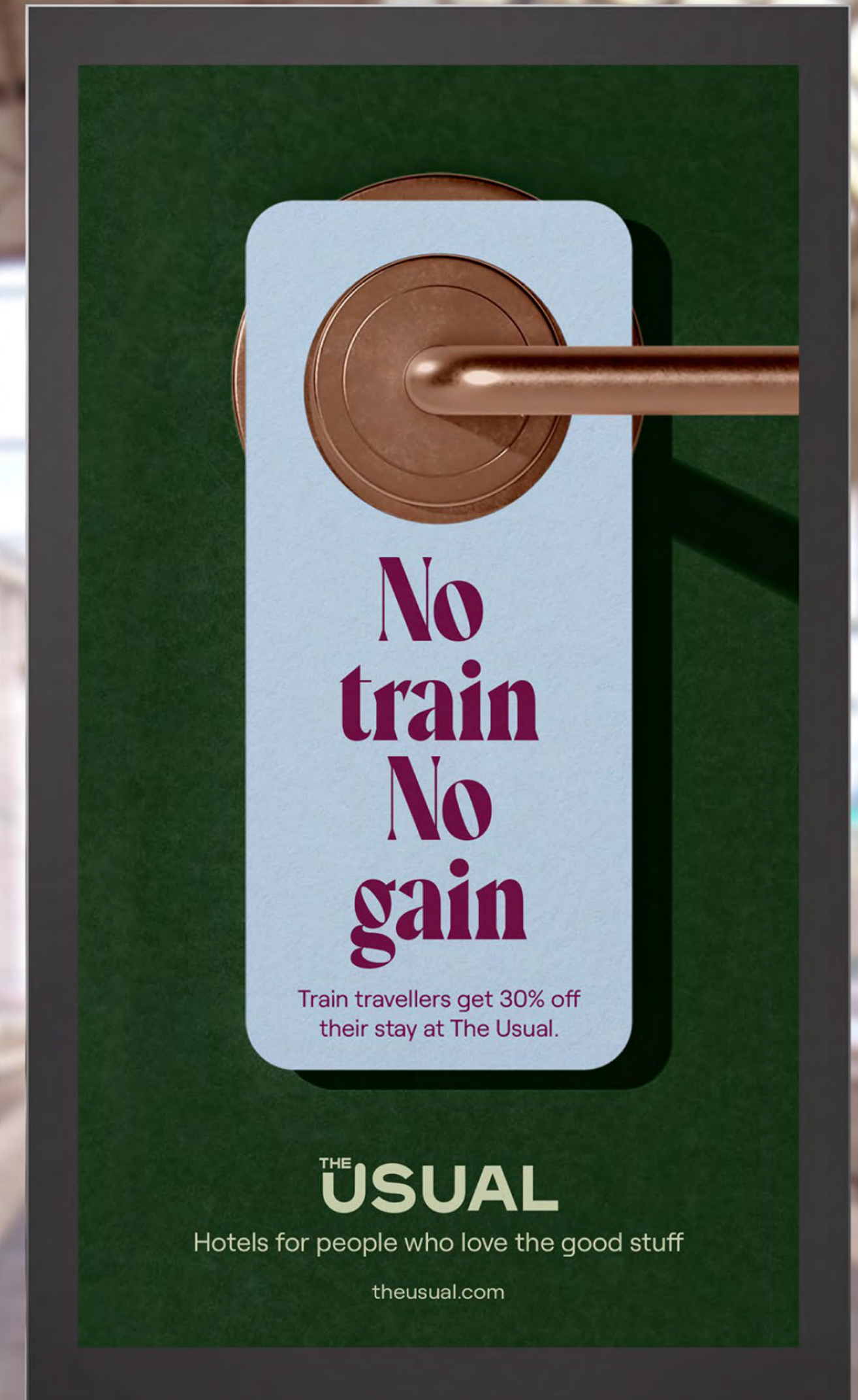
SDG 12 SDG 13

Marketing campaigns supporting our environmental aspirations

The ways in which our guests reach our locations is always out of our hands. This can often be the part of their travel with the largest negative impact. We have tried to mitigate this with our No Train, No Gain campaign, designed to encourage our guests to travel to us by train.

Quite a success!

2037 times used



Energy, water, and waste

We captured our first insights into our energy, water and waste consumption.

Although we don't have yet a full year of data, early results already provide us with valuable insights on where we're heading. Generally, consumption for Brussels is higher compared to Rotterdam. Especially water consumption is higher than anticipated (100 l per room night). While it is difficult to make direct comparisons, our energy consumption per surface area is below industry average. These insights tell us to set clear priorities in the coming years on how to further reduce our consumption.

More detailed figures and analysis on energy, water and waste can be found in the appendix.

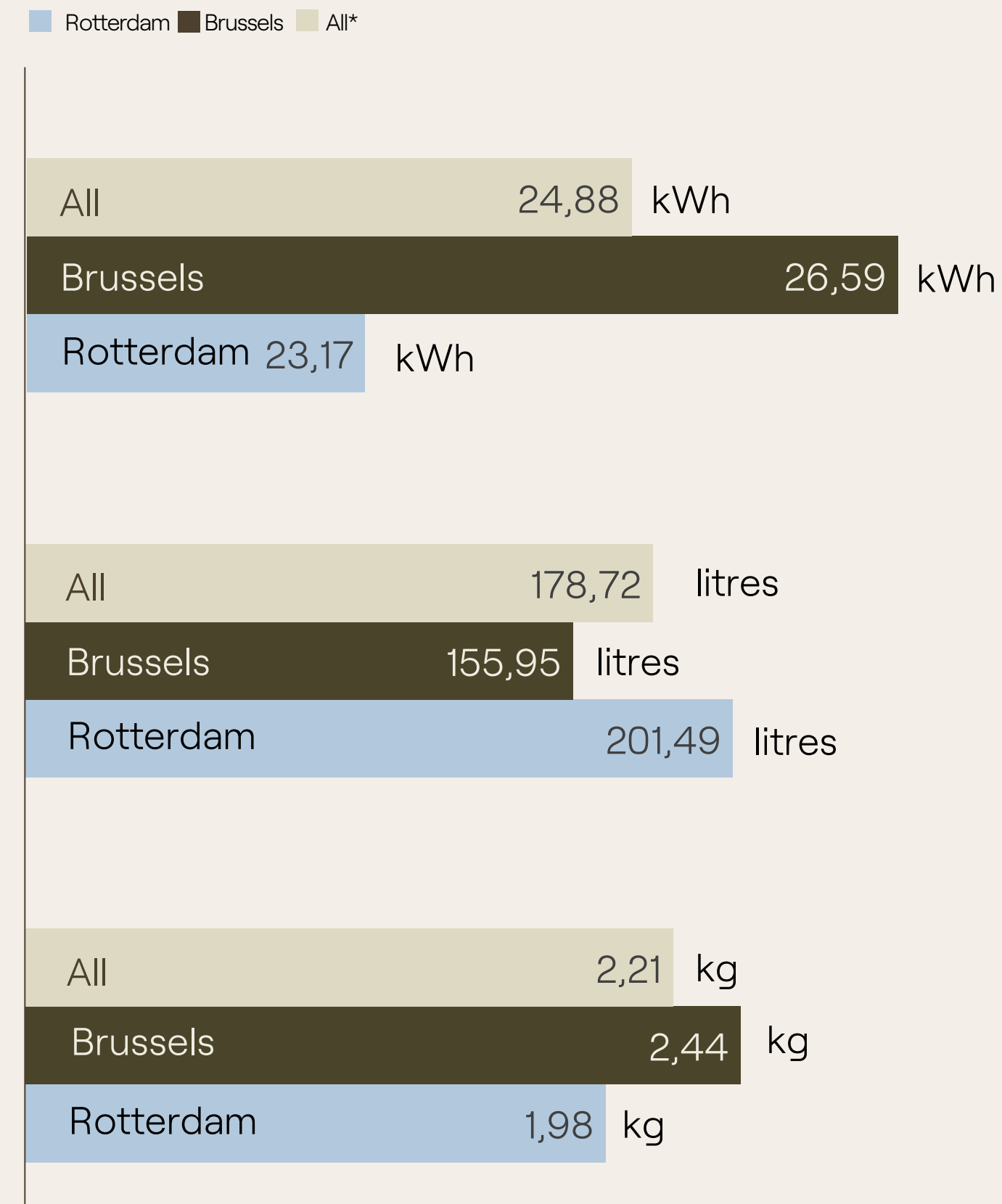
Energy, water and waste consumption per surface area (m²)
Per hotel

Location	Energy	Water	Waste
All*	0.12 MWh per m²	0.87 m³ per m²	10.81 kg per m²
Brussels	0.13 MWh per m²	0.79 m³ per m²	12.36 kg per m²
Rotterdam	0.11 MWh per m²	0.94 m³ per m²	9.26 kg per m²

* Average of both hotels

According to the [World Tourism Organization](#), most hotels produce 0.2-0.4 MWh/m². We are well below this mark for our hotels!

Energy, water and waste consumption per room night
Per hotel



We minimise our footprint

Targets & Progress

Minimizing our footprint as much as possible is a fundamental part of our ESG framework that targets contributing to global climate goals.

We’re on track for all our ambitions. Already from the get-go, we make sure we have a set of standards in place, such as renewable energy, water saving devices and recycling streams, to tackle big emission sources.

Next Goal

Align with the Science Based Targets Initiative to achieve scope 3 reductions needed to meet the Paris Agreement goals.

Our Standards	Rotterdam	Brussels	All
Powered by 100% renewable energy from low impact sources*	Achieved	Achieved	Achieved
Water saving showerheads, taps and toilets	Achieved	Achieved	Achieved
All properties have 7 recycling streams	Achieved	Achieved	Achieved
Annual recording of emissions	Achieved	Achieved	Achieved
Creation of a carbon reduction roadmap in line with SBTIs**	In Progress	In Progress	In Progress

* Renewable energy from low impact sources refers to renewables coming from natural processes that are continuously replenished without significant impact on the environment, this includes for example geothermal, wind and hydropower energy.

** Science Based Targets initiative supports companies in setting greenhouse gas emissions reduction targets in line with what is needed to reach net zero emissions by 2050.

Looking ahead

Building on our first year of operations and measurements, we remain committed to tracking our impact and improving efficiency across all areas of consumption.

With these insights as our foundation, we can take more meaningful action to reduce both consumption and emissions, while continuing to refine our understanding of impact per room night.

Waste reduction will be a particular focus, as general waste continues to present challenges despite the introduction of comprehensive recycling streams. At the same time, we will optimize data collection and analysis, ensuring that every decision is backed by reliable information and supports progress across our hotels.

Looking ahead, the next step is to broaden the scope of our carbon footprint to include all Scope 3 emissions, giving us a more complete and accurate picture of our environmental impact. This broader view will allow us to build a comprehensive decarbonization roadmap, aligned with the Science Based Targets initiative (SBTi). With ambitious yet achievable targets, this roadmap will guide us toward long-term climate goals and ensure that every new step we take brings us closer to a lighter footprint.





HOW WE TRACK Our impact

MasterSustainability.today

Our ESG platform provider & partner

Measuring impact can be challenging – especially when information is scattered across platforms and teams. Reporting across multiple locations while aligning with international standards such as the CSRD only adds to the complexity.

Finding the right partner was crucial for us. We needed support to integrate diverse data streams, automate data collection, and ensure a CSRD-compliant approach. MasterSustainability.today and their team guided us through every step – from conducting our double materiality assessment to calculating emissions and producing a CSRD-proof report.

“For us, The Usual stands out as a partner that constantly raises the bar.

They pursue genuine sustainability, not just a good story. This is reflected in every step of the process. It’s a pleasure to work with them to make their impact measurable.”

MasterSustainability.today

How we measure our impact

To understand and improve our footprint, we rely on smart systems and real-time data across all our hotels. More details can be found in the appendix. Here's how we monitor our key environmental indicators:



Energy consumption

We track our energy use through NanoGrid – a smart monitoring system that gives us detailed insight into electricity, heating, cooling, and any on-site renewable sources. It also monitors major energy consumers individually, helping us optimise where it matters most. All data flows directly into our ESG platform, MasterSustainability.today, creating a clear and actionable overview.



Carbon emissions

We currently measure and track our **Scope 1 and 2 emissions**. In 2024, we began mapping our **Scope 3 emissions** – a complex but essential step toward calculating our total carbon footprint. This will allow us to benchmark our progress against Science-Based Target Initiative (SBTi) standards.

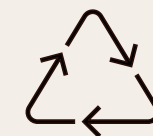
Scope 2 covers emissions from purchased electricity and district heating.

Scope 3 emissions are indirect emissions not owned or controlled by us.



Water consumption

Our water use is monitored in real time, with minute-by-minute tracking and detailed monthly reports that also include associated emissions. In the event of a leak, we receive instant alerts – helping us prevent unnecessary water loss. All data is integrated into MasterSustainability.today, providing a complete and accurate view of our water footprint.



Recycling rates

Together with our waste provider, we track how much of our waste is recycled – from organic waste to glass, paper, plastics, and general refuse. Monthly reports help us understand where we can improve and keep pushing for better waste separation and reuse.

Scope 1 includes direct emissions associated with our hotel operations, such as gas for heating. Since we are off the gas grid and operate on renewable energy, our Scope 1 emissions are negligible.

Calculating Scope 3: The bigger picture

Calculating our Scope 3 emissions is one of the most complex aspects of assessing our footprint. Unlike Scope 1 and 2, which cover emissions from our direct operations and purchased energy, Scope 3 includes indirect emissions generated throughout our value chain.

To ensure accuracy and relevance, we selected the categories most material to our business activities out of the 12 categories defined under the Greenhouse Gas Protocol. We are still busy with calculating the emissions of all data we have gathered in our ESG platform but already calculated the carbon emissions involved for a night at The Usual. In the future, we will continue to refine and expand our Scope 3 reporting for an ever-clearer picture.



Scope 3, Category 1
Purchased goods and services

Emissions from the items and services we buy, mainly food & beverage, guest amenities, cleaning products, office supplies, and outsourced services (laundry & waste management) are significantly lower than average thanks to our Love for Local partners and working with brands with shared values.



Scope 3, Category 2
Capital Goods

Emissions from manufacturing our long-lasting furniture, fixtures and equipment. Chosen according to Sustainable & Circular Program of Requirements, all our custom-made furniture is either from FSC certified wood, made from recycled or biobased materials



Scope 3, Category 5
Waste

Includes the emissions of all disposal and treatment of waste from the hotel, such as food waste, packaging, and discarded materials from daily operations. With our recycling philosophy, we aim to not only treat our waste well, but more important, reduce waste by sourcing our products carefully.



Scope 3, Category 7
Employee commuting

Emissions from employees travelling from home to work and back are very low thanks to all our conscious and committed team members.

Our carbon footprint

Looking at our scope emissions, we have 0 emissions for Scope 1. This is due to being off the gas grid and running on 100% renewable energy that comes with a certificate of origin without any leakages from our AC.

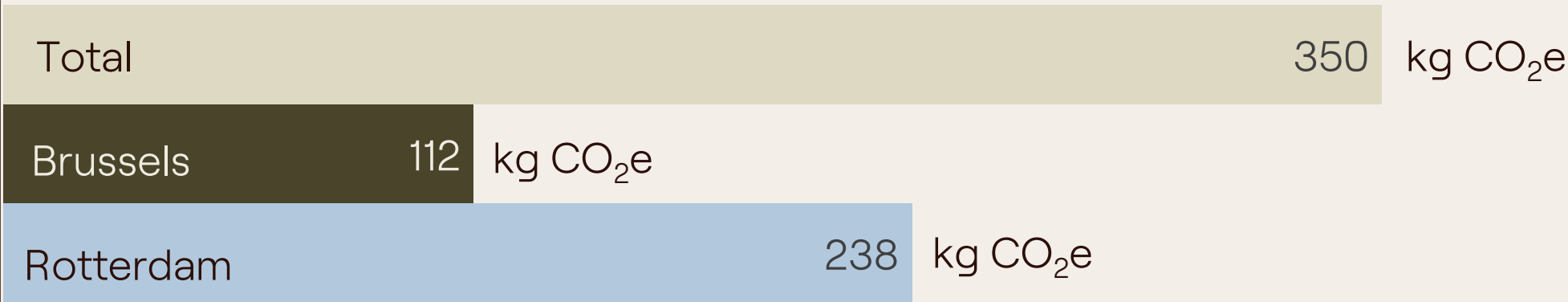
We see our hotel in Rotterdam is more efficient when it comes to relative emissions both in regard to room nights or surface area. This might be due to being more energy efficient than our property in Brussels, considering its energy label A++ in comparison to B-. These insights needs to be validated through further measurements over longer of periods of time to provide more accurate comparisons and emissions.

Scope 1 and 2 emissions (kg CO₂e) per room night

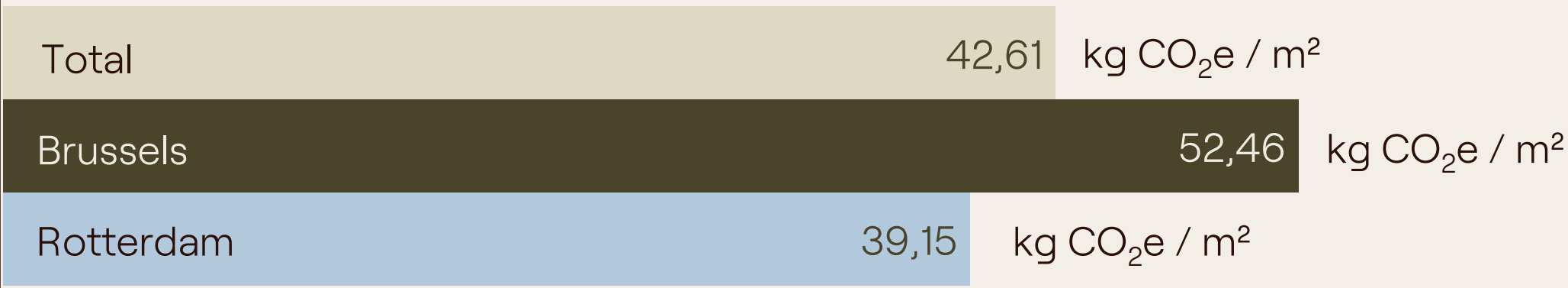
Rotterdam	Brussels	Average
8.38 kg CO ₂ e per room night	10.35 kg CO ₂ e per room night	9.37 kg CO ₂ e per room night

We see that Brussels is more intensive in GHG emissions that Rotterdam. This can be linked to the previously observed higher energy intensity in Brussels. We estimate that this is due to Rotterdam being divided over a higher surface area, with many big spaces with low energy intensity. Our property in Brussels is very compact, potentially explaining the higher figures as they are spread over a much smaller surface.

Absolute GHG emissions (kg CO₂e)
Per location for scope 1 and 2



Relative GHG emissions (kg CO₂e)
Per location for scope 1 and 2



For now, we were able to calculate scope 1 and 2. Next year, we will include scope 3 in our calculation.

The Usual Impact

Overview per location

	Rotterdam	Brussels	All	
Rooms	206	72	278	
Room nights*	28407	10817	39224	
Surface area (m2)	6079	2134.78	8213.78	
Total GHG emissions (t CO ₂ e)**	238 t CO ₂ e	112 t CO ₂ e	350 t CO ₂ e	
GHG emission intensity (kg CO ₂ e/m ²)**	39.15 kg CO ₂ e/m ²	52.46 kg CO ₂ e/m ²	42.61 kg CO ₂ e/m ²	} average
GHG emissions (kg CO ₂ e) per room night**	8.38 kg CO ₂ e/ room night	10.35 kg CO ₂ e/ room night	9.37 kg CO ₂ e/ room night	
Total energy consumption (MWh)***	658.10 MWh	287.57 MWh	945.67 MWh	
Energy Intensity (kWh/m ²)	108.26 kWh/m ²	134.71 kWh/m ²	121.48 kWh/m ²	} average
Energy (kWh) per room night	23.17 kWh/ room night	26.59 kWh/ room night	24.88 kWh/ room night	
Total water consumption (m ³)	5723.65 m ³	1687 m ³	7410.65 m ³	
Water intensity (m ³ /m ²)	0.94 m ³ /m ²	0.79 m ³ /m ²	0.87 m ³ /m ²	} average
Water (l) per room night	201.49 l/ room night	155.96 l/ room night	178.72 l/ room night	
Total waste produced (t)	56.31 t	26.39 t	82.70 t	
Total waste intensity (kg/m ²)	9.26 kg/m ²	12.36 kg/m ²	10.81 kg/m ²	} average
Waste (kg) per room night	1.98 kg/ room night	2.44 kg/ room night	2.21 kg/ room night	

*room night calculations have been conducted based on the sum of occupied rooms over 2024.
** for scope 1 and 2 emissions only
*** energy consumption includes heating, cooling and electricity



OUTLOOK For The Future

Moving ahead as a force for good

Opening two hotels last year marked an important milestone in our journey. It was not only a moment of growth for our company, but also a chance to demonstrate how hospitality and sustainability can go hand in hand. Yet, we see this as just the beginning.

Now that we have established our baseline and put impact measurement systems in place, we can take the next step: setting ambitious targets and driving measurable improvements across our operations. This includes reducing emissions in line with international frameworks, improving resource efficiency, and scaling up innovative practices that create value for both people and the planet.

Looking ahead, we are preparing to expand our portfolio with new locations. We are eager to translate our sustainability vision into new cultural and environmental contexts, tailoring it to each place's unique character. This brings fresh opportunities for positive impact while strengthening our commitment to local communities and partnerships.

At the same time, exciting projects lie ahead. From tackling food waste in collaboration with field experts, to strengthening our social commitment through meaningful events, volunteering, and community initiatives, we are continuously finding new ways to connect, contribute, and create lasting change. As part of this, we are expanding our Guest Impact Insights: in the future, returning guests will be able to track their personal impact on a dashboard, showing how much waste they helped retrieve, water donated, and carbon footprint from their stay – making sustainability both measurable and personal.

Our road to a better future is still unfolding. With every new opening, partnership, and initiative, we are not just growing as a company – we are strengthening our role as a force for good. And we're only getting started!



Appendix

Glossary

Bio-based	Materials or products that are derived from renewable biological resources
BREEAM In Use	A sustainability assessment method for existing buildings, evaluating performance in areas such as energy, water, health, and management.
CO2e	Stands for carbon dioxide equivalent, a metric measure used to compare emissions from different greenhouse gases based on their global warming potential.
CSRD	Corporate Sustainability Reporting Directive. An EU directive requiring large and listed companies to disclose detailed information on sustainability and ESG-related matters.
CRREM calculation	Carbon Risk Real Estate Monitor. A methodology to calculate decarbonization pathways and assess transition risks for real estate assets in line with climate targets.
Double Materiality Assessment	An evaluation framework considering both how sustainability issues affect an organization (financial materiality) and how the organization impacts society and the environment (impact materiality).
EU Taxonomy	The EU taxonomy is a classification system, establishing a list of environmentally sustainable economic activities.
ESG	Stands for Environmental, Social, and Governance. A set of criteria for measuring a company’s sustainability and ethical impact in addition to financial performance.
ESRS	European Sustainability Reporting Standards. The detailed reporting standards developed under the CSRD to guide companies in disclosing sustainability information.
GHG emissions	Greenhouse gas emissions. Gases such as CO ₂ , methane, and nitrous oxide that trap heat in the atmosphere and contribute to climate change.
Green roofs	Roofs covered with vegetation, which help reduce heat, improve insulation, absorb rainwater, and enhance biodiversity.
Low carbon technologies	Technologies that produce fewer greenhouse gas emissions compared to conventional options, e.g., renewable energy systems, energy-efficient equipment.
Low impact materials	Building or manufacturing materials chosen for their reduced environmental footprint, such as recycled, recyclable, or sustainably sourced materials.
Offsetting	The process of compensating for greenhouse gas emissions by investing in projects that reduce or remove emissions elsewhere (e.g., reforestation, renewable energy).
Scope emissions	A classification system for GHG emissions under the GHG Protocol: Scope 1: Direct emissions from owned or controlled sources Scope 2: Indirect emissions from purchased energy Scope 3: All other indirect emissions in the value chain
SBTI	Science Based Targets initiative. A partnership that helps companies set emission reduction targets aligned with climate science and the Paris Agreement goals.

Double Materiality

Conducting your first double materiality entailed combining financial and impact materiality, using the feedback of a wide array of stakeholders to create a coherent image that reflects our impact from both perspectives. See below the steps we took to make this happen and lead to our list of material topics.

Click [here](#) to view our extensive process description of our double materiality and stakeholder engagement practices.

1 Understanding the context.

We began by analysing our value chain, identifying and mapping key stakeholders according to the degree of power and influence they have over our business activities. Next, a market and industry analysis was performed by our partners, to review all sustainability matters relevant to our sector and competitors. This allowed us to preliminary identify a set of ESG topics aligned with CSRD reporting standards.

2 Stakeholder engagement.

We mapped each stakeholder group against ESG topics based on their relevance for each group. Different engagement methods, such as interviews and surveys, were tailored to each stakeholder group based on their relationship with us and ability to provide meaningful insights. We requested our stakeholders to rate the impact of our activities from a scale to 1 – 5.

3

Double materiality.

Based on our stakeholder engagement, we defined and quantified our impacts, risks and opportunities. This involved rating impacts based on their scale, scope, irremediable character and likelihood of occurrence. Next to this, we evaluated sustainability related risks and opportunities that could impact our finances based on likelihood of occurrence and severity.

4

Prioritization of material topics.

The previous assessment, combined with the stakeholder feedback, provided a robust foundation to identify our material topics. We set a threshold to balance relevant and actionable impacts, risks and opportunities, ensuring that only substantial and relevant issues are considered material. This let us to a list of prioritized material topics, validated by our board and sustainability team.

CSRD – Material ESRS Disclosures

Material ESRS Topics	Disclosure Requirements
E1 Climate change	E1-1 Transition plan for climate change mitigation E1-2 Policies related to climate change mitigation and adaptation E1-3 Actions and resources in relation to climate change policies E1-4 Targets related to climate change mitigation and adaptation E1-5 Energy consumption and mix E1-6 Gross scopes 1, 2, 3 and total GHG emissions E1-9 Anticipated financial effects from material physical and transition risks and potential climate related opportunities
E2 Pollution	E2-1 Policies related to pollution E2-2 Actions and resources related to pollution E2-3 Targets related to pollution E2-4 Pollution of air, water and soil E2-6 Anticipated financial effects from pollution-related risks and opportunities
E3 Water and marine resources	E3-1 Policies related to water and marine resources E3-2 Actions and resources related to water and marine resources E3-3 Targets related to water and marine resources E3-4 Water consumption E3-5 Anticipated financial effects from water and marine resources related risks and opportunities
E5 Circular Economy	E5-1 Policies related to resource use and circular economy E5-2 Actions and resources related to resources use and circular economy E5-3 Targets related to resource use and circular economy E5-4 Resource inflows E5-5 Resource outflows E5-6 Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities
S1 Own workforce	S1-1 Policies related to own workforce S1-2 Processes for engaging with own workers about impacts S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns S1-4 Taking action on material impacts on own workforce and approaches to mitigate material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions S1-5 Targets related to managing material negative impact, advancing positive impacts and managing material risks and opportunities S1-6 Characteristics of the undertaking’s employees S1-7 Characteristics of non-employee workers in the undertaking’s workforce S1-9 Diversity metrics S1-13 Training and skills development metrics S1-14 Heath and safety metrics S1-15 Work-life balance metrics S1-17 Incidents, complaints and severe human rights impacts
S2 Workers in the value chain	S2-1 Policies related to value chain workers S2-2 Processes for engaging with value chain workers impacts S2-3 Processes to remediate negative impacts and channels value chain workers to raise concerns S2-4 Taking action on material impacts on value chain workers and approaches to mitigate material risks and pursuing material opportunities related value chain workers, and effectiveness of those actions S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
S4 Consumers and end-users	S4-1 Policies related to consumers and end-users S4-2 Processes for engaging with consumers and end-users S4-3 Processes to remediate negative impacts and channels consumers and end-users to raise concerns S4-4 Taking action on material impacts on consumers and end-users and approaches to mitigate material risks and pursuing material opportunities related consumers and end-users, and effectiveness of those actions S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
G1 Business conduct	G1-1 Business conduct policies and corporate culture G1-2 Management of relationships with suppliers

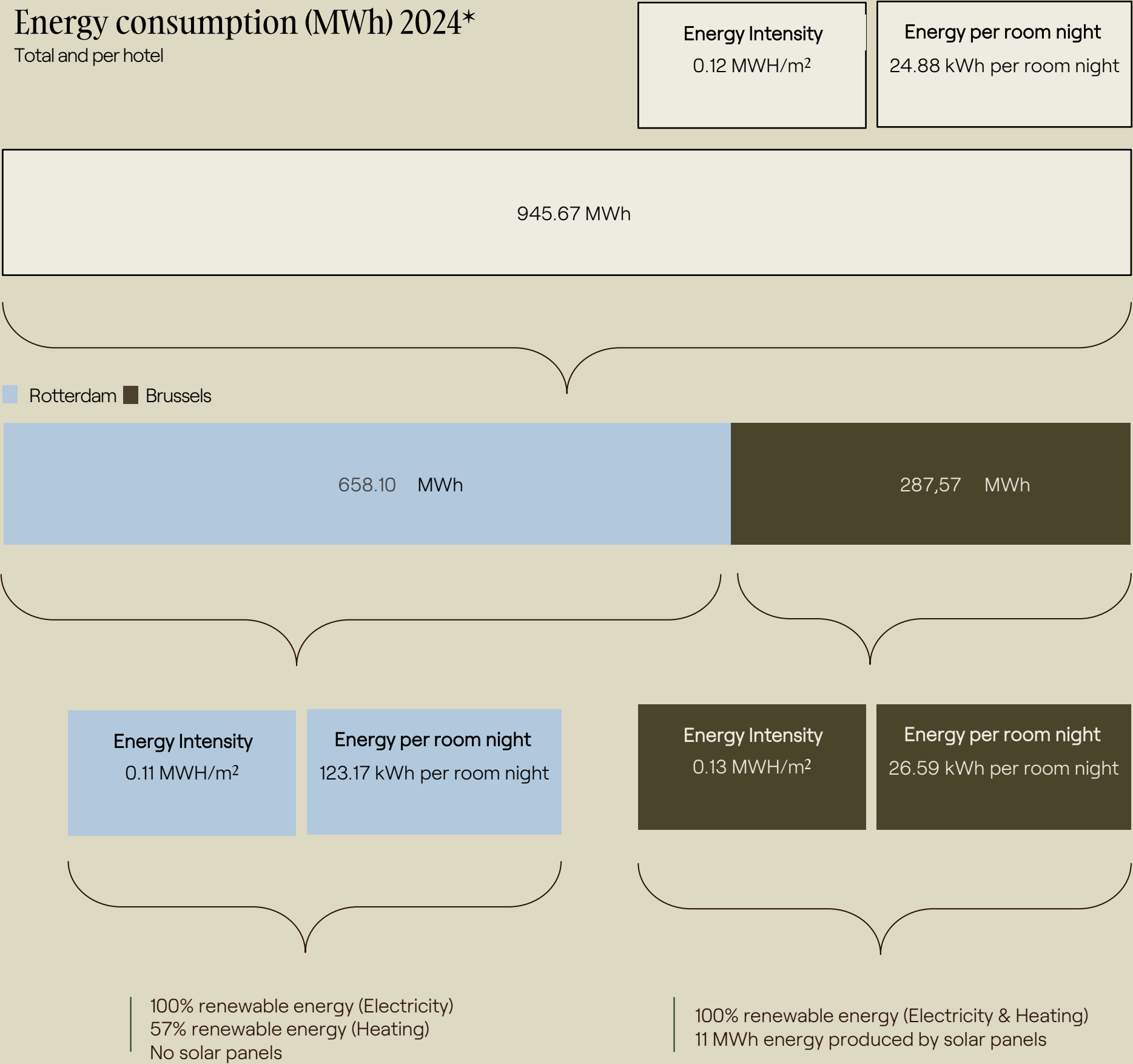
Energy Disclosures ESRS E1-5

On average, our hotels consume 24.88 kWh per night and 0.12 MWh per m². Rotterdam is more energy efficient than Brussels by an average of 14% in both intensity and per room night, which aligns with their labels (Rotterdam A++, Brussels B-). Despite similar efficiency measures and triple-glazed windows in Brussels, its façade is less insulated, though this may not be the only factor. We will continue monitoring consumption for further insights.

Both hotels run fully on certified renewable electricity and are off the gas grid. However, in Rotterdam we rely on Eneco’s central heating system, which has an energy mix of 57% renewable and 43% non-renewable, making our heating not entirely renewable but outside our control.

Energy consumption (MWh) 2024*

Total and per hotel



*energy consumption includes heating, electricity and cooling

Water Disclosures ESRS E3-3

During the renovation phase of both our hotels, we focused on tackling water consumption efficiency from the start. We have implemented water-saving showerheads and taps reducing the flow of water to 8 litres per minute and 5 litres per minute respectively. Additionally, we installed dual flush toilets and waterless urinals to reduce water usage as much as possible. To keep a close eye to our consumption, we have implemented real-time consumption tracking and added meters on strategic locations.

When looking at our water consumption, it is important to notice that our property in Rotterdam offers more facilities than Brussels, adding to the water consumption compared to Brussels. Overall, we see that our property in Brussels is lower in water intensity compared to Rotterdam. The results are similar when looking at water consumption per room night, with Brussels being 23% more water efficient. Again, direct comparison between the two properties is difficult considering the added facilities in Rotterdam. However, these insights provide a valuable first impression of our impact.

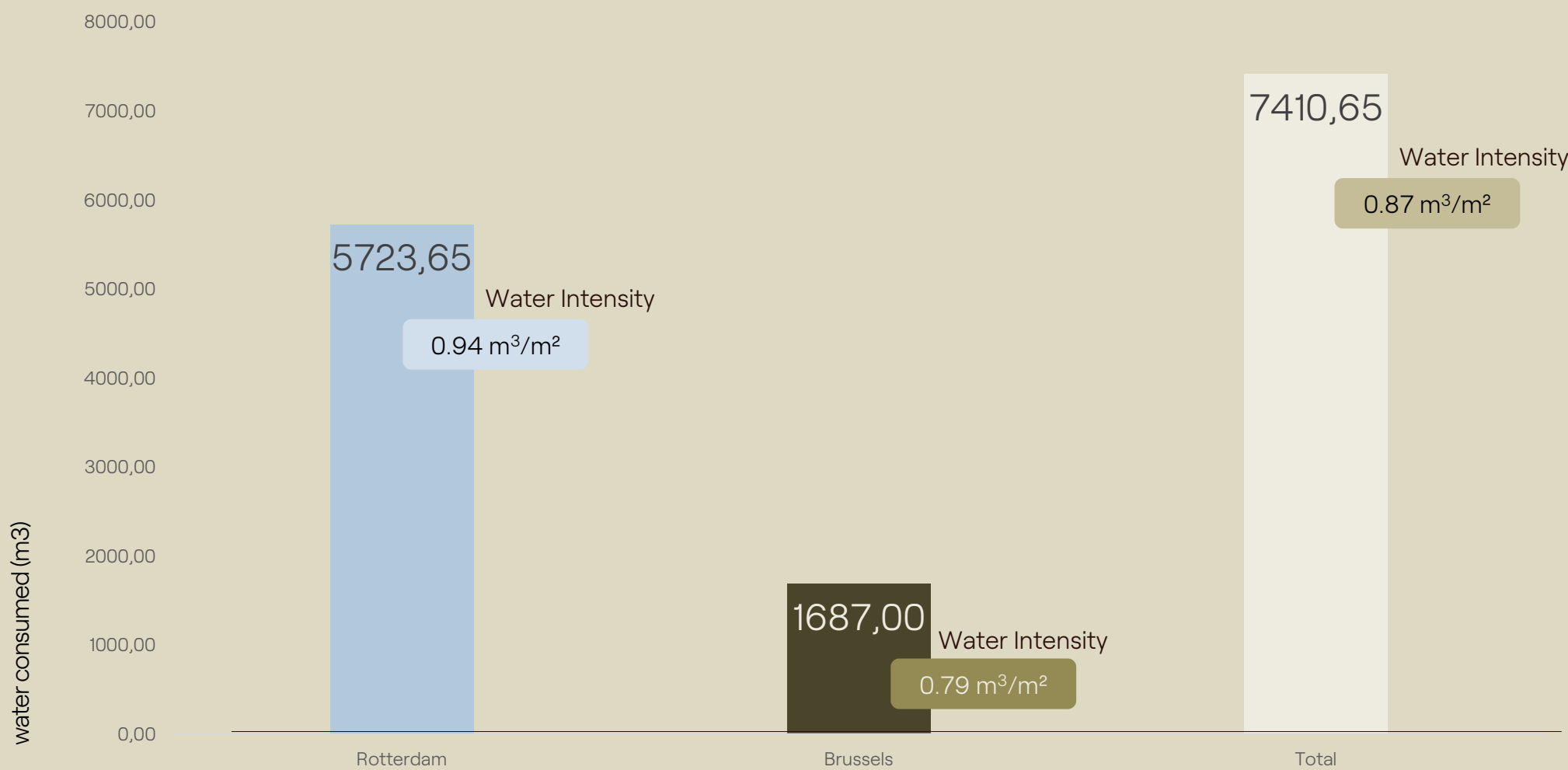
Water consumption (l) per room night

Rotterdam	Brussels	Total
201.49 l per room night	155.95 l per room night	178.72 l per room night

Our water consumption in 2024 (m³)

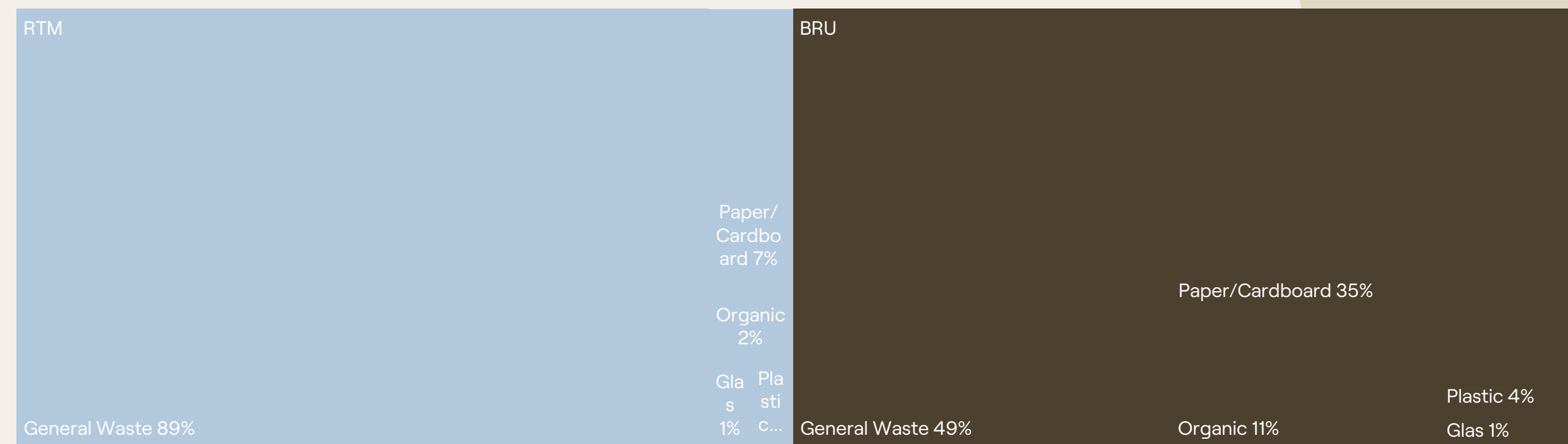
Per hotel

Rotterdam Brussels Total



Waste Disclosures ESRS E5-5

CO₂e emissions distribution among waste streams (%)
CO₂e emissions per waste stream were provided by Renewi and validated by TNO.



Across both locations general waste is among the highest share of CO₂e emissions.

Paper and cardboard take second place, with 7% and 35% share for Rotterdam and Brussels respectively. Organic waste comes third with 2% share of total CO₂e emissions in Rotterdam and 11% in Brussels. These figures once again highlight general waste as a key challenge and confirm why it must remain at the centre of our future strategy. Looking at general waste together with our circularity data suggests that the ‘recovery’ treatment method, which dominates this stream, is likely a key driver of its high emissions. Meanwhile, paper and cardboard recycling show an almost 100% recycling rate. Yet despite this, their impact CO₂e emissions remains substantial. This underscores an important insight: recycling is not enough. Reducing paper waste at the source in both locations will be essential to lowering emissions further,

In Rotterdam, we collaborate with Rotterzwam to collect our coffee ground waste, which is used as fertile soil to grow oyster mushrooms.

325 kg coffee grounds saved from waste

45 kg CO₂e saved

Waste Disclosures ESRS E5-5

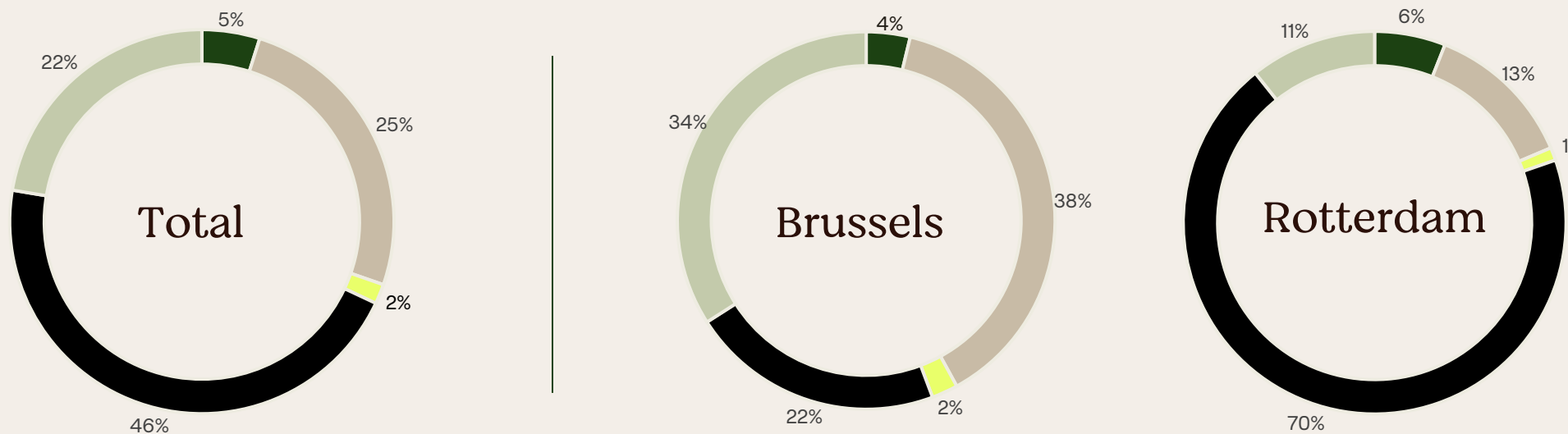
Waste at a glance

Per hotel	Rotterdam	Brussels	All
Total waste (t)	56.31	26.39	82.70*
General waste (t)	39.19	5.72	44.91*
Paper (t)	7.10	10.10	17.20*
Glass (t)	3.38	0.99	4.37*
Organic (t)	6.03	8.98	15.01*
Plastic (t)	0.61	0.59	1.20*
Total waste intensity (kg/m²)	9.26	12.36	10.81**
Waste (kg) per room night	1.98	2.44	2.21**
Recycling rate	30 %	79 %	55 %

*sum taken
**averages taken

Share of Waste Streams (%)

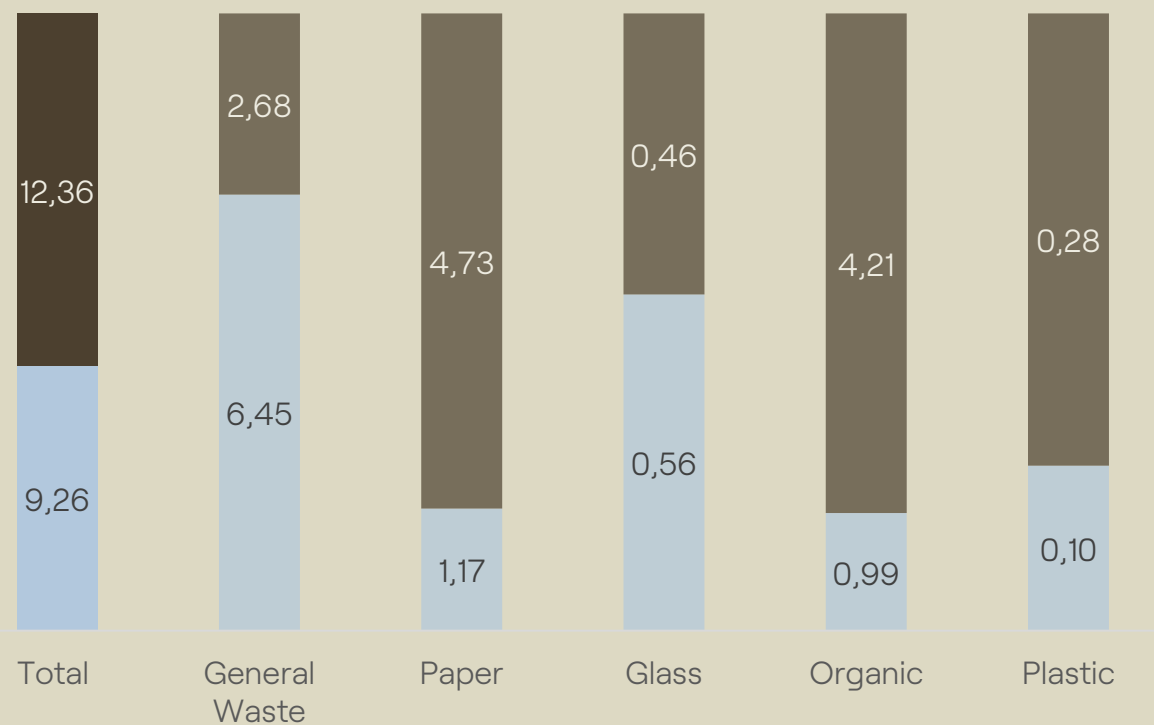
Total and per hotel



Waste Intensity per hotel

Kg per m²

■ Rotterdam ■ Brussels



To compare the relative waste produced by both our hotels, we calculated the waste intensity by dividing the waste produced by the surface area of each hotel. Overall, waste intensity is higher for Brussels compared to Rotterdam, except for general waste and glass, where Rotterdam shows higher production per m². Paper, plastic, and organic waste streams are significantly higher in Brussels, ranging from 2.4 to 4 times higher in intensity.

Looking at our waste intensity per property, we see a need to reduce general waste in Rotterdam and investigate how to further reduce waste in both locations.

Waste Disclosures ESRS E5-5

Total Waste and Circularity 2024 ESRS E1 and E5

Waste Stream	Weight (t)	Share of total weight (%)	CO ₂ emissions (kg CO ₂ e)	Share of total CO ₂ e emissions (%)	Re-use (%)	Recycling (%)	Recovery (%)	Incineration (%)	Residual* (%)	Other (%)
Glass	4.365	5.28%	349.200	1.15%	0%	99.50%	0.50%	0%	0%	0%
Paper/Cardboard	17.206	20.81%	3836.938	12.62%	0%	99.90%	0.10%	0%	0%	0%
Plastic	1.206	1.46%	525.816	1.73%	0%	57.20%	42.80%	0%	0%	0%
General Waste	44.907	54.30%	24519.222	80.65%	0%	8.20%	89.75%	0%	2.05%	0%
Organic	15.012	18.15%	1170.936	3.85%	0%	96.00%	4.00%	0%	0%	0%
Total	82.696		30402.112							

Recycling	55.8%
Recovery	43.75%
Residual	2.05%

Rotterdam Waste and Circularity 2024 ESRS E1 and E5

Waste Stream	Weight (t)	Share of total weight (%)	CO ₂ emissions (kg CO ₂ e)	Share of total CO ₂ e emissions (%)	Re-use (%)	Recycling (%)	Recovery (%)	Incineration (%)	Residual (%)	Other (%)
Glass	3.375	5.99%	270.00	1.13%	0%	99.00%	1.00%	0%	0%	0%
Paper/Cardboard	7.103	12.61%	1583.969	6.60%	0%	99.90%	0.10%	0%	0%	0%
Plastic	0.613	1.09%	267.268	1.11%	0%	57.20%	42.80%	0%	0%	0%
General Waste	39.188	69.59%	21396.648	89.20%	0%	1.40%	94.50%	0%	4.10%	0%
Organic	6.03	10.71%	470.340	1.96%	0%	96.00%	4.00%	0%	0%	0%
Total	56.309		23988.225							

Recycling	30.40%
Recovery	66.70%
Residual	4.10%

Brussels Waste and Circularity 2024 ESRS E1 and E5

Waste Stream	Weight (t)	Share of total weight (%)	CO ₂ emissions (kg CO ₂ e)	Share of total CO ₂ e emissions (%)	Re-use (%)	Recycling (%)	Recovery (%)	Incineration (%)	Residual (%)	Other (%)
Glass	0.99	3.75%	79.200	1.23%	0%	100%	0%	0%	0%	0%
Paper/Cardboard	10.103	38.29%	2252.969	35.13%	0%	99.90%	0.10%	0%	0%	0%
Plastic	0.593	2.25%	258.548	4.03%	0%	57.20%	42.80%	0%	0%	0%
General Waste	5.719	21.67%	3122.574	48.68%	0%	15.00%	85.00%	0%	0%	0%
Organic	8.982	34.04%	700.596	10.92%	0%	96.00%	4.00%	0%	0%	0%
Total	26.387		6413.887							

Recycling	79.20%
Recovery	20.80%
Residual	0%

Scope calculations – emission factors

Calculating the carbon footprint in terms of scope 1, 2 and 3 emissions is the basis in assessing the environmental impact of a company. The GHG protocol provides a standardized framework to calculating emissions across all scopes, allowing for relevance and comparability in reporting. The theory is simple: the quantity of an activity is multiplied by the associated emission factor – this will get you a carbon footprint.

Emission factors are integral to carbon footprint calculations as they act as representative values that quantify environmental impact in GHG emissions that a specific activity or product produces. Calculations for Scope 1 and 2 are often straightforward, as the data provided is easy to collect and emission factors are well defined.

This image becomes a bit more complicated when looking at our Scope 3 emissions. Not every item, material or raw resource that falls within this category has an emission factor available for them, meaning that they will either be matches to the closes relative or have to be left out. For example, while our wine is organic, no emission factors are available quantifying the impact of organic wine, only generic wine. This means that the organic component, which has shown to be better for the environment and reduce emissions, is not able to be reflected in our carbon footprint. This is important to keep in mind when looking and comparing GHG emissions.

While for this report we have not calculated the scope 3 of our corporate carbon footprint, we have used this methodology to account for the Guest Impact Insights by choosing relevant factors occurring during a night's stay.

Besides emission factors, scope 3 calculations come with another complexity: choosing between activity-based and spend-based approach. The activity-based approach is a detailed approach calculating emissions based on activities in the value chain using actual physical data (volume, weight, distance). This approach is more precise and reflects the real-world situation more accurately. However, this method is more costly and time consuming, as it requires extensive data collection, which might not always be available. The spend-based approach is an alternative and should be chosen when the activity-based data collection is not possible. It calculates emissions based on money spend on a good or service. This method is fast, cost effective and easy. However, it lacks in precision, is vulnerable to price fluctuations and calculations do not reflect specific characteristics of products. For example, many of our interior design is hand selected based on sustainability standards looking at the materials and production process. This often means that they come at an increased price. According to the spend-based method, we would have higher emissions for a sustainable products compared to a similar products that is cheaper and not sustainable.

When calculating our scope 3 emissions, we used a hybrid of both activity and spend-based. Whenever there was a lack of activity data to be collected, we used the spend based method. For the future, we want to work towards increasing data availability to enable activity-based data collection and integrating these in our working procedures and processes.

Calculating Guest Impact Insights

To understand the footprint of a guest's stay, we included all activities and materials linked to spending one night in our hotels. These categories are:

Energy, heating & air-conditioning – based on our Scope 1 & 2 data, divided over total room nights.

Food & drinks – we looked at our menu and picked a wide selection of goods a guest could enjoy during a full indulging day

Waste – Calculated by measuring kilograms of waste per room night and applying CO₂e conversion factors provided by our waste processor, Renewi.

Furniture, fixtures & equipment (FF&E) – a complete inventory of room items was assessed. Our partner, Mastersustainability.today calculated the embodied emissions and allocated over their lifespan.

Laundry – based on data from our laundry partner: emissions from washing and drying plus kilometers driven to and from the hotel.

Cleaning – calculated using GHG Protocol emission factors for cleaning services, scaled to the time it takes to clean a room.

Toiletries – includes recycled toilet paper and guest amenities (shampoo, conditioner, body wash, hand wash), estimated per room night.

Water – includes annual water consumption divided over total room nights.

These calculations cover the period from April 2024 through the end of the year, as this corresponds to the operational timeframe since our hotels first opened.

More on our calculation methods

Data collection for year 2024 was done using activity data from either platforms provided by third parties or through invoices. Since our hotels only opened in April 2024 and were not running at full capacity from the start, our data shows our impact over 9 months and not fully operational. This is important to consider when making comparisons with our impact in the following year. The data was collected according to the requirements of our partner MasterSustainability, our ESG management platform provider, in line with CSRD requirements.

As both our hotels differ in facilities, size and room types, we have calculated relative values to enable direct comparisons between both locations. These relative values were based on room nights and surface area (m²).

Our GHG emissions were calculated by MasterSustainability based on activity data provided by scope 1 and 2. All calculations are in line with the GHG protocol. GHG emissions associated to waste were collected from Renewi, which provided detailed insights into our waste data and GHG emissions aligned with CSRD requirements. GHG emissions by Renewi were verified by TNO, the Dutch organization for applied scientific research.

Water data was not available on a monthly basis for 2024 up until October 2024. This is due to our life-water tracking implementation only being live starting October 2024. Emissions and impact of water were calculated based on annual data retrieved from the water providers or meter readings.

In summary, the 2024 data provides an important baseline for our sustainability performance, though it reflects only nine months of operations and partial capacity. As our hotels continue to grow, future reporting periods will offer a more complete picture of our environmental impact. Nevertheless, the methodologies applied ensure transparency, comparability, and alignment with recognized standards, laying a solid foundation for measuring progress in the years ahead.

Credits

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