



OUR JOURNEY TOWARDS
SUSTAINABLE TRAVEL

2022

B&B HOTEL Evian Publier

Message from the CEO

Our core values in action

Since its inception in 1990 B&B HOTELS has deeply committed to its core values of

EMPATHY | INTEGRITY | SMART SIMPLICITY | IMPROVEMENT | INCLUSION



Over recent years this commitment has led us naturally towards a focus on sustainability issues in our day-to-day business operations. I have supported the various initiatives taken at country and hotel level in the past to improve our approach to sustainability, and we have been making quiet but steady progress for years. However it has become increasingly obvious that our sustainability efforts would benefit from a new focus.

A number of factors have contributed to this development:

- Since the Covid crisis, it has become even more obvious that the people around us, from customers to investors, are paying close attention to companies' Corporate Social Responsibility policies.
- We have recently seen a period of rapid growth, expanding in 10 years to triple the number of hotels to a current total of 700, having opened more than 90 hotels in 2022 alone. This, together with our expansion plans for a further 100 hotels in the coming period, makes now the ideal time to **reaffirm our values and take responsibility** for a consistent corporate approach to matters of global concern.
- Today we must do even more to **play our part** in tackling the urgent challenge our world is facing. With our commitment to progress and simplicity we can, with this focused approach to sustainability, **adapt our hotels and our business** to respond constructively to the environmental emergency we currently face.

I am proud to lend my wholehearted support, alongside that of the Board and Senior Management at central and country levels, to the new corporate approach to sustainability that is encapsulated in our CSR strategy. And I am immensely grateful to our dedicated CSR staff teams who have worked with such commitment and diligence to bring our vision into being.

With this document, we offer a comprehensive overview of our CSR actions, with concrete examples and a clear picture of what we have achieved so far and what we plan for the future.

We have already become the first international hotel group to develop an independent, recognised certification for the hospitality sector. We will continue to implement our CSR strategy and the programme of certification over the coming period of expansion. We believe this will help us to take responsibility for our environmental impact and keep ahead of changing socioeconomic factors. In doing so, we can maintain the loyalty of our staff and clients, as well as protect our own reputational integrity and that of our investors and stakeholders.

Fabrice Collet,
CEO of B&B HOTELS

Group profile

The fastest growing value-for-money hotel chain in Europe, CSR committed

B&B HOTELS was founded in Brest in 1990 based on the idea of offering its customers comfortable hotels with a warm atmosphere and a pleasant design, all at the best price. This guiding principle grew into a strong concept: providing the best "Value for Money".

700

hotels

64k

rooms

31.12.2022

14

countries

+3

in 2023: the US,
the UK and
Denmark

31.12.2022

We have tripled our growth over the past 10 years and today, the group has more than 700 hotels in 14 countries:

France, Germany, Italy, Spain, Poland, Brazil, Portugal, Belgium, Switzerland, Austria, the Czech Republic, Slovenia,

the Netherlands and Hungary. Since 2019 we have been

majority-owned by the investment company Goldman Sachs.

Between that time and 2022, B&B HOTELS opened more hotels than any other hotel chain, anywhere, steadily increasing our market share and securing our path towards market leadership.

B&B HOTELS has strong growth ambitions and is currently opening on average almost two new hotels per week. As our turnover and expansion increase, one key issue has emerged as central to our future success: sustainability. Best Value for Money principles have brought us to where we are now but alone they are no longer enough. Corporate Social Responsibility is the new frontier.

Located in all city sizes

Paris: **58** München: **11**
Lyon: **13** Milano: **11**
Marseille: **13** Roma: **7**
Bordeaux: **13** Madrid: **12**
Berlin: **9** Barcelona: **6**

Primary
30%

Secondary
25%

Tertiary
45%

Number of hotels has tripled in 10 years

**First
B&B HOTELS**
in Brest and
Saint Malo
(French
Brittany)

**100
hotels**

**200
hotels**

**300
hotels**

**700
hotels**

**800
hotels**

Turnover 2022 vs 2019
+48%

1990

France

1998

Germany

2009

Italy

2010

Poland

2013

Spain
The Czech Republic

2017

Brazil

2018

Germany
Austria
Switzerland
Portugal
Slovenia

2021

The
Netherlands
Hungary

End of
2022

End of
2023

High ambitions:
100 hotel openings

Group profile

Key figures

Turnover

**€945
Million**

31.12.2022

ADR

€66

31.12.2022

RevPAR

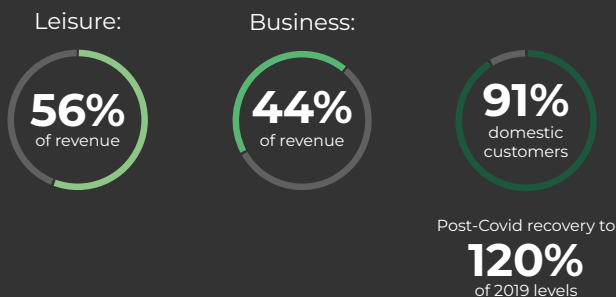
€43.70

31.12.2022

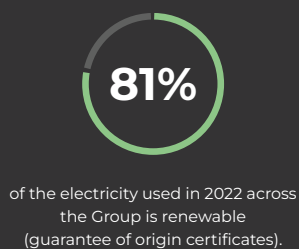
We are growing: Through takeovers as well as greenfield sites



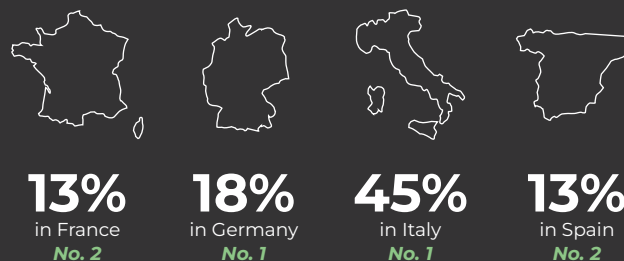
Our solid customer mix made us the most resilient hotel chain during the COVID crisis



We are committed to transition to renewable energy



Our market shares*



*Source: Market share of hotel chains in the Budget & Economy segment on the number of rooms available at 31.12.2022.

We are promoting gender balance in leadership roles



Our hotels are sustainability-certified



Business model

Providing the best “Value for Money”

Our business model is uncompromising: to provide best “Value for Money”. Because this principle is paramount, we designed our business model in a way that optimises prices, costs and quality, and positions our customers at the centre of everything we do. We believe that an equally uncompromising commitment to sustainability will reflect and enhance the principles on which our business is built.

Our prices are calculated to be very fair without compromising on what is most important for a pleasant stay:

COMFORTABLE BED

Our double beds are 160cm wide and they are equipped with mattresses and pillows of superior quality, to ensure a comfortable sleep.

GENEROUS BREAKFAST

Our breakfast buffet is generous and varied, and the products come from our partners, local and committed producers, to start the day off well.

DIGITAL EXPERIENCE

We guarantee a flawless connectivity, a very high speed wifi for all our guests' needs, as well as a 100% digital journey at their discretion: online check-in, self check-in, e-concierge.

MODERN DESIGN

Our hotels have a contemporary design and rooms furnished to be functional yet comfortable, for a pleasant stay.

WARM WELCOME

Our hotel managers and their teams welcome our guests with simplicity and authenticity, in a warm setting and they are always attentive to all their needs.

1. B&B HOTEL *Italy*
2. B&B HOTEL *Milano Central Station*
3. B&B HOTEL *Passo Tre Croci Cortina Central Station*



Business model

* Source: OECD Tourism Trends and Policies 2022

Creating value for all

Significant progress has been made to better understand tourism's impacts on the natural environment, and to mainstream the concept of sustainability in tourism policy. The COVID-19 pandemic has led to a greater awareness of these issues, providing an enhanced incentive and opportunity to tackle them, throughout the tourism ecosystem.*



Our CSR Pillars:

- **Empower everyone**
We invest in our employees through talent development programmes, education partnerships and the enhancement of inclusion, diversity and internal mobility.
- **Adapt to our environment(s)**
We limit our environmental impacts at global level through making smart, relevant and sustainable changes consistent with our local environments.
- **Continuously make progress together**
We measure and transparently share our progress while cultivating a collaborative environment to empower everyone who wants to make a positive impact.

Best value for money:

- **Lease model**
to optimise building costs while securing direct control of buildings.
- **Direct distribution**
to offer the best deal and minimise Online Tourism Agency (OTA) costs.
- **Entrepreneurship**
our hotels are mainly operated by Mandate Managers who optimise our operating costs.

Our CSR manifesto

Sustainable travel accessible to everyone

Corporate Social Responsibility lies at the heart of B&B Hotels' continued success. Its aim is to broaden the scope of our existing values, adding genuine sustainability to diversity, entrepreneurship and transparency. This consolidates an overall corporate outlook that respects society, our clients and colleagues, our shareholders and business partners, and ultimately our planet. At B&B HOTELS we believe that making travel sustainable with a dynamic development of our CSR strategy will maintain and build trust across employees and partners, loyalty in our customers and the confidence of stakeholders. Our ambitious business development plans depend on it, and on reporting our progress with honesty and transparency.

We believe in genuine, concrete, and collective action on sustainability. Our group has been working on multiple local initiatives for years although these have not formed part of an overall strategy.

Now we intend to structure our actions, setting the bar high for ourselves and our industry. However, in a climate where the authenticity of organisations' commitment to genuine change is often questioned, we need to ensure, and to demonstrate, that our actions will lead to real change.

Our key enablers:

- o Dedicated CSR governance with a Group CSR Director supported by Sustainability Managers across our 4 regions (western Europe, central and northern Europe, Iberia, Italy).
- o Sustainability Management System third party certified allowing constant improvement.
- o Transparency through regular progress reports and external publications.

Our CSR manifesto

Our strategy

OUR PILLARS	OUR PROGRESS	OUR 2023 TARGETS	OUR PRIORITISED SDGs
Empower everyone We invest in our employees through talent development programmes, education partnerships and the enhancement of inclusion, diversity and internal mobility.	Gender equality <ul style="list-style-type: none"> 57% women across the Group. 44% women in management positions. 40% women at executive level. 	Promote gender equality across all layers of the organisation.	5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH 
	Development and learning <ul style="list-style-type: none"> Creation of a talent development function at Group level. E-learning platform accessible to all employees (5,226 hours of training in 2022). Dedicated training programmes for Mandate Managers adapted to each country. Individual development programme for approx. 200 people. 	Full rollout of our development and learning programme across employees and Mandate Managers.	
	Inclusion & Diversity (I&D) <ul style="list-style-type: none"> Development of dedicated I&D policy. 	Implementation of our I&D policy and awareness raising through learning actions.	
	Internal mobility <ul style="list-style-type: none"> Foster internal mobility for organic hires. 	Monitoring and promotion of professional progression, favouring internal mobility.	
Adapt to our environment(s) We limit our environmental impacts at global level through making smart, relevant and sustainable changes consistent with our local environments.	Climate <ul style="list-style-type: none"> First carbon footprint assessment revealing one of the lowest impact of the market with 2kg CO₂e per room.* Implementation of electric vehicle chargers across hotels. 	Define carbon trajectory aligned with the Paris Agreement (1.5° C limit) and concrete action plan to reach the ambition. 5,500 EV chargers installed by 2024.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION  13 CLIMATE ACTION 
	Circularity & localism <ul style="list-style-type: none"> Local and organic products in breakfast offer. Refillable and recycled soap distributors in bathrooms. Reduced packaging in breakfast offer. Local employment. Implementation of "Too Good To Go" initiative in Spain. 	Minimum of 3 organic or local products in breakfast offer. No single-use plastic in rooms by the end of June 2023. Monitoring of waste production and increasing of recycling. No food waste.	
Continuously make progress together We measure and transparently share our progress while cultivating a collaborative environment to empower everyone who wants to make a positive impact.	Sustainability Management System certification (SMS) <ul style="list-style-type: none"> Certification obtained for all hotels in France, Germany, Italy and Spain. 	Full rollout of SMS certification across all countries.	17 PARTNERSHIPS FOR THE GOALS 
	Eco-gestures <ul style="list-style-type: none"> Implementation of eco-gestures across hotels to help customers reduce their environmental impact. 	Development of incentive schemes awarding customers helping us reduce our environmental footprint.	
	Transparency <ul style="list-style-type: none"> Implementation of sustainability section in TrustYou score to better respond to customer needs on this topic. Stakeholder survey (+70,000) to understand our stakeholders' perspectives in terms of ESG. 	Continue to monitor customers and stakeholders' perception on our sustainability approach.	
	Partnerships <ul style="list-style-type: none"> Strategic partnerships established around inclusion, education and disability. 	Reinforce current partnerships and develop new ones across the fields of inclusion education and disability.	

*Scope 1 & 2 per available room.

PILLAR #1

Empower everyone



B&B HOTELS HQ Team

Inclusion, respect, and diversity have been at the heart of B&B HOTELS' welcoming culture from the beginning. It applies equally to our staff teams, hotel partners and guests.

We firmly believe that we are stronger together; that **diversity** is a unique and necessary source of creativity, and that everyone's contribution counts. We have made it our goal to help our staff teams, hotel partners and guests on their journey, and to create the best conditions for each individual to thrive.

How do we do it? We commit to simple actions that meet the most essential needs for people to flourish in our environments.

1.1 A place to be yourself

1.2 A place to grow

1.3 A safe place

OUR STARTING POINT

- We are mindful of gender parity when recruiting, and apply the Inclusion & Diversity (I&D) Group principles, without prioritising inclusion & diversity over skills and competency.
- We use training programmes to raise I&D awareness in the recruitment process and management practices.
- We comply with local accessibility legislation.

1.1 A place to be yourself

We foster an environment where everyone is treated with **respect** and has **equal access to career opportunities** so that each individual can develop in their own way and make their unique contribution to our success.

Gender equality

In the hospitality sector, women represent a large part of the workforce. Gender equality, however, is not only about staff numbers, but about how leadership roles are distributed. We have been actively tracking and **increasing the proportion of women** across the different layers of the organisation, including management positions.

57%

women across
the Group

31.12.2022

44%

women in
management
positions

31.12.2022

40%

women at
executive level

31.12.2022

For example, we significantly improved women's representation at Executive Committee level, from 17% in 2021, to 40% at the end of 2022.

Inclusion & Diversity

At B&B HOTELS, we are committed to **fostering inclusion and diversity** in the workplace so that each and every person in our community feels welcome. People have been and always will be at the heart of everything we do. After defining our **I&D framework** through a dedicated policy, we will start rolling out concrete actions in 2023, starting with the training of **our staff and management teams** via a dedicated e-learning module called "Creating an inclusive environment".

Accessibility

We are committed to making the **workplace and in-hotel stays easier for people with disabilities**. To support our progress in this area, we have established partnerships with local experts in two of the countries with the largest number of B&B HOTELS: AGEFIP in France and Village4All in Italy. The other regions are also working on improving accessibility, for example in Spain, lobby front desks are specifically designed with a lowered section, improving their suitability for wheelchair users, in compliance with lobby accessibility requirements.

Front desk of B&B HOTEL Murcia,
Spain



OUR STARTING POINT

- We monitored employee satisfaction in 2023 through a global and anonymised survey that will be conducted every year.
- We set up annual performance reviews between managers and team members to define objectives and action plans, and to support professional and personal growth.
- We communicate internal job opportunities by creating an internal vacancies board.
- We promote and foster internal mobility.

Training & development programmes

In 2021, we launched a **self-development programme** focused on individual skills development training. Our teams, and hotel managers, are invited to use the **B&B for U e-learning platform** to learn about management techniques, sustainability, cybersecurity, compliance, and to practice their language skills.

In addition to this broad e-learning platform, more specific individual development programmes are offered each year to a selection of employees.

1.2 A place to grow

At B&B HOTELS, we want our people to **feel valued at work**, and that means **respecting, understanding, and inspiring each other**. It also means **fulfilling potential**, and **encouraging career advancement**. We try to help everyone reach their goals.

200

people will benefit from our individual development programme in 2023.

5,226

hours of training was provided to employees in 2022 through the B&B for U e-learning platform.

Wellbeing at work

We create opportunities to **support wellbeing at work**. In Germany, "**Away Days**" provide two-day off-site excursions for team-building purposes or brainstorming sessions. In Spain, co-workers participate in **inspirational workshops and exercises** with AEIA, an organisation specialising in wellbeing at work that has been successfully leading this type of programme since 2018.



OUR STARTING POINT

- We display the proper procedures to follow in case of a problem, in hotels and headquarters.
- We provide annual safety and crisis management training and audit.
- We require staff at all levels to respect safety standards and keep up to date with safety regulations and developments.
- We safeguard company data and comply with the requirements of the General Data Protection Regulation.

Across our locations

We have set up a B&B HOTELS alert platform: a **whistleblowing website and phone line** that B&B HOTELS employees, hotel staff and suppliers can use to report any issues or any situations that may not comply with our ethical principles.

In-hotel safety

To improve in-hotel safety, we equip hotels with defibrillators and train team members to perform cardiac massage and first aid. We also inform local communities that our hotel staff are available and trained for emergency help.

At-work safety

To ensure at-work safety, our teams benefit from **annual fire safety training**. In 2021, we also started and will continue to raise awareness on work safety and also on working conditions and respect of basic human rights principles through an e-learning module, among other training tools, in every country in which we operate.

1.3 A safe place

As a company and as a group of people, our culture is to **look after each other**. This includes practical considerations such as flagging hazards and accident prevention, but also identifying inconsiderate and harmful behaviours. It is our responsibility to make sure everyone across our organisation, at every level, feels safe in their workplace.



B&B HOTEL Milano Central Station,
Italy

PILLAR #2

Adapt to our environment(s)



B&B HOTEL Mülheim an der Ruhr

Taking responsibility is one of B&B HOTELS' core values. As a multinational company in the hospitality sector, we know that our activities have an impact on our environment both globally and locally. Our objective is not only to limit this impact but also to create a **positive contribution at every level**.

2.1 Adapt to our planet

2.2 Adapt to our in-hotel experience

2.3 Adapt to our local environment(s)

OUR STARTING POINT

- We monitor our environmental footprint in order to identify key areas for improvement.
- We engage with our guests and staff to raise awareness around the environmental impact of their practices and provide them with tips to reduce this impact.
- We favour local suppliers implementing robust environmental and social certifications for their products and services.

2.1 Adapt to our planet

We are determined to **reduce our impact on the environment** whenever we have the opportunity to do so, but we cannot do it alone. This is why we are striving not only to improve the way we work and source our materials, but also to **involve our guests, our hotel partners and our suppliers in our daily actions**.

Carbon footprint

In 2022, we conducted a carbon footprint assessment across our hotels in France, Germany, Italy and Spain following the GHG Protocol framework and covering scopes 1, 2 and 3. This first pilot has revealed one of the lowest footprints of the market with 2 kg CO₂e per room* and has helped us identify **the main sources of our CO₂ emissions**.

In 2023 **we will update our carbon footprint assessment and stabilise the methodology** while starting to implement the key actions that will help us improve our CO₂ footprint. We will also define our **1.5°C-aligned carbon trajectory** following the Science Based Target Initiative framework and **publicly share our progress** towards reaching this target each year.

Use of resources

We are already making progress in three areas related to **optimising our resources**:



We are promoting the use of renewable energy



We are acting to save water

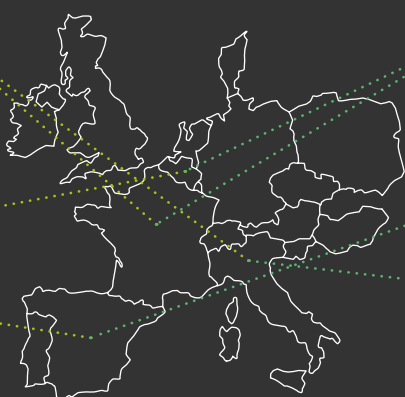


We are reducing plastic usage

100%
of our hotels across France and Italy are exclusively using renewable electricity,

99%
in Germany and

15%
in Spain, 2022.



100%
of our hotels in Germany and France are equipped with water-limitation systems,

98%
in Spain and

55%
in Italy, 2022.



By the end of 2023, all our hotel rooms will be single-use plastic free.

81%

of the electricity used in 2022 across the Group is renewable (guarantee of origin certificates).



We encourage our guests to limit water consumption.

We are building our first green-certified and eco-designed hotel, opening in June 2023, in Guimarães, Portugal.

Materials and products

We are including sustainability criteria in our purchasing approach progressively. Breakfast: We are offering a selection of **local and organic products** and are favouring **self-service products** rather than individual portions (such as spreads and jams for example), thus significantly **reducing plastic packaging**.

Waste management

We are committed to implementing a **waste monitoring system** with the ultimate goal of reducing waste production and increasing recycling initiatives. We have established a **recycling procedure** for our computers and IT equipment in all our countries, and, in our headquarters, we also recycle telephone equipment. Products are given to Oxfam for onward donation as appropriate on behalf of B&B HOTELS. To reduce food waste, we offer all non-consumed breakfast products to local teams or companies such as Too Good To Go.

PILLAR #2 Adapt to our environments

OUR STARTING POINT

- We encourage our guests to adopt more sustainable practices such as helping to reduce laundry and using alternative modes of transport.
- We ask our staff teams to communicate clearly with guests about the reasons for these initiatives.

Responsible stay

Our initiatives go by local names: **Be Eco** in Spain, **Green Button** in Germany, **Happy WeekEnd** in France, but they all encourage our guests to make small changes to their habits and expectations in order to contribute to a lower environmental footprint.

For example, in return for declining the daily change of bed linen or daily room cleaning, guests are offered a discount or, in Germany and Spain, they can trigger a donation to a local charitable organisation.

Transport

We are rolling out an ambitious programme of installing **electric car charging points** in our hotel parking spaces. By the end of 2022, more than 20% of our hotels were equipped with chargers and we are planning to deploy more than 400 charging stations by 2023 and more than 5,500 charging stations by 2024 in order to cover the majority of our hotels. In Italy, we offer **B&Bike** rental services to our guests.

2.2 Adapt to our in-hotel experience

We aim to provide the best hotel service, but as we advance towards a **more sustainable approach**, we believe some standards need a review and, with our guests' consent, an update. We are encouraging this by offering new options and suggestions to people who stay with us.



B&B HOTEL,
Warszawa-Okęcie

OUR STARTING POINT

- We encourage local purchasing and local initiatives and partnerships to strengthen the connection between our hotels and their communities.
- We encourage our staff teams to develop their own local initiatives and connections.

Cultural awareness

In Italy, we are **Golden Corporate Donors** of **Life Beyond Tourism**, supporting the association's Travel to Dialogue initiative. The objective of this unique project is to encourage travellers to discover the territory's heritage through the stories of those who know and experience it daily. It relies on Non-Fungible Tokens (NFTs) to give our guests access to content that **enhances the interest of their destinations**, and also promotes local cultural awareness across communities. This is an innovative initiative that aims to develop inclusiveness, solidarity, and intercultural dialogue.

Local partners

We make a priority of **collaborating with local partners**. In France, for example, we rely on local providers such as Cafés Coïc, Beurre LeGall and Yaourts Malo. In Brittany, we support the positive dynamic of start-up incubator West Web Valley. Additionally, in France, Spain, Italy and Germany, we create **partnerships with universities** to recruit trainees for our hotels and headquarters to favour local employment.

Breakfast featuring local products,
B&B HOTELS France

2.3 Adapt to our local environment(s)

We are a large international group, but we have real roots and connections everywhere that our hotels are located. **We value local communities** and believe that reinforcing mutual support at local level goes a long way towards long-term development and sustainability.

We think global and act local.



PILLAR #3

Continuously make progress together



Défi Voile Solidaires en peloton, France

We strongly believe in the **power of continuous improvement and collective intelligence** to grow together.

As we all face the same social and environmental challenges and the same need for positive change, we need to create synergies and call on all our stakeholders to help us **improve our environmental impact**, and to make progress in improving our methods, both externally and among ourselves.

How do we do it? We keep our stakeholders informed and engaged about our commitments in order to lead collective improvement, in all our activities at central, local and hotel level. We involve our guests in making progress by asking for their contribution.

3.1 Transparent measures

3.2 Dialogue

3.3 Acting together

OUR STARTING POINT

- We created robust and dedicated CSR governance covering both Group and regional levels.
- We surrounded ourselves with independent and reliable experts.
- We engage regularly with our stakeholders to make sure our CSR roadmap stays aligned with their expectations.

Governance

Ensuring good practices starts within our own organisation. In this connection, in 2022, we created an **Ethics Committee** to address all Corporate Social Responsibility issues and deploy **B&B HOTELS' sustainability strategy**. We also set up **Regional CSR Committees** to adapt our sustainability action plans and make them meaningful and customised to our different countries.

Labels & certifications

We also rely on trusted labels and certifications. At Group level, we have taken this approach one step further by **pioneering, together with SOCOTEC**, a leading European certification player, a **Sustainability certification** specific to hospitality and validated by the Global Sustainable Tourism Council (GSTC).

This will help us strengthen our processes and accelerate our sustainability journey. This initiative is also intended to help inspire our industry peers for more sustainable tourism.



Fabrice Collet, CEO of B&B HOTELS,
and Hervé Montjotin, CEO of SOCOTEC

3.1 Transparent measures

Trust is everything. We need to demonstrate that we are genuine and transparent about our targets and the extent to which we meet them. This requires **ethics and robust processes** as well as the involvement of independent third-party organisations that will evaluate and vouch for our results.

Reports

Transparency is a key aspect of our sustainability strategy. We are therefore committed to **publicly reporting each year on our progress** with a transparent and open-source mindset.



OUR STARTING POINT

- We ask our staff teams to communicate both formally and informally about their progress on CSR initiatives.
- We use our CSR survey results to review our approach and improve it where necessary.



Mandate Managers meeting, Italy

HELP US **SAVE WATER**

Just hang your towel on the rail to keep it another day.

HELP US **RECYCLE PLASTIC**

Bottles, containers, packagings.

HELP US **SAVE ENERGY**

Turn off the lights when you're not using them and unplug unused electronics.

By the end of 2023, all our hotel rooms will be single-use plastic free.

3.2 Dialogue

Progress is inevitably a **test and learn process**. We need to be clear in communicating our aspirations, but also to listen to each other and our partners and adjust our approach when results call for it. We believe in open dialogue with our stakeholders; this starts with setting up effective Sustainability communication tools.

Communication

In 2022, we launched our first CSR guidelines to support our internal stakeholders in the adoption of the Group CSR strategy. We have also started a **CSR survey** among all our stakeholders, and we will continue to do this on an annual basis.

We included a **sustainability section in our guest surveys** conducted by TrustYou, a global online reputation management leader. Results from post-stay surveys in France, Germany, Italy and Spain, show that most guests recall seeing signage encouraging eco-friendly behaviour (hanging towels to keep them another day, recycling paper, saving energy etc.) and that they had an impact on their willingness to act more sustainably.

	SIGNAGE VISIBILITY (% YES)	SIGNAGE IMPACT ON WILLINGNESS TO ACT (% YES)
	Dec. 22	Dec. 22
B&B HOTELS GROUP (FRANCE, GERMANY, ITALY, SPAIN)	80.1%	84.9%

Source: TrustYou B&B HOTELS survey, average results by country from Dec. 2022.

OUR STARTING POINT

At local level, we encourage our staff teams to:

- Organise team meetings to communicate actions and gather ideas from team members.
- Share good practices.
- Engage with local associations focusing on education, inclusion and disability.

3.3 Acting together

At B&B HOTELS, “together” means more than our staff teams. Our goal is to **build a CSR community beyond our own**.

Therefore we collaborate to create the best roadmap for ourselves, and also provide support to a selection of individuals and charities whose activities are in line with our values.

Partnerships

We partner with NGOs focusing on **three fields of action — inclusion, education and disability**.

○ Inclusion

In Catalonia (Spain), our yogurt supplier, La Fageda, is a special employment centre which promotes the social integration of people at risk of social exclusion.

○ Education

We firmly believe that hospitality could be a catalyst of social and economic development. As an example, we started a three-year partnership with WINGS of change, a non-profit organisation whose goal is to develop a self-sustaining ecosystem of Vocational Hotel Institutes for underprivileged students in Madagascar. Our employees and hotel staff are giving their time and sharing their experience and knowledge to host training programmes for Malagasy students.

○ Disability

We started a partnership with ‘Défi Voile Solidaires en peloton’ a sports programme, supported by the ARSEP Foundation, that raises awareness of multiple sclerosis.

WINGS of change,
Madagascar





We are the first sustainability-certified hotel chain

In 2021, we decided to partner with SOCOTEC, a European leader in testing, inspection and certification across a wide range of sectors, to develop a specific sustainability certification scheme for the hospitality industry.

We've co-developed this certification scheme with the following criteria in mind:

- o Ability to be recognized by the **Global Sustainable Tourism Council** (GSTC).
- o Inclusion of the **United Nations Sustainable Development Goals** (SDGs) criteria.
- o A **trusted partner** with the capacity to deploy network certification audits, specifically adapted to the challenges of the hospitality sector.
- o Working methods consisting of review, analysis, assessment and measurement, which are an exact match for our approach to **continuous improvement**.

What makes this certification unique

What marks out the difference between this approach and other self-certification routes is that SOCOTEC **independent auditors** conduct **comprehensive on-site audits** on an annual basis, both at HQ and in hotels.

SOCOTEC's scrutiny of our sustainability readiness were built around 125 areas of investigation grouped into 5 main pillars:

**Sustainability
Management
System
(SMS)**

Governance

Social

Culture

Environment

What we achieved

- We set up a dedicated task force working at both group and country level, **to assess our existing SMS position**.
- We gained **validation at Board and top management level** and from the group as a whole.
- We created an **Ethics Committee**, regional **CSR Committees** and a detailed action plan to embed our sustainability strategy into our everyday work.

As a result, and following the SOCOTEC audits, B&B HOTELS France, Italy, Spain, and Germany were awarded at the end of 2022, with the certification of their Sustainability Management Systems.



Recognised by
the Global Sustainable
Tourism Council (GSTC).



**Best
Team
Achievement**

This project won the Best
Team Achievement prize at
the 2022 Hospitality Awards.

Next steps

The process will be **repeated each year** with on-site audits by SOCOTEC's **independent auditors**, and will be **extended to B&B HOTELS in all countries** in which we operate **and to all new hotel openings** (around 100 per year). In addition, we will take the following steps in order to reach our goal of 100% SMS certification:

- **Ongoing periodic reviews** (surveillance audits) will be conducted each year in roughly 150 hotels randomly selected.
- **Our SMS strategy and action plans will be reviewed** in the light of audit findings.
- Progress will be assessed and **communicated transparently**.

Sustainable travel accessible to everyone

As we take B&B HOTELS' sustainability approach on its onward journey, we can guarantee that some essential aspects of our business ethic will remain constant:

- We will continue to strive for improvement and to report our results openly and transparently.
- Our core values of diversity, entrepreneurship, respect, smart simplicity and equal opportunities will continue to guide us.
- We will continue to take responsibility for our actions towards society, our clients, co-workers, shareholders and business partners.

These commitments will feed into a holistic, human and unique CSR approach that will guide the next stages of our sustainable growth.

**WELCOME TO
THE FUTURE**
OF B&B HOTELS

www.bbhotels-group.com