

A HOSPITABLE PATH
TO A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2024

**B&B
HOTELS**

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EDITORIAL

2024 was a defining year for B&B HOTELS. We generated €1.4 billion in revenue and welcomed 124 new hotels into our network. This growth was driven by the integration of major property portfolios in France and Germany, as well as our first openings in the United States and the United Kingdom. For the past 35 years, our development has been guided by a clear ambition: to provide high-quality accommodation with the best value for money. We bring this vision to life through a model built on sobriety, efficiency and simplicity.

Sustainability is fully integrated into our growth strategy. As we continue to expand, we pay close attention to how we use resources and how our practices evolve over time. This mindset calls for pragmatism, curiosity and a willingness to explore new approaches. Our goal is to develop practical, scalable solutions that generate immediate value and strengthen the long-term resilience of our organisation.

Ultimately, hospitality is all about people. It is grounded in a strong company culture shared by all our teams, whether based at our headquarters or in our hotels. Our entrepreneurial model, centred around hoteliers entrepreneurs, creates opportunities for talented individuals to take ownership and progress. This provides a clear path for professional development and upward mobility. To support this trajectory, we are investing in structured career development programmes and targeted training. By equipping our people with the tools they need to succeed, we are building a diverse and skilled workforce that reflects the future of our industry.

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- 2023 DOUBLE MATERIALITY ANALYSIS
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- G GOVERNANCE**
- B&B HOME MODEL

This is also the ambition of the B&B Academy: to provide training opportunities in a forward-looking sector, especially for those who are far from the job market. By working alongside our hoteliers entrepreneurs, who serve as accessible and inspiring role models, our students discover a profession, a structured environment, and a tangible example of what a committed company can be.

This shared mindset of innovation and adaptation led to the creation of B&B HOME. Designed for longer stays, this new hybrid concept goes beyond the traditional hotel model to offer a living space that blends into its local environment, prioritising local partnerships, short supply chains, and responsible sourcing. It is also a laboratory for new practices, some of which — like circular linen management and sustainable procurement — are already driving broader change across the whole Group.

And what about tomorrow? In 2025, we will open our 900th hotel. As our network grows, so does our organisation, becoming stronger, more skilled and more agile. We are reinforcing our structure, deepening our expertise and continuously evolving the way we work. This is the trajectory we have chosen, and we remain committed to it with purpose and discipline, while keeping our ambition intact to move forward on a hospitable path towards a more sustainable future.



“ Our guests are looking for hotel experiences that align with their values, while offering the best possible value for money. At B&B HOTELS, we are committed to making sustainable travel accessible to everyone. ”

FABRICE COLLET
EXECUTIVE CHAIRMAN



“ Value-for-money hospitality isn't about offering less; it's about doing better. At B&B HOTELS, we believe in providing simple, high-quality and sustainable hospitality. ”

CÉLINE VERCOLLIER
GROUP CHIEF EXECUTIVE OFFICER



“ Our model, which focuses on core essentials and inclusion, naturally aligns with our commitment to sustainability. Yet we know we must do more, so together with our teams, hoteliers entrepreneurs, guests and partners, we continually strive to make hospitality ever more responsible. ”

SOPHIE DONABEDIAN
CHIEF SUSTAINABILITY OFFICER

A 35-year journey

The B&B HOTELS journey began in Brest, France, in 1990, with just two hotels and a bold ambition: to meet the essential expectations of travellers while offering the best value for money. Today, our nearly 900 hotels provide guests with a warm and comfortable welcome wherever the road leads them across Europe, the United States and Brazil.

2006 B&B HOTELS is born, offering travellers the essentials at the best value for money.



1998 First hotel outside France opens in Germany.

1990 Galaxie is founded in Brest with two hotels and one ambition: to offer the best value for money.

2007 Acquisition of Villages Hôtel (60 in France, 2 in Germany): a turning point in our expansion.



2009 First hotel in Italy.

2013 First hotel in the Czech Republic.



2012 A milestone: 200 hotels in France.

2010 First hotel in Poland.



2015 Presence established in Spain.



2017 First hotel outside Europe opens in Brazil.

2018 Presence extended to Switzerland, Belgium, Portugal, Slovenia and Austria.



2022 A record year with nearly 100 new openings.

2021 Presence added in Hungary and the Netherlands. 300 hotels in France.



2019 A new milestone: 500 hotels worldwide.

2024 Presence expanded to the United States and the United Kingdom. Launch of B&B HOME. 400 hotels in France.



35 years, 885 hotels and counting, with a renewed commitment to sustainable hospitality for all.

2025



B&B HOTELS CELEBRATES

35 YEARS

1990

2025

Mapping our network

Our geographical presence and ambitions

Between 2019 and 2023, we accelerated our expansion, opening an average of almost 60 new hotels each year. The number of B&B HOTELS has increased by more than 50% across our four main markets: France, Germany, Italy and Spain.

We pursue our sustained growth in these countries while also entering new markets in Europe and beyond. In 2024, we opened our first hotels in the United States and the United Kingdom and launched our new B&B HOME brand, which offers longer and more sustainable stays to meet future challenges and expectations.

Of the 124 hotels opened in 2024, 29 were greenfield developments, 87 were acquisitions and 8 were franchises. In 2025, we plan to continue this growth with the opening of 83 new hotels worldwide, offering 8,600 rooms.



OUR ACHIEVEMENTS IN 2024:

885
hotels worldwide

Business model

OUR MISSION

At **B&B HOTELS** we believe that developing an ambitious sustainability strategy will maintain and build trust across employees and partners, loyalty in our customers and the confidence of stakeholders.

2024 RESOURCES

HUMAN

- > **2,000** employees
- > **Around 7,000** jobs related to our network of hotels
- > **59%** women
- > **45%** women in management position

FINANCIAL

- > **€M 1,407** revenue
- > **€M 280** EBITDA¹
- > **€M 345** liquidity

COMMERCIAL

- > **885** hotels
- > **80,000+** rooms
- > **17** countries

NATURAL

- > **114,000 TCO₂e** emissions
- > **271,000 MWh** energy use
- > **2 million m³** water use

MEGATRENDS

★ **CONVENIENCE AND CUSTOMIZATION**
(TECH AUGMENTED HOSPITALITY)

★ **SUSTAINABLE IMPERATIVE**

★ **UNIQUE EXPERIENCE**
(OPTIMISED, SEAMLESS, PERSONALISED, SUSTAINABLE, DESIGN, LOCAL)

★ **TALENT MATTER**

VALUE CREATION 2024

HUMAN

- > **281** positions opened during 2024
- > **32,500** hours of training in 2024
- > Satisfaction survey, engagement score: **60%**

FINANCIAL

- > **+123%** revenue vs 2019
- > **+30%** RevPAR vs 2019

COMMERCIAL

- > **124** hotel openings in 2024
- > **+ 11,000** rooms opened in 2024

NATURAL

- > Climate trajectory
- > **-50%** scopes 1&2 absolute emissions by 2030 vs 2019
- > **-27%** scope 3 absolute emissions by 2030 vs 2019
- > **77%** guaranteed green electricity

ASSET-LIGHT MODEL

89% OPERATING LEASES

11% FRANCHISES

LONG TERM LEASE

12-20 YEARS

DIRECT DISTRIBUTION AND REVENUE MANAGEMENT

68% DIRECT
32% OTAS²

ENTREPRENEURSHIP AND OPERATIONAL EXCELLENCE LEVERAGING UNIQUE MANDATE MANAGEMENT MODEL

74% MANDATE MANAGEMENT

BEST "VALUE FOR MONEY" ON WHAT IS MOST IMPORTANT FOR A PLEASANT STAY.....

WARM WELCOME
COMFORTABLE BED
MODERN DESIGN
DIGITAL EXPERIENCE
GENEROUS BREAKFAST

DEVELOPMENT

EMPOWER EVERYONE

WE FUEL AND NURTURE OUR TALENT POOL AND ACTIVELY ENGAGE WITH COMMUNITIES.

1

HOTEL OPERATIONS

ADAPT TO OUR ENVIRONMENT

WE DESIGN OUR HOTELS AND OPERATIONS WITH SIMPLICITY TO LIMIT OUR ENVIRONMENTAL IMPACTS AND INCREASE BUSINESS RESILIENCY.

2

CUSTOMER EXPERIENCE

INNOVATE TOGETHER

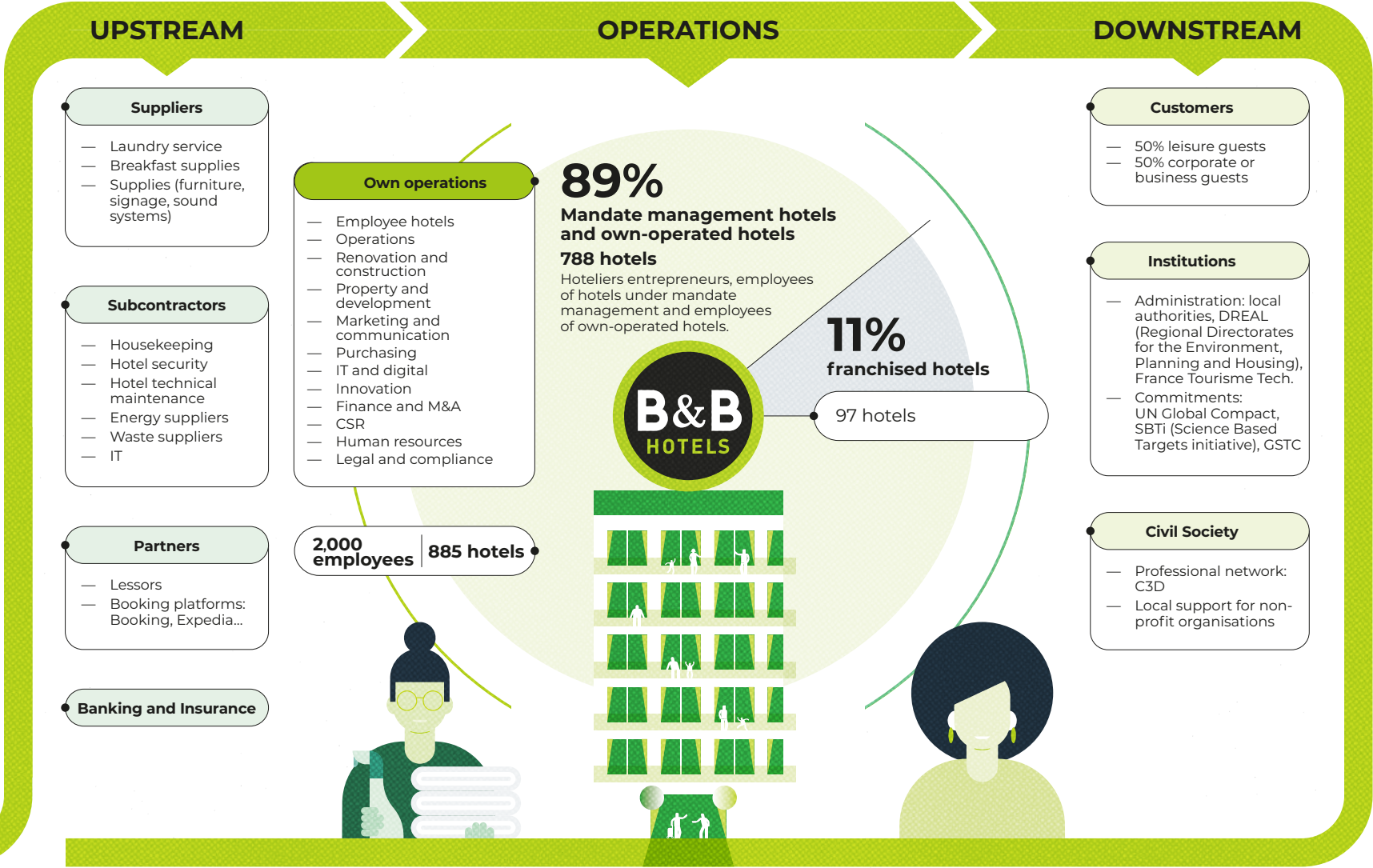
WE CONTINUOUSLY EXPLORE NEW CUSTOMER EXPERIENCES AND PARTNERSHIPS TO TRANSFORM OUR BUSINESS MODEL AND CAPTURE NEW OPPORTUNITIES.

3

1. Earnings Before Interest, Taxes, Depreciation, and Amortization.
2. Online Tourism Agency.

Mapping our stakeholders

By mapping our stakeholders, we have identified the key players in our value chain and engaged them in a constructive and structured dialogue.

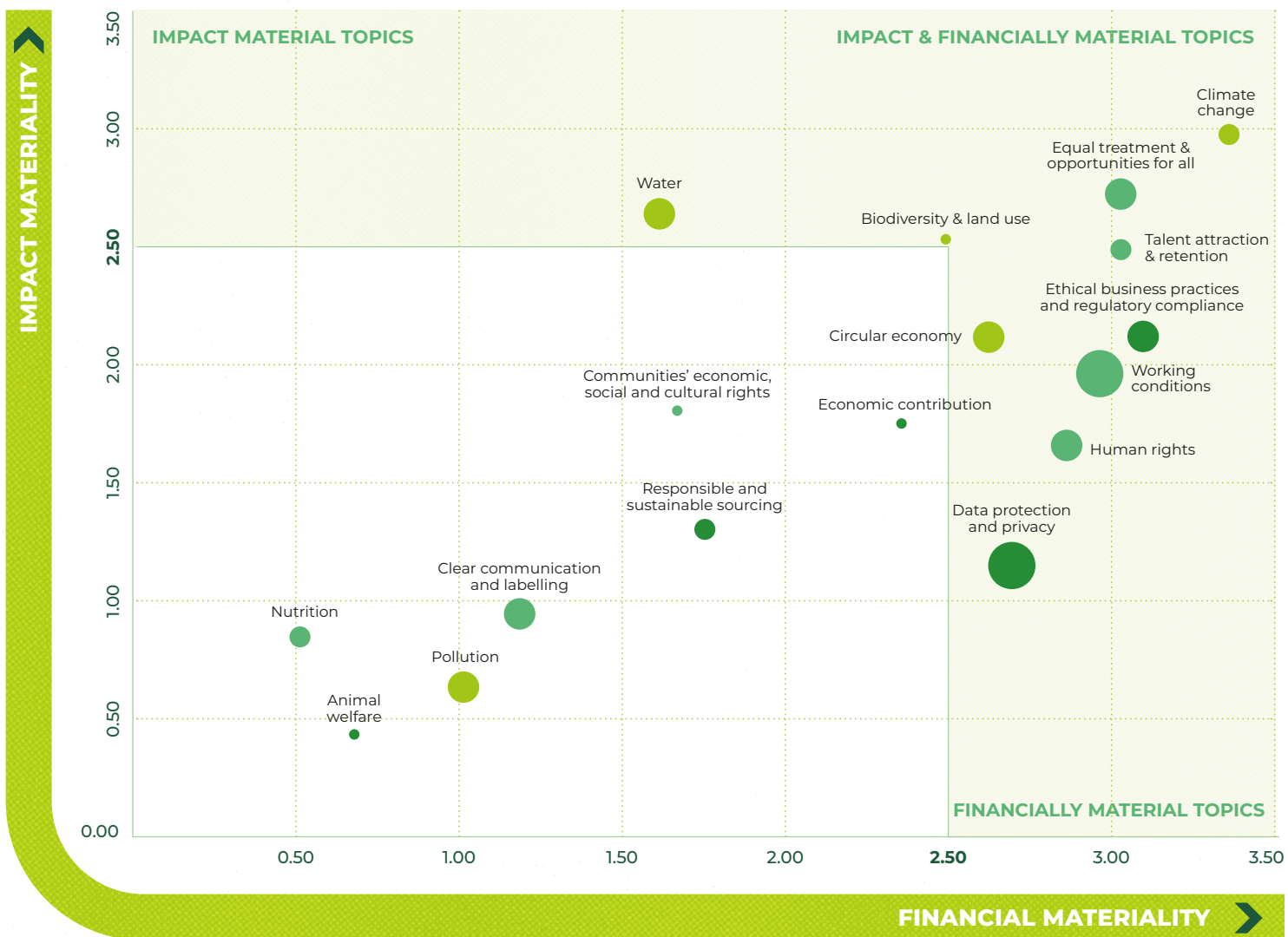


Our 2023 double materiality analysis

In 2023, in anticipation of the requirements of the European Corporate Sustainability Reporting Directive (CSRD), we conducted an initial double materiality analysis to identify and prioritise the most significant environmental, social, and governance issues for B&B HOTELS. Given our sustained growth and the rapidly changing expectations of our stakeholders, we have decided to further develop this structural approach. A redefined double materiality matrix will be included in our 2025 CSR report.

Double materiality analysis process

Double materiality means considering not only the impact of our activities on the environment and society, but also the financial risks and opportunities linked to those impacts. Our methodological approach to assessing the materiality of key issues—financial, environmental and social—is aligned with the European Sustainability Reporting Standards (ESRS). These priorities have been identified based on industry standards, an analysis of related risks and opportunities and the main concerns expressed by our stakeholders.



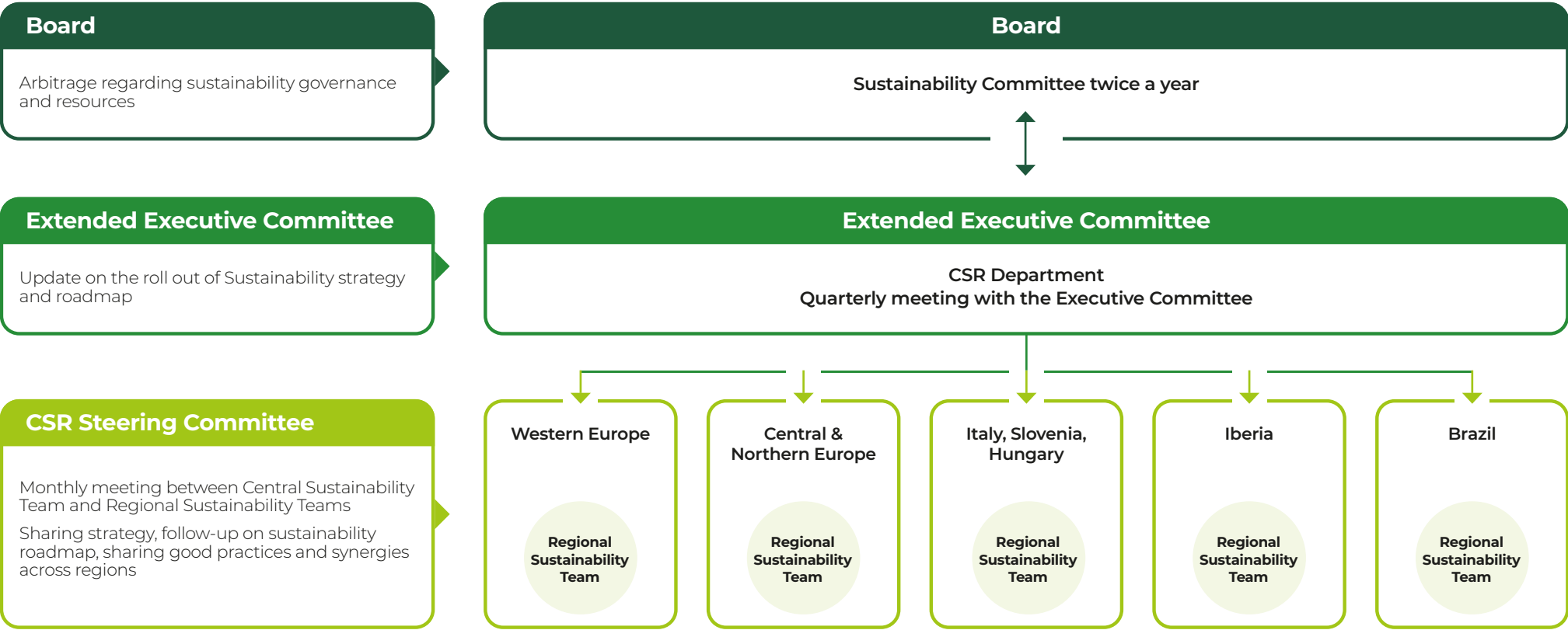
Impact scale
0: none
1: minimal
2: low
3: medium
4: high

Relevance to stakeholders
○ Low ○ Medium ○ High ○ Very high

● Environment ● Social ● Governance

Our corporate governance

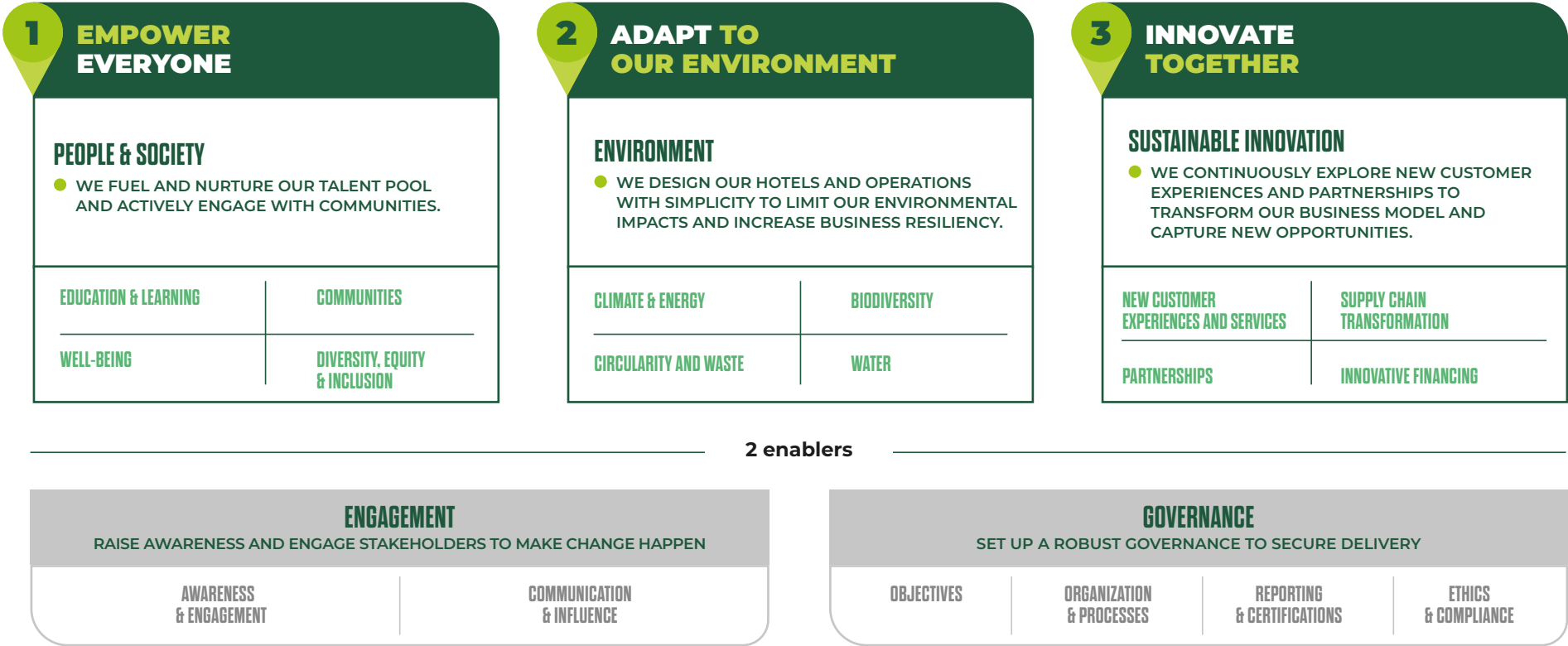
Our corporate governance integrates CSR at every decision-making level, focusing strongly on compliance, transparency, leadership and value creation. This structure is designed to encourage collaboration and integrate environmental, social and governance (ESG) principles, driving innovation and operational excellence to support our overall objectives.



Sustainability strategy

Our sustainability strategy is based on three pillars: people and society, the environment and sustainable innovation. This approach, guided by strong values, allows us to address the key challenges facing our sector. Awareness and governance are essential enablers, driving progress by fostering engagement and supporting the collective commitment needed to move towards greater sustainability.

SUSTAINABLE TRAVEL ACCESSIBLE TO EVERYONE



Indicators

Reporting annually on the various pillars of our CSR approach allows us to measure progress and identify the remaining steps, helping us to continually advance and become more sustainable over time.



PILLARS

PEOPLE AND SOCIETY

ENVIRONMENT

SUSTAINABLE INNOVATION

ISSUES

EDUCATION

DEVELOPMENT AND TRAINING

DIVERSITY, EQUITY AND INCLUSION

AWARENESS

VOLUNTEERING

CLIMATE

PLASTIC

WASTE

WATER

BIODIVERSITY

AWARENESS

SMART MOBILITY

SUPPLY CHAIN

COMMITMENTS

Empower everyone through education

Train B&B HOTELS employees

Be an inclusive company

Engage the B&B HOTELS community

Have a positive impact on our communities

Reduce our carbon footprint

Eliminate Single-Use Plastic bottles

Eliminate Single-Use Plastic in rooms

Eliminate food waste

Reduce water consumption

Assess our biodiversity footprint

Compensate newbuild area with nature-based solutions

Engage the B&B HOTELS community

Equip eligible hotels with charging stations for electric vehicles

Encourage sustainable practices with our suppliers

INDICATORS

INDICATORS	2023	2024	OBJECTIVES	DEADLINES	PROGRESS	SDGs	ESRS	PAGES
Number of learners enrolled at the B&B Academy	27	41	1,000	2030	<div></div>	<div>4</div> <div>5</div> <div>8</div>	S1, S2, S3	p. 30
Average number of training hours per employee per year	5	16	8	2025	<div></div>		S1	p. 29
% of women in management position	43%	45%	45%	2026	<div></div>		S1	p. 34
% of employees trained on diversity, equity and inclusion issues	Starting	68%	100%	2025	<div></div>		S1	p. 33
Number of volunteering days	Starting	Not available	One volunteering day for each employee	2024	<div></div>	<div>7</div> <div>12</div> <div>13</div> <div>15</div> <div>17</div>	S1, S3	
% reduction of scopes 1 & 2 absolute emissions	Trajectory defined	–	-50% (vs 2019)	2030	<div></div>		E1	p. 18
% reduction of scope 3 absolute emissions	Trajectory defined	–	-27% (vs 2019)	2030	<div></div>		E1	p. 18
% of guaranteed green electricity use	78%	77%	90%	2030	<div></div>		E1	p. 21
% of hotels without Single-Use Plastic bottles	Starting	Not available	100%	2030	<div></div>		E2, E5	p. 25
% of rooms without Single-Use Plastic (SUP)	100%*	100%*	100%	2024	<div></div>		E2, E5	p. 25
% of hotels with food leftovers donation or resale programme	30%	30%	100%	2030	<div></div>		E5	p. 25
% of rooms equipped with at least one water limitation feature	Starting	61%	90%	2030	<div></div>		E3, E5	p. 22
Develop water reduction target	Starting	Measurement underway	–	2025	<div></div>		E3, E5	
Develop biodiversity impact measurement	Pilot launched in Paris area	Continuation of the biodiversity pilot project launched in the Paris region	–	2025	<div></div>		E4	p. 23
% of newbuild surface compensated	Starting	Not available	100%	2030	<div></div>		E4	
% of employees trained on climate issues	Starting	80%	100%	2025	<div></div>		E1	p. 15
% of eligible hotels equipped with EV chargers	31%	40%	100%	2025	<div></div>	<div>17</div>	E1	p. 21
Number of strategic suppliers signing our Sustainable Purchasing Charter	–	Definition of strategic suppliers ongoing	100%	2025	<div></div>		G1	p. 41

The data reported in this report concerns the entire B&B HOTELS perimeter, except for hotels located in the United States, Brazil, and the United Kingdom, representing 98.19% of the perimeter. When a specific or restricted perimeter is concerned, it is specified.

Raising awareness to drive sustainable change

Raising awareness paves the way for change and to achieve this we strive to help people understand, make issues visible, and empower everyone to act. We consider awareness as a true catalyst, fostering more responsible practices into our daily lives and those of our stakeholders. By including sustainability in the customer journey and at key moments with our teams, we're turning our commitments into a shared reality.

ENLIGHTENING THE CUSTOMER JOURNEY

BEFORE THEIR STAY
When booking on our website, our customers can now view the carbon footprint of their stay (energy consumption and laundry). By 2025, they will also have access to practical tips on reducing their footprint when visiting our hotels.

DURING THEIR STAY
We seize every opportunity to share our environmental commitments with our guests. Through hotel signage and communication materials, we aim to raise awareness in a clear and accessible way, encouraging everyone to get involved.

This approach should improve the customer experience and reinforce our sustainability messaging. Our teams have also received training in ethical communications, and a responsible communications charter will be drawn up in 2025.

AFTER THEIR STAY
We invite our guests to share their feedback on the quality of their stay via the TrustYou platform. The satisfaction survey also includes questions related to our CSR commitments. We carefully review every comment, whether positive or critical, as this feedback is essential to helping us continuously improve our services.

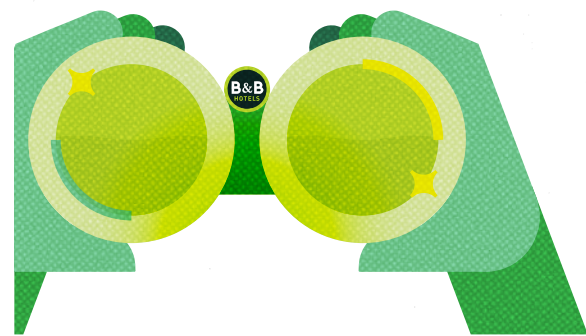
In parallel, we track evolving sustainability expectations through a dedicated barometer for the budget hotel sector. This data helps us adjust our actions and priorities to ensure we remain aligned with what matters most to our guests.



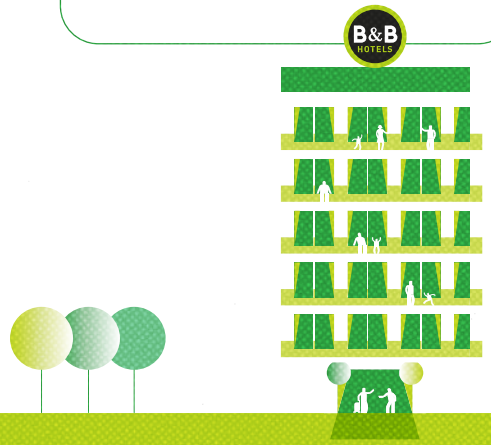
With the e-concierge¹ service on in-room TVs and the B&B HOTELS app, guests can access all the information they need for their stay, including an overview of the sustainability initiatives at each hotel. We also highlight responsible activities in the surrounding area. In 2025, we will go further by offering short educational and entertaining videos on key climate issues, developed by AXA Climate.

As part of our commitment to continuous improvement, we conducted a field study in 2024 to compare customer experiences with those of other leading hotel brands. This was complemented by collaborative workshops involving the communications team and operational experts.

1. Available in France, Germany and Italy. Deployment in progress in Spain and Portugal.



B&B HOTELS is taking part in the **Product Environmental Footprint for Hotel Accommodation** working group, which is part of the European Commission and meets regularly to define a common framework for environmental scoring in the hotel sector. Thanks to an eco-score system similar to those already used in sectors such as food and textiles, this initiative will allow customers to access comparable information on hotels' environmental efforts and make informed choices.



INVOLVING OUR TEAMS EVERY DAY

Our employees are fully engaged in our journey towards more responsible hospitality, a commitment that we share collectively. CSR training modules are available to all staff on the B&B for U platform to support daily learning and engagement.

Our commitments are communicated, and we encourage responsible behaviour across our hotels and head offices through dedicated signage, including posters, stickers and our CSR manifesto. We also help reinforce good habits and bring sustainability to life by running awareness campaigns throughout the year. Our CSR approach was presented to over 1,200 employees and hoteliers during a keynote address by our Chief Sustainability Officer at the annual convention, a unifying moment to share our 2024 strategy and achievements.

Other highlights of the year include Climate Fridays at B&B HOTELS, three-hour online workshops designed to deepen understanding of climate issues.

We also participate in international initiatives, such as **Global Accessibility Awareness Day** and **Environment Week** that are occasions to organise unifying events to raise awareness and strengthen our collective impact.

During Environment Week, we held **13 activities across 7 countries** to engage our teams on key environmental issues.

These included **interactive workshops** and **talks** led by partners offering practical solutions on topics such as reducing food waste, conserving water, and recycling and reusing materials. Hands-on initiatives, such as urban clean-up operations, brought these themes to life. The event also featured an inspiring talk by Heidi Sevestre, a glaciologist and prominent voice in the fight against global warming.



170 employees attended Dr Heidi Sevestre's lecture during World Environment Week

450 employees participated in World Environment Week

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ENVIRONMENT

- Clear commitments, results that matter
- Taking large-scale action against climate change
- Results of our carbon footprint and roadmap actions
- Decarbonisation in action
- Water stewardship
- Preserving and restoring biodiversity
- Shaping our business model around the circular economy

SOCIAL

GOVERNANCE

- B&B HOME MODEL



ADAPT TO OUR ENVIRONMENT

Welcoming people means taking care of them. By fully integrating the fight against climate change, the preservation of water resources and the logic of the circular economy into our business, we are committed to making each of our hotels a welcoming space, anchored in its territory, where hospitality is also seen as a commitment to the natural balances on which it depends.

ESRS

- E1 Climate Change
- E3 Water and Marine Resources
- E4 Biodiversity and ecosystems
- E5 Resource Use and Circular Economy



ENVIRONMENT

Clear commitments,
results that matter

Taking large-scale action
against climate change

Results of our carbon footprint
and roadmap actions

Decarbonisation in action

Water stewardship

Preserving and restoring
biodiversity

Shaping our business model
around the circular economy

SOCIAL

GOVERNANCE

B&B HOME MODEL

Clear commitments, results that matter



Decarbonisation
trajectory

Validated by the **SBTi**¹ and
aligned with the objective of
limiting global warming to:
+ 1.5°C (scopes 1 and 2)
and **+ 2°C (scope 3)**.



Carbon roadmap

A strategy to reduce our emissions, particularly
in the **3 main areas** that account for **63%** of our total
emissions: **energy, laundry and breakfast, based on
a number of key levers**

**Decarbonisation
of the energy
mix** and
optimization
of consumption.

**More frugal
laundry
practices** in
conjunction with
our suppliers.

**Vegetarian, local
and organic
breakfasts,**
depending on
the hotel.



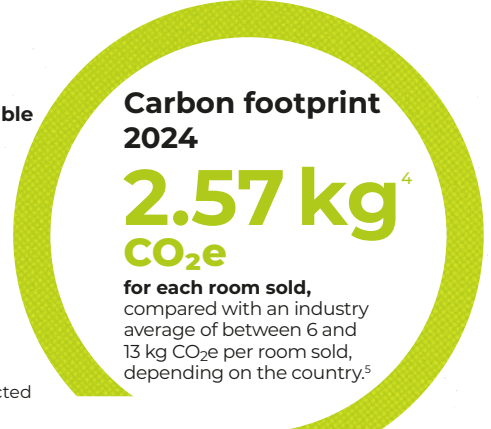
2030 Targets

- 50%
carbon emissions
vs 2019 (scopes 1
and 2)

- 27%
carbon emissions
vs 2019 (scope 3)

90%
**certified renewable
electricity**
(77.3% in 2024)

0%
fossil fuels
in 100% of
new hotels built²



1. Science Based Targets Initiative.

2. With the exception of certain hotels connected
to district heating networks in Germany.

Turning commitments
into actions



**2,200
CHARGING
STATIONS**

for electric vehicles
available to our
customers to help
them adopt **more
sustainable mobility
solutions (40%
of eligible hotels
equipped** compared
with 31% in 2023).



LAUNCH OF
A STUDY TO
IDENTIFY SITES

where the replacement
of gas boilers by
heat pumps is
technically possible
and relevant.



Solar
panels
INSTALLATION

in all construction and
renovation projects
where appropriate
and efficient.



**225,000
CLEANING
WAIVERS
and
1,688 m³
OF WATER SAVED**

thanks to the possibility
offered to customers of
forgoing daily cleaning
(for stays of more than
one night) in exchange
for a **donation to
a local association
or a benefit.**



ELIMINATION OF
single-use
plastic

in bedrooms³ and
development of **bulk
products on breakfast
buffets.**



**62,000
MEALS SAVED**

through collaboration
with the **Too Good
To Go** app in 268 hotels
(+47% vs. 2023), i.e.
**61 tons of food
recovered and 167 tons
of CO₂e avoided** – the
equivalent of 94 Paris /
New York roundtrips
by plane.



REUSE OF
wooden
furniture

in pilot projects in
Germany and Italy,
donation or **reuse
of used furniture** in
Spain and Italy, and
systematic integration
of **second-hand
furniture** in
B&B HOME hotels.

3. Excluding superior rooms in our hotels, corresponding to less than 5% of the total number of rooms in our hotels.

4. Scopes 1 and 2, and laundry.

5. According to the Cornell Hotel Sustainability Benchmarking data.

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SOCIAL

GOVERNANCE

B&B HOME MODEL

Taking large-scale action against climate change

With nearly 900 hotels worldwide, we have both the means and the responsibility to contribute to the fight against climate change. We have therefore set ourselves ambitious targets to reduce our CO₂e emissions by 2030, which are supported by a carbon reduction strategy validated by the Science Based Targets initiative (SBTi) in November 2024.

Our methodology

In 2024, we continued to adjust and refine the calculation of our carbon footprint by improving our measurement methods and by expanding the scope of emissions covered in line with the GHG Protocol's methodology. In 2025, we will go further by rolling out a dedicated tool to accurately track our annual decarbonisation trajectory and manage our action plans effectively.

1. Scopes 1 and 2 and laundry, comparison based on the environmental performance of industry players published in the Cornell Hotel Sustainability Benchmarking.

Our carbon footprint

Our business model, rooted in sobriety and essentials, allows us to maintain one of the lowest carbon footprints in the industry. We only emit 2.57 kg of CO₂e per room sold¹. We are committed to improving our everyday energy efficiency, accelerating the transition of our energy mix and strengthening our collaboration with key partners.

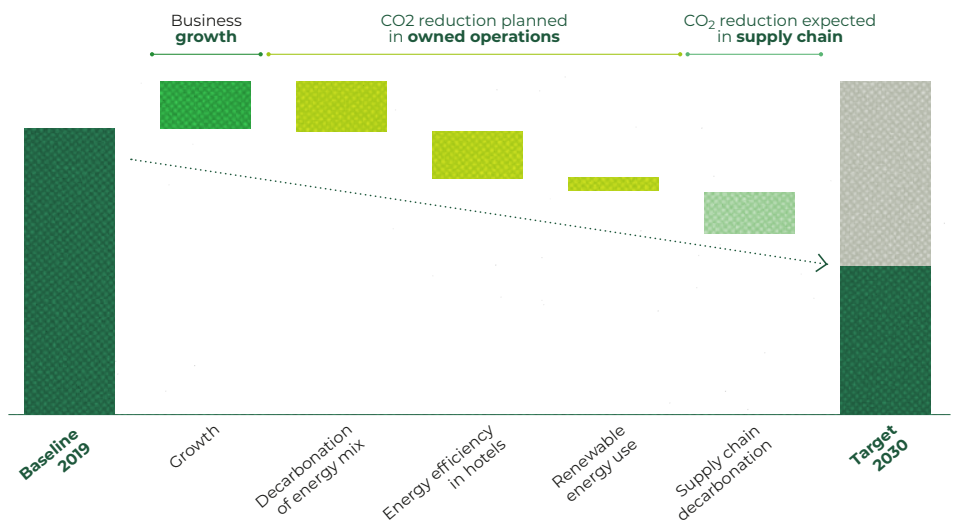
Our carbon trajectory

Our decarbonisation strategy, validated in November 2024 by the Science Based Targets initiative (SBTi), marks a key milestone in our climate commitment. It aligns with a trajectory consistent with limiting global warming to +1.5°C for scopes 1 and 2, and +2°C for scope 3.

Our roadmap

In order to reduce our emissions linked to energy consumption (scopes 1 and 2), we must implement complementary strategies: reducing our energy consumption, improving energy efficiency, rethinking our energy mix by encouraging the use of green energy, and incorporating low-carbon solutions into all our projects. Engaging our stakeholders, particularly our customers, is also a key lever to amplifying our impact.

Reducing emissions from our supply chain (scope 3) is a significant challenge that can only be addressed through close collaboration with our suppliers. Together, we aim to identify emission sources and develop a concrete operational action plan to reduce them.



OBJECTIVE FOR 2025

We plan to **roll-out our decarbonisation strategy** at a regional level, tailoring our action plans to the specific characteristics of each hotel.

OUR 2030 TARGETS

90% certified renewable electricity.

0% fossil fuels in 100% of all newly built hotels².

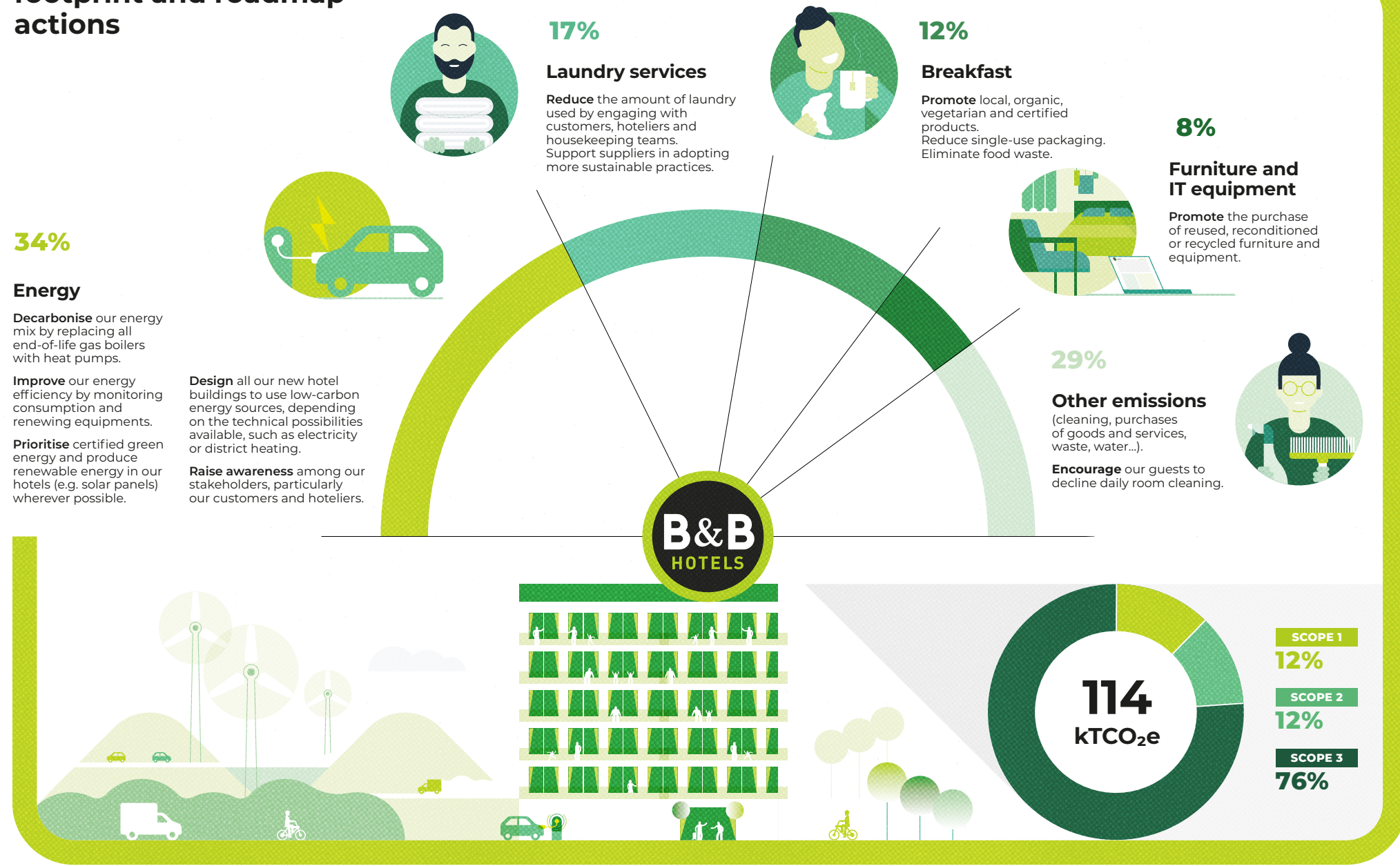
OUR REDUCTION TARGETS

SCOPES 1&2:
-50% by 2030 (vs. 2019). Aligned with a **+1.5°C** trajectory

SCOPE 3:
-27% by 2030 (vs. 2019). Aligned with a **+2°C** trajectory

2. With the exception of certain hotels connected to urban heat networks in Germany.

Results of our carbon footprint and roadmap actions



ENVIRONMENT

- Clear commitments, results that matter
- Taking large-scale action against climate change
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- Decarbonisation in action**
- Water stewardship
- Preserving and restoring biodiversity
- Shaping our business model around the circular economy

SOCIAL

GOVERNANCE

B&B HOME MODEL

Decarbonisation in action

This year, we laid the groundwork for defining our ambitions with a clear objective: to consume less and consume better, wherever possible.

Consuming less: a shared daily priority

Because sobriety is part of our DNA, reducing our consumption has become a key part of our decarbonisation strategy. In 2024, we stepped up our efforts by using technology, getting our teams involved and running awareness projects.

Gearing up to reduce consumption:

We are gradually rolling out Building Management Systems (BMS) in France, in compliance with the BACS decree, as well as in other countries, allowing us to manage our consumption more effectively. Whenever we renovate a hotel, we switch to LED lighting, which enables energy savings of up to 80%¹. In Spain, 100% of our hotels now have a smart energy management tool and a pilot project has been launched in Germany to test the automatic shutdown of air conditioning when windows are open.

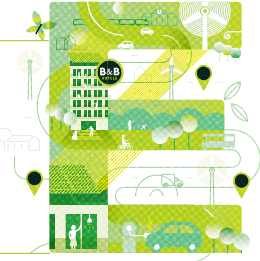
Engaging our stakeholders

We have increased our efforts to raise awareness among our customers and encourage them to adopt responsible habits, such as switching off the lights and adjusting the room temperature. They can also view the carbon footprint of their stay when booking online.

Our teams are equally involved and supported by simple guidelines to help them contribute, such as maintaining temperatures of 19°C in occupied spaces and 17°C in unoccupied areas and systematically turning off lights in unused rooms.

2025 OUTLOOK

By 2025, we will offer every customer consulting the carbon footprint of their stay **simple and accessible eco-friendly gestures** to help reduce it. This gives them the opportunity to act, making each stay a step **towards more responsible travel**.



MEETING THE CHALLENGE OF ENERGY EFFICIENCY

CUBE, launched in France by A4MT in 2013, is a competition in which buildings compete to reduce their energy consumption as much as possible. Four of our hotels in Switzerland, Germany, Italy and Brazil are taking part in the first international edition of CUBE world, which started in October 2024, testing practical solutions that can then be implemented across our entire network. Over the course of a full year, the hoteliers and their teams will develop concrete initiatives to reduce their energy consumption, by acting on the use, control and operation of the buildings. These initiatives can then be rolled out to other Group hotels.



Consuming better: lower carbon energy

Reducing our carbon footprint also involves improving our energy mix. In 2024, we took two steps forward: we launched an initiative to electrify our heating and hot water systems, and we continued prioritising lower-carbon energy sources.

We launched a detailed study to identify sites where replacing gas boilers with heat pumps would be both technically feasible and locally appropriate. Similarly, we have integrated solar panel installation into our renovation and construction projects, wherever this solution proves effective.

We also reinforced our commitment to sustainable energy by prioritising certified renewable electricity, particularly in Spain and Portugal, where all our sites are now powered exclusively by green electricity.

1. Compared to standard incandescent bulbs. Source: Engie.

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B&B HOME MODEL

Accelerating the transition to sustainable mobility

We are working to promote more sustainable mobility solutions and to help our customers make more responsible transport choices wherever alternatives are available.

Today, we offer 2,200 charging stations on our hotel car parks and provide practical information to help travellers reach our hotels using low emission transportation, including public transport.

We encourage our employees to use videoconferencing whenever possible to reduce unnecessary trips and promote more sustainable commuting. In France, Germany and Italy, we support soft mobility by partially covering the cost of public transport and cycling. Our travel policy has also been revised to prioritise rail over air travel where feasible. In addition, we are continuing to transition our vehicle fleet towards electric vehicles in France and Germany, and hybrid vehicles in Italy.



“ We have installed almost 700 m² of solar panels on the parking lot's shades, covering 45% of our consumption. We are very proud to have contributed to this project, which will enable us to meet our needs while limiting our impact on the environment. ”

MATTHIEU DERRIEN
Hotelier entrepreneur
B&B HOTEL Les Herbiers



40% of eligible hotels are equipped with electric charging stations (vs. 31% in 2023)

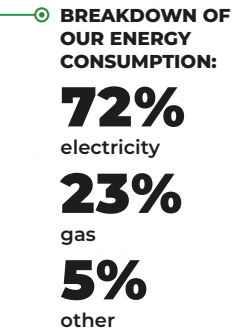
9 hotels in Germany are Bett+Bike certified, indicating to cyclists our hotels meet specific criteria, such as the availability of bike storage, repair kits and information on cycling routes

FRENCH REGULATIONS SET AMBITIOUS TARGETS AND MONITORING REQUIREMENTS IN TERTIARY BUILDINGS

Considering that buildings account for 44%¹ of the total energy consumption, operators of buildings larger than 1,000 m² in the tertiary sector are required to reduce their energy consumption (Tertiary Decree):

- 40% by 2030
- 50% by 2040
- 60% by 2050

Recognizing the importance of intelligent energy management, the regulator also requires the installation of automated building control systems (BACS Decree).

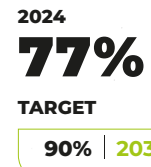


Solar panels at B&B HOTEL Les Herbiers (France)

669 M² OF SOLAR PANELS TO PRODUCE ENERGY LOCALLY

In Les Herbiers, in the Vendée region, photovoltaic panels have been installed on the car port of the B&B HOTEL car park². They will generate over 150 MWh of energy per year, which will power an innovative collective self-consumption system developed in collaboration with neighbouring businesses. The project is being delivered in partnership with SOLEWA, a founding member of Wewise, a national organisation dedicated to supporting the decarbonisation of businesses.

CERTIFIED RENEWABLE ELECTRICITY GROUP-WIDE:



1. French Ministry of Ecological Transition, 2021
2. In accordance with the provisions of the Climate and Resilience Act relating to parking lot shading.

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B&B HOME MODEL

Water stewardship: reducing our impact and anticipating risks

In a context of increasing water scarcity and stress, responsible water management is a major challenge. Recognising our dependence on this vital resource, which is essential for our activities, the attractiveness of our regions, and life in general, we have adopted a comprehensive approach to minimise our consumption, raise awareness among our stakeholders, and identify our key vulnerabilities.

Assess our dependence and identify areas at risk

In 2025, we will launch a study based on the World Wildlife Fund (WWF) Water Risk Filter tool to map our sites located in water-stressed areas and assess their vulnerability. This analysis will help us set appropriate reduction targets and prioritise the most exposed areas.

Concrete actions to limit our water consumption

In our 885 hotels, every action counts. Daily use and laundry services account for most of our water consumption, and the fact that these activities are repeated on such a large scale gives us significant leverage to take action. We have therefore introduced concrete initiatives to reduce water usage while continuing to provide an optimal customer experience.

Gearing up to reduce consumption:

We have installed water-saving devices, such as aerators and dual-flush toilets, in all our rooms. At the same time, we are testing rainwater recycling systems for use in toilets and watering outdoor areas. We are also monitoring consumption more closely by using connected meters and carrying out regular checks with our technical teams so that any leaks or excessive consumption can be detected quickly.

Engaging our stakeholders:

In all our hotels, we encourage guests to adopt eco-friendly practices through appropriate signage. If they are staying for more than one night, they can choose to forego room cleaning in exchange for a donation to a charity, a free breakfast or a discount, depending on the country. This saves 7.5 litres of water¹ per cleaning session avoided. They can also choose to limit the replacement of their towels: one set is provided as standard, and an additional set can be requested in France, Germany and Spain (a pilot project will be launched in Italy in 2025). Additionally, we collaborate closely with our laundry service providers to minimise the environmental impact of our operations.

ACHIEVEMENTS IN 2024

2,000,976 M³
of water consumed

122 L
of water consumed per room sold

61%
of rooms equipped with devices to limit water consumption

225,000
cleaning waivers and

1,688 M³
of water saved

OBJECTIVE FOR 2025

Refine monitoring and define **targets** for reducing water consumption.

1. Estimated data.
2. On average, based on all devices installed by Luniwave.
3. Compared with average hotel consumption calculated by ADEME (French Agency for Ecological Transition).

A GAMIFIED EXPERIENCE OF WATER SUFFICIENCY

We launched a pilot in a dozen hotels in France, Italy and Germany with Luniwave, a solution provider that has developed a system to help hotel guests become more water-conscious and save water. Upon entering the shower, the user selects a goal on the screen. During the shower, an LED indicator measures the consumption and at the end, the user's savings are displayed on the control screen. Every liter of water saved finances water access projects with the Made Blue Foundation.

ASSESSMENT OF THE LUNIWAVE EXPERIENCE

-30%
Global water consumption²

-50%³
with the challenge



Luniwave



LuniShower system, B&B HOTELS



"We do not change towels daily and encourage guests to use the towel warmers in their rooms. We also offer guests the option to forgo daily housekeeping in exchange for a discount on their stay. We are very proud to have contributed to this project, which reduces environmental impact while maintaining optimal service quality."

KAINA OURAGHI
Operations Manager
B&B HOME Saint-Ouen-sur-Seine

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**Preserving and restoring
biodiversity**

Shaping our business model
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B&B HOME MODEL

Preserving and restoring biodiversity

Tourism is a rapidly growing sector that puts significant pressure on natural resources and biodiversity. Both are essential for maintaining the balance of ecosystems and the attractiveness of destinations. Acknowledging this dual challenge, we are committed to minimising the impact of our activities on biodiversity.

Reduce the impact of our buildings

Building a hotel can have a significant impact on biodiversity, particularly due to land artificialisation and the fragmentation and destruction of natural habitats. At B&B HOTELS, we locate our hotels in areas that are already urbanised and prioritise taking over existing hotels. Whenever the construction of a new hotel is required, our development teams work closely with our landlords to minimise these effects and ensure compliance with national and local regulations.

Reduce the environmental impact of our operations

The day-to-day operation of our hotels can affect local biodiversity, particularly through light pollution and, in some cases, the use of pesticides in outdoor areas. To better assess and reduce these impacts, we are working with Ekodev, a consultancy specialising in ecology and biodiversity. As part of this collaboration, we are identifying hotels located near sensitive natural areas. This mapping exercise will lay the groundwork for a more detailed impact assessment of these sites and help us develop a strategy and action plan for preserving and restoring biodiversity.



Wherever possible, we prioritise renovating or refurbishing existing buildings.



“ Hospitality at B&B Ljubljana Park goes beyond people: as part of Bee Path, we have chosen to house beehives on our roof. I'm very proud to have contributed to this project to raise awareness and restore biodiversity in the city. ”

NEBOJŠA JANIĆ
Hotelier entrepreneur
B&B HOTEL Ljubljana Park

Deploying pilot preservation projects

A pilot project has already been launched at one of our largest hotels in the Paris region. In line with Ekodev's recommendations, the project incorporates bird nesting boxes, a bat shelter, eco-grazing with sheep, flower meadows and beehives. All of these measures are set to be completed by 2025.

OBJECTIVE FOR 2025

Assess the impact
of our hotels on
biodiversity and
identify priority
locations.

2030 TARGET

Develop a
compensation
system for all
new construction
projects.

WELCOMING BIODIVERSITY AND RAISING OUR EMPLOYEES' AWARENESS

Several local initiatives have been implemented to raise awareness of biodiversity protection among our teams. In Germany, beehives installed on hotel roofs encourage pollination and help preserve local species. In Poland, an educational workshop emphasised the importance of forest ecosystems. In Italy, we partnered with Nocetum to provide beekeeping training on World Environment Day, to raise awareness of the importance of bees for our ecosystem. We also educate our customers about biodiversity and the preservation of pollinators in urban environments.

To this end, we inaugurated the first B&Bees terrace, a planted area in the heart of the B&B HOTEL Milano Cenisio Garibaldi, Italy. In partnership with Beking, a start-up specializing in urban agriculture, we transformed the hotel's roof into a refuge for biodiversity by installing plants. In the same spirit, beehives have also been installed on the roofs of several of our hotels in Germany and Slovenia.



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Shaping our business model around the circular economy

With natural resources under pressure and waste levels continuing to rise, the circular economy offers a clear chance to rethink our approach and minimise our long-term environmental impact. We have embedded sustainability into every stage of our operations, from designing resource-efficient buildings to applying the 3Rs – Reduce, Reuse and Recycle – in our daily practices. This integrated approach enables us to actively manage our resource use and waste, while continuing to provide the high-quality service that our guests have come to expect.

Designing our hotels with resource efficiency in mind

We are committed to minimising the environmental impact of our buildings by working with our landlords and construction partners to prioritise sustainable materials and innovative construction methods. Wherever possible, we choose to renovate or refurbish rather than build new, thereby saving resources, reducing carbon emissions, and minimising land use. Looking ahead, our aim is to introduce a dedicated circular economy framework for the construction of our future hotels by 2025.

OBJECTIVE FOR 2025

As part of our collaboration with *Booster du Réemploi*, a collective initiative aimed at **increasing the use of reclaimed materials in the construction sector**, we are committed to **maximising the potential for reuse in our hotel developments**. This involves integrating reclaimed materials wherever possible and training our teams to incorporate reuse practices into their daily work. Building on this initiative, we will also develop a dedicated circular economy specification to guide the construction of our future hotels.



B&B HOTELS Madrid Tres Cantos and Madrid Vallecas have won the RE THINK HOTELS AWARDS in the sustainable hotel projects and renovation category.

1. Average data provided by service provider.

TWO ECO-DESIGNED HOTELS IN SPAIN RECEIVE RECOGNITION

After opening our first eco-designed hotel in Portugal in 2023, we are now welcoming guests to the **B&B Hotel Madrid Tres Cantos**. Developed in partnership with CREE Buildings, the project takes a forward-thinking, collaborative design approach that uses digital modelling to maximise resource efficiency. Its hybrid structure, built using prefabricated timber modules, significantly reduces the use of high-carbon materials such as concrete and steel. The modular design also makes it easier and more sustainable to repurpose the building in the future.

- 60% reduction in CO₂¹ emissions
- 33% fewer materials used¹
- 50% of materials are reusable at end of life¹

2025
B&B Hotel Madrid Vallecas is currently under construction using the AVITA system. This industrialised process integrates design, manufacturing and assembly to maximise efficiency and minimise environmental impact.

- 60% less construction waste¹
- 30% reduction in water consumption¹
- 50% reduction of on-site noise pollution¹

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Adopt the 3R policy: Reduce, Reuse, Recycle

The hospitality industry welcomes millions of guests each year and inevitably generates a significant amount of waste. Adopting a circular approach is therefore essential to reducing our environmental impact. In our daily operations, we apply the 3Rs by rethinking how we manage resources, extending their lifespan and minimising unavoidable waste, while also promoting sustainable alternatives. This effort involves our teams, partners, and guests.

Reduce

Our top priority is to prevent waste before it is created, which we are doing by eliminating avoidable waste and changing the way we consume. In line with this commitment, we have removed all single-use plastics from our rooms² and increased the number of bulk dispensers on our breakfast buffets. Where packaging remains necessary, we are progressively working to optimise it.

The gradual roll-out of water fountains in our lobbies is helping to reduce the use of plastic bottles. In Italy, we have also launched a pilot project to replace the traditional plastic bottles sold in our B&B shops with alternatives made from 100% recycled, mostly recyclable materials.

— **100%**
of our lobbies in Spain have water
fountains and are listed on the
Closca app, which locates free drinking
water points

2030 TARGET

**Elimination of single-use plastic
bottles** outside rooms, replacing them
with **more environmentally-friendly
alternatives.**

2. Excluding superior rooms in our hotels, corresponding to less than 5% of the total number of rooms in our hotels.
3. In eligible hotels in France, Spain, Portugal, Poland, Belgium, and Germany.



B&B HOME Paris Mairie de Saint-Ouen (France)

Furthermore, for every bottle purchased, 100 litres of clean water are donated to a community in need.

Reuse

Tackling food waste: even with carefully planned portion sizes, some food is left over at our breakfast buffets. Rather than letting it go to waste, we have chosen to partner with the Too Good To Go app³, giving surplus meals a second life and helping reduce food waste in a practical and impactful way.

- **+47%** hotel participation (268 vs. 182 in 2023)
- **62,000** meals saved
- **61 tons** of food rescued
- **167 tons** of CO₂e emissions avoided or 94 return flights between Paris and New York

Giving furniture a second life: when a hotel is renovated, many pieces of furniture may end up being thrown away. To avoid this, we have embedded circular practices into our renovation process. Pilot programmes have been launched in Germany and Italy to repurpose wooden furniture. In Spain, used items are either donated or reused in other properties. Meanwhile, our B&B HOME concept embraces second-hand pieces as part of its unique identity.

Recycle

We have put in place a number of initiatives to reduce our waste, but there is still some waste that cannot be avoided or reused. As far as possible, this waste is systematically directed towards recovery channels, whether it's the everyday waste associated with the reception of our customers or specific flows such as pillows, furniture or electronic equipment. To do so, however, we need to know exactly what we're throwing away. With this in mind, in 2024 we continued the work begun in 2023 with our partner Take A Waste.

31 hotels now benefit from bespoke waste tracking and practical support (up from eight in 2023). This helps teams adopt the right habits and implement locally appropriate solutions. In addition, we are rolling out upgraded sorting equipment across our hotels and offices, supported by targeted communications to encourage our teams and guests to make better choices every day.



“During the renovation of our hotel, we promoted reuse by donating beds and mattresses to a refugee centre, chairs to an inclusive school, and selling old taps and cables to enable disabled people to attend local sporting events. We are proud to have been able to carry out this solidarity action, while promoting the circular economy and limiting our impact on the environment.”

**FRANZISKA WEH &
IVAR KAPPELMANN**
Hoteliers entrepreneurs
B&B HOTEL Berlin City-West



B&B HOME Paris Mairie de Saint-Ouen (France)

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E ENVIRONMENT

- SOCIAL**
- Clear commitments, results that matter
 - Supporting each journey, unlocking every potential
 - Anticipating health and safety risks at work
 - Promoting diversity, equity and inclusion in everyday life
 - Building trust through constructive social dialogue
 - Making a difference in local communities
 - Protecting and caring for our guests

G GOVERNANCE

B&B HOME MODEL



EMPOWER EVERYONE

Hosting implies trusting: trusting every employee, every journey, every potential. We place training, inclusion, mobility and listening at the heart of our social commitment, which is to enable everyone to project themselves, evolve, and undertake. We believe in the strength of the collective and want to offer a safe, stimulating and respectful working environment, while meeting the expectations of our customers.

ESRS

- S1 Own Workforce
- S2 Workers in the value chain
- S3 Affected communities
- S4 Consumers and End-users



E ENVIRONMENT

S SOCIAL

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G GOVERNANCE

B&B HOME MODEL

Clear commitments, results that matter



16
hours of training
per employee
on average

+ 2,000
employees
trained



2
awards won by
the B&B Academy
Junior (Innovation
and CSR)

68%
employees trained
in diversity, equity
and inclusion
(target: 100%
by 2025)

70%
employees trained
in preventing
sexual harassment



45%
women in
management
position

92/100
Egapro¹ gender
equality index
(France)



Turning commitments into actions



More than 150
employees benefited from
internal mobility between
2023 and 2024 thanks to
strong mobility pathways,
a proactive HR policy, and a
culture of intrapreneurship.

**ENHANCED LISTENING
AND REPORTING
MECHANISMS,**
including a 24/7
whistleblowing system and
trained points of contact.

**COMMITMENT TO
FUNDAMENTAL
HUMAN RIGHTS**
by signing the United Nations
Global Compact in 2023.

... for our employees

**DEDICATED TRAINING
AND DEVELOPMENT
PROGRAMMES:**
B&B Academy Junior
(apprenticeship programme)
B&B for U
(e-learning platform)
Next Gen
(development path for future
managers)
B&B Youniversity
(future leaders)



... for our guests

**A DEDICATED STUDY
CONDUCTED TO BETTER
UNDERSTAND GUEST
EXPECTATIONS,**
including safety, simplicity,
and the specific needs
of solo female travellers.



+100
safety audits and
42
health inspections carried out.
SMRS certification
awarded in France, Belgium
and Switzerland.

A dedicated **Safety department.**
in France, Switzerland and
Belgium.



... for local communities

**A PARTNERSHIP WITH
Wings of Change** to train
young people in Madagascar
and open real career paths
in hospitality.

SOLIDARITY INITIATIVES
rolled out across several countries,
supporting inclusion, education
and communities affected by crises.

1. UES France.

E ENVIRONMENT

SOCIAL

Clear commitments,
results that matter

**Supporting each journey,
unlocking every potential**

Anticipating health and
safety risks at work

Promoting diversity, equity
and inclusion in everyday life

Building trust through
constructive social dialogue

Making a difference
in local communities

Protecting and caring
for our guests

G GOVERNANCE

B&B HOME MODEL



Supporting each journey,
unlocking every potential

At B&B HOTELS, we believe that developing skills is a source of personal fulfilment and a driver of collective performance. Our learning strategy comprises a wide range of accessible programmes to enable every employee to grow at their own pace, broaden their horizons, or prepare for new responsibilities. Through online training, leadership development programmes and personalised support, we foster an environment that nurtures growth and cultivates tomorrow's leaders.

Building a structured approach
to talent development

We have developed a unified framework to help our HR teams and managers identify, support and promote talent throughout our organisation. Based on clarity, inclusivity and structure, the framework defines what talent means at B&B HOTELS, establishes clear criteria for recognising talent and provides tools to support the growth and career progression of every individual.

HR teams support managers throughout a process designed to ensure that evaluations are fair, consistent and transparent.



1. Managerial staff.

E ENVIRONMENT

SOCIAL

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G GOVERNANCE

B&B HOME MODEL

Empowering career growth through training

Annual performance reviews offer a valuable opportunity to identify relevant learning opportunities, aligned with each employee's development goals, existing skills, and evolving responsibilities.

We provide a range of targeted development programmes, delivering practical, tailored solutions to meet diverse individual needs.

B&B for U

Our e-learning platform gives all employees access to personalised, flexible learning wherever they are. With over 50 courses in 7 languages, the platform offers a balanced mix of soft skills (e.g. leadership, management and personal growth), core topics (e.g. diversity, equity and inclusion), and mandatory compliance training.

Tailored training

Language modules and region-specific content further enrich the offering, supporting local needs and helping every employee grow in their role.

NEXT GEN Programme: leveraging the potential of our internal talent

We offer an ambitious development journey to prepare our next generation of managers. The programme is designed to help each participant identify their strengths, focus on key development areas, and shape their individual career path. Participants also have the opportunity to contribute to high-impact, cross-functional projects aligned with our strategic priorities, while receiving expert mentoring to build targeted leadership capabilities.



B&B HOTEL Paris Porte des Lilas (France)

B&B Youniversity: preparing our future leaders

Our dedicated programme for identifying and developing future leaders provides high-potential employees with structured support throughout their growth journey. It includes:

- A 360° assessment to enhance self-awareness and define individual development priorities;
- Personalised leadership coaching focused on interpersonal effectiveness and managerial posture;
- A cross-functional strategic project, sponsored by an Executive Committee member and designed to strengthen the company-wide vision;
- A one-week immersion at INSEAD, a world-renowned business school, to hone strategic thinking and decision-making skills.



"In response to recruitment challenges, our hotel relies on a human-centered, local, and inclusive strategy. We value our talents through enhanced social benefits, continuous training via B&B For U, and an open integration policy. I am proud of this approach, which strengthens engagement, local roots, and sustainable growth."

HÉLÈNE VAILLANT LENGLIN
Operations Manager
B&B Hotel Marne-la-Vallée

Mentoring: fostering connection, knowledge sharing and engagement

Our mentoring programme, launched in 2022, is designed to support future leaders by pairing high-potential employees with experienced senior leaders. The 12-month programme is structured around the expectations of mentees and includes regular one-to-one meetings, guided by HR. Participants are selected annually through our talent review process based on their career trajectory and behavioural competencies.



We also offer personalised one-to-one coaching sessions tailored to specific professional challenges and development goals, depending on individual needs.

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G GOVERNANCE

B&B HOME MODEL



B&B HOTEL Milano Central Station (Italy)

Encouraging intrapreneurship to enable career growth

At B&B HOTELS, we encourage an entrepreneurial spirit at every level of the organisation. Our employees are empowered to take initiative, innovate and lead projects, whatever their role. Our internal mobility policy is designed to support career growth, broaden skill sets, and strengthen long-term engagement.

During their annual performance review, all employees are invited to express their mobility preferences, whether functional or geographical. A dedicated platform gives them access to regularly updated internal opportunities shared across the group. The Group Mobility Committee, comprising HR Directors from each country, meets quarterly to assess strategic recruitment needs, identify internal talent open to new roles and create pathways across functions and regions.

154 employees benefited from internal mobility between 2023 and 2024

Opening paths for the next generation of hospitality talents

B&B Academy Junior: training tomorrow's hospitality professionals

Launched in 2023, the B&B Academy Junior was created to address labour shortages in the hospitality sector, support a new generation of professionals and promote social inclusion and equal opportunity.

Developed in partnership with Galileo Global Education and *ESG Tourisme* in France, the programme offers young people, particularly those from underserved communities, the opportunity to earn a BTS in Tourism — a two-year higher education diploma in hospitality management — through a work-study scheme in our hotels.

New cohorts have been launched this year in Paris, Lyon and Aix-Marseille, and a similar initiative is planned for Spain in 2025.

Welcoming, sharing and supporting

The onboarding and support of interns and apprentices is very important to us. In France, apprentices are invited to a dedicated induction day, which includes an introduction to our values and ambitions, as well as awareness sessions on Corporate Social Responsibility (CSR), business ethics, compliance and cybersecurity.

Knowledge sharing is a key part of our culture. Our teams regularly engage with young people through activities such as participating in exam panels, giving career talks and attending specialised job fairs.

In 2024, our teams attended the *Jeunes d'Avenirs* careers fair, where they connected directly with the next generation and opened doors to future careers in hospitality.



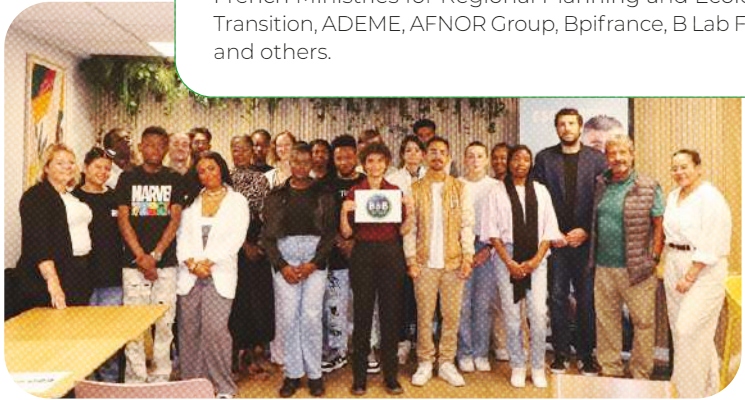
“As part of the B&B Academy Junior programme, we supported students as they trained for careers in hospitality. Their fresh perspective reminded us why we're passionate about what we do. It was a valuable human and professional experience, and as rewarding for us as it was for them — a real breath of fresh air.”

RACHID AZAKRI
Hotelier entrepreneur
B&B HOTEL Bois d'Arcy Saint-Quentin-en-Yvelines

B&B ACADEMY JUNIOR RECOGNISED IN 2024

Awarded “**Best Innovative Talent Management Initiative**” by Hospitality-ON.com.

Winner of the **Trophée Défi RSE®** in the “**Social Inclusion**” category, organised by NEWS RSE in partnership with the French Ministries for Regional Planning and Ecological Transition, ADEME, AFNOR Group, Bpifrance, B Lab France and others.



First class of the B&B Academy Junior

2024 ACHIEVEMENTS

34
new apprenticeship contracts signed in France

41
apprentices enrolled in the B&B Academy Junior

4
cohorts launched: Paris, Lyon and Aix-Marseille

2030 TARGET

1,000
learners trained through the B&B Academy.

E ENVIRONMENT

- SOCIAL**
- Clear commitments, results that matter
 - Supporting each journey, unlocking every potential
 - Anticipating health and safety risks at work**
 - Promoting diversity, equity and inclusion in everyday life
 - Building trust through constructive social dialogue
 - Making a difference in local communities
 - Protecting and caring for our guests

G GOVERNANCE

- B&B HOME MODEL

Anticipating health and safety risks at work

Working in hospitality involves a wide range of risks, including musculoskeletal disorders, psychosocial risks, falls, verbal or physical assaults, road or manual handling accidents. This is why we have introduced an ambitious yet practical health and safety policy, which focuses on prevention and risk reduction to ensure a safe and healthy workplace for everyone, regardless of their role or location.

Identifying and assessing risks to better protect our teams

Our prevention approach involves an annual assessment of occupational risks, which is tailored to each specific role and local regulatory requirements. This process enables us to identify key risks and define targeted action plans to continuously improve working conditions. The methodology varies depending on the legal framework of each country in which we operate. In France, for example, we use the DUERP (Single Occupational Risk Assessment Document) to inform specific measures for protecting employee health.

An active collaboration between employee representatives and management in France

Our Health, Safety and Working Conditions Committee (CSSCT) plays a key role in risk prevention. Comprising representatives from HR management and the Social and Economic Committee (CSE), it meets quarterly to contribute to drafting the DUERP and the Annual Plan for the Prevention and Improvement of Working Conditions (PAPRI Pact).

The CSSCT also conducts quarterly inspections at either a hotel or our head office to assess working conditions, workload, and internal communication. The findings are documented and shared with the HR department, which then follows up with corrective actions and provides on-site support.

Raising awareness, providing training and protecting employees across our value chain

We are taking concrete action to optimise risk management and safeguard the health and safety of our teams.

All employees can report risk situations by contacting their manager or HR representative, or by using the confidential internal whistleblowing system, which is available 24/7.

In line with local regulations, employees may also benefit from occupational health monitoring provided by certified professionals to support their long-term physical and mental well-being.



Strengthening safety measures for all

Our hoteliers in France have received bespoke training on how to handle incivilities and aggressive situations. From 2025, this training will be extended to front-desk teams, equipping them to handle sensitive situations with greater confidence. Since 2023, a dedicated four-person safety unit has overseen security-related risk management in France, Belgium, and Switzerland. They are responsible for protecting our people, guests and partners, safeguarding our assets and preserving the Group's reputation. In the event of an incident, they provide support, including psychological assistance, help with paperwork, and guidance on filing a police report.

Alongside our internal whistleblowing tool, France has a dedicated hotline, 'Alerte Info Tranquillité', to report any threats to people, property, peace of mind or brand integrity.

In Germany, we developed robust response protocols for serious incidents and crises in collaboration with expert consultants, thereby strengthening our prevention culture and reinforcing our shared commitment to safety.

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G GOVERNANCE

B&B HOME MODEL

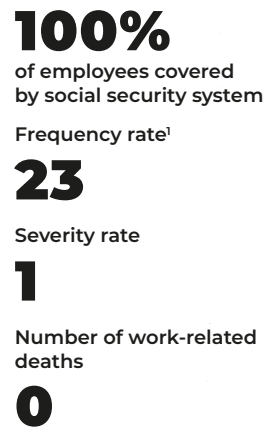
Preventing musculoskeletal disorders

In France, teams working in company-managed hotels receive ergonomics and posture training. Workstations are adapted based on medical recommendations and awareness campaigns on healthy desk posture are run in collaboration with occupational health services and internal advisors. In Germany, employees can request an ergonomic workstation assessment from a certified occupational physician.

Ensuring social protection

In addition to national social security schemes, we provide personalised support to help employees navigate significant life events. Depending on the country, this may include company-sponsored health insurance, income top-ups in certain situations, or personalised support during major life transitions.

2024 ACHIEVEMENTS



1. Work accidents resulting in time off.

Feeling good at work

Work-life balance

We actively promote flexibility to help everyone achieve a better work-life balance. Where roles allow, remote working and flexible hours are available in all countries. In France, these arrangements are supported by a formal agreement that also safeguards the right to disconnect. In Italy, a network of well-being ambassadors responds to individual needs and organises initiatives throughout the year to foster a positive work environment, ranging from sports activities to expert-led sessions on nutrition and healthy habits.

Listening and support channels for employees

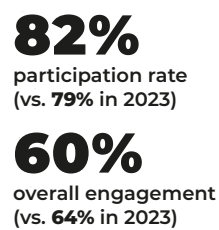
- ◉ In addition to speaking with their manager or HR contact, employees can report sensitive situations at any time via our confidential alert system and dedicated helpline (see p. 40).
- ◉ In France, we have partnered with Stimulus Care, a free and anonymous psychological support service available to any employee who wishes to talk.
- ◉ In Germany, we offer access to confidential psychological support services provided by external professionals.



LISTENING TO OUR EMPLOYEES TO PROGRESS TOGETHER

Each year, we conduct our “Speak Up” survey to assess employee satisfaction and engagement. Responses are anonymous and help us better understand how they feel about their work environment, our values and our strategic direction. The insights gained from the survey help guide our ongoing efforts to improve employee experience.

2024 ACHIEVEMENTS



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G GOVERNANCE

B&B HOME MODEL

Promoting diversity, equity and inclusion in everyday life

At B&B HOTELS, we are committed to creating an inclusive work environment where everyone feels respected, valued and empowered. And this, regardless of their background, gender, sexual orientation, age, beliefs, disability or any other legally recognised aspect of diversity.

Our Diversity, Equity and Inclusion (DE&I) policy aligns with the United Nations' Sustainable Development Goals and complies with international labour standards. This policy applies to all employees, franchise partners and hoteliers entrepreneurs in the countries where we have a presence. We also encourage our value chain partners to embrace these principles.

A dedicated DE&I Committee meets twice a year to oversee implementation and ensure consistency across our practices. It comprises HR directors from our largest regions (France, Germany, Italy and Spain), the Group Chief People and Talent Officer, and senior leadership representatives from B&B HOTELS.

Making diversity, equity and inclusion part of how we work

To bring our commitments to life, we have introduced a range of practical measures to raise awareness on the risks of discrimination and foster a respectful and inclusive workplace. All employees complete mandatory training to acquire the knowledge and skills to adopt inclusive behaviours in their day-to-day work. Any behaviour or practice that contravenes our DE&I policy can be reported at any time via a secure, anonymous whistleblowing system (see p. 40).

In 2024, we launched a new initiative focused on training and awareness-raising for recruiters by HR teams to support fair and inclusive recruitment. From 2025 onwards, it will be implemented across the organisation to help eliminate bias and prevent discrimination at every stage of the hiring process.



FOSTERING AN INCLUSIVE CULTURE

As part of our DE&I efforts, **B&B HOTELS Italy partnered with Valore D**, an Italian non-profit organisation advancing gender equality and an inclusive culture since 2009, to host a dedicated workshop. The session explored inclusive language, generational differences and unconscious bias, with the aim of fostering mutual understanding and strengthening intergenerational dialogue.



“ We don't just offer jobs, we open doors and promote the integration of young refugees. Supporting these young people on their journey, watching them grow and flourish within our teams is one of the most rewarding parts of my job as a hotelier. ”

STANISLAV MAHLIN
Hotelier entrepreneur
B&B HOTEL Hannover-Nord

Promoting gender equality throughout the employee journey

We implement concrete measures to promote gender equality in all our countries of operation, tailoring them to local regulations and challenges.

In France², our commitments are supported by a company agreement on gender equality and quality of life at work, covering key areas such as pay equity, parenthood, training, promotion, and internal mobility. This ensures fair and equal opportunities throughout each employee's career.

2. UES France.

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G GOVERNANCE

B&B HOME MODEL

We have introduced a prevention and support system to address sexist behaviour and sexual harassment. This includes mandatory training in all countries, as well as the appointment of two trained contacts in France who can provide support and intervene when necessary.

GLOBAL INCLUSION WEEK

Several initiatives were launched across the group to celebrate **Global Inclusion Week**. These included a training session on gender bias in Spain, led by Aylén Rodríguez, a World Bank consultant and expert on the role of women in business.

SHINING A LIGHT ON THE LIVES AND STORIES OF HOUSEKEEPERS

As part of an artist residency hosted at our B&B HOTEL Nantes Rezé Saint-Sébastien, we welcomed the photographer Elena Groud in partnership with the Regional Department for Cultural Affairs and *Les moulins de Paillard*, a contemporary art centre and artist residency.



2024 ACHIEVEMENTS

92/100

Professional Equality Index (**87/100** in 2023) for our employees in hotels and head office in France¹

45%

women in management position, with a target of **45%** by 2026

70%

employees trained to prevent sexual harassment



“ We work closely with Futuro Onlus Pomezia, an association that supports young people with disabilities. We give them the opportunity to discover careers in hospitality and develop new skills. Everyone has something to contribute to our collective success, and we are proud to promote an open, stimulating and inclusive working environment. ”

FRANCESCA MARZULLO & MARCO VECCHI
Hoteliers entrepreneurs
B&B HOTEL Pomezia Roma

Fostering a disability-inclusive workplace

We adapt our disability inclusion protocols to suit local contexts and regulations. In France, for example, we have introduced the ‘*Cap et vous?*’ initiative, which is built around four key pillars:

- ⦿ Raising awareness and providing training through internal campaigns and interactive activities designed to help teams better understand disability-related issues.
- ⦿ Promoting inclusive recruitment by sharing job opportunities via the *Cap Emploi* network, training recruiters and participating in initiatives such as DuoDay, which enables individuals with disabilities to shadow team members and explore for a day.
- ⦿ Ongoing support for employees with disabilities, including a dedicated network of contacts, flexible working hours and equipment, an extra day of leave, and more².
- ⦿ Partnerships with the sheltered and adapted employment sector and inclusive businesses, such as *Café Joyeux*, a coffee shop chain that trains and employs people with cognitive and mental disabilities, which is featured in our B&B HOME hotels.

1. UES France.
2. EPQVCT Agreement, UES France.

In 2025, we will publish a practical guide for managers to help them navigate disability in the workplace, covering topics such as inclusive leadership, team integration, long-term support, and available resources.

European Week for Employment of People with Disabilities (SEEPH)

To celebrate SEEPH, B&B HOTELS France organised a fun, interactive online event for employees to explore disability-related issues. Through quizzes, surveys, testimonials and puzzles, the initiative encouraged individual and collective reflection on the importance of including people with disabilities.

2024 ACHIEVEMENTS

3

disability advisors are available to assist our employees in France

E

ENVIRONMENT

SOCIAL

Clear commitments,
results that matter

Supporting each journey,
unlocking every potential

Anticipating health and
safety risks at work

Promoting diversity, equity
and inclusion in everyday life

**Building trust through
constructive social dialogue**

Making a difference
in local communities

Protecting and caring
for our guests

G

GOVERNANCE

B&B HOME MODEL

Building trust through constructive social dialogue

We see social dialogue as a key pillar of cohesion, trust, and long-term progress. It gives employees a meaningful voice in how the company evolves, thereby contributing to a positive working environment. Although approaches differ depending on local regulations and collective agreements, the objective remains the same: to shape a fair and respectful workplace together.

In France, for example, our Director of Social Affairs works closely with employee representatives, particularly the Social and Economic Committee (CSE), to encourage open, transparent and collaborative discussions.

We regularly consult our CSE on major organisational decisions to ensure that employees have a collective voice. While the CSE plays a broad role in safeguarding working conditions, health and safety, several specialised commissions – depending on the legal entity – support dialogue on priority issues.

- The **Training Commission** reviews and approves training plans and monitors their effective implementation.
- The **Health, Safety and Working Conditions Commission (CSSCT)** focuses on preventing and reducing risks, and on continually improving working conditions (see p. 31).
- The **Gender Equality Commission**, operating at the level of the Economic and Social Union (UES), evaluates gender equality measures and may propose new initiatives.

All our employees in France are covered by the **national collective agreement for the hotel, café, and restaurant industry**. This agreement governs working conditions in areas such as pay, working hours, training, and health and safety.

In 2024, we further strengthened social dialogue within the Economic and Social Union (UES), which encompasses our head office and company-operated hotels, by signing or renewing several agreements. These covered topics such as pay, exceptional bonuses, remote working, profit-sharing and incentives for employees, and gender equality and quality of life at work (EPQVCT).

2024 ACHIEVEMENTS

100%
of employees
covered by
a collective
agreement/
company agreement



E ENVIRONMENT

SOCIAL

Clear commitments,
results that matter

Supporting each journey,
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safety risks at work

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and inclusion in everyday life

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constructive social dialogue

**Making a difference
in local communities**

Protecting and caring
for our guests

G GOVERNANCE

B&B HOME MODEL

Making a difference in local communities

At B&B HOTELS, we are deeply committed to the local communities we serve. We ensure that each of our hotels is firmly rooted in its community and responds to its members' specific needs.

Supporting inclusion through hospitality training in Madagascar

In 2023, we entered a three-year partnership with Wings of Change, a non-profit organisation that runs a hospitality school for disadvantaged young people in Madagascar. This partnership helps fund a free six-month training programme, enabling students to secure employment in the hospitality sector and improve their and their families' living conditions.

Volunteers from B&B HOTELS in France, Germany, Spain and Italy deliver free training sessions on topics such as guest relations, front office management, food services, housekeeping, laundry and hotel operations.



“I was enthusiastic from the beginning and enjoyed sharing my hospitality knowledge with young students, inspiring them by presenting real-life situations through role-plays and quizzes. Seeing their enthusiasm and how they developed on this project, which has a strong social impact, was rewarding.”

LUKAS PROKOP
Hotel Deputy Manager
B&B HOTEL Prague-City

2024 ACHIEVEMENTS

84

hours of
training

56

sessions

35

employees
involved



Wings of Change class

Contributing actively to a more inclusive and compassionate world

We are committed to providing tangible support in response to humanitarian crises, promoting inclusion in all its forms and engaging with major social and environmental causes. In close collaboration with our teams and charity partners, we carry out solidarity initiatives across our locations and beyond.

A few of our actions in 2024

France

A fundraiser was organised in France following the September 2023 earthquake in Morocco, in partnership with the NGO LIFE and 16 volunteer hoteliers from the Île-de-France / Centre region, supported by B&B HOTELS and its employees.

+70K€
raised

30
temporary
homes built



“Following the natural disaster in Valencia, we volunteered to welcome refugees and rescuers, and we donated essential supplies to support the victims. I am especially proud of the commitment and solidarity shown by our teams.”

MARK GHUKASYAN
Hotelier entrepreneur
B&B HOTEL Valencia Ciudad de las Ciencias

Spain

B&B HOTELS Spain sponsored the 13th edition of the *Carrera Popular Madrid También Solidario*, a pioneering initiative promoting inclusion and accessibility for people with disabilities, organised by the *También Foundation*. In 2024, part of the proceeds were donated to *Cáritas Española* to support those affected by the climate events and floods in Valencia.

Brazil

B&B HOTELS Brazil supported the *Craques da Rocinha* project, which provides football training to more than 130 disadvantaged children and teenagers in Rio de Janeiro. In addition, B&B HOTEL Copacabana Forte organised a drive to collect essential items for flood victims in the Rio Grande Do Sul region (water, food and hygiene products, pillows, sheets, towels, blankets, etc.).

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GOVERNANCE

B&B HOME MODEL

Protecting and caring for our guests

Turning customer insights into action

To deliver the best possible guest experience, we conducted a comprehensive study combining strategic market intelligence, public quantitative surveys and exclusive HARRIS barometers with behavioural analysis based on internal data. The outcome was the release of our first Consumer Focus report, intended as a foundation for a stronger, more customer-centric approach. The study also enabled us to gain specific insights into how our guests perceive CSR issues. Overall, they support greater integration of sustainability within the hospitality sector, provided it doesn't incur additional costs.

This initiative helps us understand why our guests travel, how they choose and experience their stay, and their implicit expectations and concerns (safety, sustainability, simplicity, etc.). Based on these findings, we are adapting our offering to reflect new habits and preferences, such as using AI for planning and recommendations, the influence of social media on trip inspiration, and the growing demand for value, quality and purposeful simplicity.

We use the TrustYou platform to monitor and analyse customer feedback, which informs our continuous improvement process.

In 2024, we conducted a dedicated study to take a closer look at the expectations of our female guests. The study revealed three key priorities for women staying in our hotels:

- Feeling safe and at ease during their travels.
- Having access to healthy food and environmentally responsible options.
- Being able to use specific services (hygiene, wellness, etc.).

These insights will inform internal discussions on how we can adapt our services to better meet the needs of our female guests wherever possible.

Safeguarding the health, safety and privacy

Making sure that our guests feel safe, protected and respected is fundamental to providing a positive experience. The protocols we have put in place to protect our teams (see p. 31) also apply to our guests, from hygiene and health standards to overall safety and security within our hotels.

Our commitment is built on three core principles:

- Secure spaces: safety measures tailored to the specific risks and realities of each location.
- High hygiene standards: consistent protocols and regular audits or verifications across all properties.
- Proactive vigilance: targeted training and alert systems empowering our teams to remain attentive and responsive for our guests' peace of mind at all times.

1. In France, Belgium, Switzerland, Germany, Spain and Portugal.
 2. Sanitary Risk Management System.
 3. Scope defined as of December 31, 2023.

Keeping our hotels safe and secure

Since 2023, a dedicated 4-people safety team has been coordinating our risk management approach in France, Belgium, and Switzerland. We use a dedicated risk assessment tool to regularly monitor exposure levels across our hotels. This enables us to identify higher-risk locations and implement bespoke action plans combining expert support and technical solutions, such as video surveillance, protective equipment, emergency alert systems, and practical guidance.

Preventing health risks

We have implemented dedicated procedures to identify and manage potential health risks across our hotels¹. These processes undergo annual audits or verifications to ensure they are robust and consistently applied, helping us maintain high safety standards for everyone.

Protecting personal data

We are committed to handling our guests' personal data responsibly and securely, in full compliance with the General Data Protection Regulation (GDPR) (see p. 40).



“ We provided our front desk teams with training on how to manage difficult situations, such as incivility and aggression. This is part of the vital work led by our Safety team in France, Belgium and Switzerland. I'm proud to have contributed to this initiative, giving our teams the tools and confidence they need to stay safe in their day-to-day work. ”

MAGALI CARRIO
 Hotelier entrepreneur
 B&B HOTELS Lille Centre
 Grand Palais, Dunkerque
 Centre Gare, Lille Lillenum
 Eurasanté

+ 100

safety audits carried out in 2023 and 2024 in France, Belgium and Switzerland

1

SMRS² certification for all our hotels in France, Belgium and Switzerland³

41

health safety audits carried out in our hotels in France, Belgium and Switzerland



GOVERNANCE

All our actions, from our decisions to our Code of Ethics and our day-to-day practices, must embody our values. Our corporate governance reflects this commitment: it structures our actions, reinforces our transparency and clearly defines our responsibilities. Acting with integrity, protecting fundamental rights, preventing risks and choosing our partners with rigor are all concrete ways of staying true to our values.

ESRS

G1 Business conduct



Corporate culture & business conduct

At B&B HOTELS, hospitality is at the heart of everything we do, wherever we operate. Our corporate culture is grounded in strong ethical principles, reflected consistently across our policies, training programmes and operational tools. Compliance with the law, the fight against all forms of corruption and influence peddling, the prevention of modern slavery, responsible purchasing, and data protection are all essential pillars in building a responsible and welcoming future, together with our stakeholders.

Corporate governance

Board of Directors

The Board of Directors plays a central and active role in steering our governance. It approves the strategy proposed by senior management and decides on key matters such as major investments and external growth initiatives. It ensures strategic objectives are met, financial transparency is upheld and resources are used responsibly. It is also responsible for ensuring compliance with regulations and the company's commitments. These responsibilities are carried out by the Chairman and Directors, who are supported by specialised committees. They meet at least once a year.

7
members of the
Board of Directors

14%
women

75%
of employees trained
in compliance

70%
of employees trained
in cybersecurity

Executive Committee

The Executive Committee is responsible for implementing the company's strategy and overseeing daily operations. It monitors performance, coordinates management teams and ensures that actions are aligned with company objectives. It also acts as a key link with the Board of Directors, providing the information needed for informed decision-making. The Executive Committee meets as often as necessary, depending on priorities and operational context.

Management Committees

A management committee in each region, composed of the heads of key departments, ensures the local implementation of strategic guidelines. It monitors performance, oversees projects, and coordinates operations between senior management and local teams. Their role is also to foster information sharing and alignment of field actions. Each Management Committee meets regularly to ensure consistency and effective execution.

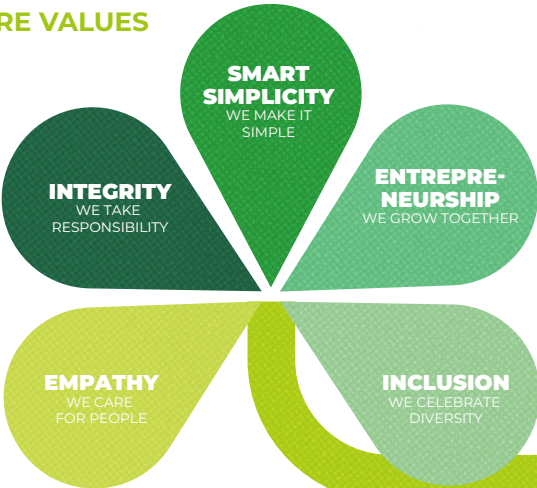
Fostering ethical and compliant practices

Ethics inform all our practices and are reflected in our Code of Ethics, which formalises our commitments to human rights, legal compliance and environmental protection. This strategic document also sets out our expectations for employees, subsidiaries, and business partners.

Our Group Compliance Officer works closely with local teams to ensure that these principles are well understood and communicated effectively, particularly to suppliers. Strong commitments to ethics and compliance are included in all our contracts.

To uphold these commitments in day-to-day operations, we deliver regular in-person and online training on legal compliance, data protection and CSR principles.

OUR CORE VALUES



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Taking action against breaches of integrity

We operate in multiple countries and comply with a range of regulations, including the French Sapin II and Wasserman laws, the UK Bribery Act and the US Foreign Corrupt Practices Act (FCPA). In order to anticipate and prevent corruption-related risks, we maintain an up-to-date integrity risk map which identifies areas requiring close monitoring across our activities, enabling us to develop an operational action plan supported by regularly updated indicators.

We have implemented a prevention and mitigation policy to manage these risks, under the close supervision of our Group Compliance Director and in coordination with local teams. This policy is based on clear rules, particularly with regard to hospitality (gifts and invitations), business expenses (travel and reimbursements) and procurement and supplier selection processes.

We also apply a compliance verification process in line with applicable laws, enabling us to assess the integrity of third parties before entering into any business relationship. Based on the results, we may approve, make conditional, or refuse

contractual engagement. As integrity is a shared responsibility, we require our partners to adhere to our ethical standards. All employees receive anti-corruption and regulatory compliance training.

Protecting human rights

We are committed to upholding human rights at every level of our value chain. We rely on regularly updated risk mapping to identify key risks and respond effectively.

As part of our Code of Ethics, we have established a policy to fight modern slavery that applies to all employees and partners. It addresses issues such as forced labour, sexual exploitation, and human trafficking. We also adhere to the OECD Guidelines, the Universal Declaration of Human Rights, the International Labour Organization (ILO) conventions, and the 10 principles of the United Nations Global Compact, to which we are a signatory.

Our expectations are clearly set out in our contracts in a dedicated clause and reinforced through awareness-raising and training initiatives for our teams.

Protecting privacy and personal data

We process a wide range of personal data every day, from customer reservations and loyalty programmes to human resources management and supplier relationships. We take our responsibility very seriously and protect this data through a dedicated policy and tools that comply with the General Data Protection Regulation (GDPR) in Europe, as well as local regulations in all countries where we operate. Our Information Security Manager oversees operational implementation, supported by regional representatives. Our Data Protection Officers (DPOs) ensure compliance with legal obligations, assist with impact assessments, respond to requests from data subjects, and liaise with national data protection authorities. When collecting data, we always provide information on the processing and purpose of the data collection and users' rights, including the rights to access, rectify, delete, withdraw consent, restrict use and object.

To strengthen our security culture, we provide mandatory training and run real-life testing exercises with our teams. In 2024, 71% of our employees underwent cybersecurity training.

Implementing alert mechanisms

A reporting system in the form of a secure platform has been set up in compliance with European regulations. Open to all our employees, hoteliers entrepreneurs, franchisees and all our stakeholders, this system is available in 13 languages. It can be used to report any crimes or offences and, more generally, any actions that are contrary to the law, to our internal regulations, to human rights, or may harm people or the environment. This system guarantees confidentiality, fair and equitable treatment and the prohibition of any form of retaliation. It is easy to use and allows reports to be made in writing online or verbally through the hotline.



B&B HOTEL Guimarães (Portugal)

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Whistle-blowers can file their reports anonymously. The collection and processing of the report ensures that their identity is protected. Whistleblowers' reports are received and processed by the Group Compliance Director, in accordance with a formalized procedure. She ensures that the platform functions properly and that our procedures are strictly applied. We regularly conduct information and awareness campaigns to promote the use of this system.

Purchasing more responsibly

We firmly believe that long-term commitment relies on close collaboration with our business partners. By the end of 2025, we plan to identify all of our strategic suppliers and invite them to sign our Responsible Purchasing Charter.

In parallel, we are developing a responsible purchasing policy based on categorising suppliers according to risk. This policy will entail regular evaluations of supplier practices and, if necessary, the implementation of specific action plans for those identified as being at greatest risk.

Building trust through greater transparency

We are voluntarily being assessed by recognised organisations to increase the transparency of our CSR practices and support a process of continuous improvement. At the same time, we see our involvement in collective initiatives as a way to collaborate with other committed actors to actively contribute to progress in our industry.



“ We are very proud to have obtained the “Sustainable Travel Destination” certification developed by TourCert, which takes into account our energy, environmental and social performance and that of our suppliers. In this way, we are helping to promote more sustainable tourism in the immediate vicinity of our hotels. ”

MARIO PICK & ANDRÉ HASCHKER
Hoteliers entrepreneurs
B&B HOTEL Marburg



CERTIFICATIONS

GREEN TRUST



The Socotec Green Trust certification evaluates our CSR performance across three pillars: governance, social, and the environment. Based on the ISO 26000 standard, it is specifically adapted to the hotel industry. The certification process includes regular audits of our properties to ensure that CSR issues are effectively addressed in day-to-day operations.



B CORP



B&B HOTELS Spain has been awarded B Corp certification, which evaluates a company's sustainability performance across five key areas: governance, employees, environment, community, and customers. B&B HOTELS Portugal is currently being assessed.

761
certified hotels, representing
100% of our hotels open
as of 31 December 2023

77
Green Trust audits
conducted in 2024

MEMBERSHIPS

UN Global Compact



We have been a signatory of the United Nations Global Compact since 2023. This demonstrates the commitment of our senior management team to the organisation's ten universal principles, which are structured around four key pillars: respect for human rights, labour standards, environmental protection and anti-corruption. As part of this commitment, we publish an annual report detailing the actions we have taken to support these principles and the United Nations Sustainable Development Goals (SDGs).

Alliance France Tourisme



B&B HOTELS is a member of Alliance France Tourisme, an organisation that fosters cooperation and best practice sharing among key players. It supports the search for common solutions to the major challenges facing the tourism industry.

GSTC



In 2024, we became a member of the Global Sustainable Tourism Council (GSTC), an organisation that sets international benchmarks for sustainable tourism which guide environmental, social and economic practices within the industry.

B&B HOME

A NEW CONCEPT TO ADDRESS NEW NEEDS

Designed for medium and long stays, B&B HOME is a concept halfway between a **serviced residence and a living space**. More than just an accommodation solution, it is a new way to **temporarily inhabit a place**.

LONG STAY

B&B HOME welcomes extended stays with attention to detail and a well-thought-out daily comfort. It offers shared spaces that are designed to foster conviviality when guests cook, work, relax or do their laundry. Everything is designed to help them settle in and feel at home. We want our hotels to be more than somewhere to pass through, they're a place to live.



SUSTAINABLE

Every detail of our B&B HOME properties is designed with sustainability in mind. Much of the furniture has been refurbished or given a second life, and damaged items are recycled and replaced with vintage alternatives when possible. In the bathrooms, the towels are made from organic, fair-trade cotton and showers are consistently fitted with a playful device designed to engage guests in conserving water. Housekeeping and towel replacement are provided upon request, while single-use plastics have been strictly banned. All these measures complement the initiatives across all our hotels.

LOCAL

We design each B&B HOME to blend seamlessly into its surroundings, with regional know-how, short supply chains and local craftsmanship, thanks to strong partnerships with local stakeholders and associations that promote inclusion, education and diversity. This culture of proximity is also reflected in the tone of the messaging and the choice of furnishings, giving each location its own unique character: vintage finds, decor, and posters tell the story of the neighborhood. We also prioritise organic, local and seasonal products for our breakfast buffet.

LAVAGE & SECHAGE Washing & Drying



JUST LIKE HOME

2024 OPENINGS:
B&B HOME in Saint-Ouen-sur-Seine (93), B&B HOME in Brides-les-Bains (73) and B&B HOME in Fort-de-France, Martinique.

PLANNED OPENINGS IN 2025:
18th arrondissement of Paris, Rueil-Malmaison (92), Vélizy (78) and Caen (14).

Examples of partnerships established in some of our hotels

SECOND CHANCES

- Too Good to Go**
App for recovering unsold food
- Take a waste**
Waste management
- Hôtels solidaires**
Anti-waste collection for the homeless
- Emmaüs**
Solutions to give objects and people a second chance

LOCAL AND ORGANIC FOOD

- Terre & Fourchette**
Local, organic and zero-waste cuisine
- Fromaville**
Local dairy products
- Brasserie de Saint-Ouen**
Local brewery
- Local & vous**
Local food store
- Rebelle et Rebond**
Local producers of zero-waste and inclusive jams
- La Bio d'Ici**
Organic producers' cooperative (fruits and vegetables)
- Café des Alpes**
Artisan organic roaster committed to fair trade (tea)

ECO-FRIENDLY WATER PRACTICES

- Castalie**
Eco-conceived water fountains manufacturer
- Luniwave**
Water saving systems
- REST EASY**
- Drouault**
French bedding manufacturer (Living Heritage Company)
- ELIS**
Organic bed and bath linen laundry services

LOCAL SMILES

- Café Joyeux**
Cafés employing people with mental and/or cognitive disabilities
- Meet My Mama**
Dishes prepared by mothers from around the world
- GraffArt**
Local urban art association

OUR PARTNERS AND FRIENDS



**A hospitable path
to a sustainable future**
SUSTAINABILITY REPORT 2024

