

ESG report



2021

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Our Environmental Social Governance (ESG) strategy focuses on operating and building healthier, greener hotels, doing the right thing for our people and communities, and engaging our guests with transparent information about our activities. Our hotels are kind to the planet – but still amazing for all mobile citizens of the world to stay at.

Our internal departments are passionately working on our ESG strategic pillars to meet our objectives. We like to think of them as our ESG task force, actively driving our approach business-wide. Our actions contribute to positive environmental, social and economical change – not only for our

guests, investors and employees, but also within the communities we operate.

Our objective is clear – the ESG task force will standardise best practices across the company. They'll also monitor, report and progress our most material issues while upholding good governance with policies and actions.

This report presents our ESG performance. It aligns with the Global Reporting Initiative (GRI) core and the United Nations Sustainable Development Goals (SDGs). Anyone can access this report via our website.

2021 highlights

15 hotels
in the pipeline

26 unconscious bias
training sessions
ran for all employees

diverting 87%
of waste from landfill

**3 new
hotels**

**5526
rooms**

By 2023, the guest journey will
**no longer contain
single-use plastics**

90% of hotels
are LEED or BREEAM
green building certified

5 star rating for GRESB
real estate benchmark

100%
of European hotels are running on
green electricity

22 hotels in 14 cities

2019-2021 energy, water and
emissions data checked and
assured by a third-party

**812
employees**

**€3 donation to
citizenMovement charity**
for every skipped unnecessary room clean

saving the use of
1.7 million
plastic bottles in European hotels

85.5% of guests
surveyed are interested or
**passionate about
sustainability / ESG**

100% hotels
have had a physical
climate risk scan

about citizenM

citizenM leads the hotel industry in the smart-luxury lifestyle segment creating affordable luxury for the people. Our hotel and lifestyle brand is more than just a hotel operator. We're a fully integrated real-estate developer – as well as a design and project management company – with a global portfolio of hotels in prime metropolitan locations and major airports. Our strategy? It's simple: to own the hotels we operate.

Almost half of all our hotels are prefabricated (modular). We build in a shorter timeframe than traditional construction, opening the door to scaling opportunities, higher profitability and more. The consistency and quality of hotel interiors and architecture is also assured. Our focus is creating comfortable, efficient design. By reallocating 'living space' from guest rooms to public areas, we use just half the floor space of a traditional upscale hotel, without compromising on luxury.

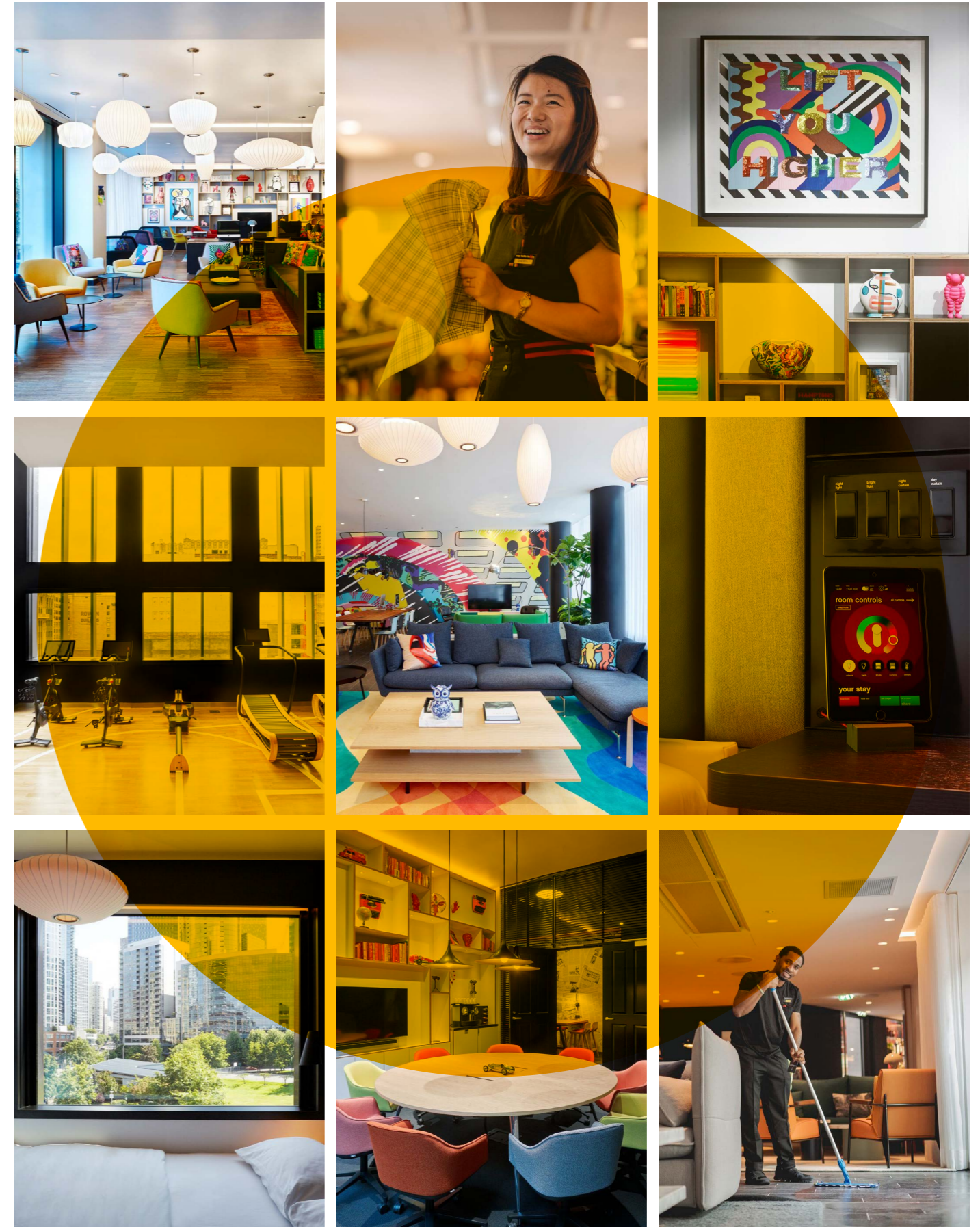
By 31 December 2021, 24 citizenM hotels were in operation and 15 were under development, with 9 already in construction. citizenM Paris Champs-Elysees, citizenM Los Angeles Downtown and citizenM San Francisco Union Square opened in 2021.

scope of ESG report citizenM Holding B.V.

This report includes consumption data from our operating hotels and leased property hotels. You'll also find our sustainable actions in our development portfolio. Data from operating hotels in this report (unless stated) is from 1 January – 31 December 2021. Two hotel management contracts in Asia are not included in this report as we don't own these hotels.

data assurance

Using 3000A assurance standards, Deloitte performed independent limited assurance on specific data points in this report. This covers energy consumption, water consumption and greenhouse emissions data (pages 40-46) and summary data (pages 88-93). Deloitte's full statement, including a summary of the work it performed, is available in the appendix section of this report.



hello from our CEO



Once again, the United Nations' 2021 Intergovernmental Panel on Climate Change (IPCC) reports advocate for urgent and meaningful decarbonisation action. Global temperatures will rise to at least 1.5°C

above pre-industrial levels within the next two decades, causing dangerous and potentially irreversible effects.

In light of these reports, upcoming regulations, higher benchmarks, and our own climate-risk related reviews, we set about matching this urgency. After all, actions speak louder than words.

2021 was a year of ESG acceleration, decision making and achievements at citizenM. We invested in data – and asked third-party auditors to review, challenge and assure our energy, emission and water

data. Our approach to ESG is always transparent and credible – that's what all our stakeholders look for.

Using this open approach, we set ourselves meaningful near, mid and long-term goals – and assigned challenges to our board and senior management teams. To accelerate positive change and further integrate ESG throughout citizenM, we set new goals for the future.

While 2021 was a challenge for the entire industry, we're confident with our ambitious growth strategy in Europe and the US. Travellers are returning and occupancy levels are rising. As an hotel owner and operator, we're in the unique position to make decisions and implement low-carbon solutions that'll create a low-carbon economy.

Internally, we started our alignment with the Task Force on Climate-Related Financial Disclosures (TCFD) framework, mapping our transition risks and conducting physical assessments on all of our hotels.

in 2021, together we

- achieved a 5-star rating in GRESB (the real estate benchmarking standard)
- increased our number of hotels with green building certifications
- achieved third-party limited assurance on our energy, emissions and water data
- avoided using 1.7 million plastic water-bottles by no longer offering them in the rooms of our US and European hotels
- introduced a single-use plastics policy and set a goal to remove all single-use plastic from the guest journey by 2023
- mapped all our hotels against climate-transition risks using the Carbon Risk Real Estate Monitor (CRREM) tool
- assessed all our hotels against a range of physical climate risk scenarios
- analysed our climate-related risks in the short, medium and long term
- carried out our first guest survey on ESG to check in with our guests and understand their conscious travelling expectations
- implemented agile training throughout the company, equipping people with the fundamentals of agile working
- continued our citizen satisfaction survey – our average employee happiness score was 80
- carried out a gender pay gap analysis and expanded our collection of diversity data
- delivered 26 unconscious bias sessions with the help of our diversity committee
- launched 2 new talent tracks for climbers and explorers with the purpose to attract, retain and boost top talent
- invited guests and employees to enjoy new, free Gymbox workouts online
- rolled out human trafficking training in the US
- launched citizenMovement's new and improved donation strategy, helping shorten the distance between people and opportunity

performance

We met all but one of the goals we set ourselves. Due to COVID-19 restrictions, we couldn't meet our charity donation goal. However, our new donation approach has rectified this.

goals and priorities

Now, our focus is on short, medium and long-term targets – you'll find these at the end of this report. There's no time to stand still. After all, actions speak louder than words and the planet can't wait!

materiality

We focus on the most significant impacts of our business as they affect our stakeholders and communities. In 2016, we carried out a series of interviews from the business, identified our most material issues and made a list. In 2021, we updated this list looking at changes across the business, industry research, stakeholder requests and global trends.

The shortlist of our material topics are as follows:

- green building certifications
- responsible procurement
- energy consumption
- energy efficiency
- carbon emissions
- water and waste
- climate resilience
- biodiversity
- employee engagement
- training and professional development
- health and safety
- diversity and inclusion
- our contribution to society
- guest engagement

We plan to carry out a double materiality assessment in 2022.



stakeholders

We know the importance of listening and acting – that’s why internal and external stakeholders help us shape our ESG strategy. They comprise of:

- guests and
- corporate clients
- employees
- shareholders
- governments
- regulators
- industry
- associations and
- bodies
- NGOS
- academic
- institutions
- local communities

“
**We want to
influence
positive change**
in a world where we are
simply guests.
”



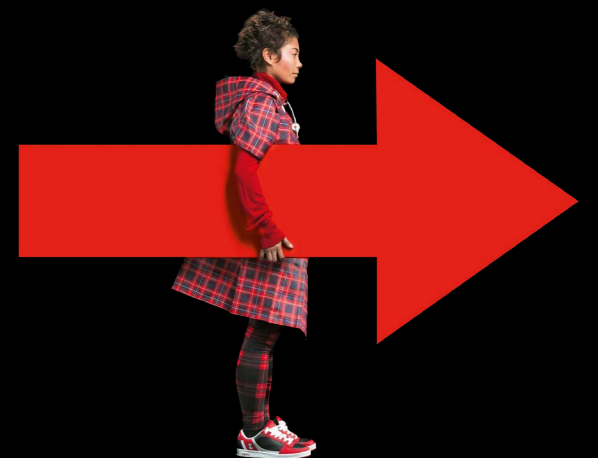
We activate our vision by operating and building healthier greener hotels, doing the right thing for our people and communities, and engaging our guests with transparent information about our activities.

Our hotels are kind to the planet – but still amazing for all mobile citizens of the world to stay at.

Okay.

Deep breath.

Let's get in to it.



our areas of **focus** explained

conscious traveller

engaging conscious
travellers by showcasing
what we're doing and
how they can join us



intelligent & sustainable buildings

future-proofing our
buildings for a healthier,
greener more resilient
future

growing & operating sustainably

optimising our
operations to reduce
our impact



doing the right thing for our people

doing the right thing
for our people, whilst
empowering them to
become highly fulfilled
and self-aware

making positive movements in our society

shortening the distance
between people and
opportunities



governance

oversight of ESG

By 31 December 2021, citizenM's board of directors consisted of 2 Executive Directors and 4 Non-executive Directors (2 are independent). The board meets every month and face to face sessions take place 4 times a year.

Our board and strategic council are the highest governance body in overseeing due diligence and other processes. They identify and manage the organisation's impacts on the economy, environment and people. Additionally, our investment committee is integrated with our governance approach, with a focus on all capital investment decisions.

citizenM's board of directors has collective responsibility for overseeing the management of impacts, including climate-related risks and opportunities. They're advised by the ESG team and the Risk Management group in line with our approach to climate-related risks and opportunities. Environmental, social governance topics are presented bi-annually at the board meetings, including climate-related risk updates.

senior leadership

Our Strategic Council (SC) meets every 4 weeks. The HR Director and ESG Director frequently report to the SC on ESG topics, including climate-related issues.

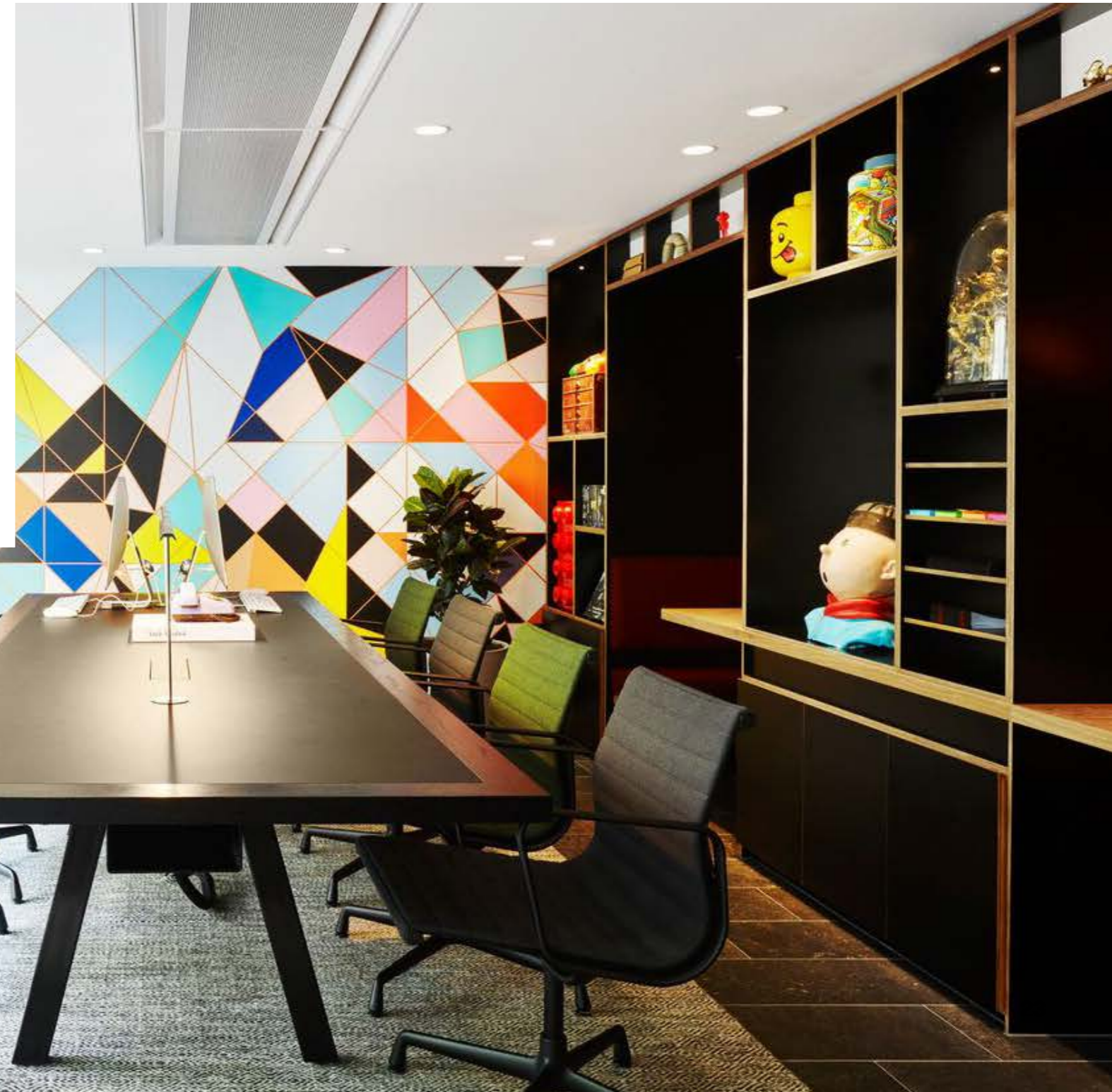
Each senior member of the SC is assigned an ESG project based on our wider ESG strategy. They are responsible for implementing that project with the help of the ESG team.

Additionally, regular meetings between the CEO and the ESG Director take place to drive our most material issues. Such issues are directly linked to climate-related actions like physical climate assessments, green building certification, energy consumption, energy efficiency, carbon emissions, waste reductions and climate resilience.

ESG team

The ESG team is responsible for driving material projects with senior leadership as well as internal and external stakeholders. They provide oversight of citizenM's ESG strategy and engagement with the Board, company leadership and external stakeholders.

Progress on targets is presented by the ESG team to our CEO, Strategic Council and Board.



“Transparency regarding climate-related risks and opportunities will be critical to maintaining the trust of stakeholders”



climate action

why it matters?

Climate change is one of the biggest threats our world is facing. As our planet heats up, we expect to see severe weather more frequently which could result in damage and financial loss. The effects are potentially devastating to people's lives and the economy. There is an urgency to take action to limit these events. Transparency regarding climate-related risks and opportunities will be critical to maintaining the trust of stakeholders and will enable investors to better understand the implications of climate change on businesses.

what we are doing?

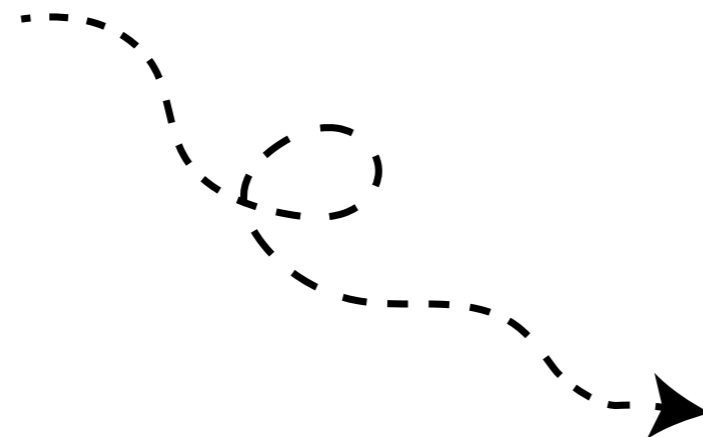
citizenM recognises climate change is a global issue that may impact how we run our business today and in the future. We see climate change as both a strategic opportunity and a financial risk. In 2021, we identified climate-related risks and integrated them into our risk management framework.

By mapping risks and utilising specialist tools, we identified potential physical and transition risks in the short, medium and long term. This included using our data to map carbon reduction pathways within our buildings and determine our approach at a portfolio-level data.

We view our climate-related risks as short (0-2 years), medium (3-5 years) and long-term (6-10 years).

Integrating climate risk, citizenM identifies and assesses business risks and opportunities that can impact value, reputation and business continuity on a ongoing basis as a normal course of business each year. We conduct a formal risk register review which identifies, reviews and prioritises the biggest threats to our employees, hotel and business operations.

our path to zero



Net zero carbon – operational energy definition: The amount of carbon emissions associated with each hotel's operational energy on an annual basis is zero or negative. A net zero-carbon building is highly energy efficient and powered from on-site / off-site renewable energy sources with any remaining carbon balance offset.

1

gather robust
consumption
and emissions
data

2

set
decarbonisation
pathways
aligned to 1.5°C

3

reduce and
optimise energy
demand

4

accelerate
and increase on-
site and off-site
renewable
electricity

5

invest
and implement
effective
low carbon
technologies

6

offset
remaining
emissions

Gather and ensure robust energy and emissions data for each hotel - third party assured.

Map, model and test our transition pathway using the CRREM tool for each hotel.

Identify which properties will be at risk of stranding due to the expected increase in stringent building codes, regulation, shifting market expectations and increasing carbon prices.

Prioritise projects that create efficient buildings - we know that real time monitoring, optimising and adaptation of how we use our energy can also reduce our overall energy consumption and emissions. BMS enhancements will enable us to better control and monitor our buildings. Not only reducing energy consumption, but alerting our teams to respond to faults with the heating and cooling systems which minimizes guest complaints.

Accelerate and increase on-site and off-site renewable electricity and where technically and economically viable implement onsite renewables.

Procure 100% green electricity for all hotels.

Conduct low-carbon assessments at each hotel.

Prioritize and invest in retrofitting hotels with low carbon technologies which electrify our MEP equipment in existing buildings.

There is no substitute for cutting carbon in line with the science - this is the priority.

So offsetting is the last step - we will define an offset strategy to offset emissions which cannot be otherwise eliminated.

We will explore offset strategies that follow environmental integrity and transparency principles.



effects of climate change

The physical effects of climate change could have a material direct and indirect adverse effect on our properties, operations and business. Climate change affects weather patterns so our markets could experience more severe storms, extreme temperatures, flooding from rising sea-levels or drought.

direct

Over time, these conditions could result in costs associated with building remediation projects, increases in insurance and in the worst case loss of guest revenue.

indirect

- climate change may also have indirect effects on our business including:
- increasing the cost of property

- insurance on terms we find to be unacceptable
- lowering property valuations (for at risk assets)
 - increasing real estate taxes or other assessments
 - increasing energy consumption and operating costs presented by higher cooling/heating costs
 - increasing property maintenance

There can be no assurance that climate change will not have a material adverse effect on our hotels. Understanding our risks is important so that mitigation plans can be initiated.

physical climate risk

why it matters?

The world is already seeing physical climate impacts manifest, increasing in frequency and severity at rates in line with climate scientists’ worst-case scenarios. As a business, we will face risks associated with the physical effects of climate change.

Leveraging both extensive hazard databases and forward-looking climate models, Munich Re’s physical risk exposure data ranges from the present to 2100, across three different climate scenarios called the Representative Concentration Pathways (RCPs) adopted by the IPCC.

what have we done?

We have proactively assessed our buildings against a range of climate change scenarios. We view this as an opportunity to future proof our hotels, protect asset values and guard against reduced or lost revenue. Proactively assessing climate risk, enables decision-making for investment and implementation of mitigation measures, which will protect our portfolio in the short, medium and long term.

how did we carry out the assessments

We used the GRESB Climate Risk platform, which draws on data from Munich Re – one of the world’s leading providers of insurance-related risk solutions.

22

hotels assessed

3

new assessments integrated into the D&I due diligence process

climate-related risks assessed:

Drought, Earthquake, Fire Weather (wildfire), Heat, Flash Floods, Hail, Precipitation, River Flood, Sea Level Rise, Storm Surge, Tornado, Tropical Cyclone and Tsunami

intelligent & sustainable buildings

future-proofing our buildings for a healthier, greener and more resilient future



green building certifications

why it's important?

Green buildings (in terms of design, construction and operation) can significantly reduce a business' environmental impact. They are not only better for the planet, they are healthier for our employees and guests too.

what we're doing?

We want to future-proof our buildings to create a healthier, greener and more resilient future. How? By applying sustainability requirements to the conception, design and construction of all our hotels. It starts with our building

standards, making our ESG requirements known by outlining them during each part of the build.

We require our hotels to achieve BREEAM-NC or LEED-BD+C. In 2021, citizenM San Francisco Union Square acquired a LEED gold certification, while citizenM Paris Champs Elysees achieved 'very good' for BREEAM Refurbishment & Fit-out certification. 90% of our hotels are now LEED or BREEAM certified in the build or in-use phase.

90%
of our hotels
are either
BREEAM or
LEED certified

**citizenM San
Francisco Union
Square achieved
gold certification**

intelligent & sustainable buildings

biodiversity

We make efforts to protect and enhance biodiversity and ecosystems during the development of new buildings and the operation of our hotels. Our project managers and general contractors maintain compliance with environmental laws and regulations.

The majority of our new construction involves the development of sites, which conserves natural areas and habitats as much as possible. Often the redevelopment of sites involves the remediation of soil contamination caused by the activities of others.

We support biodiversity by maintaining trees and vegetated areas. We have a number of green areas integrated in our hotels, such as the courtyard at citizenM Paris Champs-Élysées and our green roof at citizenM Paris La Défense. Biodiversity assessments are integrated into our development and investment due diligence process.

We monitor environmental incidents across all our projects and hotels. In 2021, citizenM had no environmental incidents or violations.



responsible procurement

As we build and operate our hotels, it's important that the suppliers we work with are on the same page. To do so, we have a [four-step process](#) to improve products and services, mitigate risk and identify new opportunities.

We created [Responsible Procurement Principles](#) to reinforce what we expect from our suppliers. To check they adhere to these principles, we use the EcoVadis rating assessment. This scores suppliers in the areas of labour and human rights, ethics, sustainable procurement and environmental impact.

In 2021, we formalised a risk framework to identify higher risk suppliers, helping us to mitigate risks in our supply chain. We continued to assess our strategic suppliers using the EcoVadis platform. To ensure our ESG expectations are clear, we provide a handbook to guide suppliers through our sustainability risk and performance process.

1

requirements
setting clear requirements for suppliers through our Key Principles

2

assessments
using the EcoVadis platform to assess our suppliers

3

dialogue
opening possibilities for supplier improvement

4

alignment
creating internal alignment by training key citizenM employees and driving supplier adherence across the business

growing & operating sustainably

optimising our operations to
reduce our impact



energy

why it matters?

We want to play our part in addressing the global challenges of climate change. As a growing, global organisation, we're constantly seeking ways to minimise our environmental and financial costs. Energy is costly in both senses: utilities account for 3% of our operational spend and electricity is the biggest proportion of that outlay. Data is king – with it, we're confident in our decision-making.

what we're doing ?

To help mitigate climate-related risk, we aim to minimise our environmental footprint and emissions. In 2021, we focused on the quality of our data, reviewing our data platforms and utilities providers to capture robust data. Energy and resource consumption data for all our hotels is now collected, verified and stored on a central energy management system. Conveniently, this data links directly to utility providers and on-site smart meters. Now, we can closely monitor our consumption and minimise our environmental impact while aligning with our future goals.

energy

Our main sources of energy are electricity, gas, and district heating and cooling. Green energy contracts are in place for our hotels where the energy mix is partially or fully renewable sources. We also aim to obtain guarantees of origin or renewable energy certificates for our electricity supplies in the future.

robust data

To be confident in our findings, we went on a historical data mission. We invested in a new data platform which enables us to see an overview of our consumption on a day-to-day, month-to-month and year-to-year basis. For peace of mind, we asked an assurance provider to check our overall data consumption too. The data you see on page 40 has been restated for 2019 and 2020.

citizenM Amstel

BREEAM in use Excellent certificate
Powered by green electricity
Energy Label Rated A
Solar panels produced over
4,439 kWh in 2021

energy

energy consumption (kWh)

energy type	energy consumption (2021)	energy consumption (2020)	energy consumption (2019)
electricity	19,130,001	16,387,457	15,964,422
natural gas	15,156,462	11,338,032	10,567,163
heating	4,268,118	3,421,600	3,875,370
cooling	1,027,152	902,811	1,087,367
total consumption	39,581,733	32,049,900	31,494,322

energy intensity (kWh/calendar-normalised m²)

energy type	energy intensity (2021)	energy intensity (2020)	energy intensity (2019)
electricity	121.10	119.13	141.53
natural gas	155.98	135.23	164.16
heating	93.89	78.58	98.24
cooling	75.05	65.97	79.45
average consumption intensity	243.99	222.24	265.74

Between 2019 and 2021, we opened 6 new hotels resulting in a higher energy consumption. Restated data from 2019 and 2020 is in line with data improvement project and investment in energy platform. Energy intensity calculations are based on calendar-normalised square-metre data adjusted for available energy type.

energy efficiency

Here are a few examples of our energy efficiency activities.

energy-saving technologies

Our Building Management Systems (BMS) optimise the performance of our heating, ventilation and air-conditioning (HVAC) systems. In 2021, continued our BMS pilot project to see how we can further optimise hotels.

efficiency – lighting

We use natural light and task-lighting to reduce the need for overhead lighting. We install occupancy sensors in our corridors, conference rooms, break rooms, restrooms, and other frequently unoccupied spaces. We only prescribe LED lighting to reduce the wattage of light bulbs and save on lighting energy.

energy efficiency – heating and air conditioning

We have flexible thermostat ranges set by our property management team. This means rooms can be a few degrees warmer in the summer and cooler in the winter, rather than strictly set temperatures. This approach saves energy and reduces our environmental impact.

temperature control

Our in-room MoodPad gives our guests control of the blinds, temperature, room lighting (in the shower and bathroom), multimedia and more. Additionally, our contactless app incorporates this feature so guests can control room ambiance from their phone too.

central monitoring

We monitor room temperature through a central dashboard, adjusting where necessary to reduce energy waste in unoccupied rooms. We also, we use savvy technology to activate/deactivate lights on check-in and check-out.



greenhouse gas emissions

why it matters?

Reducing emissions will slow the pace of global warming – so getting a grip on Greenhouse Gas emissions (GHG) data – our carbon footprint – requires identifying, targeting and taking meaningful action on the sources of our biggest emissions.

what we are doing?

In 2021, we overhauled our energy and emissions data and processes to get a grip on our emissions. We invested in a data platform and created a thorough carbon inventory of our operational emissions. After aligning our approach with the greenhouse gas protocol, we updated emission factors, adjusted our location and market-based emissions, improved our data quality, and refined our reporting processes to track our reductions over time.

Now, we monitor and benchmark our main sources of greenhouse gases at

the asset level in units of metric tons of carbon dioxide equivalent (MTCO2e) and greenhouse gas emissions intensity in MTCO2e per m2 every year.

expanding the scope of our emission reporting

The scope of our environmental impact extends beyond our fuel and energy emissions. In 2021, we started including our Scope 3 waste and business travel emissions in our calculations while improving our data processes. Eventually, all other indirect emissions (from embodied carbon within our buildings and value chain) will be included.

The energy reductions achieved during the pandemic are not representative of when our hotels are at full occupancy. *Total scope 1+2 (market-based emissions intensity) decreased by 31.4% against our 2019 baseline.

How to read our emissions data

Emissions data is broken down into scopes defined by the Greenhouse Gas Protocol, here's a quick summary of what's in each scope:

scope 1 emissions - direct (S1)
Direct emissions resulting from the combustion of fuels in buildings including; purchased natural gas, company owned vehicles and fugitive emissions from the use of refrigerants.

scope 2 emissions (S2)
Indirect emissions from purchased electricity, steam, heating and cooling used in buildings.

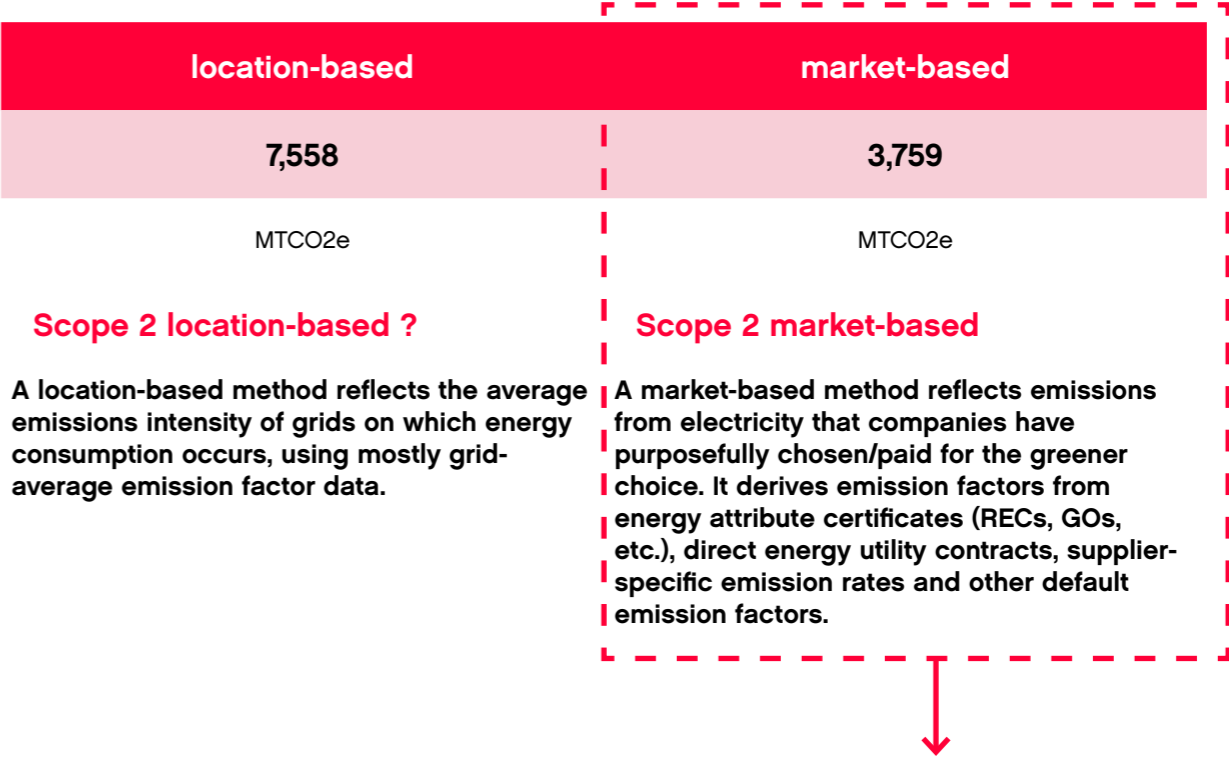
Scope 3 emissions (S3)

- Business travel
- Waste

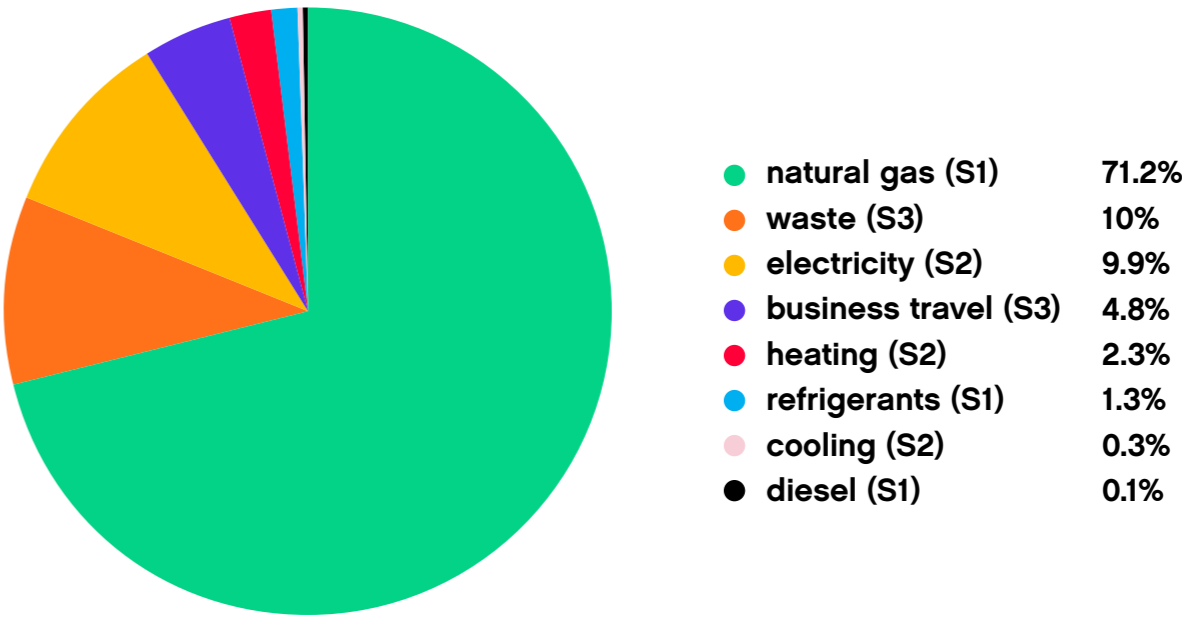
We plan to expand our scope 3 reporting in 2022.

ghg broken down

emissions absolute (scope 1 + 2)



emissions broken down by source (scope 1, scope 2 market-based and scope 3)



*Restated data from 2019 and 2020 in line with data improvement project and new and expanded GHG Inventory review. Emissions intensity calculations are based on calendar-normalized square meter data

greenhouse gas emissions (GHG)	2021	2020	2019 baseline
Scope 1 direct emissions ²			
emissions (MT CO ₂ e)	2,780	2,150	2,013
emissions intensity (kg CO ₂ /m ²)	17.83	16.07	17.9
Scope 2 indirect emissions			
location-based emissions (MT CO ₂ e)	4,778	4,089	4,346
location-based emissions intensity (kg CO ₂ e/m ²)	30.64	30.56	38.65
market-based emissions (MT CO ₂ e)	979	666	506
market-based emissions intensity (kg CO ₂ e/m ²)	6.28	4.98	4.5
total Scope 1 + 2 emissions			
location-based emissions (MT CO ₂ e)	7,558	6,240	6,359
location-based emissions intensity (kg CO ₂ e/m ²)	48.46	46.62	56.55
market-based emissions (MT CO ₂ e)	3,759	2,816	2,518
market-based emissions intensity (kg CO ₂ e/m ²)	24.1	21.04	22.4
Scope 3 (2 out of 15 categories covered)			
emissions from hotel waste in operation (MT CO ₂ e)	376	375	738
business travel (MT CO ₂ e)	182	268	1,100

Restated data from 2019 and 2020 is in line with data improvement project and new and expanded GHG Inventory review. Emissions intensity calculations are based on calendar-normalised square-metre data.

water

why it matters?
Water is a limited and valuable resource. Better water management is not only good for people and the planet, but for business too!

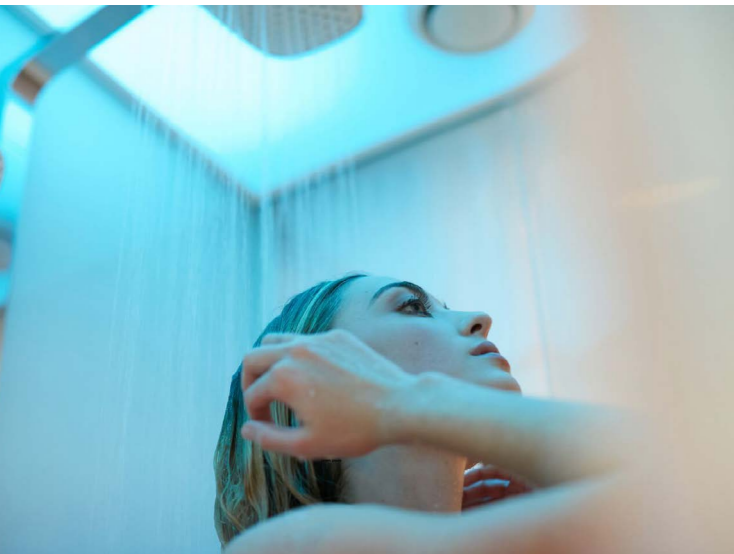
what are we doing?
We actively monitor water usage in each hotel through smart meters, allowing us to measure the changes we make through our conservation features.

Our brand standards require water fixtures to meet local requirements for water efficiency and conservation. We have actively implemented water conservation features in our restrooms, bathrooms and kitchens/pantries – as well as installed low-flow aerators on faucets. Low-flow fixtures are installed in restrooms, and where possible, we look for the EPA WaterSense label when purchasing fixtures and appliances.

In 2021, our total water consumption across our reported portfolio was 174,078m³.



We're always keen to understand our impact. That's why we conducted a water risk assessment across our hotels. Using the World Resources Institute (WRI) Aqueduct tool, hotel exposure to water risk was mapped and we identified locations with baseline water stress, riverline and coastal flood, drought, and future water-stress risks.



waste

why it matters?
Sending waste to landfill not only takes up valuable land space on the planet but causes air, water and soil pollution, discharging carbon dioxide (CO₂) and methane into the atmosphere. Furthermore, waste often travels long distances to landfill sites, consuming fuel and contributing to greenhouse gas emissions. By reducing the amount of waste we produce, our waste disposal costs fall – an action that's as good for the planet as it is for business.

what are we doing?
We want to reduce the amount of waste generated at all our hotels. We have significantly reduced our waste from evening and lunch offerings by working with partners on portioning and packaging. We have always refilled our bathroom containers (shower gel, etc) to eliminate the need for little plastic bottles but in other areas, we still have work to do. This year we formed a dedicated waste group. Together, waste

data recording and management was improved. In 2021, we had a total of 1,338 metric tonnes of non-hazardous waste, 87% of which was diverted from landfill.

At citizenM Copenhagen Radhuspladsen, we work with a small local roastery, April Coffee, to reduce waste by having our coffee delivered and replenished on a weekly basis in refillable metal containers.

When building our hotels, we set waste diversion rates during the construction in-line with green building certification requirements.



year	metric tons total waste	metric tons of waste went to landfill	% of waste diverted from landfill	kg waste per occupied room
2019 (baseline)	2447	567	63	2.24
2020*	1167	152	86	2.69
2021	1337	172	87	2.18

*Waste is closely linked to occupancy, and the amount of waste produced by our hotels decreased significantly in comparison to 2019. Guest waste increased due to Covid-19 restrictions - more takeaways and meals in rooms as guests were not able to eat out.

taking action on single use plastic

why it matters?

Across the world, 80% of plastic water bottles end up going to landfill. Plastic pollution is something we take seriously. Although plastic water bottles are convenient for our guests, they're not for our planet, so they have to go!

what are we doing?

In 2020, we avoided the use of 1.2 million plastic bottles within our European hotels. In 2021, we stopped putting plastic water bottles in guest rooms and societyM meeting rooms of our US hotels too! Our efforts mean we avoided using 1.7 million plastic bottles per year in our hotels.

Instead, we have free water stations for guests to refill glasses/bottles at canteenM.

1.7
million
plastic water
bottles avoided

To reduce our waste further, we have logged and investigated all unnecessary single-use items in the guest journey and are working on a plan to phase them out.

To keep us accountable, we also created a single-use plastic policy and set ourselves the goal of removing all single-use plastic items from the guest experience by the end of 2023.



upcycled furniture

why it matters?

Aside from minimising the volume of discarded materials and waste being sent to landfill each year, it also reduces the use of new or raw materials. This in turn reduces air pollution, water pollution, greenhouse gas emissions and often a conservation of global resources.

what are we doing?

Out with the old, in with the new? Not this time! At citizenM, old furniture is no longer tired and unwanted; it's the chance to create something brand new. It's an opportunity.

We took three pieces of our classic Vitra furniture and invited GSA students to redesign them using material from local supplier, Bute Fabrics. A panel of experts chose three winning ideas that were upcycled into truly unique items.

The three winning designs were on display at citizenM Glasgow during COP26. After the climate conference, one stayed at the hotel and the other two were up for grabs on Artsy, with all sales funding future sustainable design education at GSA.

doing the right thing for our people

empowering them to become highly
fulfilled and self-aware



doing the right thing for our people



why it matters?

Our citizenM values and unique culture are worth protecting – they are the bright buzzing sparks that make us unique.

what we're doing?

We value passion, personality and a can-do attitude. We love diversity, and everyone has the opportunity to learn, develop and grow as professionals and individuals. This includes learning platform and safety trainings. In 2021, we enabled our hotel teams to grow, learn and refer back to any education gained in the past. We blended face-to-face learning workshops with online learning. Through this blended approach, we ensure a scalable, sustainable, engaging and consistent delivery of content.

We continued our citizen satisfaction survey – on average, our employees gave their happiness a score of 80. In 2021, our focus was taking action based on the feedback from the survey, including a new and improved bonus structure, unlimited experience nights for employees (free nights at citizenM), employee discount for On running shoes, and freedom within framework (flexible working). Tips and tricks emails were also sent to encourage a healthy work/life balance.

In 2021, citizenM began its Agile transformation journey. This included our management teams receiving extensive training which was cascaded across the business worldwide. All employees received an initial introduction to Agile training, equipping people with the fundamentals of Agile.



genuine touch
passionate attitude
smart thinking
contemporary style
real caring

our

values

diversity & inclusion

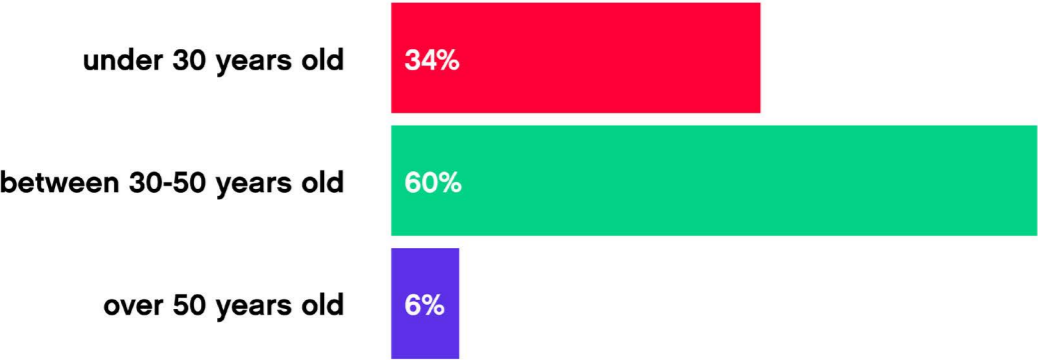
why it matters?
We believe all citizens of the world are equal, regardless of race, nationality, gender, age, size, disability, religion or sexual orientation. We're all human beings and should feel comfortable to be ourselves, always.

Our mobile citizens are diverse and so are our employees. We foster an inclusive and diverse environment, whether you're an employee or a guest.

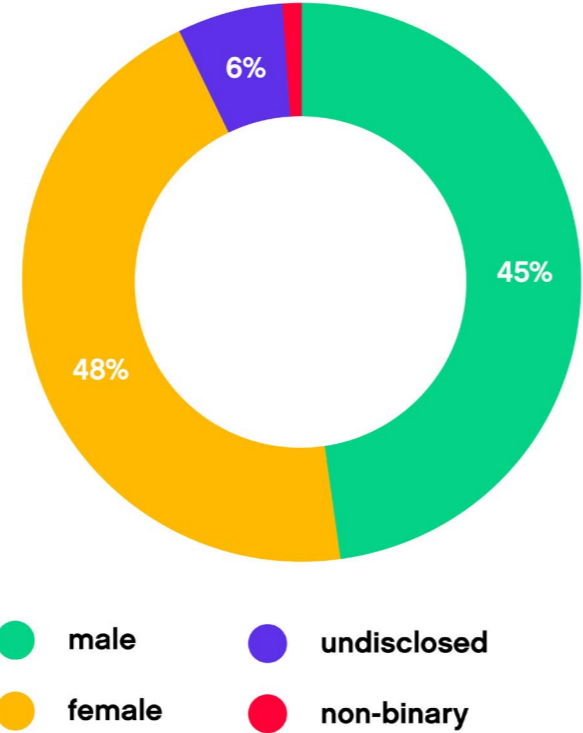
what we're doing?
We measure and monitor our key employee information and performance. In 2021, we measured our gender and age ratio at all levels of the business, international background, gender pay gap and racial diversity data in the US.

Through our [speak up procedure](#), employees and stakeholders are encouraged to raise concerns if they believe an issue violates the law, citizenM's values or [citizenM rules](#).

age group distribution at citizenM

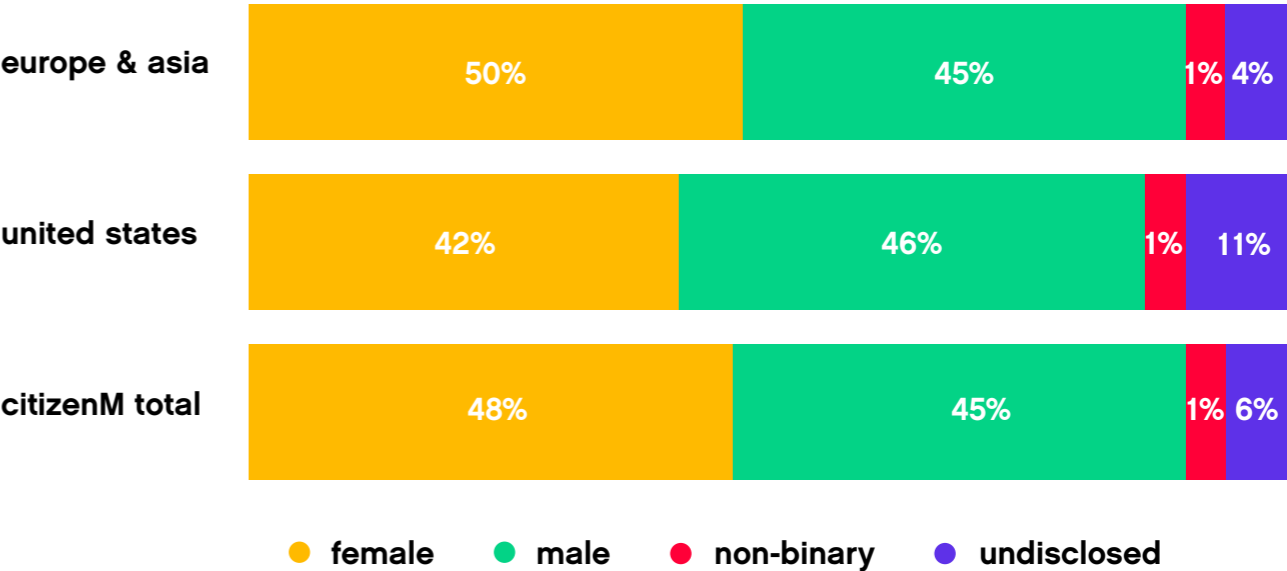


gender ratio at citizenM

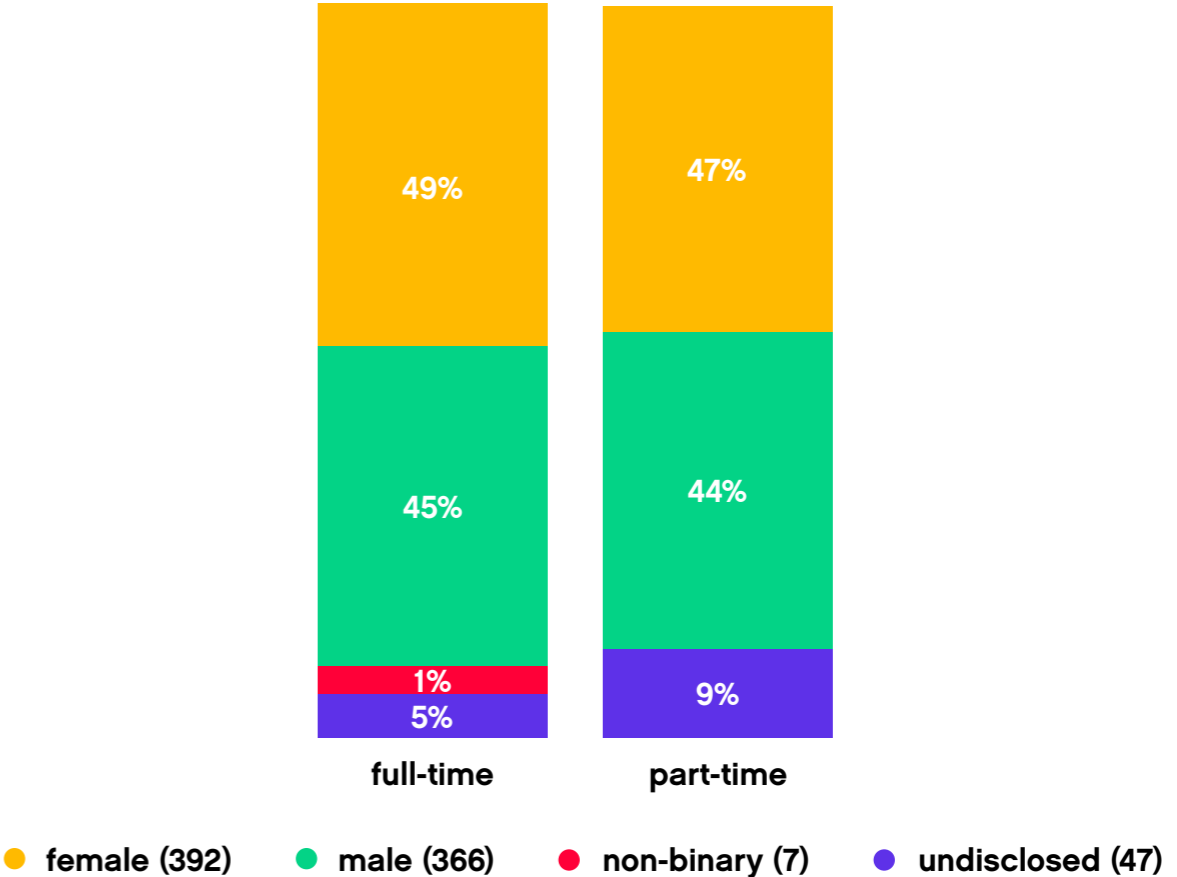


diversity metrics

citizenM employees by gender and region



citizenM employees by gender and employment type



diversity & inclusion

what we're doing continued...

In 2021, our Diversity and Inclusion committee continued to evolve and grow.

The committee continues to work on 3 pillars: citizenM inside, citizenM guests and communities, and citizenM partners and suppliers.

highlights

In 2021, our recruitment process was reviewed and job descriptions were updated. Employees now have a new activity calendar with dates and events that highlight our diversity and bring our community of passionate people together.

We ran 26 unconscious bias sessions, with over 220 employees taking part. The sessions covered race bias/BLM, gender bias, Asian bias, Muslim bias, LGBTQ+I and

disability bias. Unconscious bias awareness is now integrated in our immersion for all new employees.

In addition to our yearly gender pay-gap analysis, we completed 2 sessions with our leadership both in the Europe and US support office powered by our strategic ambition and vision of filling our female leadership bench. Our support office leaders worked together learning the value of performance and development coaching, encouraging ownership among their teams in growing their skills and talents while setting clear goals for a successful, impactful performance.

We bolstered our hotel openings by showcasing mobile citizens of our cities. We opened LA and Paris with a bang by stepping aside and spotlighting a diverse group of inspiring locals.

doing the right thing for our people

training and professional development

why does this matter?

We want citizenM to be an inspiring place to work and play. We are a personality-driven brand in the world's best neighbourhoods. As we grow, we want our employees to grow too.

what are we doing?

Through learning and development opportunities, we take our employees on a learning journey to become a super-charged, jet-fuelled version of themselves. We tailor learning experiences in an environment that's positive, lively, rewarding and empowering. Mandatory training sessions for employees and regular communications and follow ups are in place to ensure our teams are up to date with the latest topics and policy requirements.

All employees at our hotels and support offices have access to our Mpower learning tool.

In 2021, 100% of our employees received professional training. This includes training related to day-to-day operations, health and safety, specialised career development courses and participation in our learning platform courses.

talent tracks

In 2021, we launched our 2 new talent tracks for climbers and explorers with the purpose to attract, retain and boost top

talent. The idea is for these employees to grow critical skills essential to achieve our 2024 strategic goals – as well as for us to fill our talent bench with successors and invest in talented citizens that make a difference.

For example, 5 explorers joined from different departments to grow skills in analytical awareness and critical thinking, along with building connections and understanding with different support office teams to further enhance their relationships and cross-departmental knowledge.

9 climbers joined from various teams and continents, combining their wealth of knowledge and experience to pursue their career ambitions while growing the essential skills to achieve success. By the end of the year, 6 out of the initial 9 climbers made their desired next career step.

We successfully contributed to the growth and development of 41 Future Stewards worldwide and in all our operational hotels. They built critical self-aware skills to become self-regulating steward leaders. They also learnt how to build autonomy within their hotel teams through effective feedback and communication skills while optimising the team togetherness.

keeping our employees safe

why it matters?

Protecting our employees and our guests is always our first priority.

what we're doing?

We take the health, wellbeing and safety of our employees and guests seriously. That's why we ensure safe and healthy working conditions to prevent harm. Health and safety rules and regulations apply at all our locations, we monitor incidents and we also have clear expectations with regards to on-site safety when we are building our hotels with general contractors.

during the pandemic – hotels

Hotel employees were frequently trained on COVID-19 cleaning measures and team schedules were amended to keep everyone safe. We created a dedicated team to monitor all new developments who actively shared guidelines with all employees, aligned to the World Health Organization (WHO) and the local authorities. Office employees were updated about all new guidelines and given a working from home budget to set up their home office.

In 2021, citizenM gave their employees based in the Netherlands the opportunity to have a vitality scan, a confidential health check to find out how they're feeling and doing. 52.2% of employees completed the scan and the results will be used to help us set up new wellbeing initiatives.



human rights

why does this matter?

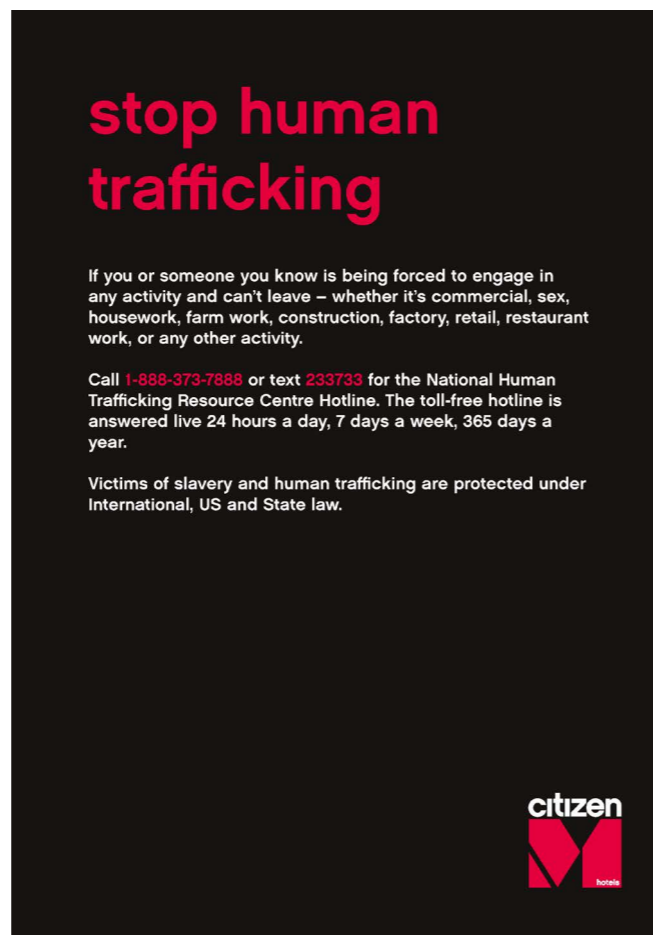
At citizenM, we influence positive change in a world where we are simply guests. We support and respect human rights, and have mechanisms in place to prevent violating them. As a company, citizenM promotes economic and social justice for all employees. While respecting human rights, citizenM focuses on making a positive impact for guidance. We use the UN Guiding Principles on business and human rights, the Universal Declaration of Human Rights, the International Bill of Rights, as well as the International Labor Organization's declaration on fundamental principles and rights at work.

what are we doing?

We finalised our [human rights policy](#), covering diversity and non discrimination, harassment, prevention of human trafficking, forced labour and child labour, working hours and wage standards, freedom of association, workplace safety, privacy, data protection and security, and reporting concerns.

We also carried out due diligence and scenario analysis with our human trafficking group to identify areas of risk and improvement. Human trafficking training is being rolled out alongside guest communications to raise awareness of human trafficking in the US.

Our suppliers must be on the same page. We ensure this with clear responsible procurement principles and identify



stop human trafficking

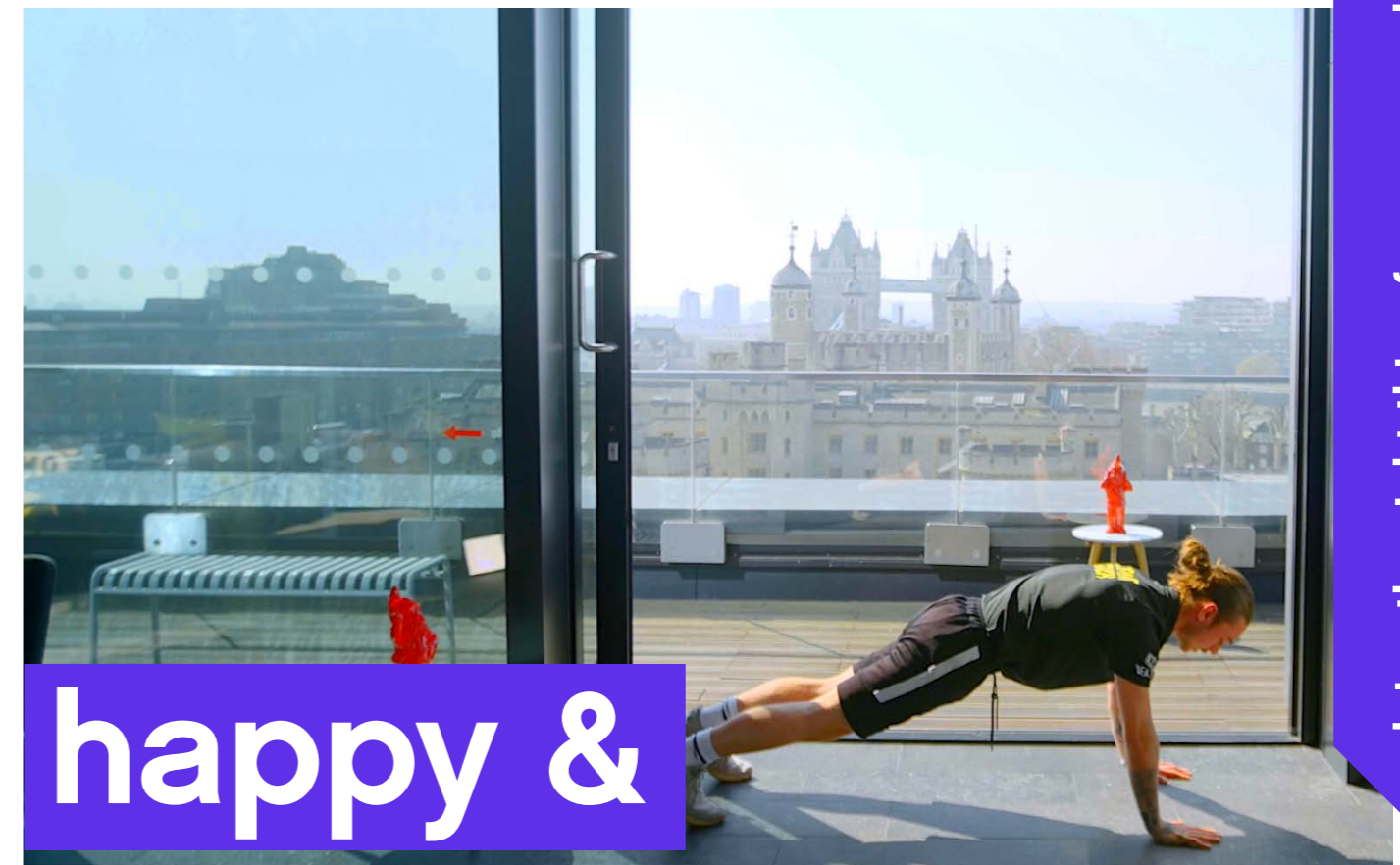
If you or someone you know is being forced to engage in any activity and can't leave – whether it's commercial, sex, housework, farm work, construction, factory, retail, restaurant work, or any other activity.

Call 1-888-373-7888 or text 233733 for the National Human Trafficking Resource Centre Hotline. The toll-free hotline is answered live 24 hours a day, 7 days a week, 365 days a year.

Victims of slavery and human trafficking are protected under International, US and State law.

citizenM

potentially high-risk suppliers for further assessments using the EcoVadis tool. citizenM expects our key suppliers and business partners to meet or exceed the ethical practices outlined in its [Responsible Procurement Principles](#).



happy & healthy guests

why it matters?

We want our guests to be healthy and happy – starting with their environment. That doesn't just mean the hygiene of our hotels, it means looking at our buildings and the food we serve while motivating our guests to exercise even while in their rooms.

what we're doing?

We design healthier green hotels and provide hassle-free experiences for our guests – like the use of our contactless app. We also recommend local healthy dinner hotspots while offering healthy food options on our menu, including vegan and vegetarian options.

In 2021, we invited our guests and employees to enjoy the free Gymbox workouts next time they sleep over. They're pre-loaded on the TV in every citizenM room worldwide with yoga, dance, combat and more.

Guests travelling in the US have the option to visit one of our gyms – open 24/7 for early birds and night owls.

making positive movements in our society

shortening the distance between
people and opportunities





citizenMovement foundation

why it matters?

As a global company, we know that we have the ability to be a force for good by using our platforms to give back to society. Real caring is a core value at citizenM, and it doesn't just stop at our doors. During the pandemic, we continued to make positive change through our citizenMovement Foundation.

what we're doing?

The citizenMovement Foundation is focussed on shortening the distance between people and opportunities by giving them the gift of mobility.

In 2021, we continued to support World Bicycle Relief (WBR), donating €17,611 and

funding 103 bikes which will be distributed in 2022. In total, over 4980 bikes have been donated to WBR to date.

Bicycles shorten the distance to economic independence, making it easier to go to school, reach medical care, collect food and water, improve safety, and build closer communities. In fact, over equal units of time, an individual can ride a bicycle 4x the distance as someone walking.

In addition, we worked on engaging our guests and focusing on new impact projects together with WBR.

citizenMovement goes digital

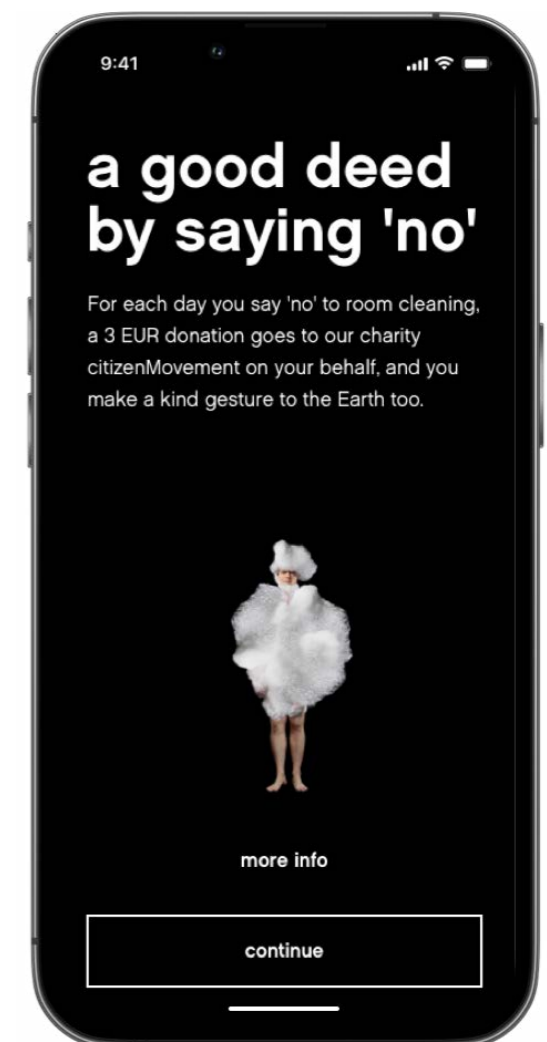
what we're doing continued...

In 2021, we launched citizenMovement's new and improved digital fundraising strategy. For guests staying two nights or more, we ask them to say no to room cleaning during their stay via the citizenM app or in-room iPads. Every time they say no, we'll donate 3 EUR per night on their behalf. The campaign was launched in December and has already raised over 28,000 EUR for citizenMovement.

The funds raised will be donated to our partner, WBR, this time with a new focus: mobilising communities. The Mobilised Communities programme is holistic and will be used as an integrated mobilisation approach to demonstrate the interconnectivity of various facets of a community.

Mobilised Communities will supply special Buffalo Bicycles to support people with mobility constraints, across all sectors (education, healthcare, and economic opportunities), in one geographic location.

[watch: citizenMovement - do a good deed by saying 'no'](#)





local positive movements

why it matters?

At citizenM, one of our core values is real caring. We want to be a good neighbour – that means making positive movements from the moment we start constructing our new home to the day we open.

what we're doing?

We believe in supporting local community activities which resonate with our values and culture. That's why, in 2021, we gave local artists the opportunity to enter two pieces of the work in the hope of having it sit side-by-side with the Warhols and Opies in our Miami hotel.

In addition, to mark the opening of our LA downtown hotel, local photographer Corinne Schiavone captured 52 iconic downtown locals. This group of diverse, entrepreneurial and creative people make the city special and feature in our citizens of LA downtown exhibition.

conscious travellers

engaging conscious travellers by
showcasing what we're doing and how
they can join us





conscious travellers

why it matters?

Conscious travellers think about how their travel choices impact the world and the communities they visit – but this responsibility shouldn't only be on their shoulders. It's important to engage our guests and make conscious travelling easy.

what we're doing?

We want to make lasting, meaningful change – and that means collecting data. Lots of it. Our team closely monitors all our projects and initiatives, from emissions right through to waste and water reductions, to help us better understand our impact.

We also make it easy for our guests to make conscious choices. Our app and in-room MoodPad allow them to control their room lighting, heating, cooling and cleaning – and have their pick of planet-friendly vegetarian and vegan food options through our canteenM. We also encourage guests to get to know their city like a local – for example, by using the free bikes at our Dutch hotels. When in Rome...

Understanding what conscious travel meant to our guests was prioritised in 2021. We asked guests, employees and corporate bookers how they felt about ESG citizenM via different tools and forums.

Through our guest survey, we gained real insight into guest expectations – sustainability was top of mind for 85.5% of respondents. Over 1200 guests told us what matters to them the most, when they want to hear about ESG, and which topics they are more or less likely to action. They also shared their top sustainable travel tips.

During engagement sessions, our employees also voted on the ESG topics that matter to them and participated in an ideathon session where we captured over 200 change-making ideas.

2022 will be about transparency – we'll share more information on our actions with guests.

progress and goals



progress

Here’s a comparison to our previous goals.

We managed to achieve the majority of our goals. However, due to the impact of COVID-19, this is not a fair representation of performance because of lower occupancy levels. As part of our data project, we decided to reset our goals in 2021.

See more on the next page.

progress against our goals in 2021	
intelligent & sustainable buildings	
increase our green building certified hotels by 15% by 2022 on 2019 baseline	Achieved (+16.8%)
set our climate resilience plan by 2021	Achieved
growing and operating sustainably	
reduce our total like-for-like energy consumption by 5% by 2022 on 2019 baseline	Achieved (-11.5%)
reduce our total like-for-like scope 2 emissions by 5% by 2022 on 2019 baseline	Achieved (-23.6%)
reduce our total like-for-like water consumption by 4% by 2022 on 2019 baseline	Achieved (-37.8%)
increase waste recycling by 5% by 2022 on 2019 baseline	Achieved (+5%)

doing the right for our people	
80% employee participation in our quarterly survey	Achieved
achieve an 80 point employee satisfaction score in our bi yearly survey by 2024	On track
increase the scope of our diversity and inclusion data	Achieved
100% access to learning & development for all employees year on year	Achieved
launch new health and wellness program 2022	On track
making positive movements in our society	
reach our fundraising goal of 200k in 2020	on hold - COVID-19
introduce local employee community engagement program by 2021	on hold - COVID-19
governance benchmarking and targets	
increase our GRESB score on a yearly basis	Achieved
embed longer term ESG targets in 5 year business plan by 2021	Achieved

goals

	baseline 2019	2021	2024	2027	2030
intelligent and sustainable buildings					
100% of hotels will be green building certified by 2024*	77%	90%	100%	100%	100%
100% of new hotels built to net-zero operation standards from 2030	-	new goal	-	-	100%
100% of hotels receive physical climate risk assessments	-	new goal	100%	100%	100%
growing and operating sustainably					
energy					
reduce energy use intensity by 35 % by 2030	-	new goal	10%	20%	35%
emissions					
net-zero in operations (Scope 1 and 2 absolute GHG emissions) by 2040	-	new goal	20%	35%	55%
Scope 3 emissions identified and reduction target set by 2024	-	new goal	●	-	-

goals

	baseline 2019	2021	2024	2027	2030
growing and operating sustainably (continued)					
water					
reduce water use intensity by 20%	-	new goal	5%	10%	20%
waste					
increase the percentage of waste diverted from landfill	79.6	87.1	90	93	95
remove all single-use plastic items from the guest experience by the end of 2023	-	new goal	0	0	0
supply chain					
100% of very high and high-risk suppliers identified in the ESG risk procurement framework complete an EcoVadis assessment and relevant corrective actions	-	new goal	100%	100%	100%
doing the right for our people					
achieve a score of 80 or above for our employee satisfaction happiness score	-	80+	80+	-	-
increase the % of board positions held by women by 2024	-	new goal	30%	-	-
increase the % of senior leader positions held by women (support offices)	-	new goal	40%	40%	40%
human trafficking training for hotel employees complete (within 2 months of joining citizenM)	-	new goal	100%	100%	100%
implement a new global health and wellness program	-	on track	<div><div></div></div>		
100% of employees trained on the basics of ESG (within 6 months of joining citizenM)	-	new goal	100%	-	-

goals

	baseline 2019	2021	2024	2027	2030
making positive movements in our society					
donate 2 million euros to projects that shorten the distance between people and opportunities	445,395	n/a	2 million	-	-
increase the % of employees engaged in local and skills-based volunteering opportunities	-	on hold	20%	30%	40%
conscious traveller					
ESG survey for guests and corporate bookers every 2 years		●	●	●	
governance benchmarking and targets					
maintain 5-star GRESB rating - operational scorecard	5 star	5 star	5 star	5 star	5 star
achieve and maintain 5-star GRESB rating - development scorecard	-	3 star	4 star	5 star	5 star

thanks for reading our report

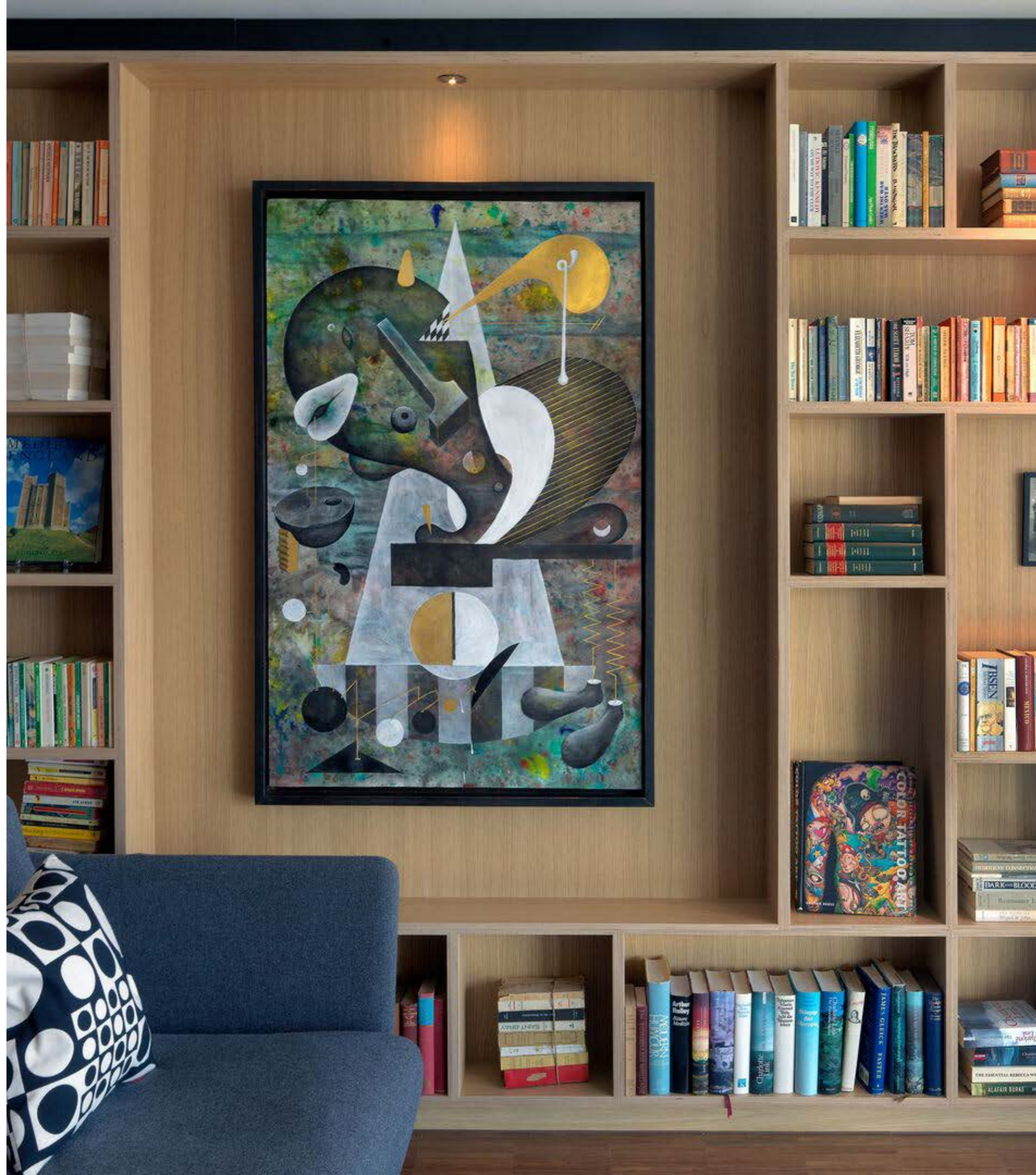
This report provides an overview of the economic, environmental and social impacts of citizenM in 2021. Except where noted, the information covered in this report highlights our ESG initiatives in calendar year (1 January – 31 December 2021). Official date of report: 16 June, 2022.

citizenM has reported the information cited with reference to GRI Standards. Locations of GRI disclosures are included throughout the report using the notation GRI at the bottom of each page and further information can be found in our [GRI Index](#).

This report and future updates can be accessed at:
www.citizenm.com/esg

For questions regarding the report or its contents, please contact esg@citizenm.com.

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2253 AE Voorschoten
the Netherlands



performance tables

intelligent and sustainable buildings - green building certifications

location	new construction certification level LEED	new construction certification level BREEAM	in use certification level BREEAM
Amsterdam Amstel	-	-	Excellent
Amsterdam Schiphol	-	-	Good
Amsterdam Zuid	-	-	Very good
Boston North Station	Gold	-	-
Copenhagen Radhuspladsen	-	n/a	Very good
Geneva	-	n/a	n/a
Glasgow	-	-	Pass
Los Angeles Downtown	Gold	-	-
London Bankside	-	Very good	Good
London Shoreditch	-	Outstanding	Good
London Tower Hill	-	Excellent	Good
New York Bowery	-	-	-
New York Times Square	-	-	-
Paris Champs-Elysees	-	Very good	n.y.r
Paris Charles de Gaulle	-	-	Pass
Paris Gare de Lyon	-	-	Good
Paris La Defense	-	Very good	Good
Rotterdam	-	n/a	Very good
San Francisco	Gold	-	n.y.r
Seattle South Lake	Gold	-	n.y.r
Washington DC Capitol	Gold	-	n.y.r
Zurich Talacker	-	n/a	Good

LEED Certificate
rating levels

Certified
Silver
Gold
Platinum

BREEAM rating levels

Acceptable
Pass
Good
Very Good
Excellent
Outstanding

growing and operating sustainably

energy consumption (GRI 302-1)	measure	2021		2020		2019	
electricity	kWh	19,130,001	AS	16,387,457	AS	15,964,422	AS
of which are on-site renewables	kWh	11,309		11,146		Data not collected	
natural gas	kWh	15,156,462	AS	11,338,032	AS	10,567,163	AS
heating	kWh	4,268,118	AS	3,421,600	AS	3,875,370	AS
cooling	kWh	1,027,152	AS	902,811	AS	1,087,367	AS
total energy consumption	kWh	39,581,733	AS	32,049,900	AS	31,494,322	AS
water consumption (GRI 303-5)	measure	2021		2020		2019	
water	Megalitres	174.1	AS	155.7	AS	215.5	AS
water	Cubic meters	174,078	AS	155,689	AS	215,542	AS
water intensity	Cubic meters/per occupied room	0.438	AS	2.154	AS	0.199	AS

AS

Restated energy and water from 2019 and 2020 are in line with our 2021 data improvement project.
The scope of assured data is marked with the 'assured' symbol in this table see assurance statement pages 108-111.
Variances in 2020 data compared to prior reporting years reflect the impacts from COVID-19 on performance metrics.

growing and operating sustainably

energy intensity (GRI 302-3)	measure	2021		2020		2019	
electricity	kWh/m2	121.1	AS	119.13	AS	141.53	AS
natural gas	kWh/m2	155.98	AS	135.23	AS	164.16	AS
heating	kWh/m2	93.89	AS	78.58	AS	98.24	AS
cooling	kWh/m2	75.05	AS	65.97	AS	79.45	AS
average consumption intensity	kWh/m2	243.99	AS	222.24	AS	265.74	AS

AS

Restated energy and water data from 2019 and 2020 is in line with our 2021 data improvement project .The scope of assured data is marked with the ‘assured’ symbol in this table see assurance statement pages 108-111.

growing and operating sustainably

carbon emissions (GRI 305-1, 305-2, 305-3, 305-4)	measure	2021	2020	2019
scope 1 direct emissions				
emissions	MT CO ₂ e	2,780 AS	2,150 AS	2,013 AS
emissions intensity	kg CO ₂ e/m ²	17.83 AS	16.07 AS	17.9 AS
scope 2 indirect emissions				
location-based emissions	MT CO ₂ e	4,778 AS	4,089 AS	4,346 AS
location-based emissions intensity	kg CO ₂ e/m ²	30.64 AS	30.56 AS	38.65 AS
market-based emissions	MT CO ₂ e	979 AS	666 AS	506 AS
market-based emissions intensity	kg CO ₂ e/m ²	6.28 AS	4.98 AS	4.5 AS
total scope 1 + 2 emissions				
Location-based emissions	MT CO ₂ e	7,558 AS	6,240 AS	6,359 AS
Location-based emissions intensity	kg CO ₂ e/m ²	48.46 AS	46.62 AS	56.55 AS
market-based emissions	MT CO ₂ e	3,759 AS	2,816 AS	2,518 AS
market-based emissions intensity	kg CO ₂ e/m ²	24.1 AS	21.04 AS	22.4 AS



Restated energy and water from 2019 and 2020 inline with our 2021 data improvement project .The scope of assured data is marked with the 'assured' symbol in this table see assurance statement pages 108-111.

growing and operating sustainably

carbon emissions (GRI 305-1, 305-2, 305-3, 305-4)	measure	2021	2020	2019
scope 3 emissions				
waste	MT CO2e	376	375	738
business travel	MT CO2e	182	268	1100

growing and operating sustainably

waste by type and disposal method (GRI 306-2)	measure	2021	2020	2019
total waste generated - reuse	%	2.97	0.39	0
total waste generated – recycling	%	33.99	47.94	40.09
total waste generated – incineration	%	46.32	38.68	36.57
total waste generated – landfill	%	12.85	13.02	23.37
total waste generated – other	%	3.87	0	0
total waste generated	metric tons	1,337.90	1,167.03	2,447.44

doing the right thing for our people

total workforce and breakdown by employee category (GRI 405-1)	measure	2021			2020			2019	
workforce (headcount, year end)									
employees (fte)	number	812			646			647	
total	number	812			646			647	
employees by gender (headcount, year end)	%	male	female	non-binary/ undisclosed	male	female	non-binary/ undisclosed	male	female
		45.25	48.45	6.3	53.6	46.1	0.3	52.5	47.5
employees by age group (headcount, year end)									
employees under 30 years old	%	34			36			37	
employees 30 - 50 years old	%	60			58			56	
employees over 50 years old	%	6			6			7	
woman in management									
percentage of executive management positions filled by women (strategic council)	%	17			24			24	
employee training (GRI 404-1)									
professional training received	%	100			100			97	
ESG-specific training	%	45			33			6	

doing the right thing for our people				
	measure	2021	2020	2019
occupational health and safety (GRI 403-2)				
absentee rate	number	2.6	0.7	1.9
work-related fatalities	number	0	0	0
employee performance reviews GRI 404-3				
employees reviewed	%	100	100	100

making positive movements in our society					
	measure	2021*	2020	2019	2018
charitable giving (cash,in-kind,time and leverage)	number (€)	17,611	224,137	445,395	167,379
beneficiaries	bikes	103	1181	2737	1000

*In 2021, we focussed on resetting our charity partnership and activating a new donation campaign – see the goals section of the report for more information.

appendix

sustainable development goals

The **UN's Sustainable Development Goals** (SDGs) are helping people and organisations of all kinds (ours included) to structure positive action in line with shared long-term global sustainability ambitions.

The 17 SDGs (a.k.a Global Goal) call for businesses, governments and wider society to act against poverty, injustice and environmental damage so everyone enjoy global peace and prosperity. They guide companies like ours in tackling the world's most pressing issues and foster a greater level of corporate transparency and accountability.

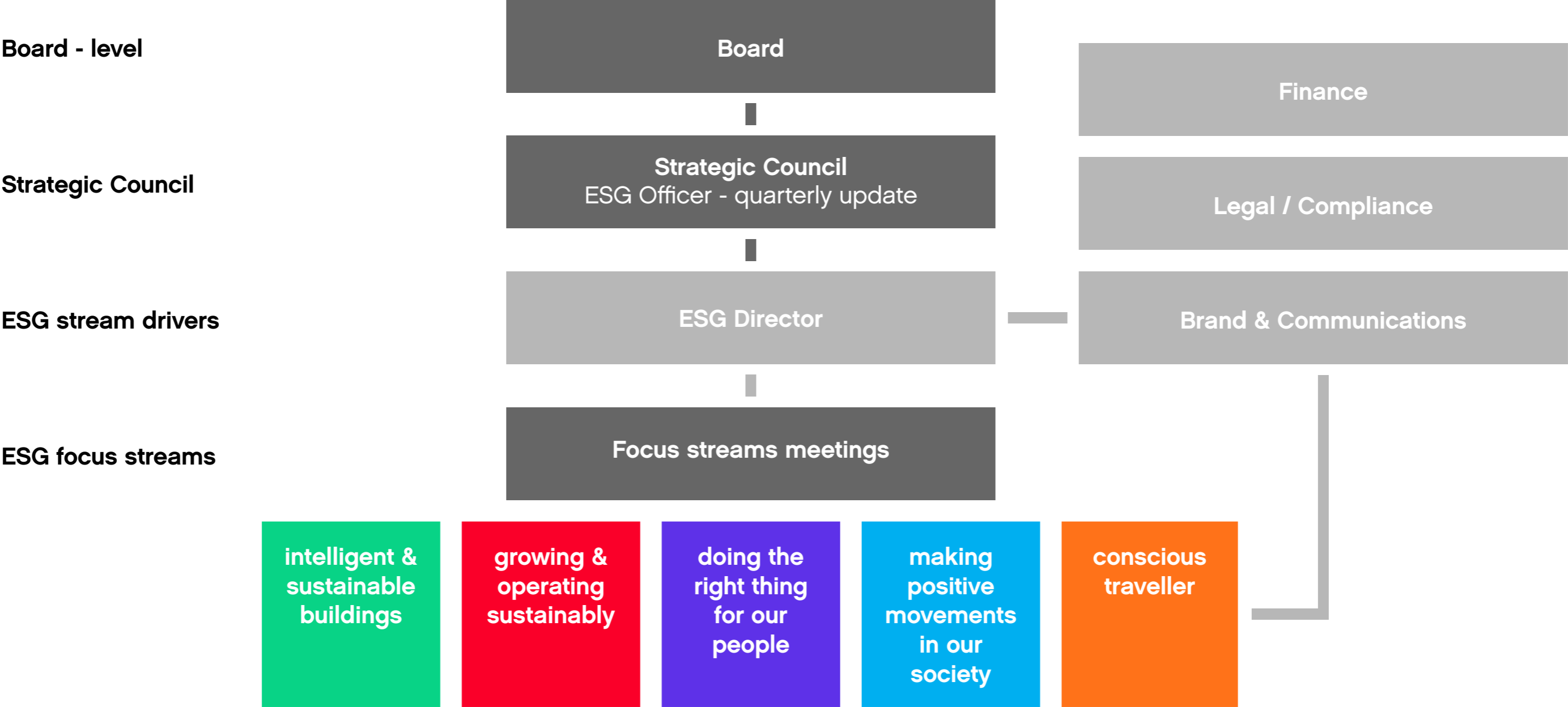
the goals we influence
We have carefully identified the goals we feel we influence with our ESG streams, actions and as a business.



policies and statements

governance area	policy / statement name	link
bribery and corruption	citizenM rules	https://www.citizenm.com/legal/citizenm-rules/citizenm-rules
cyber security	citizenM rules	https://www.citizenm.com/legal/citizenm-rules/citizenm-rules
data protection and privacy	citizenM privacy policy	https://www.citizenm.com/privacy
fraud	citizenM rules	https://www.citizenm.com/legal/citizenm-rules/citizenm-rules
political contributions	citizenM rules	https://www.citizenm.com/legal/citizenm-rules/citizenm-rules
shareholder rights	citizenM rules	https://www.citizenm.com/legal/citizenm-rules/citizenm-rules
speak up procedure	speak up procedure	https://www.citizenm.com/company/legal
environment	environmental policy	https://www.citizenm.com/legal/our-environmental-policy/our-environmental-policy
human rights	human rights policy	https://www.citizenm.com/company/legal
accessibility	accessibility statement	https://www.citizenm.com/accessibility-statement
responsible procurement	responsible procurement principles	https://www.citizenm.com/responsible-procurement-principles
modern slavery	modern slavery statement	https://www.citizenm.com/modern-slavery-statement
waste management	single-use plastic policy	https://www.citizenm.com/esg

ESG governance structure



assurance statement



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Assurance report of the independent auditor

To the shareholders of citizenM Holding B.V.

Our conclusion

We have reviewed the sustainability information in the accompanying ESG report for the year 2021 of citizenM Holding B.V., at Amsterdam. A review is aimed at obtaining a limited level of assurance.

Based on our review nothing has come to our attention that causes us to believe that the sustainability information does not present, in all material respects, a reliable and adequate view of:

- The policy and business operations with regard to corporate social responsibility.
- The thereto related events and achievements for the year 2021,

in accordance with the reporting criteria as included in the section 'reporting criteria'.

The sustainability information consists of performance information on energy consumption, water consumption and scope 1 & 2 GHG emissions of 2019, 2020 and 2021 emissions in the section 'energy and GHG' part of chapter 'growing & operating sustainably' on page 40-46 of the ESG report 2021. In the GHG emissions table on pages 44-45 the scope 3 emissions are excluded from the assurance scope.

Basis for our conclusion

We conducted our review of the sustainability information in accordance with Dutch law, including Dutch Standard 3000A 'Assurance-opdrachten anders dan opdrachten tot controle of beoordeling van historische financiële informatie (assurance engagements other than audits or reviews of historical financial information)'. This engagement is aimed to obtain limited assurance. Our responsibilities in this regard are further described in the 'Our responsibilities for the review of the sustainability information' section of our report.

We are independent of citizenM Holding B.V. in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence requirements in The Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Reporting criteria

The sustainability information needs to be read and understood together with the reporting criteria. citizenM Holding B.V. is solely responsible for selecting and applying these reporting criteria, taking into account applicable law and regulations related to reporting.

The reporting criteria used for the preparation of the sustainability information are the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) disclosed on page 88-93 of the ESG report.

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The absence of an established practice on which to draw, to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

Limitations to the scope of our examination

The sustainability information includes prospective information such as ambitions, strategy, plans, expectations and estimates. Inherent to prospective information, the actual future results are uncertain. We do not provide any assurance on the assumptions and achievability of prospective information in the sustainability information.

The references to external sources or websites in the sustainability information are not part of the sustainability information as reviewed by us. We therefore do not provide assurance on this information. Our conclusion is not modified in respect to these matters.

Responsibilities of management for the sustainability information

Management is responsible for the preparation of reliable and adequate sustainability information in accordance with the reporting criteria as included in the section 'reporting criteria', including the identification of stakeholders and the definition of material matters. The choices made by management regarding the scope of the sustainability information and the reporting policy are summarized in the chapter "materiality" of the citizenM Holding B.V. ESG report.

Furthermore, management is also responsible for such internal control as the it determines is necessary to enable the preparation of the sustainability information that is free from material misstatement, whether due to fraud or error.

Management is responsible for overseeing the reporting process of citizenM Holding B.V.

Our responsibilities for the review of the sustainability information

Our responsibility is to plan and perform the review in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

Procedures performed to obtain a limited level of assurance are aimed to determine the plausibility of information and vary in nature and timing from, and are less in extent, than for a reasonable assurance engagement. The level of assurance obtained in review is therefore substantially less than the assurance obtained in an audit.

We apply the 'Nadere voorschriften kwaliteitssystemen' (NVKS, Regulations for Quality management systems) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have exercised professional judgement and have maintained professional skepticism throughout the review, in accordance with the Dutch Standard 3000A, ethical requirements and independence requirements.

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assurance statement



Our review included among others:

- Performing an analysis of the external environment and obtaining an understanding of relevant social themes and issues, and the characteristics of the company.
- Evaluating the appropriateness of the reporting criteria used, their consistent application and related disclosures in the sustainability information. This includes the evaluation of the results of the stakeholders' dialogue and the reasonableness of estimates made by management.
- Obtaining an understanding of the reporting processes for the sustainability information, including obtaining a general understanding of internal control relevant to our review.
- Identifying areas of the sustainability information with a higher risk of misleading or unbalanced information or material misstatements, whether due to fraud or error. Designing and performing further assurance procedures aimed at determining the plausibility of the sustainability information responsive to this risk analysis. These procedures consisted amongst others of:
 - interviewing management (and/or relevant staff) at corporate (and business/division/cluster/local) level responsible for the sustainability strategy, policy and results;
 - interviewing relevant staff responsible for providing the information for, carrying out internal control procedures on, and consolidating the data in the sustainability information;
 - obtaining assurance information that the sustainability information reconciles with underlying records of the company;
 - reviewing, on a limited test basis, relevant internal and external documentation;
 - performing an analytical review of the data and trends;
 - evaluating the presentation, structure and content of the sustainability information;
 - considering whether the sustainability information as a whole, including the disclosures, reflects the purpose of the reporting criteria used.

We communicate with management regarding, among other matters, the planned scope, timing and outcome of the review.

Amsterdam, June 16, 2022

Deloitte Accountants B.V.

Signed on the original: M. Heerschop

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