

# GRI Content Index 2019



## The GRI Standards Content Index

The Global Reporting Initiative (GRI) is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others.

GRI's Sustainability Reporting Standards are the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters.

Our ESG report has been prepared in accordance with the GRI Standards: Core option.

This GRI Standards Content Index refers to our 2019 ESG Report which can be downloaded [here](#).



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Number	Description	Response	Reference
102-1	Name of the organisation	citizenM Holding B.V.	<a href="#">citizenM ESG Report About citizenM (page 5)</a>
102-2	Activities, brands, products and services	<p>citizenM Holding B.V. carries on the business of an investment company in connection with the ownership, development and operation of hotels, leisure facilities, and other activities related to the tourism industry. The Company owns several investments in subsidiary and associate companies, through which it manages the business of the Group.</p> <p>citizenM aims to create a global portfolio of citizenM hotels in prime metropolitan locations and at major international airports. citizenM already operates one or more locations in the target cities of Amsterdam, London, Paris and New York. citizenM's core strategy is to own the hotels it operates. Further expansion is pending in several metropolitan cities in Europe and North America. citizenM creates unique hotels by using standardized elements wherever possible and developing bespoke designs where they matter. Approximately half of all citizenM hotels are prefabricated (modular). This means they are built in a shorter timeframe than traditional construction, leading to among others, scaling opportunities and high profitability. It also ensures consistency and quality of the hotel buildings and interiors.</p> <p>Our focus is on comfortable, efficient design. citizenM provides everything a mobile citizen desires from a luxury hotel and leaves out what isn't needed. Reallocating living spaces from the rooms to the public area enables us to use just half the floor space of a traditional upscale hotel room, without compromising on luxury.</p>	<a href="#">citizenM Annual Report 2019</a>
102-3	Location of headquarters	Leidseweg 219, 2253 AE Voorschoten, The Netherlands	<a href="#">citizenM Annual Report 2019</a>
102-4	Location of operations	At the end of 2019, we have 19 hotels operating in 9 countries.	<a href="#">citizenM Annual Report 2019</a>
102-5	Ownership and legal form	citizenM Holding B.V., (the 'Company'), is a limited liability company incorporated and domiciled in the Netherlands. The Company is registered at the trade register under number 64870138 and the statutory seat is in Amsterdam, the Netherlands.	<a href="#">citizenM Annual Report 2019</a>

Number	Description	Response	Reference
102-6	Markets served	<p>We have 19 hotels operating in 9 countries.</p> <p>Our operations are grouped into three business regions:</p> <ul style="list-style-type: none"> <li>• Europe</li> <li>• USA</li> <li>• Asia</li> </ul>	<a href="#">citizenM website portfolio &amp; rollout</a>
102-7	Scale of the organisation	As of 31 December 2019, we own and/or operate 19 hotels across the world.	<a href="#">citizenM Annual Report 2019</a>
102-8	Information on employees and other workers	<p>Our citizenM values and unique culture are worth protecting. It's the bright buzzing spark that makes us unique. We value passion, personality and a can-do attitude. We love diversity, and we give everyone the opportunity to learn, develop and grow as professionals and individuals.</p> <p>We take the health, wellbeing and safety of our employees seriously. citizenM takes full responsibility and do what is in its power to ensuring safe and healthy working conditions, in order to prevent harm to, and promote the health of employees. 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.</p> <p>As at 31 December 2019, citizenM employed 647 FTEs.</p>	<a href="#">citizenM ESG Report employees (page 21)</a>
102-9	Supply chain	Every year CitizenM purchases significant quantities of equipment, materials and services from our suppliers. With this comes a responsibility to take action and ensure that we incorporate ethical, environmental and social considerations into our spending decisions. This includes the environmental, social and economic impact of our activities through design, material selection, manufacture, transportation, construction, usage and disposal. We work collaboratively with our supply chain to reduce our impact and find opportunity for positive change. Categories include general contractors, modular, soft building services, hard services (Installation), FF&E, IT services, OS&E, housekeeping, logistics, facility services, finance, branded materials (production), marketing services, general goods and services.	<a href="#">citizenM ESG Report responsible procurement (page 13)</a>

Number	Description	Response	Reference
102-10	Significant changes to the organisation and its supply chain	In 2019, we opened 3 new hotels: citizenM Amsterdam Amstel, citizenM Zurich and citizenM Boston North Station. In addition, we signed 2 hotel management agreements: citizenM Shanghai Hongqiao and citizenM Kuala Lumpur Bukit Bintang.	<a href="#">citizenM Annual Report 2019</a>
102-11	Precautionary principle or approach	A business must take some risks to create value. Having a risk management policy allows citizenM to take risks in a managed and controlled manner. citizenM makes strategic, operational, financial, and reputational risks controllable by carefully weighing risks and returns against each other. Effective risk management is integrated into citizenM's daily operations. The Board ensure that risk assessment, mitigation strategies and plans are integrated into our short and long term strategic goals.	<a href="#">citizenM Annual Report 2019</a>
102-12	External initiatives	At citizenM, we support the UN Sustainable Development Goals and we have identified goals we feel we can make the greatest contribution towards.	<a href="#">citizenM ESG Report employees (page 29)</a>
102-13	Membership of associations	<p>ASTM - Association of Swiss Travel Management</p> <p>Danish Business Travel Association</p> <p>European Association for Investors in Non-Listed Real Estate Vehicles</p> <p>IGLTA (International LGBTQ+ Travel Association)</p> <p>Washington Hospitality Association HSMIA (hospitality sales and marketing association international) The European Hotel Forum (EHF) ITM (UK)</p> <p>PA Club (UK)</p> <p>Scottish PA Network</p> <p>Glasgow Chamber of Commerce</p> <p>Assistante + (FR)</p> <p>GBTA</p> <p>NATM (NL)</p> <p>Tivoli Networking Group (DK)</p> <p>VDR (GER)</p> <p>STMF (ZUR)</p> <p>Meetingplace Wonderful Copenhagen</p>	<a href="#">citizenM ESG Report our stakeholders (page 8)</a>

Number	Description	Response	Reference
102-14	Statement from senior decision-maker	Chief Executive Officer (Klaas van Lookeren Campagne)	<a href="#">citizenM ESG Report CEO statement (page 4)</a>
102-15	Key impacts, risks and opportunities	To ensure that we're focused 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 and identified our most material issues, in 2019 we updated this list from changes we had seen in the business, industry research, investor requests and trends. Our short list of material topics is as follows: green building certifications, responsible procurement, energy consumption, energy efficiency, carbon emissions, water and waste, biodiversity, employee engagement, training and professional development, health and safety, diversity and inclusion, contribution society and guest engagement.	<a href="#">citizenM ESG Report materiality (page 7)</a>
102-16	Values, principles, standards, and norms of behaviour	Our citizenM values and unique culture are worth protecting. It's the bright buzzing spark that makes us unique. We value passion, personality and a can-do attitude. We love diversity, and we give everyone the opportunity to learn, develop and grow as professionals and individuals.  <u><a href="#">citizenM's values</a></u> : genuine touch, passionate attitude, smart thinking, contemporary style, real caring. We live our internal values and all employees take the citizenM rules training, we set out our norms for behaviour in our citizenM rules.	<a href="#">citizenM ESG Report employees (page 21)</a>
102-17	Mechanisms for advice and concerns about ethics	Employees and stakeholders are encouraged to raise a concern if they believe an issue is in violation of the law or not entirely in line with citizenM's values or the citizenM Rules. You are encouraged to raise your concern first with your line manager. This is the fastest way to clear up any misunderstandings and to ensure an open working environment. If you feel uncomfortable doing so, if it is impossible to do so or if you are dissatisfied with the outcome, concerns can be raised with citizenM's local counsellors (in particular in case of personal complaints, complaints about the manager's style of leadership or way of doing business) or citizenM's confidential advisor. The confidential advisor can be contacted at <a href="mailto:confidentialadvisor@citizenm.com">confidentialadvisor@citizenm.com</a> .	<a href="#">citizenM Speak Up Procedure</a>

Number	Description	Response	Reference
102-18	Governance structure	<p>Board of Directors The Board of Directors of citizenM Holding B.V. consists of 3 executive directors as per 31 December 2019 and four non-executive directors.</p> <p>Strategic Council Our Strategic Council (SC) meets every four weeks. The HR Director &amp; ESG Officer, reports to the SC on ESG topics, additionally bi-monthly meetings with the CEO take place to drive our most material issues.</p> <p>A dedicated Social Responsibility Manager based in support office leads the execution of our ESG strategy, supported by a network of managers and employees dedicated to each ESG stream.</p>	<a href="#">citizenM ESG Report governance (page 38)</a>
102-19	Delegating authority	The ESG Officer & Social Responsibility Manager reviews and advises the executive directors on the Group's corporate responsibility objectives and strategy, including its impact on the environment, social, community and its general approach to sustainable development, and stakeholder engagement in relation to the Group's approach to responsible business.	
102-20	Executive-level responsibility for economic, environmental, and social topics	Annemieke Wachter is our ESG Officer, and is responsible for driving the ESG discussion and strategy to our strategic council. This includes citizenM's corporate responsibility objectives and strategy, including its impact on the environment, social, community and its general approach to sustainable development, and stakeholder engagement	<a href="#">citizenM ESG Report governance (page 38)</a>
102-21	Consulting stakeholders on economic, environmental, and social topics	We know the importance of listening and acting, we have internal and external stakeholders that shape our ESG strategy. Here are our main stakeholders that shape our ESG strategy: guests & corporate clients, employees, governments, regulators, industry bodies, investors, NGOS, academic institutions. This has enabled us to create a shortlist of material topics.	<a href="#">citizenM ESG Report our stakeholders (page 8)</a>
102-22	Composition of the highest governance body and its committees	Board of Directors The Board of Directors of citizenM Holding B.V. consists of three Executive Directors and four Non-Executive Directors of citizenM Holding B.V. as per December 31st. The current board is in place since 2019.	<a href="#">citizenM Annual Report</a>
102-23	Chair of the highest governance body	Mr Rattan Chadha - Non-executive Director and Chairman of the Board	<a href="#">citizenM Annual Report</a>
102-24	Nominating and selecting the highest governance body	Each shareholder is entitled to appoint one non-executive director, shareholders jointly appoint an independent non-executive director. The shareholders jointly appoint the executive directors.	<a href="#">citizenM Annual Report</a>

Number	Description	Response	Reference
102-25	Conflicts of interest	It is critically important in maintaining our integrity that nobody at citizenM, whether an employee or consultant, be subject to influences, interests, or relationships that conflict with citizenM's best interests. A conflict of interest exists when private interests interfere in any way or compete with citizenM's interests. Each employee shall report potential conflicts of interest to the responsible senior management while also informing citizenM's Legal Director.	<a href="#">citizenM Rules</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	<p>Our Strategic Council (SC) meets every four weeks. The HR Director &amp; ESG Officer, reports to the SC on ESG topics, additionally bi-monthly meetings with the CEO take place to drive our most material issues.</p> <p>A dedicated Social Responsibility Manager based in support office leads the execution of our ESG strategy, supported by a network of managers and employees dedicated to each ESG stream.</p> <p>Ultimately, the delivery of our ESG strategy resides with all of our employees – individually and collectively. We believe that it's important to help all our employees act in a responsible way via training and engagement activities relevant for each department.</p>	<a href="#">citizenM ESG Report governance (page 37)</a>
102-29	Identifying and managing economic, environmental, and social impacts	<p>The ESG work streams key responsibilities and focus areas over the year have been:</p> <ul style="list-style-type: none"> <li>• Integration of ESG strategy in each ESG stream - considering activation programs and targets for the future</li> <li>• Environmental policies and approaches and responsible procurement policies</li> <li>• Delivery of the internal targets for 2019, especially environmental targets</li> <li>• Reviewing approach to responsible procurement in the supply chain, the Supplier Principles and assessments</li> <li>• Reviewing the Modern Slavery statements and review in Human Rights training options for the future</li> <li>• Overseeing citizenMovement our charitable foundation</li> </ul>	<a href="#">citizenM ESG Report materiality (page 7)</a>
102-30	Effectiveness of risk management processes	Our risk management policy allows citizenM to take risks in a managed and controlled manner. citizenM makes strategic, operational, financial, and reputational risks controllable by carefully weighing risks and returns against each other. Effective risk management is integrated into citizenM's daily operations. The main types of risks are; market risk, credit risk and liquidity risk, which result from both it's operating and investing activities. The Group's risk management is coordinated at it's head office; in close cooperation with the board of directors and focuses actively securing the Group's short to medium term cash flows by minimizing the exposure to financial markets. The board of directors have overall responsibility for the establishment and oversight of the Group's risk management framework.	<a href="#">citizenM Annual Report 2019</a>



Number	Description	Response	Reference
102-32	Highest governance body's role in sustainability reporting	The ESG Officer and Social Responsibility Manager review the content of the ESG Report. Approval is required by stream leaders, CEO and legal.	<a href="#">citizenM ESG Report</a> <a href="#">Modern Slavery Statement</a>
102-33	Communicating critical concerns	Employees and stakeholders are encouraged to raise a concern if they believe an issue is in violation of the law or not entirely in line with citizenM's values or the citizenM Rules. You are encouraged to raise your concern first with your line manager. This is the fastest way to clear up any misunderstandings and to ensure an open working environment. If you feel uncomfortable doing so, if it is impossible to do so or if you are dissatisfied with the outcome, concerns can be raised with citizenM's trusted persons (in particular in case of personal complaints, complaints about the manager's style of leadership or way of doing business) or citizenM's confidential advisor. The confidential advisor can be contacted at confidentialadvisor@citizenm.com.	<a href="#">citizenM Speak Up Procedure</a>
102-35	Remuneration policies	Our remuneration policy is set out in our shareholders agreement.	<a href="#">Shareholders agreement</a>
102-36	Process for determining remuneration	Shareholders determine the remuneration of the members of the board.	<a href="#">Shareholders agreement</a>
102-37	Stakeholders' involvement in remuneration	<i>not applicable</i>	<i>not applicable</i>
102-40	List of stakeholder groups	Here are our main stakeholders that shape our ESG strategy: <ul style="list-style-type: none"> <li>• guests &amp; corporate clients</li> <li>• employees</li> <li>• government</li> <li>• regulators</li> <li>• industry bodies</li> <li>• investors</li> <li>• NGOS</li> <li>• academic institutions</li> <li>• local communities</li> </ul>	<a href="#">citizenM ESG Report</a> <i>our stakeholders (page 8)</i>
102-41	Collective bargaining agreements	In accordance with the law, we respect the right of all employees who want to form or join trade unions (and other representations), and carry out representative functions at work in line with legislation. To allow employees to bargain collectively and engage in peaceful assembly, as well as respect the right of employees to refrain from such activities. Employees should not be discriminated against or be treated unfavourably or differently because they carry out representative functions.	<a href="#">citizenM Rules</a>

Number	Description	Response	Reference
102-42	Identifying and selecting stakeholders	We engage on a regular basis through ongoing communications and targeted surveys with primary stakeholders: employees, guests and suppliers. We engage on a consultation basis or event-driven basis with civil society organizations, regulators and local communities. We maintain communications with investors in connection with our business results and strategy.	<a href="#">citizenM ESG Report our stakeholders (page 8)</a>
102-43	Approach to stakeholder engagement	We regularly engage with our stakeholders through meetings, social media, guest satisfaction surveys, our internal platforms, conferences, websites, surveys, meetings and events	<a href="#">citizenM ESG Report our stakeholders (page 8)</a>
102-44	Key topics and concerns raised	Our short list of material topics is as follows: green building certifications, responsible procurement, energy consumption, energy efficiency, carbon emissions, water and waste, biodiversity, employee engagement, training and professional development, health and safety, diversity and inclusion, contribution society and guest engagement.	<a href="#">citizenM ESG Report materiality (page 7)</a>
102-45	Entities included in the consolidated financial statements	citizenM Holding B.V. includes 2 entities ( including subsidiaries) which were reported on in our annual report.	<a href="#">citizenM Annual Report 2019</a>
102-46	Defining report content and topic Boundaries	Reporting on 16 operating hotels, excluding three hotel management agreements. We do not report on our lease office buildings.	<a href="#">citizenM Annual Report 2019</a>

Number	Description	Response	Reference
102-47	List of material topics	A list of material topics can be found in our materiality.	<a href="#">citizenM ESG Report materiality (page 7)</a>
102-48	Restatements of information	This is our first ESG report and 2018 data used in growing and operating sustainably sections has not been restated.	<a href="#">citizenM ESG Report</a>
102-49	Changes in reporting	As this is our first report, we do not have any changes in reporting.	<a href="#">citizenM ESG Report</a>
102-50	Reporting period	1st January - 31st December 2019	<a href="#">citizenM ESG Report (page 27)</a>
102-52	Reporting cycle	We will be providing economic, environmental and social performance data on an annual basis.	<a href="#">citizenM ESG Report (page 27)</a>
102-53	Contact point for questions regarding the report	For more information, please contact us at: <a href="mailto:esg@citizenm.com">esg@citizenm.com</a>	<a href="mailto:esg@citizenm.com">esg@citizenm.com</a>
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.	
102-55	GRI content index	Prepared in line with GRI Content index.	
102-56	External assurance	As this is our first report, we do not have external assurance this year.	<i>No external assurance</i>

Number	Description	Response	Reference
201-1	Direct economic value generated and distributed	As we are not a listed company, we do not publish our annual revenue. This is captured in our annual report and shared with key stakeholders as and when required due to confidentiality constraints.	<a href="#">citizenM Annual Report 2019</a>
201-2	Financial implications and other risks and opportunities due to climate change	In 2020, we will be investigating long term targets and setting our climate resilience strategy for physical climate risk.	<a href="#">citizenM ESG Report (targets page 12)</a>
203-2	Indirect Economic Impacts	Globally, our hotel operations and support offices have a positive impact on communities by creating jobs and stimulating local economic development. Our green buildings help create more sustainable communities.	<a href="#">citizenM ESG Report (page 13)</a>
205-2	Communication and training about anti corruption policies and procedures	<p>citizenM will not tolerate any act of bribery or corruption from any of its employees or business partners. A bribe is defined as giving anything of value, directly or indirectly, to influence an act or someone's decision, or persuading a person to use their influence. There shall be no distinction between a person who works for a (foreign) government or one who is active in the private sector. citizenM will not tolerate bribery. All employees are required to comply with the citizenM gifts hospitality and anti-corruption policy.</p> <p>citizenM will compete for business and expects its employees to compete lawfully and ethically. Employees may not exchange information with competitors regarding costs, pricing, construction and design, terms of conditions of service offerings, choice of suppliers, future locations, and market share.</p>	<a href="#">citizenM Rules</a>

Number	Description	Response	Reference
302-1	Energy consumption within the organization	Energy consumption: Electricity, fuel and municipal heat	<a href="#">citizenM ESG Report (pages 15-16)</a>
303-1	Interactions with water as a shared resource	We withdraw water from municipal supplies only and this water is to the best of our knowledge, not sensitive or Ramsar listed.	<a href="#">citizenM ESG Report (pages 15-16)</a>
303-5	Water consumption	Our total water consumption across the reported portfolio in 2019 was 224,322m <sup>3</sup> .	<a href="#">citizenM ESG Report (page 17)</a>
305-1	Direct (Scope 1) GHG emissions	2091 MTCO <sub>2</sub> e	<a href="#">citizenM ESG Report (page 15)</a>
305-2	Energy indirect (Scope 2) GHG emissions	Total Scope 2: Location based emission 157 MTCO <sub>2</sub> e. Total Scope 2: Market based emissions 2022 MTCO <sub>2</sub> e.	<a href="#">citizenM ESG Report (page 15)</a>
305-3	Other indirect (Scope 3) GHG emissions	We did gather our air business travel however we do not externally report this yet.	-
305-4	GHG emission intensity	MT CO <sub>2</sub> e/m <sup>2</sup>	<a href="#">citizenM ESG Report (page 15)</a>

Number	Description	Response	Reference
405-1	Diversity of governance bodies and employees	Of our 647 employees, 307 were female and 340 were male. Of our 17 Management Team, 4 are female and 13 are male. Of our 7 Board Directors: 3 Executive Directors, 3 are male. 4 Non-Executive directors are male	<a href="#">Diversity and Management Team</a>
412-1	Operations that have been subject to human rights reviews or impact assessments	Our Modern Slavery Statement sets out our approach to tackling human rights.	<a href="#">Modern Slavery Statement 2019</a>
413-1	Operations with local community engagement, impact assessments, and development programs	Local community: In 2019, we focused our hotel openings on engaging and raising awareness of our local community heroes with photo education campaigns. Additionally, for each hotel opening we actively recruit from the local area. Global - through our citizenM Foundation we donated 445,000 GBP to World Bicycle Relief. This benefited children on Sub-Saharan Africa by giving them bicycles to shorten the distance to education.	<a href="#">citizenM ESG Report (page 23 - 25)</a>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We have a clear complaints procedure for our guests. The privacy and security of personal data is very important to us. Technology provides a crucial foundation for citizenM's guest journey. Our guests and our employees are dependent on our technology and the data managed by it. Also for our support office, technology has increasingly become an essential component of the service provided to our hotel teams.  It is critically important that all citizenM employees and all third parties, understand the importance of safeguarding citizenM's business information. Under our corporate governance practice, citizenM is required to protect from accidental or deliberate disclosure or loss: information about our guests, employees, strategy and finance. This information may be stored and processed by citizenM internally or by partners managed by us under contract. At all times, however, citizenM remains responsible for this data, wherever it is stored, and is committed to protect the privacy and cyber security of guests and employees, as well as the corresponding data assets entrusted to us. citizenM will not tolerate any misuse of data entrusted to us and all employees are required to comply with the citizenM book of cyber safety. We want everyone including guests booking via our reservation channels, members of our loyalty programmes, colleagues, shareholders and others to trust that their information is appropriately managed. We have policies and procedures in place regarding how personal data can be used by our corporate offices and managed hotels, as well as information security standards. In 2019, we launched our training and elearning for colleagues on handling information responsibly.	<a href="#">citizenM Rules</a>