

COMMON ROOM HOTELS

FOURTEEN SMALL HOUSES · LISBON — COPENHAGEN — OAXACA — KYOTO

Stay with care.

— *the 2026 Responsibility Report*

OUR PROMISE

Every stay should leave a place a little better — for the people who live there, the people who work there, and the ground it stands on. We measure it, publish it, and when we miss, we say so.

PREPARED FOR OWNERS · TRAVEL PARTNERS · EMPLOYEES · GUESTS · INVESTORS

Reporting year 1 Jan – 31 Dec 2026 · All figures illustrative — Common Room Hotels is a fictional group · responsibility@commonroomhotels.example



We would rather hand you the gaps than hide them.

Dear reader —

Ten years in, we are still small enough to know the name of everyone who makes the beds. Small enough that a number in this report belongs to a person we ate breakfast with.

So the rule stands: publish what we measure, and publish what we missed. This year we cut energy per stay by 7% and paid a living wage to 89% of hourly roles. We did not reach our food-waste target, and two cities sit below the wage line. All of it is in here, plainly.

For 2027, every commitment below carries a name and a date. If you own a building, run an agency, or fold the linen with us — hold us to it.

Mariam Okafor

CHIEF EXECUTIVE — WITH THE GMS OF CASA LAMAR, BAGGESENS HUS, CASA TEJOCOTE & KIGI-NO-IE



02 paint & plaster, the stair hall — placeholder interior

01 Pay the wage, all of it

Every role at or above the local living wage, in every house, by Sep 2027.

02 Lighten every stay

–10% energy and –8% water per stay from the FY26 baseline, by Dec 2027.

03 Report like a guest book

Targets, misses and corrective actions published — nothing tidied up.

Fourteen small houses, four cities, one standard of care.



03 the houses, on a dot map — each square $\approx 5^\circ$ of the world (native shapes, editable)

14 **houses, none franchised**
owned and leased — one standard, four cities

418 **keys across the group**
average house: 30 keys · tallest: six floors

640 **people employed**
62% permanent full-time contracts

96.4k **guest-nights in FY26**
occupancy 71% · 8.1 nights median stay

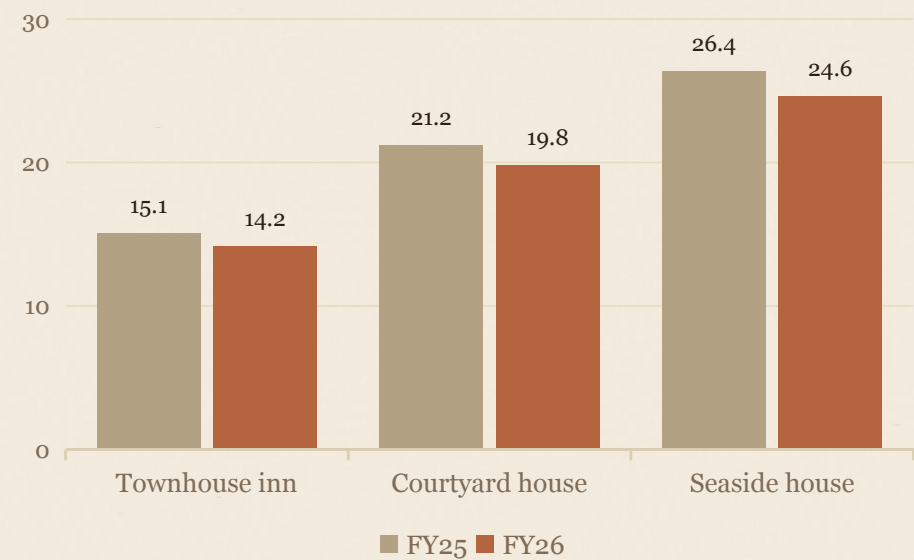
TOWNHOUSE INN	COURTYARD HOUSE	SEASIDE HOUSE
6 houses · 126 keys	5 houses · 190 keys	3 houses · 102 keys

***The house book.** Every front desk keeps one — 2,300 recommendations written by staff, not algorithms: the Tuesday market, the quiet bench, the noodle counter at midnight.*

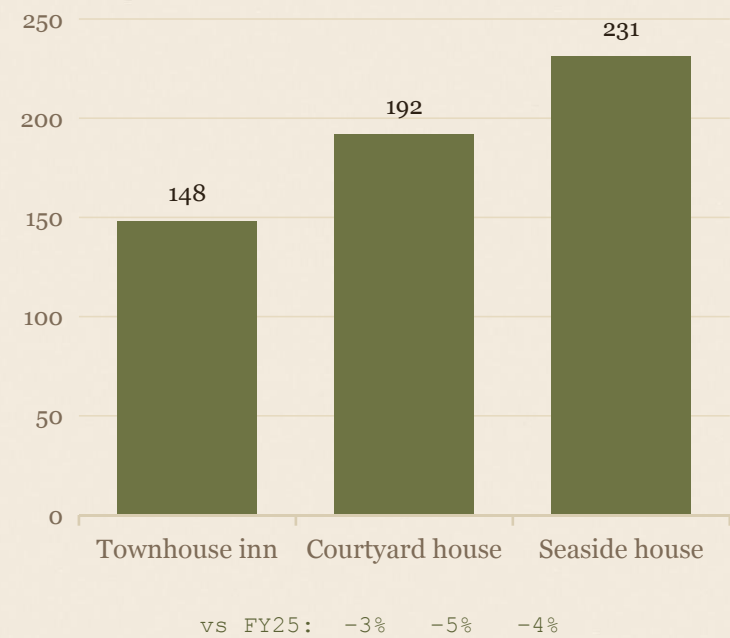
SUBSTANTIATION CRH-FY26-PORT-01 · portfolio registers & PMS extract (illustrative) · boundary: 14 consolidated houses

Per stay: 7% less energy. Water has further to fall.

04 — ENERGY PER STAY · kWh per occupied room-night



05 — WATER PER GUEST-NIGHT · litres · FY26



ON THE FLOOR — WHAT MOVED THE METERS

-18% laundry wash cycles
linen re-use chosen for 63% of multi-night stays

11/14 houses on night setback
heating & cooling sleep from 23:00

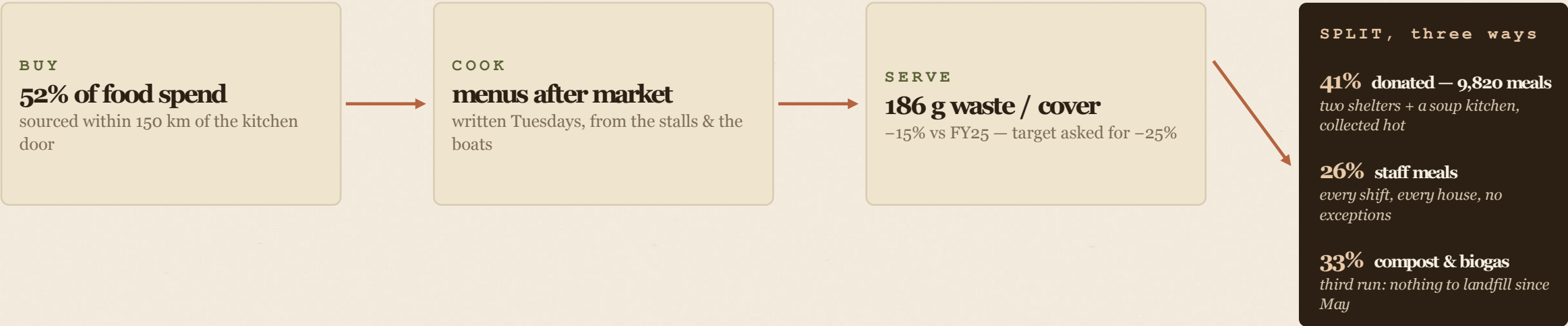
-21% energy, two Kyoto houses
heat-pump retrofits in listed machiya townhouses

“Rosa packs the short-stay carts — half-size amenities, half the hauling. Her trolley weighs twelve kilos less than last winter, and the meter says she is right.”

HOUSEKEEPING TEAM, BAGGESENS HUS · COPENHAGEN (ILLUSTRATIVE PERSON, COMPOSITE DETAIL)

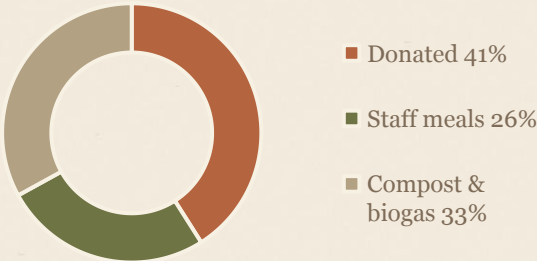
SUBSTANTIATION CRH-FY26-EM-02 / CRH-FY26-WT-01 · utility invoices + submeters, 14 houses · grid factors: regional averages · weights by occupied room-nights (all illustrative)

Every plate has an afterlife.

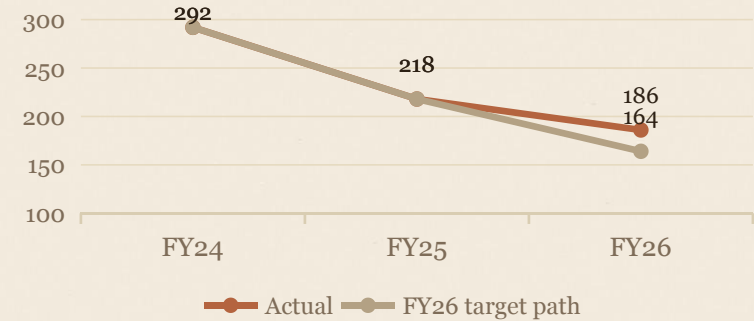


06 the kitchen flow, market to afterlife — native shapes · Chef Duarte's Tuesday: *the menu is whatever the Mercado brought — bought small, cooked same-day (illustrative).*

07 — WHERE SURPLUS GOES · % of surplus food



08 — FOOD WASTE PER COVER · grams, FY24–26 vs target · miss owned slide 10



09 market ceramics — placeholder photo

SUBSTANTIATION CRH-FY26-FW-03 / CRH-FY26-SC-05 · kitchen weigh-in logs, weekly · procurement ledger · meals: donation receipts (illustrative)

A good stay asks nothing twice.



10 room 21, Casa Lamar — placeholder photo

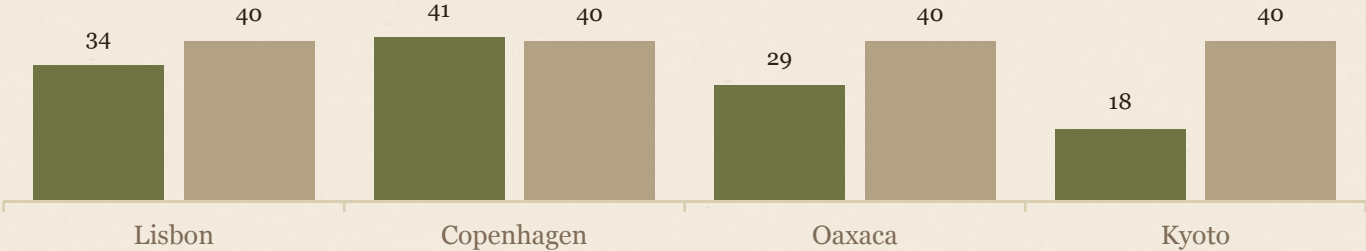
“The shower stool and the bench by the lift mattered more than any stars.”

GUEST NOTE, SEASIDE HOUSE · ILLUSTRATIVE

SUBSTANTIATION CRH-FY26-GX-04 · PMS room attributes + front-desk incident log + guest notes, 14 houses (illustrative)

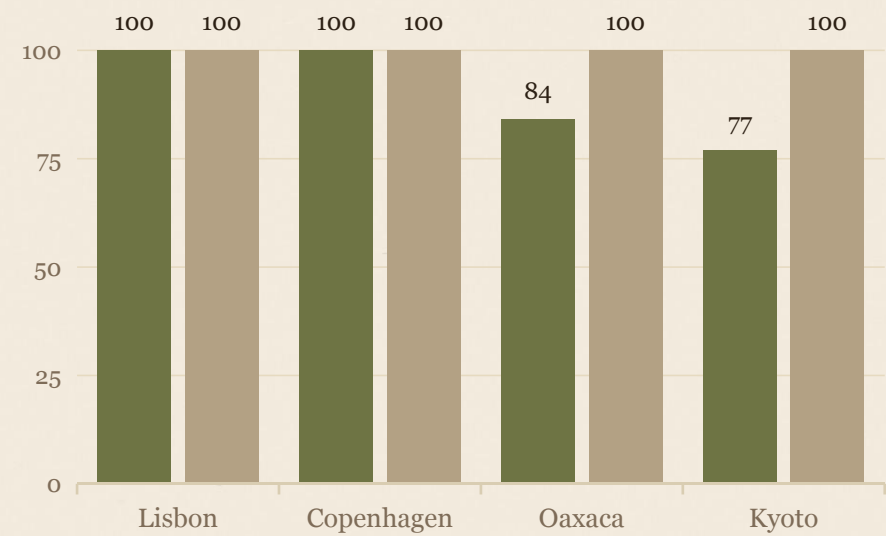
Step-free rooms	130 keys · 31%	of 418 — target 40% by Q3 2027
Hearing support	6 of 14 desks	induction loops; staff trained in basic sign
Allergy protocol	14 of 14 kitchens	separate prep boards, colour-coded, audited quarterly
Water refill points	42 taps	bottled water removed from all houses in FY25
Digital check-in	58% of stays	by choice — the desk still answers in person
Quiet floors	11 houses	no housekeeping knocks after 20:00; dimmed corridors

11 — STEP-FREE KEYS BY CITY · % of keys · vs 2027 target 40%



The wage line is the responsibility line.

12 — LIVING-WAGE COVERAGE · % of hourly roles at/above local living wage, FY26



21 h

median learning per person, FY26
target 24 — training is paid, on shift

2.1

recordable injuries per 100 FTE
down from 2.5 in FY25; slips & lifts

78%

12-month staff retention
industry illustrative comparator: ~60%

44%

management roles filled inside
the breakfast shift knows the bar

WHY THE GAP Service-premium back-pay at the two newest houses — a staged wage plan is contracted (slide 11). (illustrative)

“I moved from breakfast shift to the front desk in seven months. The training hours were paid — that was the whole trick.”

GUEST-FACING TEAM MEMBER, CASA TEJOCOTE · OAXACA (ILLUSTRATIVE QUOTE)

SAFETY & VOICE
Works councils cover 58% of employees; quarterly house safety walks are led by housekeeping teams, not managers.

SUBSTANTIATION CRH-FY26-HR-06 · HRIS + payroll (illustrative) · living wage: local cost-of-living basket per city, see methodology · TRIR per 100 FTE

Partnerships that outlast the season.

Lisbon PT · HOUSE 1	Casa Aberta — neighbourhood shelter Our surplus kitchen serves their Monday dining room — collected hot, eaten same evening.	9,820 MEALS DONATED	
Copenhagen DK · HOUSE 2	Rust & Spoke — bicycle workshop Six paid apprentices fix the city's bikes; our guests' rental fleet lives there too.	310 BIKES REPAIRED	
Oaxaca MX · HOUSE 3	Taller Barro — pottery studio Guests throw clay with twelve master potters, paid at full teaching rate.	28 WORKSHOPS HOSTED	13 the corner we're known on — placeholder
Kyoto JP · HOUSE 4	Machi Tsukuro — textile repair collective Repair cafés in our lobby: kimonos, work jackets, and everything between.	214 kg TEXTILES DIVERTED	1,120 h paid volunteer hours staff volunteer on shift, at full pay US\$118k in-kind support space, meals, materials (illustrative value) 6 apprentices on payroll Rust & Spoke — two already hired by guests



“Their Monday dining room is now our kitchen's second shift. Ninety covers, no invoice, every week.”

SHELTER COORDINATOR, CASA ABERTA · LISBON (ILLUSTRATIVE) · PARTNER AGREEMENTS: 3-YEAR TERMS, RENEWED FY25

SUBSTANTIATION CRH-FY26-CM-08 · partner agreements + donation receipts + volunteer rosters, four cities (illustrative)

We buy from people we can name — and audit what we can't.

THE VENDOR CODE — FOUR LINES, SIGNED BY EVERY SUPPLIER

01 Wages & hours verified at source
nobody pays to work here — recruitment fees, if found, are repaid

02 Chemical floors set high
cleaning & laundry inputs at EU ecolabel standard or better

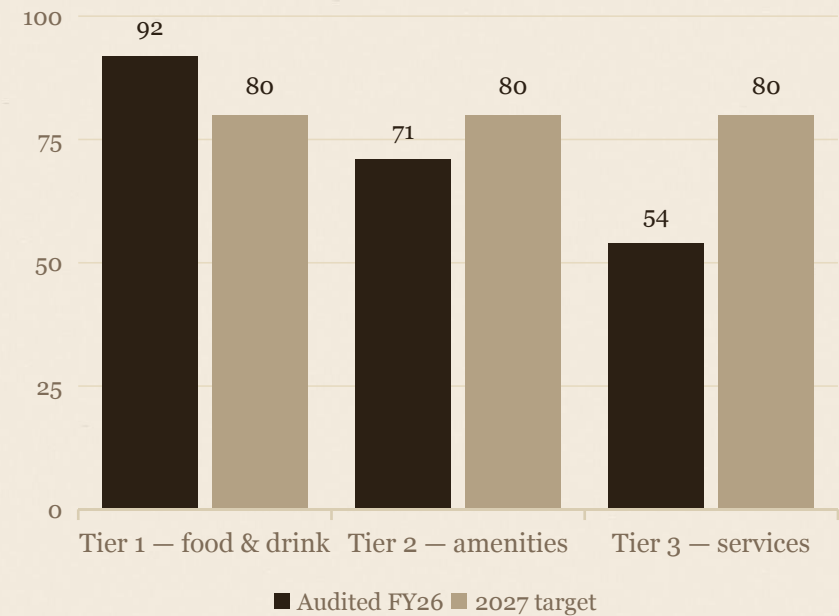
03 Animal welfare stated, not implied
cage-free across all houses since FY25

04 Local first, when quality holds
within-150 km gets first right of refusal

One roaster, four houses: three-year price fixed above the commodity market — the farmer plans, we sleep well. (illustrative)

SUBSTANTIATION CRH-FY26-SC-11 · vendor register 214 suppliers · audit reports 158 · corrective-action log (illustrative)

14 — AUDIT COVERAGE BY SPEND TIER · % of active suppliers verified, FY26



TIER 3 IS THE HONEST GAP — FIXED BY CONTRACT, SEE SLIDE 10

TIER	SUPPLIERS	AUDITED
1 · food & drink	64	92%
2 · amenities & spa	71	71%
3 · services & trades	79	54%
all tiers	214	71%

CORRECTIVE ACTIONS
31 raised this year · 23 closed · 8 open (4 overdue — named on slide 10). Two suppliers delisted for repeat wage findings.

SMETA-style 4-pillar audits; on-site for tier 1-2, third-party pool for tier 3 (illustrative programme).

We said. We did. And what we didn't.

Five misses from FY26 — each with its trade-off named, and the action that closes it.

WHAT WE MISSED	THE NUMBER	WHY IT HAPPENED	THE TRADE-OFF WE MADE	CORRECTIVE ACTION — OWNER · BY
Food-waste reduction ran short of plan	−15% vs −25% target	Banquet over-production; counts set before final guest lists	Kept generous buffets rather than risk bare tables	Pre-counted banquet platting + weekly waste review — R. Costa, F&B lead · Q1 2027
Two houses below the living wage	group 89% — Oaxaca 84, Kyoto 77	Newest houses carry service-premium back-pay blocks	Hired fast for openings before wage lines moved	Staged wage plan contracted with both GMs — A. Devi, People lead · Sep 2027
Step-free keys behind the 40% pledge	31% of 418	Listed facades slowed lift consents, esp. Kyoto (18%)	Consent-first work avoided heritage breaches	Two retrofit lifts consented and scheduled — D. Maier, Estates · Q3 2027
Tier-3 audit coverage low	54% vs 80% target	Independent audit-lab capacity, not budget	Prioritised on-site work for the food tiers	Third-party audit pool contracted Nov 2026 — J. Reyes, Procurement · ≥80% by Jun 2027
No external assurance this year	internal review only	Assurance tender went out later than planned	Spent the hours on the corrective log instead	Assurance provider appointed — CFO · opinion on FY27 data, Q4 2027

THE RULE: A miss published is a plan. The full corrective-action log lives with the data room — responsibility@commonroomhotels.example

SUBSTANTIATION CRH-FY26-MISS-01 · corrective-action log, quarterly owner reviews (illustrative)

Nine targets — every one carries a name and a date.

GOAL	FY26 BASELINE	2027 TARGET	OWNER	BY
Energy per occupied room-night	19.6 kWh	−10% · 17.6 kWh	D. Maier — Estates	Dec 2027
Water per guest-night	190 L	−8% · 175 L	D. Maier — Estates	Dec 2027
Living-wage coverage, hourly roles	89%	100%	A. Devi — People	Sep 2027
Food waste per cover	186 g	−25% vs FY26 · 140 g	R. Costa — F&B	Dec 2027
Step-free keys	31%	40%	D. Maier — Estates	Q3 2027
Audit coverage — every tier	92 / 71 / 54%	≥80% each	J. Reyes — Procurement	Jun 2027
Meals donated to partners	9,820	≥12,000	The four GMs	Dec 2027
Median learning hours	21 h	≥24 h, paid on shift	A. Devi — People	Dec 2027
External assurance of group data	none — gap 5	limited assurance	CFO	Q4 2027

HOW IT RUNS *Owners report quarterly to the board responsibility committee; misses are re-forecast in the open — the slide-10 rules apply to us, too.*

SUBSTANTIATION CRH-FY27-TRG-01 · targets contracted with named owners (illustrative) · baselines as reported on slides 4–9

How we measured — and where we guessed.

WHAT'S IN, WHAT'S OUT

BOUNDARY Fourteen consolidated houses in four cities. Partner F&B concessions sit outside kitchen metrics; staff housing sits inside people metrics.

BASE YEAR 2024 — the group's first reported year; restatements are printed, never footnoted away.

ENERGY & WATER Metered: utility invoices reconciled to submeters per house; 81% metered, 14% invoiced-only, 5% modelled. Grid factors: regional averages.

WASTE & MEALS Kitchen weigh-in logs, recorded weekly; donated meals counted from partner receipts.

LIVING WAGE Local cost-of-living basket per city (housing, transit, food, dependants). Bands are illustrative in this template.

ASSURANCE Internal review only for FY26 — miss #5 on slide 10. External assurance tendered for FY27.

SPEAKING OUR LANGUAGE — DEFINITIONS

TERM	HOW WE MEAN IT
Occupied room-night	one key slept in for one night — the denominator of energy intensity
Guest-night	one guest, one night — the denominator for water and food metrics
Cover	one meal served in-house; banquet covers counted per seated guest
Living-wage coverage	share of hourly roles paid at or above the city basket, incl. service premiums
Audit coverage	share of active suppliers with a current third-party or on-site audit report

TALK TO US

responsibility@commonroomhotels.example · +44 20 7946 0958

Correspondence: Casa Lamar, Rua das Farinhas 12, Lisbon — no head-office tower, by design.

TEMPLATE NOTE Common Room Hotels is fictional; all figures, names, quotes and photos are illustrative placeholders. Replace with audited data and licensed imagery before any real-world use.

Every number we reported, in one place.

Metric	Unit	FY24	FY25	FY26	FY27 Target	Owner	Basis
Occupied room-nights	000s	82.1	89.9	96.4	—	the four GMs	PORT-01
Energy intensity	kWh / room-night	21.4*	20.8	19.6	17.6 (–10%)	D. Maier	EM-02
Water intensity	L / guest-night	202	198	190	175 (–8%)	D. Maier	WT-01
Food waste per cover	grams	292	218	186	140 (–25%)	R. Costa	FW-03
Local sourcing (≤150 km)	% food spend, value	38	45	52	60	R. Costa	SC-05
Surplus meals donated	meals / year	4,100	6,900	9,820	≥12,000	the four GMs	CM-08
Living-wage coverage	% hourly roles	71	82	89	100	A. Devi	HR-06
Recordable injuries (TRIR)	per 100 FTE	2.9	2.5	2.1	≤1.8	A. Devi	HR-06
12-month retention	% full-time staff	70	74	78	80	A. Devi	HR-06
Median learning hours	paid hours / person	12	17	21	≥24	A. Devi	HR-06
Step-free keys	% of 418 keys	24	27	31	40	D. Maier	GX-04
Audit coverage — tier 1	% suppliers	88	90	92	≥95	J. Reyes	SC-11
Audit coverage — tier 2	% suppliers	60	66	71	≥80	J. Reyes	SC-11
Audit coverage — tier 3	% suppliers	40	48	54	≥80 (Jun 27)	J. Reyes	SC-11
Paid volunteer hours	hours / year	640	880	1,120	1,500	the four GMs	CM-08

* FY24 energy partly modelled (5% of volumes) · Basis codes per methodology, slide 12 · Nothing here is audited — fictional group, illustrative data.