

# 2025 Sustainability Report

Our report, also known as Sustainability Statement, has been prepared in accordance with the INREV (European Association for Investors in Non-Listed Real Estate Vehicles) and Greenhouse Gas Protocol standards



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# Introduction to Archer Hotel Capital

Archer was established in December 2018 and is jointly owned by affiliates of APG Asset Management and GIC. The company focuses on acquiring institutional quality assets of scale in gateway cities across Europe and has equity commitments and a mandate to expand the existing portfolio. Archer is competitively positioned in the European hotel investment market, with its specialist team, long-term horizon, and high-quality capital sources giving it opportunities to unlock complex investment and value enhancement opportunities.

The hotels owned by Archer fall into two distinct categories; those that are managed under long-term management contracts by well-known international operators such as Marriott, Hilton and Ennismore, and those that are self-operated by Archer under franchise agreements (currently exclusively with Marriott). The Group continued to expand its own in house management platform Archer Hotel Management Limited (“AHM”), and has 1,765 rooms under management at the end of 2025. AHM does not provide its services outside of the Archer group.

Archer aspires to build one of the highest quality, most environmentally and socially responsible hotel portfolios in Europe while creating long-term value and delivering commensurate risk-adjusted returns for our shareholders.

As a specialist European hotel investment vehicle, Archer Hotel Capital B.V. (“Archer”) owns one of the best quality hotel portfolios in Europe



**The Palace Madrid**

Renovation completed 2025



# Our Portfolio in 2025

15

Assets (1 under development)

4025

Rooms

8

Gateway Cities

85%

Global Council Sustainable Tourism standard certified

86%

BREEAM In Use certified



## Hotel Arts Barcelona

Acquired 2006 | Barcelona, Spain

Green Building Certification:  
BREEAM In Use Excellent, Biosphere, Targeting WELL Platinum  
*Ongoing renovation*



## Madrid Edition

Acquired 2021 | Madrid, Spain

Green Building Certification:  
BREEAM In Use Excellent, LEED Gold



## The Palace Madrid

Acquired 2006 | Madrid, Spain

Green Building Certification:  
BREEAM In Use Very Good, Green Key  
*Renovation completed March 2025*



## The Shelbourne

Acquired 2024 | Dublin, Ireland

Green Building Certification:  
BREEAM In Use Very Good, Green Hospitality Ireland  
*Renovation planned for 2026*



## Renaissance Amsterdam

Acquired 2012 | Amsterdam, The Netherlands

Green Building Certification:  
Targeting BREEAM In Use Excellent, Green Key  
*Renovation completed 2025*



## Renaissance La Defense

Acquired 2012 | Paris, France

Green Building Certification:  
BREEAM In Use Very Good, Green Key



### Sheraton Stockholm

Acquired 2012 | Stockholm, Sweden

Green Building Certification:  
Targeting BREEAM In Use Excellent  
*Renovation completed 2026*



### Conrad Dublin

Acquired 2019 | Dublin, Ireland

Green Building Certification:  
BREEAM In Use Good, Hilton Lightstay



### Hilton Amsterdam Airport Schiphol

Acquired 2017 | Amsterdam, The Netherlands

Green Building Certification:  
BREEAM In Use Very Good, Hilton Lightstay



### Hoxton Shoreditch

Acquired 2023 | London, England

Green Building Certification:  
Green Key, BREEAM In Use Very Good (target)  
*Renovation completed December 2025*



### Hoxton Holborn

Acquired 2023 | London, England

Green Building Certification:  
Green Key, BREEAM In Use Very Good (target)



### Marriott Brussels

Sold 16 September 2025 | Brussels, Belgium

Green Building Certification:  
BREEAM In Use Excellent, Green Key (Sold in 2025)



### Autograph Vendome

Renaissance Vendome closed for renovation  
October 2025

Royal St Honoré closed for renovation May 2025

*To reopen as merged hotel in 2026*



### Seville Tobacco Factory

Under development planned opening 2027

# Key Achievements



Madrid Edition

5 Star

GRESB rating

6

Renovation were underway in 2025 - integrating our sustainable design requirements

€38m

Capital investment deployed into energy and water saving measures

Awards

Sustainability awards achieved at two of our recent renovation projects (Renaissance Amsterdam and The Palace Madrid)

BREEAM

Certifications at Marriott Brussels, Madrid Edition, and Hilton Amsterdam Airport Schiphol

41%

Reduction in scope 1 & 2 greenhouse gas intensity (location based) from 2019 baseline

61%

Recycling and anaerobic digestion rate (exceeding 2025 target of 55%)

1,476

Rooms of furniture donated or sold for reuse

51%

Increase in training hours per FTE

4,600

Volunteer hours

Reporting

Expanded sustainability reporting in business intelligence platform and rolled out access to hotels

# Our Sustainability Strategy

# We don't pretend to have all the answers to a complicated problem



The Hoxton, Shoreditch

## Our Strategy

Hospitality has natural conflicts with elements of the sustainability agenda with its reliance on air travel and the 24-hour nature of the business. And our ultimate goal is to deliver returns for our shareholders. Two members of our 32-person team are dedicated full-time to sustainability.

We have spent considerable time trying to understand every aspect of our assets – a 2-year project – and set challenging, bespoke targets for each property based on the opportunities identified.

Much of this work is unglamorous and laborious – conducting audits, reviewing shower heads and water pressures to balance guest experience with water savings, ‘sustainability-engineering’ prototype rooms renovations to reduce embodied carbon, studying our supply chain to ensure it is as local and ethical as possible, persuading the hotels not to over-heat or over-cool empty rooms, and number crunching to meet the ever growing list of reporting regulations to name just a few. As well as training, training, training.

# Hotel Lifecycle

Sustainability considerations are fundamental to everything we do at Archer throughout the entire asset lifecycle



## Acquisition

Understand the asset and get improvement plan ready.

- Sustainability due diligence framework – including climate risk
- Predicted carbon pathways and energy saving potential
- Data collection & cleansing
- BREEAM In Use gap analysis

## Operations

Cultural change to empower on site teams.

- Sustainability governance and performance KPIs
- Training for all – onsite champions to drive forward
- Procurement framework to minimise waste
- Guest storytelling
- Improve staff retention and guest satisfaction

## Capex

Future proof hotel whilst minimising negative environmental impact.

- Implement energy & water audit recommendations – minimise operational carbon
- Embodied carbon & lifecycle cost analysis
- Encouraging sustainable materials
- Reuse of materials
- Adapt to climate change and natural hazards
- BREEAM/WELL certification

## Disposition

Leave it better than when we found it.

- Improved, energy & water efficient building
- Self-sufficient sustainable culture
- Action plans for improvement passed on

# We have identified the following areas of focus where Archer can have the most positive impact

These align with the European Sustainability Reporting Standards (ESRS) topics resulting from our stakeholder consultation and double materiality assessment

Key Actions

## Carbon

- Implement energy and water saving measures
- Implement new sources of renewable energy and electrify our hotels
- Reduce embodied carbon
- Offsets are a last resort

## Circularity

- Foster a culture of circularity in the luxury design space
- Understand our supply chain
- Procure sustainably and champion local, natural and renewable materials
- Reduce waste
- Remove single use plastic

## Community

- A positive, healthy, inclusive space embedded in the community
- Desirable place for all to work with opportunities for development
- Guests connect with local culture and environment

Targets

### By 2030 minimum of (versus 2019 baseline):

- 42% reduction in energy intensity
- 80% reduction in Scope 1 & 2 greenhouse gas intensity
- 15% water intensity reduction
- 15% reduction in embodied carbon vs Archer baseline

- 25% operational waste intensity reduction (2030)
- 55% operational recycling rate (2025), 65% (2030)
- 90% re-use of existing furniture, finishings and equipment
- Zero waste to landfill

- 5 volunteering hours per FTE
- 100 people helped into employment
- 85% engagement score at Archer Hotel Management
- Operator NPS > = 60 by 2026
- Competitor Index >1 on Trust You after one full year of stabilised operations

# Basis of Preparation

# General Reporting Standards and Principles

Archer is headquartered in Amsterdam and reports indicators in line with INREV sustainability guidelines. In the regulations current form, if by 2028 Archer exceeds the €450m net annual turnover threshold and maintains its current number of FTEs employed (>1000), Archer will be subject to the EU CSRD's ESRS requirements (with respect to the 2027 reporting period). In preparation for falling into compliance Archer has reported on several metrics and textual disclosures in accordance with ESRS 2, E1 and S1 - we do not claim full compliance. In 2025 we have focussed our resources on expanded narrative for policies and actions, as well as increasing the scope of social metrics.

Certain disclosures have been prepared taking other sustainability reporting standards and guidelines into account, such as the Greenhouse Gas Protocol and the Global Reporting Initiative Standards.

The time horizons considered for the preparation of the report are in line with those advised by the CSRD, and specifically up to one year as short-term, from one to five years as medium-term and more than five years for long-term.

We have not opted to omit information corresponding to intellectual property, know-how, results of innovation, impending developments or matters in the course of negotiation.

## Reporting boundaries and scope of consolidation

The organisational boundaries applied to Archer's environmental and governance reporting align with those of the Consolidated financial statements. The hotels in the portfolio can be seen on [page 5 and 6](#).

### 7 hotels were operated directly by Archer Hotel Management (AHM):

- 6 under a Marriott franchise: Sheraton Stockholm, Renaissance La Défense, The Palace Madrid and Renaissance Amsterdam, Renaissance Vendome (closed in 2025 for renovation works) and, Marriott Brussels (sold in 2025)
- 1 independent: Royal St Honoré (closed in 2025 for renovation works)

7 hotels were operated by third-party operators Ennismore, Hilton and Marriott. Under the Sustainable Hospitality Alliance's Net Zero Hotels Methodology these qualify as Scope 3 greenhouse gas emissions only as they are not directly operated. However, Archer recognises its financial control over these hotels as well as a high degree of operational influence and therefore includes them fully within the reporting boundary of Scope 1 and 2, as well as Resource use, Water, Waste and Circularity (E3 and E5).

The organisational boundaries applied to Archer's current reporting for employee-related metrics currently do not align with those of the Consolidated financial statements. Employee headcount in the Consolidated financial statements includes all employees as legally defined by the organisational structure. This comprised 10 hotels in 2025. Current sustainability reporting for workforce-related metrics covers only the 7 hotels directly operated by AHM in 2025, where Archer has most financial and operational control. In 2025, a gap analysis and pilot data collection was performed for the remaining 4 hotels, however this is not planned to be integrated fully until Archer falls into the mandatory reporting for CSRD.

Our report addresses our own operations and our upstream and downstream value chain as determined from our double materiality assessment in the following pages.

**Sources of estimation and measurement uncertainty**

The use of estimates for performance metrics is described in the individual accounting policies in the *Data Appendix*. Overall, metrics related to our own operations have a higher amount of primary data, while value chain metrics are often estimated and therefore have a higher level of measurement uncertainty.

An example of the latter is the embodied carbon of renovation materials we procure from suppliers upstream in our value chain. If the carbon footprint of a product is not available in an Environmental Product Declaration (EPD) database, the closest product will have been selected, followed by a country or product average. As this is still a relatively new field, this data has the highest level of measurement uncertainty of the data points that Archer discloses. Our action plan to improve future accuracy to some extent depends on further take up of EPDs by manufacturers so that more products have accurate carbon footprints. We have also updated our Materials Guide to give more preference to products that have EPDs which also gives market feedback to suppliers that these products are in demand.

**Changes in preparation, presentation or due to specific circumstances**

Restatements of historical data due to reporting errors in previous periods, and/or changes to accounting policies, are only performed if the materiality threshold defined in our restatement guidelines is exceeded. In 2025, no prior period material errors have been found or adjustments made.

**Comparative figures**

Comparative figures are provided for metrics that have been disclosed in one or more prior periods, where their definition and scope were aligned. Due to the nature of the business, hotels may come in and out of operation due to renovation or acquisition and disposal. Like-for-like metrics have been reported where possible to aid comparison of performance versus baseline.

**Statement on sustainability due diligence**

Archer performs due diligence activities relating to people and the environment. The table below outlines the specific processes and their location in the report.

Core elements of due diligence	Paragraphs in the sustainability statement
Embedding due diligence in governance, strategy and business model	Pages 15–21, 30, 37, 39, 44–45, 53, 55–62, 66
Engaging with affected stakeholders in all key steps of the due diligence	Pages 23–6
Identifying and assessing adverse impacts	Pages 29, 38, 43, 52, 65
Taking actions to address those adverse impacts	Pages 31, 46–49, 53, 56–63, 66
Tracking the effectiveness of these efforts and communicating	Pages 32, 33, 35, 40, 43, 50, 53, 54, 56, 59, 61, 63



# Sustainability Governance

# The Role of the Board of Directors and Management

**Archer is managed by a board of directors under the terms of a joint venture agreement between the two shareholders GIC and APG. The board consists of four executive and four non-executive directors who meet at least quarterly and are responsible for the strategic direction and decision making of the Group.**

The non-executive directors consist of two women, Ei Mun Chuah and Charlotte Robinson, and two men, Paul Atema and Iain Cahoon. The executive directors of the board consist of four men, namely Martijn Visser, Guy Pasley-Tyler, Matt Tanner and John Valembos. Independent board members comprise 0% of the board. Currently, the ratio of women to men directors is 2:6 and does not meet the 30% women gender diversity quota recommended by the Dutch government. Archer, over time, will look to achieve a more balanced gender ratio on its board of directors through future recruitment processes. Each of the directors has the required experience to operate in their role whether it be fund management, capital expenditure, finance or asset management. The employees and other workers of Archer are represented on the Board by Co-CEO Guy Pasley-Tyler.

The day-to-day operations of the Group are delegated to the Operational Committee. Archer also has separate Remuneration, Investment and Audit Committees.

The Board of Directors has ultimate responsibility for setting Archer's strategic direction and ambition level including implementation of sustainability policies and management of the material impacts, risks and opportunities identified in this Sustainability Statement. Sustainability risks are included in the company Risk Register and reviewed annually. Detailed investment plans for meeting net zero carbon pathways are reported to the Board at least annually.

Sustainability action plans and targets (including e.g. quantitative energy, carbon, water and waste targets) are submitted as part of the annual business plan to the Board for approval.

The Senior Sustainability Manager reports to Co-CEO Guy Pasley-Tyler weekly and reports performance versus targets and key matters directly to the Board quarterly. A Sustainability Committee convenes quarterly with representatives from each business function. The Committee discusses key strategic decisions and how impacts, risks and opportunities are prioritised. All but one of the executive directors are also members of the Sustainability Committee.

Sustainability performance forms part of monthly business review meetings between Archer's asset managers and hotel executive teams. Aggregated performance is then included in a quarterly operational update shared with asset managers and shareholders.

For renovation and construction projects, sustainability performance against targets is integrated into the monthly project dashboard and sustainability risks in the risk register. This is reviewed by the project team and the Archer Development Manager who is accountable for ensuring the project's sustainability brief is followed through.

The Audit Committee assists the Board with oversight of financial and sustainability reporting and limited assurance over sustainability KPIs is performed alongside the financial audit. When seeking board/shareholder approval for new renovations and acquisitions or significant changes to business strategy, sustainability considerations are a mandatory factor in the approval process. The annual business plan includes a sustainability action plan as default.



The Hoxton, Holborn

# Archer ensures that it has the resources to address its material sustainability impacts, risks and opportunities

## Sustainability expertise and skills

Archer's sustainability team comprises two full-time individuals with experience in the built environment sector – a Senior Sustainability Manager and an ESG Analyst. Depending on the project, Archer utilises consultants based in local jurisdictions to bring their expertise to renovations. For example, knowledge of local sustainable building products and tools, health and safety requirements and energy regulations. Subject matter experts are also consulted on, for example, climate resilience modelling, energy auditing, technical due diligence for acquisitions and employment regulations.

Voluntary sustainability committees are in place at all operational hotels, tasked with managing local action plans and generating new ideas. Over the past two years a total of seven sustainability internships or apprenticeships have been provided across the portfolio, many linked to hotel school training with the aim to expand skills not traditionally seen in hotel school programmes.

Sustainability training and strategic updates form part of Archer Hotel Capital Team Days and all new joiner inductions. In-person training is offered to all hotels - in 2025 training events were held at Renaissance Amsterdam, Palace Madrid and The Shelbourne. In the prior year events were held at Sheraton Stockholm, Renaissance Vendome, Renaissance La Defense and Royal St Honoré. A special event was held for all Archer Hotel Management (AHM) directors of finance and HR with respect to future CSRD people reporting. The brands we work with also provide sustainability training, including formal training, webinars and newsletters. Archer shares news of projects across the portfolio quarterly to celebrate and encourage progress.

Archer has built a team of specialists with different skillsets, degrees (or no degrees) and backgrounds, and as a business we see the value in encouraging interest across the different specialisms to further strengthen the team. In 2025, Archer hired an Investment Manager who is studying for a Masters in Sustainability Leadership. Whilst not directly relevant to her day-to-day role, the cross-functional interest helps Archer embed sustainability principles across the business. Archer supports personal development and training related to sustainability. During 2025 our CFO completed an ICAEW course on sustainable business as well as Certified GDPR Foundation Training and our ESG Analyst passed the BREEAM In Use International assessment exam. In the prior year, the Senior Sustainability Manager passed the BREEAM New Construction International assessment exam and as of January 2026 has also qualified as a WELL accredited professional. These courses are multidisciplinary and address many of Archer's IROs, namely across climate change, resource use and circularity, health & wellbeing of people and positive community relations.

# Incentive Schemes Linked to Sustainability Matters

**Archer links sustainability performance to remuneration by setting a sustainability KPI which forms 5% of the overall company scorecard which in turn is no less than 40% of an individual's discretionary remuneration (i.e. 2% of total) for the majority of employees and rises with seniority.**

In 2025 this related to execution of €38m of capital investment in energy and water saving projects to mitigate climate change, identified as our most material area of negative impact. This affects the remuneration of all Archer employees. In 2025, preparation for CSRD reporting was also included in the team KPI which rewards collaboration across the company.

The team KPI constitutes 20% of an individual's discretionary remuneration. In addition, personal sustainability objectives are set based on the needs of the business to address our Impacts, Risks and Opportunities. In 2025 these were in place for the CFO (relating to CSRD reporting preparation), the Director of Capital Expenditure and all Capital Expenditure team members (relating to improving implementation of our Sustainable Development Framework which addresses climate resilience, carbon reduction and better material choices to improve circularity).

All Archer Hotel Management (AHM) hotel executive committee members also held bonus-linked sustainability objectives which are agreed with the Sustainability team. These include performance measured against the AHM ESG policy by means of scorecard as well as targets specific to roles e.g. energy, water and carbon reduction targets for engineers, food waste reduction targets for restaurant managers, improving guest communication on sustainability for marketing managers and implementation of mental health training programmes for directors of human resources. The scorecard covers the breadth of material IROs outlined in the double materiality section below. All salaries and incentive schemes for Archer employees are approved by the Remuneration Committee.



# Risk Management and Internal Controls Over Sustainability Reporting

Risks and controls over sustainability reporting are assessed at least annually. Archer has a business intelligence strategy which includes management of sustainability data and technological improvements to reporting.

Operational data is held on an online Power Business Intelligence (BI) platform called Board BI and live dashboards make reviewing KPIs user friendly for both hotel and portfolio level purposes.

We assess risks associated with incomplete or inconsistent sustainability reporting, including risks related to the accuracy of data and manual errors when consolidating data from different systems and risks arising from changes to the portfolio composition. The sustainability reporting process is documented and maps data inputs, calculations and outputs. Any nuances at hotel level are also recorded. Where estimates must be made, evidence and rationale for any assumption is saved. Risks are prioritised based on whether it is judged to likely impact the conclusions of the user of the report, especially whether it could lead to understatement of a negative impact or overstatement of a positive impact. We also consider the risk of whether any claims could be considered as greenwashing.

Our operators set internal controls on their own reporting systems before data is extracted for our use. Continuous training is provided to data inputters and samples of data points checked to source every quarter.

Data is input by hotels, gathered and analysed by the ESG Analyst and reviewed by the Senior Sustainability Manager. Variance and completeness checks are made and rationale for significant variances is recorded and checked cross functionally for commercial sense e.g. with asset managers and development managers.

Findings of risk assessments and internal controls are reported to asset managers and if affecting the whole portfolio, the Sustainability Committee. The Operating Committee is responsible for the overall internal control framework. The Audit Committee oversees financial and sustainability reporting. In 2024 Archer hired a Document Controller to oversee controls around capital expenditure execution reporting. This also includes sustainability capital expenditure.

Currently the Board BI system holds mainly financial and environmental data however in 2026 we are developing the system to include social reporting.

For the past five years Archer has used *GRESB* to benchmark its sustainability performance. *GRESB* is the leading benchmark for sustainability performance of real estate funds and participation is voluntary.

In 2025, Archer maintained a *GRESB* rating of 5 stars with a score of 92/100, an increase from 90/100 in 2024, once again outperforming the peer group average. Sustaining a 5-star rating is challenging due to new additions to the portfolio and the timing of acquisition.

After five years of engagement Archer has decided to withdraw its participation from *GRESB*, having used it as a great tool to kick start its sustainability policies and reporting abilities. Going forward, Archer is focussing resources on upcoming mandatory reporting requirements such as *CSRD* as well as exploring the Science Based Targets Initiative.

Archer uses subject specific industry bench marking tools for example *CRREM* for energy and carbon in buildings, and the Cornell Hospitality Benchmark Index for energy and water performance in hotels.

The Sustainable Hospitality Alliance’s *Net Zero Carbon Methodology for Hotels* informs our approach to reporting boundaries in hospitality, in particular the responsibilities of owner, operator and franchise. Green building standards such as *BREEAM*, and *WELL*, and the major hotel standard – the *Global Council of Sustainable Tourism* standard are used to guide our policies for renovation and operation. Individual hotels are also certified against these standards depending on size.

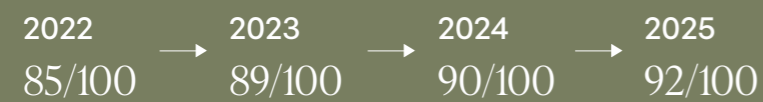
Archer is a member of the *Energy and Environmental Alliance*, an action group of hotel owners whose priority is to achieve faster carbon reduction rates in the hospitality industry. The *EEA* brings the industry together with renowned experts, regulators and specialist services, to share knowledge and implement new technologies. Archer participates in the *BREEAM* and *Circular Economy* working groups.

# Industry Engagement and Use of Sustainability Standards



Renaissance Amsterdam

5 Star *GRESB* rating



# Business Model and Strategy

Unlocking value

Archer invests primarily in large-scale, institutional quality hotels in major European cities. We look to unlock value by identifying hotels in markets that offer the prospect of above-inflationary RevPAR growth, and that need rebranding or repositioning via renovation, ideally with an opportunity to leverage Archer Hotel Management's (AHM's) operating expertise. AHM targets efficiency gains, whether through supplier engagement, training opportunities, software implementation and process change management.

Archer's primary product and service offering is of luxury and upper-upscale hotel accommodation.\* This includes not only provision of a place to stay, but food and drink outlets, fitness and spa amenities as well as meeting and conference space. No significant changes to products or services were made during the year. In 2025, 73% of revenue was derived from selling hotel rooms and 23% from food and beverage. Transient guests made up 74% of room revenue, followed by groups at 21% and contract & other revenue at 4%.

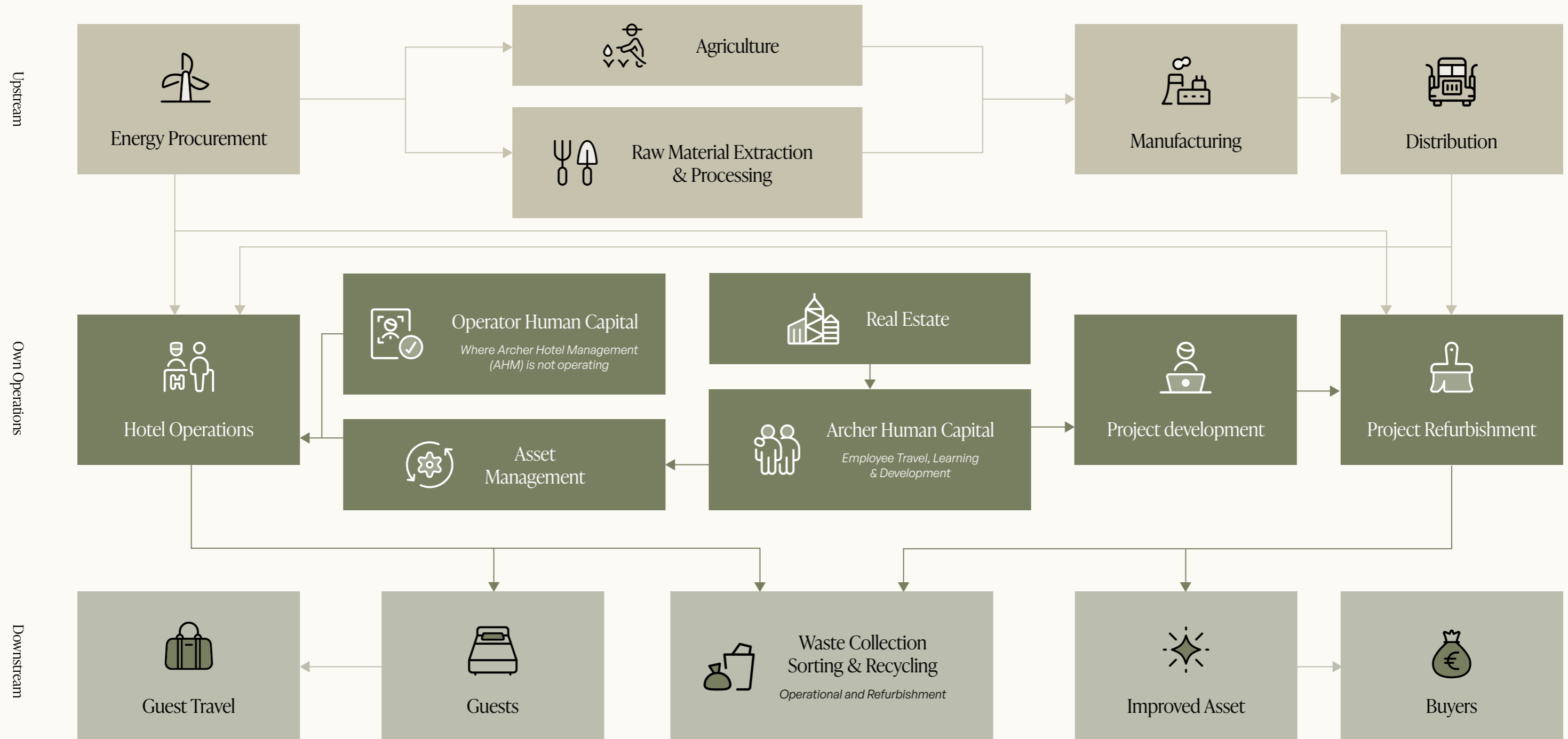
Archer's activities relate to sustainability mainly through its ownership and renovation of hotel buildings (consuming natural resources, water and energy whilst producing greenhouse gas emissions) and its hotel operations which rely on people (impacting workforce, guest and community wellbeing).

Archer aims to minimise any negative impacts of its business and enhance positive impacts, mitigate risks and seek opportunities. Our key sustainability objectives centre on decarbonising hotels, procuring and using resources responsibly and efficiently, empowering our workforce and contributing positively to our communities.

\*Archer's economic activities fall under sector NACE code '1.55.10 Hotels and similar accommodation'. Archer does not engage in coal-related, oil-related or gas-related economic activities or tobacco, weapons or chemicals production.

# Our Value Chain

To better understand our activities and where we can have impact or be impacted, we plotted our value chain as part of our double materiality assessment process



# Interests and Views of Stakeholders

Stakeholder group purpose and engagement channels		Examples of how outcomes are taken into account
Shareholders	To provide timely, accurate and transparent information to our shareholders. We engage with non-executive directors through quarterly Board meetings and operational updates. Meetings are held with individual shareholders regarding specific projects for advice and approval, and in response to queries.	Strengthened sustainability performance, reporting and communication efforts. Analysis of returns on investment e.g. for energy and water saving reduction projects.
Employees - Head Office	To build and retain a highly skilled team and culture that embraces curiosity, responsibility and transparency. All contribute to the annual business plan and in running monthly team meetings.	Cross-team training and collaboration. Investing in personal development to create a culture of learning. Health and wellbeing programmes.
Employees - Hotels	To enable consistent, high quality, productive work by supporting health, safety and wellbeing, and attracting and retaining talent. We enable this via annual or pulse surveys, career development programmes, discussions with labour unions, employee representation groups, townhall meetings, digital communications and informal coffee meetings or walk-ins with management.	Health and wellbeing programmes, improving employee access to training and feedback, review of employee benefits, working hours and promotion of inclusive, safe workplace environment.
Guests	To ensure satisfaction with the hotel product and service, understand how to improve and stay competitive amongst peers. Surveys are sent out to guests by the operator and reviews are monitored across feedback platforms. Key client accounts especially meetings and events are engaged with one-to-one.	Development and improvements to hotel product such as renovation design and operations e.g. service offerings, amenity types, menu items.
Brands/ Operators	To ensure our hotels are designed and operate according to brand standards, that operating procedures make commercial sense and to leverage centralized resources such as marketing or booking systems. Annual brand standard audits of hotels are held as well as meetings with head office to discuss strategic matters e.g. branding of pipeline hotels and terms of management. Each hotel has a monthly business review meeting with Archer.	Feedback from audits is addressed through training and internal controls. Collaborative projects such as support with re-branding or a new opening. Designs for new developments consider brand standards and feedback.
Lenders, valuers and insurers	To access competitive financing, especially for renovations and new acquisitions and reduce business interruption risk. Understand market factors for valuation appraisals and insurance premium pricing. Engagement through regular meetings and tours.	Green financing for the portfolio, pursuit of certificates such as BREEAM and creation of green leases. Analysis of business risks and implementing improvements.
Suppliers	To identify the most relevant and competitively priced products and services for our needs and understand product development. Procurement managers meet or visit key suppliers and feedback meetings are held with users. Pilot projects are often run. Our materials guide for developments and our AHM ESG Policy set sustainability procurement requirements which we discuss with suppliers on top of the standard contracting process.	Informed supplier selection, integrating sustainability requirements into tenders and approvals. Suppliers may also develop their products to meet our specific needs. Preferred suppliers are noted to improve efficiency.
Regulators	To understand and meet updates to regulations and advocate for clearer or more sector specific guidance. We engage through industry associations and local experts (e.g. for development permits).	Updates to our business strategy, planning applications, training and contractual requirements. E.g. updating our Sustainable Developments Framework against EU Taxonomy, investing in energy saving projects to meet national targets and training to meet evolving GDPR rules.
Community	To embed our hotels as positive influences in their communities, a place for locals as well as guests. Our local hotel teams have meetings with neighbours, partake in local business and tourism councils and organise community events. Renovation projects hold consultations and meet elected officials.	Development of community engagement and charitable programmes such as volunteering and donation of space in the hotels. Local suppliers are promoted in hotel shops. Guests are guided to local activities and shops. During renovations, furniture is donated to charities for reuse.

# Double Materiality Assessment



# Process to identify and assess material impacts, risks and opportunities (IROs)

## In 2024 Archer completed a double materiality assessment (DMA) of the business in line with the EU Corporate Sustainability Reporting Directive (CSRD).

A DMA looks at both how Archer is impacted by sustainability issues and how its activities impact society and the environment. For this process Archer consulted stakeholders, stakeholder representatives, existing voluntary standards and industry knowledge across the value chain to determine which of the European Sustainability Reporting Standards (ESRS) topics were material. We considered the activities Archer partakes in or influences, the specific geographic regions which apply and our due diligence processes.

This identified IROs across the value chain. These were each assessed and scored based on set metrics: if it was potential or actual, the scale, scope, likelihood, remediability and magnitude. This was aligned with EFRAG's implementation guidelines to provide an impact and financial materiality score for comparability. A threshold was then set, and IROs above this deemed material. This was completed in-house by Archer's Sustainability team with input from internal subject matter experts across each department in Archer, which represented the interests of key stakeholders. Employees and third-party operators were represented by the General Managers of our hotels.

## At each stage of assessment discussions took place to prioritise and calibrate scoring of IROs and hence material topics. The DMA was facilitated by Grant Thornton Impact House:

- 61 Stakeholders met
- 49 External reports reviewed
- 72 IROs identified
- 5 Material topics

Internal sign-off from Archer senior management and the Sustainability Committee was obtained followed by approval by the Board of Directors. Topics not deemed material will not be reported on fully as per CSRD, however, Archer will still report on metrics related to these topics where they add the most value, and these topics form part of our sustainability strategy. A summary of these and other relevant IROs are set out throughout the report to provide an indication of the future ESRS topics that will be relevant.

## Implementation of CSRD compliance

In 2025 Archer completed validation of its material sustainability topics and commissioned an initial review with observations by Deloitte over the DMA process. Archer also conducted a gap analysis for each material topic to understand the level of work required to complete the required reporting. This involved a thorough review of policies across Archer and hotel level as well as data sources, availability and collection processes.

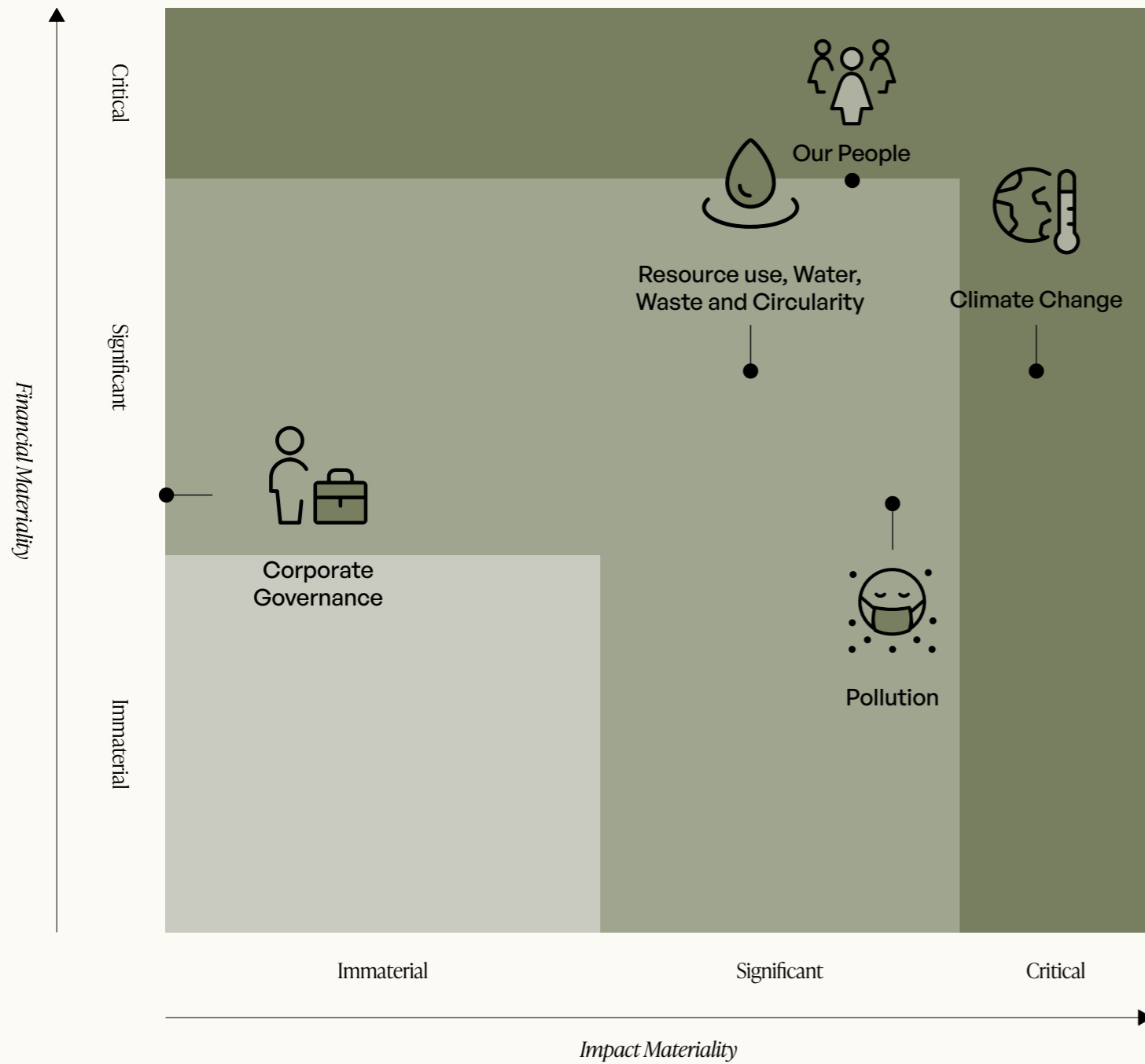
The gap analysis for each hotel was then aggregated to enable identification of common areas for development. Actions range from drafting new policies, to clarifying data definitions and determining ownership for new data flows. Improvements to social reporting in particular have been identified and actioned. The original CSRD ESRS required disclosure of over 600 data points as well as an extended narrative and assurance scope in the Annual Report.






CSRD is now being reconsidered in the EU parliament after feedback over the scope and depth of requirements. The deadline for compliance is now extended by two years to 2028 for companies of Archer's size. In the regulations current form, if by 2028 Archer exceeds the €450m net annual turnover threshold and maintains its current number of FTEs employed (>1000), Archer will need to meet the ESRS requirements.

As the extent of the scope and disclosures is still under review, Archer has decided to pause work on CSRD until 2027 to focus resources on other, more value accretive, sustainability initiatives. Valuable lessons learnt, for example in improving social data quality will still be taken forward. Archer continues to monitor any updates from the EU and learn from first wave reporters.

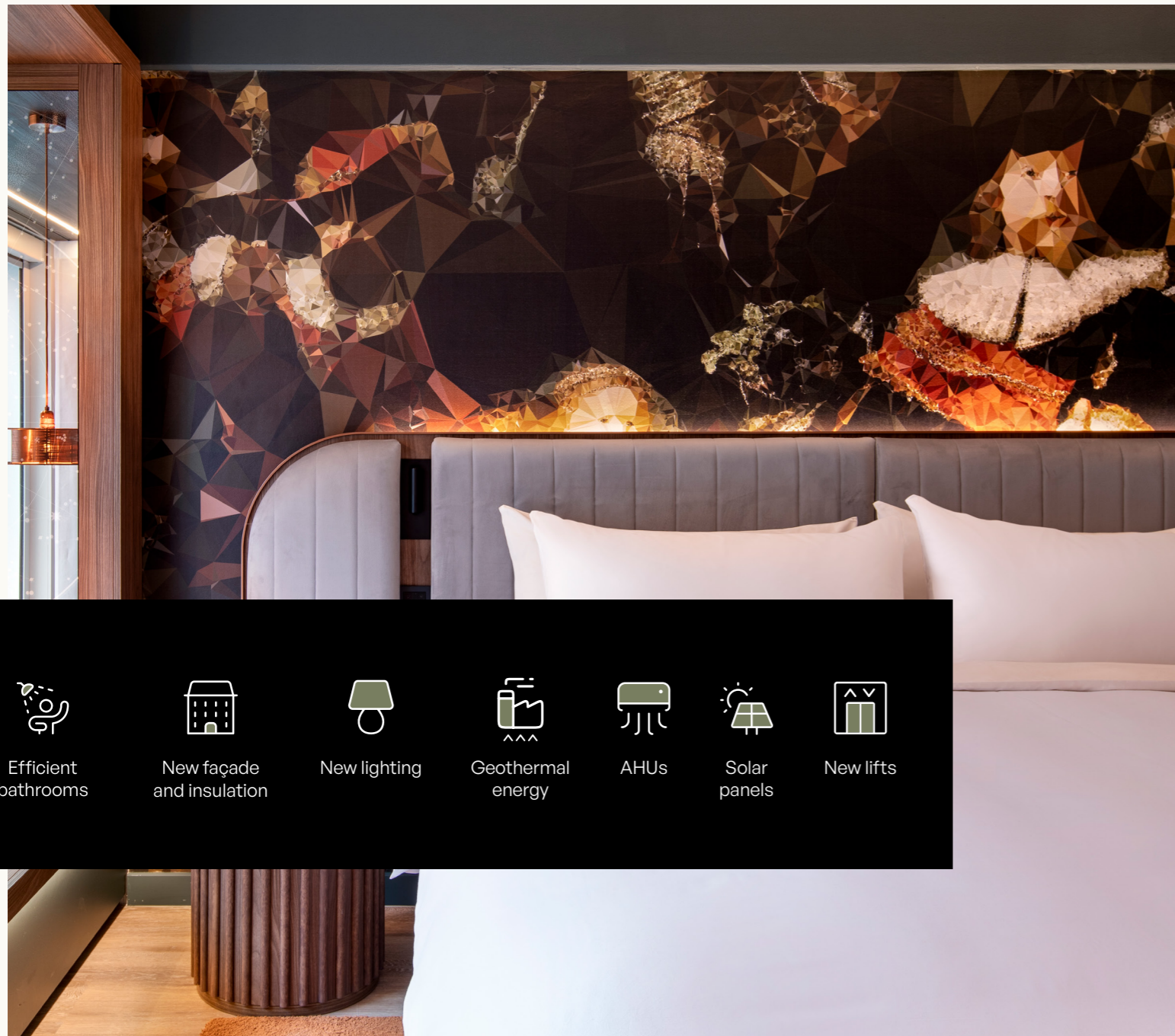
# Our Material Topics

**Topics considered:** Climate change, water use and efficiency, resource use, waste and circularity, pollution, biodiversity, working conditions and employee development, diversity, equality and inclusion, health, safety and wellbeing, human rights in the value chain, caring for the community, quality of service and responsible travel, data privacy, corporate governance



Final Material Topics	Where they are reported
 E1   Climate Change	Carbon
 E2   Pollution	Reporting in future
 E5   Resource Use, Water, Waste and Circularity	Circularity Water > Carbon
 G1   Corporate Governance	Governance
 S1   Our People	Community

# From 2023-25 Archer undertook an ambitious renovation of guestrooms, and upgraded public spaces including a rooftop terrace, ballroom and gym



## The Renaissance Amsterdam | Renovation | Case Study

At its heart, a cross-laminated timber tree of new rooms inspired by the Dutch elm reshaped the courtyard as a warm social hub and cut embodied carbon emissions by around 40% versus conventional construction methods.

Despite a 98 key increase, energy consumption is projected to fall by around 27%, supported by €22m investment in energy saving measures.

Circularity and craft were expressed through bespoke, durable pieces. The communal lobby table was fashioned from recycled fridge interiors, and wall and pendant lighting throughout the guestrooms was made from upcycled welding machine spools. Lampshades were also made by a local social enterprise which upcycles carpet fibres and provides employment training. Bathrooms were lined with 98% recycled glass tiles, shower areas used tiles with 40% recycled content and shower trays made of low carbon steel. All old furniture was donated for reuse in smaller hotels and businesses.

In 2026, as the hotel ramps up, Archer is installing submetering to key energy consuming areas to monitor energy savings against modelled values.

The hotel is on track to achieve third-party sustainability certifications BREEAM In Use Excellent and GPR and in March 2026 achieved Green Key Gold.

**98**  
Room Increase

**70%**  
Saving in CO<sub>2</sub>e

**€22m**  
Investment in energy savings

**27%**  
Saving in energy consumption

**31 mths**  
Total project length

# Carbon

## Key Actions

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Implement energy and water saving measures



Implement new sources of renewable energy and electrify our hotels



Offsets are a last resort



Reduce embodied carbon

# Archer’s operations inevitably intersect with climate change

From the energy and water we use to the materials we procure and dispose of, every stage of our value chain carries a carbon footprint. Greenhouse gas emissions arise both from embodied carbon in construction and renovation, and operationally in the day-to-day running of our hotels.

Energy consumption is a critical issue across the hospitality sector, as hotels are 24/7 businesses, providing heating, cooling, fresh air, hot water and cooked food to guests as well as running high footfall conferences and events.

Additionally, Archer owns several heritage hotels where changes to the building envelope are limited by regulations, or which still rely on older mechanical and electrical systems and structural limitations affect where new technology can be installed. Archer is undertaking several renovations across the portfolio to save energy and water, to ultimately lower our greenhouse gas emissions.

Climate change also affects us physically. Warmer summers, for example, increase the demand for air conditioning, driving up energy use. To stay resilient, Archer is committed to mitigating these risks by reducing greenhouse gas emissions, as well as adapting our buildings, and addressing transition challenges through thoughtful design, refurbishment, and operations.

## Targets

By 2030 versus 2019 baseline

**80%** Reduction in Scope 1 & 2 greenhouse gas intensity

**15%** Reduction in water intensity

**42%** Reduction in energy intensity

**15%** Reduction in embodied carbon vs Archer baseline

Carbon Impacts, Risks and Opportunities (IROs)	Category	Value Chain
Greenhouse gas emissions are generated from energy consumption and embedded in goods and services, contributing to climate change.		Entire value chain
Capital investment to implement decarbonisation measures. Green energy comes at a premium and measures can have a long pay back. Reduce operating costs and improve resilience through more energy and water efficient building design and utilising on site renewable energy sources. Government subsidies and tax incentives are also available for decarbonisation.		Within own operations
Meeting growing consumer demand for sustainable practices can provide a competitive advantage.		Within own operations
New environmental legislation could make it more challenging to operate or obtain licences and assets which fail to comply may devalue.		Within own operations
Business interruption, site closure and financial losses could be caused by the effects of climate change such as extreme weather events.		Upstream and within own operations

### IRO Key

Impacts Risks Opportunities

To assess IROs related to climate change, we consulted development managers, hotel managers and our insurance providers' climate risk resources.

# Policies and Frameworks

## Carbon and Energy



Archer ensures that every hotel has a pathway to net zero operational carbon with short, medium and long-term reduction plans. Energy and carbon metrics are reviewed in monthly meetings to understand consumption and track reductions throughout the year. Annual reduction targets are also set for each hotel.

All our hotels have had a third party energy audit completed, from which a detailed list of energy savings measures and their payback periods has been produced.

This list is reviewed annually as part of capital expenditure planning. Archer utilises CRREM as a benchmark to plot the greenhouse gas intensity pathways for each hotel (aligned with the EU commitments to limit global warming to 1.5C by 2050).

Pathways of increasing investment were modelled, with decarbonisation levers including degasification, purchasing of renewable energy and carbon offsets only as a last resort (and in many cases not required at all).

Archer continues to aim for net zero operational carbon emissions by 2030 where it makes commercial sense. For some of our newer hotels which do not have an upcoming renovation planned, this is more challenging. For example, it would require gas boilers to be replaced, but they have plenty of useful life left and the embodied carbon impact of this change should be considered.

Our Sustainable Developments Framework sets out expectations for refurbishments, renovations and new developments.

This includes climate mitigation and adaptation measures such as installing on-site renewable generation, improving bathroom water efficiency, consideration of greywater recycling, rainwater harvesting, as well as green roofs which can reduce run off and heat gain. The framework also stipulates submetering and refrigerant gas phase out to improve operational carbon management. We also recognise the negative impact of embodied carbon and require life cycle assessments to better understand and make reductions where possible.

Operational policies whether that be from Archer Hotel Management or our partner brands, include practices to reduce energy consumption. All hotels must factor in energy efficiency in choosing new electrical goods and also train their staff to operate equipment efficiently – turning off items not in use, using a Building Management System and setting room temperatures appropriately. All water data is collected and reviewed by asset managers with hotel teams monthly to understand consumption behaviour. Due diligence with respect to carbon performance and climate risk is included in our review of potential acquisitions. In accordance with the recommendations outlined by the Task Force on Climate-related Financial Disclosures, Archer has established a climate risk management procedure to identify, assess and manage both climate-related physical and transition risks, utilising insurance reports and asset specific assessments.

Our policies and frameworks are supported by certifications such as BREEAM (In Use, Refurbishment and New Construction) and Energy Performance Certifications.

# Actions

## Net Zero Carbon Pathway

In 2025 Archer began implementing the bulk of the measures identified from its energy and water audits. A total of €82m commercially viable investment was recommended for the long-term portfolio. Interventions were selected based on payback and feasibility and either incorporated into renovation designs or implemented independently. In 2025, Archer implemented €38m out of a €47m budgeted capital investment for the year into energy and water reduction measures across the portfolio. This investment is expected to bring 61% carbon savings versus 2019 baseline.

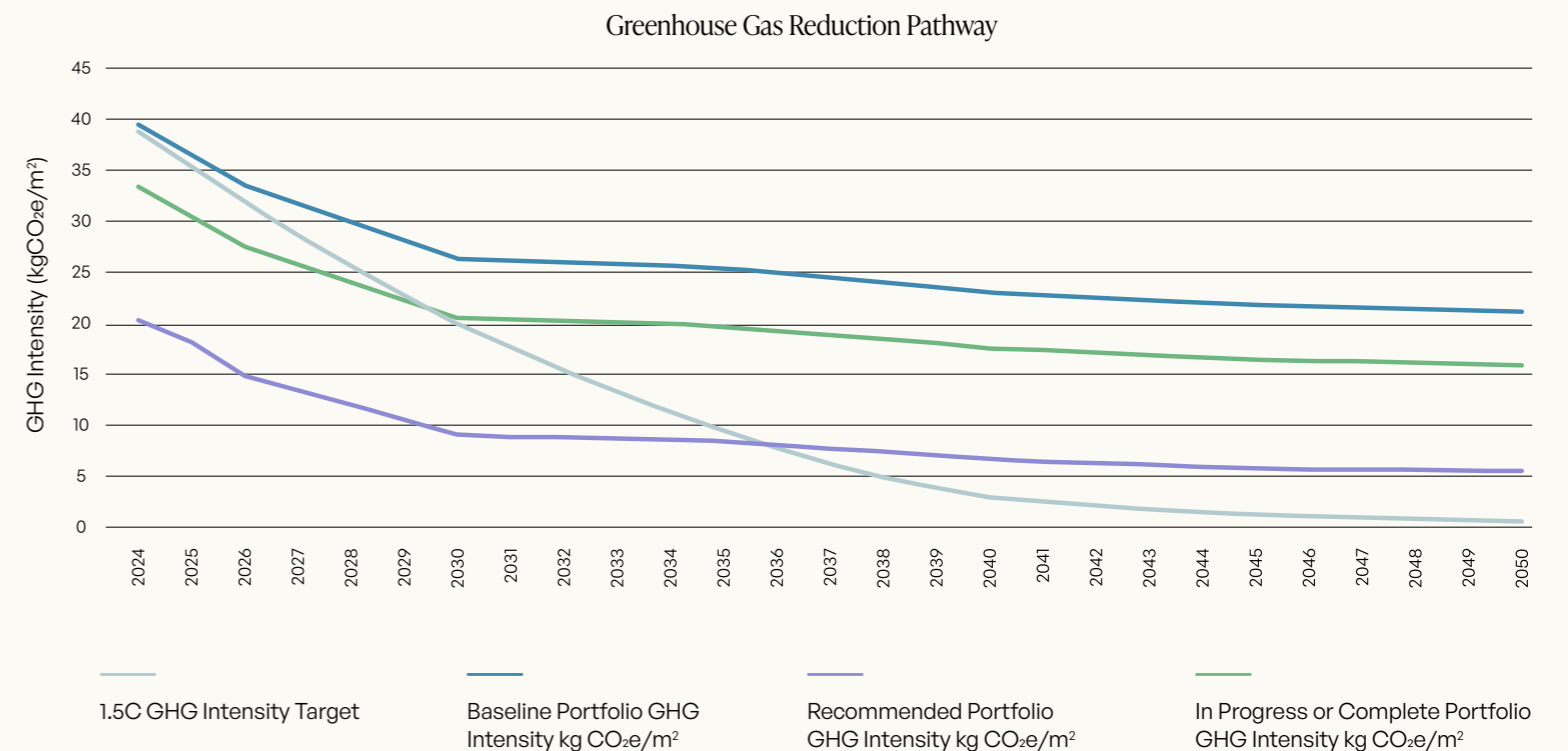
Of the €9m of investment originally proposed for 2025 but not yet implemented, the majority is due to be completed in 2026 and 2027. This mostly relates to Sheraton Stockholm and Hotel Arts Barcelona where renovation timelines moved. €1.6m has been postponed pending further investigation into technical feasibility and financial viability.

In 2026, further investment of €16m is allocated for energy and water saving measures at renovation hotels: Hotel Arts Barcelona, The Shelbourne and Vendome. An additional €500k is allocated for standalone projects at non-renovation hotels.

The chart to the right shows the predicted impact of our investments so far (—) versus baseline (—) and our total recommended investment (—). The difference between current investment and recommended investment pathways relates to future projects which we have deemed commercially viable for which we will need to obtain approval to proceed e.g. a future renovation. With this level of investment, the CRREM misalignment year of the portfolio is 2035 and still a long way off 2050. This gap requires further decarbonisation levers such as:

- Technological improvements that will make some measures more commercially viable (some payback periods currently show values longer than the estimated lifespan of the building)
- Further decarbonisation of the local energy supply by generators and government legislation

Regarding Scope 3 greenhouse gas emissions, the elements for which reduction plans exist include: building related energy (as above), embodied carbon of developments, waste, water and head office business travel (see topics below). Emissions from other sources such as employee travel, guest travel, laundry, IT and all other purchased goods and services are still to be quantified. Hotels are encouraged to select lower carbon suppliers and most offer subsidised public transport to employees however a systematic action plan is yet to be determined.



**€38m**

Budgeted capital invested in energy and water saving measures in 2025

**€16.5m**

Capital planned for 2026 in energy saving measures

**61%**

Expected location based carbon savings from investments vs 2019

# Metrics

## Our Carbon Performance

**31** kgCO<sub>2</sub>e/m<sup>2</sup> Scope 1 & 2 CHG intensity location based

**206** kWh/m<sup>2</sup> Energy intensity\*

**455** litres/guest night Water intensity\*

In 2025 location- based emissions decreased slightly in 2025 to 31kgCO<sub>2</sub>e/m<sup>2</sup> compared to 33 kgCO<sub>2</sub>e/m<sup>2</sup> last year. Across the portfolio, Archer has taken steps to reduce reliance on gas and electrify. This is particularly evident at Renaissance Amsterdam, where the recent renovation has involved the near complete removal of gas from the hotel, with residual gas use limited to the adjacent Koepelkerk building. Portfolio wide emissions reductions have also been supported by improvements to grid emission factors as nations continue to decarbonise their grids.

This represents a 41% reduction from baseline (53 kgCO<sub>2</sub>e/m<sup>2</sup>) falling short of our 2025 target of a 50% reduction. However, on a like-for-like basis we have achieved a 51% reduction compared to baseline, the delta represents changes in the portfolio including acquisitions of carbon intense hotels.

The market-based Scope 1 & 2 GHG intensity of our hotels averaged 18kgCO<sub>2</sub>e/m<sup>2</sup>\*, a reduction of 67% from a baseline of 53 kgCO<sub>2</sub>e/m<sup>2</sup>, and a modest decrease of 0.2kgCO<sub>2</sub>e/m<sup>2</sup> from 2024 which is not visible in the rounded figures.

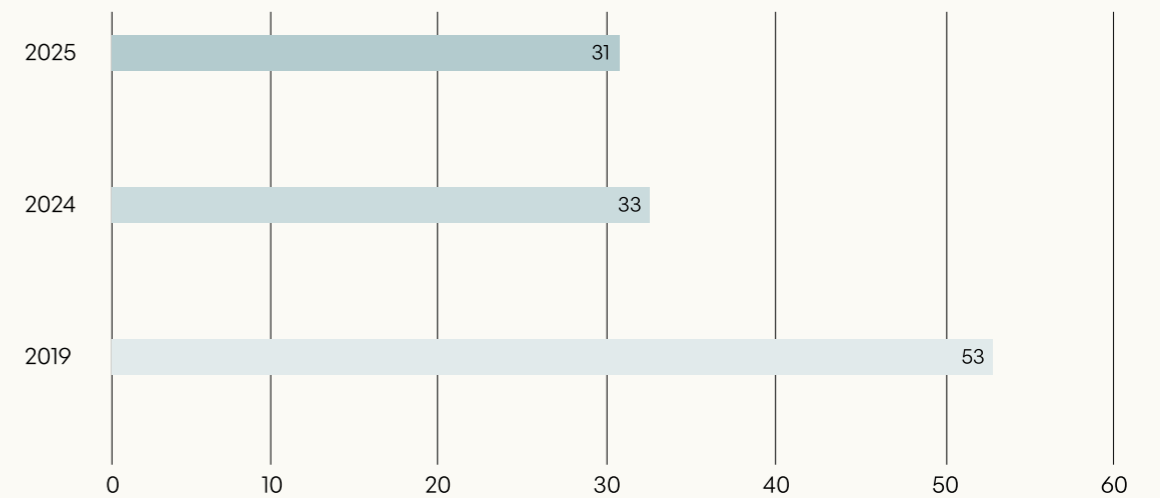
The proportion of electricity from renewable sources in 2025 was 93%, up from 91% in 2024, reflects St Honore’s transition to a renewable tariffs. Archer had aimed to be using 100% renewable electricity by 2025, however two new acquisitions remained locked into long term non-renewable tariff during the year. This ambition remains in place for 2026 when these contracts are due for renewal. Renewable electricity does come at a premium, however Archer believes in supporting development of more renewable supplies.

While making up a minor portion of Archer’s total emissions, compared to the hotel portfolio footprint (less than 1%), Archer is conscious of its direct carbon footprint at head office level. Overall head office operational location-based greenhouse gas emissions have increased by 60% to 232 tonnes CO<sub>2</sub>e in 2025 versus 207 tonnes CO<sub>2</sub>e in 2024. This is due to a greater business need for travel due to regular monitoring of renovations including inspections and snagging, building relationships and detailed asset management, especially across Archer Hotel Management – providing training and support in the ramp up to reopening hotels, hiring new employees and attending monthly review meetings.

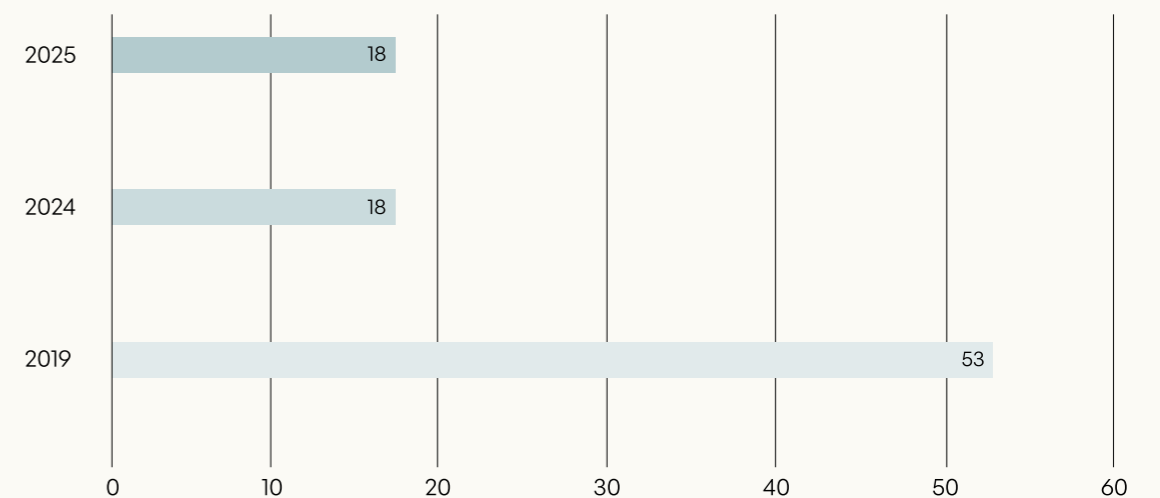
Investment is focused on carbon reduction at source rather than compensating with offsets.

Archer is conscious of the cost of carbon and at head office level makes an active effort to ensure that donations to charity throughout the year are higher than any cost that would have been incurred in purchasing offsets. This year, alongside ongoing donations, an end of year donation was made to Talita, the wonderful charitable partner of our hotel Sheraton Stockholm, which helps women out of prostitution and provides new training opportunities.

Scope 1 & 2 Greenhouse gas intensity (kgCO<sub>2</sub>e/m<sup>2</sup>)  
Location based approach



Scope 1 & 2 Greenhouse gas intensity (kgCO<sub>2</sub>e/m<sup>2</sup>)  
Market based approach



### Progress so far

We have achieved 41% savings vs 2019 baseline for location based carbon, predicted savings from approved investment are 61% vs 2030 target of 80%

\* The scope of Deloitte’s limited assurance includes 2025: Scope 1 & 2 GHG market based intensity, energy intensity and water intensity



The Palace Madrid

# Our Energy Performance

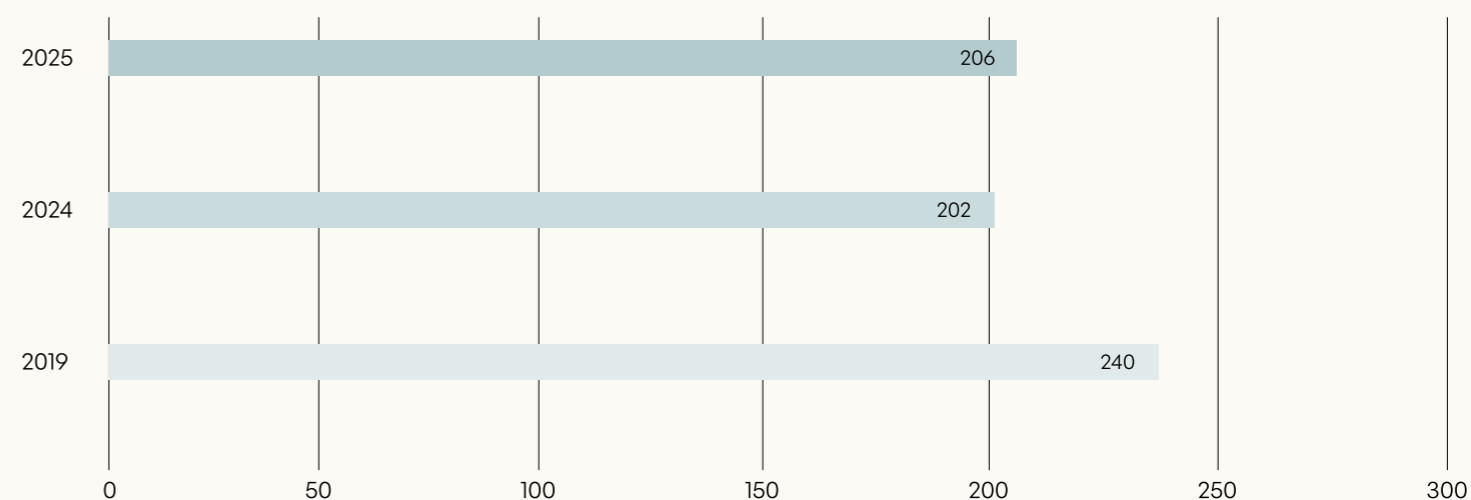
**In 2025 the energy intensity of the hotels averaged 206 kWh/m<sup>2</sup>\*, a 2% increase from 202 kWh/m<sup>2</sup> in 2024.**

This is driven by portfolio level occupancy increasing, now up to 66% (3% above 2024 but remains down from baseline of 80%). This uplift occurred as major renovations completed at The Palace Madrid and Renaissance Amsterdam; however, was partially offset by continued renovation at Sheraton Stockholm and Hoxton Shoreditch where guest room renovation work lowered occupancy. These renovations included several energy saving projects which are expected to bring savings in the long term, particularly as sites stabilise following a ramp-up period.

For context, energy intensity for assets under renovation in 2025 dropped by 26% versus 2019 baseline (due to reduced occupancy), whereas for non-renovation hotels this has only dropped by 7% (thanks to the implementation of energy saving projects).

Last year, Archer set targets of 20% reduction in portfolio energy intensity by 2025 and 30% by 2030 from a 2019 baseline. Compared to a baseline of 240kWh/m<sup>2</sup>, Archer has achieved a 14% reduction so falls short of the 2025 target. This is primarily due to delays in the Hotel Arts Barcelona renovation, which we had anticipated would reduce consumption. In addition, the sale of Marriott Brussels impacted performance as this was an asset where we had invested in and achieved lower energy intensity vs baseline. We have also learnt that, post renovation, energy savings can take longer than expected to kick in as new equipment must be monitored post commissioning and tweaked based on feedback and training. Accurately forecasting energy consumption is an ongoing challenge due to these many factors. Overall, given ongoing investment in decarbonisation (more detail available in the following section) Archer is on track for, and will continually monitor, the 2030 target of 30% reduction in energy intensity.

Energy Intensity (kWh/m<sup>2</sup>)



\* The scope of Deloitte's limited assurance includes 2025 energy intensity

# Marriott Brussels, 2 years on check in

## Case Study | Full life sustainability project

The Marriott Brussels Hotel was the first in the Archer portfolio to undergo renovation, which completed in July 2023, and was under Archer Hotel Management (AHM) management since February of the same year until its sale in September 2025.

### Summary of savings measures implemented:

#### Carbon

- LED lighting
- New chiller with heat recovery
- Smart room management system
- Window upgrades
- Energy efficient lifts
- Water refill stations instead of buying in drinking water
- Bicycle parking, electric vehicle and scooter charging
- Renewable electricity contract

#### Circularity

- Reused and donated hotel furniture
- Refillable guest water and fountains on site
- Responsible procurement throughout – 80% of suppliers used for fitting out rooms have environmental product level certification for products or use environmentally certified factories.

After two full years of operation since the renovation the hotel has seen 33% uplift in Average Daily Rate (ADR) and in the first year operating saw an NOI 60% above historic peak. The hotel has also gained market share seeing a 51% increase in RGI (the hotel’s revenue per available room (RevPAR) penetrating to the competitive set’s RevPAR) since 2019.

We have worked closely with the engineering team to track energy and water consumption across the site, to measure if the expected energy savings have been actualised. Sub-meters, have been installed in key areas to accurately understand the consumption of different equipment. We learnt that savings take time to see, particularly as occupancy levels rise after renovation and the team understand the new equipment.

The hotel is operated by AHM and the added flexibility from franchising allowed the hotel to make real sustainable changes while maintaining high guest experience.

This is all supported by external certifications and the site has been awarded a Green Key certificate, BREEAM In Use Excellent rating and Queer Hospitality Award.



 Chemical free cleaning	 Responsible procurement	 Frequent community engagement	 Accessible design
 EV charging	 Volunteering with charity (>70 hours/quarter) <i>e.g. Clair Matin (a local charity supporting vulnerable young people)</i>	 Yoga mats in every room	 Green roof planting and bees



# Embodied Carbon

Embodied carbon is the greenhouse gas emissions from the extraction, manufacture, delivery and installation of materials. 40% of global annual carbon emissions come from buildings, and 13% of those come from embodied carbon. Yet this is little mentioned in hospitality, especially for renovations. Archer is taking action to address this source of carbon, starting by calculating it and sharing lessons learnt across design teams.

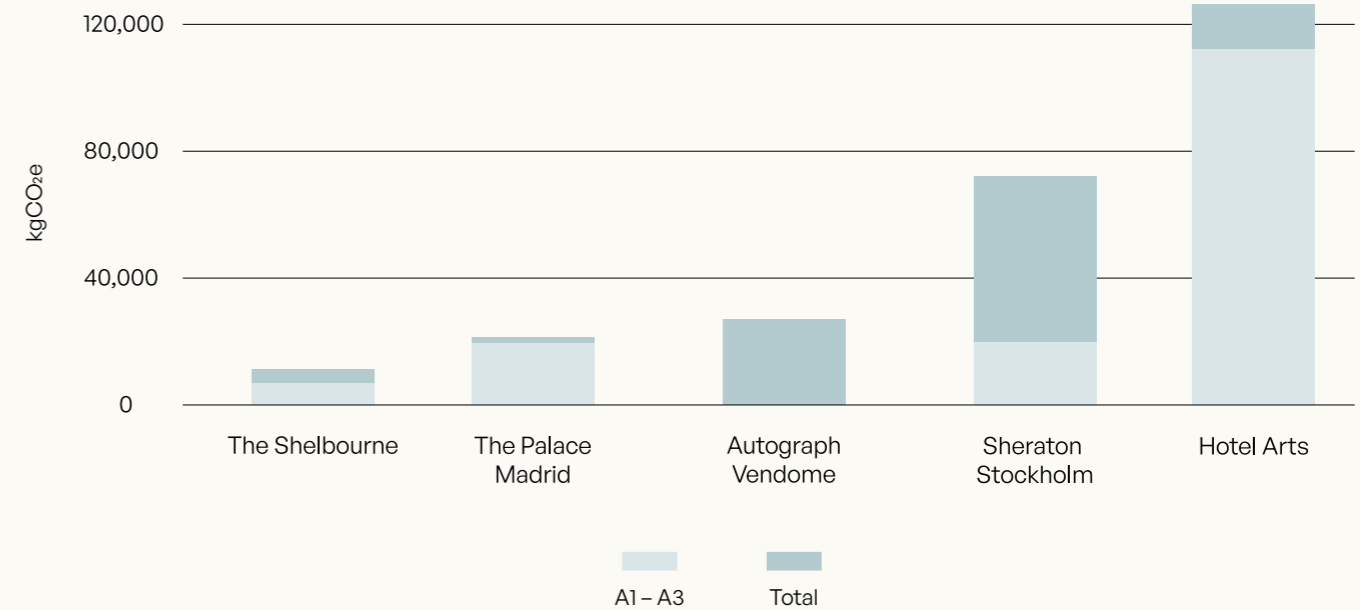
We have completed 43 embodied carbon calculations across our renovations, across different guest room types and public areas. These have been particularly valuable in assessing each site against itself, first at design stage and with the ambition to study again post construction. We wanted to further understand the findings, identify common carbon hotspots and establish reduction targets. However, this comparison proves challenging as the scope of our renovations varies (some involve structural changes, others involve mainly furnishings) and different jurisdictions have different guidelines. The below charts show aggregated results for guest rooms across five renovations.

Archer is seeking to engage with other key industry professionals to better understand and utilise this data. When compared against the operational carbon average for the portfolio of 38 kgCO<sub>2e</sub>/m<sup>2</sup> the importance of this becomes clear. The embodied carbon of the room renovations is equivalent to between 5 (The Shelbourne, Hotel Arts Barcelona), 8 (The Palace Madrid and Sheraton Stockholm) and 20 years (Autograph Vendome) of operational carbon emissions. Regardless of room size, operators have set standards on the furniture required in each room (bed, table, chair etc.) so smaller rooms are more carbon intensive.

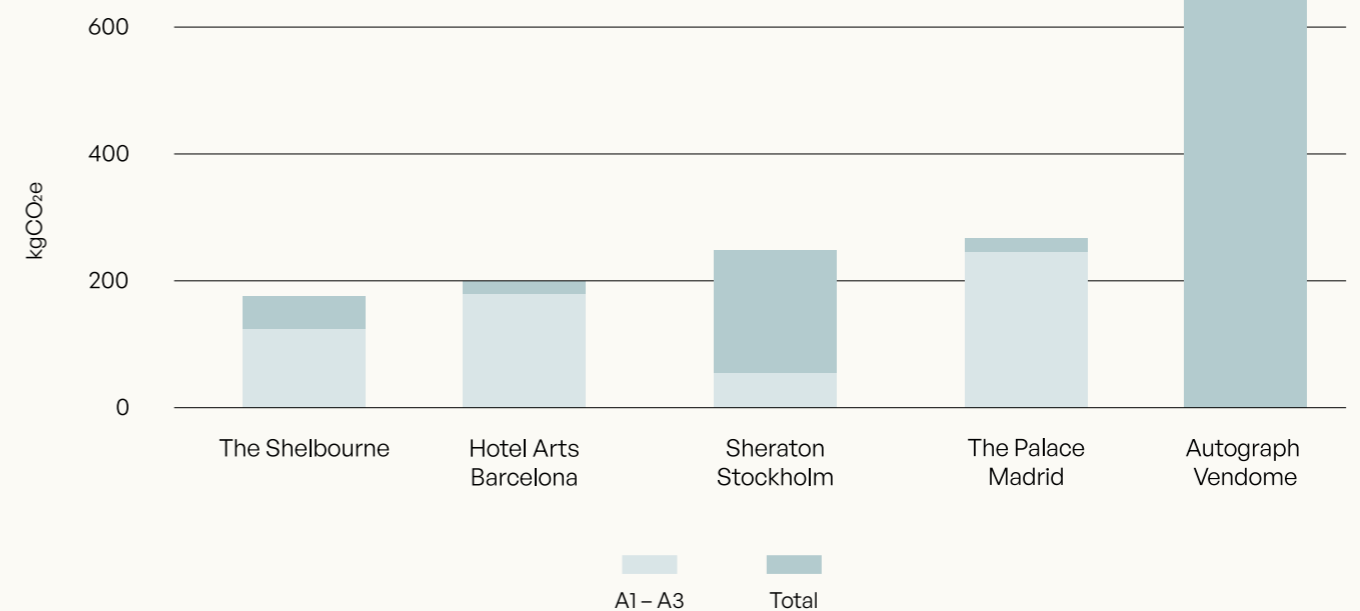
We will continue to focus on this and track embodied carbon emissions throughout a project life span to reduce emissions. A valuable part of this is the ongoing maintenance and repair of all items on site.

The per m<sup>2</sup> embodied carbon of renovations can range from 5- 20 years' of our hotels' average operational carbon emissions

Total Embodied Carbon for Guest Rooms



Total Embodied Carbon for Guest Rooms by floor area



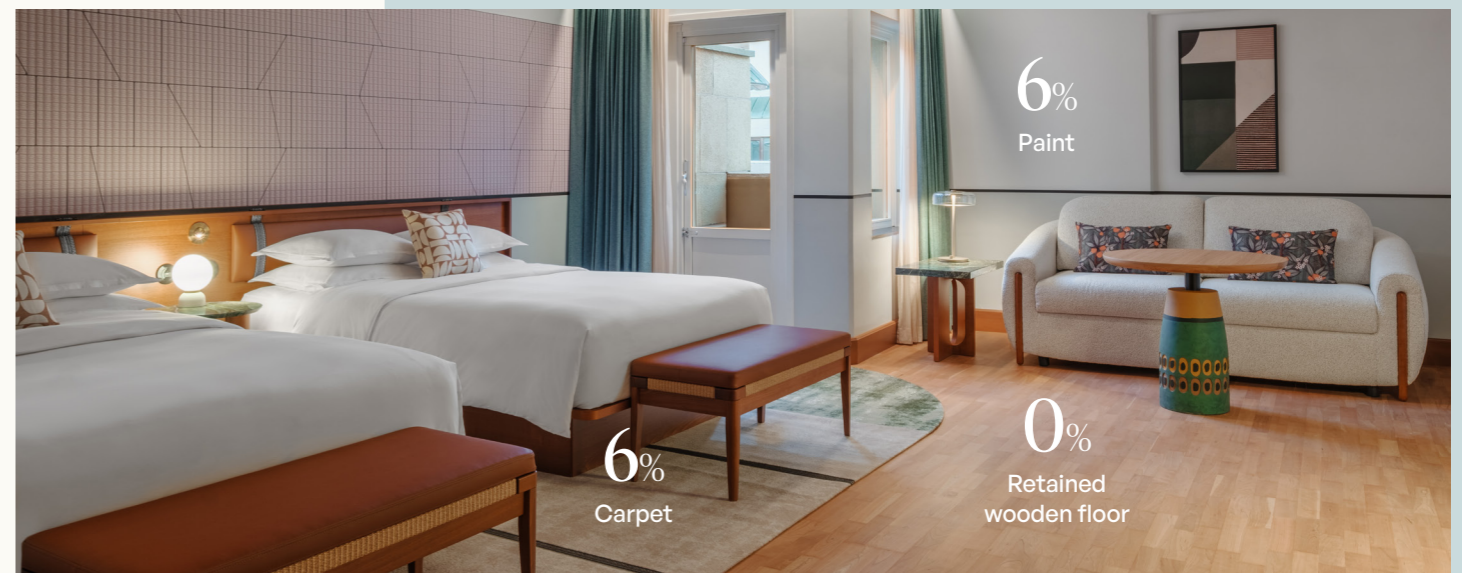
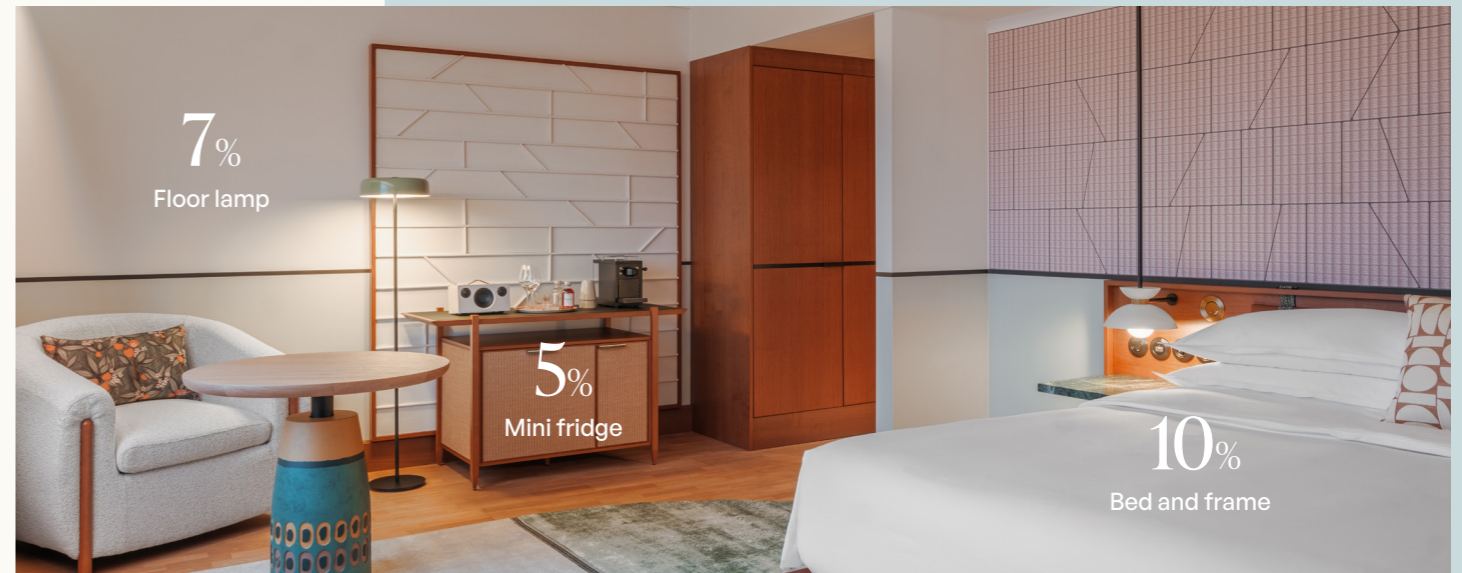
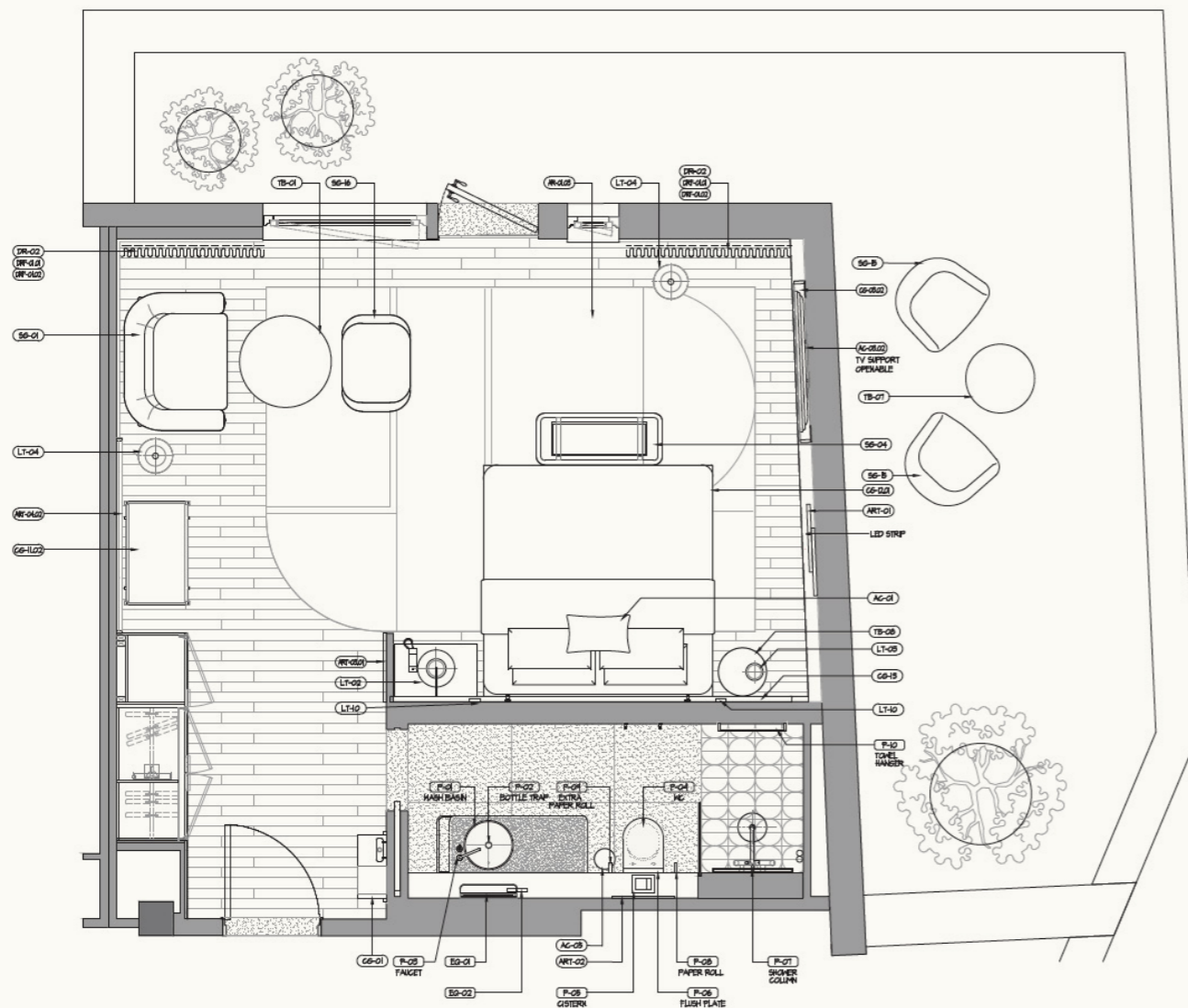
# Sheraton Stockholm, Embodied Carbon

The hotel underwent a soft *renovation* of the guestrooms and reimagined public spaces whilst retaining walls and structure.

We completed an embodied carbon assessment on various room types.

**Furniture fittings and finishings made up over half of the carbon in this room type.**

Highest contributing items are highlighted in these images with the percentage of their contribution labelled.



Study of room 801 (Superior room, 35m<sup>2</sup>) | 7,802 kgCO<sub>2e</sub>, 189 kgCO<sub>2e</sub>/m<sup>2</sup>

# Climate Resilience, Physical Climate Risk

Portfolio wide climate risk assessments continue to be undertaken as part of the insurance process to estimate financial and business impact. FM Global, our property damage insurer, performed a physical climate risk assessment for each asset in the Archer portfolio. Risks assessed span extreme precipitation, wind, temperature change, drought and sea level rise with resulting acute and chronic impacts under short, medium, and long term climate change scenarios (RCP 2.6, 4.5 and 8.5). Total asset value exposed and business interruption costs if risks are realised were calculated.

Only 5 assets are in climate exposed engineering locations. The only acute risk is flooding which represents a €7.3m loss expectancy, a reduction from €26.4m last year partly due to the closure of two Paris hotels for renovation and sale of Marriott Brussels.

This represents 0.2% of the portfolio (down from 0.8% in 2025) across property value insured and business interruption. This is classed as achievable climate risk reduction and is also gross of any city defences. Mitigating actions continue to be implemented by hotels or included in renovations with follow up checks by FM Global.

**The most significant potential chronic risks identified in the worst case (RCP 8.5) and long term (by 2050) are:**

- Extreme Precipitation – maximum 1-day precipitation increasing 9% in Stockholm
- Temperature - increase in daily maximum of up to 3.4c in Barcelona vs 35c baseline and 2.4c in Stockholm vs 26c baseline
- Drought risk – number of consecutive dry days increasing in 32% in Barcelona from 46 days to 60 days

Alongside this, to allow for actionable improvements including operational measures, detailed third-party asset level physical risk and natural hazard risk assessments were conducted for the whole portfolio. These covered extreme heat, drought & water scarcity, precipitation, flooding, storm surge, wind speed, wildfire, geological natural disaster and avalanches. These studied three different time horizons (short 2020-2039, medium 2040-2059, and long 2060-2079) and both the SSP2-4.5 (moderate emissions) and SSP5-8.5 (high emissions) climate scenarios. Each asset was assigned a risk rating based on asset specific likelihood and impact.

Each report included site specific, detailed mitigation measures, plans of communication in event of climate emergency and details of where proposed intervention can be incorporated into standing investment, refurbishment plans and site emergency plans. Operational responsibilities have been communicated to hotel management.

## Transition Risk

In 2025 a more detailed transition risk assessment was undertaken for the portfolio, utilising the principles of the DMA process, explained above, for identifying, assessing and managing transition risk. This involved more stakeholder engagement, and proved valuable to understand and prioritise actions where the impact would be greatest.

A holistic approach was then adopted to coordinate mitigation alongside other business activities and risks are integrated into Archer's Risk register and the CFO is ultimately responsible for managing these alongside all other risks.

## Key risks identified are summarised below:

- Policy and legal risks: Enhanced environmental reporting obligations such as CSRD and the accompanying resource costs, carbon taxes and increasing prices of high quality carbon offsets
- Technological risks: Costs of adapting existing hotels to net zero carbon
- Market risks: Increasing prices of natural resources required for renovations and of utilities and food & beverage supplies to operate hotels. Increased insurance costs and devaluation of stranded assets. Consumer behaviour is also likely to change as consumers become more aware of the environmental impact of their purchasing decisions including travel modes and destinations

By implementing this climate risk management procedure, Archer aims to proactively address climate-related risks, safeguard its assets, and capitalize on opportunities presented by the transition to a sustainable future.


# Water Use

Freshwater and groundwater are essential resources, yet they are becoming increasingly scarce worldwide in a challenge which affects several regions where Archer operates. Water is integral to our hotels' daily activities: from laundry and maintenance to irrigation, and for guests and staff in rooms and bathrooms.




Beyond our direct operations, water is also embedded in the products we use throughout our value chain – from the food products we buy to the water used by data centres that host our IT services. High end luxury hotels tend to use more water due to swimming pools, spas and large event spaces as well as intensely used F&B outlets.

Archer recognises its role in contributing to water stress and is committed to minimising consumption wherever possible. We focus on reducing water use in operations and lowering demand for new raw materials, helping to ease pressure on this critical resource.

Water intensity 455 litres/guest night

Water Impacts, Risks and Opportunities (IROs)	Category	Value Chain
Water is used throughout operations and in construction: for cooking, washing, cleaning, irrigating, cooling and guest use through drinking and showering. This consumption has a negative impact on water scarcity.		Entire value chain
Increasing regulations in areas of water scarcity where we operate could lead to business interruption or financial penalties.		Entire value chain
Significantly reducing water consumption provides a cost-saving opportunity for both the energy to treat and heat the water, and the water itself.		Within own operations
Many of the materials Archer uses are produced or extracted in ways which require significant amounts of water e.g. textiles, concrete, marble.		Upstream and within own operations

### IRO Key

-  Impacts
-  Risks
-  Opportunities

To assess IROs related to water, we consulted development managers, hotel managers and our insurance providers' climate risk resources.

# Water

## Policies and Frameworks



Hotel Arts Barcelona

**Archer’s development framework and operational policies focus on replacing equipment that uses water with more efficient versions, installing submetering with leak detection systems and driving behavioural changes to reduce water consumption.**

Showers are a key water consumer and our initial policy was to mandate retrofitting of BREEAM compliant showers (6litres/minute). Whilst BREEAM compliant taps and toilets have been successfully integrated in renovations, showers have proven more difficult. Negative guest feedback received means that the flow rates for some showers have since had to be increased (though still lower than they were originally).

This was a valuable lesson for us to balance sustainability ambition and guest demand, particularly within the setting of luxury hotels which guests often book as a treat and expect value for money. The feeling of a high flow shower is unfortunately still felt by many as commensurate with luxury and the overall sustainability of the business had to be considered.

We have since revised our design briefs so that we still use more efficient showers, but the flow rate reduction corresponds to the level of brand luxury. For hotels with larger proportions of business guests and lower prices we aim for maximum 8litre/minute showers as per the EU Taxonomy for sustainable buildings. For our more luxury hotels, 10litres/minute.

We have also engaged in meaningful conversations with brands such as Marriott on aligning design standards with industry standards for different brand types. We also continue to monitor development of new shower products on the market which can provide effective flow rates without jeopardising user experience and will update our policies as the market develops.

Archer uses the Aqueduct water atlas to assess presence in water scarce areas. In 2025, third party natural hazard risk assessments (see Page 37) also included drought risk. Renovation policies include requirements to assess feasibility of retrofitting greywater recycling and rainwater harvesting, and for new laundry machines and dishwashers to meet BREEAM standards. Landscaping designers in water scarce areas must select drought tolerant plant species and use efficient drip irrigation or harvested water.

Operational policies whether that be from Archer Hotel Management or our partner brands, include practices to reduce water consumption. All hotels must factor in water efficiency in choosing laundry partners, operate washing machines only when full and also implement a guest engagement program encouraging guests to rehang their towel for reuse and skip room cleaning. All water data is collected and reviewed by asset managers with hotel teams monthly to understand consumption behaviour. Annual reduction targets are also set for each hotel.

# Actions

## Water Efficiency

Archer has a long-term water reduction plan which when completed is expected to achieve 50% reduction in water consumption from 2019 baseline. Detailed third party water audits were completed in 2024 for all hotels. These quantified the end uses of water in the hotels, recommended improvement measures and calculated payback periods. €9.9m worth of capital investment for recommended, commercially viable water saving measures were identified, with €1.3m allocated for implementation in 2025.

Throughout 2025 these measures were reviewed for feasibility and €1.1m worth have been implemented, expected to save 34,498m<sup>3</sup> of water per annum. The majority of completed projects relate to replacing guest bathroom fittings, followed by sensor taps in public areas and new efficient dishwashers and washing machines. Lower flow bathroom fittings were installed as part of renovations at Sheraton Stockholm, Renaissance Amsterdam and in over half of the Hotel Arts (the rest to be completed next year). At Conrad Dublin we installed timers in the urinals so that water was not running constantly. Upgrades to Building Management Systems at Hotel Arts Barcelona, Madrid Edition, and Marriott Brussels, provide a leak detection tool which can help spot maintenance issues. After further study some measures proposed were found to not be possible or have been postponed, others form part of renovation works and will be completed in line with updated renovation timelines.

Design work continued at the Hotel Arts Barcelona to retrofit greywater recycling into the upper level guestrooms and in public areas – no mean feat for a complicated building. The municipality of Barcelona has previously placed water limits on civilians and Archer has factored this risk into its decision to pursue greywater recycling despite a long commercial payback, though this may change as water prices increase across the portfolio.

€416k worth of operational water saving measures have been identified, with €224k allocated for implementation in 2025, of which €100k was completed. Ongoing training is delivered across hotel operations, for example on defrosting without using running water and respecting rules on not replacing guest towels when they have hung them up.

With the completion of the guestroom renovation at Renaissance Amsterdam, the hotel will launch the Your Choice program in 2026 which will reward guests for opting out of room cleaning. Similar programs are already in place across other AHM hotels and room clean is available on request at the Hoxton hotels. Rewards available to guests include loyalty points that can be redeemed against future stays or discounts on food or drink.

At Renaissance La Defense a new device called Luniwave was introduced, using gamification to encourage water efficiency with guests. The device sets a timer to allow guests to understand how long they are showering for compared to others and suggests shorter lengths.



34,498m<sup>3</sup>

Water per annum expected to be saved

€1.1m

Water saving measures implemented in 2025



Madrid Edition

# Metrics

## 2025 Water Consumption Performance

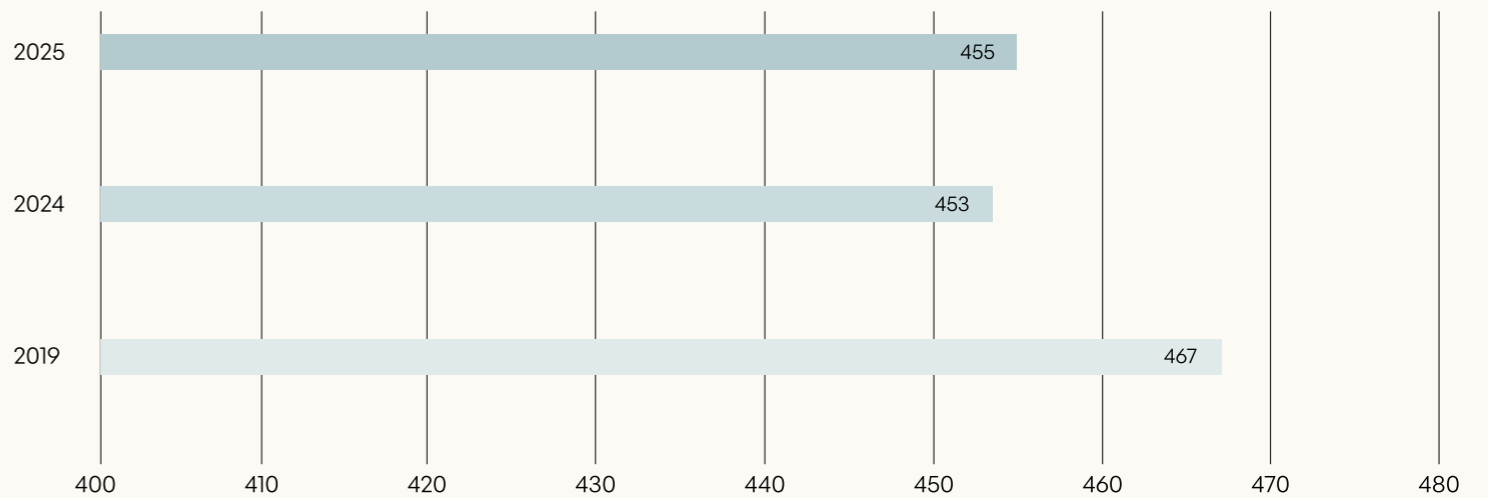
In 2025 Archer consumed 455 litres/guest night\*, a 0.4% increase from prior year (453 litres/guest night) partly caused by an increase in non-guest night activity in hotels, with increased food outlets as well as an increase in shower flow rates to balance guest satisfaction.

When compared to baseline this represents a 2.7% reduction from 467 litres in 2019 as the benefits of water saving measures implemented is realised.

This data is somewhat distorted by the renovation portfolio as while closures and works mean guest nights across several hotels are down, baseload water consumption e.g. for cooling or swimming pools, remains relatively high. In the non-renovation portfolio the water per guest night was 449 litres/guest night (4% reduction from baseline).

The benefits of water saving measures implemented in renovations is expected to be realised further next year as these hotels ramp up occupancy and stabilise. We therefore expect to see water consumption fall per guest night.

Water Intensity (litres/guest night)



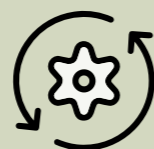
\* The scope of Deloitte's limited assurance includes 2025 water intensity

# Circularity

## Key Actions



Foster a culture of circularity in the luxury design space



Understand our supply chain



Procure sustainably and champion local, natural and renewable materials



Reduce waste



Remove single use plastic

# Archer consumes resources throughout its entire value chain, through activities such as construction, refurbishments and day to day operations

This includes guest amenities, food and drink, cleaning and maintenance. Archer understands that all these materials have a life before and after they are used in our hotels. We strive to understand where the materials we procure are sourced from as well as options for end-of-life treatment. Responsible procurement and effective waste management are therefore critical parts of our sustainability strategy, ensuring that we minimise environmental impact while driving operational efficiency.

## Targets

90%

Re-use of existing furniture, fittings and equipment (every refurbishment)

55%

Operational recycling rate (2030)

25%

Operational waste intensity reduction (2030)

Circularity Impacts, Risks and Opportunities (IROs)	Category	Value Chain
Resource use and waste associated with the manufacture of products procured.		Entire value chain
Making responsible procurement decisions, such as opting for less carbon-intensive and healthier products, purchasing locally and eliminating single-use plastics can lower cost, improve reputation and consequently attract more customers.		Entire value chain
Conversely these changes require resources and guests, designers and other stakeholders may resist.		
Cost-savings from more reuse or recycling and choosing materials with longer lifespans.		Entire value chain
Changes to environmental regulations may increase costs of compliance.		Entire value chain

### IRO Key



Impacts



Risks

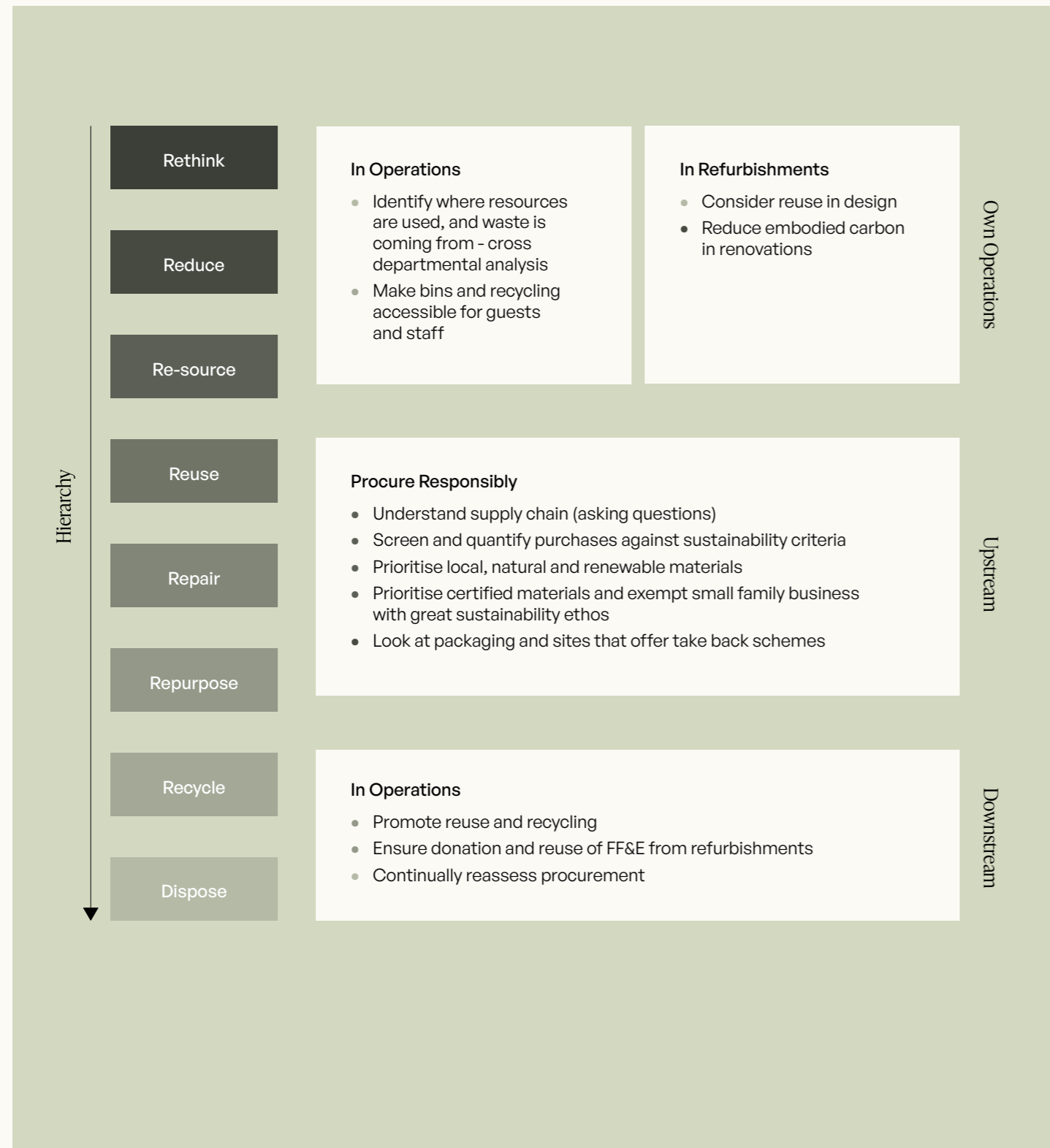


Opportunities

To assess IROs related to our resource inflows and outflows, including waste, we consulted development managers and hotel managers as well as making on-site inspections and requesting data from designers and contractors.

# Policies and Frameworks

## Operational and refurbishment waste policies



### Resource inflows and resource outflows

Archer promotes circularity through both operational and refurbishment work. This considers both the inflows and outflows of materials as well as how materials are treated on site, constant maintenance and repair being prioritised.

What we may think of as waste items are natural resources which should be reused and recycled as far as possible. Circular economy principles therefore form the foundations of Archer’s resource policies and actions are taken in accordance with the waste hierarchy.

Waste management should follow the waste hierarchy in line with the *EU Waste Framework Directive: Rethink, Reduce, Re-source, Reuse, Repair, Repurpose, Recycle, Dispose.*

Waste must be separated within the hotel and collected as separate waste streams, based on jurisdiction requirements and at a minimum to cover: paper/cardboard, dry mixed recycling (plastic, cans, cartons), glass, food waste, cooking oil, grease trap, electrical waste, hazardous waste and residual waste. Throughout 2025 and 2026 we are working to gather more data on additional waste streams such as coffee grounds.

Each hotel is required to have a designated waste storage area which must be kept clean and clear at all times. Around the hotel there must be adequate labelled bins to encourage recycling and sorting. This extends to guestrooms and housekeeping need to have facilities to manage this.

In the case of any large removal of furniture, fixtures, and equipment (FF&E) and Operating Supplies and Equipment (OS&E) from a hotel, reuse is prioritised to ensure items are given a second life - often through charities or other hotels.

At each hotel there is a named individual who is responsible for waste collection, sorting and managing the relationship with a suitable waste contractor. There is a monthly review of waste and targets are set for recycling rates and waste per guest night. Ongoing training is a key element of this to ensure compliance.

Our operators’ responsible procurement policies set the standard for the most significant supplies we procure. These are supported by Global Council of Sustainable Tourism standards such as Green Key. These cover key inflows such as responsibly sourcing seafood, meat and produce; tissue and paper goods from sustainably certified forests and tea, coffee, cocoa and sugar from certified schemes.

There is a sustainability scorecard for all Archer Hotel Management hotels which includes waste streams and responsible procurement (categories for amenities, back of house equipment and food and beverage). Hotels have specific targets for procuring recyclable products and packaging, and each hotel hold a purchasing record. A more thorough review of these is planned for 2026, utilising data within cost management software. This will extend to reviews of all resource inflows including sustainable sourcing of food products, more detail is available in the community – biodiversity section.

# Renovations - Resource inflows and resource outflows



For our renovations and developments, we want to foster a culture of circularity in the luxury design space. We're still early in our journey and the supply chain is complex. Our Sustainable Developments Framework sets our expectations of project teams, assigning responsibilities for architects, interior designers, project managers and contractors. Prior to any work, a pre-refurbishment or pre-demolition audit is required to take stock of and plan a reuse and recycle strategy for the existing material. All contractors must provide segregated, traceable waste data and monitor recycling KPIs monthly.

The Framework also includes a Materials Guide which governs procurement to promote sustainable sourcing. For example, there are mandatory criteria for certified sustainable timber, adhesives with low volatile organic compound emissions, ISO14001 certified steel, glass and concrete and preference for products with recycled content and Environmental Product Declarations. The Guide is split into Prohibited, Avoid, Prefer and Ideal materials with rationale to educate users. We acknowledge that third-party certifications require resources and may not be possible for small, local businesses or artisans, nor cover all angles of sustainability.

These businesses are still supported if they have an inherently sustainable business model (e.g. employing an artisan skill or reusing material) or a positive social impact.

Throughout 2025 the Framework was updated based on key learnings from previous projects and engagement with design team members. It has also been reviewed by our Legal Counsel to strengthen contractual responsibilities and recourse if not complied with. Key updates to materials include thresholds for recycled content and splitting guidance by material type rather than item to aid suppliers which provide composite items such as furniture. Where experience has shown that our preferred or ideal criteria are actually commonly available on the market – e.g. low VOC certified paints, these criteria have now been made mandatory, raising the bar for future projects.

**Our Supplier Code of Conduct is applicable to all contractors, subcontractors, consultants and other third parties.**

# Actions

## Resource Outflows



Hotel Arts Barcelona

### Operational Waste management

The largest sources of waste in hotel operations come from food and packaging. We are addressing this through procurement changes, training people and making it easier for guests to recycle.

A key project to reduce packaging is refillable water bottles for guests instead of single use bottles or cartons. In 2025, water taps were installed as part of the new minibar in Hotel Arts Barcelona guestrooms, and water machines were installed in guestroom corridors and public areas at Renaissance Amsterdam. In 2026 there are plans to roll this out to at least two more sites. Whilst public area facilities and machines for restaurants and bars are relatively easy to install, machines on guestroom floors require new plumbing and is better aligned with renovation work.

Guest toiletries are now refilled on site at two more hotels in 2025 – Renaissance Amsterdam and Palace Madrid, bringing the total to four (Madrid Edition and Hotel Arts Barcelona). These refill stations reduce waste as the bottles can be continuously reused by guests.

With a variety of waste streams spanning multiple regions, bespoke innovative solutions prove most effective such as at The Shelbourne Dublin where they have partnered with a group in St Stephen’s Green, opposite the hotel, to repurpose coffee grounds into landscaping.

On site training is vital to ensure proper waste management. All Archer Hotel Management hotels have received specific waste training from Archer and prioritise waste disposal contractors that can offer training to all staff. In Paris, we partnered with *Take a Waste* to better understand the contractors in the market and their individual recycling rates.

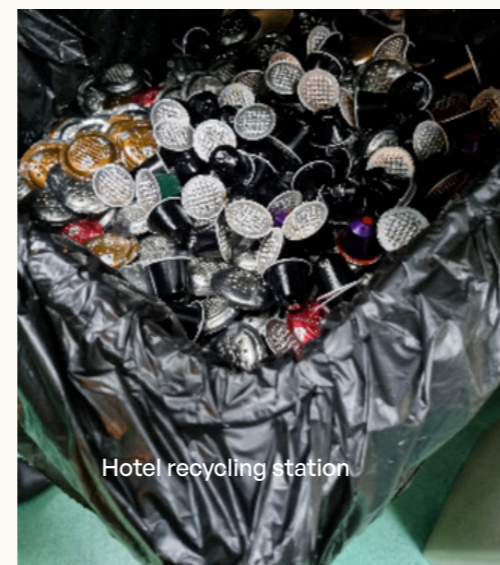
At The Palace Madrid, the Green Committee performed daily checks of all kitchen waste bins to improve recycling knowledge. 2025 taught us that waste management requires continuous engagement particularly in busy periods and when new hires join. To raise engagement and encourage behaviour change The Shelbourne removes the food waste bin from the staff canteen for one week a year. The initiative reduced food waste by nearly 120kg compared with previous weeks and helped build long term awareness and more conscious habits

Food waste remains a challenge for luxury hotels which host large events, buffet breakfasts, multiple outlets and in-room dining. Several hotels have implemented innovative technology that weighs the waste dropped into a bin and categories it so that it can be analysed in conjunction with cost, revenue and covers.

The Shelbourne, Renaissance La Defense, Hoxton Holborn and Hilton Amsterdam Airport Schiphol and the Madrid Edition have all seen benefits from this technology. In 2026 it will be installed at three additional hotels to lower waste by informing meal preparation, portioning and procurement Where allowed by local regulation, our hotels donate spare food to charities, food banks, employees and also resell at a discount on a public app called *Too Good To Go*.

### Renovation Waste management

Where this is the case Archer is committed to ensuring these items are not simply discarded but rather seek innovative ways to repurpose and give them a new life. Our target is for 90% of existing furniture, finishings and equipment to be reused and this has been met on all renovations in 2025. Regarding excavation, demolition and construction waste, Archer aims for zero waste to landfill – in 2025 10% of renovation waste was landfilled, this relates mostly to rubble, plasterboard and mixed residual waste from projects in Spain as well as asbestos which Archer has removed from sites and legally must be landfilled (see *Data Appendix*).



Hotel recycling station



# Reuse in Practice

## Our furniture given a second life

### Hoxton Shoreditch

After Archer’s acquisition of the hotel at the end of 2023 a full guest rooms and public areas renovation was completed in 2025, refreshing the hotel after 20 years of operations.

Throughout this the principles of circular economy were applied. For example, an existing desk side piece was transformed into a combined desk and TV stand, retaining the character of the space while refreshing its look.

We hosted ‘Hox Flea’ - a public sale of old furniture from the rooms. Thanks to the iconic brand image there was a queue at opening and the sale was able to raise over £6,000 for local homelessness charity *Shelter from the Storm* whilst keeping the furniture at its *highest circular economy value*.

Final items removed from the meeting rooms have been donated to a local school (St Martin’s CofE School) to fill the Learning Mentor’s / Sensory area, providing rest areas to students who need extra support.

### Autograph Vendome

Working with sustainability consultancy GreenAffair and strip-out contractor Sorec, furniture, furnishings, equipment and fittings from the Autograph Vendome renovation have been reused. This required a detailed inventory of all items, taking photos, rating their quality and therefore likelihood of reuse. It covered not just the furniture which is the easiest to redistribute but also wall coverings, thermostats, telephones, towel rails, toilets and baths, to name a few.

Charities and reuse organisations were contacted to gauge interest. The charities the hotels had already worked with *Restos du Coeur* and *Emmaus* - were given priority choice over the available items. They do amazing work to help the homeless and needy in Paris. Other beneficiaries include *A Chacun Son Cocon* (To each their own cocoon) which helps social housing tenants decorate their homes and upcycle furniture, *Évasions Bryardes* which organises social events for senior citizens, and *Upradec* which supports health centres and schools in Guinea.

In total, all items in good quality were donated to charity, taken by employees, reused in the hotel or other Archer hotels. Items which could not be reused, due to their size, shape or condition, and therefore sent for recycling include bespoke joinery, door locks, shower doors, headboards and bathtubs. A tranche of bulkier items from Renaissance Vendome less adaptable to residential use were sold via auction. We are especially proud that the bathroom fittings were reused elsewhere and this could not have been done without collaboration from Sorec who took great care during strip out to preserve the quality of the items.





Zoë Li presenting at the Sustainable Design Summit

# Actions

## Resource Inflows\*

\*Resource inflows are everything we procure

### Resource inflows - Operations

In 2025 we launched a single use plastic tracker to record where it is used on site and set targets for its reduction. We have set a target across Archer Hotel Management for 75% of such cases to be removed in 2026 and the remaining the following year. This spans from in room amenities to food and beverage and all back of house areas. It will require engagement up the supply chain to ensure suitable alternatives are procured or new ways of working established, while maintaining and potentially enhancing, the guest experience. We are happy that Ennismore the operator of our two Hoxton hotels in London has already phased out single use plastic this year, proving that it is possible.

### Resource inflows - Refurbishments, Responsible procurement

Archer is committed to working with partners who do business in a fair and responsible manner and to using its purchasing power to enable positive change. For renovations all materials used are reviewed against criteria prior to procurement and proportion of compliance is quantified at the end of projects. Ongoing work aims to improve analysis by both weight/volume and cost of materials too. Details can be found in The Palace Madrid Case Study *overleaf*.

This remains challenging as sustainability requirements are often negotiated against aesthetic, cost and timeline considerations. Archer is working to ensure that sustainability checks are enforced at all major design stages and any changes require reverification. This process is improving with each project, however, work still needs to be done to ensure it is more natural.

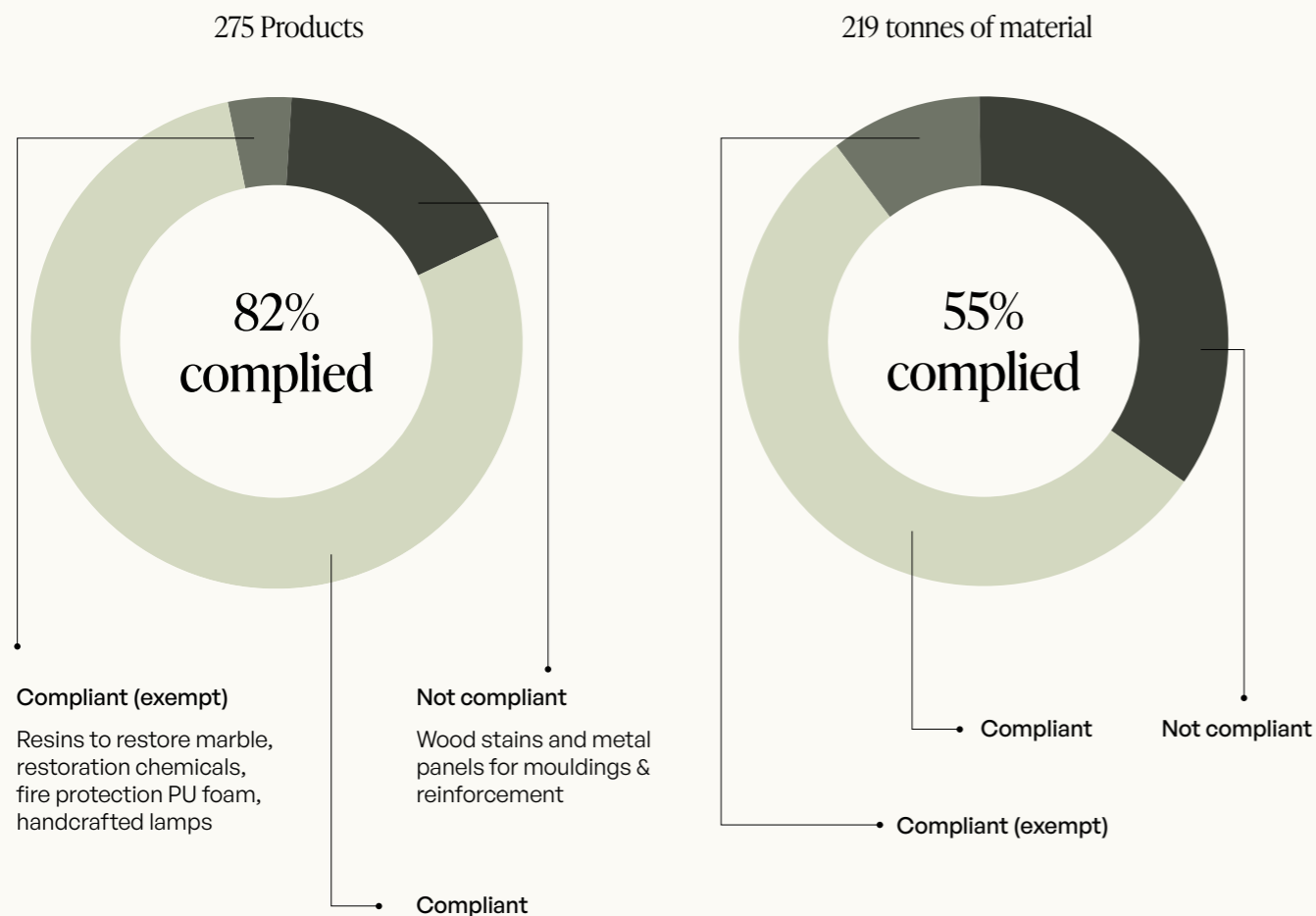
Systemic change and education is required across the luxury industry so that all parties to a renovation or new build fulfil their sustainability responsibilities.

We have started to build out a materials library collecting sustainable materials identified by designers across projects or seen at display shows. Future work includes greater consideration of design for disassembly and repair.

We continue to engage in industry conversations on materials and design, and Archer's Senior Sustainability Manager, Zoë Li presented at the Sustainable Design Summit in Hamburg sharing lessons learnt.

# Testing our Materials Guide: The Palace Madrid Renovation

## Public areas results



The Palace Madrid renovation was our first test of our Materials Guide. We took the list of products specified from cost plan & design proposal, updating it throughout the project with the contractors (we had 4 different contractors!) For each product specified we requested sustainability certificates, information on origin and any recycled content so we could check it against our sustainability framework.

For the public area renovation, we were able to advance from not just analysing number of products, but also quantity. The results were a bit more challenging and interesting (see charts to the left).

When looking at the number of products, 82% of them complied with our materials guide. 11 products were exempt – half were special crystal lamps and sconces produced by craftsmen from small workshops, many customised for the project so they didn't have certifications for the manufacture or the product. We want to support these specialist crafts and SMEs and it's unrealistic to expect that they have the resources to undergo e.g. ISO14001 like a factory might.

Other products included 28,000l of an antifungal chemical containing chloride, a resin required for restoring original marble floors- and this shows where weighing up environmental impacts gets complicated. We wanted to keep the marble floor, it avoided carbon emissions and resource extraction from new floor, and would contribute to restoration of heritage, but this chemical needed to restore it was on the EU REACH chemicals list.

Then we have the non-compliant materials, where we think there is a more sustainable alternative out there. This included wood stains and a fungicidal paint without low VOC certification (they had self-declared emissions but not third party certified) and metal panels for mouldings and reinforcement that had no certification. Plus 30 different fabrics used in small quantities. As these materials weigh a lot, when we look at compliance by weight, only 55% of the material complied.

We're very proud to have completed this huge analysis, and learnt a lot about how we can best work with others in the value chain – project & cost managers, designers, architects, contractors and suppliers. Our future aspirations are to improve upon the results above, explore alternative products early now we know where challenges may lie and also analyse compliance by cost.



For the guestroom renovations: 94% of suppliers and 87% of the products we procured met our Materials Guide criteria. 64% of products were manufactured in Spain and 29% from the Madrid region, supporting the local economy.

# Metrics

## Our Circularity Performance

**3.0kg**

Waste per guest night

**61%**

Recycling rate  
*(including anaerobic digestion)*

**94%**

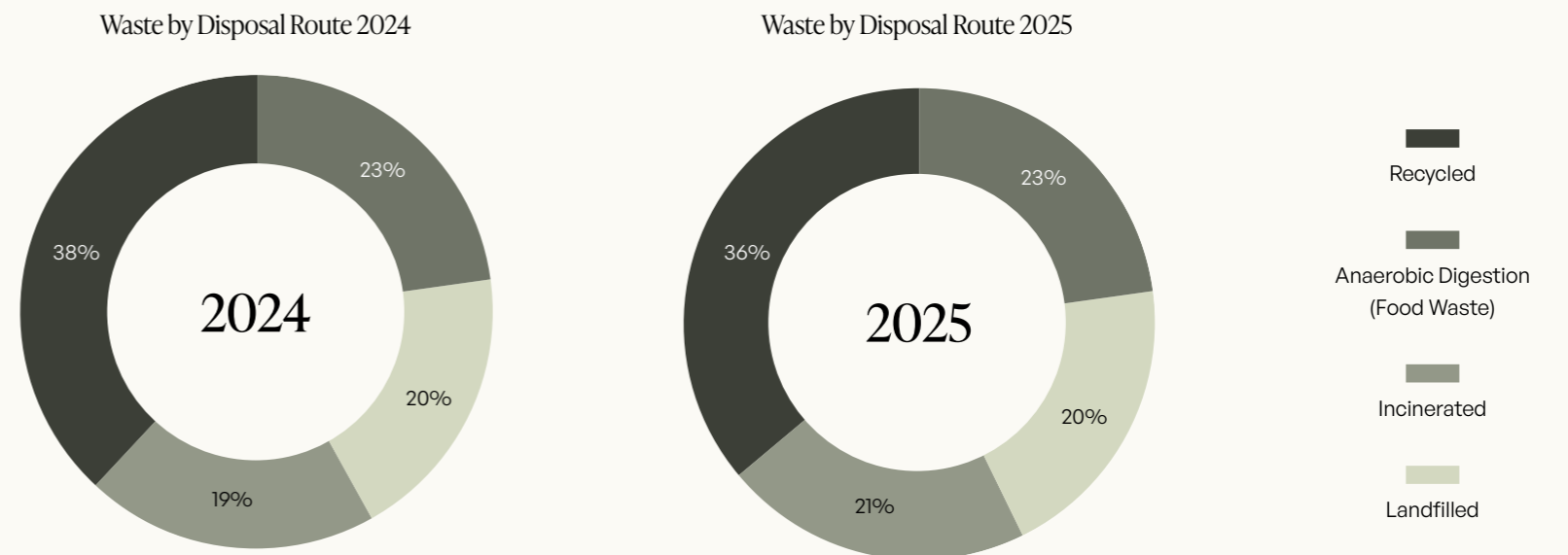
Diverted from landfill

In 2025 the portfolio recycling and anaerobic digestion/composting rate was 61% for a total of 2,809 tonnes\* of waste collected (58% and 2,654 tonnes in 2024). This beat our target of 55% by 2025.

The improvement in rate is mainly driven by improved training by both Archer and waste contractors, and waste sorting on site. There has been an increase in in-guest room recycling which is now available in all hotel rooms. In addition, at the Hotel Arts Barcelona we switched contractor and waste processing location to reduce the amount of waste going to landfill. However, in some cases bin contamination is problematic and an issue Archer is focusing on in 2025. Archer aims for zero waste to landfill, however being able to achieve this depends on local infrastructure options. For example, in Madrid, all local processing facilities for mixed residual waste (not sorted in the hotel) send a proportion to landfill rather than incineration with energy recovery.

3.0kg\* of waste was generated per guest night, in line with last year but still a 3% increase from baseline of (2.9kg in 2022). This is partially driven by lower occupancy in hotels under renovation since there is some baseload waste (i.e. breakfast buffet items as hotels remained operational). The non-renovation hotels had a lower waste intensity at 2.9kg per guest night so as more hotels become fully operational, overall results are expected to improve.

Operational Waste Metrics	2022 (baseline)	2024	2025	Change from baseline
Recycling (%)	22%	36%	42%	25%
Composting or digestion of food waste (%)	7%	22%	19%	165%
Incineration with energy recovery (%)	39%	27%	32%	-18%
Landfill (%)	21%	15%	7%	-67%
Total (tonnes)	2,189	2,645	2,809	28%
Waste Diversion From Landfill Rate (%)	79%	82%	93%	18%
Waste intensity (kg/guest night)	2.9	3.0	3.0	-3%
Waste intensity reduction (2022 baseline) (%)	17%	2%	-3%	-84%
Waste intensity (like-for-like) (kg/guest night)	2.6	2.7	2.7	-2%



\* The scope of Deloitte's limited assurance includes 2025 total waste and waste intensity

# Community

## Key Actions

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A positive, healthy, inclusive space embedded in the community



Desirable place for all to work, with opportunities for development



Guests connect with local culture and environment

# Some highlights



# We believe that our hotels are more than places to stay or work

They are integral parts of the communities they serve, inviting and welcoming to all our neighbours, residents and businesses alike. Community to Archer means all those who impact and are impacted by the hotels.

This encompasses guests, employees, the entire value chain, locals and even wildlife. Our commitment extends beyond hospitality, ensuring that we leave a lasting, positive impact on the people and places around us. Through long-term partnerships, responsible procurement, and meaningful engagement with local organisations, we continue to strengthen our role as a force for good.

## Targets

5

Volunteering hours per FTE

100

Help 100 people into employment











85%

Engagement score at Archer Hotel Management

>1

Competitor index on TrustYou for all hotels

*(after 1 full year of stabilised operations)*

Community Impacts, Risks and Opportunities (IROs)	Category	Value Chain
<p>Good working conditions, training and development, embracing DEI and fostering an inclusive work environment can improve employee wellbeing and job satisfaction.</p> <p>This in turn can increase productivity and the quality of service, improve retention, lower recruitment costs and attract the highest quality of staff.</p>	 	Downstream + within own operations
<p>A healthy and safe work environment must be provided at construction and renovation sites to avoid harm.</p> <p>There could be legal and financial implications of any breaches.</p>	 	Upstream
<p>Archer impacts the local communities and the surroundings where it operates.</p> <p>Providing employment opportunities to locals, procuring locally and bringing guests to stay and engage in local activities supports the local economy. Hotels can use their space to host community events and fundraise. Renovations give opportunities to retain/restore heritage and character in the local area, protect and enhance biodiversity.</p> <p>The number of guests visiting the area could result in overtourism (straining local resources such as transport), littering, and disrespecting local people or customs. This in turn could lead to locals protesting the hotel and its guests.</p>	 	Downstream
<p>Quality assurance and sustainable practices enhance the overall guest experience and build brand loyalty. It will also result in financial benefits as, for example, saving energy and water will mean lower costs.</p> <p>Poor service, unsustainable practices and low quality can lead to negative reviews and harm reputation.</p> <p>Communicating initiatives to increase guest awareness of sustainability issues can encourage support for these efforts, both at work and at home.</p> <p>Possibility of resistance towards more sustainable activities could impact their perception of quality and thus brand reputation.</p>	   	Downstream + within own operations

### IRO Key

-  Positive Impacts
-  Negative Impacts
-  Risks
-  Opportunities

Throughout the DMA process we saw how important and wide reaching the topic of community was to Archer's value chain. To assess IROs related to community we consulted development managers, asset managers and hotel managers.

# Our Guests

## Guest Satisfaction

### Policies

Guest satisfaction is the heart of Archer's business and critical to the success of luxury hotels. Our operators' policies address everything from service standards to processes for guest feedback. Hotel managers continuously track satisfaction ratings which are reviewed at least monthly with Archer's asset managers. Obtaining live feedback on-site from guest interactions is a natural part of the management ethos. Due to the different operators and brands, Archer uses a platform called *TrustYou* to standardise feedback for better comparison. It aggregates reviews from different online review platforms and directly via brands' digital satisfaction surveys.

### Actions

In 2025 Archer Hotel Management (AHM) introduced *Leading Quality Assurance (LQA)* evaluations into the hotels that were still operating at year end. LQA is recognised as one of the effective quality audits companies assessing Luxury and Upper Upscale Hotels. The audits are conducted twice a year over a detailed 2-night stay in each Hotel. The audits' findings supplement the existing guest satisfaction data already being utilised and form the basis for training action and quality improvement of both our guest service and offering.

LQA evaluations provide each hotel with a broader perspective of service, assessing every stage of the guest journey through detailed standards across departments, focusing on attentiveness, efficiency, product quality, and emotional intelligence. It uniquely measures how guests feel, using emotional-engagement scoring to capture the quality of human interaction.

Unlike traditional QA systems, which mainly check procedural and brand-standard compliance, LQA benchmarks hotels against top luxury competitors and provides continuous improvement tools such as self-assessments, action plans, training modules, and real-time analytics.

### Performance

The TrustYou Competitor Index tracks how well our hotels perform versus a set of competitors.

On a like-for-like basis, 5 out of 14 hotels achieved a Competitor Index score >1 in 2025 (up from 1 in 2024). With 6 out of 9 of those falling below 1 being under renovation for parts of 2025, which affected the experience and amenities available and hence their scoring.

## Guest Engagement in Sustainability

### Policies

Luxury hospitality is about care: of guests and the wider ecosystem. Exceptional quality cannot truly be delivered unless it is responsible. We want to allow guests to engage in sustainability while ensuring they enjoy their stay in the hotel. We embrace our role in gently educating and changing attitudes towards more sustainable travel. Our hotels must communicate their sustainability initiatives and their benefits to guests. They are encouraged to engage guests in novel ways, from community events to providing rewards for more sustainable behaviour.

### Actions

Throughout 2025 we increased our sustainability storytelling. We have included sustainability information in all hotel press packs and guest brochures, on in room TVs and digital screens in the hotels. With the relaunch of the Palace Madrid and Renaissance Amsterdam after renovations, we have included our sustainability improvements in the marketing strategy to showcase this. We also provide training so that employees are comfortable explaining sustainability achievements and the benefits they bring.

At the Renaissance Amsterdam we created a walking tour explaining the design intent and pointing out the stories of materials we selected such as their recycled content or social impact.

### Performance

Our guest and public engagement on sustainability has been recognised with external awards. Renaissance Amsterdam was awarded 'Europe's Leading Sustainable City Hotel' in the 2025 World Tourism Awards and The Palace Madrid won the 'Sustainable Leadership Award' - Traveling for Happiness Awards 2025' recognising the renovation.

We want to enable guests themselves to engage, and several of our hotels now offer room clean skip options such as Hotels for Trees where individuals can choose to skip room cleaning in exchange for planting a tree or a free beverage.

Renaissance Amsterdam have continued to use *Drip Drop* umbrellas where guests can rent an umbrella during any bouts of rain in the city. A donation from the rental is used to clear up plastic waste and throughout 2025 they helped remove 138kg of plastic from the coast.

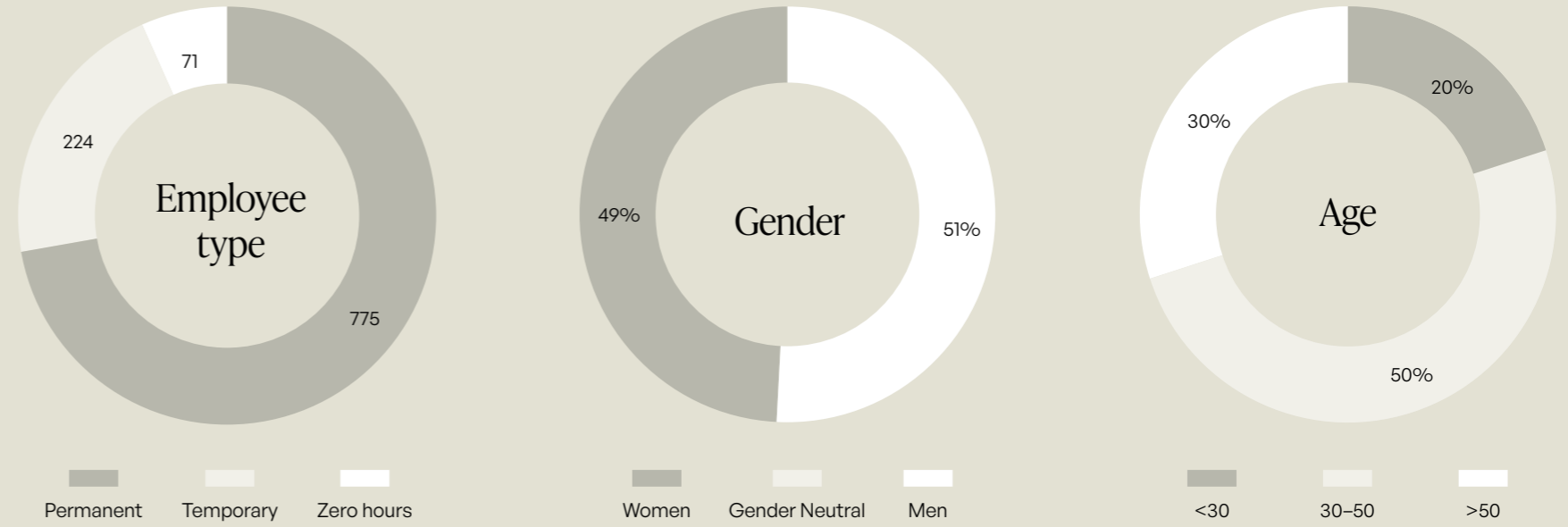
# Our People

## Own workforce

With several hotels coming out of renovation in 2025, AHM prepared for reopening and ramp up, focusing on engaging staff and creating environment people could thrive in to provide the best possible guest service and develop personally.

Meanwhile other changes in operations took place as both Royal St Honoré and Renaissance Vendome closed for renovation (30.05.25 and 11.10.25 respectively) and Marriott Brussels was sold 16.09.25). Data is only reported until the date of closure or sale, so some totals appear lower than in previous years.

Archer has expanded its collection of employee data in anticipation of CSRD requirements for Archer Hotel Management (AHM) operated hotels. Details can be seen throughout relevant sections and within the *Data Appendix*.



### Archer Hotel Management (AHM) Performance

Employee Diversity	Metric	2023	2024	2025	W	M
Total number of employees	Headcount	468	848	1070	528	542
Employee type	Permanent employees	nr	nr	775	382	393
	Temporary employees	nr	nr	224	108	116
	Zero hour employees	nr	nr	71	45	26
Gender	Men	52%	51%	51%		
	Women	48%	49%	49%		
	Gender neutral	nr	0%	0%		
	Senior management gender split	nr	M: 57% W: 24%	M: 59% W: 41%		
Age	Under 30 years old	30%	20%	20%		
	Between 30 and 50 years old	47%	48%	50%		
	Over 50 years old	23%	32%	30%		

# Policies and frameworks



Certified skills recognition at Marriott Brussels

**We spend on average a third of our lives at work so where we work and how we feel is incredibly important.**

Archer’s own workforce is made up of employees (those directly employed by Archer) and non-employees (not directly employed by Archer). Examples of non-employees include hotels where the staff are employed by a separate legal entity (The Shelbourne, Hilton Amsterdam Airport Schiphol and Hotel Arts Barcelona), self-employed freelancers, outsourced agency or seasonal staff and interns on triparty agreements with universities.

Archer works with hotel operators who have strong governance procedures in place to create positive work environments and community programs. Each operator manages their own policies and procedural documents which cover all the IROs identified. As part of the CSRD gap analysis in 2025 all policies were reviewed to ensure all relevant areas are covered.

Policies are communicated during onboarding and reinforced with ongoing training sessions, posters displayed in employee areas and digital communications. All hotel policies related to the workforce are the responsibility of the hotel Director of Human Resources. At Archer Head Office they are the responsibility of the Archer Director of Human Resources.

Archer is committed to creating conditions for people to work and thrive. This includes providing training and development opportunities, embracing DEI and fostering an inclusive work environment. Archer recognises the benefits not only personally to employees but also to the business in terms of increased productivity, higher quality of service, higher employee retention and talent acquisition.

### Policy list\*

- Employee handbook
- Equal opportunity policy
- Diversity, equality and inclusion policy (DEI)
- Human rights and guarantee of fair treatment policy
- Human trafficking awareness
- Harassment and sexual harassment policies
- Employee code of conduct
- GDPR compliance
- Grievance policy
- Whistleblowing policy
- Health and safety policy and committees
- Workplace safety review and risk assessment
- Employee satisfaction survey
- Personal development review
- Training schedules

\*Policy names vary by operator but content covers these topics

# Employee Engagement

## Policies

Employees’ input is gathered through multiple channels, including annual surveys, union communication, suggestion boxes, and direct communication with managers or Human Resources, and in regular employee town hall meetings. Hotels also have open door policies, encouraging all staff to raise any comments with their line managers, HR and where relevant the General Managers. There are formal grievance policies which provide clear steps for action. All hotels operate an anonymous channel for complaints and staff are protected by whistleblowing and non-retaliation policies. Complaints are reported, escalated and followed up in formal documentation.

We believe engagement is the responsibility of all managers, however operational responsibility for formal processes lies with the Director of Human Resources and feedback is shared at weekly Executive Committee meetings.

Ultimate responsibility lies with the Hotel General Managers and the Archer CEOs. While employees are frequently reminded of these channels and encouraged to participate, we recognise that there may be perceived to be barriers to feedback, particularly from vulnerable members. So, we are constantly seeking to improve engagement and seek feedback from employees on how this is done. To monitor this, key indicators such as sick leave act as a barometer of employee engagement and satisfaction.

## Actions

Pertinent actions in the year include engagement regarding renovations and re-launch of operations at the Palace Madrid, Sheraton Stockholm and Renaissance Amsterdam. This helped us understand the effect on working practices e.g. to ensure new equipment for housekeeping is suitable, input on functionality of uniforms and how they feel about the newly designed rooms, and maintenance requirements. One feedback method we utilised was to invite employees to stay the night in newly renovated rooms so they could live the guest experience, recommend improvements and provide operational insights.

A key area of feedback is whether people feel equipped with the skills and knowledge to deliver the new levels of service they are required to offer. Initiatives to address this can be found in the Employee development and training section *overleaf*.

## Performance

The Archer Hotel Management (AHM) employee engagement score has dropped slightly from 81% to 77% in 2025 and the turnover rate has increased from 20% to 27%. This is due to disruptions to normal operations due to renovations and restructuring prior to and after renovations. This included the necessary closure of Renaissance Vendome and Royal St Honoré to allow deep renovation works. We also recognise that reopening or rebranding hotels has been a big change and this has affected employees’ perception of work. We are mitigating this by investing in training and mental health support. AHM also facilitate secondments across the portfolio to share expertise and lessons learnt.

We had an ambitious target of a +60 net promotor score by 2025, based on a survey of heads of department across the entire Archer hotel portfolio. This was +49 in 2024, however dropped to +25 in 2025 due to the reasons outlined above. Whilst there has been a decrease it should be noted that a score between 10 and 25 on the NPS metric is good (see *Reporting Criteria* for methodology). Positive areas of feedback included clear expectations from Archer, its sustainability efforts and crisis support as well as communication format. Archer is focussed on improvement actions for 2026 such as providing more training and resources, particularly for mid-management, and furthering cross hotel knowledge sharing. AHM has recently hired a Director of Operations who will further on-site engagement.

The overall AHM engagement score as well as individual hotel engagement scores across the Archer portfolio encompass all employees and not just heads of department, showing very positive scores.

Archer Head Office uses the Sunday Times Best Place to work list (small company) survey as its employee engagement survey and is delighted to have featured in the list of top companies for the past two consecutive years. An updated engagement score will be released in 2026.

## Archer Hotel Management (AHM) Performance

Metric	2023	2024	2025	W	M
People departures	nr	171	211	88	123
Employee turnover	43%	20%	27%	23%	31%
People who have been internally promoted	nr	nr	48	31	17
Employee overall engagement score	83%	81%	77%		
Employee engagement survey response rate*	64%	78%	44%		

\* There was a technical issue with the survey at The Palace Madrid which lead to several team members not receiving it, excluding this property the response rate was 71% and the engagement score unchanged.

**Policies**

This includes protection of people’s dignity, equality and freedom within our own operations and our partners and communities across our value chain. Details of this are found in each employee’s Code of Conduct Policy and within Employee Handbooks at each hotel. These commitments align with the *UN Global Compact 10 Principles*.

These policies cover how labour laws are upheld across Archer’s own workforce and makes clear any form of modern slavery, forced labour or child labour is prohibited. Archer is committed to paying an adequate wage to all employees. As Archer operates primarily within Western Europe, it is supported by local jurisdictions’ legal requirements that safeguard employee rights and provide robust social protections. The workforce is covered by public programs that provide support against loss of income due to sickness, unemployment or injury and accommodations for disability, parental leave and retirement.

**Actions**

As Archer has an extensive supply chain, we recognise the human rights risks that may exist along this which we cannot directly oversee. Potential risk areas include products sourced from regions with fewer social protections, particularly within the sourcing of extractive materials and downstream processing of waste. The first step Archer has taken is to ask all suppliers to sign our *Supplier Code of Conduct* to call for supply chain accountability.

For renovation projects we are working on identifying manufacturing locations to better understand this risk. We also rely on the knowledge of our partners – designers , procurement agents and contractors - to raise any issues.

For operating supplies, the brands we work with also perform due diligence using rating systems such as EcoVadis. Our efforts to source more locally also improve visibility of the supply chain.

Human trafficking in hotels is also a risk that cannot be ignored. Archer offers all hotel employees training to spot the signs of trafficking and learn what actions to take.

# Archer is committed to upholding human rights as a fundamental principle for operating a business



There were zero incidents of discrimination or severe human rights issues across Archer and Archer Hotel Management (AHM) hotels in 2025.

In 2025, 921 people at AHM were covered by a collective bargaining agreement (data not previously collected).

# Diversity, Equality and Inclusion (DEI) is integral to the way Archer operates to ensure positive working environments and guest experiences



Madrid Edition  
celebrating PRIDE

## Policies

This is upheld in our Code of Conduct, Equality and Inclusion and Anti-harassment policy, and Employee handbooks. These explicitly prohibit any form of discrimination, especially based on any protected characteristic.

## Actions

All employees receive training on discrimination at onboarding and at annual compliance training. A senior individual is assigned responsibility for this, in head office this is the CFO and in each hotel it either sits with HR, Operations and ultimately the General Manager.

We always encourage these conversations to be two way and for employees to suggest adaptations they need to meet their potential. DEI actions form a part of the Sustainability Committee's Scope at each hotel.

All hotels offer accessible rooms for guests and Archer has reviewed its booking sites to ensure that these rooms are clearly depicted and pre-arrival information available. We have also conducted several accessibility audits, hiring a mystery guest to test the facilities and services we offer. All our renovations and developments are mandated to meet accessibility standards – whether they be local, brand standard or BREEAM assessed.

We recognise that DEI also starts with recruitment and Archer continues to partner with B Corp certified search firms who provide valuable DEI data and reporting with every placement.

# Employee development & training

## Policies

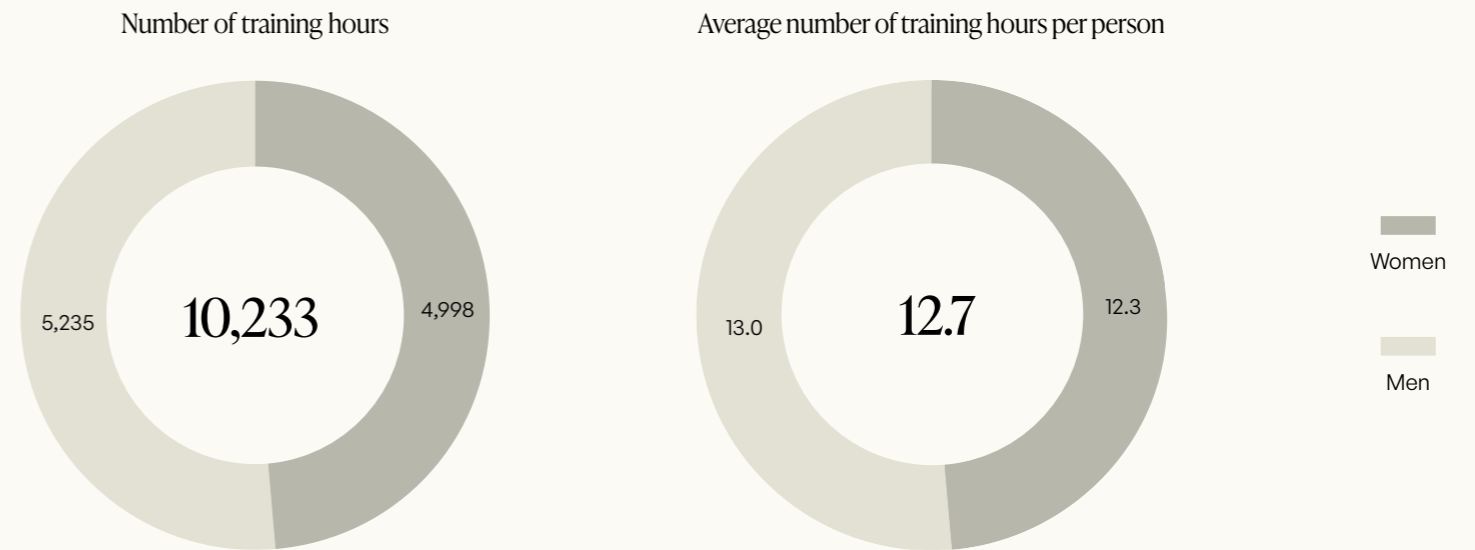
Training and development opportunities are offered to all employees. At hotels, all new staff are onboarded with role specific training. Throughout the year there are additional trainings given, both on specific tasks and soft skills. These are detailed in training schedules and the personal development review policy. A signed record is kept of all training which takes place and a record is kept of performance reviews, promotions and other recruitment to ensure transparency.

## Actions

- Trained mental health first aiders were in place at 6/7 AHM hotels in 2025 (and in total 13/14 of Archer’s hotels), to assist employees within the high pressure hospitality environment. Our target was to have this in place at all hotels by 2025 – The Palace Madrid will be implementing training in March 2026
- Since 2024 Marriott Brussels has offered official skills validation to Food & Beverage and Front Office teams and in 2025 has continued with the Housekeeping department. Through partnership with the Brussels Validation Center for HoReCa professions and Horeca Forma Wallonia, this provides formal recognition of on-the-job skills, this makes a huge impact especially to the careers of those who may not have previously received much formal education
- Sheraton Stockholm offers language courses via an app to help the multicultural team learn Swedish
- At Archer Head Office, quarterly Learning From the Pros sessions invite industry leaders to relate their career development paths

## Performance

Increase in training hours reflects a ramp up in hotels following renovations. In 2026 focus will be on improving completion of annual compliance and governance training and performance reviews For information on Archer Head Office performance please see the *Data Appendix*.



## Archer Hotel Management (AHM) Performance

Metric	2023	2024	2025	W	M
Number of training hours	nr	6,928	10,233	4,998	5,235
Average number of training hours per person	nr	8.4	12.7	12.3	13.0
% of employees who have received a regular performance and career development review	9%	36%	35%	34%	35%
% of employees who received training on compliance and governance	70%	57%	26%		

# Employee Wellbeing



Hotel Arts Barcelona Team Day

## Policies

Archer applies a values-based leadership model, and decisions are made with ethical and people-related considerations in mind. This is supported by formalised procedures and policies as detailed previously.

Actions to promote positive outcomes are embedded in hotel cultures with strong focus on physical and mental wellbeing. All hotels have a wellness allowance, provide career development opportunities, training programs and create a comprehensive calendar of wellbeing, DEI and employee appreciation events.

All perspectives gathered are passed to leadership and integrated into decision-making processes to influence prioritisation of wellbeing initiatives and investment, and adaptations in scheduling and staffing. Responsibilities for the scheduling of events sits with the HR department. The effectiveness of these events can be seen in wider employee retention KPIs and engagement surveys which are tracked throughout the year.

## Actions

All operators organise and host events throughout the year and in dedicated 'appreciation' weeks which celebrate different hotel departments. Events include celebration days for e.g. International Women's Day, PRIDE, Mental Health, Ramadan and National Days.

Archer assesses health, safety and air quality against local legislation and through assessments such as BREEAM In Use. Wellbeing is factored into the design of our hotels, including access to natural daylight, fitness & spa facilities, food offerings and choosing healthy materials for our refurbishments.

Archer is currently working on assessing the renovation planned at Hotel Arts Barcelona as well as the new development in Seville against the international *WELL Certification*. This is the most highly regarded wellbeing standard for buildings and the people that use them. If successful would make the hotel the first large luxury hotel in Europe to achieve this certification.

# Health and Safety

## Policies

Archer encourages a positive health and safety culture by provision of information, training, instruction and supervision. This is detailed in hotel specific workplace accident prevention policies. An annual health and safety risk assessment is performed at each hotel and at head office covering all occupants: employees, guests, suppliers and visitors. Ergonomic assessments are also in place for desk-based work.

All incidents must be recorded in the formal health and safety management system within 24 hours and reported in monthly data review meetings. Incidents are analysed as near misses (often underreported), accidents, injuries or fatalities. There is a dedicated member of staff responsible at each hotel or office for reporting and where required, for escalation to local authorities.

Along the supply chain, while not direct employees, Archer contracts construction workers across its renovation and development sites. In tandem with local mandatory health and safety obligations and best practices, Archer mandates health & safety protocols be upheld by contractors. Reporting processes similar to above are in place and reviewed with Archer monthly in the Project Meeting. Development Managers also conduct on-site walk arounds at least every two weeks so there is opportunity to observe first hand working conditions. Archer will only work with responsible contractors and health & safety qualifications and certifications are checked during the tender process. Third party inspections of work sites are conducted by local bodies. In jurisdictions where the scheme is available, contractors are required to register with the Considerate Contractors scheme.

## Actions

Archer Hotel Management promotes chemical free cleaning programmes in its hotels. This is now in place at 5 out of 7 hotels operated during the year. Two programmes have been used so far: Raypath and Z Water. In 2025, Renaissance Amsterdam implemented Z Water for all room, surface and dishwasher cleaning. This technology electrolyses water into alkaline and acidic components.

The alkaline element is used to eliminate dirt, grease and bacteria. No detergents or foams are required, only water, which benefits both employee and guest health. Chemical exposure for housekeeping employees is significantly reduced. The cleaning also leaves no residues, reducing guest contact with chemicals and the possibility of allergic reactions. There are also environmental benefits as chemicals are not being flushed into wastewater, reducing burden on sanitation sites and reducing the risk of chemicals running into water bodies. A pilot is also underway at The Palace Madrid and will be rolled out in 2026.

Data collection for these data points began in 2024 so no earlier metrics are available. For information on Archer Head Office performance please see the *Data Appendix*.

## Archer Hotel Management (AHM) Performance

Metric	2024	2025
Number of work-related near misses	27	19
Number of recordable work-related accidents	61	61
Number of fatalities from work-related accidents and ill health	0	0
Accident frequency rate	nr	27
Injury rate	70	36
Number of days lost due to work related accidents and ill health	3,343	7,374
Number of days lost due to general long-term sickness	nr	8,421
Absentee rate	12%	7%
Lost day rate	0.4%	3.2%
People covered by a formal health and safety management system	nr	100%

## Renovation and Developments Performance

Metric	2023	2024	2025
Number of work-related near misses	142	143	112
Number of recordable work-related accidents	9	9	22
Number of fatalities from work-related accidents and ill health	0	0	0
Accident frequency rate	nr	13	18
Injury rate	25	25	23
Number of days lost due to work related accidents and ill health	-	39	269
Accident severity rate	-	0.6	2.2

# Our Wider Community



<b>3,081</b>	<b>€121,101</b>	<b>€487,961</b>
Volunteer hours	Donations in cash	Donations in kind

\*data for the whole portfolio covering both managed and franchised hotels

## Policies and frameworks

Volunteering and donations are promoted across all hotels and by all operators as detailed in Operator policies and data for this is tracked on operator platforms such as Marriott's Just Report it or Hilton's LightStay. Activities are encouraged in the following order: facilitation of employment, skills-based volunteering, space donations, gifts in kind, fundraising activities and cash donations. This is to maximise impact and make best use of the resources available at hotels.

Each hotel must implement a long-term community engagement program and have an allowance for volunteering time.

## Volunteering

In 2025 our hotels volunteered 3,081 hours to help the local community, a decrease of 56% from 2024 (partly due to sale of Marriott Brussels, a high contributor and an operational focus elsewhere in the portfolio on ramping up post renovations).

- Sheraton Stockholm continued its partnership with *Talita*, a charity helping vulnerable women into employment and donating room supplies
- The Palace Madrid worked with the Spanish Red Cross to organise blood donation campaigns
- Madrid Edition volunteered throughout the year with *Pan y Peces foundation* to prepare meal packs for vulnerable families
- Hilton Amsterdam Airport Schiphol partnered with Bakery Plein 6 to offer baking workshops to those with disabilities
- La Defense took part in the annual Les Chefs du Cœur meal where the chef prepared a gala dinner at the French Ambassador's residence in Rabat, Morocco to raise funds to support those in need
- Several hotels organised local clean ups of the surrounding areas and beaches to remove litter

## Employment and Inclusion

Hotels have a unique ability to serve as gateways to economic empowerment and social mobility. In 2025, we continued our focus to support inclusive hiring and training programs.

- Conrad Dublin's Barista Academy ran again this year offering a five-week training program for adults with Down Syndrome. Having successfully placed graduates in employment nationwide, the program has been scaled with support from the Irish government
- Sheraton Stockholm continues its partnership with *Talita*, helping women transition out of prostitution by providing employment opportunities and training
- Hotel Arts Barcelona have partnered with *Aura Foundation* a local non-profit that supports people with learning disabilities to help increase labour opportunities for young people offering internships and departmental rotations
- Several hotels hosted inclusive recruitment days to reach vulnerable groups who would not otherwise be aware of the extent of hospitality jobs available

We have set a target of 5 volunteering hours per FTE and to help 100 people into employment by 2030

### Financial and in kind

Sponsorships and fundraising activities are organised regularly by our hotels and guest night stays or meeting rooms are often donated. Here are just a few examples:

- Hotel Arts Barcelona hosted a charity dinner and made donations to support *Xana*, a charity assisting children with cancer
- Renaissance Amsterdam hosts an annual *Salvation Army* Christmas dinner for the homeless
- Hilton Amsterdam Airport Schiphol organised a shipment of thousands of gently used towels to Ghana
- Donation of room nights to raffles as well as cash donations for events, such as Breast Cancer Awareness day
- Across the portfolio Archer is engaging in large-scale refurbishments and is donating goods that can still be reused to charitable causes
- Furniture from 246 rooms at Hotel Arts was donated to charity groups around the country through partnership with Banc de Recursos
- The Palace Madrid donated linen and towels to the value of €13k to local charities such as Samur Social which provides medical support and disaster response to the city
- Royal St Honoré and Renaissance Vendome have closed for renovation and remaining furniture as well as light fittings has been auctioned/donated to charities including Emmaus which helps vulnerable people
- Items from the Hoxton Shoreditch renovation have been sold on in a charity sale to the public, raising engagement, over £6,000 and other items donated to local schools

### Head office

In 2025 Archer partnered with The Salvation Army to organize a collection and donation of children’s toys at Christmas. Our team in Amsterdam volunteered at Koffiehuise to prepare a meal for homeless people. In total we donated €4,018 cash and in-kind to charity in 2025 (€13,697 in 2024).

### Community – Biodiversity

While our hotels are in central urban locations and the potential for wildlife improvements are limited, we want to make positive contributions where we can and have protected and upkept the green roofs and walls that have been cultivated over previous years. Biodiversity considerations are incorporated into major renovation projects and assessed via green building certification schemes. This is part of our Sustainable Developments Framework.

At Marriott Brussels a new green roof was installed with native species to encourage local wildlife. Beehives have also been added, and the bees now provide honey to guests at breakfast! At the Madrid Edition we added more native plants to terraces and installed bird and insect boxes. The Renaissance Amsterdam also saw completion of its green facades, roof and bird and bat boxes.

Archer also indirectly supports conservation of biodiversity through its procurement policies such as sourcing responsibly certified or GoodFish approved seafood; Fairtrade or ecolabelled coffee, tea, sugar and cocoa, and FSC/PEFC certified wood and paper products. Procurement of any products from species on the IUCN Red List is prohibited.



### Community Engagement Hotels

Metric	2023	2024	2025
Cash donations (€)	78,530	118,816	121,101
In-Kind donations (€)	100,454	596,291	487,961
Hours volunteered (total)	3,668	7,051	3,081
Hours volunteered (skills-based)	170	2,463	1,517

This data covers the whole portfolio, both managed and franchised hotels.

### Archer Head Office

Metric	2023	2024	2025
Cash donations (€)	10,729	11,885	2,894
In-Kind donations (€)	-	1,812	1,123
Hours volunteered (total)	48	87	40
Hours volunteered (skills-based)	48	-	-

This data relates to head office only.

# Governance

Team lunch at Renaissance La Defense



Renaissance Amsterdam

# Archer sets clear structures for transparent decision making and accountability, free from bribery and corruption, fraud or misuse

This includes the way policies and procedures are set determined, how performance is judged and how we manage data, people and finances. Archer is committed to acting responsibly and looks for equivalent standards in its counterparties.

While not technically material for Archer, due to low likelihood of incidents occurring (thanks to legislation and policy being well upheld) it was considered that Governance was material by nature and warranted inclusion in our list of material topics. The following IROs were identified:

Governance Impacts, Risks and Opportunities (IROS)	Category	Value Chain
Good corporate governance can positively affect the business financially as it could lead to increased employee retention, enhanced stakeholder trust, and a higher chance of successfully implementing sustainability strategies.	✔	Within own operations
Any unethical activities such as bribery, corruption or fraud could pose reputational risk, leading to business disruption, loss of trust from stakeholders and financial damage.	!	Entire value chain
If diversity, equality and inclusion policy is not upheld by the company or individuals within the company, incidents of discrimination can lead to legal, financial and reputational damage and loss in productivity and morale among employees.	!	Downstream and within own operations
Archer collects and processes personal staff and guest data daily through reservations, targeted marketing, preference research, and payment handling. A data breach or cyberattack could compromise guest privacy and safety as well as have financial implications through GDPR fines.	📄	Downstream and within own operations
If suppliers are not paid on time, they may deliver poor quality work or fail to deliver their commitments.	!	Upstream and within own operations

IRO Key Impacts Risks Opportunities

# Archer expects the highest ethical standards from employees & other personnel



## Building a responsible organisation

Archer is committed to doing business the right way and has therefore put a strong governance framework taking inspiration from other institutional vehicles as well as Dutch and UK listed and financially regulated business. This starts with the tone at the top and works its way down the organisation through policies, controls and training.

The board have appointed the CFO as the in-house Compliance Officer, responsible for putting in place all compliance procedures and monitoring their implementation and use. The Compliance Officer has developed a comprehensive compliance manual, which is updated annually and which includes policies including:

- Anti-Bribery
- Anti-Money Laundering
- Conflicts of Interest
- Data Security
- Social Engineering
- Whistleblowing
- Business Continuity

Compliance training is delivered annually by the Compliance Officer and to all new staff as part of their induction. Staff are also required to annually confirm their adherence to the policies. In 2025 staff were also required to complete additional on-line training on key subject matters.

The Group performs an annual assessment of its compliance risks including those of fraud, bribery, conflicts of interest, tax evasion and communicates these within the Operational Committee, raising any matters to the Board where required. The overall fraud risk is generally considered low due to the strong compliance culture, training provided and system of internal controls in which sufficient measures are taken adequately to control any fraud risks.

### Code of Conduct

Our code of conduct outlines expectations regarding employees' behaviour and applies to all employees and contractors. We expect everyone to foster a well-organised, respectful and collaborative environment.

### Risk Management

Archer takes a balanced approach to risk. Archer is willing to seek longer term returns compared to other investors as it identifies opportunities across cycles within the industry. Archer invests in assets that generate variable income and therefore has a system of analysing the strategic, operational and financial risks of its opportunities and putting in place appropriate controls to manage these across its investments.

The Group maintains a dynamic risk matrix which assesses the key risks to the business across each of its areas of internal and external operation. This is reviewed at least annually by the Operational Committee and updated to reflect the changes to the Group's operations. In addition, a risk assessment is performed for each major project undertaken by Archer and risks monitored closely during the performance of the project.

As well as the specific risks reported elsewhere Archer is exposed to those risks associated with operating in the hospitality industry. The Group employs appropriate risk management strategies against these risks including; operating a geographically diverse portfolio under several different brands with several different hotel managers, developing strategies to respond to trends in the industry (e.g. leisure versus corporate travel), placing appropriate insurances, proactively managing the cost base of the Group, close working relationships with our hotel operators and staff, continuous review of the hotel product and identifying opportunities to improve and differentiate the portfolio and maintaining a strong compliance culture within the Group. Working with well-established, international operators assists with managing the day-to-day operational risks at the hotel level including the compliance with local laws and regulations.

Management believes that Archer and its boards of directors, its subsidiaries and their boards of directors, and its managers provide the appropriate level of oversight, possess the relevant amounts of professional experience, and carry adequate levels of insurance (to the extent available) to manage its risks and uncertainties. Management also believes that it and the Archer boards of directors and its shareholders have the required risk appetite in order to own and operate hotels in the competitive hospitality industry.

### Data collection and BI platform

Archer understands the value that having accurate timely data and the impact that analysis data can have on reducing emissions. Throughout 2025 we have built out our BI data platform and provided access to all hotels teams.

Moving into 2026 we will continue to work on features such as forecasts and improve the quality of monthly comments.



### Green Leases

In 2025 Archer created a green lease clause based off the *Better Buildings Partnership's* model and started implementing this with new tenants. This covers co-operation obligations, energy efficiency improvements, data sharing and circular economy principles for landlord and tenant works, to name a few.

# Data Appendix

- Reporting Criteria ▶
- Archer Hotel Management (AHM) employee indicators\* ▶
- Community engagement indicators ▶
- Environmental impact ▶
- Graphs ▶
- Energy intensity ▶
- Carbon intensity ▶
- Water intensity ▶
- Waste intensity ▶
- Deloitte assurance ▶

## Reporting Criteria

### Scope and Boundaries

The reporting period runs from 1 January 2025 to 31 December 2025. Archer owned 14 operational hotels within this period. 7 hotels were operated directly by Archer Hotel Management (AHM) (Sheraton Stockholm, Renaissance La Défense, Renaissance Vendome, Marriott Brussels, Royal St Honoré, The Palace Madrid and Renaissance Amsterdam) and the remainder by third-party hotel operators Ennismore, Hilton and Marriott. However, Archer recognises its influence over the latter too and therefore includes them within the reporting boundary. Their energy related emissions are therefore included within Scope 1 and 2 rather than Scope 3. Throughout 2025 two hotels were closed for renovation and merged, Royal St Honoré (30.05.25) and Renaissance Vendome (11.10.25), and Marriott Brussels was sold (16.09.25). Data for these sites is included up until the dates listed and floor area is pro-rated.

We also report indicators relating to Archer’s two leased office spaces. Archer is headquartered in Amsterdam and indicators are reported in line with INREV sustainability guidelines.

The 2019 energy, carbon and water baseline excludes Marriott Rive Gauche which was sold 31 July 2019 before Archer sustainability reporting commenced.

### Employee Metrics

This includes all own employees that work directly for Archer and employees of AHM. It does not currently include employees of our third-party hotel operators as detailed within the section. Employees includes permanent and fixed term employees as of 31 December 2025. Includes those on maternity and paternity leave, long-term sick leave and sabbatical. Unless otherwise stated, data excludes those on tri-party agreements such as internships, temporary employees, contractors and consultants. Where the site was not open or under AHM operations at year end the final date is taken: Marriott Brussels (final date before sale 16.09.25), Royal St Honoré and Renaissance Vendome (final date before closure 30.05.25 and 11.10.25 respectively). The Board includes non-executive as well as executive directors.

*Head count:* Related to total head count at the end of the reporting period. Traditionally year end 2025 (Renaissance Amsterdam, The Palace Madrid, Sheraton Stockholm, Renaissance La Defense and merged staff at Renaissance Vendome & Royal St Honoré).

*Employee turnover rate* is the number of people departures divided by the total number of employees at year end. Both the rate and the number of people departures do not include temporary workers on agency contracts.

*The Net Promotor Score* is based on the question ‘How likely is it that you would recommend working with Archer as a hotel owner to a friend or colleague?’ calculated by adding the promoters (scores 9-10) minus the detractors (scores between 0-6). Passives (score between 7-8) are not incorporated in the final NPS. A score in the range of 10-30 is good and 50-70 excellent.

*Employee compliance and governance training* is a rolling result, representing employees at of 31 December 2025. New joiners are given a 90 day period in which to complete all mandatory training.

*Training hours* includes training related to day-to-day operations, health and safety, specialist career development courses, or similar.

*Regular performance* is a formal review based on criteria known to the employee and their manager, undertaken with their knowledge at least annually.

*A near miss* is when an accident has occurred but there has been no injury. Injuries from work related accidents include both minor and major incidents.

*Number of recordable work-related accidents* is the number of accidents that result in injury or fatality (excluding near misses).

*Accident frequency rate* is rate of recordable accidents divided by total number of days scheduled to be worked multiplied by 100,000

*Absentee rate* covers general absenteeism due to long term sickness and lost days from work-related accidents and illnesses. The absentee rate is calculated as total work days lost, relative to the total number of days worked by employees.

*Lost day rate* is the total work days lost due to work-related accidents and illnesses divided by the total number of days worked by employees.

*Injury Rate* is the total number of injuries divided by the total hours worked by employees multiplied by 1,000,000. This currently includes both minor and major injuries.

*Ethnic diversity* data has been captured through the human resources systems upon request. All data has been given voluntarily by employees.

*Senior management* is defined as Executive Committee members in AHM hotels and Operational Committee members at Archer.

\* For factors marked with asterisks these have been apportioned to provide comparison between years.

### Community Engagement

In-kind donations are donations of rooms, space, equipment and goods. These are valued according to each brand's social reporting policies.

Skills-based volunteering is any input that uses professional or specialist skills, personal talents and experience to support non-profit organisations or small, local businesses.

### Energy Performance Certificates and Green Building Certificates

Ratings are reported as provided by certified assessors in formal reports and floor area is based on gross internal area managed by Archer or its hotel operators.

### Energy

This includes consumption of natural gas, electricity, district heating and cooling at our hotels. 4 of our hotels in 2025 operate on district heating (Renaissance La Defense and Vendome, Royal St Honoré and Sheraton Stockholm) and one on district cooling (Renaissance La Defense).

We also report on energy consumed in group offices – this is based on purchased electricity for the London office and estimated based on service charge apportionment for the Dutch office.

### Carbon Footprint – Basis of Reporting

Our Scope 1, 2 and 3 GHG emissions are reported in tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) and have been prepared in accordance with the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. The scope of our reporting reflects the guidance for hotel owners from the Sustainable Hospitality Alliance's Net Zero Carbon Methodology. As per this guidance, emissions from insignificant sources have been excluded, such as fugitive emissions from refrigerants and liquid fuel used in on-site machinery.

Data is not yet available for AHM Scope 3 purchased goods and services such as upstream emissions from food and beverage, operating supplies & equipment and outsourced laundry. For third-party operators this falls within their reporting boundaries.

#### Scope 1:

Fuel includes natural gas consumption at hotels and Archer's group offices.

#### Scope 2:

This reflects emissions from electricity and district heating/cooling that we purchase.

Location based: Country level average grid intensity emission factors for production from the AIB have been used to convert kWh of electricity.

Market based: Supplier specific emission factors (0kgCO<sub>2</sub>e/kWh) for REGO backed electricity and the residual mix factor from the AIB European Residual Mixes have been used.

### Scope 3:

*Energy:* Well-to-tank of gas: These emissions were calculated using local emissions factors where available, applied to Scope 1 gas consumption. Where unavailable, Dutch factors have been used.

*Transport and Distribution losses:* These emissions were calculated using local emissions factors where available, applied to Scope 2 energy consumption. Where unavailable, Dutch factors have been used.

*Employee commuting and homeworking:* Emissions from Archer employees commuting were estimated using distance data, average number of commutes per week and most common modes of commuting. Emissions from homeworking were estimated using the EcoAct Homeworking Whitepaper. Local emission factors have been used to reflect the two different office locations.

*Business travel:* emissions from Archer employees' air, rail and taxi travel. Calculated using origin and destination data from expenses where available and great circle distance. From 2024 this data has been provided by the travel agency. Taxi emissions have been estimated based on spend. Local emission factors have been used where possible. For international rail journeys the Netherlands' international rail factor has been used.

### Fuel

Breakdown of fuel sources has been included this year to align with CSRD requirements. Head office data is not deemed material (contributing only 0.06%) so has been excluded from these metrics.

### Water

This includes water managed by our hotel operators and water consumed at group offices. The latter is managed by the landlord and is estimated based on service charge. Up to 31% of hotel water data reported in 2025 is based on manual meter reads due to irregular timing of invoices or apportionment of invoice consumption. Water consumption relating to renovation works has been deducted where separable.

Water intensity is defined as water consumed divided by the number of guest nights in the period. Guest nights are defined as the number of rooms sold per night, regardless of the number of guests per room, excluding no shows and complimentary rooms.

### Waste

Waste data includes hazardous and non-hazardous waste managed by Archer or our hotel operators. Occupier waste not managed by us is not reported. Group offices' waste is excluded as this is managed by the landlords and no occupier level data is currently available.

Waste sent to a material recovery facility (MRF) is included within recycling, incineration and landfill figures based on each facility's average performance. The vast majority of landfill waste reported is due to the local MRF's performance, especially in Spain. Hazardous waste is assumed to be incinerated unless otherwise stated. Any resources taken back by suppliers, food donated or hotel goods reused are precluded from these figures.

Glass recycled for Hotel Arts Barcelona is estimated based on occupancy and performance of Madrid Edition as a proxy and for Conrad Dublin for the prior year. Facility rates for London council average have been used for the collections from Hoxton Shoreditch by Hackney Council. In 2025 we have increased our coffee waste data collection, following up directly on this point and where exact collections are not known we have used coffee purchases as a proxy. In previous years it was included within food waste data.

Waste intensity uses a 2022 baseline instead of 2019 due to poor data quality in previous years.

Waste intensity is defined as waste weight divided by the number of guest nights (see definition above as per water intensity). Waste from renovations or construction is not included in this metric.

Developments waste data is sourced from our contractors and includes waste from excavation, demolition, construction and fit-out.

### Energy and Greenhouse Gas Intensity

The gross internal area of the hotel is used as a denominator for intensity calculations. This excludes areas of the buildings which are tenanted and whose energy consumption is not managed by Archer or its hotel operators. Management has assessed the impact of these and found them to be insignificant. The area includes all heated and cooled spaces as well as enclosed internal car parks which are consuming energy for lighting and ventilation. Where internal parking spaces have no heating and only minimal safety lighting this is excluded from the area. Floor area data has been taken from third party sources such as measured surveys and due diligence reports.

### Embodied Carbon

Across our renovation projects, different room types, spaces and scenarios have been modelled by local consultants. The One Click LCA software has been used in all cases except for the Autograph Vendome project where Nobo was used. Some differences were noted in project lifespans (15 to 60 years) as well as inclusion of modules (with some sites not including parts of Module B the in-use stage). This detail is shown on *page 35*. At a portfolio level, results have been aggregated for reporting. Data for product, transport of materials & waste and energy used on-site has been included in our portfolio greenhouse gas emission reporting for Scope 3 indirect embodied carbon of developments. Where actual data is available, for example energy consumption on site, this has been used in place of the estimation from One Click LCA. Data is included for 2024 and 2025 however there was no development work in our baseline (2019) - which is why Scope 3 emissions have increased since then. Without the inclusion of this, Scope 3 emissions have fallen 28% (location based) and 45% (market based) from baseline. Emissions are reported pro-rata according to development timelines.

# Archer Head Office Employee Metrics

Employee Diversity	Metrics	2023	2024	2025
Number of employees	Head count	27	33	32
Gender - All	Male	67%	58%	54%
	Female	33%	42%	46%
Age	Under 30 years old	19%	23%	16%
	Between 30 and 50 years old	70%	64%	65%
	Over 50 years old	11%	13%	19%
Gender - Board	Male	86%	86%	86%
	Female	14%	14%	14%
Gender - Operational Committee	Male	100%	100%	86%
	Female	0%	0%	14%
Ethnicity	Chinese	6%	6%	9%
	Indian	4%	3%	0%
	White (other)	43%	33%	30%
	Not Specified	14%	24%	28%
	Black African	4%	3%	3%
	White Irish	4%	3%	3%
	White British	25%	25%	27%
	Other	-	3%	-
Training and development	% of employees for whom training requirements have been assessed	100%	100%	100%
	% of employees who received professional training	100%	100%	100%
	% of employees who received training on compliance and governance	100%	100%	100%
	% of employees that have been offered a professional development plan	100%	100%	100%
	% of employees who received a regular performance review	100%	100%	100%
Employee engagement	Employee turnover	7%	9%	9%
	Net Promotor Score	100	100	100
Employee health & safety	Workstation and / or workplace checks	100%	100%	75%
	Absentee rate	0%	0%	0%
	Injury rate	0%	0%	0%
	Lost day rate	0%	0%	0%
	Work-related fatalities (number)	0	0	0

# Environmental Metrics

Impact area	Metric	Unit of measure	2022	2024	2025	% Change year on year
Benchmarking	GRESB Rating	Stars	4	5	5	0%
	GRESB Score	Overall score	85	90	92	2%
Green building certificates	BREEAM In-Use Completed	% floor area	86%	74%	86%	16%
	BREEAM In-Use Rating Very Good or Higher	% floor area	44%	40%	52%	30%
	Global Sustainable Tourism Council recognised certificate	% floor area	37%	71%	85%	20%
Energy performance certificates	EPC Rating A	% floor area	23%	20%	20%	0%
	EPC Rating B	% floor area	23%	25%	25%	0%
	EPC Rating <C	% floor area	54%	49%	49%	0%
	No Rating	% floor area	0%	6%	6%	0%

# Energy Consumption - Operational

Metric		2019 baseline	2024	2025	% Change from baseline
Hotels					
Electricity	MWh	42,638	41,192	41,614	-3%
From renewable sources	% of electricity	26%	91%	93%	254%
Gas	MWh	22,527	22,260	22,559	0.1%
District heating and cooling	MWh	9,361	4,534	3,689	-61%
Hotels Total	MWh	74,525	67,994	67,862	-9%
Hotels Energy Intensity *	kWh/m2/year	240	202	206	-14%
Reduction from baseline	%		-16%	-14%	
Hotels Energy Intensity (like-for-like)	kWh/m2/year	229	188	187	-18%
Group Offices	MWh	nr	34	43	-27% (YoY)

\* The scope of Deloitte's limited assurance includes 2025 energy intensity

# Fuel Source (Operational)

Metric		2025
Total energy consumption from nuclear sources	MWh	0
Percentage of energy consumption from nuclear sources in total energy consumption	%	0%
Total energy consumption from renewable sources	MWh	41,350
Consumption of purchased or acquired electricity, heat, steam, or cooling from renewable sources	MWh	41,326
Fuel consumption from renewable sources	MWh	25
Consumption of self-generated non-fuel renewable energy	MWh	0
Percentage of renewable sources in total energy consumption	%	61%
Total energy consumption from fossil sources	MWh	26,511
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	3,977
Fuel consumption from crude oil and petroleum products	MWh	0
Fuel consumption from natural gas	MWh	22,535
Fuel consumption from other fossil sources	MWh	0
Percentage of fossil sources in total energy consumption	%	39%
Non-renewable energy production	MWh	0

Data collection for fuel sourcing begun in 2025 in line with CSRD reporting requirements.

# Greenhouse Gas Emissions

Data collection for fuel sourcing begun in 2025 in line with CSRD reporting requirements.

Metric		2025
Net revenue	€ million	401
GHG emissions intensity, location-based (total GHG emissions per net revenue)	tonnes CO2e/€m	46
GHG emissions intensity, market-based (total GHG emissions per net revenue)	tonnes CO2e/€m	33

Hotels		2019 baseline	2024	2025	% Change from baseline
Scope 1 Direct	tonnes CO2e	4,110	4,495	4,350	6%
Scope 1 Direct Intensity	kgCO2e/m2	12	13	13	6%
Scope 2 Indirect - Location based	tonnes CO2e	12,358	6,746	5,899	(-6,459 absolute) -52%
Scope 2 Indirect - Location based - Intensity	kgCO2e/m2	37	20	18	-52%
Scope 2 Indirect - Market based	tonnes CO2e	12,451	1,534	1,510	(-10,942 absolute) -88%
Scope 2 Indirect - Market based - Intensity	kgCO2e/m2	38	5	5	-88%
Scope 1 and 2 GHG Intensity - Location based	kgCO2e/m2/year	53	33	31	-41%
Reduction from Baseline Year 2019	%		-37%	-41%	
Scope 1 and 2 GHG Intensity - Market based (Hotels only)*	kgCO2e/m2/year	53	18	18	-67%
Reduction from Baseline Year 2019	%		-66%	-67%	
Scope 3 Indirect - Location based energy	tonnes CO2e	3,004	5,166	2,210	(-794 absolute) -26%
Scope 3 Indirect - Market based energy	tonnes CO2e	2,282	4,458	1,235	(-1,048) -46%
Scope 3 Indirect - Water	tonnes CO2e	179	115	123	-31%
Scope 3 Indirect - Waste Disposal	tonnes CO2e	212	277	119	-44%
Scope 3 Indirect - Embodied carbon of developments	tonnes CO2e	nr	13,715	5,506	
Scope 3 Indirect - Location based total	tonnes CO2e	3,396	19,255	7,958	(-4,562 absolute) 134%
Scope 3 Indirect - Location based - Intensity	kgCO2e/m2	10	57	24	-134%
Scope 3 Indirect - Market based total	tonnes CO2e	2,674	18,547	6,983	(4,309 absolute) 161%
Scope 3 Indirect - Market based - Intensity	kgCO2e/m2	8	55	21	161%
<b>Hotels Total - Location based</b>	<b>tonnes CO2e</b>	<b>19,865</b>	<b>30,496</b>	<b>18,208</b>	<b>-8%</b>
Hotels Intensity - Location based	kgCO2e/m2	64	91	55	-8%
<b>Hotels Total - Market based</b>	<b>tonnes CO2e</b>	<b>19,236</b>	<b>24,576</b>	<b>12,843</b>	<b>-33%</b>
Hotels Intensity - Market based	kgCO2e/m2	62	73	39	-33%
<b>Group Offices</b>					
Scope 1 Direct	tonnes CO2e	18	10	9	-51%
Scope 2 Indirect - Location based	tonnes CO2e	4	8	8	108%
Scope 2 Indirect - Market based	tonnes CO2e	4	3	3	-19%
Scope 3 Indirect - Office operations	tonnes CO2e	nr	14	15	
Scope 3 Indirect - Business Travel	tonnes CO2e	123	161	185	50%
Scope 3 Indirect - Employee Commuting and working from home	tonnes CO2e	nr	14	15	
Group Offices Total - Location based	tonnes CO2e	145	207	232	60%
Group Offices Total - Market based	tonnes CO2e	145	202	227	57%
Offsets purchased	tonnes CO2e	-139	0	0	-100%
Net Group Offices Total	tonnes CO2e	0	202	227	
<b>Group Total - location based</b>	<b>tonnes CO2e</b>	<b>20,010</b>	<b>30,703</b>	<b>18,440</b>	<b>-8%</b>
<b>Group Total - market based</b>	<b>tonnes CO2e</b>	<b>19,381</b>	<b>24,778</b>	<b>13,070</b>	<b>-33%</b>

\* The scope of Deloitte's limited assurance includes 2025 Scope 1 and 2 GHG intensity - Market based

## Water

Water Metrics		2019 baseline	2024	2025	% Change from baseline
Total Water	m3	490,636	404,859	429,745	-12%
Of which was greywater recycled	m3		3,616	1,436	
Water intensity*	l/guest night	467	453	455	-2.7%
Water intensity reduction	%		-3%	-3%	
Water intensity (like-for-like)	l/guest night	469	471	455	-3%

## Waste - Operational

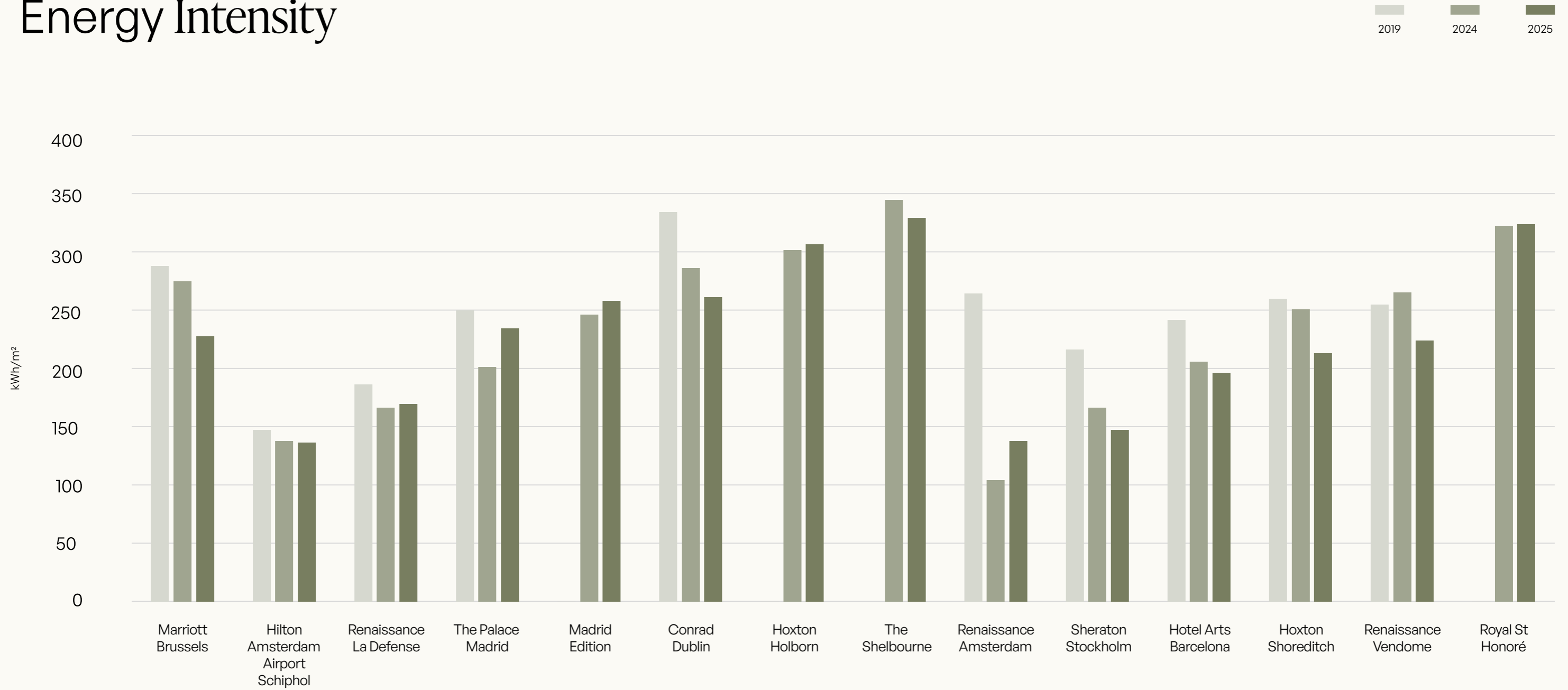
Waste Metrics		2022 baseline	2024	2025	% Change from Baseline
Recycling	%	33%	36%	42%	29%
Composting or digestion of food waste	%	7%	22%	19%	165%
Incineration with energy recovery	%	39%	24%	32%	-18%
Landfill	%	21%	18%	7%	-67%
Total*	tonnes	2,189	2,645	2,809	28%
Waste Diversion From Landfill Rate	%	79%	81%	93%	18%
Waste intensity*	kg/guest night	2.9	3.0	3.0	3%
Waste intensity reduction (2022 baseline)	%	17%	2%	3%	-84%
Waste intensity (like-for-like)	kg/guest night	2.6	2.7	2.7	2%

## Waste - Developments

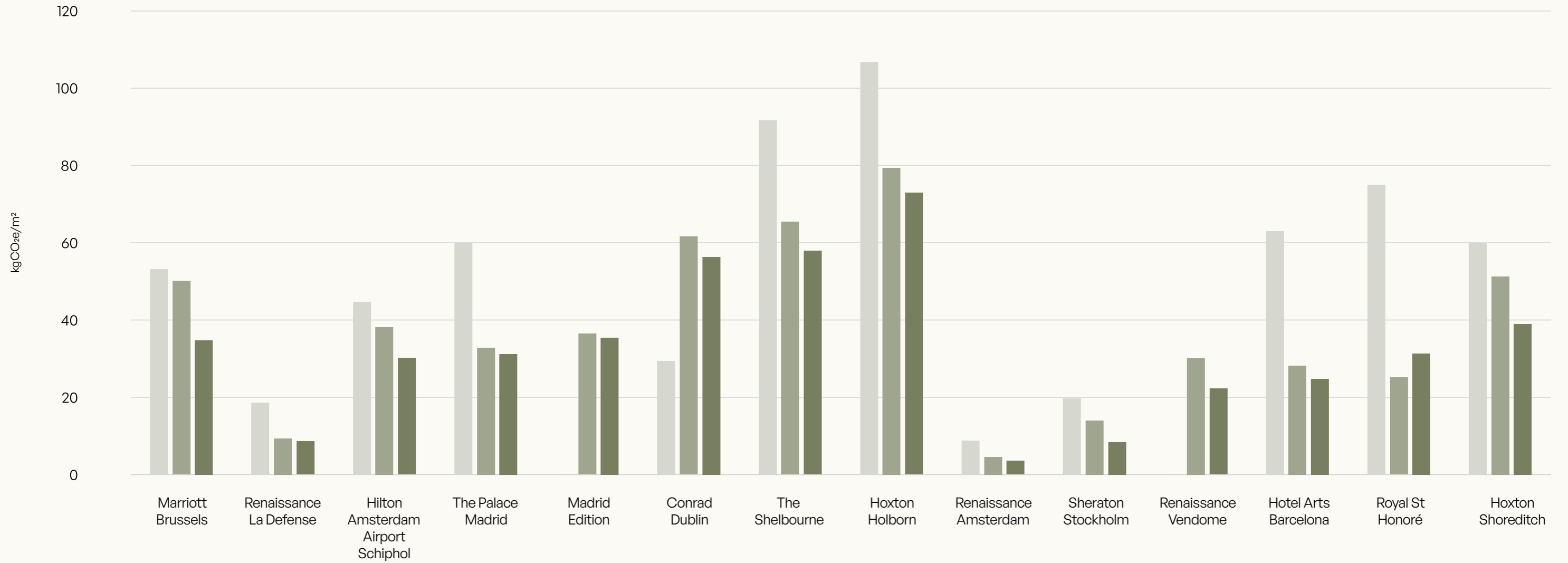
Non-hazardous waste		2023	2024	2025
Reuse and recycling off site	tonnes	5,807	47,428	12,723
Incineration	tonnes	590	462	1,230
Landfill	tonnes	39	982	1,541
Total	tonnes	6,435	48,872	15,494
Hazardous waste		2023	2024	2025
Reuse and recycling off site	tonnes	-	14,189	-
Incineration	tonnes	-	-	-
Landfill	tonnes		3	19
Total	tonnes	-	14,193	19
Total hazardous + non hazardous waste		2023	2024	2025
Reuse and recycling off site	tonnes	5,807	61,618	12,723
Incineration	tonnes	590	462	1,230
Landfill	tonnes	39	985	1,560
Total	tonnes	6,435	63,065	15,513
% Diverted from landfill and incineration	%	99%	98%	90%

\* The scope of Deloitte's limited assurance includes 2025: Water Intensity, Total Waste and Waste Intensity (operational)

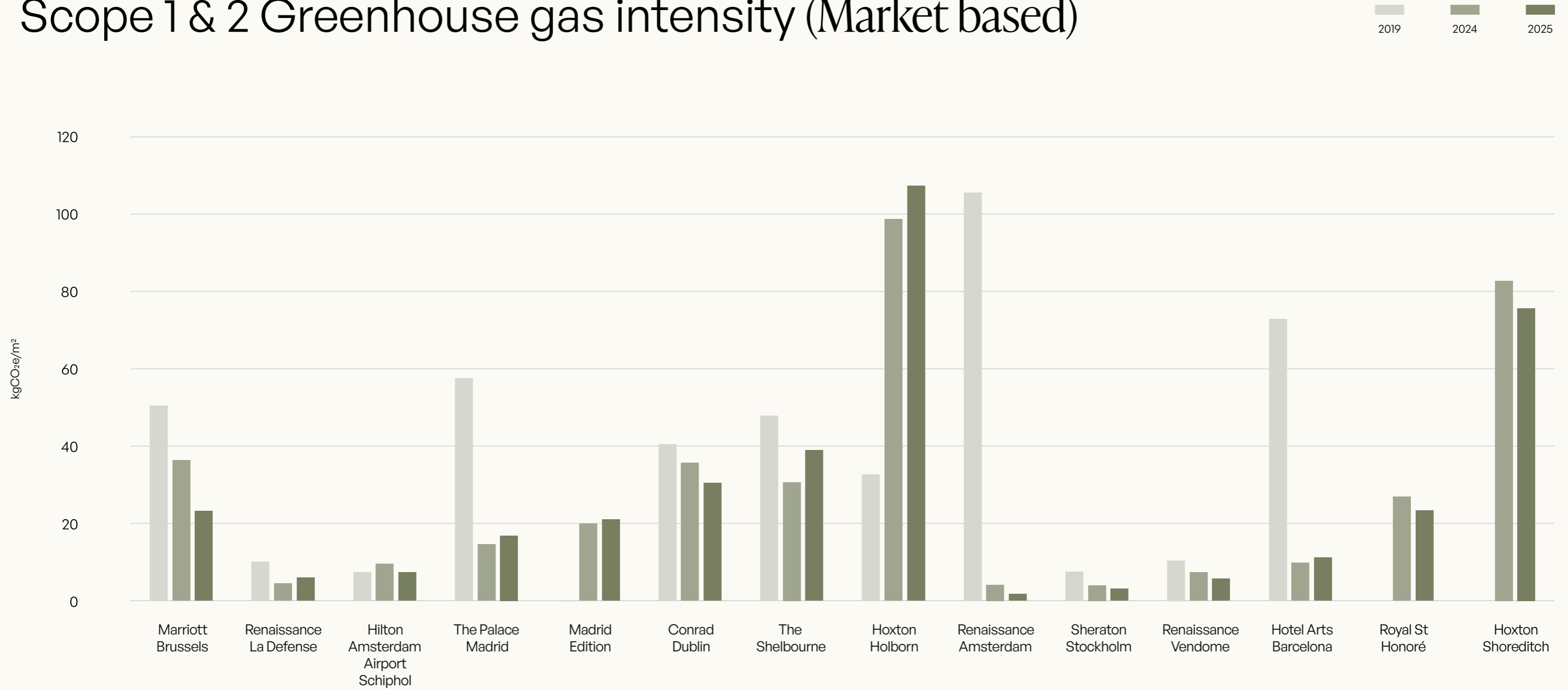
# Energy Intensity



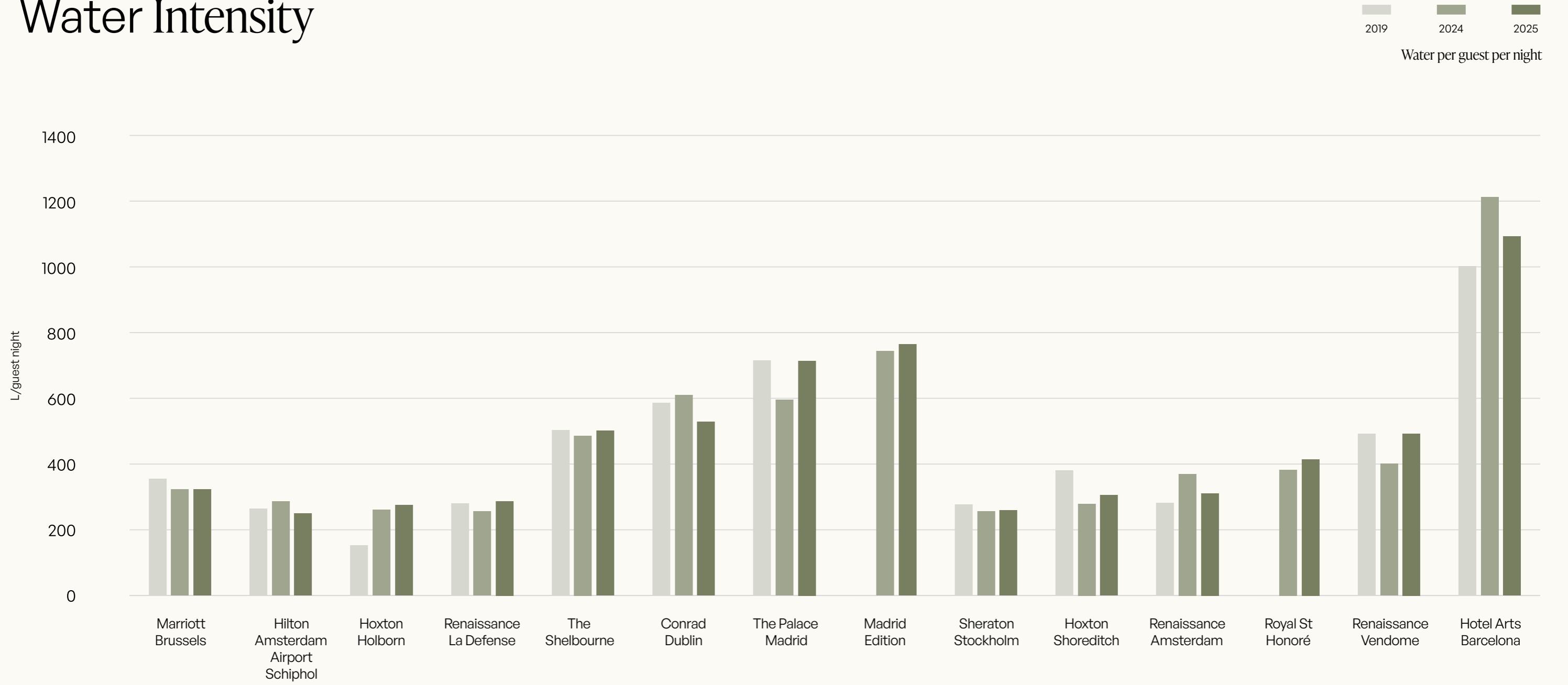
# Scope 1 & 2 Greenhouse gas intensity (Location based)



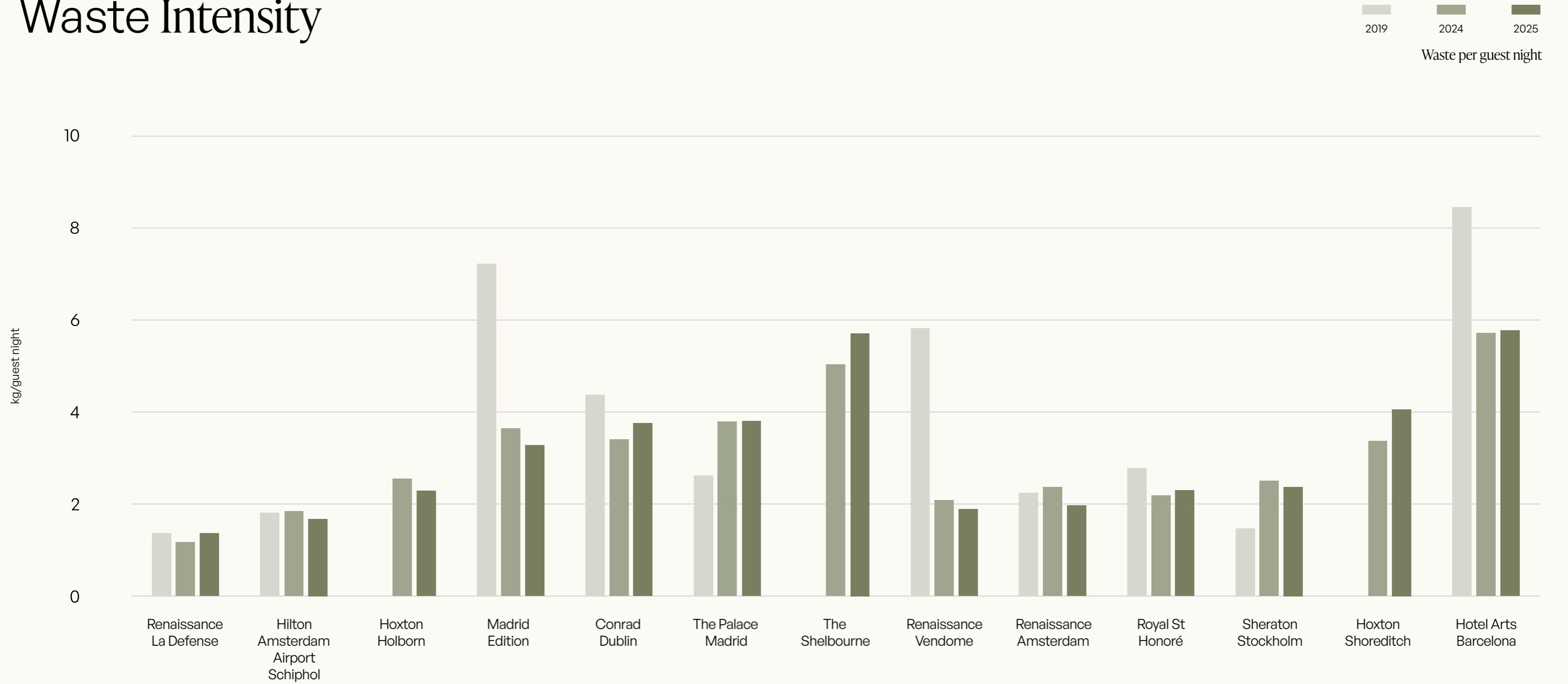
# Scope 1 & 2 Greenhouse gas intensity (Market based)



# Water Intensity



# Waste Intensity



# Deloitte Assurance

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# Deloitte.

Deloitte Accountants B.V.  
Assurance  
Gustav Mahlerlaan 2970  
1081 LA Amsterdam  
P.O. Box 58110  
1040 HC Amsterdam  
The Netherlands

Tel: +31 (0)88 288 2888  
www.deloitte.nl

## LIMITED ASSURANCE REPORT OF THE INDEPENDENT ACCOUNTANT

To The Members of the board of Archer Hotel Capital B.V.

### Our conclusion

We have examined the selected KPIs per appendix B included in the ESG report of Archer Hotel Capital B.V. based in Amsterdam for the year ended 31 December 2025.

Based on the procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the selected KPIs per the 'data appendix' in the accompanying ESG report of Archer Hotel Capital B.V. is not prepared in all material respects, in accordance with the applicable criteria.

### Basis for our conclusion

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

We are independent of Archer Hotel Capital 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). Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics for Professional Accountants).

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

### Applicable criteria

For this engagement, the following criteria apply:

- The selected KPIs per appendix B is prepared in accordance with the criteria in chapter 'Reporting Criteria' in the ESG report 2025.

The comparability of the selected KPIs per appendix B between entities and over time may be affected by the absence of a uniform practice on which to draw, to evaluate and measure this information. This allows for the application of different, but acceptable, measurement techniques.

Consequently, the selected KPIs per appendix B needs to be read and understood together with the criteria applied.

Deloitte Accountants B.V. is registered with the Trade Register of the Chamber of Commerce under number 24362853. Deloitte Accountants B.V. is a Netherlands affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited.

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# Deloitte.

### Materiality

Based on our professional judgement we determined materiality levels for each relevant sustainability matter. When evaluating our materiality levels, we considered quantitative and qualitative aspects as well as the relevance of information for both stakeholders and the company.

We agreed with the board that misstatements which are identified during the assurance engagement and which in our view must be reported on quantitative or qualitative grounds, would be reported to them.

### Scope of the group examination

Archer Hotel Capital B.V. is the parent company of a group of entities. The selected KPIs per appendix B incorporates the consolidated information of this group of entities to the extent as specified in chapter 'Reporting Criteria' in the ESG report 2025. Our assurance procedures for the assurance engagement of the group consisted of both assurance procedures at group level (consolidated) as well as at group components. We have determined the scope of our assurance procedures in such a way that we perform sufficient procedures enabling us to provide a conclusion on the selected KPIs per appendix B. We considered, among other things, the management structure of the group, the nature of the activities of the group components, the business processes and controls and the industry in which the entity operates. On this basis, we determined the nature and extent of the procedures at group level that were necessary to be performed by the group auditor.

### Limitations to the scope of our assurance engagement

The selected KPIs per appendix B includes prospective information such as ambitions, strategy, plans, expectations, and estimates. Prospective information relates to events and actions that have not yet occurred and may never occur. We do not provide any assurance on the assumptions and achievability of this prospective information.

The selected KPIs per appendix B in the ESG report 2025 in various sections includes information based on climate-related scenarios that is subject to inherent uncertainty because of incomplete scientific and economic knowledge about the likelihood, timing or effect of possible future climate-related impacts. Inherent to this prospective information the actual future results are uncertain. We do not provide any assurance on the assumptions and achievability of prospective information in the selected KPIs per appendix B.

The references to external sources or websites in the selected KPIs per appendix B are not part of the selected KPIs per appendix B as included in the scope of our assurance engagement. We therefore do not provide assurance on this information.

Our conclusion is not modified in respect to these matters.

### Responsibilities of management and those charged with governance for the selected KPIs

Management is responsible for the preparation of the selected KPIs in accordance with the applicable criteria as included in the 'Criteria' section, including the identification of the intended users and the criteria being applicable for their purposes. The management board is also responsible for selecting and applying the criteria and for determining that these criteria are suitable for the legitimate information needs of stakeholders, considering applicable law and regulations related to reporting. The choices made by the management board regarding the scope of the selected KPIs per appendix B and the reporting policy are summarised in the chapter reporting criteria of the ESG report 2025.

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# Deloitte Assurance (cont.)

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In this context, management is responsible for such internal control as it determines is necessary to enable the preparation, measurement or evaluation of the selected KPIs per appendix B included in the ESG report that are free from material misstatement, whether due to fraud or error.

**Our responsibilities for the examination of the selected KPIs per appendix B included in the ESG report**

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

The procedures performed in this context differ in nature and timing and are less in extent as compared to reasonable assurance engagements. The level of assurance obtained in a limited assurance engagement is therefore substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

We apply the applicable quality management requirements pursuant to the ‘Nadere voorschriften kwaliteitsmanagement’ (NVKM, regulations for quality management) and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our examination included amongst others:

- Identifying areas of the selected KPIs per appendix B included in the ESG report where a material misstatement, whether due to fraud or error, is likely to occur, designing and performing assurance procedures to address these areas, and obtaining assurance evidence that is sufficient and appropriate to provide a basis for our conclusion. These procedures consisted among others of:
  - obtaining inquiries from management (and relevant staff) at corporate level responsible for the sustainability strategy, policy and results;
  - obtaining inquiries from relevant staff responsible for providing the information for, carrying out internal procedures on, and consolidating the data in the selected KPIs per appendix B;
  - obtaining assurance evidence that the selected KPIs per appendix B reconciles with underlying records of the company;
  - reviewing, on a limited test basis, relevant internal and external documentation;
  - reviewing the selected sustainability KPIs as included in the Reports;
  - performing an analysis on publicly available information related to the company;
  - evaluating risk management, including Risk paragraph, in relation to non-financial information on sustainability;
  - determining if the contents of the Report are in accordance with the set criteria;
  - considering the data and trends.
- Considering the internal control related to the preparation, measurement or evaluation of the selected KPIs per appendix B included in the ESG report in order to select assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing a conclusion on the effectiveness of the company’s internal control.
- Making inquiries of management and others within the company.
- Determining the plausibility of the information included in the selected KPIs per appendix B included in the ESG report.

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- Performing an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, and the characteristics of the company.
- Evaluating the appropriateness of the criteria applied, their consistent application and related disclosures in the selected KPIs per appendix B.
- Obtaining through inquiries a general understanding of the internal control environment, the reporting processes, the information systems and the entity’s risk assessment process relevant to the preparation of the selected KPIs per appendix B, without testing the operating effectiveness of controls.
- Reading the information in the ESG report which is not included in the scope of our assurance engagement to identify material inconsistencies, if any, with the selected KPIs per appendix B.
- Considering the overall presentation and balanced content of the selected KPIs per appendix B.
- Considering whether the selected KPIs per appendix B as a whole, including the sustainability matters and disclosures, is clearly and adequately disclosed in accordance with applicable criteria.

We communicate with the board regarding, among other matters, the planned scope and timing of the assurance engagement and significant findings that we identify during our assurance engagement.

Amsterdam, 27 March 2026

Deloitte Accountants B.V.

J. Holland

**Appendix B – Overview of the selected KPIs in the ESG Report 2025**

Company	KPI	Scope of work
Archer	Energy intensity (kWh/m2)	2025
Archer	Greenhouse gas intensity: Market-Based (kgCO2e/m2) (Scope 1 & 2 emissions)	2025
Archer	Water intensity (litres/guest night)	2025
Archer	Total waste (tonnes) and waste intensity (kg/guest night)	2025

# 2025 Sustainability Report

Designed by Flourish

If you have any enquiries concerning the 2025 Sustainability Report, please contact [info@archerhotelcapital.com](mailto:info@archerhotelcapital.com)

[archerhotelcapital.com](https://archerhotelcapital.com)

## AMSTERDAM

Head Office

Archer Hotel Capital B.V.  
4th floor, Nieuwezijds Voorburgwal 21  
Amsterdam, 1012 RC  
The Netherlands

T: +31 (0) 207 980 935

E: [info@archerhotelcapital.com](mailto:info@archerhotelcapital.com)

## LONDON

Archer Hotel Capital B.V.  
5th Floor, 20 Balderton Street  
London, W1K 6TL  
United Kingdom

T: +44 (0) 207 907 2151

E: [info@archerhotelcapital.com](mailto:info@archerhotelcapital.com)

# ARCHER