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### Introduction

At Queensway we believe we are here to make the world a better place for our teams, our customers and the communities in which we operate. Our four core values of challenging everything, working together, being kind and having fun are at the heart of our ESG agenda.

We are a family business with a long-term, growth mindset. We are committed to building successful, sustainable businesses that will exist for generations to come. The relationships we have nurtured over the years with our broad network of stakeholders, from investors and franchisors to lenders and suppliers run deep and are built on foundations of trust and shared values. It is vital that we work in partnership with all our stakeholders to collectively achieve our ESG ambitions. We believe our businesses can do more than just generate profit, they can be vehicles through which we can create hope and opportunity for our teams and the wider community.

Using our business as a force for good has been part of the Queensway way of doing things since our inception in the early 1970s. Over the past 18 months, we, like many other businesses, have started to quantify and document our ESG achievements to date and targets for the future. This document, which will be updated annually, is the first of many Impact Reports that we will produce to hold ourselves to account and share our progress with our teams, customers, investors, suppliers and other stakeholders.

Whilst there is much to be proud of in this report, there is still so much to do. The journey to achieving peace, equality, economic growth whilst preserving our planet will not be without its challenges. But we are committed to doing what we can, in our own small way, to contribute to the global effort.

For us, this begins with our Queensway family, without whom we could not be the organisation that we are.

This is just the beginning.

Neena Chief Culture Officer



### The Queensway Way

Our DNA is that we are challengers; our ambition for ourselves and our businesses is limitless.

We are defined by our state of mind, not the state of the market. When we work together, we believe that anything is possible.

We are resilient to setbacks. Our strength lies not in endless financial resource but in our ability to think differently and use what we have innovatively.

We want to defy the status quo and challenge the leaders in our sectors with our brands, products and service.

In everything we do, we are thoughtful, humble, honest and true to our personal values. We believe we are here to make the world a better place for our teams, our customers and the communities in which we operate.

Every day we challenge ourselves to be better.



### **The Pillars**

Our People



The strength of our business lies in the diversity of our people and creating a culture where individuals are respected, celebrated and empowered to be their fullest selves.

### Our Planet



The climate crisis is by far the biggest global challenge facing humanity. It is happening quickly and requires immediate action. We are working to better understand our impact on the environment and take steps to ensure that what we do has the Earth's best interests at heart.

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Our Community

Our businesses are part of the fabric of their neighbourhoods. We partner with local businesses, provide employment opportunities to residents and offer personal hospitality experiences to those who live, work and visit the community.



**Our Partners** 

We do not operate in isolation. It is due to the relationships that we have with investors, lenders, suppliers and of course, our customers that we are able to achieve our ambitions for our teams, our customers, our businesses and the world.

### **Our People**

Our people are at the heart of everything we do at Queensway. Ou Queensway family are united by our Queensway DNA and our 4 values. The strength of our business lies in the diversity of our people and creating a culture where individuals are respected, celebrated and empowered to be their fullest selves.

## **Our People**

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#### We listen to our people

- Annual Groupwide engagement survey
- Culture forums in every business add insights to help us continually improve the employee experience

#### We give everyone a voice

• Digital communities on Fourth Engage in the UK and Queensway Hub in Europe where everyone is an author and we encourage storytelling, recognition and knowledge sharing



### We celebrate our teams for who they are and what they achieve

- Long service recognition programme
- Team socials and birthday lunches
- Our Annual Queensway Awards Ceremony <u>(watch here)</u> where winners are nominated through peer votes as well as feedback from managers
- Employee of the Month in every business
- Quarterly Big Heart Award in Hotels and The Sloane Club where the winner gets £1500 towards a holiday of their choice
- Queensway Family Festival <u>(watch here)</u> where we bring together our teams and their loved ones for a day of fun each summer

### **Our Planet**



Our partnerships with leading brands like KFC, Starbucks and Accor Hotels mean we can leverage best practice and apply learnings across our portfolio of businesses. Our ibis Styles hotel in Nairobi has consistently been recognised as one of the top 5 performers when it comes to ESG in the IMEAT region.

### **Our Planet**

#### Sustainable developments

- New builds for KFC meet KFC Green Building Standards
- BREEAM (Building Research Establishment Environmental Assessment Method) ratings for Point A Hotels are either 'very good' or 'excellent'
- Point A Hotels are built using Be Lean, Be Clean, Be Green strategy
- During refurbishments at Point A Hotels and The Sloane Club, we have donated furniture and other items to <u>Shooting Star Children's Hospices</u> to be used in the their facilities or sold in their charity shops raising £5000 for the charity

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#### Sustainable operations

- No plastic straws in the estate
- Enhanced recycling capabilities in all businesses
- Environmentally friendly cleaning products in use
- Our Starbucks business has partnered with <u>Too Good to</u> <u>Go</u> to reduce waste - saving 16,093 meals

#### Sourcing and Lifestyle

- No additional charge for non-dairy alternatives
- This year, Starbucks have increased the range of plantbased food, taking the total to 22.5% of their food lines
- KFC business is trialling plant-based alternatives in restaurant to be rolled out further

### **Our Community**



Community is part of our DNA and we are proud of how we have positively impacted in the neighbourhoods in which we operate. We deliberately encourage local charity partnerships across the group, which allows our teams to have a real say in how they interact with and support the communities and causes that are close to them.

# **Our Community**



#### **Groupwide Charity Partnership**

 <u>Shooting Star Children's Hospices</u> - Through sponsored walks, an annual Golf Day, refurbishment donations and more, we have raised in excess of £165,000 for Shooting Star Children's Hospices

#### Local Charity Partnerships

- 8 of our 21 Starbucks stores have a partnership with a local community. For example, in our Chester store, they have a partnership with <u>The Countess of Chester</u> <u>Hospital</u>. Together, we have contributed over £2500 to these initiatives
- At The Sloane Club we have partnered with <u>The</u> <u>Kensington</u> and <u>Chelsea Foundation</u>, raising money with them and offering our time, volunteering at Interviewing workshops

#### Creating a sense of community

 Our Aylesbury Starbucks store is part of <u>The Chatty Café</u> <u>Scheme</u> which aims to encourage conversation and reduce loneliness. Cafes that are part of the scheme have a dedicated table where customers sit if they are happy to talk to other people

#### Local business partnerships

- Our <u>Point A Hotels</u> partner with local businesses to drive usage from guests into the neighbourhood. From restaurants and bars to beauty salons, tour operators and gyms, we leverage local capability to enhance the experiences of our guests
- At The Sloane Club, we have partnered with carefully curated local businesses whose products and services are shared with Members. Our programme of Member Events showcase the local talent and expertise within the neighbourhood, spanning industries and interests



### **Our Partners**



Queensway is a group of businesses with a shared DNA and values. Our businesses do not exist in isolation, they are the product of partnerships with amazing brands, investors, lenders, suppliers and of course, our customers. We play close attention to the way we work with our stakeholders, grounded in trust, mutual respect and authenticity. When we work together, there are no limits to what we can achieve.

## **Our Partners**



#### likeminded organisations

- As we bring on new suppliers across all of our businesses, we will on-board them using a Know Your Customer Questionnaire and ensure they comply with the Supplier Code of Conduct in KFC
- We enter into franchise arrangements with brands that we believe have a story to tell and take a stance on the things that matter

#### Establishing strong governance

- Our businesses have independent Board members who challenge and hold Queensway accountable in all aspects of what we do. We deliver transparent and regular reporting to them
- All our team members are trained on business ethics, compliance and more as part of their onboarding

#### Keeping our customers safe, satisfied and wanting to return

- All our businesses have feedback mechanisms for customers which are reviewed regularly
- We conduct regular internal customer experience audits covering each customer touchpoint – both on premise and online
- We conduct regular external audits to ensure team and customer safety and satisfaction





### Alignment with the UN SDGs (Sustainable Development Goals)

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#### 3 Good Health & Wellbeing



- Our first QW Mental Health First Aider was certified in 2022
- Our Starbucks Leaders have received Mental Health Ally training and we have a qualified Mental Health First Aider in our Support Office
- Our partnership with Hospitality Action entitles all our UK teams to free, professional support in the areas of legal, financial, emotional, health and more

#### 4 Quality Education



- Our ibis Styles Nairobi Westlands hotel, support and sponsor children living and being educated at Mary Faith Children Centre, Nairobi
- Our KFC leadership team has gone through the <u>Heartstyles</u> personal development programme to enhance self-awareness, teamwork and leadership
- We launched an Accelerated Leadership Programme for our high potential team members within the Hotels and The Sloane Club businesses. The first cohort was made up of 11 team members and we will be running this again for 2022/2023
- Across the Starbucks portfolio, we have a total of 15 Coffee Masters and 12 high potential team members made up of Store Managers, Holding Store Manager and Managers-in-Training, participate in the first Ladder to Leadership Development Programme

#### Gender Equality

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- Fair employment / recruitment practices
- We are a family business and we have enhanced family policies for everyone in the business, no matter how long they have been with us

#### Decent Work & Economic Growth

- Strong growth pipeline across UK, Republic of Ireland, Austria and Slovakia, offering employment opportunities to local communities
- During the pandemic, we introduced London Living Wage for all team members based in the capital
- We launched our Queensway Perks which offers our team members:
  - Employee rates and discounts in our hotels, coffee shops and restaurants
  - Access to our local business partner discounts
- In our Starbucks business we have;
  - Given away  $\pounds 15,736$  worth of coffee to our partners to share with their families
  - Given a further £162,879 worth of discounts to our partners

### Alignment with the UN SDGs (Sustainable Development Goals)

### 10 Reduced Inequalities

- The Queensway Foundation was established to support our team members confidentially with any challenge from addiction, to bereavement to financial issues. Any team member can access this service whenever they need
- <u>Wagestream</u> is a financial wellness tool which offers our team access to their pay as they earn it, without having to wait until payday. It also offers confidential 121 financial coaching and access to resources to build a better understanding of personal finance
- We are actively using the skilled visa scheme to attract talented and skilled people in to the business
- We are so proud of the diversity within the organisation. In 2022, we established our first Employee Resource Group to shape our approach to celebrating Pride Month with our LGBTQ+ community and their allies
- At The Sloane Club we are a Disability Confident employer
- Over the last year, in our Starbucks business, 27% of our New Store Managers have been internally promoted
- Of the total Starbucks Store Manager population, 50% have been internally promoted
- All Hotel Managers in our Point A Hotels and Montagu Place have been promoted from within the business

#### 14 Life Below Water

- The Sloane Club were the first in the UK to have high-end brand, Molton Brown's, refillable bathroom products in all their bedrooms
- We have removed all plastic straws from our KFC, Starbucks and Sloane establishments
- ibis Styles, Nairobi are consistently in the top 5 performers as part of the Planet 21 Programme and hold Platinum status. This year's focus was the removal of single use plastics
- Conscious choice of environmentally friendly cleaning products
- Fully recyclable packaging across our Point A Hotels and The Sloane Club businesses
- In our Starbucks business, we have recycled 66% of our milk bottles

### Alignment with the UN SDGs (Sustainable Development Goals)

#### 15 Life on Land



- Our Starbucks stores have given £6,568 in savings to customers who bring a reusable cup to store in the last year
- By partnering with Too Good To Go in all our Starbucks stores, we have saved 16,093 meals from going to landfill which is a carbon saving of 40,232 in one year
- A new ordering and forecasting tool was introduced in the Starbucks business to reduce waste
- Instead of disposing of furniture and other items when a site is refurbished, we donate these to Shooting Star Children's Hospices to be used in their facilities or sold in their charity shops
- Our Hotels team have completed a project this year to introduce further recycling into the estate. The majority of our Hotels now have the facility to recycle:
  - All food waste
  - All glass
  - All cardboard



# Tomorrow we challenge ourselves to be better

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### Our People: Actions



- Improve annual survey response rate
- Gather D&I data to help us shape our D&I agenda
- Roll out the Heartstyles programme into the UK businesses
- Continue regular salary benchmarking exercise
- Review Apprenticeship and Accelerated Leadership
- Ladder to Leadership Development Programme rolled out in Coffee
  Houses
- Partner with non-profit, <u>Saira Hospitality</u> in The Sloane Club and Hotel businesses
- Onboarding an Occupational Health provider to offer objective support for our people
- Roll out language courses to facilitate team work and consumer experience in all KFC restaurants

### **Our Planet:** Actions



- Installation of a new Kitchen in The Sloane Club, which will include energy efficient systems
- Gradual packaging waste reduction by introduction of new pack guides in our KFC restaurants
- Engage with Maximeyes our utilities advisor to track and improve our energy consumption and waste management
- Reducing plastic across hotel bedrooms (beakers to be implemented this year)
- Water saving technology (shower heads to be implemented 2022/23, tested in 2021)
- Roll out plant-based menu items into all our KFC restaurants in Austria and Slovakia
- Reprogramming of the in-room VDA system so that each guest must actively choose to have their heating/AC system on
- Establishing a new Energy saving restaurant design in KFC restaurants

### Our Community: Actions



- Evaluate Groupwide Charity Partnership
- Extend local charity partnerships into Hotels and KFC
- Introduce mechanism through which our team members can contribute time / expertise to benefit others
- Introduce Chatter & Natter tables in all our Starbucks stores to
  encourage sense of community
- Establish local charity partnerships across all Starbucks stores

### **Our Partners:** Actions



- Onboard external board member into KFC business
- Review customer experience at The Sloane Club including the introduction of a wellness offering

## **Final Thoughts**

Challenging everything is part of our Queensway DNA. We will continue to work towards our objectives against each of our four pillars, taking our teams and partners on the journey with us. This journey will never be complete but we will strive for progress year on year.

Queensway is a family business and we exist to take care of our teams, our businesses and the world for future generations. We want to nurture healthy, happy teams members who can achieve their best for themselves and the people they love. We want to grow businesses that give our team members opportunities, our customers cherished memories and our communities positive impact. Underpinning all our actions is a mindfulness of our responsibility to leave our incredible planet in the best possible condition for the future.

Thank you to everyone who has been part of making this first Impact Report the foundation for more progress. The road ahead is long, but we will walk it together.

Today we celebrate our successes. Tomorrow we challenge ourselves to be better – to each other, our customers, our businesses and the world.

Neena Chief Culture Officer

## Queensway

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