



IMPACT REPORT

2025/2026



LDN London Dragon Boat Race



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A MESSAGE FROM OUR CEO



At 4C Group, responsible business is central to how we operate and grow. Across our property and hospitality businesses, we are committed to creating positive impact for people, communities, and the environment.

Our sustainability strategy aligns with eight United Nations Sustainable Development Goals, supported by clear targets and practical actions.

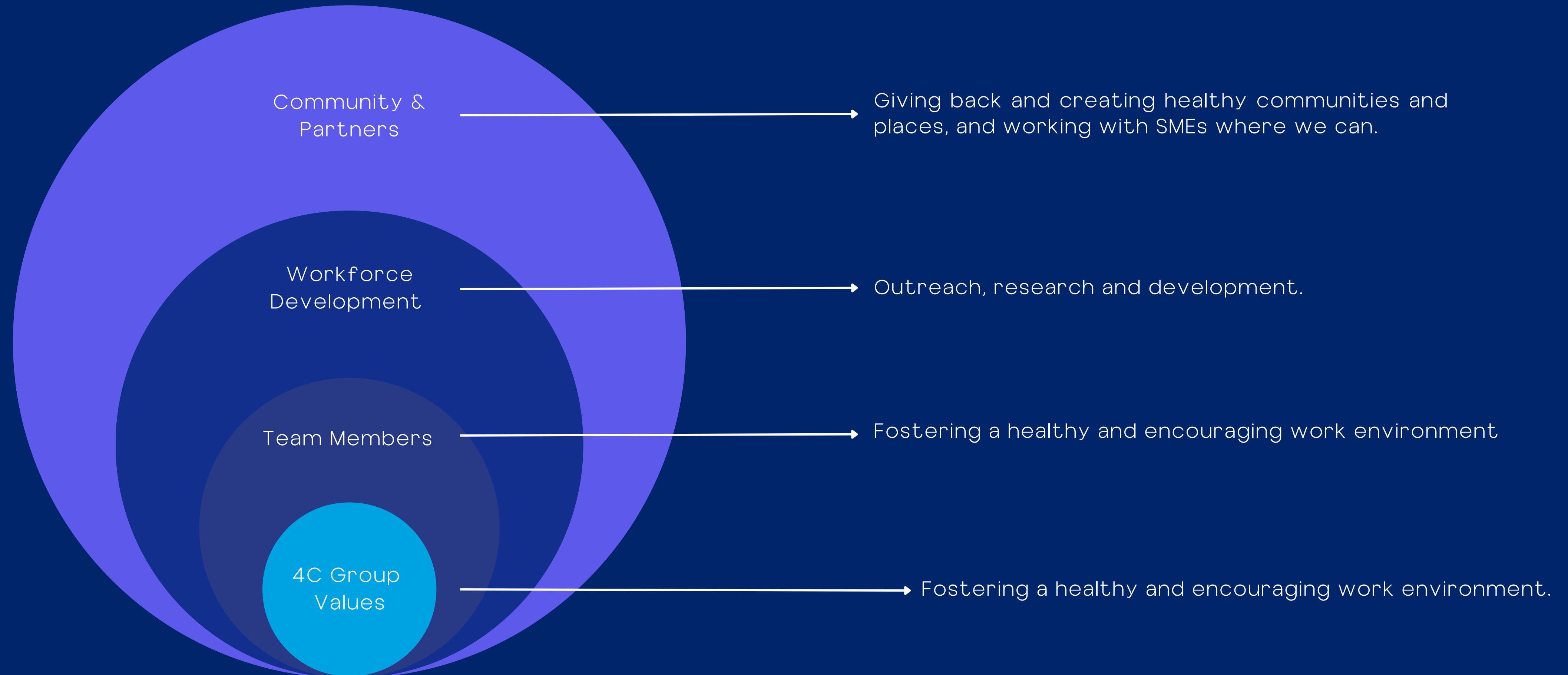
By working closely with trusted brands, suppliers, and industry partners, we drive meaningful progress and deliver lasting value. Together, we are helping shape a more sustainable and resilient future for our industry.

Embedding responsible business practices across our hotels has become a cornerstone of how we operate. What began as a grassroots initiative has grown into a company-wide commitment that empowers team members across departments to take ownership of sustainability, operational efficiency and community impact within their properties. The passion and engagement of team members at every level have helped create meaningful cultural change across the business, while also delivering measurable operational improvements.

Al-karim Nathoo
CEO, 4C Group



EMBEDDING RESPONSIBLE BUSINESS IN OUR OPERATIONS



ESG OVERSIGHT

Our responsible business governance structure embeds sustainability across every level of the organisation. The Board sets the vision, the Responsible Business Management Team provides strategy and oversight. Our General Managers lead delivery at the property level, and Green Champions drive engagement and action on the ground. This creates clear accountability and helps ensure our goals are consistently delivered, monitored and improved over time.



THE BOARD

Evaluate
Allocate & Define Vision



RESPONSIBLE BUSINESS & MANAGEMENT TEAM

Monitor Strategise
Ensure Compliance & Support



GENERAL MANAGERS

Report
Enable
Oversee & Engage

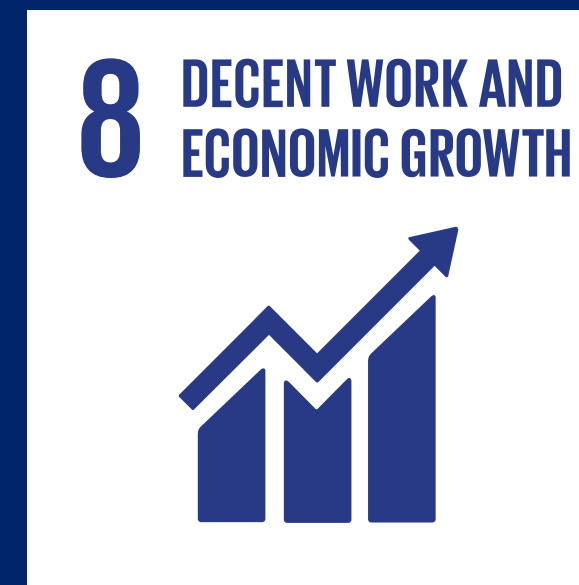


GREEN CHAMPIONS

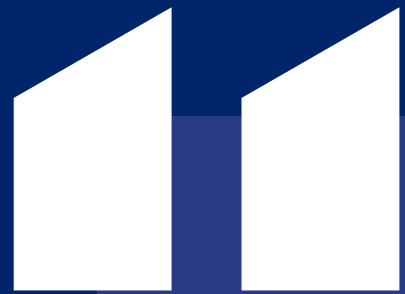
Act
Report & Educate

OUR PRIORITY SDGS

At 4C Group, we focus on eight priority Sustainable Development Goals by embedding responsible practices into how we build, operate, and grow. From advancing wellbeing and education to reducing waste and emissions, our actions support people, communities, and the planet, while tracking progress through transparent SDG reporting.



CHAMPIONING RESPONSIBLE BUSINESS



“Over the past year, we have strengthened how we embed sustainability, efficiency and social responsibility into everyday hotel operations. Through our Green Champions programme, improved data tracking, colleague-led campaigns and targeted projects across energy, water, waste and food, our teams have helped turn responsible business into something practical, visible and actionable.

Looking ahead, our focus is on building momentum: using better data, stronger training and cross-hotel collaboration to reduce consumption, improve efficiency and create lasting positive impact for our people, guests, communities and the environment.”

Soraiya Salemhamed
ESG Director, 4C Group



MISSION, VISION AND VALUES

To create sustainable, profitable growth through the delivery of positive guest experience, innovative processes, quality partnerships and a commitment to provide opportunities for personal & professional development.

OUR VALUES

Collaboration



Our best results come from collaboration - valuing strengths and growing together. We support one another and build lasting relationships to achieve shared goals.

Community



We're committed to making a meaningful impact in the communities where we operate, partnering with carefully selected local charities that deliver vital work and services.

Quality



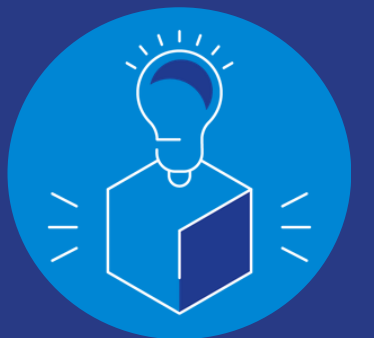
We deliver exceptional quality that exceeds guest expectations, making us a partner of choice. We innovate to reduce environmental impact through sustainable practices.

Integrity



Integrity builds trust - one of our greatest assets. We hire principled people who do the right thing and partner with those who share our values.

Innovation



We research & develop new solutions to reduce our environmental impact through sustainable practices across maintenance, services, logistics, products, and supplies.

ENVIRONMENTAL

RESPONSIBLE PRACTICES. LASTING IMPACT

11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

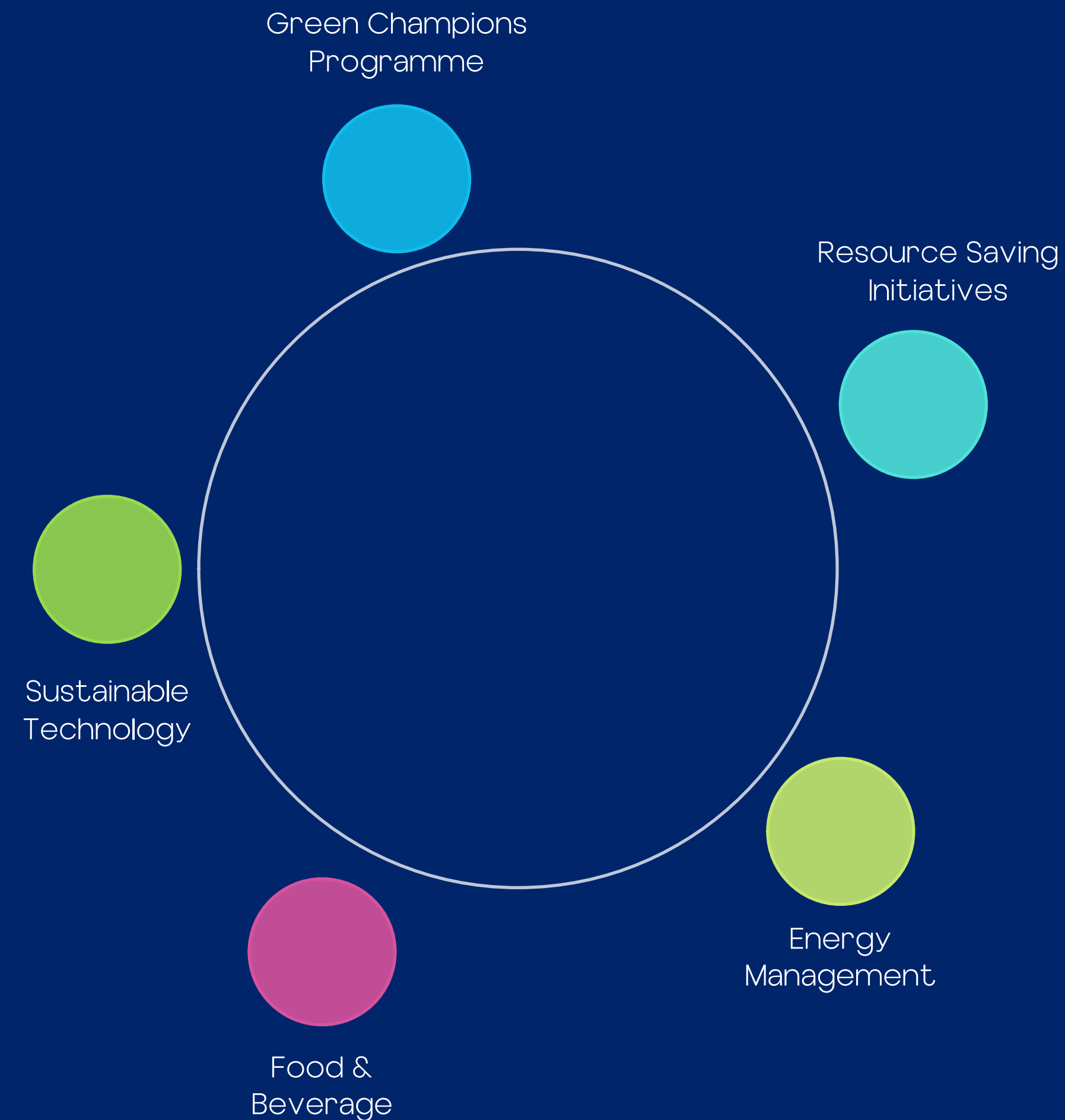


13 CLIMATE ACTION



OUR ENVIRONMENTAL STRATEGY

POWERED BY DATA, DRIVEN BY PEOPLE



How impact is created:

- 1 Green Champions identify practical opportunities
- 2 Tasks are logged, owned and completed
- 3 Usage data validates operational movement
- 4 Results feed into future audits and priorities

THE YEAR IN NUMBERS

-16.4%

Food Waste Intensity
portfolio-wide reduction YoY

59.8%

Recycling Rate
+3.26pp vs prior year

-54,006

kWh Gas Saved
absolute portfolio reduction

-5 tCO₂e

Estimated carbon emission
Scope 1 + Scope 2

-2.30%

Combined Energy/Sleeper
electricity + gas normalised

257t

Materials Recycled
total recycled weight

GREEN CHAMPIONS PROGRAMME

We've devised a people-centred strategy that combines operational efficiency with community benefits. Our Green Champions network empowers hotel team members to drive sustainability initiatives, focusing on recycling, resource conservation, and promoting responsible behaviour. This involvement helps them develop skills in compliance and project coordination while supporting business goals.

Savings since launching the programme:

£10,137.11 Annual Elec Savings	54,005.86 kWh Annual gas reduction
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SUSTAINABLE TECHNOLOGY

Digitising with AI and Data

Bespoke dashboards and AI-supported insights are helping teams turn data into practical action across our properties.

Energy and Utilities Intelligence

Live dashboards give teams clearer visibility of usage patterns, anomalies, baseload and cost-saving opportunities.

Performance Tracking and Operational Ownership

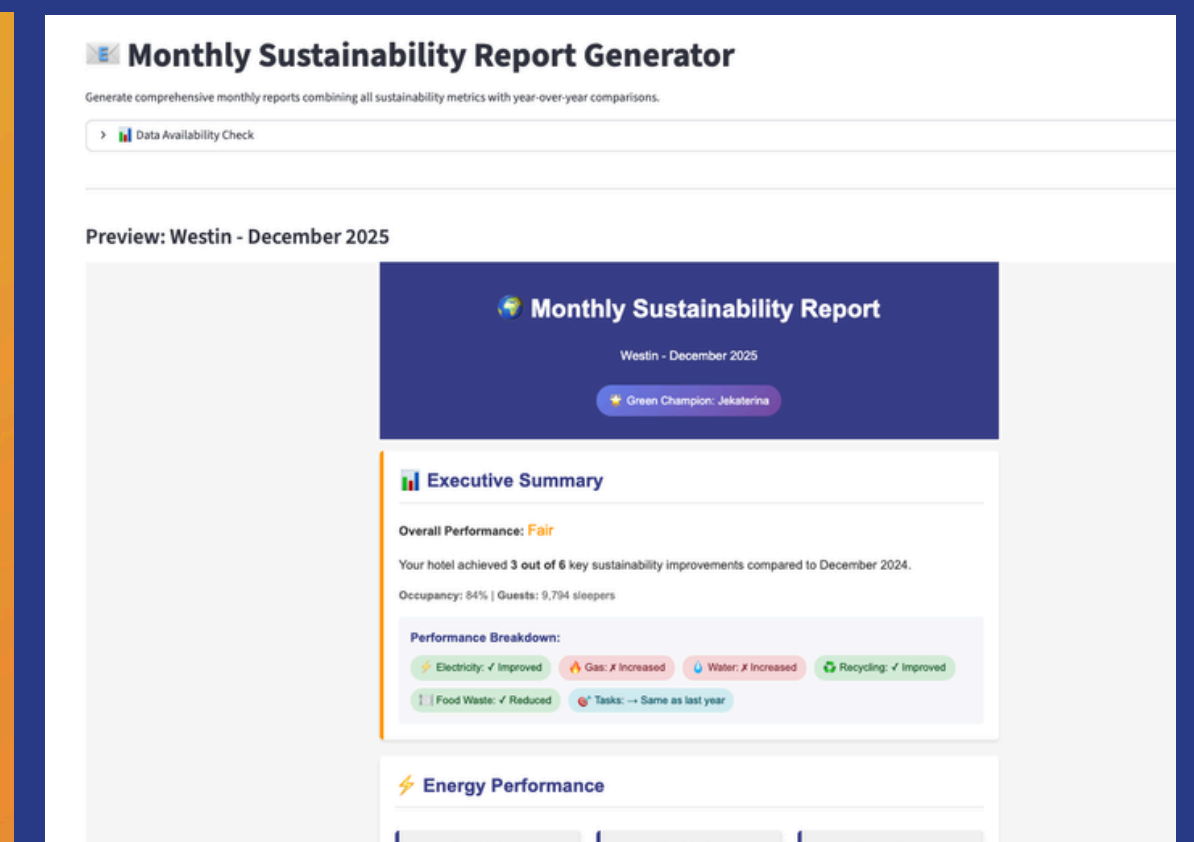
Scorecards and trackers make progress more visible, helping teams take ownership of targets and day-to-day performance.

Social Impact and Circularity

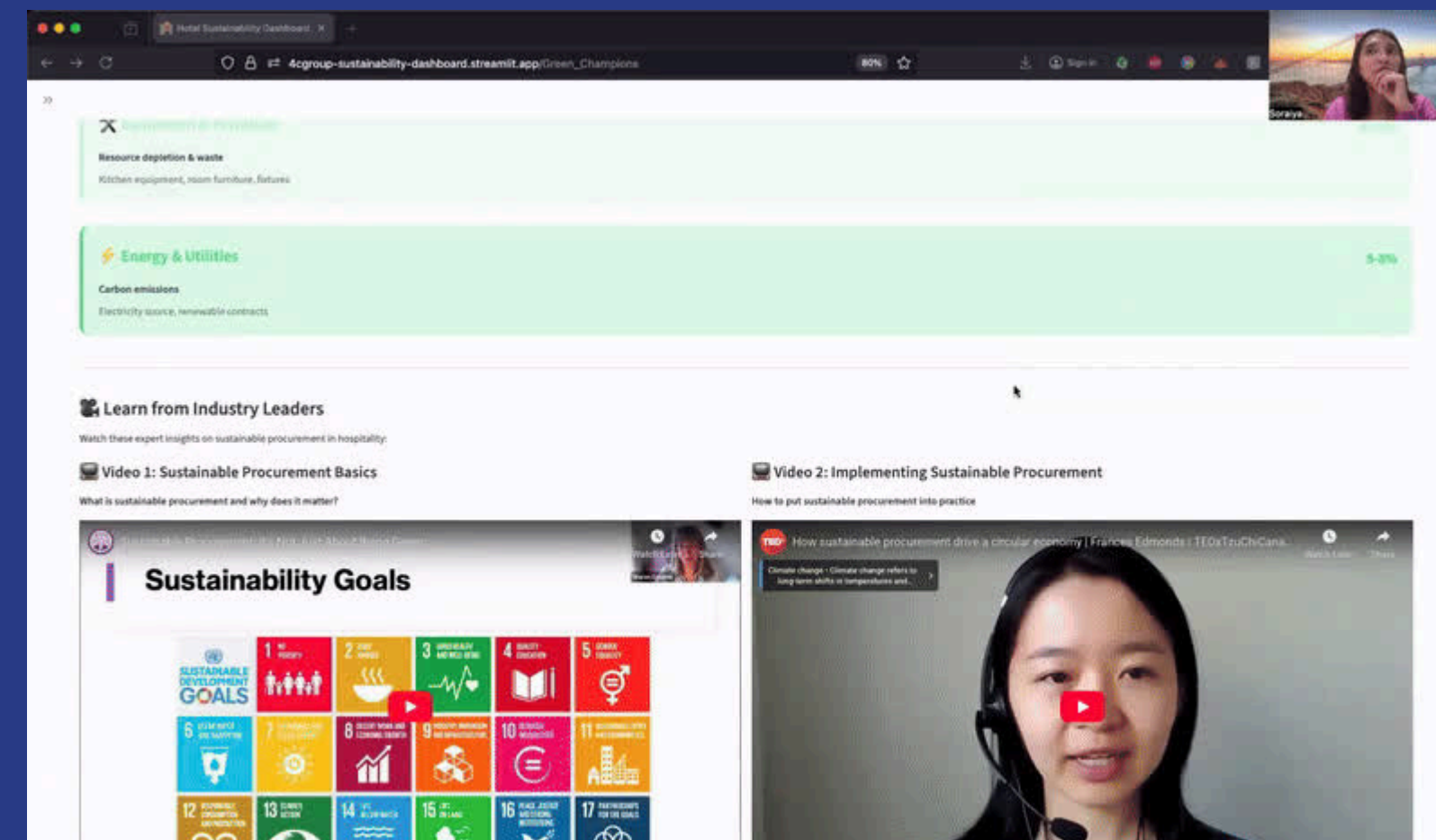
Our Social Impact Hub and internal marketplace help track giving, reduce waste and raise funds for charity through reuse.



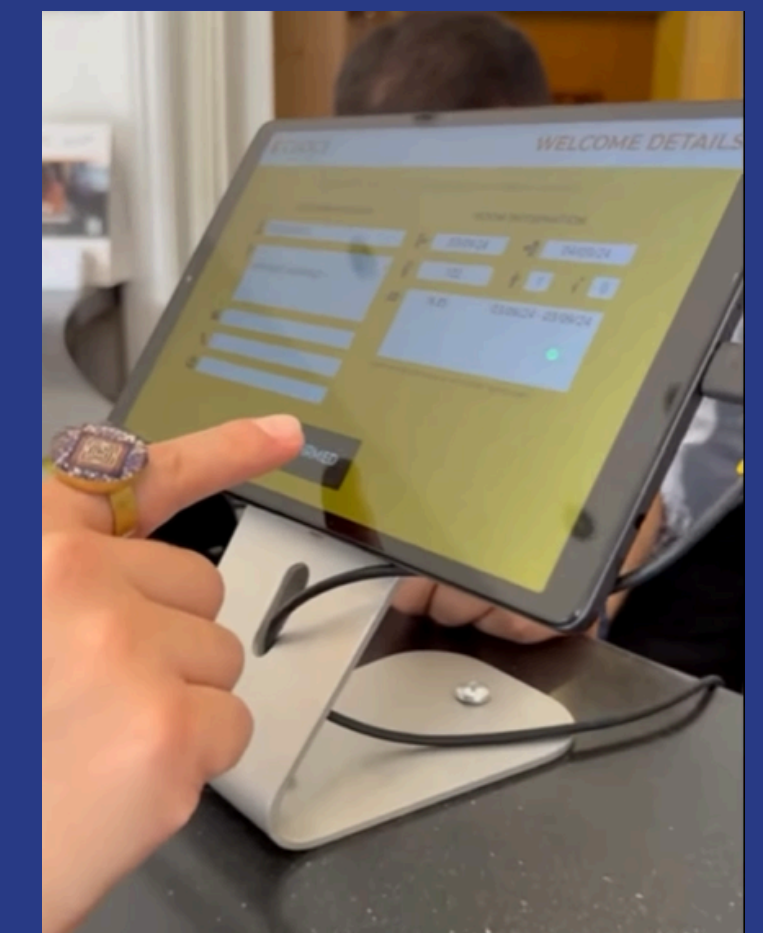
The Pledge on Food Waste Certificate



Monthly Sustainability Reports



Performance Tracking and Digital Training Tools



Digital Check-Ins

FOOD WASTE

REDUCTION

-16.41% food waste intensity portfolio-wide | -8.75 tonnes absolute



NO BIN DAYS



REDUCING PACKAGING



MEASURING FOOD WASTE



TEAM TRAINING

The Westin London City

-18.2% intensity | -4.28 t

No Bin Fridays + Improved Guest Engagement

Canopy by Hilton London City

-22.1% intensity | -6.24 t

Intentional Dish Sizes + Food Waste Tracking

ENERGY & CARBON

Through operational discipline and Green Champion-led audits, the portfolio achieved a measurable reduction in combined energy intensity – driven entirely by people acting on data.

-1.55%

Electricity intensity

ELECTRICITY / SLEEPER

-3.16%

Gas intensity

GAS / SLEEPER

-5 tCO₂e

Estimated carbon reduction

EST. CARBON AVOIDED

WHAT THE CHAMPIONS DID:

CHP Energy Efficiency

Floor Closure Strategy

Smarter BMS Controls

Appliance Shutdown Protocol

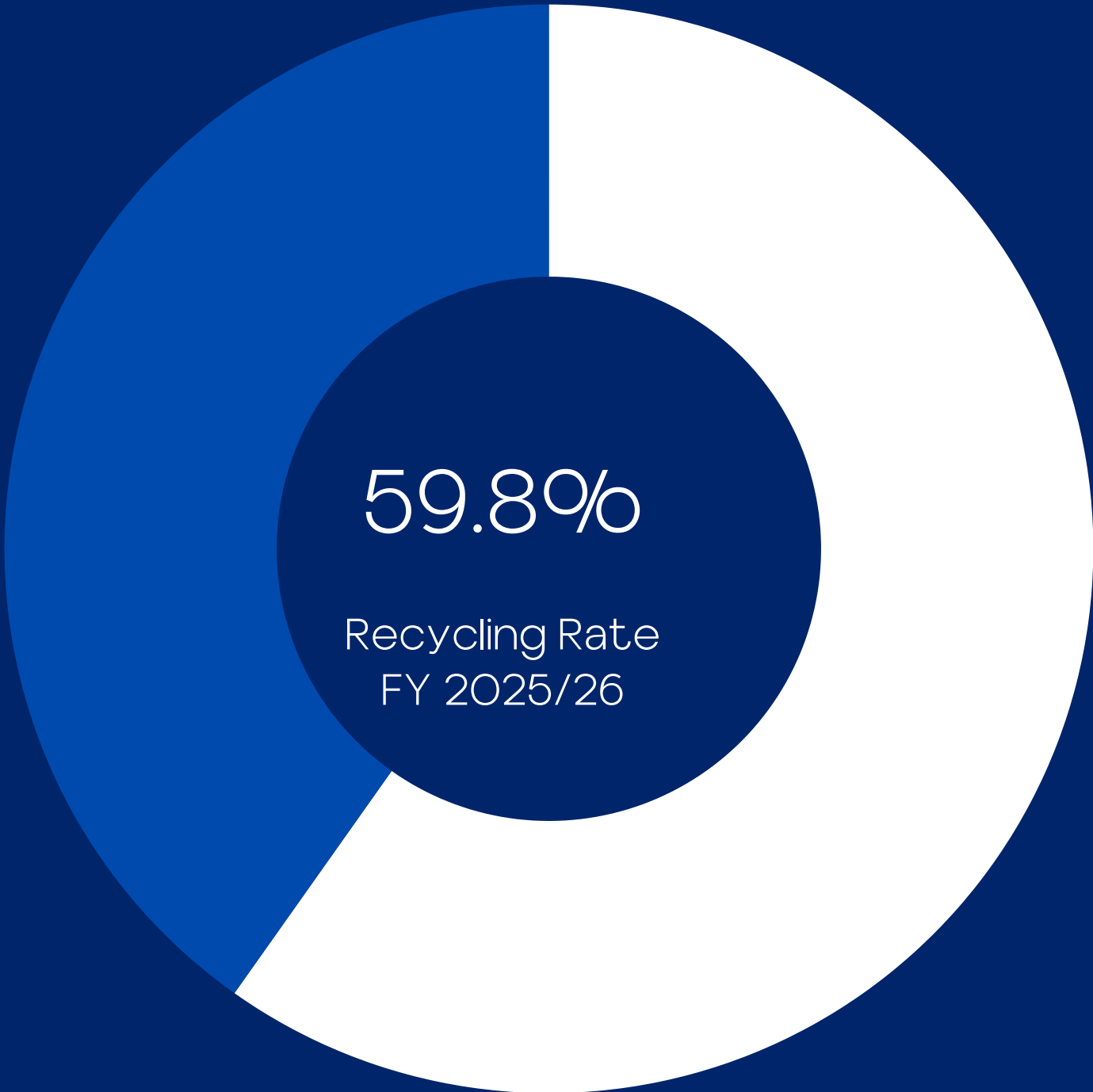
BREEAM In Use Re-certification

Earth Month Campaign - Electricity Competition

WASTE & RECYCLING

From 56.5% to 59.8% – every percentage point earned

● Recycled ● General Waste



No Bin Fridays have been introduced in the staff canteen to reduce food waste

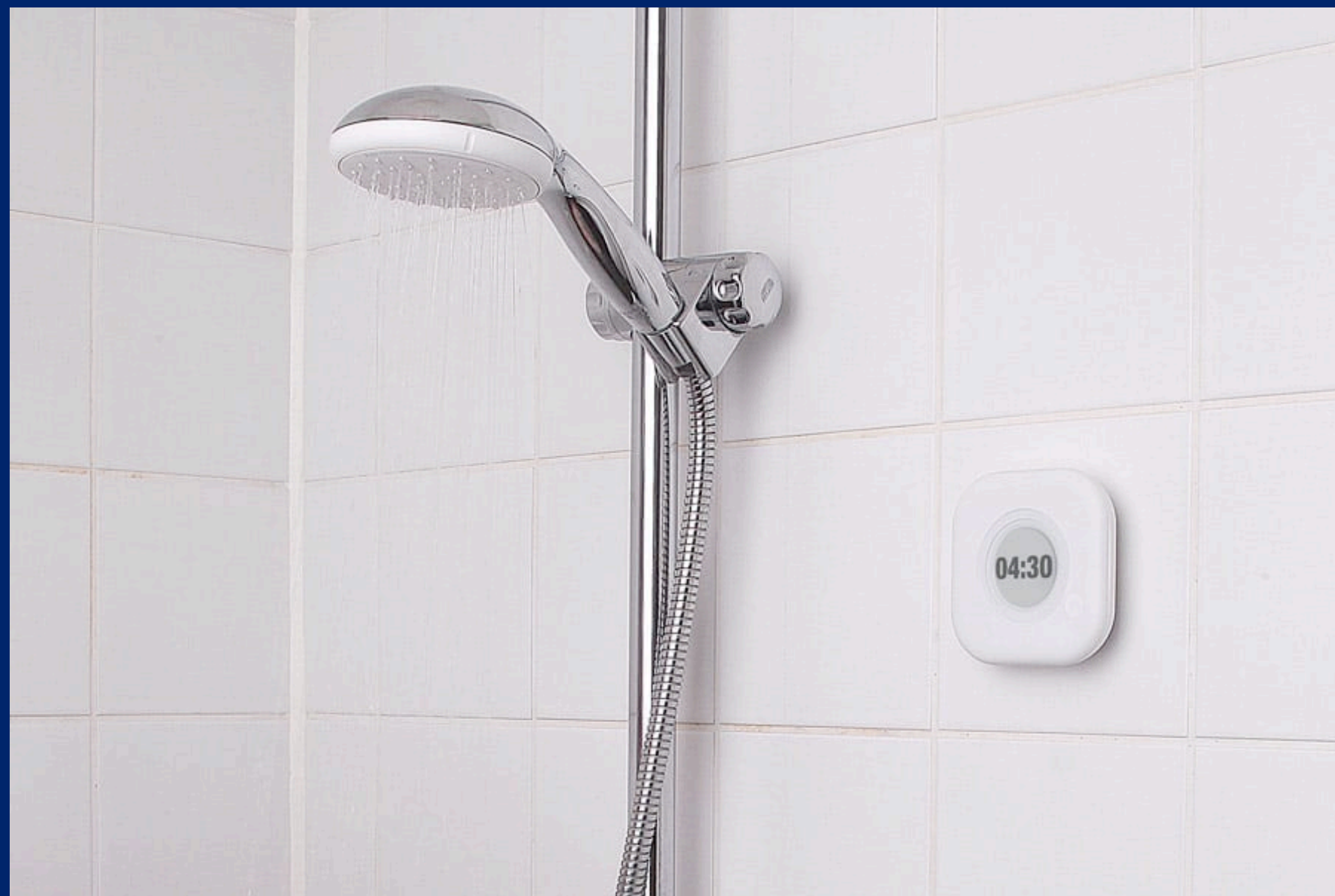
+3.26pp
Recycling Rate Improvement

257 tonnes
Total Materials Recycled



WATER CONSERVATION

Water conservation is a key part of our resource-saving approach. Through flow-saving devices, monitoring, maintenance and operational improvements, we are reducing water use across our properties without affecting guest comfort.



In collaboration with the University of Surrey, we explored guest shower behaviours to better understand water usage habits.

TOP PERFORMING HOTELS

Comfort Inn London - Edgware Road

-9.1% intensity

Flow rates measured; best-in-portfolio

Comfort Inn London - Victoria

-3.9% intensity

£394 saving | Flow audits completed

Holiday Inn Express St. Albans

-2.1% intensity

£172 saving

SOCIAL

NURTURING CONNECTIONS

3 GOOD HEALTH AND WELL-BEING


8 DECENT WORK AND ECONOMIC GROWTH


10 REDUCED INEQUALITIES


11 SUSTAINABLE CITIES AND COMMUNITIES


12 RESPONSIBLE CONSUMPTION AND PRODUCTION




Student take-over day at Canopy by Hilton London City, in collaboration with the Festival of Hospitality.

EMPLOYEE BENEFITS



Specsavers



Life Insurance



Techscheme



Birthday Bonus



Team Member Accommodation Rates



EAP (Employee Assistance Programme)



Team member marketplace



Cycle to Work Scheme



Meals on Duty



Length of Service Bonus



Referral Scheme



HSF/MetLife

THE **CATERER** BEST PLACES TO WORK IN HOSPITALITY **2026**

In partnership with



Supported by



CREATING EMPLOYMENT PATHWAYS WITH LEARNING AND TRAINING OPPORTUNITIES

DEDICATED TO NURTURING AND DEVELOPING THE TALENT THAT DRIVES OUR SUCCESS. OUR COMMITMENT TO EXCELLENCE EXTENDS BEYOND OUR GUESTS TO THE PEOPLE WHO MAKE OUR HOSPITALITY EXCEPTIONAL.

Internships & Introduction to Hospitality

During the last financial year, we welcomed over 20 interns through work experience placements and insight days, providing valuable exposure to the hospitality industry while helping develop the skills, confidence, and experience needed to support their future career aspirations.



Fair Pay and Labour Wages


We're committed to fair and responsible pay. Our handbook and policies reflect this by ensuring full compliance with labour regulations—and we go further by offering compensation above these standards.



Investing in skills development and continuous learning supports employee growth, encourages recognition, and creates opportunities for progression into future leadership roles.

**15 Workplacements Offered**
Work experience

**20 Student Takeovers**
Internship

**3 Study Projects by University of Surrey**
RESEARCH PROJECT

CREATING VALUE WITH LASTING IMPACT

121 Hrs

Volunteering Hours



£88,322

Financial Contribution



66

Charity Engagements



39

Key Charity Partners



LOCAL COMMUNITY

WE DONATED OVER + £88,322



We encourage our colleagues at properties and head office to actively participate in fundraising for local charities, to create positive outcomes for all involved. Here is a selection of partnerships we were proud to be a part of in the last year.



“Our culture is built on a foundation of inclusivity, support, and continuous development. We prioritise the well-being of our colleagues by offering comprehensive initiatives that promote both physical and mental health, ensuring our people feel valued and empowered to thrive.”

Idy Udo
Group Director of Administration, 4C Group

GOVERNANCE

DRIVING SUSTAINABLE PRACTICES



PARTNER NETWORK

4C Group advances ESG commitments through purposeful collaboration with partners that reflect our vision, ethics, and forward-thinking approach.



Supply Chain Values

We partner with organisations sharing our integrity, innovation, and environmental responsibility embedding ESG principles across procurement.



Governance & Accountability

Like-minded partners strengthen governance frameworks, support ethical sourcing, shared learning, and continuous improvement.



External Collaborations

We collaborate with the EEA and University of Surrey for R&D support, technical expertise, and strategic ESG guidance.



OUR PARTNER NETWORK

Festival of Hospitality

Energy & Environment Alliance

UNHCR

HSM

University of Surrey

GOVERNANCE

We ensure accountability by promoting responsible procurement through supply chain training and policy. We collaborate with networks like the Energy and Environment Alliance to strengthen our framework and enhance compliance via accreditations such as BREEAM In-Use, Green Tourism, and Climate Action.

READ MORE HERE



Modern Slavery Statement



Responsible Business Statement



Equal Opportunities Policy



Accessibility Guide



GDPR & Privacy

OUR GUIDING ACCREDITATIONS



All of our UK hotels have achieved the coveted Gold certification from Green Tourism, a globally recognised hallmark of environmentally friendly practices that attracts eco-conscious guests.



Our third year partnering with Climate Essentials has enabled us to rigorously measure and manage our carbon emissions data through their user-friendly online platform. This comprehensive approach streamlines our journey towards net-zero emissions by pinpointing reduction opportunities and guiding effective climate action strategies across our portfolio.



We take immense pride in the sustainability accomplishments of our Westin London City and Canopy by Hilton London City properties, which have received the prestigious "Excellence" and "Very Good" ratings respectively from BREEAM for their exceptional environmental performance.



We are committed to reducing food waste, and THE PLEDGE offers a holistic approach aligned with UN Sustainable Development Goals (SDGs) 2, 12, 13, and 17. Westin London City is on this journey to minimize food waste sent to landfills.

OUR NEXT STEPS

■ WASTE

We will phase out single-use plastics and build recycling facilities across all properties for guests and teams. In the near term this means eliminating harmful packaging and reducing food waste, while the longer-term focus shifts to prioritising a circular economy model, followed by capital investment and offsetting remaining impact.

■ ENERGY

Active energy management is already underway across our properties. We will transition to 50% renewable energy suppliers in the medium term, scaling to 100% renewables as contracts allow. Longer-term capital investment will fund on-site generation and efficiency upgrades, helping us reduce both consumption and cost.

■ WATER

Improved water management practices are being embedded now. We will move to a carbon-neutral water provider as soon as viable alternatives exist, then direct capital investment into infrastructure to cut consumption across all properties in the years ahead.

■ COMMUNITY ENGAGEMENT

We will celebrate local community events, champion local businesses, and partner with conservation organisations near our properties. A formal Social and Governance Strategy will guide how we engage guests in our sustainability journey and embed responsible business practice into everything we do.

■ GREEN CHAMPION FRAMEWORK

Our Green Champions programme will grow from an internal initiative into an industry-recognised framework. L&D will create personal development pathways including project and leadership training. By year two we aim to produce a boilerplate framework other hotel groups can adopt, and within five years every hotel in our group will be running the programme.

■ AWARENESS & IMPACT

Monthly initiatives will keep sustainability front of mind: roundups in the HR newsletter, themed campaigns for BOH colleagues, and Green Champions sharing progress. An annual impact report tied to a storytelling infographic will be published each year. Year-round campaigns such as Earth Day and a 12 Days of Responsible Business advent calendar will celebrate our collective achievements.

