

**ESG
REPORT
2022**

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FROM OUR CEO

“Last year was a time of growth and change for Soho House. With the business open again after the impacts of COVID-19, we put our focus back squarely on our people – our members, teams and partners – and in doing so, reinforced our belief that we can and should make a positive impact on the communities and the world around us.”

In November, Nick Jones transitioned into a new Founder role. Over the last 28 years he personally drove many of the social, environmental and ethical initiatives at Soho House and we're very grateful to have his vision and ongoing partnership on House Foundations, as the senior leadership team and I continue to champion this work.

I'm pleased to see the progress we've made since we published our first ESG report last year. We pushed forward with our social impact programmes Soho Mentorship and Soho Fellowship, surpassing 1,200 young people supported into the creative industries. We continued to hold ourselves accountable to the Pledge and our wider diversity, equity and inclusion goals. In December, we published our first DEI report, upholding our commitment to transparency and progress as we continue to make Soho House more inclusive.

Our teams also went above and beyond for their local communities, culminating in the launch of The Soho House Foundation. This is a milestone that will empower our people to support causes they care about, benefit the communities around our Houses and help to grow the next generation of

creative talent from lower socioeconomic and underrepresented backgrounds.

In 2023 we're working to make bigger strides in environmental sustainability. In this report we've made a voluntary disclosure in line with the Task Force on Climate-Related Financial Disclosures (TCFD). We recognise that climate change poses a threat to the planet, and to the way our members travel and connect with each other around the world. TCFD allows us to identify and incorporate the risks and opportunities associated into our strategy, planning and risk management and it also gives a transparent look at the effects of Soho House on the environment, which I hope will drive us further towards our goals. You'll see we've made commitments to invest in energy efficiency upgrades and food waste technology solutions this year. I'm proud to have the support of our teams around the world who feel as passionately as I do about reducing the impact of our business on the planet.

We put a particular focus on data collection in 2022, something that's reflected across the business. You'll notice that we're now reporting on our carbon emissions globally, and waste across more of the portfolio – a step forward from the UK-only data we shared last time. We've used this information to better understand our impact, and to review some of our 2030 goals in the process. We want to ensure we have a robust strategy in place to meet these targets and that we're transparent about how this evolves as we move forward.

This work is a journey and we're committed to making progress over the months and years ahead. I want to thank our members, teams and partners for their continued support of House Foundations. We believe that by working together, we can create a more sustainable and equitable future for all at Soho House.

Andrew Carnie, CEO, Soho House & Co Inc.

People are at the heart of everything we do, and as such our ESG progress to date has had a principal emphasis on social impact. As a global membership of creatives, we're committed to using our platform to help people from underrepresented and lower socioeconomic backgrounds into the creative industries. Alongside this, we have a strong focus on diversity, equity and inclusion in our teams, membership and supply chain, and on supporting the communities around us through Soho Give.

We have also developed a sustainability programme to reduce the impact of our business on the environment. We've set ambitious 2030 goals to reduce carbon emissions in our direct operations and supply chain in line with the 2015 Paris Agreement, to promote responsible consumption and divert food and non-food waste from landfills, to minimise environmentally harmful practices in our sites, and to uphold an environmental and ethical standard in our supply chain. Our impact is tracked and measured against the UN Sustainable Development Goals, and to show our commitment to working towards a fair and sustainable planet we have signed the UN Global Compact.

2022 HIGHLIGHTS

PEOPLE

CREATIVE ACCESS

 **1,200+ PEOPLE IN SOHO FUTURES**

our creative access programmes Soho Mentorship and Soho Fellowship ran in 30 cities around the world in 2022, removing barriers for people from lower socioeconomic or underrepresented backgrounds.

DIVERSITY, EQUITY & INCLUSION

 **INCREASED SUPPLIER DIVERSITY**

doubled our addressable spend identified to diverse-owned or led businesses to 2.4%, in the top 80 suppliers by spend. Our goal is to reach 15% in 2030.

SOHO GIVE

 **SET UP A CHARITY, THE SOHO HOUSE FOUNDATION**

an independent entity with an aim to fund and empower creatives worldwide, launching with four charitable partners.

\$2.8m donated in funds, gifts-in-kind and volunteer hours in 2022.

ENVIRONMENT

REDUCE WASTE

 **93% SITES SEPARATING FOOD WASTE**

an increase of 30% from 2021, with Miami, Chicago, New York, Nashville and Canouan now diverting from landfills.

97% of sites had recycling programmes in place, with 53% of waste diverted from landfills (at sites enabled to track).

We also improved data collection, increasing our reporting to +35% of our sites globally.

CLIMATE ACTION

 **GLOBAL CARBON EMISSIONS DATA**

we're now reporting on our Scope 1 and 2 carbon emissions for all sites, a step forward from the UK-only data shared previously.

While we saw an increase in emissions as a result of both more data and the impacts of COVID-19, we believe that our improved data and carbon reduction plan will help us move towards our 2030 goals in the years ahead.

GOVERNANCE

 **PUBLISHED OUR FIRST ESG AND DEI REPORTS**

as part of our continued commitment to progress and transparency.

This year we're also reporting in line with the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB).

This report contains information about Soho House’s Environmental, Social and Governance (ESG) strategy and progress. The report has been prepared in accordance with the FuturePlus framework and includes the recommendations of the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate-Related Financial Disclosures (TCFD).

FuturePlus is one of the most comprehensive ESG and sustainability measurement and management platforms available, ensuring that companies are benchmarked against industry best practices, regulatory requirements and taxonomies. They assessed our business and ESG goals against the recognised sustainability and ESG reporting standards in the territories in which we operate.

FuturePlus also allows us to report our progress against the UN Sustainable Development Goals (UN SDGs), a blueprint to achieve a better and more sustainable future for all. In this report we state which of the 17 goals our efforts are related to, we have refined the goals we’re impacting in order to focus our efforts.

Our ESG report aims to provide an overarching view of Soho House & Co Inc.’s commitments, with a focus on Soho House and related brands (Soho Home, Soho Works, Cowshed, our restaurants). More recent additions to Soho House & Co Inc.’s portfolio, The Ned, Scorpios, The LINE and Saguario are developing tailored strategies and programmes to align with Soho House’s ESG goals and objectives. We have included data on their ESG impacts this year for the first time, while they continue to define their own strategies to address priorities specific to their business models.

ABOUT THIS REPORT

Beyond our annual report, we aim to keep our members, teams and stakeholders updated on House Foundations in the Houses and on our platforms: sohoouse.com, the Soho House app and social media.

Data in this report refers to data for the year ending 31 December 2022 for Soho House, unless stated otherwise. Comparative data refers to data for the year ending 31 December 2022 relative to data for the year ending 31 December 2021, unless stated otherwise.

Data was gathered through our reporting with FuturePlus and an ongoing programme of internal and external support to all of our sites. Information contained in this report is externally validated using our expert third-party partners, The Sustainability Group.



Soho Mentorship alumni Jossiel Gomez’s artwork on display as part of the collection at Miami Pool House

Soho House & Co Inc. is a global membership platform of physical and digital spaces that connects a vibrant, diverse and global group of members.

We began with the opening of the first Soho House in 1995 and remain the only company to have scaled a private membership network with a global presence. Members around the world engage with Soho House & Co Inc. through our global collection of Soho Houses, Soho Works, The Ned in London, New York and Doha, Scorpios beach club in Mykonos, Soho Home – our interiors and lifestyle retail brand – and our digital channels. The LINE and Saguaro hotels in North America also form part of Soho House & Co Inc.'s wider portfolio.

Data representative of Soho House and related brands (Soho Home, Soho Works, Cowshed, our restaurants) up to 31 December 2022.

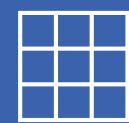
40
HOUSES

160,000+
MEMBERS

16
COUNTRIES

75
TOTAL SITES

7,866
TEAM MEMBERS



SOHO HOUSE

SOHO HOME

SOHO WORKS



THE NED



SCORPIOS



Saguaro

542

15

STAKEHOLDERS

ESG IMPACTS

In 2022 we undertook our first ESG materiality assessment to help us identify the issues that matter most to our people.

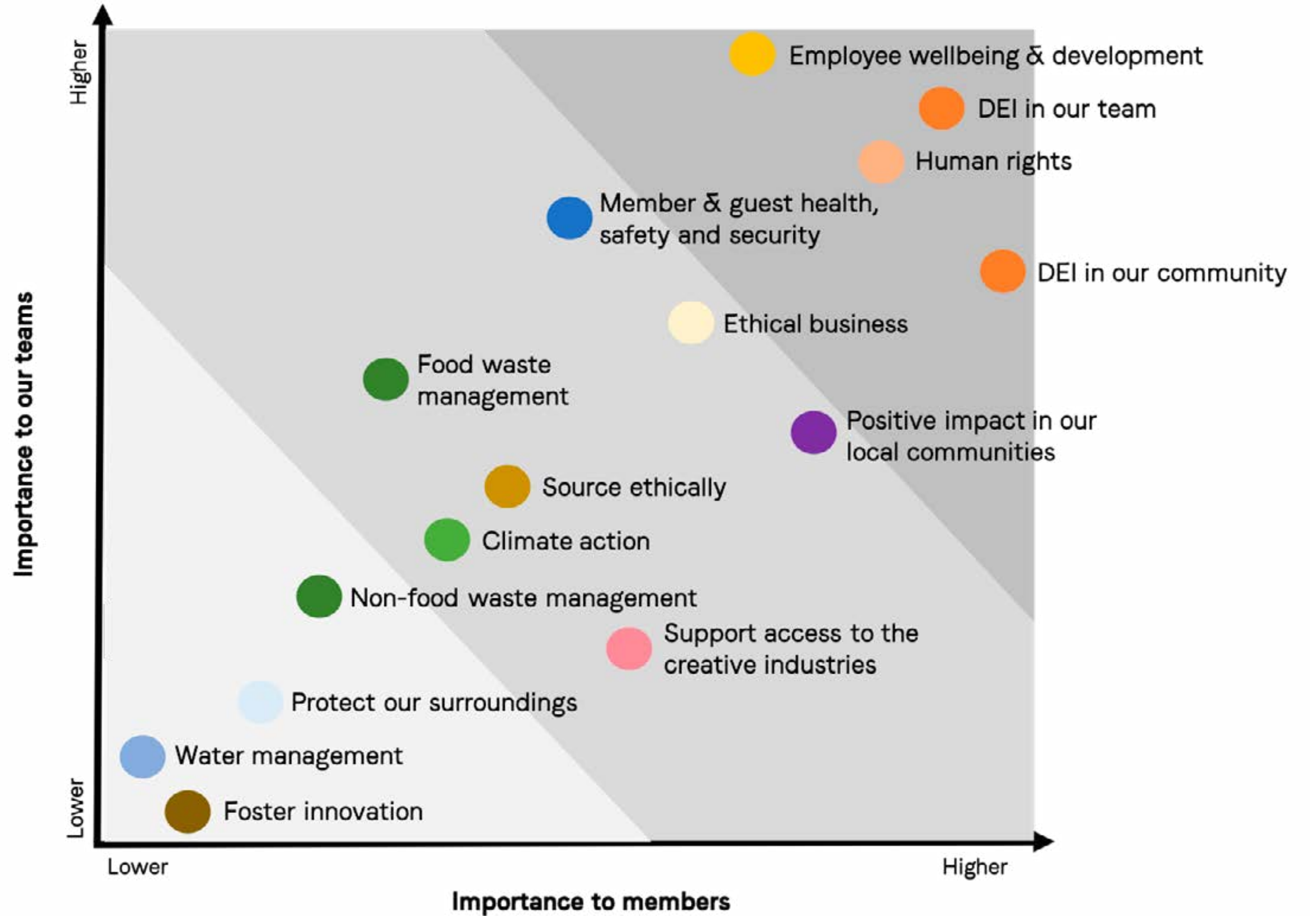
We engaged key stakeholders - our members and teams - and asked them to rank a list of material ESG topics impacting our business by importance. The list of issues was formed in an evaluation process with the FuturePlus ESG and sustainability measurement and management platform, identifying 15 priorities based on industry best practices, recognised ESG and sustainability reporting standards, regulatory requirements and taxonomies.

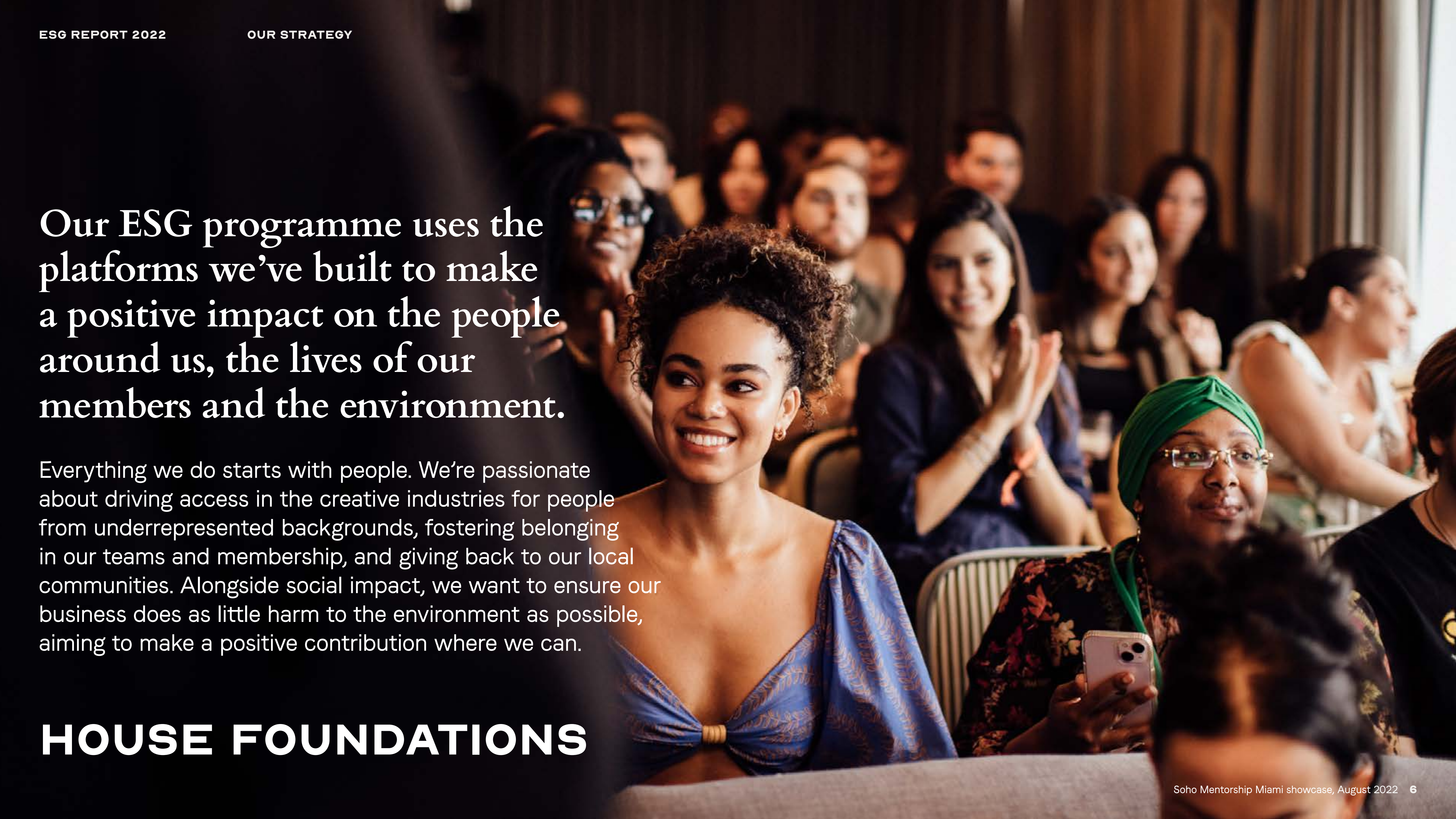
We received 542 responses (219 internal, 323 external stakeholders). The results among both groups were overwhelmingly similar throughout; diversity, equity and inclusion in both our team and our community is of upmost concern to our members and our teams. Employee wellbeing and development, as well as human rights rank highly for both groups.

These findings support our current strategy - as a people business, our ESG progress to date has had a principal emphasis on social impact and we intend to use this feedback to inform our ongoing initiatives. We are also increasingly aware of the impact of climate change on our business and members, especially as we gather more data, and will continue to prioritise the environmental impacts identified.

We have also now also undertaken an ESG risk assessment, determining and rating issues for our business. As part of our long-term commitment to review ESG materiality, in future we aim to also include a materiality matrix that tracks stakeholder importance against our business impacts.

ESG MATERIALITY





Our ESG programme uses the platforms we've built to make a positive impact on the people around us, the lives of our members and the environment.

Everything we do starts with people. We're passionate about driving access in the creative industries for people from underrepresented backgrounds, fostering belonging in our teams and membership, and giving back to our local communities. Alongside social impact, we want to ensure our business does as little harm to the environment as possible, aiming to make a positive contribution where we can.

HOUSE FOUNDATIONS



5% of Soho House membership intake to be part of a creative access programme

200 projects sponsored for emerging talent

CREATIVE ACCESS



Drive an industry-leading DEI programme in our teams, supply chain and membership

15% of addressable procurement spend allocated to diverse-owned or led businesses

DIVERSITY, EQUITY & INCLUSION



Working towards net zero, 50% reduction in Scope 1 and 2 emission intensity

50% reduction in Scope 3 emission intensity

Offset 100% of company travel

CLIMATE ACTION



50% food and non-food waste reduction in our operations

80% of all waste produced diverted from landfills

100% of sites separating food waste

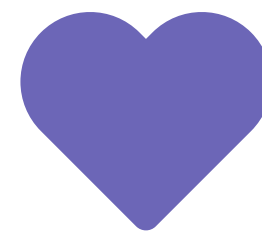
REDUCE WASTE



Commitment to learning development and equal opportunities

Provide skills and resources to the hospitality industry

TEAM WELLBEING & DEVELOPMENT



100,000 volunteer hours contributed by our teams annually

Increase our investment in causes aligned to Soho House values

SOHO GIVE



Reduce use of environmentally harmful chemicals

Reduce use of single-use plastics

Reduce water use and fund essential clean water projects

PROTECT OUR SURROUNDINGS



95% of food, beverage, textiles and materials aligned to our responsible procurement policies

95% of suppliers contractually signed up to our Supplier Code of Conduct

SOURCE ETHICALLY

2030 GOALS

PEOPLE



2030 GOALS

PROGRESS

STATUS

UN SDGs

5% of Soho House membership intake to be part of a creative access programme

2% of forecast intake in 2022, meeting our target. To date, we have supported 1,229 people from lower socioeconomic or underrepresented backgrounds into the creative industries



200 projects sponsored for emerging talent

23 projects funded in 2022 (33 projects to date), set up the Soho Futures Creative Grant programme



Gender parity in our leadership team

23% of leadership identify as women



Proportionate ethnic diversity in our leadership team

32% of leadership identify as ethnically diverse; we've set our target as 25% or above



15% of addressable spend allocated to diverse-owned or led businesses

2.4% of spend in 2022, an increase of 1.4% year on year (YoY)



Membership demographics to be representative of the places we're in

In 2022 we added DEI self-identification to new membership applications to give us a better idea of our demographic globally. We plan to use this data to put together actions for our membership teams



20% increase in diverse representation in our content

2022 baseline. We continue to actively make space for diverse contributors across our channels, see highlights on page 19



Provide skills, training and resources to the hospitality industry

Soho Apprenticeship launched in 2021; then we paused to refresh and improve the programme to better support our apprentices. In 2023, we've onboarded 47 people with a focus on upskilling in our operations teams



100,000 volunteer hours contributed annually

Teams have two paid Give Days annually and regularly volunteer in their local communities. We don't yet have a tool to track these hours, but it's in the roadmap for 2023



Increase investment in charitable causes and partner with organisations that support the environments and communities we're in

\$2.8m donated - a 15% increase YoY, meeting our target. 188 charity partners in 2022, an average of 2.5 per site. Our aim is to keep increasing this, empowering our teams to give back consistently with the support of our members



Donate food at all our sites

49% donating (of sites that produce food), 21% increase YoY



2030 GOAL TRACKING

on track
 needs work **8**

ENVIRONMENT

2030 GOALS

PROGRESS

STATUS

UN SDGs

50% reduction in Scope 1 and 2 carbon emission intensity

Emission intensity in 2022 is 0.0162 (tCO2e/sq ft), an increase as a direct result of COVID-19 business disruption in previous reporting period and collecting data on more sites this year. 2022 set as new baseline to more accurately represent our business at normal operating capacity. 9% of sites have on-site renewable energy sources



Work with partners to review and reduce Scope 3 carbon emission intensity by 50%

Aim to begin assessments of our Scope 3 emissions in 2023, with a view to reporting and setting reduction pathways in 2024



100% emissions from company travel offset

100% of 2021 travel emissions offset through investment in reforestation and rainforest preservation projects. We're currently reviewing our options for carbon sequestration and removal, read more on page 26



50% reduction in food and non-food waste

Collecting data on global sites for the first time. In a like-for-like comparison on six trial sites, we saw an increase in non-food waste and a decrease in food waste from 2021, which helps with our strategy towards 2030 goals. 2022 set as new baseline



80% of waste produced diverted from landfills

97% of sites have recycling programmes in place, 50% of sites enabled to track waste, 53% of waste generated at these sites is diverted from landfills



100% of sites separating food waste

93% of sites separating food waste, an increase of 30% YoY. We are assessing the remaining 7% of sites



Reduce chemicals that cause environmental harm across our operations

96% of sites using Ecolab products (4% decrease YoY a result of reporting on more sites). We are reviewing use of harmful chemicals still in circulation e.g. chlorine



Reduce use of single-use plastics

94% of sites found new ways to remove single-use plastics from their operations in 2022, including removal of plastic water bottles from all North America sites. We continue to review and reduce globally



Reduce water use in our operations and fund essential clean water projects

In 2022 we started tracking water use globally and conducted a water reduction trial in two UK sites. We are reviewing the results with external experts in order to set a reduction target. 14 clean water projects funded to date



Sustainable design

Third-party review of brand standards completed in 2022, review of recommended implementation is underway



95% of food, beverage, textiles and materials aligned to responsible procurement policies

Updated F&B review began in 2022 with a 40% completion rate; we plan to improve this in 2023. Soho Home completed factory audit in 2022, goals set for the year ahead



95% of suppliers contractually signed up to Supplier Code of Conduct

All suppliers in top 80% of global procurement spend have been audited on adherence



CLIMATE ACTION



REDUCE WASTE



PROTECT OUR SURROUNDINGS



SOURCE ETHICALLY

PEOPLE

People are our passion, they're at the heart of everything we do.

We aim to use our platform to make a positive impact on our members, teams and the communities around us.

It's no secret the creative industries can be hard to break into. Class, ethnicity and disability are just some of the barriers facing young people trying to start creative careers. As a global membership, we believe we can use our platform to open doors for those who would otherwise be shut out.

We're passionate about opening up our spaces and empowering our members to help diverse talent to flourish. Our creative access programmes, Soho Mentorship and Soho Fellowship help build connections, confidence and experience for the next generation.

In 2022, we met our target for the year with 2% of forecast Soho House membership intake part of Soho Futures.¹

We also launched the Soho Futures Creative Grant to support the development of a portfolio project for emerging creatives across music, art, film and theatre, fashion, community impact and content. We had 23 grant winners, keeping us on track for our 2030 goal. [Find out more.](#)

2030 GOALS

5%

of Soho House membership intake to be part of a creative access programme

200

projects funded for emerging talent

SOHO FUTURES

IN 2022

1,229

people through our creative access programmes to date

30

cities running Soho Mentorship, Soho Fellowship or both

23

creative projects funded

12

social impact partnerships



Soho Mentorship breakfast, LA, April 2022

“Putting people in rooms together where they can connect, share ideas and help each other flourish is what Soho House is all about. I know that offering mentorship and support to people who don't otherwise have access to opportunities in the creative industries, or who might not be able to afford a membership, is something we should be doing wherever we go.

Bringing mentees and fellows into our global membership only makes it better in every way.

Soho Mentorship and Soho Fellowship have now helped more than 1,200 young people into creative careers. I've learned a lot this year from meeting you, hearing about your aspirations and how we can help at Soho House.

I'm so grateful to our members, too - your enthusiasm in sharing your skills and time in these programmes is invaluable.”

NICK JONES
FOUNDER, SOHO HOUSE

¹ We work to forecast intake numbers set at the beginning of each year, as our programmes require advance planning to ensure we can support the people who need it the most.

Our Soho Futures programmes, including Soho Mentorship and Soho Fellowship, have been opening doors for young creatives for five years this year. What began as a UK venture open to a handful of talent is now a global initiative that has benefitted more than 1,200 young people across 30 global cities to date, with Mexico City, Manchester and Rome next up on the list.

Our creative access programmes offer mentoring, support and membership to creatives from lower socioeconomic and underrepresented backgrounds to help them flourish in their careers. In Soho Mentorship, they're paired with a Soho House member to help set goals and develop connections; Soho Fellows get the opportunity to showcase their work in our spaces – and both groups are encouraged to network and grow at Soho House.

With our uniquely skilled membership on board, ready and willing to offer help and guidance, and our network wider than ever, the future for emerging creative talent has arguably never looked brighter.

Five years in and it's evident Soho Futures is making a positive impact. Here some of the highlights from seven fellows and mentees.

[Read more.](#)

5 YEARS OF SOHO FUTURES



ANDRINA SMITH
CREATIVE WRITING AND ACTING
SOHO FELLOWSHIP, NEW YORK

“It is impossible to site my successes over the past year and not include Soho House. When ABC Studios agreed to buy my script, the deal was made in a Soho Works office. I spent many nights at DUMBO writing the script for the VR project MLK: Now Is The Time. It went on to win audience favourite at SXSW. I am now a member of the Writers Guild and able to support myself as a storyteller.

“My fellowship has been an incredibly rich experience. Community is a challenging thing to find in a city so large, and at the Houses that feels effortless.”

JOSSIELL GOMEZ
PHOTOGRAPHY

SOHO MENTORSHIP, NEW YORK

“The mentorship programme led directly to the biggest highlight of my career thus far.”

“Anakena Paden (Soho House Art Collection Manager) was present at the final showcase – I ended up selling nine prints that are now part of the art collection at Miami Pool House. It was a full circle moment because Miami is my hometown, where I was born and raised.

“What surprised me the most about the programme was how fitting my mentor was for me. Before I knew it, I was stepping foot in rooms I did not anticipate being in so quickly.”



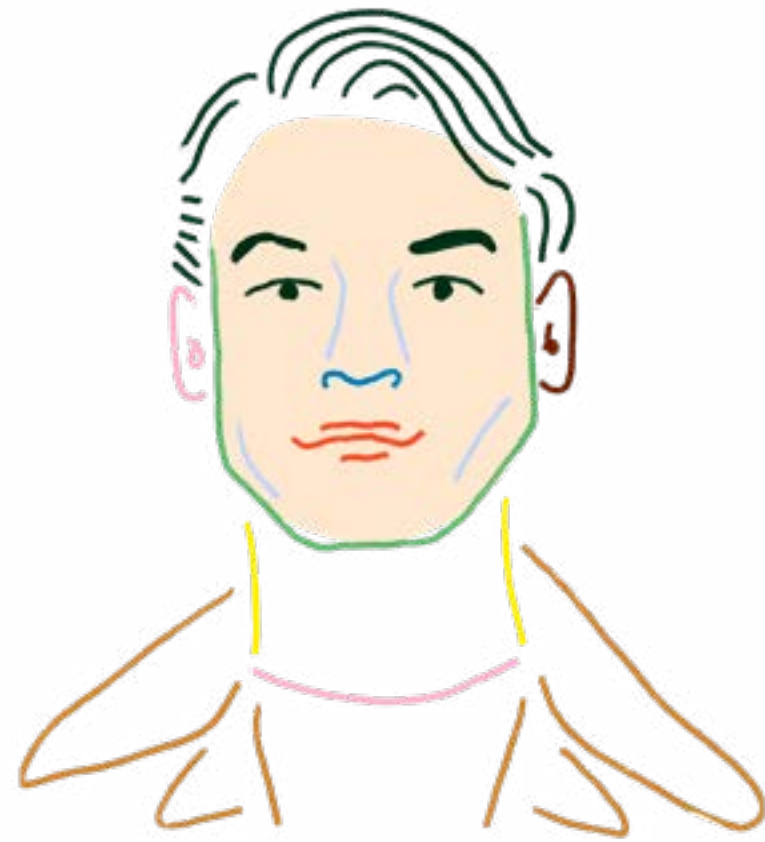
NADIA HOVNEINI
SPORTS JOURNALISM

SOHO MENTORSHIP, NASHVILLE

“I now work as a social media intern for the NBA’s Denver Nuggets, and I truly believe that I was able to achieve this at such an early stage in my career because of the growth, experience and skills that I gained through the programme. I have made a lifelong connection with not just my mentor but almost every mentee too.

“I am endlessly grateful for my mentor, Kelsey Vincent, and look forward to continuing to share my journey with her.”

Soho Mentorship is run in partnership with Creative Mentor Network, Creative Futures Collective, Routes In and OWN Academy.



RAJAN BENJAMIN
FASHION STYLING

SOHO MENTORSHIP, AMSTERDAM

“When I started, I was a sales assistant at a high-end fashion store. I’m now a full-time freelance styling assistant and I work on my own projects, doing what I love most. My mentor, Sofie van der Velden, taught me so much. We’re still in contact and I continue to learn a lot from her.

“Soho Mentorship is a great way to find your route into your chosen industry. Soho House Amsterdam is a great place for meeting other creatives – there are always friends or people from my network there.”

KARINA LAO
CREATIVE WRITING
SOHO MENTORSHIP, HONG KONG

“I can, with confidence, say that I am a much better writer now than I was before.”

“The programme was a goldmine of both knowledge and experience. Before I joined, I was a little aimless. The mentorship changed that. Having that valuable third-party perspective on my work forced me to look at my pitfalls and flaws, but gave me the needle and thread to sew up those gaps.”



STEVEN "TUCK" TUCKER
CREATIVE MARKETING
SOHO MENTORSHIP, CHICAGO

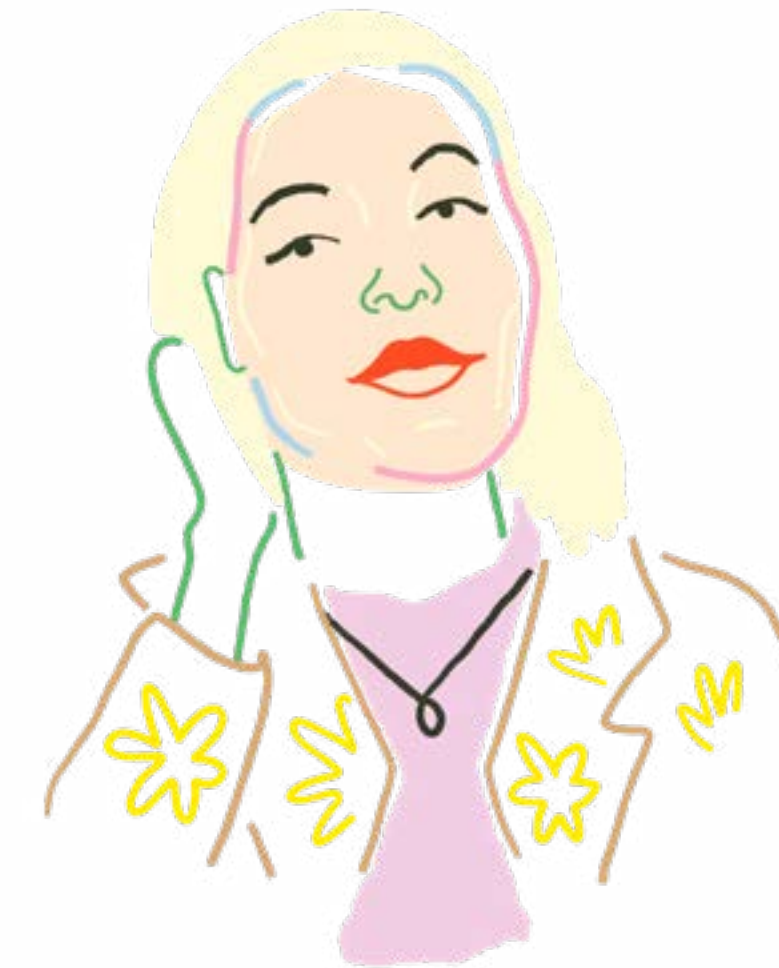
“The advice my mentor Cyrus Rab has given to me is stuck with me for life.

“Thanks to [my mentor] and the Soho House programme I’m working in the Air Council at Nike under the community initiative.”

“My biggest highlight so far is holding my own sneaker launch event at Soho House Chicago in partnership with Nike.”

“The fellowship has been an incredible journey so far. I launched my brand at Soho House Berlin at the end of September 2022. Then in October, I had my first Knit Couture Exhibition at Soho Warehouse Los Angeles. Together, they took months of planning and I had incredible support throughout.

“This is a tough industry. However much you believe in yourself, as a self-funded start-up brand, life can be challenging. The fellowship has definitely made things easier.”



LARA SEVERA
KNITWEAR DESIGN
SOHO FELLOWSHIP, BERLIN

SOHO MENTORSHIP QUICK FACTS

95%

UK mentors feel better equipped to support young people from diverse backgrounds

100%

Asia mentees would recommend the programme to their peers

85%

North America mentees say their industry awareness improved

96%

Europe mentees have at least one collaboration as a result of the programme

100%

UK mentors feel confident to advocate for socioeconomic diversity

We are committed to driving an industry-leading diversity, equity and inclusion (DEI) programme for our people and building a thriving membership that's representative of the varied places we call home.

In 2022, we published our first DEI report which brought together the Pledge we made in 2020; a six-part commitment of specific actions addressing racial injustice - and our wider strategy to improve diversity across all areas of our business, including ethnicity, gender, sexuality, neurodiversity and disability.

We analysed the results of a global engagement survey, for the first time in Soho House history, collecting data from our teams and members on their experiences and how best to serve them in the future. Collectively, this has informed our DEI strategy to bolster our educational offerings, use data to guide our decisions, and continue to define what accountability means at every level.

We aim to share regular DEI updates in a continued effort towards transparency - with the intention of giving an open and honest look at the commitments we've made, our progress, shortfalls, and the opportunities we have to improve.

[Read our 2022 DEI report.](#)

DIVERSITY, EQUITY & INCLUSION

2030 GOALS

Gender parity and proportionate ethnic diversity in our leadership team

Membership demographics to be representative of the places we're in

20% increase in diverse representation in our content

15% of addressable spend allocated to diverse-owned or led businesses

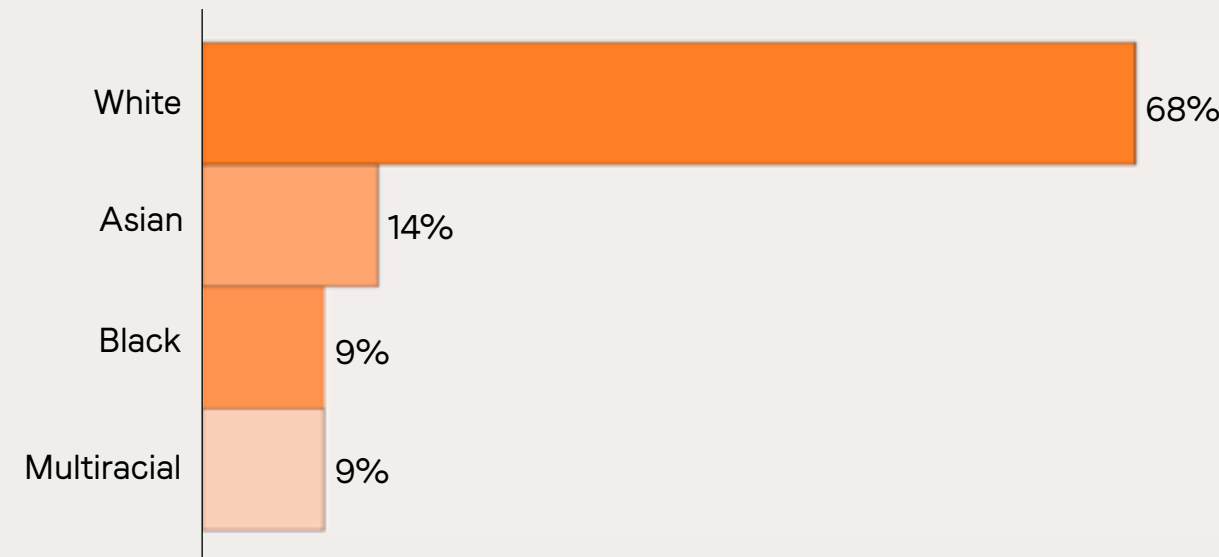
“Looking back on the past year we have seen progress on our DEI goals. This deserves a moment of recognition - both the milestone in our achievements, and to acknowledge the collective efforts that got us here.

“It is also a moment to remind ourselves that the work continues. In a time where competing demands pull our attention, we have the opportunity to elevate this work back into our primary focus.”

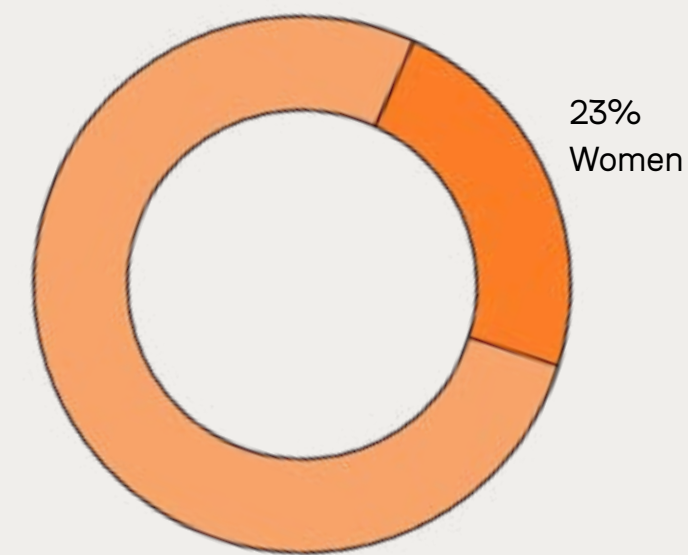
Chris Glass, Diversity, Equity & Inclusion Director, Soho House



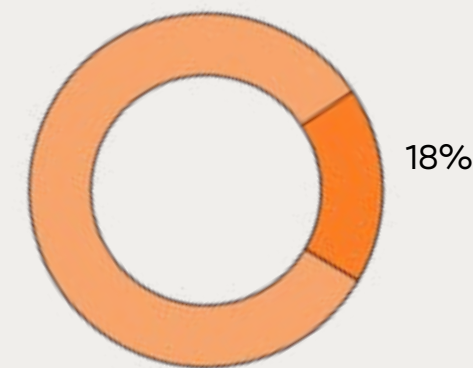
ETHNIC DIVERSITY



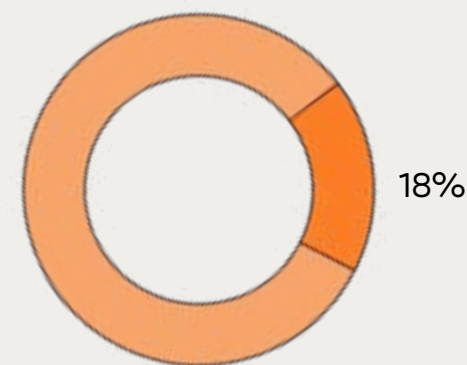
GENDER



NEURODIVERSITY



LGBTQIAS2+

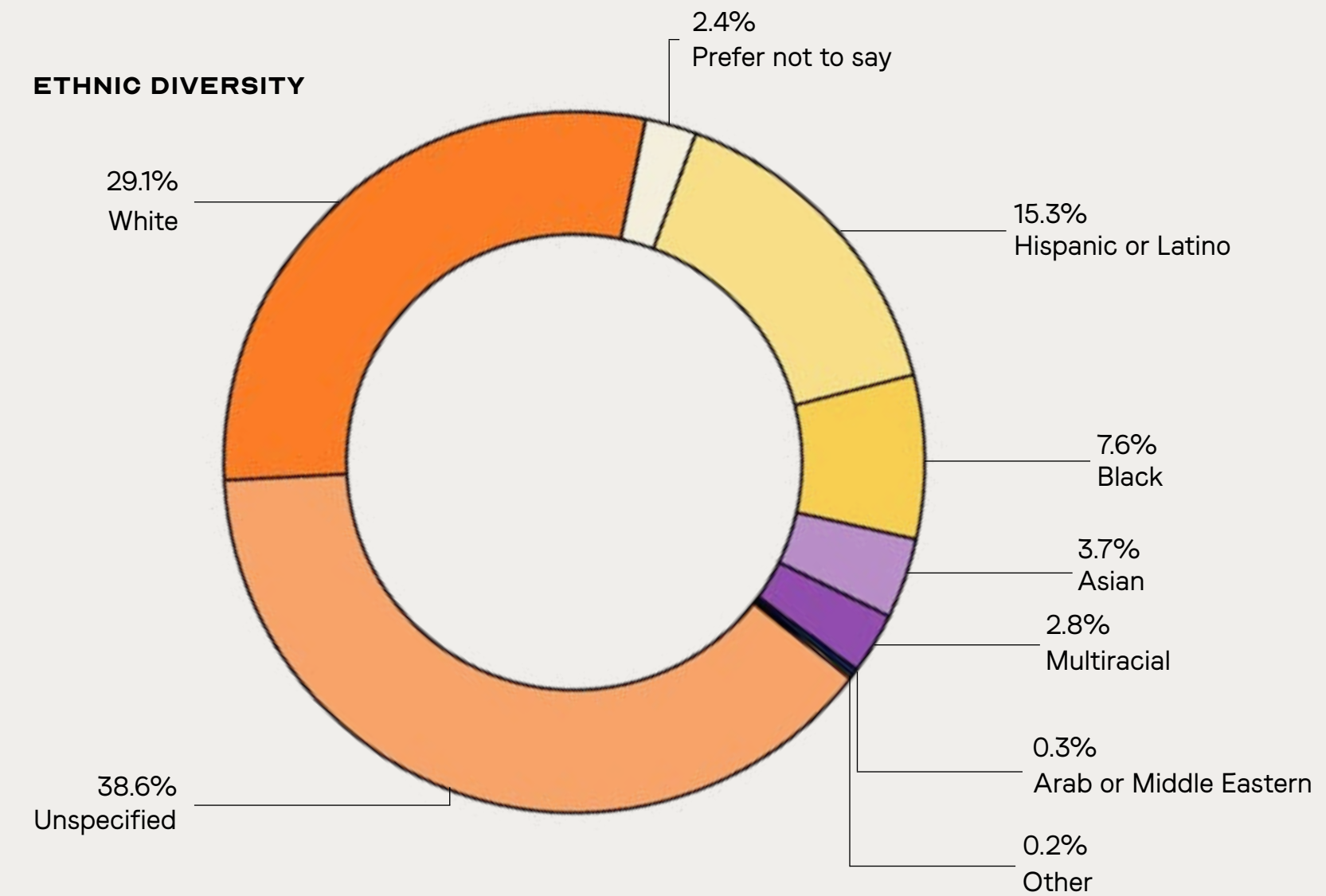


In our 22 most senior leaders in 2022, chief and managing director level as well as directors of key business functions.

23% identify as women and 32% as ethnically diverse. Our goals are gender parity and proportionate ethnic diversity (which we've set at 25%) in our leadership team. We know that we need to improve representation of women here and we've developed a Women in Leadership programme to support this aim. At the start of 2023 we have begun to see progress from initiatives in recruitment and development aimed at reaching gender representation, with an increase in the appointment and progression of women to director and chief level.

OUR LEADERSHIP

ETHNIC DIVERSITY



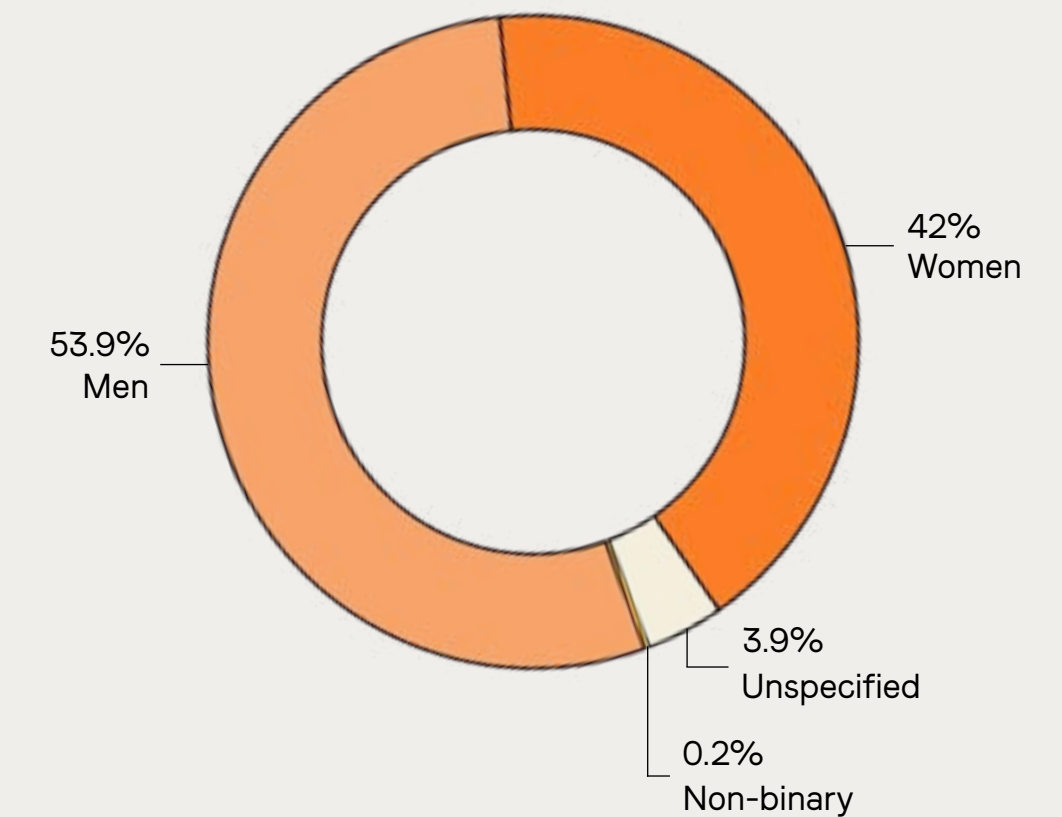
In our 5,801 full-time employees in North America and the UK working across operations and support offices.

Currently we only collect demographic information on team members in these regions, meaning we don't have available data from the other places we operate in - Europe and Asia.

The decrease in employees shown since we published our DEI report is a result of the departure of a number of seasonal workers as well as a planned restructuring of parts of the business at the end of the year. These stats also contain a high number of 'unspecified' demographic data. This is a result of it being a non-compulsory field in our current on-boarding process. We know that in order to make Soho House a more equitable place for all, we must prioritise data collection to understand the make-up of our global team. In 2023 we will be implementing a global HR system alongside a strategy to collect, track, and connect this data.

OUR TEAM

GENDER



We believe in equal opportunities and know our teams are strongest when they reflect the diversity of the communities around them. Through every stage of their career, we want to ensure our teams feel respected and included.

DEI training

We made a pledge that 100% of our people team would be trained in DEI hiring and unconscious bias. This is an ongoing target that we continued to work towards throughout 2022. DEI training continues to be part of initial onboarding for every new employee, we've added monthly refreshers to support further development and in addition, developed a new module that widens the lens beyond race and ethnicity into gender, neurodiversity and disability.

Learning

Education is an essential part of DEI. After initial training during the onboarding process, we host regular workshops on core topics such as discrimination, unconscious bias and microaggressions. DEI principles have also been embedded into our wider school of training programmes, including service and manager development modules.

Collaboration

Over the past two years we have introduced new forums to encourage connection and collaboration across our global workforce. Our DEI cohorts include the Steering Committee (by application), Culture Squad (managers) and the Inclusivity

Board (members). All cohorts meet regularly to provide feedback and action measurable accountability on company culture and representation. In 2023 we're launching a global DEI Network to promote localised initiatives, including cultural celebrations and observances.

Recruitment

Over the last two years we have audited our recruitment processes to be more equity led. We aim to ensure our opportunities reach more people through targeted job boards, recruiters, and direct head-hunting. We plan for every hiring slate to include qualified candidates from underrepresented groups and we have trained our hiring managers to make behaviour-based assessments when interviewing candidates, as well as leading conversations around the cultural and financial benefits an organisation experiences when its workforce is more representative.

We have improved our job descriptions to include our DEI statement and introduced checks for coded and biased language. Through all of this, we continue to look for and hire the very best talent to join our teams, while ensuring that everyone has an opportunity to be a part of our journey, regardless of their gender, race, sexual orientation, age, parental status or ability.

Content and events

We aim to mirror member content and programming for our teams. From film screenings and book clubs to team meals and wellbeing sessions, we try to uplift underrepresented cultures and inspire a global shift.

DEI IN OUR TEAM

The intersectionality of the identities of our teams and members is essential to the success of Soho House.





WOMEN IN LEADERSHIP

Last year, we partnered with the Global Institute for Women's Leadership to design a bespoke programme to accelerate gender parity at Soho House through development and education.

The resulting course is multi-gender, in order to provide an opportunity for open, collaborative conversation, action and impact and to drive real, measurable change.

Over the next 12 months every director and chief in the company will go through the programme. This will lead to each individual committing to actionable change that will be tracked and measured throughout the year. Once leaders have completed the programme they will be eligible to become a senior sponsor to more junior women in the company. These parallel programmes have been designed to improve the retention of senior women, increase engagement, and enhance the number of internal women who are promoted to director level and above.

In October 2022 we also conducted a Gender Insight Survey with senior women in our business in order to better understand their experiences of working at Soho House. We had a 75% completion rate on the initial survey. And in the April 2023 follow up, which we also sent to men, we began to see progress from the gender equity initiatives planned over the last six months:

- 8% improvement in how women are treated
- 18% improvement in examples of male allyship
- 14% improvement in opportunities for progression
- 8% reduction in women thinking of leaving

We will continue tracking this data as we work towards our goal for gender parity and equity at Soho House.

Gender pay gap

Our 2022 analysis showed a median gender pay gap of 6% and a mean gender pay gap of 15%, a small increase of 1% in both from 2021. This change is a result of a significant increase in the number of employees counted this year, following the end of COVID-19 furlough protocols and the reopening of our sites. Our gender pay gap is predominantly driven by a lack of women in our most senior leadership roles and more men in our business as a whole. We recognise these issues and have implemented a number of initiatives in recruitment and development to reach our overall goals of gender parity.

[Read our 2022 gender pay gap report.](#)

We currently publish data on the UK only, where it's a legal requirement. Our aim is to publish global data in the future.

Racial pay gap

In 2020, as part of our Pledge, we also committed to publishing a Racial Pay Gap report. While that still remains our aim, currently we don't have a reliable process for tracking racial pay data. We are working hard to put this in place so that we can publish this report in the future.

Soho Apprenticeship

We're passionate about providing training and support for people at the beginning of their careers, contributing to a thriving hospitality industry for the future.

However, in 2022, we didn't onboard any new apprentices meaning we didn't meet our target of 60 for the year, as we didn't have the team resource required to make the programme the best it can be for our apprentices. We have since hired a dedicated apprentice manager to lead the programme and make it a success. We're confident that we now have a robust plan in place, working with a new training provider to offer comprehensive chef and front of house programmes in our sites. Apprentices will receive in-person training, support and the opportunity to work between different Houses, kitchens and departments for the duration of their course. We have onboarded 47 apprentices so far in 2023.

[Find out more.](#)

In 2022, we added DEI self-identification to all new member applications in order to better understand our membership, outreach and influence. We are analysing the results of this first year of data so that we can put together a localised action plan for our membership teams.

We also made progress with our Inclusivity Board, a group of advisors around the world who help shape DEI at Soho House. In 2022, we added nine board members who represent Houses in new markets, more of our Cities Without Houses communities, and a wider diversity of ethnicity, gender, neurodiversity and sexuality.

Through spearheading partnerships with local organisations, activating programmes in our spaces, facilitating the structural growth of our social initiatives and collaborating with our local and regional teams, the board remains a crucial element of our continued inclusivity work.

See and feel it

2022 saw the roll-out of an inclusion metric in our mystery shopper reports to give third-party feedback from our sites. Our average score was 89%, showing that mystery shoppers felt valued and respected during their visits to our Houses, that Soho House valued diversity (represented through guests present, the team, music and food), and the facilities and access met their needs.



Gender-neutral toilets policy

In September 2022, we approved a new policy that updates our brand standards to advise all sites to have a men's, women's, gender neutral and DDA facility. This standard will be considered in all new sites and existing site renovations from 2023.

Human rights

The need to address some of the world's most important social issues ranked highly among members on our ESG materiality assessment. We have a Modern Slavery statement and programmes in place to prevent human trafficking, sexual exploitation and child labour in our business and supply chain, [here](#).

Progress on our Pledge

Made in 2020, [our Pledge](#) outlines six areas of improvement to combat racial inequity: representation, recruitment, education, community engagement, accountability, and culture.

We've made progress in a number of areas including hiring a DEI Director, implementing new policies and revamping our recruitment. There are also a number of commitments that we're still working towards which address our racial pay gap, increasing BIPOC representation across all areas of our business and supporting global employee resource groups that help to foster a diverse and inclusive workplace. We will continue to update on our Pledge progress at regular intervals with the intention of sharing both successes and the areas we know we need to push harder for equity.

Our commitment to DEI runs through our membership, our platforms and supply chain.

We want Soho House to be an inclusive space where our members are represented and everyone can feel at home.

DEI IN OUR COMMUNITY

Here are some of the content highlights in 2022, celebrating or created by diverse voices.

Content and events

Content and events are a huge part of our member experience. In our Pledge in 2020, we committed to making space for a diverse range of activists, entrepreneurs, wellness leaders, authors, designers, restaurateurs, producers and more to use our platforms to share their work across video, audio and written editorial. In 2022, we set a specific goal to increase diverse representation in our content by 20% (2022 baseline) so that we can accurately track this.

Across our content, we seek to ensure that diversity is represented in the freelancers and creators we commission and that talent is not just in front of the camera, but also behind it.

We are continuing to hold ourselves accountable to authentically serving our audiences to best represent our brand and our members. Our focus is on representation that's authentic to the regions our content originates in, not anchored to demographic stereotypes within societies, and then amplifying these stories to our global audience.

[Watch, listen, read](#)

Behind the art magazine championing African artists



Soho House member and founder of DADA Gallery, Oyinkansola Dada, has launched a magazine targeting a new generation of Black creatives and art enthusiasts

Wednesday 19 October 2022 By Sagal Mohammed

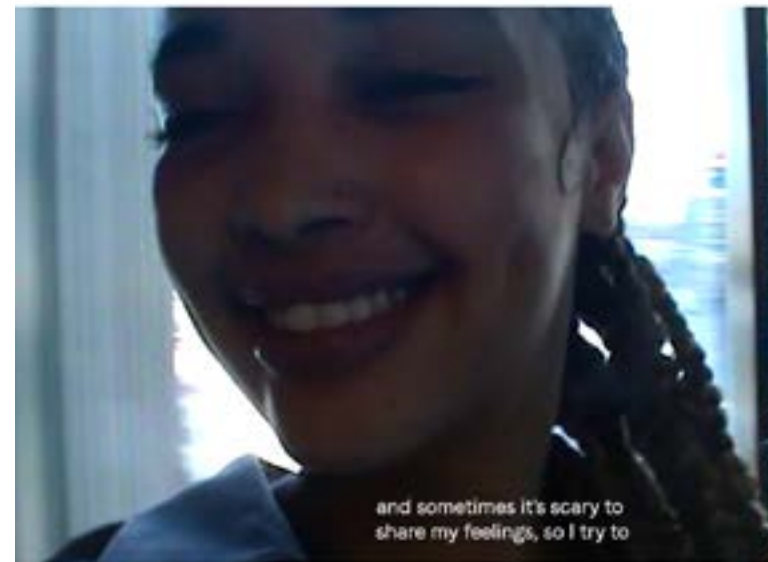
Inside Bangkok's booming art scene



With Bangkok Art Biennale and Ghost 2565 taking over the city, we asked curator Chomwan Weeraworawit why Thailand's capital is a global hotspot for art

Friday 28 October 2022 By Soho House

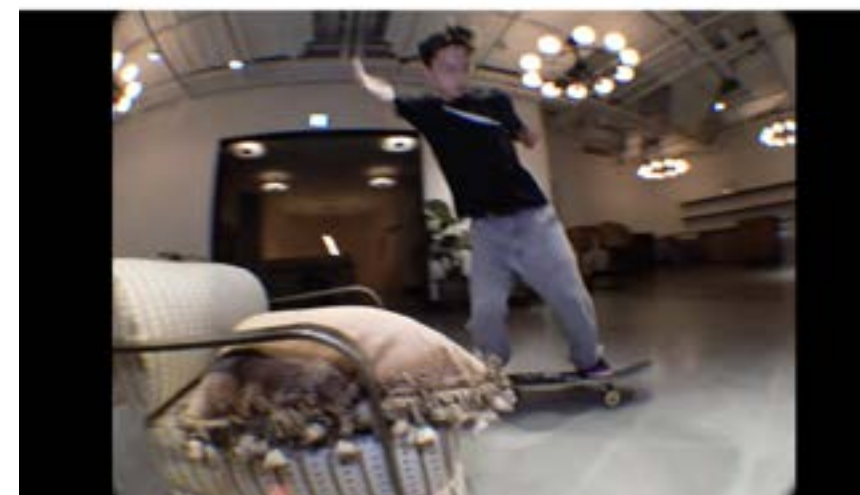
Add to playlist: Rimon, the artist fronting Amsterdam's new soul sound



In partnership with Bowers & Wilkins, Soho House catches up with the singer-songwriter about finding moments of positivity, and why she's happy not to rush things

Friday 8 April 2022 By Jess Aureli

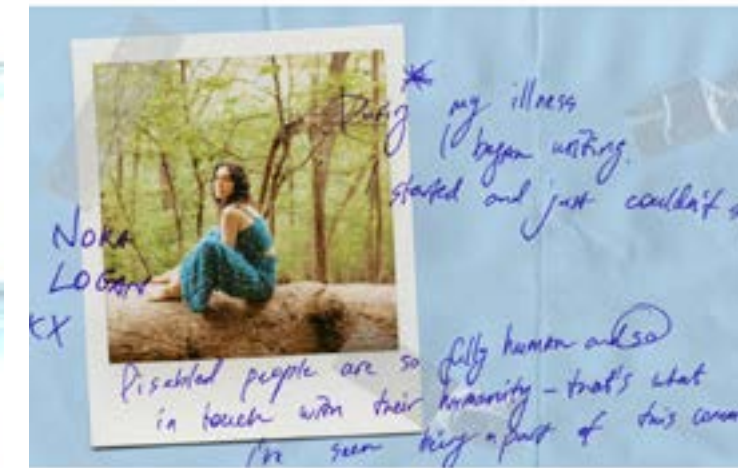
Inside Hong Kong's tight-knit skate scene



We go behind the scenes at member, skater and videographer Ollie Rodgers' Canto Pop skate exhibition at Soho House Hong Kong

By Ollie Horne. Photography by Gemma Harrod and Billy Chen. Video by Ollie Rodgers and Alexander Yeardon

Nora Logan on disability, creativity and being human



In her new podcast 'So, Life Wants You Dead', the Soho Chance winner celebrates the community of disabled creatives and opens up about her own journey

Tuesday 22 November 2022 By Anastasia Fedorova

Sammi Cheng: The reigning queen of Cantopop



She's the singing and acting sensation that's taken Hong Kong by storm for more than three decades - but it hasn't always been plain sailing. At Soho House Hong Kong, the star opens up about battling depression and the reality of life spent in the spotlight

Friday 10 July 2022 By Zanna Cheng. Direction by Tegman Lee. Production by Trade Happiness Co. Photography by Renee Heath and Samuel Choi. Cinematography by Ivan Choi. Styling by Tangle. Makeup by Rocky Lau. Hair styling by Joey Tai

Can drag kings help us to reimagine masculinity for the 21st century?



On the weekend of Brighton Pride in the UK, non-binary drag sensation Prinix Silver explains first hand why it's time for them to finally take the stage

Sunday 7 August 2022. By Prinix Silver. Top image by Belize Buzolo

Five of the most exciting Latin artists in music right now



For National Hispanic Heritage Month, performance rights organization BMI shares its selection of emerging talent

By Jesus Gonzalez - BMI VP, Creative - Latin

Our supplier diversity programme has a goal to direct 15% of addressable annual spend into businesses that are majority owned by people from underrepresented or diverse ethnic or national backgrounds, women, members of the LGBTQIA2S+ community, and those who are neurodiverse or have a physical disability.

It's not only an opportunity to drive economic empowerment into communities that have been traditionally excluded or discouraged from engaging with bigger businesses, but it also makes our company culture richer and moves the needle on how we bring our values to life in our spaces and platforms.

In 2022, we doubled our spend identified to diverse-owned or led businesses in the top 80 suppliers audited. We also launched a Supplier Relations Portal, driving new businesses into the programme.

Our aim over the next 18 months is to increase our spend to diverse-owned or led businesses by 2.5%. We're working to improve our systems to track this data more clearly.

SUPPLIER DIVERSITY



Joe Roberts-Walker, Soho Fellow and founder of Mejuicer, supplier of cold-pressed juices and ginger shots to our UK support office

IN 2022

2.4%
of spend identified allocated to diverse-owned or led businesses, 1.4% increase from 2021

2030 GOAL
15% of our global procurement spend allocated to diverse suppliers

Our commitment to learning, development and equal opportunities at Soho House.

A sense of belonging is key to the success of Soho House. We could not provide our members with the best experiences without the hard work and can-do attitude of our fantastic teams, and we want everyone to feel happy and fulfilled at work.

Whatever the role, team or location, we encourage our employees to continue to learn and develop during their time with us. A range of courses is always available through our online learning platform, alongside opportunities to receive and seek feedback, and engage in annual performance discussions.

As well as our ongoing learning and development programmes, mental health support for all and regular review and improvement of our company policies and employee benefits, here are some of the initiatives we ran in 2022.

Soho Learn

Our monthly learning calendar for all teams globally incorporates Cookhouse and House Tonic food and beverage programmes, health and wellbeing, DEI, Stay Safe training, cultural celebrations and Soho Coach events.

In 2022 we saw aperitif tasting in Downtown LA, a Champagne masterclass in Chicago, a visit to a historical liquor distillery in Italy, wine tasting in Canouan, latte art and coffee training around the world, a sake masterclass at Soho Farmhouse, sampling sustainable mezcal at Brighton Beach House and more.

TEAM WELLBEING & DEVELOPMENT

Personal development events included yoga, wellness mentoring and breathwork, as well as sessions on how to make your budget go further in the cost of living crisis, CV and LinkedIn sessions and workshops on how to start a side hustle, interview well or set your own career goals.

We also host monthly social events including film screenings, clay pigeon shooting, baking competitions, and arts and crafts workshops. Our teams were empowered to celebrate cultural moments including National Hispanic Heritage Month, Pride, Black History Month, Diwali, Juneteeth, Ramadan and many more.

We also had a number of managers complete Mental Health First Aid training, on top of CPR and First Aid, in an effort to better support the wider team.



Soho Learn on the rooftop in Rome

The Soho Way

In 2022 we introduced the Soho Way, our Soho House values that encompass who we are and how we act at work. We encouraged each of our team members to: be your best self, show you care and make it happen through a series of trainings, feedback opportunities and playful competitions encouraging everyone to take part in showing how they bring the Soho Way to life at their site.

Soho Coaches

Last year we started offering passionate team members the opportunity to become a Soho Coach. The programme allows them to partake in paid classroom learning and to gain experience delivering training and supporting our new starters. Once qualified, they lead Service Standards and weekly Soho Learn sessions, develop professional leadership skills and support their own career development.

Club School

Every time we open a new House we run an action-packed three days of learning to immerse new starters in our menus, membership, code of conduct, steps of service and more. We are committed to delivering the best member experience we can by investing in our people and their development.

Soho School

In July 2022, we opened Soho School in London, a dedicated space to train and develop our teams. The school consists of



Team Miami celebrate scoring 100% in a mystery shopper assessment

three different rooms, a fully functioning kitchen and bar, as well as a host station and digital training options.

Soho School is an exciting milestone for Soho House in demonstrating our commitment to our employees' ongoing progression, learning and career development.

The space is home to our weekly Onboarding, Manager to Leader, many of our Flex workshops, Learn Weekly, Coach Training, Cookhouse and House Tonic, Soho Apprenticeship meet-ups and more.

Manager to Leader

Developed for our people, by our people, with the goal of equipping managers with the skills, tools and confidence to lead at their best. We had 162 managers on the programme in 2022.

See more about Soho Careers, working at Soho House and our approach to recruitment and equal opportunities [here](#).

Connecting people goes beyond the walls of our Houses. We care about the communities around us, and believe our spaces and members can have a positive impact on the cities and neighbourhoods we're in.

We surpassed our aim to increase donations YoY by 15% in 2022, supporting causes including Cook for Ukraine, Arts of Life Chicago, Queer Britain, The Felix Project and the first company donation to The Soho House Foundation.

Throughout the year we continued to donate gifts-in-kind and volunteer hours to causes that align with our values: to support access to the creative industries, social impact, poverty alleviation and emergency response in the areas we operate.

We supported 188 charitable organisations across our global sites (an average of 2.5 partners per site) and 49% of our sites donated food in their communities, an increase of 21% YoY. Our aim is to keep increasing this, empowering our teams to give back consistently with the support of our members.

Every year our teams are granted two paid Give Days to volunteer in their local communities. We don't yet have a system to track the hours volunteered, but this is in our plans for our new global HR system in 2023.

SOHO GIVE

IN 2022

\$2.8M

donated in 2022¹

188

charity partners across 16 countries

49%

of sites donate food in their local communities

¹ Total number includes an estimation based on the average value of individual gifts-in-kind. These include bedrooms (e.g. average room rate), memberships, event space, food & drink, products and services



The Felix Project x Soho Give foodbank, London, 2022

2030 GOALS

100,000

volunteer hours contributed

Increase our investment in causes that align with Soho Give values

Partner with organisations that support the communities and environments we're in

Donate food at all our sites



Choose Love fundraising event for Ukraine at Soho Works 875 Washington

Soho Give in action

In London, our teams and members came together to run The Felix Project x Soho Give foodbank to help tackle school holiday hunger. We provided 450 food parcels and nutritious breakfasts over three days – serving 526 people with more than 12,000 items and 1,000 bags distributed.



Soho House Rome partnered with Retake Roma to clean the streets of our local neighbourhood, San Lorenzo.



Soho House Austin made care packages, donating over 90kg of food to Caritas of Austin, a non-profit with a mission to prevent and end homelessness in the area.



Soho House Hong Kong took part in a charity walk with Hanuman Charity, handing out food and drinks to homeless people in the city.



Soho House Paris partnered with humanitarian association Les Maraudeurs du Bonheur, collecting essentials including toothpaste, shaving cream and slippers to give to those in need.



Our Los Angeles team ran a beach clean at the Will Rogers State Beach, not far from Soho House West Hollywood.

Around the world our teams took part in #CookForUkraine adding 'Invisible Pierogis' to our House menus to raise funds needed to aid children and families in Ukraine who have been displaced by war. Soho House matched all donations with a total of \$106,000 going to charity.



The team at Soho Works 875 Washington hosted a Ukrainian Happy Hour, with members raising more than \$10,000 for Choose Love, to support displaced Ukrainians into safe and stable situations.

The Soho House Foundation

In 2022, we set up an independent charity with an aim to fund and empower creatives from underrepresented and lower socioeconomic backgrounds.

To launch The Soho House Foundation, Soho House teams globally were asked to nominate charities doing brilliant work in their local communities, helping young people through creativity. Soho House donated \$125,000, the first in a pledge to make an annual contribution as a portion of membership revenue, so that our members around the world can help with the development of the next generation of creative talent. This was awarded as grants to four organisations working in areas local to the Houses.

The board of trustees for the foundation includes Nick Jones, founder of Soho House; Louise McCabe, cofounder of the ASOS Foundation; Haseena Farid, cofounder of The Women of Colour Global Network, and Mike Penrose, former CEO of UNICEF and cofounder of The Sustainability Group – alongside three members of Soho House’s global membership team, Markus Anderson, Kimani Roquemore and Vanessa Xuereb.

The 2023 grant programme is currently open for applications.

[Find out more.](#)

The Soho House Foundation has been registered as a charitable incorporated organisation (CIO) since 1 June 2022, registered with charity number 1199179.

2022 charity partners:

Inner-City Arts, Los Angeles

Nominated by Soho Warehouse

Empowering LA children, teens and the community through the transformational power of the arts.

Grounded Sounds, London

Nominated by Little House Balham

Empowering young people through music and community in lower income areas.

Happy Feet Home, Mumbai

Nominated by Soho House Mumbai

India’s first children’s hospice, providing emotional, psycho-social and spiritual support.

Jeugdfonds Sport & Cultuur, Amsterdam

Nominated by Soho House Amsterdam

Providing access to creative classes for kids from low-income families.

We believe in a world where being a successful creative is a viable life choice, not just a privileged one



Illustrations by Pranavi Suthagar, Soho Fellow





We want to make choices that have a positive impact on the planet, so that it's easier for our members to live a sustainable life.

ENVIRONMENT

As a global business with both physical spaces and digital platforms, climate change poses a threat to the way our members travel and connect with each other around the world. Our members care about the planet, and we believe that we have a responsibility to reduce the impact of our business on the environment – both to improve our member experience, and to ensure the sustainable growth of Soho House for the future.

We remain committed to reducing emissions by 50% by 2030. We're working with external specialists to develop a detailed decarbonisation plan to reach this goal, and to establish a pathway to net zero.

We are currently assessing our options for carbon sequestration and removal, and this is reflected in an ongoing review of our previous target to offset all remaining emissions. We are working on developing a more comprehensive strategy, ensuring we have a clear baseline, decarbonisation and removal pathway that is supportive of globally agreed targets and in line with the 2015 Paris Agreement.

In support of this, data collection was a big focus in 2022. We established a process to monitor carbon emissions at all sites globally, a step forward from the UK-only data we shared in our last report. We have also made a voluntary disclosure in line with the Task Force

on Climate-Related Financial Disclosures (TCFD) in order to better understand the risks and opportunities of climate change to our business, and incorporate these into our business strategy.

Carbon reduction plan

We have a plan to reach our 2030 reduction goals by increasing energy efficiency in our sites, with the benefit of both lowering our emissions impact and reducing operational costs and our impact on local communities.

Our main source of emissions comes from the Houses and restaurants. We have begun auditing these sites globally to better understand their energy usage and highlight inefficient systems or areas. There is budget committed to invest in the identified solutions including lighting upgrades, improved HVAC equipment and building management systems, with install and retro-fits planned to commence by Q3 2023.

In 2022, 9% of our sites had on-site renewable energy sources including biomass boilers at Soho Farmhouse with an estimated saving of 355 tonnes of carbon emissions per year, an air source heat pump for the pool at Soho House Barcelona and solar panels at Soho House Rome, which currently deliver 2% of energy for the site – the team are investigating the installation of additional panels to increase this to 8%.

2030 GOALS

50%

reduction in Scope 1 and 2 carbon emissions

50%

reduction in Scope 3 carbon emissions, through review with our partners

100%

emissions from company travel offset

In 2022, our carbon intensity was 0.0162 (tCO2e/sq ft)¹ in our global sites.

This is a 56% increase from our 2020 baseline, which is a direct result of both COVID-19 business disruption in the previous reporting period and reporting on more sites this year. Emissions were significantly reduced in 2020 and 2021 due to site closures and lockdowns throughout the year – in 2022 our sites were fully open again, and as such our energy usage increased. We have also improved our data collection – we're now reporting on all of our sites globally for the first time, including usage in new regions with varying energy regulations. We therefore have a more complete data set, both on emissions and intensity.

This information gives us a much better idea of the regions we need to improve in as a priority and, as stated in the 2021 ESG report, we're using 2022 as a new baseline for reduction in order to give a more accurate representation of our business at normal operating capacity. Our aim is to reduce our emissions intensity consistently below 2022 levels to stay on track to meet our 2030 goals.

Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from sources owned or controlled by Soho House (use of gas, heating oil, burning wood, refrigerants and vehicles).

Scope 2 emissions are indirect GHG emissions from the purchase of electricity and electric vehicles at our sites.

Scope 3 emissions are all other indirect emissions from our activities (travel, procurement, waste, water, and freight in our retail business).

CLIMATE ACTION

¹ Our Scope 1 and 2 carbon intensity is measured as tonnes of carbon dioxide equivalent emitted per square foot of operational space in our portfolio, (tCO2e/sq ft)

75% of sites were on Renewable Energy Guarantees of Origin (REGO)-backed green energy tariffs. We recognise the need to increase our investment in on-site renewable energy solutions alongside green tariffs, and this is an ongoing target.

Company travel

We offset 100% of carbon emissions from our 2021 company travel, partnered with Green Future Project, investing in a forest preservation project in Indonesia offsetting 384 tonnes, and a reforestation project in Madagascar offsetting 256 tonnes over the next 10 years through the planting of 2,082 trees. A new company travel policy was also implemented specifying essential-only international travel for all employees, with leaders tasked with reducing travel in their teams.

We are reviewing plans to offset emissions in the years ahead. In a rapidly evolving market, we want to make decisions that have a positive effect on the communities around us and the environment, and are economically sustainable.

Scope 3 emissions

We aim to begin assessments of our Scope 3 emissions in 2023, with a view to reporting on these and setting reduction pathways in 2024. As a global business with a complex supplier network, this initial review will help to determine the phasing and scope of these targets, reflecting the scale of purchasing and our accompanying ability to influence reduction across the Soho House supply chain.

In 2022 we were able to collect limited Scope 3 impacts as part of our global emissions reporting.



REWILDING AT SOHO FARMHOUSE

At the start of this year, our teams planted 19,375 sq ft of land at the Farm (enough floor space to cover all of Soho House Copenhagen).

Working alongside design studio Tricoastal Scapes, we planted 3,000 plants consisting of 42 native species, enhanced with biochar to create a space that will support natural biodiversity, improve soil, air and water quality in the area, absorb carbon, plus contribute to nationwide efforts to rewild land across the UK.

We have set goals to reduce the amount of waste produced in our sites, divert remaining waste from landfills and ditch disposables for long-life items.

In 2022 we collected data on non-food waste for 35% of our sites globally and food waste for 46% - a step forward from the six UK sites enabled to track their waste in 2021. This is part of our ongoing commitment to improve data collection and reporting. This data is from a larger set of our sites and therefore not an accurate comparison on last year, but it does give us a good idea of the sites and regions we need to improve as a priority.

We've used this improved data to refine our 2030 goals, maintaining our 50% reduction targets but clarifying the diversion of all waste from landfills - and updating the metric we're using to report from tonnes to kg, to better reflect the way our sites are recording this information.

Food and non-food waste intensity

In order to make a yearly comparison, we've compared data on the six trial sites from 2021.

In 2022, we saw a 30% increase in sites separating food waste, surpassing our yearly target and bringing the total to 93% - with Soho House Miami, Chicago, New York, Nashville and Canouan now diverting from landfills.

REDUCE WASTE

In these sites we saw a 34% reduction in food waste intensity¹ in 2022. Our teams put a focus on better inventory control and ordering, portion sizing, incorporating team meals into stock planning and food waste training. This is a positive result as we work to track and reduce food waste globally.

Our focus for 2023 is to trial food waste reduction tools and technology to improve ordering, reduce food purchasing costs and help us meet our waste reduction goals globally. We have budget committed to install solutions in trial Houses in Q3 to use as a blueprint for global roll-out.

Non-food waste intensity² increased by 65% in the six trial sites. In the past few years we've focused on recycling and responsible waste management. This is reflected in the fact that 97% of our global sites have recycling programmes in place, 50% of those are enabled to track and measure recycling, and 53% of the waste generated at these sites was diverted from landfills. The next stage of this work is to reduce the amount of waste generated.

IN 2022

97%

of sites had recycling programmes in place

53%

of waste diverted from landfills, at sites enabled to track waste

34%

reduction in food waste intensity, in six UK trial sites

2030 GOALS

50%

reduction in food and non-food waste in our operations

80%

of all waste produced diverted from landfills

100%

of sites separating food waste

¹ Food waste intensity is measured as kg per 100 covers, data comparison from six UK sites

² Non-food waste intensity is measured as kg by square foot of operational space, data comparison from six UK sites

FOOD COMPOSTING AT SOHO BEACH HOUSE MIAMI

Around the world we have implemented local sustainability plans at site level, from replacing plastic water bottles across North America with aluminium alternatives and swapping cork flip-flops in to our amenity kits globally, to sourcing homegrown produce and composting in Canouan.

Sustainability training

We remain committed to our sustainability programmes that aim to train 100% of our teams in new and existing waste facilities.

In 2022 we started sending our food waste at Soho Beach House Miami to be composted. Partnering with local community composting initiative, Compost For Life, we installed two 64 gallon bins at the House, which the team fill up weekly with organic waste. Every Tuesday morning the bins are collected and our food scraps are taken to a local farm in Cutler Bay, Florida and turned back into soil over a period of four to six months. After this process is complete, the compost is donated to local farmers and Compost For Life subscribers.

So far, we've diverted 13,700kg of food waste from landfill, reducing our environmental impact and producing high-quality soil for the local area.



We work with our operations and design teams to minimise environmentally harmful practices.

We have a responsibility to support the neighbourhoods and nature our Houses are surrounded by through the reduction of chemicals, single-use plastics, water use, protection of biodiversity, and the sustainable design and build of our sites.

In early 2023 we completed an ESG risk register, which included assessment of our biodiversity and physical climate risks, and we mapped our global sites against 100-year flood zones and areas of protected conservation status or endangered species habit, in accordance with the recommendations of the Sustainability Accounting Standards Board (SASB).

We are evaluating steps to make sure our operations that fall within these areas are contributing to their conservation.

Soho House Design

To address the design and build of our sites, in 2022 we engaged third-party consultants

to conduct a review of our brand standards and develop a framework to measure improvement on a project-by-project basis. We are working on incorporating their recommendations into the design and refurb of our sites, which include: conducting Whole Life Carbon assessments, undertaking climate risk assessments on new developments, accounting for more frequent heat, flooding, storms, drought and cold events in our building design, adding targets on protecting environmental quality during construction and biodiversity net gain, increased use of regenerative materials, and the consideration of waste reduction and water efficiency in the technical design of our buildings.

Our newer sites are beginning to show sustainability considerations in action. Redchurch Townhouse in London, built in 2018, achieved BREEAM Excellent rating and has photovoltaic panels on the roof. The continued development at Brighton Beach House, where we're adding a gym to the existing House, is also targeting BREEAM Very Good certification. And Soho House Bangkok, opened early 2023, has sustainable principles integrated into the design.

PROTECT OUR SURROUNDINGS

URBAN FARMING AT SOHO HOUSE HONG KONG

Soho House Hong Kong, set in a 28-storey skyscraper in Sheung Wan, doesn't have a lot of access to green space. Enter urban farming: the team recently set up a planting space on a terrace. Featuring planting infrastructure, water, drainage, compost and a solar plate system, the garden allows us to grow herbs, including the chillies for our Picante cocktails. It also offers a space for members to plant, spreading the word of urban gardening further.



2030 GOALS

Reduce use of environmentally harmful chemicals

Reduce use of single-use plastics

Reduce water use and fund essential clean water projects

Sustainable design

The Soho House Design team integrated a number of sustainable design standards into the build of Soho House Bangkok, opened early 2023.

The refurbished building has intelligent design adapted to its surroundings: a non-heated pool to suit the Bangkok climate, ceiling fans integrated into the design, shading provided through operable shutters on all windows, and the use of trees by the pool and drop-off areas.

The building itself is concrete, which provides a large thermal mass, painted in off-white on the exterior to reflect heat. All lights are LED, the original hardwood floors were salvaged and reused, numerous FF&E items were saved from the property and have been used in the new design, and the majority of the rest of the interiors have been sourced locally to reduce shipping.



Reducing single-use plastics

We have an ongoing programme to phase out single-use plastics at Soho House. Over the last four years, we have switched out plastics and disposables in our in-room amenity kits, removed plastic straws and eliminated micro-plastics from the robes in our bedrooms. In 2022, 94% of our sites found more ways to remove single-use plastics from their operations - reversing some of the provisions put in place during the pandemic, and looking at new solutions for everyday items both back and front of house. In 2023, we're trialling non-plastic alternatives for our bedroom key cards, in the eight sites that have them, starting at Soho House Istanbul and Rome.

Chemicals

96% of our sites already use Ecolab products, with sites that don't sourcing environmentally responsible alternatives from other brands. We're undertaking an ongoing review of harmful chemicals still in use, including chlorine in our pools.

Water reduction

In 2022 we started tracking water use globally and conducted a water reduction trial in two UK sites. As identified last year, water reduction is a particular challenge for us as there are elements of water usage that are integral to what our members know and love about Soho House, including high-pressure showers and rooftop pools. We remain committed to reducing our impact and will share our goal and roadmap in future reports.

As part of this ongoing review, we're looking at training to promote collective action to reduce water use and avoid wastage, and we know we need to address water use across all areas of our sites, too. We're evaluating the installation of innovative solutions with the potential to reduce water flow while still delivering on member experience.

In 2022, Soho House funded seven clean water projects through purchases of Life Water, providing clean water to 2,748 people overall, across India, Uganda and The Gambia.

We are committed to funding businesses with a positive social or environmental impact through our procurement.

We are working with suppliers and partners to integrate our social and environmental values all the way through our business. With our procurement team, we assess this through the Supplier Code of Conduct, and since 2021 all suppliers in the top 80% of our global procurement have been audited on adherence.

Assessing our full supply chain against these policies is an ongoing project, which we recognise will take time to progress. We plan to continue this work and, in the future, develop support for suppliers who don't currently comply, enabling them to meet our responsible sourcing standards. As a reflection of this intention, we have adjusted our goals to 95% compliance while we work through this process (from 100% in 2022).

In 2022 we began an updated review of our F&B sourcing standards in the UK and North America across six categories.

SOURCE ETHICALLY

We are committed to increasing supply chain transparency, which we believe is essential in order to meet the expectations of our members and stakeholders, and to promote ethical and sustainable practices in our operations. We continue to work with our suppliers to achieve a more complete picture of the welfare and environmental standards of the products we source, and are engaging in systems and partnerships that support transparency and accountability.

Our F&B supplier response rate was 40%. This is a helpful first step in moving towards our procurement goals, but in 2023 we want to gather more data.

Of the suppliers who responded, we found that 63% of total eggs procured were cage-free, and 64% lamb, 60% beef, 50% pork, 57% chicken and 54% fish and seafood were compliant or exceeded our responsible sourcing standards.



GOOD KARMA FARMS, SOHO HOUSE MUMBAI

Our House in India started a collaboration with Good Karma Farms, a regenerative farming project in the coastal town of Alibaug. The team went out to visit in order to understand more about their innovative way of using the land, plans to develop the local farming community and promote use of produce that may previously have been discarded.

After a tour of the site - which included stopping by our first crop of Picante chillies growing in the fields - and a blessing in the temple, they began discussions on how we could use more farm produce in our cocktails and food menus, from fresh vegetables to rice and spices. A great example of how our people are empowered to source locally, giving back to the community and the planet.

2030 GOALS

95%

of food, beverage, textiles and materials sourced aligned to our responsible procurement policies

95%

of suppliers contractually signed up to our Supplier Code of Conduct

Our island House in St Vincent and the Grenadines opened in 2021, with 40 bedrooms, a restaurant, deli, boutique and fitness studio. Set on Grand Bay Beach in the heart of Canouan, we occupy a site of exceptional natural beauty surrounded by forests, mountainous geography, mangroves, sea turtle nesting beaches and coral reefs.

We're acutely aware of our responsibility to preserve and protect the diverse habitats and biodiversity on the island, and we have a number of programmes in place to support sustainability in the local community.

Our herb garden in partnership with Richmond Vale Academy is a planted patch on our site, growing vegetables and herbs for the bar and kitchen based on our menus. Our grounds manager leads the project with the food and beverage team and head chef - a plant nursery has been created, with an aim to decrease our landscaping outsourcing by 50% (2022 baseline) and we're now composting food waste on-site, with the compost used in both the garden and nursery.

Alongside homegrown produce, our menus have a focus on 'farm to table' with much of our food sourced locally. We source 95% of our fish direct from local fisherman, who drop their catches at

the jetty (and when we run out, items are removed from the menu in order to prioritise sustainable sourcing). For other produce, 60% of ingredients are from neighbouring farms and across the nearby islands.

We're at the early stages of a coral restoration project, in partnership with Mustique Island. Once a suitable area has been identified, we aim to build a nursery for resilient coral species to help restore reefs in the area. We hope to get this up and running in 2023.

In partnership with the local community, our team participates in the local soccer tournament; the 'Soho Strikers' regularly compete, alongside donating trophies and hosting the winning team at the House for lunch. We also organise coordinated morning town walks for our guests to experience the local shops and businesses in Canouan, accompanied by our team.

In November 2022, we also launched a Community Development Fee, expected to generate \$20,000 in 2023 to be invested in regenerative farming and marine conservation programmes on the island.

CASE STUDY SOHO BEACH HOUSE CANOUAN



ESG REPORT 2022

Soho Home is an interiors collection from Soho House that includes furniture, lighting and accessories created for and inspired by the Houses.

Soho Home factory audit

In 2022, Soho Home conducted a factory audit, assessing the supply chain on a number of factors including paying a legal minimum wage, child and slave labour, use of illegally sourced materials, animal cruelty, environmental policies, GHG emission monitoring, and more. The completion rate was 84%, with responses including factory presentations, SMETA reports or other independent third-party audits. Our third-party consultants conducted a response review and gap analysis, and the next phase of this work is to address the results and follow up with any suppliers who do not meet our sourcing standards.

Product testing

All new-season launches now go through a testing programme to ensure products are certified against our ethical sourcing policies. In the spring/summer 2023 collection we tested textiles, tabletop and lighting.

Carbon emissions

We haven't yet started a Scope 3 carbon emission analysis or identified impact areas to reduce emissions, but this is still in the roadmap. We now have an understanding of which suppliers are monitoring their GHG emissions from the audit. And we're working with a shipping partner that

is capturing emissions and sharing this data on a dashboard so we can more accurately see our impact and set goals to improve.

2023 focuses

The Soho Home team has put together a comprehensive design and development sustainability roadmap that aligns with Soho House ESG goals and the Sustainability Accounting Standards Board (SASB).

In 2023 this will address energy use in production, freight and delivery, waste reduction in product lifecycle, packaging, returns and damages, reusable materials and donations. As well as impact on the environment through chemical use in products, water management, packaging, single-use plastics and innovation in materials and ethical sourcing through DEI, fair labour practices and increased product certification against recognised standards.

Cowshed

The product and packaging of Cowshed body products has been reformulated to remove parabens, mineral oils, petrolatum, sulphates, silicones and animal ingredients, and we continue to ensure there has been no animal testing. Most of our plastic bottles are made from renewable sugar cane, and we're looking to move to reduce our use of virgin plastic and move to bottles containing post-consumer recycled plastic. Our boxes are made from recycled coffee cup cartons and cardboard from traceable sources, both of which are 100% recyclable.

SOHO HOME



Soho Home has partnered with Furnishing Futures, a charity that aims to fully furnish the homes of families experiencing furniture poverty, providing regular donations that go straight to those in need.



Less than 2% of social housing is furnished, and those fleeing domestic abuse are often given completely empty properties, leaving families to choose between living without furniture or taking out expensive loans.

You can see the transformation Furnishing Futures made in these before and after photos of a recent refuge project, using Soho Home products including armchairs, a sofa, floor lamp, table lamps and cushions.



THE NED

The Ned is a hotel and members' club with locations in London, New York and Doha.

In 2022, The Ned reported 33% of its sites were on REGO-backed green energy tariffs, 67% were recycling with 33% of those sites able to track and measure their waste, and 67% were separating food waste.

The Ned's Green Committee meet each quarter to discuss and prioritise environmental issues. Its members have volunteered their time and between them they cover all aspects of the hotel, including food and beverage, finance, communications, engineering, people and development, and front office.

The Ned prides itself on seeking to do the right thing in every aspect of its business. The London hotel achieved silver level accreditation with the Green Tourism Board and is committed to achieving gold level accreditation through its Green Committee, who promote responsible and eco-efficient use of resources.

Reduce waste

In London, The Ned aims to send zero waste to landfill; with the exception of food, cardboard and glass which are recycled, all remaining waste is incinerated at a local plant that produces power for local homes. They have also reduced the number



of waste removal trucks on the road by aligning with the same service the local council uses, and removed paper towels from public bathrooms to use solely hand dryers instead.

Remove single-use plastic

Since 2019, The Ned globally has reduced the number of single-use plastics included in its bedrooms' amenities from 37 items to five by exchanging plastics for rice paper packaging or compostable alternatives. It also added sustainable bamboo toothbrushes and cotton buds, ear plugs and slippers, as well as switching to 60% recycled plastic key cards for all rooms.

Community outreach

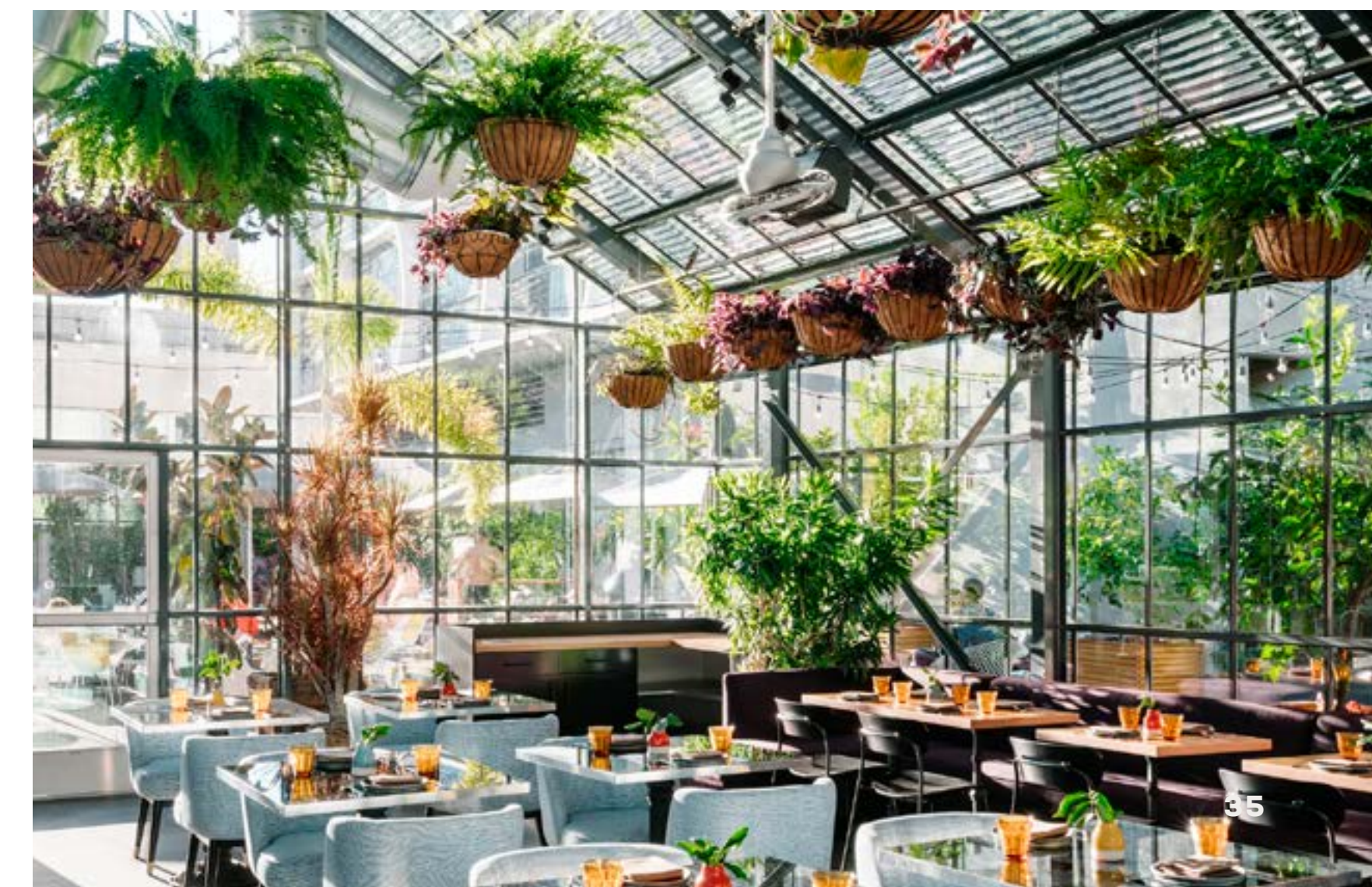
In 2022, The Ned had charitable partnerships with StreetSmart, SleepSmart, Cook for Ukraine, Women for Women International and Breaking Barriers - raising donations and running an employment scheme for refugees in the UK.



The LINE and Saguaro hotels are creative communities that bring together the best emerging talent in design, food and beverage, and arts and culture. Responsive to their location, each LINE and Saguaro hotel is a unique destination for collaboration, travel and discovery.

In 2022, they reported that 17% of their sites were on REGO-backed green energy tariffs, 33% were recycling, 17% were separating food waste, and 50% were using Ecolab products in place of harmful chemicals.

They also partnered with 25 charitable organisations across North America, including Phoenix Gay Flag Football League, Starlight Auction and Citizens of Humanity, and 17% of their sites donated food in their local communities.



OUR BRANDS

Our business ethics,
policies and training.

GOVERNANCE

Since founding Soho House in 1995, we have worked to build a global membership platform that is based on integrity, honesty and fairness. Working with our members, we are committed to playing our part in addressing the social, environmental and ethical challenges that exist wherever we operate. These values guide the decisions we make and are integral to our vision for the future of Soho House & Co Inc.

House Foundations and our ESG strategy are the vision of our Founder, Nick Jones, and led and championed by our CEO, Chief Financial Officer and the Soho House & Co Inc. Board and leadership team.

The Soho House & Co Inc. Board has oversight of ESG matters via the Audit Committee, who review climate-related risks and opportunities and the wider ESG strategy on a quarterly basis. Andrew Carnie, CEO, is the board member and director with responsibility for the ESG strategy and performance of the business.

Our internal House Foundations team, supported by expert external advisors (The Sustainability Group), aims to integrate social, environmental and ethical practices into the running of our business to create long-term value for our members, teams, partners, and stakeholders.

At an operational level each House has Sustainability Ambassadors, with primary responsibility for the implementation of policies and ensuring awareness among employees of the goals and objectives set by the company.

The Sustainability Ambassadors, with relevant support from site managers, enable us to deliver on the goals set.

Board composition

The Soho House & Co Inc. Board provides oversight of and strategic guidance to senior management of Soho House & Co Inc. The board has at least four regular meetings each year, and the committee structure consists of an Audit Committee, a Compensation Committee, a Nominating and Corporate Governance Committee, a Culture Committee and an Innovation, Digital and Content Committee.

The Soho House & Co Inc. Board consists of 13 members, the majority of whom are independent directors, based on the independence standards set forth in the listing rules of the NYSE (eight out of 13 seats). The Audit Committee, Nominating and Corporate Governance Committee, Culture Committee and the Innovation, Digital and Content Committee are made up entirely of independent directors. The majority of the Compensation Committee are independent directors.

We believe our board is composed of a diverse group of individuals with sophistication and experience in many substantive areas that impact our business. We believe that all of our current board members possess the professional and personal qualifications necessary for service.

More on the Soho House & Co Inc. Board composition is [here](#).

ESG GOVERNANCE STRUCTURE

Soho House & Co Inc. Board

Oversee financial and business strategies and major corporate actions, assess and manage risks, select and oversee management

Audit Committee

Assist the board in oversight of ESG matters, review climate-related risks, opportunities and the wider strategy on a quarterly basis

Senior Leadership

Oversee the ESG strategy and goals for the company

CEO

Chief Financial Officer

Chief Communications Officer

House Foundations team

Set the ESG strategy and goals, oversee implementation across all levels of the business. Manage reporting and stakeholder engagement

Site managers and sustainability ambassadors

Determine best practices to align with our ESG goals and drive implementation of the strategy in our operations

Risk management

In early 2023, we conducted an in-depth ESG risk assessment to determine the sustainability and climate risks and opportunities for our business, and to ensure we have the right strategy in place to reach our 2030 goals to reduce the impact of our operations on the climate, environment and the communities around us. Our risk management considers internal and external assessment of emerging risks and legislation.

The Audit Committee assists the board in overseeing risk through regular review of our accounting, reporting and financial practices, as well as ESG matters. They receive a quarterly update from the House Foundations team on the material ESG issues identified.

Ethical business

We are committed to maintaining the highest standards of business conduct and ethics. Soho House & Co Inc.'s Code of Business Conduct and Ethics policy (Code) reflects the business practices and principles of behaviour that support this commitment, and ownership and oversight of this sits with the board. We expect every employee, officer and director to read and understand the Code and its application to the performance of their business responsibilities. We expect the highest standards of integrity and conduct from our employees in all matters concerning the operation of the business.

We ask that they do not place themselves in any position where their responsibilities as an employee might conflict with any private business interests and to confirm that they comply with our Code, set out [here](#).

Supplier and partner code of conduct, ethical sourcing policy

Soho House & Co Inc. is committed to ensuring that work conditions in its supply chain are safe; that workers are treated with respect and dignity; that manufacturing and sale processes are ethically and environmentally responsible; and that the conduct of its business is based on principles of integrity, honesty and fairness. Our Supplier Code of Conduct is [here](#).

Modern slavery

Soho House & Co Inc. utilises a wide range of suppliers to assist in the running of our Houses, work spaces, spa facilities and retail services, as well as for office support functions, including but not limited to IT, finance, marketing, design, and people and development. We are committed to ensuring that there is no slavery or human trafficking in any part of our business or supply chain and have created a series of processes to facilitate this commitment.

It is the responsibility of all employees to prevent, detect and report slavery and human trafficking. We ask all employees procuring goods or services or managing a project to ensure that our Anti-Slavery Policy is followed. Our Modern Slavery Statement is [here](#).

Data privacy and cyber security

Since we were founded as a group of private members' clubs, we take the privacy and protection of data seriously. We process personal data from our members, customers and teams and have clear policies in place to provide information on what personal data we collect, how it is used, the lawful basis on which personal data is processed, and what rights are under the

applicable global data protection and privacy laws, including the General Data Protection Regulation (GDPR), which became applicable to us as of 25 May 2018.

We operate a range of technologies, management controls and training designed to prevent, detect and contain any data security issues. Specialist resources supported by retained third parties manage any such issues as they arise. Our Privacy Policy is [here](#).

Tax strategy

Soho House & Co Inc.'s UK tax principles are aligned with our commitment to act with integrity in all business relationships. [Read more](#).

Let us know

We have an internal 'Let Us Know' tool to enable team members to anonymously disclose information to senior leaders in our People and Legal departments. Let Us Know is vital to maintaining the wellbeing, safety and continued positive growth of our workplace.

Way of living

This policy clarifies what we expect from members, and it is our expectation that all of them globally engage with this. We hold members accountable and review their behaviour when issues are reported to ensure a more inclusive and safe space for all. [Read more here](#).

Worker's Rights

As a global business spanning multiple industries, our business activities contribute to the working conditions of thousands of people, not only directly employed by Soho House & Co Inc. but also those working with and for our suppliers

and partners, and their subsequent value chain. Our commitment to ensuring workers' rights are enforced to a high standard are supported and reinforced by:

- [Modern Slavery Statement](#)
- [Supplier Code of Conduct](#)
- [Gender Pay Gap](#)

Anti-harassment and anti-discrimination

Soho House & Co Inc. does not tolerate racism, discrimination, unlawful harassment, dishonesty, violence or bullying of any kind.

We enforce a zero-tolerance approach by actively opposing prejudice and discrimination, which helps us to proactively manage allegations and confirmed cases of such instances. The aim of a zero-tolerance approach is to call in behaviour where we can educate and unite, and to call out behaviour where the unacceptable actions of individuals end our working relationship.

Harassment is any unwanted physical, verbal or non-verbal conduct that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. This conduct, whether by a member, guest or team member, is never acceptable at Soho House & Co Inc. If it is connected to a protected characteristic (age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation) it is also unlawful. We are committed to providing protection over and above that required by local laws, including protecting gender identity.

APPENDIX

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ESG REPORT 2022

1 In 2021 we reported on 70 leaders across the company, in 2022 we're reporting on the 22 senior leaders guiding our business at chief and managing director level as well as directors of key business functions

2 Same as above

3 Addressable spend is defined here as procurement spend that can be feasibly impacted by the supplier diversity programme, in our top 80 suppliers by spend. This does not include categories that are currently non-neegotiable or not subject to review by the procurement team

4 In 2020 and 2021 we reported carbon emissions on our UK sites only. In 2022, we're reporting on all our sites globally - this, along with operating at normal capacity again following the removal of COVID-19 restrictions explains the fluctuation and ultimate rise in carbon emissions and energy use YoY

Data in this report refers to data for the year ending 31 December 2022 for Soho House, unless stated otherwise. This report covers 75 global sites inclusive of operational sites, our support offices, staff accomodation and Soho School.

Where multiple business outlets occupy one site and share utilities (e.g. electricity supply, waste management), they are counted as one.

DATA TABLES

PEOPLE

| | | 2022 | 2021 |
|--|---|-------------|------------------|
| Creative access | Number of new creative access members as a % of forecast Soho House membership intake | 2% | 1.5% |
| | Projects funded for emerging talent | 23 | 10 |
| Diversity, equity & inclusion | % of senior leaders who identify as women | 23% | 35% ¹ |
| | % of senior leaders who identify as ethnically diverse | 32% | 35% ² |
| | Total number of employees | 7,866 | 5,989 |
| | % addressable spend allocated to diverse-owned or led suppliers ³ | 2.4% | 1% |
| Team wellbeing & development | Number of people enrolled in Soho Apprenticeship | 0 | 30 |
| Soho Give | Total value of charitable donations (funds, gifts-in-kind) | \$2,859,829 | \$2,492,802 |
| | Total number of charitable partners | 188 | 93 |
| | % of sites participating in food donation programmes | 49% | 28% |

ENVIRONMENT

| | | | | 2020 |
|-----------------------|--|------------------------|------------|----------|
| Climate action | Total GHG emissions tCO2e | 40,841.15 ⁴ | 6,223.99 | 7,128.20 |
| | Carbon intensity: tCO2e per square foot of operational space | 0.0162 | 0.0090 | 0.0104 |
| | Scope 1 emissions tCO2e | 10,502 | 2,292 | |
| | Scope 2 emissions tCO2e | 25,859.61 | 3,601 | |
| | Scope 1 energy consumption (in kWh) | 42,164,718 | 11,717,505 | |
| | Scope 2 energy consumption (in kWh) | 60,906,816 | 16,959,621 | |

As we continuously improve our data collection and use a more global data set, we've updated the metric we're using to report all waste from tonnes to kg, to better reflect the way our sites are recording this information.

We have also analysed all data from 2021 again and provided more accurate waste totals and intensity metrics.

- 1 In 2021 we reported on six UK sites enabled to track and measure waste. In 2022 we're reporting on non-food waste in 35% of our global sites and food waste in 46%
- 2 Same as above
- 3 On page 28 we share a like-for-like comparison on the six UK sites enabled to track and measure waste in 2021, and data from the same six sites in 2022. This is the isolated 2022 data for those six sites.
- 4 % of sites that produce food waste, some sites (e.g. Soho Home) don't serve food and are therefore not included
- 5 Data representative of the 55% of sites that reported their 2022 water data. Our aim is to increase reporting to 100% of sites.
- 6 In our top 80% of suppliers by spend.

| | | 2022 | 2021 | Six trial sites in 2022 ³ |
|---------------------------------|---|------------------------|-------------|--------------------------------------|
| Reduce waste | Total weight of tracked waste generated, in kg | 9,334,298 ¹ | 1,390,101 | 2,207,298 |
| | Non-food waste intensity measured as kg by square foot of operational space | 7.3004 | 3.283 | 5.427 |
| | % of sites with recycling programmes in place | 97% | 95% | |
| | % of waste diverted from landfills (by sites enabled to track) | 53% | 55% | |
| | Total weight of tracked food waste generated, in kg | 1,145,822 ² | 341,769 | 392,961 |
| | Food waste intensity measured as kg per 100 covers served | 18.395 | 25.412 | 16.812 |
| Protect our surroundings | % of sites enabled to separate food waste in order to divert from landfills | 93% ⁴ | 63.5% | |
| | % of sites using Ecolab products | 96% | 100% | |
| | Total water consumed in thousand cubic metres (m3) | 502.73 ⁵ | not tracked | |
| Source ethically | % suppliers audited on adherence to Supplier Code of Conduct | 100% ⁶ | 100% | |
| Policies | Responsible environmental management statement | | | |
| | Responsible sourcing statement | | | |
| | Supplier code of conduct | | | |
| | Climate change mitigation and adaption policy | | | |
| | Modern slavery statement | | | |

ESG REPORT 2022

- 1 Data representative of water usage in the 55% of sites that reported their 2022 water data. Our aim is to increase reporting to 100% of sites.
- 2 Data representative of 35% sites enabled to track weight of total waste generated
- 3 Total food waste as a % of total waste generated at sites enabled to track
- 4 % of total waste generated diverted from landfills, at sites enabled to track waste

The Sustainability Accounting Standards Board (SASB) enables us to provide industry-based sustainability disclosures about risks and opportunities that affect our business, in order to share consistent and comparable sustainability reporting.

We considered SASB's Hotels & Lodging, Restaurants and Multiline and Speciality Retailers & Distributors standards in order to evaluate all areas of Soho House, including Soho Works, Soho Home and our public restaurants.

SASB

HOTELS & LODGINGS

| | SASB code | Unit of measure | |
|---------------------------|---------------------|--|--|
| ENERGY MANAGEMENT | SV-HL-130a.1 | Total energy consumed, in gigajoules | 3,710,057.24 |
| | | % grid electricity | 100% |
| | | % renewable | 0% |
| WATER MANAGEMENT | SV-HL-140a.1 | Total water withdrawn, in thousand cubic metres (m ³) | 502.73 ¹ |
| | | Total water consumed | 502.73 ¹ |
| | | % in regions with High or Extremely High Baseline Water Stress | 73% |
| | FB-NB-140a.2 | Description of water management risks and discussion of strategies and practices to mitigate those risks | Included in 2023 ESG risk assessment, we have identified mitigating factors: local water restrictions, water efficiency audits, sub-metering |
| ECOLOGICAL IMPACTS | SV-HL-160a.1 | Number of lodging facilities located in or near areas of protected conservation status or endangered species habitat | 38 |
| | | Description of environmental management policies and practices to preserve ecosystem services | Soho House Responsible Environmental Management statement |
| RESTAURANTS | | | |
| WASTE MANAGEMENT | FB-RN-150a.1 | Amount of waste generated, in metric tonnes | 9,334.3 ² |
| | | % food waste | 12% ³ |
| | | % diverted from landfills | 53% ⁴ |

| | SASB code | Unit of measure | |
|--|---------------------|---|---|
| LABOUR PRACTICES | SV-HL-310a.4 | Description of policies and programmes to prevent worker harassment | Soho House & Co Inc. does not tolerate racism, discrimination, unlawful harassment, dishonesty, violence or bullying of any kind. We enforce a zero-tolerance approach through our anti-harassment policy, by actively opposing prejudice and discrimination, which helps us to proactively manage allegations and confirmed cases of such instances. We are committed to providing protection over and above that required by local laws, including protecting gender identity. |
| CLIMATE CHANGE ADAPTION | SV-HL-450a.1 | Number of lodging facilities located in 100-year flood zones | 16 |
| MULTILINE AND SPECIALITY RETAILERS & DISTRIBUTORS | | | |
| DATA SECURITY | CG-MR-230a.1 | Description of approach to identifying and addressing data security risks | We operate a range of technologies, management controls and training designed to prevent, detect and contain any data security issues. Specialist resources supported by retained third parties manage any such issues as they arise. |
| PRODUCT SOURCING, PACKAGING & MARKETING | CG-MR-410a.2 | Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products | Soho House has robust processes in place, taking a hazard-based approach to chemical management. We carry out audits of our suppliers to assess compliance with applicable chemical regulations, as well as use of the Sedex data platform for supply chain sustainability assessment. Our products are compliant with Proposition 65; REACH and UK REACH; CLP Regulation; and undergo food contact testing where appropriate. Our SGS environmental health and safety testing manuals and breakdown of chemical compliance are available here. |

We have resolved to use the recommendations of the Taskforce on Climate related Financial Disclosures (TCFD) as our primary climate disclosure for investors, stakeholders, suppliers and customers. We believe that the TCFD framework provides the most robust and appropriate disclosure mechanism for our business, following careful consideration of the multiple frameworks and disclosure regulations available.

We have shared an overview of our TCFD disclosure in the following pages, and the full report is [here](#).



GOVERNANCE

The company’s governance around climate-related risks and opportunities

We believe that climate change-related risks and opportunities are an important focus for the business over the coming years and are resolved to meet the challenges presented by climate change in management of our operations and through engagement with our suppliers, members and guests.

(a) Board’s oversight of climate-related risks and opportunities

We use our corporate structures to effectively ensure governance of strategy and related targets. This begins with the board of directors - Andrew Garnie, CEO, is our board member and director with ultimate responsibility for the ESG strategy and performance of the business. Soho House & Co’s Audit Committee assists the board with oversight of ESG matters, through consideration of climate-related risks and opportunities, ensuring that climate governance is fully included in our corporate governance.

The Audit Committee comprises three board directors Mark Ein, Nicole Avant and Alice Delahunt. The preparation of the risks and opportunities to be considered are prepared by our Group Financial Director – Reporting, Compliance & Tax, supported by Director of House Foundations, Communications and Head of House Foundations, for consideration and review by the committee.

(b) Management’s role in assessing and managing climate-related risks and opportunities

The House Foundations team are the leads for day-to-day management of the Soho House climate plan, as well as our social impact and sustainability programme - and work closely with site managers to deliver on the ambitions and plans of the company. They have primary responsibility for the operational management of climate related risk.

At an operational level each House has a Sustainability Ambassador with responsibility for the implementation of policies and ensuring awareness amongst employees of the goals and objectives set by the company. With relevant support from site managers, the Sustainability Ambassadors enable Soho House to deliver on the goals it sets at a corporate level.

We recognise that climate-related risks and opportunities are a core element of our corporate governance approach and we are supported by external specialists to ensure that governance is effective in managing climate related risk. We recognise that the transition to a lower carbon economy will take time and require continual assessment of our approach and adaptation to climate impacts, to maximise the strength of our brand and commercial success.

STRATEGY

The actual and potential impacts of climate-related risks and opportunities on the organisation’s business, strategy and financial planning

Our climate strategy is based on three climate pillars that are designed to ensure we can successfully reduce our current impact and achieve headline reductions of emissions, with a clear roadmap and target objectives.

These three pillars are:



GHG reduction

We believe that emissions reduction is an essential adjunct to our overall commercial strategy, delivering reduced climate impact, in line with global agreements to limit the impact from climate change to a 1.5-2 degrees Celsius range. Our approach to emissions reduction has been to trial and implement localised solutions at our sites to support a wider rollout globally. This approach is designed to deliver both a lower greenhouse gas emissions impact and support reduced operational costs and a wider effect on the communities where it operates.

Climate resilience

We recognise that the changing global climate will present significant challenges to our operations and the communities we are in. Our strategy places climate resilience as a key pillar of our wider climate strategy, to ensure that we can continue to offer the best member experience and grow sustainably. Climate resilience for our business is based on a model of operations that reduces our reliance and demand upon resources in all locations whilst ensuring our ability to deliver high-quality services.

Brand value

We have a strong brand with international recognition and a loyal member base. Our climate strategy is informed by our commercial purpose, the centrality of the brand and its value to our commercial success. People are at the heart of our business and this is core to our wider sustainability vision and values.

Brand value provides both an internal and external reference point for our in the development and execution of climate strategy. The focus on brand value is designed to ensure that all internal and external stakeholders are fully aware of and aligned with our climate strategy.

We aim to to be among the leaders in sustainability in our sector, through the delivery of clear results and value in our progress to reduced climate impact across our global operations.

(a) Identified Climate-Related Risks and Opportunities Over Short-Term, Medium-Term, and Long-Term Horizons

We have divided our risks and opportunities in line with the recommendations of the Task Force on Climate-Related Financial Disclosures and their relevance to our operations. All risks are assessed by likelihood of impact in a given time range and are prioritised on this basis, with regular reviews to ensure they are reflective of the risks and opportunities presented by the transition to a lower carbon economy. The timeframe used is short term for 1-5 years, medium term 5-10 years and long term 10+ years. The timeframes represent a reasonable assessment of each risk and opportunity based upon currently available information and will be reviewed during the half yearly assessment process. All risks are rated as low, medium and high based upon current assessments, which also remain under regular review. The list of risks and opportunities identified may not be exhaustive and may increase/decrease on an annual basis.

An overview of the medium and high risks indentified is below, the full matrix is in the report [here](#).

| Categories | Risks | Immediacy |
|--------------------------|--|-------------|
| Transitional: regulatory | Introduction of carbon emissions/taxes | Medium |
| | New climate disclosure requirements | Medium |
| | Tightening of environmental/emissions regulations | Short |
| Transitional: technology | Supply chain data capture, risk of uncontrolled Scope 3 emissions impacts | Medium |
| Transitional: market | Purchase of offsets, also reputational - risk of pay for non-performing products | Short |
| | Potential asset value impact, carbon intensive buildings less attractive | Long |
| | Rise in purchase and operating (utility) costs | Short |
| | Change in insurance conditions, increased insurance premiums | Short |
| Transitional: reputation | Failure to achieve publicly disclosed targets | Short |
| Physical: acute | Extreme weather: storms, floods, wind, risk of asset damage | Short |
| Physical: chronic | Changing weather patterns and higher temperatures, changing member travel habits and increasing energy costs | Medium/long |
| | Supply chain disruption leading to food shortages and increased costs | Medium/long |
| | Water scarcity | Medium/long |

An overview of the medium and high opportunities is below, the full matrix is in the report [here](#).

| Categories | Risks | Immediacy |
|---------------------|--|--------------|
| Resource efficiency | Reducing purchase cost through monitoring utility and other service consumption | Short |
| | Operational efficiency through use of government grants and schemes | Short |
| | Increasing availability of financially viable energy efficient technology | Medium |
| Energy source | Increase in cost efficient renewables - reduce exposure to market variation in energy prices | Short/medium |
| | Increase in access for renewable finance | Short/medium |
| Markets | Changes in customer behaviour towards climate issues | Short |
| | Progress towards emission targets can increase market valuation | Medium |
| | Changes in insurance conditions, climate resilient buildings more attractive | Medium |
| Resilience | Supply Chain resilience / development of Scope 3 tracking system to monitor risks and establish obligations from suppliers | Medium |

(b) Impact on Business, Strategy, and Financial Planning

Where financial implications can be reasonably assessed they have been, with those that cannot be reasonably estimated requiring further quantitative analysis to generate adequate estimations. Updates to financial estimations of identified risks and opportunities will be provided in subsequent annual TCFD and ESG reports.

Financial impacts have been undertaken to manage both risk and opportunity where impact can be reasonably quantified, but are not yet fully reflected in our current financial projections and budgets. Where risks and opportunities have not yet been quantified, these are expected to be assessed in tandem with the decarbonisation pathway development plan and associated benefits.

(c) Resilience of Strategy, Including Impact of Different Climate-Related Scenarios

The preparation of the risks and opportunities have not been based upon commissioned analysis of climate scenarios for each of the locations in which we operate, as this is considered impractical. We consider the Representative Concentration Pathway RCP 2.6 prepared by the IPCC as the most likely current scenario for global emissions and accept that the localised impact of climate change cannot be accurately predicted.

The acute and chronic physical risks identified are based upon the likely global impacts associated with RCP 2.6 and will continue to be refined with local modelling as available. The use of the Met Office for UK impact assessments will inform the UK specific risks and similar national level models will be used, where available. National models will be recommended to each region as and when identified as being suitable for purpose.

RISK MANAGEMENT

(a) Process for Identifying and Assessing Climate-Related Risks

Our risk management begins with an internal assessment of transition risks and opportunities. These have been fully reviewed and weighted according to their relevance to our operations and are shown in the full report.

(b) Processes for Managing Climate-Related Risks

These risks and opportunities are subject to six monthly review by the company via the Audit Committee, based upon the assessments undertaken by the management team and supported by specialist external specialists, to ensure that our risk management is comprehensive and aligned to the wider climate objectives and strategy of the company.

(c) Process Integration Into Overall Risk Management

The existing and developing use of the Soho House risk and opportunity matrix will be the basis of the regular review by the audit committee, supported by improved climate-related operational data to assess timeframes, risk levels and evolve financial impact assessments as material and relevant to us. Where a risk is graded as low or not applicable this will remain under continual review.

METRICS & TARGETS**(a) Metrics Used by the Organization to Assess Climate-Related Risks and Opportunities**

We began measurement of our carbon emissions in 2020 across UK sites. For the last two years, we have engaged external experts to improve the quality and scope of our emissions impact reporting. This reporting has built upon initial measurements of impact that were undertaken in the UK in 2019, and comprise our 2020 reported emissions impact.

Reporting of global Scope 1 and 2 emissions in 2022 has been comprehensive but has highlighted areas where data capture can be improved and enhanced for 2023. Scope 3 reporting has been provided where it primarily relates to the impact of transmission and distribution loss associated with electricity usage and Well to Tank impacts.

For 2022, we have been able to report Scope 1, Scope 2 and limited Scope 3 impacts across Soho House and associated brands (Soho Works, Soho Home, our restaurants), as below:

(b) Scope 1, 2, and 3 Greenhouse Gas Emissions (MT Co2e)

| Group | Total tCO2e | Scope 1 | Scope 2 | Scope 3 | tCO2e/sqft |
|--------------|------------------|------------------|------------------|-----------------|---------------|
| Soho House | 38,696.47 | 10,039.50 | 24,663.46 | 3,993.50 | 0.0174 |
| Soho Home | 762.26 | 246.48 | 187.90 | 327.89 | 0.0285 |
| Soho Works | 1,382.42 | 215.85 | 1,008.26 | 158.31 | 0.0052 |
| Total | 40,841.15 | 10,501.83 | 25,859.61 | 4,479.71 | 0.0162 |

(c) Targets Used and Performance Against Targets

We have already indicated an ambition to match globally agreed targets to reduce Scope 1 & 2 emissions by 50% by 2030 based upon the initial measurement of its UK operations. Using the wider 2022 Scope 1 & 2 reporting we now expect to develop a detailed decarbonisation plan for the pre 2030 period and beyond to support our ambitions and validated by external specialists.

Year on year reporting for the UK shown below, where there is data to support this.

| UK sites | 2020 | 2021 | 2022 | YoY % change 2020 baseline-2022 |
|------------|----------|----------|-----------|------------------------------------|
| tCO2e | 7,128.20 | 6,223.99 | 10,428.50 | +46.30% |
| tCO2e/sqft | 0.0104 | 0.0090 | 0.0139 | +33.93% |

This presentation contains forward-looking statements that are based on management's beliefs and assumptions and on information currently available to management. In some cases, you can identify forward-looking statements by the following words: 'may,' 'will,' 'could,' 'would,' 'should,' 'expect,' 'intend,' 'plan,' 'anticipate,' 'believe,' 'estimate,' 'predict,' 'project,' 'potential,' 'continue,' 'ongoing,' 'targeting,' or the negative of these terms or other comparable terminology, although not all forward-looking statements contain these words.

These statements involve risks, uncertainties and other factors that may cause actual results, levels of activity, performance or achievements to be materially different from the information expressed or implied by these forward-looking statements. Although we believe that we have a reasonable basis for each forward-looking statement contained in this presentation, we caution you that these statements are based on a combination of facts and factors currently known by us and our projections of the future, about which we cannot be certain.

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Market data and industry information used throughout this presentation are based on management's knowledge of the industry and the good faith estimates of management. We also relied, to the extent available, upon management's review of independent industry surveys and publications and other publicly available information prepared by a number of third-party sources. All of the market data and industry information used in this presentation involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. Although we believe that these sources are reliable as of their respective dates, we cannot guarantee the accuracy or completeness of this information, and we have not independently verified this information. Projections, assumptions and estimates of our future performance and the future performance of the industry in which we operate are necessarily subject to a high degree of uncertainty and risk due to a variety of factors. These and other factors could cause results to differ materially from those expressed in our estimates and beliefs and in the estimates prepared by independent parties.

FORWARD LOOKING STATEMENTS