

a&o



Sustainability Report 2025

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About a&o Hostels Company Profile

Founded in 2000, a&o Hostels is Europe's largest privately owned hostel chain, operating 46 properties across 32 cities in eleven European countries. With approximately 31,300 beds in single, double, family and multi-bed rooms, we provide affordable, centrally located accommodation for young travellers, families, educational groups and business professionals.

Our model brings together the hotel and hostel experience under one roof, combining comfortable, professionally managed rooms with communal kitchens, bars, outdoor areas and seminar and conference spaces. All properties are located near major public transport hubs, making city travel straightforward and accessible for all guests.

In 2025, we welcomed approximately 2.96 million guests and recorded over 6.6 million overnight stays.

New openings in Florence (a&o Firenze Campo di Marte) and Milan (a&o Milano Ca Granda) extended our presence in Southern Europe. In the autumn, a&o London Docklands Riverside marked our entry into the UK capital, housed in a former 17th-century dockland building on the Thames opposite Canary Wharf. a&o Manchester City Centre followed in early 2026, bringing our UK portfolio to four properties alongside Edinburgh and Brighton.

Sustainability continues to shape how we grow and operate. Our expansion model prioritises the repurposing and retrofitting of existing buildings, from former offices and hotels to historic industrial structures, reducing construction-related emissions and preserving architectural heritage. Across our network, ongoing investments in renewable energy, energy efficiency, waste reduction and responsible sourcing underpin our commitment to making travel not only affordable and accessible, but also environmentally and socially responsible.

46

properties

32

cities

11

countries

~31,300

beds



CEO's Foreword

Dear Stakeholders,

When we opened our first hostel in Berlin in 2000, the idea was straightforward: give people a comfortable, affordable place to stay in the centre of the city. **Twenty-five years later, that idea has grown into a network of 46 properties across eleven countries, and in 2025 we welcomed nearly three million guests through our doors.** Growth of this kind brings opportunity, but it also brings responsibility. The question I keep returning to is how we grow in a way that reflects the values we started with.

Wherever a suitable existing building can be adapted, we choose adaptation over new construction. We take vacant office buildings, disused hotels, former factories and post offices, and we give them a second life.

Today, 43 of our 46 properties are repurposed existing buildings,

including our London hostel, which opened in 2025 within a former 17th century dockland building on the Thames. This approach avoids the significant emissions associated with new construction, preserves the character of the neighbourhoods we enter, and keeps accommodation affordable. When we do undertake new construction, energy efficiency and responsible sourcing are built in from the outset.

I am under no illusion that this is enough. The hospitality sector faces serious environmental challenges, and we are part of them. Our total emissions rose in 2025 as we grew, and we must be honest about that tension between expansion and reduction. We continued to invest in energy efficiency, renewable energy and responsible sourcing throughout the year, and we will provide a full account of our progress in the sections that follow.

During 2025, we received the German Award for Sustainability Projects in the Corporate Strategy category and the A World for Travel Societal Development Award. Sustainable Fitch reaffirmed our ESG Entity Rating at '2' for the third consecutive year.

Our work does not end at the door of our properties. We operate in the middle of cities, and that means we share everyday life with the people who live around us. That shapes how we think about our role. The exhibitions at our Kunsthalle in Leipzig, the educational work of a&o educare, and the sports partnerships that connect us to communities across Europe are part of that. That same commitment has led us, in 2026, to support the restoration of the service buildings of Villa Mocenigo in Alvisopoli, a hamlet of Fossalta di Portogruaro in the Veneto region of Italy.

The villa, completed in 1805, is part of the Ville Venete network of protected historic residences. Working alongside ATER Venezia, the University of Padua, the Municipality of Fossalta di Portogruaro,

and regional partners, we are contributing to a reversible restoration that opens ground-floor spaces to the surrounding community and helps reduce the region's reliance on seasonal coastal tourism. We call this broader initiative a&o Culture and History. "For us, the project reflects a simple conviction: that operating in a place comes with a responsibility to that place, and that responsibility is best expressed by giving something back to the community and the heritage that surround us."

We still have much to do. Regulatory frameworks are evolving, our stakeholders rightly expect more transparency, and the bar for credible sustainability reporting continues to rise. We welcome this. It sharpens our focus and holds us accountable.

Thank you for your continued support and engagement.

Sincerely,
Oliver Winter
CEO, a&o Hostels



Our Mission, Vision & Values

At a&o Hostels, sustainability is not a programme running alongside our business. It is embedded in the way we define our purpose. In 2025, we formalised this foundation through a structured, company-wide process to develop our Mission, Vision and Values. The result is a shared framework that guides how we operate, how we grow, and how we relate to our guests, our teams, and the communities we are part of.



A process built on participation

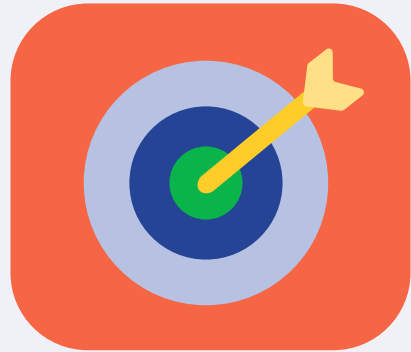
From the outset, we made a deliberate choice: **the Mission, Vision and Values of a&o should not be written by a small group at the top of the organisation and handed down. They should emerge from the people who live the brand every day, across every function and every level.** We believed that a framework shaped by many voices would be more honest, more durable, and more meaningful than one defined behind closed doors.

To put this into practice, we designed a four-step process that created structured opportunities for input at every stage. It began with a management workshop to establish a working foundation, followed by dedicated sessions at each of our four annual employee meetings, bringing together General Managers, Front Office Managers, Food & Beverage teams, and Housekeeping staff. Each session was designed not simply to present and validate, but to genuinely incorporate feedback, surface tensions, and refine the language based on what resonated and what did not. In a final step, we conducted structured interviews with our shareholders to stress-test the proposals and ensure alignment at ownership level.

The result is a set of statements that reflects the breadth of the organisation. Where earlier drafts felt too business-focused or too abstract, the process made that visible and allowed us to correct it. The addition of Trust as a standalone value, for example, came directly from shareholder feedback identifying safety and security as non-negotiable foundations that deserved explicit recognition. The shift from Responsibility to Ownership in our values came from employee input signalling a desire for language that implied genuine agency, not just compliance. These are not cosmetic changes. They are the direct result of listening.



Our Mission, Vision & Values



OUR MISSION

By making travel affordable, we bring people together in places where everyone feels welcome. Through a friendly atmosphere, reliable operations, consistent quality standards, and a clear commitment to sustainability, we create hospitality that feels authentic. By giving well-connected buildings a second life and acting as responsible stewards of our network, we grow reliably and responsibly.



OUR VISION

Make memories affordable.

Everyone can travel — everywhere.

Our vision articulates the core belief that travel should be accessible to all, regardless of background or budget. It sets the direction for every strategic decision we make, from pricing to location selection to how we design and operate our properties.



OUR VALUES

Curiosity

We stay curious and open-minded, continuously improving experiences, products, and processes, using technology-driven solutions where they add value.

Impact

We focus on what truly matters, acting responsibly to create positive impact for people, places, and the planet.

Trust

We build trust through consistency, transparency, and a safe environment. Safety and security are fundamental and non-negotiable.

Hospitality

We welcome everyone and value diversity, treating guests and colleagues with empathy and respect.

Ownership

We make clear and thoughtful decisions while taking responsibility for their outcomes. We value decision-making that incorporates relevant perspectives across teams and levels.

Our Mission, Vision & Values

Foundation for our sustainability commitments

These values do not exist in isolation from our sustainability agenda. They underpin it.

Our commitment to responsible stewardship of existing buildings directly reduces our environmental footprint compared to new construction. Our focus on Impact formalises the expectation that decisions at every level of the organisation consider consequences for people, places, and the planet. And our value of Trust holds us accountable to the standards we publicly commit to.



Bringing the values to life

Defining the values was the first step. Making them operational is the work that follows. Across the organisation, we are integrating the MVV into how we develop and support our people. This includes dedicated training programmes and seminars that give teams at all levels a practical understanding of what each value means in their day-to-day work. New colleagues encounter the framework from their first day through onboarding, while ongoing learning formats ensure the values remain present and relevant beyond the initial introduction. Our aim is for the MVV to inform not just how we describe ourselves, but how we make decisions, serve our guests, and work with one another.

Strategic Foundations: Materiality and Sustainable Development Goals

Our sustainability strategy is guided by two key frameworks:

- **materiality assessment that identifies our most relevant sustainability topics;**
- **focused alignment with the United Nations Sustainable Development Goals (SDGs).**

Together, these frameworks define our priority fields of action and inform the Environmental, Social and Governance (ESG) priorities set out in the following sections.



Materiality Assessment – Priority Fields of Action

Our materiality assessment prioritises the sustainability topics of greatest significance to our business, our stakeholders and our broader value chain. The assessment applies a double materiality approach, evaluating each topic from two perspectives:

Impact on society and the environment

inside-out perspective,

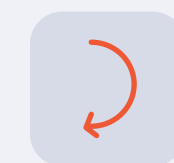
Impact on business success and resilience:

outside-in perspective.

The assessment was developed with reference to internationally recognised sustainability frameworks, including the United Nations SDGs, and aligned with emerging requirements under the Corporate Sustainability Reporting Directive (CSRD).

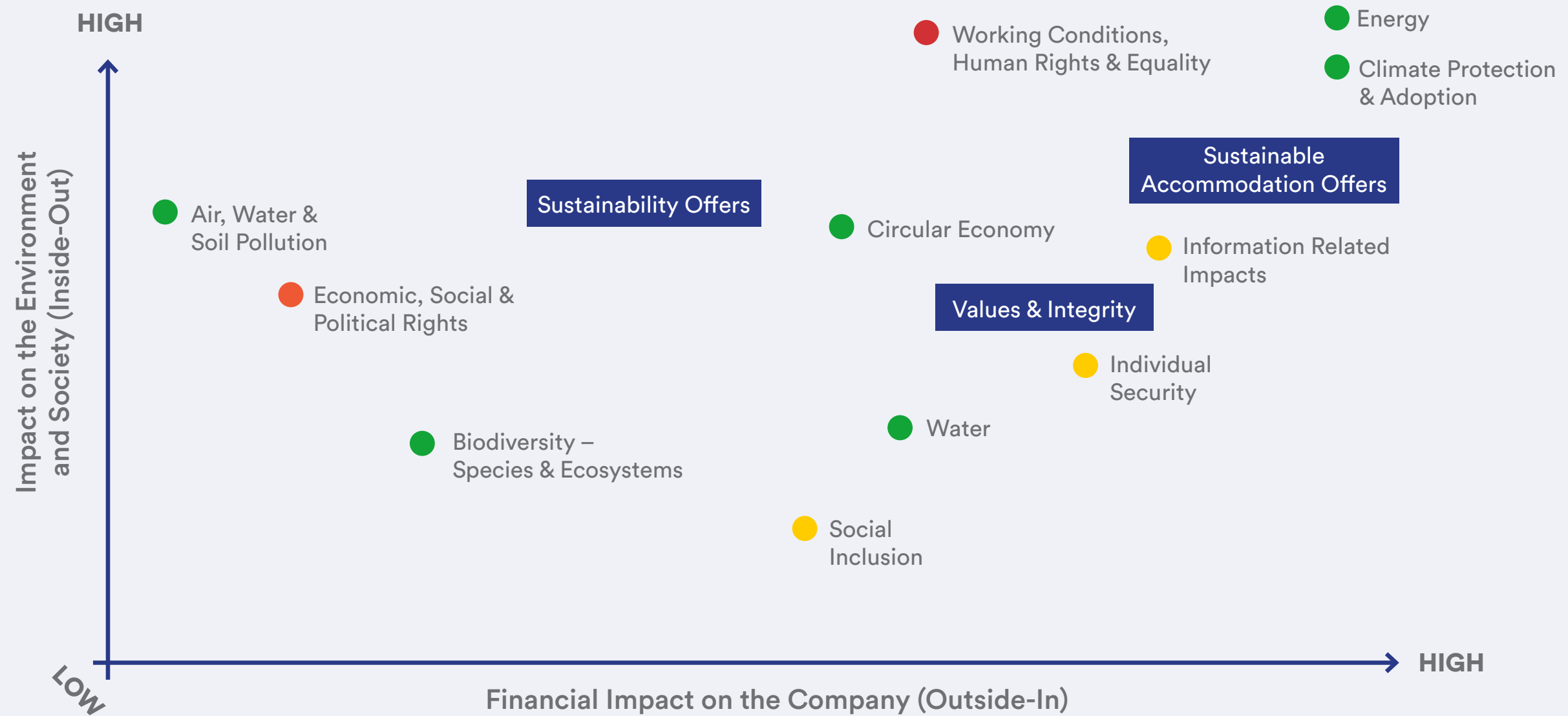
The most recent comprehensive update was carried out in 2024, refining the scope of material topics and excluding three areas assessed as having limited direct relevance to our core activities: Ocean Resources, Rights of Indigenous Peoples and Substances of Concern. In 2025, we reviewed the assessment in light of operational developments, regulatory changes and stakeholder feedback. The identified priority topics, including **climate protection, energy efficiency, responsible sourcing, workforce wellbeing** and **ethical governance**, remain valid and continue to guide our strategy.

A full reassessment is planned for the 2027 reporting period, in line with our commitment to keep these foundations current and aligned with evolving reporting standards.



Have a look at our
a&o Materiality Matrix
below!

Strategic Foundations: Materiality and Sustainable Development Goals



Strategic Foundations: Materiality and Sustainable Development Goals

Sustainable Development Goal Priorities

Complementing this analysis, we align our sustainability efforts with selected UN SDGs. Since identifying our key sustainability priorities in 2022, we have continued to focus on six UN SDGs that align most closely with our operations and impact:



These goals were selected through a comprehensive analysis of our value chain and remain central to both our materiality assessment and broader sustainability strategy in 2025.

Through targeted initiatives, including **water conservation measures**, the **expansion of renewable energy use**, the **promotion of fair labour practices** and the **repurposing of existing urban buildings** into sustainable hostels, we continue to advance our contribution to these global objectives.

Together, the materiality assessment and our SDG focus define the foundation of our sustainable business strategy. The following section outlines how these frameworks translate into our structured priorities across the Environmental (E), Social (S) and Governance (G) dimensions.

a&o Sustainable Business Strategy

Our sustainability strategy is structured around the three core pillars of **Environment**, **Social** and **Governance** (ESG), with actionable priorities embedded across daily operations.

These pillars ensure that **sustainability is integrated into every aspect of our decision-making**, from procurement and facility management to employee development and community engagement.

In 2025, our efforts continued to focus on the most material impacts identified through our materiality assessment, including **climate protection**, **responsible sourcing**, **workforce wellbeing** and **ethical governance**.

The following sections outline how these priorities are implemented across our network, detailing specific actions taken and the progress achieved under each ESG dimension.



Environmental Protection at a&o – The E of ESG

Climate Action Approach

Driving Operational Emissions Reductions

Monitoring Progress and Environmental Targets

Managing Environmental Risks

Greenhouse Gas Emissions Reporting

Scope 3 Emissions and Supply Chain Responsibility

Resource Conservation and Circular Economy Principles

Waste Reduction and Sustainable Operations



Environmental Performance and Targets

Our environmental strategy is operationalised through a set of defined targets covering **energy procurement, energy efficiency, water use, responsible sourcing and fleet decarbonisation**. Progress against these targets for the 2025 reporting period is summarised in the table below.

Target

Horizon

2022

2023

2024

2025

Total CO₂e emissions (tonnes) across all operations

N/A

20,788 t

20,219 t

22,823.45 t

N/A

Use only green electricity in all European hostels, guaranteed by individual green electricity purchasing contracts (where available)

2023

97%

97%

98%

100%

Extend the installation of photovoltaic systems in our hostels, where possible

2026

20%

20%

40% (completed in 12 hostels)

Maintained

Transition to bulk produce in breakfast buffets across all feasible a&o properties by 2025 to minimize packaging waste

2025

20% of a&o properties used bulk produce in breakfast buffets.

40% of a&o properties used bulk produce in breakfast buffets.

80% of a&o properties used bulk produce in breakfast buffets.

100%

Eco pest control only by licensed contractors with non-hazardous cleaning materials

2024

75%

100%

Maintained

Maintained

Implement of a&o responsible sourcing standards

2023

20%

100%

Maintained

Maintained

Progressively shorten average foodtransport distances by prioritising the procurement of local and regional food sources across all properties. Target 10% by 2027 compared to 2023.

2027

50%

70% (e.g. regional food for Venice, delivery of food only every three days)

80%

100%

Target

Horizon

2022

2023

2024

2025

Install electric vehicle (EV) charging stations in all properties, where feasible, considering available space, infrastructure and parking availability

2030

10%

30%

56% of our properties have EV charging stations.

Maintained

Improve the energy efficiency ratings by at least one EPC class for 80% of our properties currently rated below Level C

Revised - extended to 2030

All hostels have an EPC

2 hostels completed; further planned for 2024

Assessments completed for 12 properties.

Revised — extended to 2030 *

Implement Smart Thermostats in all properties

2028

N/A

N/A

5% (Pilot program initiated)

20% complete

Achieve complete paperless digital registration across all properties.

2026

12%

35%

50%

100%

Four core targets hit 100% in 2025:

- green electricity
- bulk produce in breakfast buffets
- local and regional food sourcing
- paperless digital registration

* The original 2026 target for achieving at least one EPC class improvement across 80% of properties rated below Level C has been extended to 2030. Energy efficiency renovations of this scope, particularly in heritage and repurposed buildings, require extended planning, permitting and capital deployment cycles. Following the completion of EPC assessments for 12 properties in 2024, the programme moved into the implementation phase in 2025. Further retrofit projects are scheduled to be delivered progressively through the end of the decade.

Environmental Protection at a&o – The E of ESG

Managing Environmental Risks

Environmental risks are identified across our operations through regular audits and data-driven analysis. External energy engineers conduct **periodic evaluations of building infrastructure, heating and ventilation systems and operational workflows** to identify inefficiencies and opportunities for improvement. The findings directly inform our retrofit programmes and long-term operational planning.

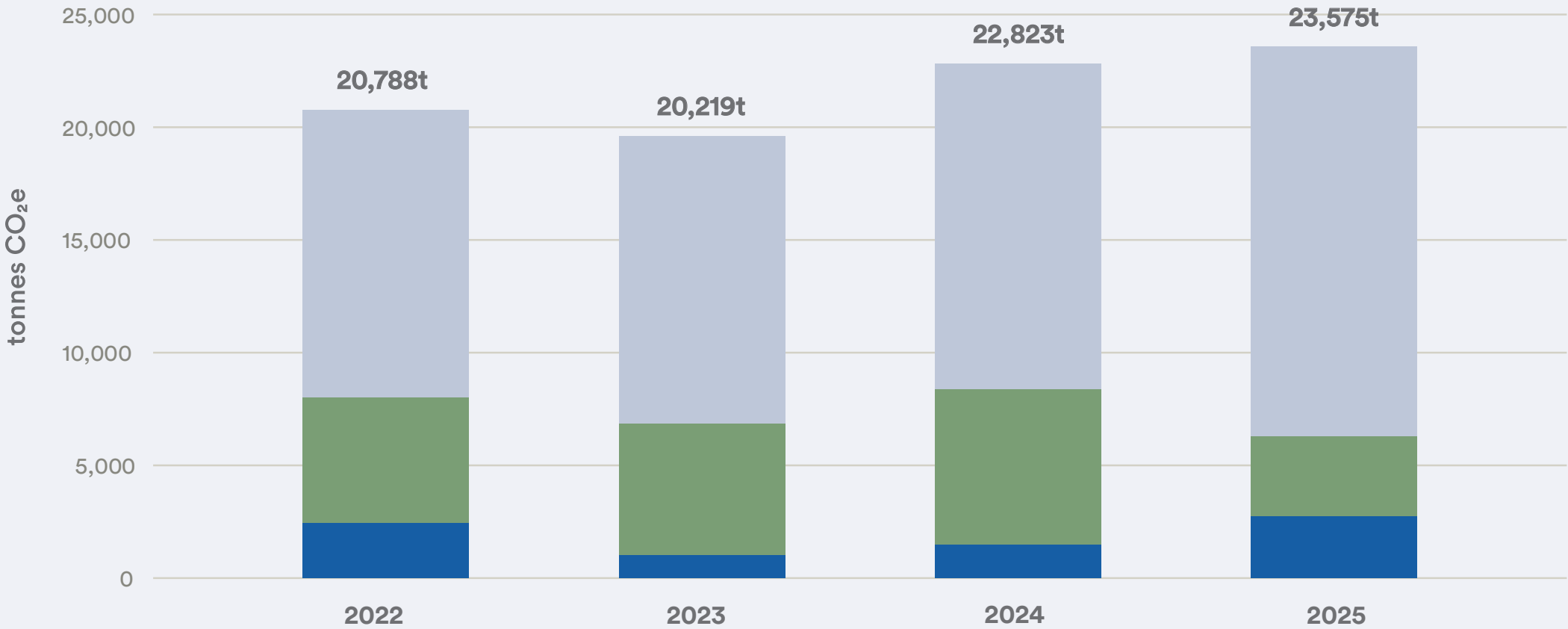
Greenhouse Gas Emissions Reporting

We calculate greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol, covering Scope 1, Scope 2 and relevant Scope 3 emissions. This process is supported by Code Gaia, a sustainability data platform that facilitates the collection, analysis and verification of emissions data across our value chain. The insights gained inform our emissions reduction priorities and support continuous improvement across operations.



Environmental Protection at a&o – The E of ESG

Key figures CO2 e emissions according to the GHGP (in tons CO2e)



CO2e emissions per overnight stay:

2022	3.74 kg
2023	3.32 kg
2024	3.64 kg
2025	3.58 kg

Scope 1

CO₂e released **directly in the company** from production (e.g., combustion processes and company vehicles)

Scope 2

All emissions **generated off-site** – in the form of electricity, steam, (district) heating and cooling

Scope 3

CO₂e emissions released from **upstream processes**

Environmental Protection at a&o – The E of ESG

Scope 3 Emissions and Supply Chain Responsibility

Scope 3 emissions represent a substantial portion of our total carbon footprint, with purchased goods and services identified as major contributors. To manage these indirect emissions, we apply our a&o Responsible Sourcing Policy to all Tier 1 suppliers.

Under this policy, suppliers are required to disclose GHG emissions annually, using primary activity data wherever possible. We recognise that challenges remain due to varying levels of supplier reporting maturity and continued reliance on industry-average emissions factors in certain areas. The a&o Responsible Sourcing Policy is reviewed on a biennial basis to ensure alignment with evolving standards and supplier capabilities.

Our ongoing efforts focus on close collaboration with suppliers to **enhance data transparency and deliver measurable emissions reductions across the supply chain.**



Click here to read our
'a&o Responsible Sourcing Policy'

Waste Reduction and Sustainable Operations

We have practised waste separation across our properties since 2000. To further reduce environmental impact, we have introduced bulk soap dispensers and bulk condiment dispensers at all feasible locations.

In 2025, we completed the rollout of **FoodNotify**, a digital platform for food ordering, inventory management and waste tracking, across all properties. Through FoodNotify, staff digitally log discarded items and receive real-time insights into waste quantities and patterns. With the rollout now complete, we are establishing property-level waste baselines, which will form the basis for targeted waste reduction measures from 2026 onwards.

Resource Conservation and Circular Economy Principles

We prioritise the conservation of existing resources through the adaptive reuse of existing buildings. Recent examples include:

- **the conversion of a 1960s administrative building for a&o Firenze Campo di Marte (opened 2025);**
- **the transformation of a former 17th century dockland building on the Thames for a&o London Docklands Riverside (opened 2025);**

These projects preserved original architectural elements such as façades, brickwork, timber beams and industrial features, significantly reducing the need for new materials and demonstrating our alignment with circular economy principles.

Social Commitment of a&o – The S of ESG

Workforce Management and Development

Training and Development

Employee Well-being and Internal Communication

Health and Safety

Diversity and Inclusion

Human Rights and Working Conditions

Community Engagement and Sponsorships

Arts and Culture

Youth and Education Projects

Community Sports Partnerships



Social Commitment of a&o – The S of ESG

Workforce Management and Development

As of 2025, our workforce consisted of 1,333 employees across ten countries. The gender distribution was 57.4% male, 42.5% female and 0.1% diverse.

1,333

employees

10

countries

42.5%

females

57.4%

males

0.1%

diverse



Target

Horizon

2022

2023

2024

Employees

Implementing a company mental health management programme

2024

N/A

20%

100%

Implementing human resources software

2026

50%

80%

80%

Human Rights

Developing a human rights policy statement

2023

10%

100%

100%

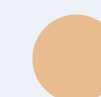
Integrating human rights decision-making criteria in procurement processes and purchasing conditions

2023

30%

100%

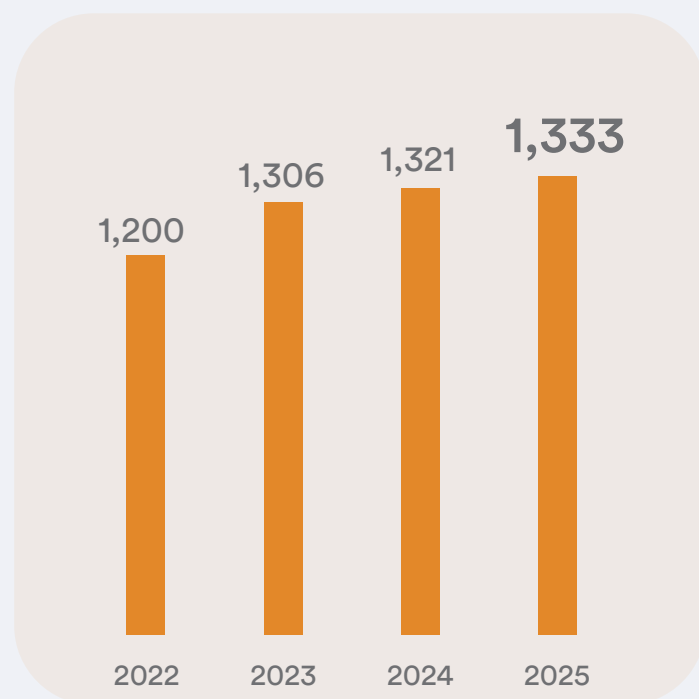
100%



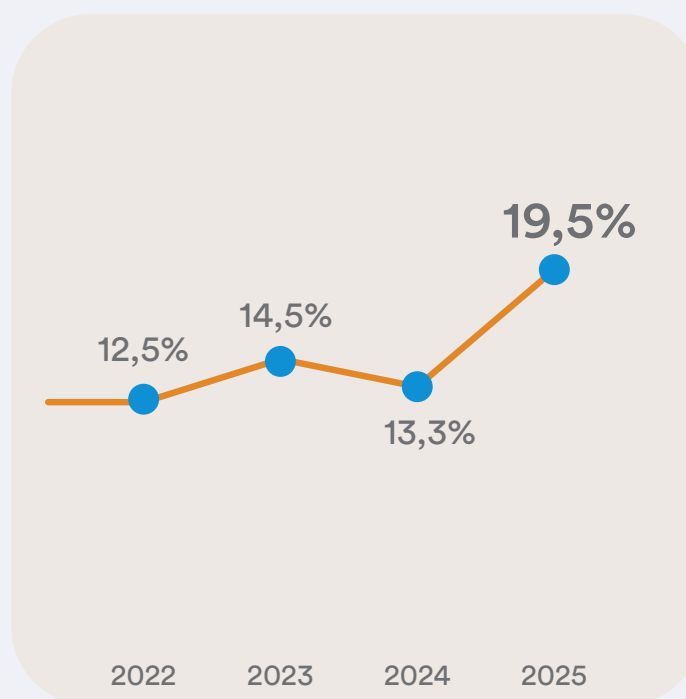
Click here to read our 'a&o Responsible Sourcing Policy'

S – Workforce Management and Development

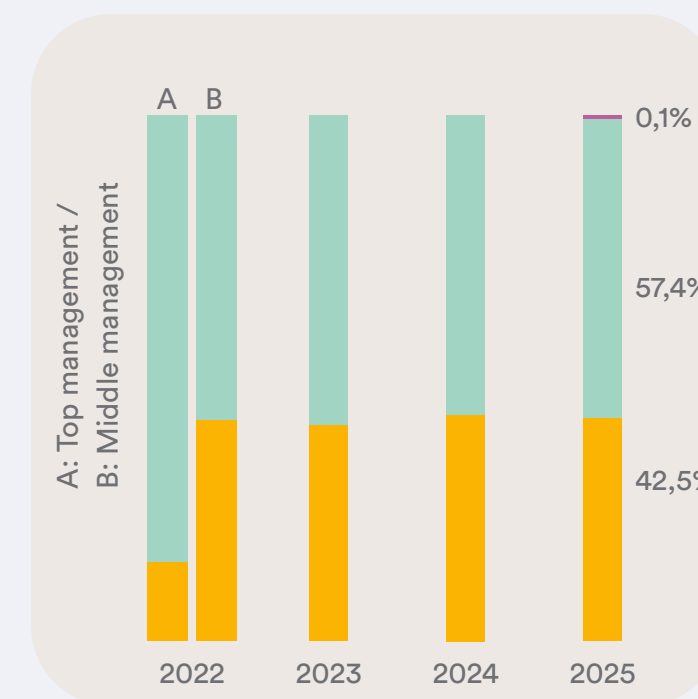
Total workforce
(fixed staff and part-time)



Turnover rate at headquarters
(excluding part-time staff)



Gender ratio of total workforce
(f / m / d)



Investment in education / training



Reported occupational health incidents



Reported fatalities



S – Workforce Management and Development

Training and Development

In 2025, we invested approximately **€378,000** in **employee training and development**, an increase of 8% compared with 2024. Training activity continued to focus on **professional skills, operational standards** and **career progression** across both headquarters and property teams.



~ €378,000

invested in employee training and development

+ 8%

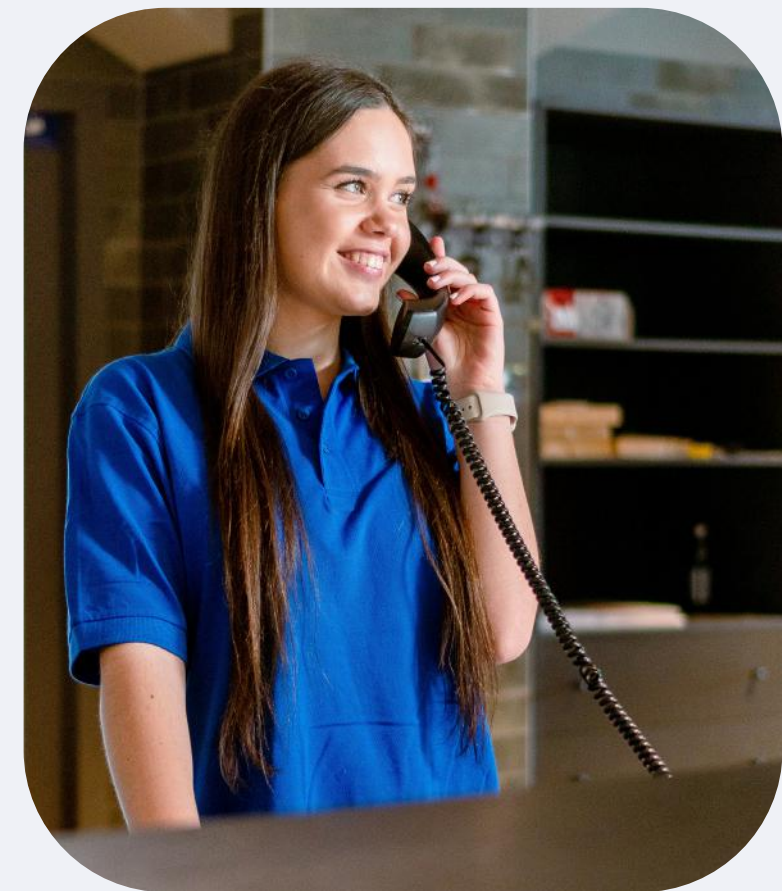
increase from 2024

S – Workforce Management and Development

Training and Development

Training activities in 2025 focused on the following areas:

- Newcomer training for all new staff and management trainees, delivered in digital format from May 2025 onwards
- Reception, kitchen and F&B-specific training covering operational standards, food safety and guest handling
- GM trainee training delivered on-site over four days, covering leadership, team and crisis management, HR processes and operational tools
- FOM and F&B advance training streams launched in July 2025, focused on leadership, onboarding, feedback and weekly planning
- Regular ASSD sessions delivered digitally four times a week for reception staff
- Monthly crisis management sessions, workshops on handling groups of young guests and annual operational meetings.



Our **a&o Academy**, established in 2013, continues to serve as the cornerstone of our employee development strategy, supported by **vocational training programmes** at designated training properties and **dual-study partnerships** with external institutions.

S – Workforce Management and Development

Employee Well-being and Internal Communication

The **Nilo mental health initiative**, introduced in 2024, continued throughout 2025, providing workshops, one-to-one coaching sessions and confidential support services. **By December 2025, 275 employees, approximately 21% of our workforce, were registered in the programme.**

The HR on Tour programme also continued in 2025, connecting headquarters HR teams with operational staff through regular site visits, attendance at team meetings, policy updates and individual conversations. The programme supports open dialogue between central and property-level teams and strengthens consistency of HR practices across the network.

Health and Safety

Ensuring the health and safety of our employees remains a top priority at a&o. In 2024, we conducted training sessions across multiple hostel locations, covering:

- Fire protection procedures;
- HACCP (Hazard Analysis and Critical Control Points) food safety standards;
- First aid response

Diversity and Inclusion

We are committed to creating an inclusive workplace where all employees are treated equitably regardless of race, ethnicity, gender identity, religion, disability status, age, or sexual orientation. This principle is embedded in our a&o Code of Ethics and reinforced through ongoing training programmes.

Human Rights and Working Conditions

Respecting human rights is central to our sustainability strategy. Our approach is guided by the **a&o Declaration of Principles on Human Rights**, which outlines our commitment to fair treatment and the prevention of human rights violations within our operations and supply chains.

Our **a&o Code of Ethics and a&o Responsible Sourcing Policy** extend these standards to our suppliers, requiring alignment with our ethical principles. Accessible grievance mechanisms are available via confidential email (legal@aohostels.com) and postal mail, enabling employees and stakeholders to report concerns securely.



Click here to read our *“a&o Declaration of Principles on Human Rights”*

Social Commitment of a&o – The S of ESG

Community Engagement and Sponsorships

In 2025, we continued to support community-focused initiatives across three areas:

- arts and culture
- youth education and
- community sports partnerships

These activities are delivered both directly and through our non-profit organisation **a&o educare e.V.**

a&o educare



S – Community Engagement and Sponsorships

Youth and Education Projects

Our non-profit organisation **a&o educare e.V.** continued to expand its activities in 2025, **focusing on education, social inclusion and equitable access to travel for young people.** The organisation operates as a registered non-profit association under German law and is supported through a combination of corporate funding and external donations.

A central development in 2025 was the launch of the "**everyonecantavel.app**," a digital platform designed to support **solidarity-based funding for school trips and group travel.** The tool addresses a recurring challenge for teachers and group organisers: the diverse socio-economic backgrounds of families participating in school trips, and the need to organise funding in a way that is fair, transparent and accessible to all. Developed independently of any travel provider and free to use, the application was presented at the Travel-Start-up-Night in Vienna and is one of the few sector-specific tools of its kind in the European youth travel market.

Complementing this, the "**Alle kommen mit**" relief fund was established in 2025 to provide **financial support to families facing economic hardship.** Funded entirely through donations, the fund operates with a streamlined online application process, with individual grants assessed by an independent advisory board.

Together, the app and the fund form a coordinated approach to reducing financial barriers to school and youth group travel.



S – Community Engagement and Sponsorships

Youth and Education Projects

Educational engagement continued through the year. In 2025, **a&o educare** organised a visit to the Adalbert School, located adjacent to a&o Berlin Mitte, where teachers and pupils were introduced to ESG concepts and sustainability practices in the hospitality sector. **Initiatives of this kind support our broader objective of strengthening links between a&o properties and the local communities in which they operate.**

The **"a&o Christmas Wish Tree"** campaign continued in 2025 in partnership with SOS Children's Villages Berlin, **enabling children from disadvantaged backgrounds to access music workshops, art classes and gardening activities.** The campaign also serves as a point of engagement for staff and guests, who contribute to fulfilling the children's stated wishes.

Education for Sustainable Development (ESD) elements installed across a&o properties in previous reporting periods continued to be used in 2025 as informal learning resources for school groups, teachers and other guests. Feedback received during the year indicates ongoing engagement with these displays, particularly in properties hosting frequent youth group stays.

Looking ahead to 2026, a&o educare's planned priorities include the **development of a structured programme on bullying prevention in the context of group travel and youth accommodation**, an area where systematic engagement is currently limited within the sector. Additional planned focus areas include the **assessment and improvement of accessibility across a&o properties**, and the **geographic expansion of the Christmas Wish Tree campaign** beyond Berlin.



S – Community Engagement and Sponsorships

Cultural Heritage: The Villa Mocenigo Project in Alvisopoli

In Alvisopoli, a hamlet of Fossalta di Portogruaro in the Veneto region of Italy, we are **supporting the restoration of the two service buildings**, the barchesse, of Villa Mocenigo, a neoclassical estate completed in 1805 and part of the Ville Venete network of protected historic residences. The project enters its active phase in 2026 and forms the first initiative of **a&o cultura & storia**, an Italian non-profit association (Associazione di Promozione Sociale) we founded in 2024 to **bring underused Italian heritage buildings back into community and cultural use**. Internally, this work sits within our broader a&o Culture and History programme.

The Ville Venete network comprises more than 4,000 historic residences, gardens, and villages built between the fifteenth and eighteenth centuries during the era of the Venetian Republic, across the Veneto and Friuli regions. Of these, fewer than 100 are currently in active cultural or hospitality use; the remainder are at varying degrees of risk. Villa Mocenigo stands within this network as a distinctive case.

The villa and its surrounding complex were conceived by Count Alvise Mocenigo at the turn of the nineteenth century as an ideal city: a planned settlement combining residential, productive, civic, and cultural functions within a single, self-sufficient community. In its early decades the estate housed the Bettoni printing house, one of the most active publishing centres of Napoleonic Veneto, and welcomed scholars, artists, and travellers from across Europe. Today, the complex is owned by ATER Venezia, the regional public housing authority. The villa itself was restored in the 1980s and converted into private apartments, but several of the surrounding buildings, including the two barchesse, have remained in disuse despite their historical significance.



S – Community Engagement and Sponsorships

Cultural Heritage: The Villa Mocenigo Project in Alvisopoli

The restoration is carried out under monumental protection pursuant to Italian Legislative Decree 42/2004, in coordination with a network of institutional partners: ATER Venezia as owner of the complex, the University of Padua, CNA Portogruaro, the Consorzio di Bonifica, Vegal, and the Municipality of Fossalta di Portogruaro. All conversion works use fully reversible methods that preserve the integrity of the protected structures and leave the historic fabric untouched.



Our contribution focuses on **the adaptive reuse of the two barchesse**. The east barchessa will host a small hospitality offer of eight rooms, each with an en-suite bathroom, on the first floor, with reception and shared guest spaces below. The west barchessa will house a kitchen with a pastry and bakery workshop on the ground floor, alongside a bar and pasticceria open to the public, with a breakfast and restaurant area on the first floor. **The ground-floor spaces are designed to serve both overnight guests and the surrounding community**, meaning the buildings remain inhabited and accessible in daily use, rather than functioning as a closed hospitality enclave.

Planned restoration measures include:

- **Fully reversible dry-construction methods throughout the conversion, including floating floors and partition blocks made from 90% recycled content;**
- **No external modifications to the protected façades;**
- **Restoration of the historic mill on the estate, with the aim of converting it into an on-site electricity generator;**
- **Participation in a Renewable Energy Community (Comunità Energetica Rinnovabile) in line with Italian legislation on shared local energy generation.**

S – Community Engagement and Sponsorships

Cultural Heritage: The Villa Mocenigo Project in Alvisopoli

"We believe a protected building is only really preserved when people are using it. That is what we want to do in Alvisopoli: bring the barchesse back into daily use, open them to guests and to the village, and in doing so play our part in keeping both the heritage and the community alive."

Cedric Coy President, a&o cultura e storia



Beyond the built restoration, the project carries a social and territorial dimension. Veneto's tourism economy is historically concentrated on the coast and on a small number of art cities, producing pronounced seasonal peaks and leaving the inland territory largely outside the visitor economy. By creating a year-round cultural destination in the rural hinterland, the project aims to contribute to the deseasonalisation of tourist flows, to open space within the complex for new micro-enterprises and young entrepreneurs from the surrounding area, and to return parts of the site to the local community for cultural, educational, and civic use.

For us, the Villa Mocenigo project extends our long-standing practice of adaptive reuse, already applied across our hostel portfolio in former industrial, institutional, and residential buildings, into a new context: the regeneration of protected heritage for community benefit, carried out alongside public institutions and local partners, and designed as a prototype that can be replicated across other underused villas in the region.

S – Community Engagement and Sponsorships

Community Sports Partnerships

In 2025, we continued our support for local sports communities, investing **€233,000 in partnerships** with clubs and organisations across football, handball, basketball, table tennis, speed skating and ice hockey, including:

FC Union Berlin
Hertha BSC
SK Sturm Graz
FC Hansa Rostock
BFV Berliner Fußball Verband
Eisbären Juniors Berlin
Füchse Berlin Reinickendorf
ttv berlin eastside
ALBA Berlin Jugend
Landessportbund Berlin
DESG Deutsche Eisschnelllauf- und Shorttrack-Gemeinschaft
FRAPORT Skyliners

Our partnership with Caritas Graz continued in 2025, with a&o remaining the main sponsor of the Austrian Women's National Team at the Homeless World Cup. The partnership supports the "street-footBALL Austria" initiative, using football as a tool for social integration and to address challenges related to homelessness and migration across Graz, Vienna, Salzburg and Klagenfurt.



Sustainable Corporate Governance at a&o – The G of ESG

Governance Structure and Oversight

Board's Role in Sustainability Oversight

Ethics, Integrity and Compliance

Certifications and Standards

Quality Management

GreenSign Certification

Sustainable Fitch ESG Rating



Sustainable governance at a&o defines the structures and processes that guide decision-making for the benefit of all stakeholders.

Our integrated approach systematically balances **economic objectives with environmental stewardship and social responsibility** across the entire value chain, supported by clear governance structures and accountability mechanisms.

Target

Horizon

2022

2023

2024

2025

Sustainable Business Strategy

Conduct a materiality assessment according to the new requirements of the Corporate Sustainability Reporting Directive (CSRD)

2027

N/A

20%

40%

60%

a&o Management

Strengthen diversity in the a&o management composition (women, employee representation etc.)

2024

In progress

In progress

In progress

continued strengthening of female representation across leadership levels

Integrate sustainability into the a&o compensation scheme (where appropriate)

2024

50%

80%

100%

Maintained

Implement ISO 9001

2025

N/A

40%

100%

Maintained

Policies and Guidelines

a&o Integrity Code

- Formulate, approve and communicate to all employees

2023

80%

100%

100%

Maintained

a&o Responsible Sourcing Policy

- Communicate to all suppliers
- Roll out for key suppliers (including definition of joint efforts)

2023

40%

100%

100%

Maintained

2023

10%

100%

100%

Maintained

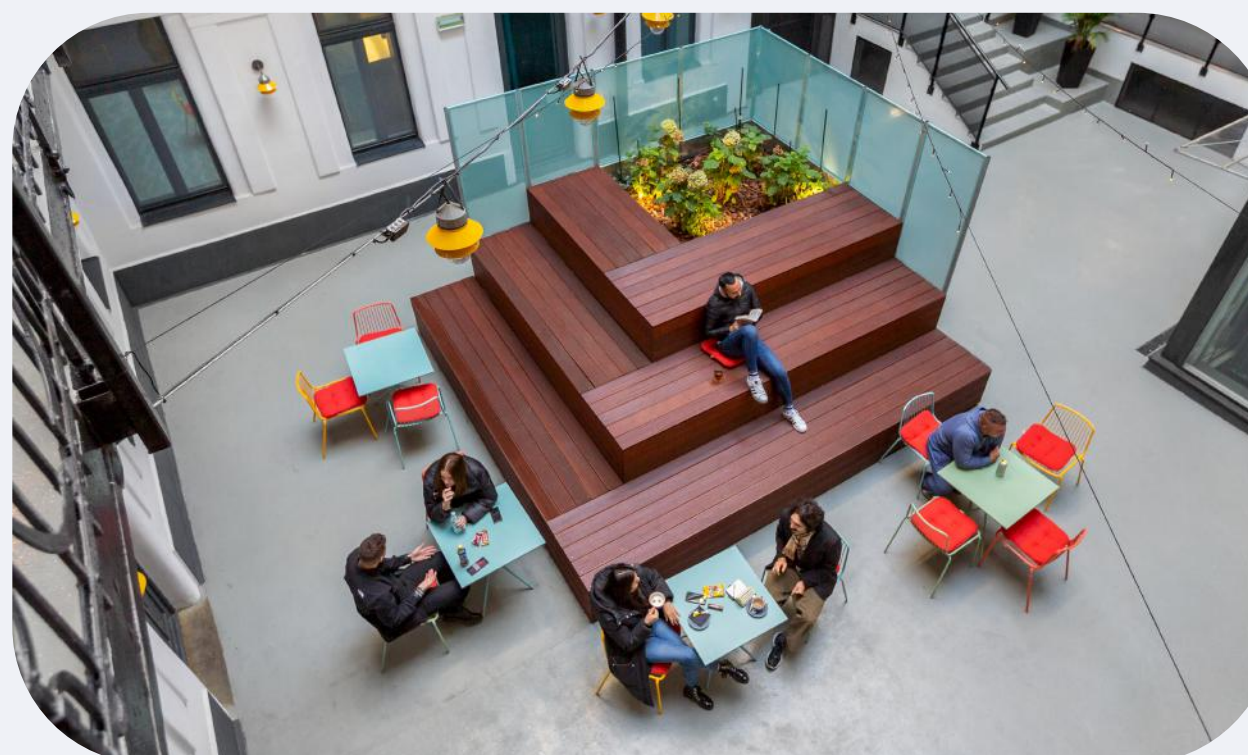
Sustainable Corporate Governance at a&o – The G of ESG

Governance Structure and Oversight

a&o's governance model combines strategic oversight with operational execution through a clearly defined hierarchy. As the parent company, a&o Hostels GmbH & Co. KG operates under the leadership of CEO Oliver Winter from its Berlin headquarters, maintaining oversight through a five-member Advisory Committee. This governing body provides top-level guidance on strategic matters and ensures adherence to all regulatory, legal, and operational requirements.

The CEO serves as the highest ESG decision-making authority, establishing sustainability strategies and objectives implemented by the dedicated ESG Department. This team collaborates closely with Procurement, Legal, Marketing, Finance, and Construction, driving initiatives through a structured reporting framework supported by detailed performance scorecards

The organisational structure was further strengthened in 2023 with the establishment of the **ESG Task Force**, comprising representatives from all properties. This cross-functional team acts as both a feedback mechanism for operational challenges and a platform for continuous improvement, ensuring that sustainability remains embedded in daily operations at all levels.



G – Governance Structure and Oversight

Sustainability at a&o



Sustainable Corporate Governance at a&o – The G of ESG

Board's Role in Sustainability Oversight

In 2025, the Advisory Board held four dedicated strategy sessions to systematically review progress against predefined ESG objectives, ensuring **environmental and social considerations remain seamlessly integrated into core business operations**. In its oversight capacity, the Advisory Board tracks clearly defined performance indicators, such as carbon footprint reductions, to uphold transparency and accountability.

The ESG function provides quarterly progress reports detailing initiatives ranging from energy efficiency improvements and waste reduction measures to responsible sourcing practices. These updates provide the Advisory Board with comprehensive insights necessary to **guide strategic decision-making and maintain ongoing adherence** to established sustainability standards.

Governance Structure



Ethics, Integrity and Compliance

a&o's ethical framework is defined by the corporate **Code of Ethics**, introduced in 2022, which provides clear guidance for decision-making across all organisational levels. In 2025, the Code remained in place as an internal guide for employee conduct. Training on the Code continued to be available to all employees to promote a consistent understanding and application of these standards and to reflect our organisational values when interacting with partners, customers and other stakeholders.

This ethical commitment extends to our value chain through the **Responsible Sourcing Policy**, implemented in 2023, which establishes clear environmental and social requirements for suppliers. The policy outlines expectations for responsible business practices and ensures that sustainability considerations are systematically integrated into procurement decisions.

Sustainable Corporate Governance at a&o – The G of ESG

Certifications and Standards

Across the 2025 reporting period, we maintained or extended the certifications and external assessments that support our approach to quality management, sustainability and governance.

Quality Management

Our **ISO 9001:2015 certification**, achieved in 2024, remained in place throughout 2025. The certification formalises our approach to maintaining consistent, high-quality processes across operations and provides a structured framework for **risk identification, workflow improvement and accountability in service delivery**. It continues to support the governance foundations of our ESG strategy through regular review cycles and internal performance assessments.

GreenSign Certification

GreenSign, a certification recognised by the Global Sustainable Tourism Council (GSTC), evaluates hotels based on three pillars: **Ecology, Economy and Social Responsibility**. The certification process includes self-evaluation, external audits and scoring against more than 130 criteria.

In 2025, we continued the recertification of our existing properties under the GreenSign framework, ensuring that our established hostels maintain compliance with the standard's requirements and continue to meet the expected sustainability criteria.

Recertification forms a regular part of our ongoing engagement with the programme and reflects our commitment to consistent sustainability performance across the network



G – Certification and Standards

Sustainable Fitch ESG Rating

In 2025, Sustainable Fitch reaffirmed our ESG Entity Rating at '2' on its scale of 1 to 5, for the third consecutive year. This rating indicates good overall alignment with ESG principles.

Sustainable Fitch provides ESG Entity Ratings to assess how organisations integrate ESG factors into their strategy, management and operations. The ratings evaluate policies, outcomes and impacts across environmental, social and governance dimensions, on a scale from '1' (excellent) to '5' (poor). A rating of '2' reflects that our business strategy, operations and governance practices incorporate ESG considerations effectively, with some areas for further improvement.

Maintaining an external ESG rating supports our approach to transparency, continuous improvement and alignment with international sustainability standards.



Appendix

Report Profile

The a&o Sustainability Report 2025 provides an overview of our sustainability initiatives and progress during the reporting period from 1 January to 31 December 2025. This report outlines key actions taken to address environmental, social and governance (ESG) challenges relevant to our operations and stakeholders.

We aim to publish annual updates, with the next report covering 2026 set for release in 2027. We continue to monitor developments in sustainability reporting frameworks, including the Corporate Sustainability Reporting Directive (CSRD) and its associated European Sustainability Reporting Standards (ESRS), to ensure full compliance with applicable requirements in accordance with regulatory timelines and obligations.

CO2e calculation

All Co2e emissions include the following seven greenhouse gases covered by the Kyoto Protocol: Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFC), Perfluorinated hydrocarbons (PFC), Sulphur hexafluoride (SF₆) and Nitrogen trifluoride (NF₃).

The calculation of the Co2e footprint used the internationally recognised method of the Greenhouse Gas Protocol (Scope 1, 2 and 3), for delimited, selected standard products and under the following system limits:

Accounting period: Calendar year 2025

Organisational Boundaries: Over 40 European hostels and headquarters of the a&o Hostels GmbH & Co. KG, Adalbertstraße. 50 10179 Berlin

Reference products: Affordable accommodation centrally located for backpackers, youth groups, families and business travellers, co-working spaces and conference rooms

Evaluation Measures: Recognised emission factors are used to determine the a&o Co2e footprint, e.g., those of the German Federal Environment Agency (UBA) or the British Department for Environment, Food and Rural Affairs (DEFRA)

In line with the requirements of the Greenhouse Gas Protocol, all CO₂-e emissions were included - those in the company itself, eight categories in the upstream chain and a further seven categories in downstream product use and disposal.

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