MCG Membership Collective Group

2021 ESG Report

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A message from Nick Jones

Soho House was born out of a desire to bring people together. Since 1995 we've grown around the world, and added more experiences and opportunities for our members and teams as part of the Membership Collective Group – but one thing has never changed: people have always been at the heart of everything we do.

In recent years we've put a renewed focus on our company values and launched our social responsibility and sustainability programme, House Foundations. We have always used the power of community to help people flourish; to create connections, share ideas and make an impact – and House Foundations has allowed us to build greater structure around this work that forms such an important part of our long-term vision for MCG.

In 2021 we signed the UN Global Compact enabling us to track and measure our social and environmental impact against the UN Sustainable Development Goals. We set our 2030 goals for Soho House and implemented sustainable practices across our businesses that will make things better for our members, our teams and the communities around us.

As a global membership platform for people with creative souls, we can see first hand the benefits of opening up opportunities for diverse talent to flourish. It's clear to me that where we can make a real difference is by using the knowledge and network we've built over 27 years to open doors in the creative industries for people who are otherwise shut out.

This year, we strengthened our commitment to help people from underrepresented and lower socioeconomic backgrounds and set ourselves targets – by 2030, our goal is for 5% of our annual Soho House membership intake to be part of one of our creative access programmes.

Alongside our focus on driving access in the creative industries, we are committed to ensuring our business does as little harm to the environment as possible, striving to make a positive impact wherever we can. We set a goal to become net zero on carbon emissions, started to increase energy efficiency in our sites, and put comprehensive sustainability training programmes in place for our teams.

In our first Environmental, Social and Governance report we hope to give an honest look at the journey we're on, with a focus on Soho House. We plan to support the other MCG brands to align with the work we're doing on House Foundations, but tailored to their own businesses. In the future we aim to report on these, too.

We wouldn't be able to do any of this work without our members and our teams, so thank you to everyone who supported MCG and our House Foundations programme in 2021 – especially during another year of challenges due to COVID-19.

I hope you will continue to follow our progress as we work towards and further our commitments in the years ahead.

Nick
Founder, CEO & Director of the Board, MCG

House Foundations | 2021 Highlights

Our Environmental, Social and Governance (ESG) programme uses the platform we've built over 27 years to make a positive impact on the people around us, the lives of our members and the environment

478 PEOPLE ON SOHO FUTURES

programmes to date, removing barriers for people from lower socioeconomic backgrounds

ACCESS TO THE CREATIVE INDUSTRIES

35% ETHNIC DIVERSITY

in our leadership, with progress made across all levels of the business

DIVERSITY & INCLUSION

$2.49M DONATED

to causes that support access to the creative industries and our local communities

SOHO GIVE

2030 GOALS SET

to reduce the impact of our business on the environment

CLIMATE ACTION

95% SITES RECYCLING

globally, 65.6% sites are also enabled to send food waste to environmentally-positive programmes

REDUCE WASTE

UN GLOBAL COMPACT SIGNED

to track and measure our progress against the UN Sustainable Development Goals

POLICIES & REPORTING

PEOPLE & PASSION

CITY, COUNTRY, COAST

GOVERNANCE

About this report

This report contains information about Membership Collective Group's (MCG) Environmental, Social and Governance (ESG) strategy and goals. We have a strong focus on the environment and on governance, but our principal emphasis is on people (social), because people are at the heart of our business.

Our inaugural report aims to provide an overarching view of MCG's commitments, with a focus on Soho House and related brands (Soho Home, Soho Works). More recent additions to MCG's portfolio, The Ned, Scorpios, The LINE and Saguaro are developing tailored strategies and programmes to align with Soho House's ESG goals and objectives. They will be defining their own strategies to address priorities specific to their business models, and in future reports we will aim to provide a closer look at their ESG programmes.

This report was prepared in accordance with the FuturePlus framework. FuturePlus is one of the most comprehensive ESG and sustainability measurement and management platforms available. FuturePlus ensures 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.

Beyond our annual report, we aim to keep members, our teams and stakeholders updated on House Foundations in the Houses and on our platforms; sohohouse.com, the SH.APP and social media.

Data in this report refers to data for the year ended 31 December 2021 for Soho House, 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.

FORWARD-LOOKING STATEMENTS

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' 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.

These assumptions and our future performance results involve risks and uncertainties (many of which are beyond our control). As a result of these risks, we cannot assure you that the forward-looking statements in this presentation will prove to be accurate. Furthermore, if the forward-looking statements prove to be inaccurate, the inaccuracy may be material. In light of the significant uncertainties in these forward-looking statements, you should not regard these statements as a representation or warranty by us or any other person that we will achieve our objectives and plans in any specified time frame, or at all. We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law. You should evaluate all forward-looking statements made in this presentation in the context of the risks and uncertainties disclosed in the Company's Annual Report on Form 10-k for the fiscal year ended January 2, 2022, as filed with the Securities and Exchange Commission ("SEC"). All of the Company's SEC filings are available online at www.sec.gov, www.membershipcollectivegroup.com or upon request from Membership Collective Group Inc. The forward-looking statements included in this presentation are made only as of the date hereof. The Company undertakes no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

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 (ESG)

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ESG Materiality

We are reporting against material ESG issues as identified by FuturePlus, which allows our business to understand, define and measure our sustainability practices to create meaningful change. Internally, we reviewed our priorities to focus on value creation to attract and retain members and employees, and to protect our surroundings as part of our long-term strategy for the sustainable growth of MCG.

FuturePlus has given Soho House a current sustainability score of 338/500 and an ambition score of 400/500, as well as individual scores measured along the five themes of Climate, Environment, Diversity and Inclusion, Economic and Social Impact. It provides us with a three-year improvement roadmap and a quantifiable measure of where we want to be in the future.

Our ESG materiality analysis with FuturePlus and an internal review determined 10 strategic priorities: 8 of these were defined as material ESG issues, 2 were identified as particularly important to us at Soho House.

While we have identified 10 priority areas, we are working on and aligning with industry expectations for all impact areas identified for our business. In 2022 we plan to complete an ESG materiality assessment with internal and external stakeholders to inform our ongoing and evolving ESG strategy.

FuturePlus 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. Throughout this report we state which of the 17 goals our efforts are related to.

SUSTAINABLE DEVELOPMENT GOALS

MATERIAL ESG ISSUES

D&I: our teams, members, suppliers, partners	Team wellbeing & development	Climate action in our operations	Waste management & recycling
Food waste & responsible consumption	Ethical sourcing	Protect our surroundings	Sustainable design

IMPORTANT TO US

Access to the creative industries	Positive impact in our communities

MCG | Soho House Overview

WHO WE ARE

The Membership Collective Group (MCG) is a global membership platform of physical and digital spaces that connects a vibrant, diverse group of people from across the world. Our members use the MCG platform to both work and socialise, to connect, create, have fun and make an impact.

Our journey began with the opening of the first Soho House in 1995 and we remain the only company to have scaled a private membership network with a global presence. From the beginning, and throughout our 27-year history, members have been at the heart of everything we do.

At 31 December 2021, Soho House employed 5,989 people, including 646 in our support offices in London, New York and LA.

SOHO HOUSE

Soho House is a home for the world's most creative people to come together.

House membership incl. Cities Without Houses, Soho Friends and Connect membership

SOHO **WORKS**

A platform for members to work and flourish, with Lounge, Desk, Office and Collective membership

Nine locations in London, New York and Los Angeles

SOHO HOME

Interiors and lifestyle retail brand

SOHO HOME+ membership with early access to collections and member prices

SOHO HOUSE VALUES

Whether it's on a local or global scale, these are the guiding principles that drive us:

CURIOSITY
We support curiosity and champion talent

INCLUSIVITY
We welcome diverse experiences and progressive thinking that's representative of the wider world

CONNECTION
We inspire meaningful connections and collaboration

PASSION
We put people at the heart of everything we do to deliver the best experience

RESPECT
We promote respect and kindness within our four walls and in the communities we serve around the world

In 2021 MCG was formed, made up of a number of brands including Soho House, Soho Home, Soho Works, The Ned, Scorpios, The LINE and Saguaro.

Our ESG Strategy: House Foundations

Everything we do starts with people: our members, teams and partners.

Creating platforms for people to connect, grow and help each other flourish is what we do best – and our ESG strategy uses the foundations we've built over 27 years to have a positive impact on the people around us, the lives of our members and the environment.

Alongside our focus on people – to drive access in the creative industries, foster belonging in our team and membership, and give back to our local communities – we are committed to ensuring our business does as little harm to the environment as possible, aiming to make a positive contribution where possible.

We believe House Foundations adds more to our member experience and improves the wellbeing of our teams. 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.

PEOPLE & PASSION

ACCESS TO THE CREATIVE INDUSTRIES

Soho Futures: removing barriers for people from lower socioeconomic and underrepresented backgrounds

DIVERSITY & INCLUSION

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

TEAM WELLBEING & DEVELOPMENT

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

SOHO GIVE

Positive impact in the communities we operate in, with a focus on causes close to the hearts of our members and teams

CITY, COUNTRY, COAST

CLIMATE ACTION

Working to become net zero on carbon in our direct operations and reducing our indirect emissions

REDUCE WASTE

Responsible consumption and diverting food and non-food waste from landfill

PROTECT OUR SURROUNDINGS

Working with our operations and design teams to minimise environmentally harmful practices

SOURCE ETHICALLY

Funding businesses with a positive social or environmental impact through our procurement

Our 2030 goals

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

200 projects sponsored for emerging creatives and entrepreneurs

ACCESS TO THE CREATIVE INDUSTRIES

Our commitment to learning, development and equal opportunities

Provide skills and resources to the hospitality industry

TEAM WELLBEING & DEVELOPMENT

Drive an industry-leading D&I programme in our teams, supply chain and membership

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

DIVERSITY & INCLUSION

100,000 volunteer hours contributed by our teams annually

Increase our investment in causes aligned to Soho House values

SOHO GIVE

Net zero on carbon in our Scope 1 & 2 emissions

50% reduction in Scope 3 carbon emissions through partner collaboration

Offset 100% of company travel

CLIMATE ACTION

Reduce use of environmentally harmful chemicals

Reduce use of single-use plastics

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

PROTECT OUR SURROUNDINGS

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

80% of all waste produced sent to recycling

100% of sites to send food waste to environmentally-positive programmes

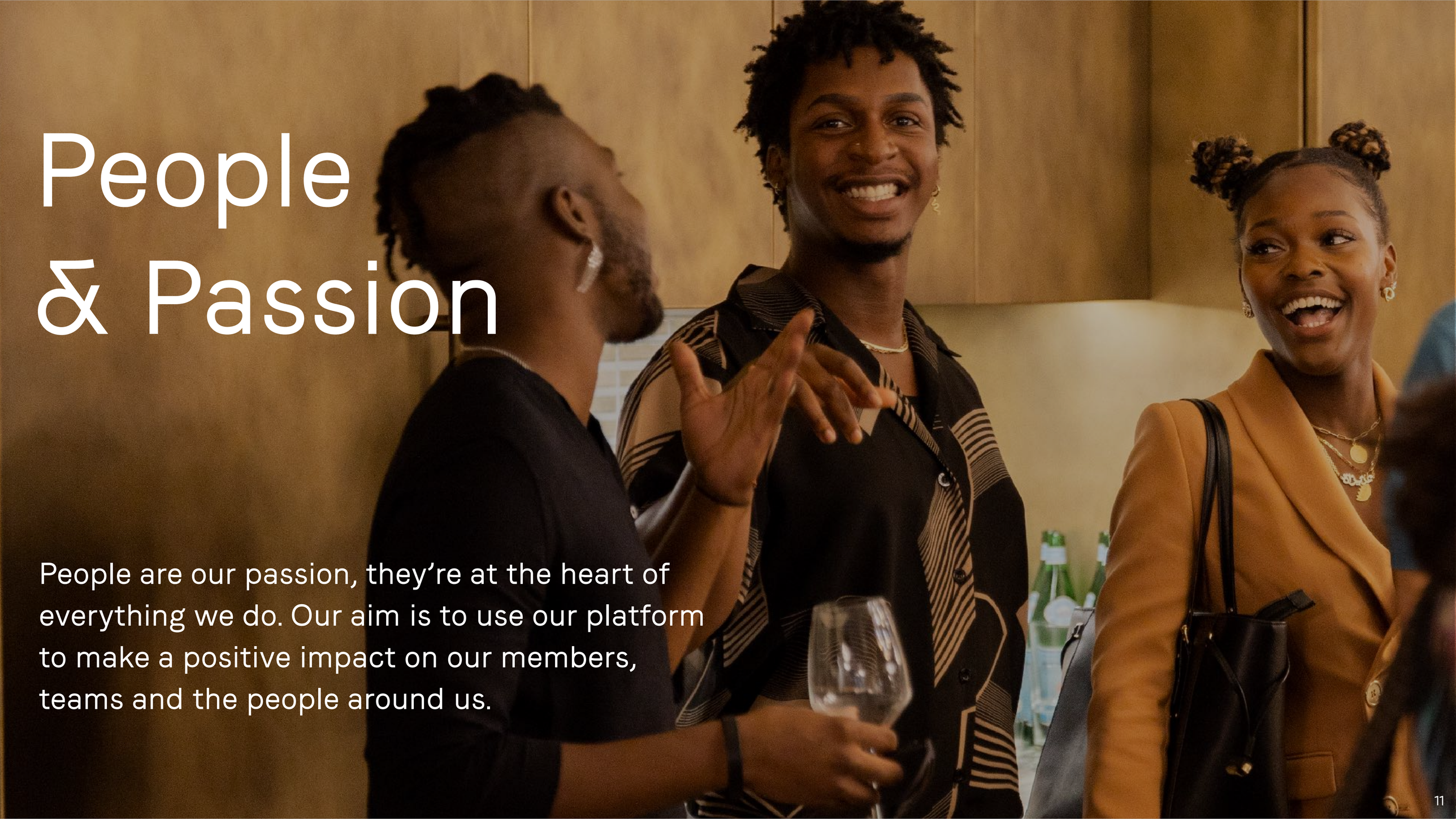
REDUCE WASTE

100% food and beverage, textiles and materials aligned to our ethical procurement policies

100% of suppliers contractually signed up to our Supplier Code of Conduct

SOURCE ETHICALLY

People & Passion



People are our passion, they’re at the heart of everything we do. Our aim is to use our platform to make a positive impact on our members, teams and the people around us.

Soho Futures

Access to the creative industries: helping people from underrepresented or lower socioeconomic backgrounds to flourish

478
PEOPLE

through Soho Futures programmes to date

We believe that talent is distributed evenly, but opportunity is not.

We opened our first House on London's Greek Street in 1995 as a members' club for the local artists and actors who were regulars in Soho. Since then, the creative economy has flourished all over the world and its growth has allowed us to take Soho House across the UK, Europe, North America and Asia. Everywhere we go, we're looking for the same thing: kind people with a creative soul.

However, the creative industries today don't accurately represent our society. Unrepresented groups in the creative economy, based on ethnicity or socioeconomic background, face barriers to succeed in the industry.

We're passionate about using the platform and network we've built at Soho House to open doors for people from all backgrounds through our creative access programmes:

SOHO MENTORSHIP
Pairing creatives from underrepresented backgrounds with Soho House members

SOHO FELLOWSHIP
Merit-based Soho House membership for creatives without the means to pay

SOHO CHANCE
For emerging entrepreneurs to launch a project using the resource and infrastructure of Soho House

2030 GOALS

5% OF SOHO HOUSE MEMBERSHIP INTAKE TO BE PART OF A CREATIVE ACCESS PROGRAMME

OUR PROGRESS

1.5% OF SOHO HOUSE MEMBERSHIP INTAKE IN 2021

478 PEOPLE ON CREATIVE ACCESS PROGRAMMES SINCE 2018

2022 ROADMAP

2% OF OUR ANNUAL MEMBERSHIP INTAKE THROUGH GROWTH OF CREATIVE ACCESS PROGRAMMES

200 PROJECTS SPONSORED FOR EMERGING CREATIVES AND ENTREPRENEURS

OUR PROGRESS

10 PROJECTS SPONSORED IN 2021 THROUGH SOHO CHANCE, SEE MORE HERE.

2022 ROADMAP

25 PROJECTS SPONSORED

UN SDG

Soho Mentorship

Our mentoring programme supports young people from lower socioeconomic and underrepresented backgrounds into creative careers, run in partnership with Creative Mentor Network (UK), Creative Futures Collective (North America), Routes In (EU) and OWN Academy (Asia).

We pair up each mentee with a Soho House member for a 16-week programme designed to grow their connections, confidence and experience. Applicants go through an assessment process and must meet a set of eligibility requirements to support our mission to make the creative industries more inclusive.

Once on the programme, each mentee receives a Soho House membership to make use of our Houses and events, and to network within our membership.

They also receive preferential rates on food and drink, bedrooms and treatments to make our Houses accessible. Membership is on us for an initial period, followed by a reduced rate to ensure mentees can stay part of our global community.

Our members who take part as mentors benefit from training and workshops, social events and access to a pipeline of diverse talent for their own businesses.

Set up in 2018, we have helped 451 mentees through the programme so far. In 2021 we were running in 10 locations; London, Oxfordshire, Amsterdam, Berlin, New York, LA, Chicago, Toronto, Hong Kong and Mumbai. In 2022 we're committed to launch in five more cities.

70%

LA mentees found job opportunities through the programme, at companies including WME, Nike and Live Nation

85%

LA mentees felt their industry awareness improved after mentorship

75%

UK mentees felt mentoring gave them a better understanding of the different roles and career paths in the creative industries

90%

LA mentees feel more empowered to create new projects

72%

UK mentors agreed they would contribute to their company's diversity & inclusion strategy after being on the programme

Data from UK Cohort 7, Creative Mentor Network 2021 & LA Cohort 1, Creative Futures Collective 2021

Meet the mentees & mentors

Fiz Olajide, New York mentor

'I learnt from my mentee Alea how to use my eyes, my culture and my experience to defend my vision and be a better storyteller.'

'Alea is one of those special artists who is both intuitive and really cares about curating beautiful visuals with purpose. Their energy when bringing ideas to life is refreshing and inspiring. I continue to check in and cheer Alea on from the sidelines as they jump into opportunities that open up.'

Kandice Chavous, New York mentee

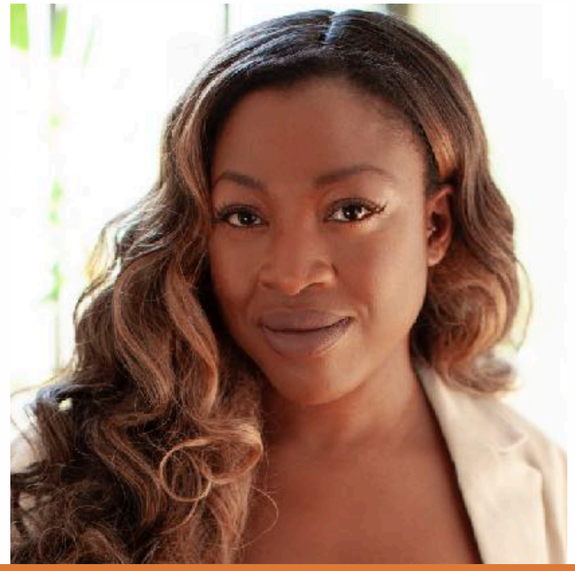
'My decision to move to Paris and start a graduate program came after I became a mentee.'

'During the process, I was able to tap into the community that was built through the events hosted each month and find the courage to move. I instantly felt at home with the other mentees, and I was able to build out a passion project with my mentor, Amy. We still check in with each other, keeping each other posted with what is going on in our personal and professional lives. I know that it's a relationship I would not have otherwise had.'

Benjamin Kyei, London mentee

'Soho Mentorship was an experience that I know will shape the rest of my life.'

'My mentor's influence and experience helped shape the successful release of my brand GOSSE au CŒUR's third collection. A mentor is someone you can learn from, someone who you can be accountable to and, most importantly for me, someone who is able to challenge you outside of your comfort zone.'



Mighloe, Toronto mentee

'Soho Mentorship was a pivotal moment for me. Exploring the depth of the music business with my mentor and realising the steps I had to take to blossom in my career were life changing.'

'I wouldn't be where I am today without stepping out of my comfort zone, joining this group of like-minded artists and experiencing the challenges that come with a career in creativity. My mentor and I connected on a higher level; he became a great friend and a person I could confide in.'

Soho Fellowship

Launched in summer 2021, Soho Fellowship provides merit-based membership to people working on impactful creative projects, but who find access to our spaces, programming and network financially unattainable. They also receive subsidised rates on food and drinks, quarterly sessions with our team, and ongoing support for their projects.

Our first intake of Fellows were inaugurated across the UK, Europe and North America. Here are some of their stories.

Irais Elizarraraz, Soho House Chicago

Irais's brand Sin Título organically unites people through interactive events. Her Fellowship project focuses on creating generational wealth and health for the Latinx community by hosting open networking and mental health sessions at Soho House.

'Fellowship has amplified my voice as a first-generation Mexican American, allowing me to turn my community-building ideas into action. In addition to my own realisation that I belong as a member, my community peers have been exposed to the opportunities Soho House has brought.'

Martha Nakintu, High Road House

Martha's short film, Losing Joy, made it onto the film festival circuit after securing a placement in the BFI Festival. She hosted a screening at Electric Cinema Portobello Road for the original donors and members interested in film and TV funding.

'Just by connecting with others at Soho House, I feel more supported. Soho Fellowship has amplified my current projects just as I hoped it would. Next, I want to produce a TV pilot series with my production company, MXM Productions, and co-founder Nana Duncan.'

Rachita Saraogi and Rebecca Thomson, 180 House

Sisterhood is a social enterprise empowering girls and gender-expanding youth to find confidence through creative design. As Fellows, they have access to Soho Works space for workshops, and will tour the Houses across Europe for the first Sisterhood events abroad, allowing them to expand their network outside of London.

'By bringing our girls into Soho Works, spaces they have not always had access to, we hope to provide opportunities for the next generation – who are also the future creators, leaders, change makers and members of Soho House.'

Diversity and inclusion

We are committed to driving an industry-leading D&I programme in our teams and supply chain, and a thriving membership that's representative of the places we operate in

Our diversity and inclusion team leads our efforts, with the help of advocates who support at site level. Everyone has a part to play, and diversity and inclusion training is required of staff at all levels of the business.

In 2020 we made our Pledge, a robust commitment for Soho House across representation, recruitment, culture, education, community engagement and accountability.

Since then, we have increased diverse representation in our business and rolled out a global training series on anti-racism and allyship for our teams, built an internal diversity steering committee to hold our executives accountable, started to track the diversity of our membership, and looked at how we celebrate and create opportunities for diverse talent across our platforms and in our supply chain. In 2021 we also set our 2030 goals and expanded the scope of this work to be localised to each place we operate in. Our aim is to ensure that our pledge to BIPOC communities extends to other underrepresented groups as well.

In 2022 we will publish our first annual D&I report, which will include a gender and racial pay-gap analysis, among other key data points.

More information is in our Pledge Progress Report, here.

'Our vision is for Soho House to be an organisation that's representative of the communities in which we operate, one that invests in the D&I education necessary to make lasting impact, and has inclusive spaces and events for our teams and members. We also want us to be driving an industry-leading supplier diversity programme and a thriving membership that's truly representative of the cities we are in. Our company culture is what bonds us and leads to the best experience for our people. We want to continue to support, develop and celebrate our teams in an enriching environment.'

Fatima Aziz,
Chief People Officer, Soho House

Diversity and inclusion in our community

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

Our commitment to D&I runs across our membership, platforms and supply chain. In 2021 we made progress in all of these areas, conducting our first membership D&I survey, a review and improvement of our content and member experience to be more representative of the communities we're in and completion of an audit of our top suppliers so that we can create more opportunities for diverse-owned businesses.

SOHO HOUSE INCLUSIVITY BOARD

Inaugurated in 2021, the board consists of 30 advisors who work alongside our local teams to help to shape the culture of diversity and inclusion at Soho House. They operate globally and new positions are added as we grow into more regions, working collectively to ensure we include varied audiences and communities in our membership, and to elevate the needs of our diverse members.

Advisors include Lex Chan and Amin Kassan, both featured on the OUTstanding LGBT Role Models 2021, noted activist Lwando Xaso, and author Caroline Randall Williams:

Caroline Randall Williams, Soho House Nashville
A natural connector and passionate D&I advocate, Caroline was at the helm of Homecoming: a multi-day event to celebrate African-American creativity in Nashville for Cities Without Houses members, ahead of Soho House Nashville opening. These events in partnership with our advisors support our mission to be a space for our diverse membership to connect and help to define who we are as we enter new cities.

Our aim for 2022 is to have Inclusivity Board advisors in every city we operate in. More information here.

SUPPLIER DIVERSITY

Built to redirect a dedicated portion of our global procurement spend to businesses where 51% or more of the ownership identify as from a diverse background.

We recognise that economic impact has a large role to play in creating a more just and equitable future, so in addition to dedicating spend, we also champion opportunities for diverse suppliers to expand their distribution across our sites, allowing them to build meaningful connections with our members to further expand their market.

2030 GOALS

MEMBERSHIP DEMOGRAPHICS DRIVEN TO BE MORE REPRESENTATIVE OF THE PLACES WE'RE IN

OUR PROGRESS	2022 ROADMAP
13,465 MEMBERS COMPLETED OUR D&I SURVEY	ESTABLISH A WORKING GROUP TO ANALYSE AND PRESENT FEEDBACK WITH IDEAS FOR IMPROVEMENT
D&I SELF-IDENTIFICATION MADE AVAILABLE ON ALL NEW MEMBER APPLICATIONS	PROACTIVELY USE RESULTS TO DRIVE BETTER REPRESENTATION AND CREATE INCLUSIVE SPACES
INCLUSIVITY BOARD ESTABLISHED	

CELEBRATE DIVERSE CULTURES THROUGH OUR CONTENT, EVENTS, PROGRAMMING, FOOD, ART AND MUSIC

OUR PROGRESS	2022 ROADMAP
ACTIVELY MADE SPACE FOR DIVERSE CONTRIBUTORS ACROSS OUR CHANNELS	ROLL-OUT OF AN INCLUSION METRIC IN OUR MYSTERY SHOPPER REPORTS TO GIVE THIRD-PARTY FEEDBACK FROM OUR SITES

BUILD A SUPPLIER DIVERSITY PROGRAMME TO ALLOCATE 15% OF OUR TOTAL SPEND ANNUALLY TO DIVERSE-OWNED OR LED BUSINESSES

OUR PROGRESS	2022 ROADMAP
IDENTIFIED 1% OF OUR PROCUREMENT SPEND (BASED ON TOP 80% SUPPLIERS BY SPEND)	INCREASE TO 3% OF SPEND

UN SDG

Supplier Diversity Programme

Our supplier diversity programme aims to allocate 15% of our annual spend to diverse-owned or led businesses by 2030.

In 2021 Jenna Webster, Cecconi's West Hollywood, pioneered a diverse wine programme starting with Donae Burston, founder of La Fête du Blanc. This resulted in Soho House allocating 9.8% of our total wine spend in North America to bottles from diverse-owned businesses.

'Donae reached out to us and we knew we wanted to work with him, we just had to find the best way. We featured La Fête du Rosé by the glass in Miami, NYC and LA for a month to great feedback from our members and staff.

We went on to serve La Fete du Blanc at Art Basel in 2021, and now it's poured by the glass in all our Houses in North America.
It's a blend of Rolle and Semillon; floral, mineral driven, with lots of citrus. Really well balanced, and a great wine to pair with a lot of our dishes.

We love Donae's wines, his commitment to organic farming, and to diversity and inclusion – we knew we had to get him on our wine lists.'

La Fête labels now sit alongside 13 other wines created by makers from underrepresented backgrounds, and we plan to continue growing and championing these across our platforms globally.

Diversity and inclusion in our team

We respect the identities of every person in our team and aim to create a safe space for all

35% ETHNIC DIVERSITY

in our leadership, with progress made across all levels of the business

D&I TRAINING

In 2020 we set a goal for 100% of our teams to receive bi-annual D&I training, ongoing. In 2021 we had 60% participation rate in our existing teams, and all new starters began their learning with us by receiving D&I training. Our aim for 2022 is to increase the completion rate in existing team members to 100%.

EMPLOYEE RESOURCE GROUPS

We have four active ERGs; communities made up of team members who come together based on shared experiences or characteristics to support each other. They build a greater sense of belonging, help career development, and contribute to the vision and values of Soho House. The groups established so far are Access (for neurodiverse team members and those with physical disabilities), BIPOC, LGBTQIA+ and Women at Soho House (for all women, including trans women and non-binary individuals). We encourage supporting allies to join each group, too.

D&I IN OUR TEAM

In 2021, 41% of new hires in the Americas and UK identified as ethnically diverse. We put in new training to cover D&I hiring practices and unconscious bias, and our aim for 2022 is for 100% of our People team to undertake this.

MCG BOARD DIVERSITY

30% of Board seats are held by those identifying as women, and 23% of Board seats by those identifying as ethnically diverse. We are committed to ensuring continued diversity in the MCG Board.

2030 GOALS

GENDER PARITY AT LEADERSHIP LEVEL

OUR PROGRESS	2022 ROADMAP
35% OF OUR THE LEADERSHIP TEAM IDENTIFY AS WOMEN	MANAGER-TO-LEADER TRAINING COVERS GENDER REPRESENTATION AT ALL LEVELS
ROLL-OUT OF INCLUSIVE HIRING WORKSHOPS	CONTINUED WORKSHOPS

LEADERSHIP TEAM TO BE PROPORTIONATELY REPRESENTATIVE OF WHERE WE OPERATE

OUR PROGRESS	2022 ROADMAP
35% OF OUR LEADERSHIP TEAM IDENTIFY AS ETHNICALLY DIVERSE (SURPASSING OUR PLEDGE TARGET OF 20% BY END OF 2022)	MANAGER-TO-LEADER TRAINING COVERS D&I REPRESENTATION AT ALL LEVELS
	100% OF OUR PEOPLE TEAM TRAINED IN D&I HIRING PRACTICES AND UNCONSCIOUS BIAS

PROVIDE SKILLS, TRAINING AND RESOURCES TO PEOPLE STARTING OUT IN THE HOSPITALITY INDUSTRY

OUR PROGRESS	2022 ROADMAP
30 PEOPLE ENROLLED IN SOHO APPRENTICESHIP IN THE UK	60 NEW APPRENTICES ENROLLED GLOBALLY

UN SDG

Soho Apprenticeship

This programme provides on-the-job training to support people at the beginning of their careers. Apprentices work full time in our sites or support offices with competitive pay and benefits, accredited coursework and masterclasses for soft-skill development. Hospitality has been hit hard over the past few years and our aim is to provide training, skills and resources to contribute to the return of a thriving industry.

In 2021, we launched Soho Apprenticeship in the UK with 30 young people enrolled in a variety of positions, including bar back, commis chef, receptionist, runner, and waiter. Our first masterclass saw Soho House member and BAFTA award-winning actor and producer, Akemnji Ndifornyen, speak to the apprentices about self-belief, professionalism, confidence and perseverance.

In November, two of our apprentice receptionists, Chloe Lewis and Ethan Ata Gyamfi, won employee of the month – a fantastic achievement after only a short time with the team.

‘As someone who didn’t go to college or university, apprenticeships are really important to me. When I left school at 17 and went into hospitality, it wasn’t a very desirable place to be, but I’m glad to say that’s changed. It’s an industry people want to get into now. We want to help with that, providing people with the skills to start a promising career.’

Nick Jones
CEO, Founder & Director of the Board, MCG

More information on Soho Apprenticeship here.

Team wellbeing and development

Our commitment to learning, developing 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 are always available through our online learning platform, and receiving and seeking feedback, engaging in performance discussions and coaching are a core part of the day-to-day running of our company.

LEARNING AND DEVELOPMENT

Our mission is to create an inclusive culture of learning and wellbeing that unlocks the full potential of our employees, at every step of their careers. We have created a model to both attract and retain exceptional talent, with three key focus areas: new starters, high performers, and managers.

We provide structured, compelling and highly interactive learning and development programmes, available to all employees as part of our policy of continuous professional development. We offer star performers the opportunity to join our 'Train the Trainer' programme, to create a continuous cycle of training with in-house coaches at every site.

Managers are provided with technical and soft skills to lead the business into the future through practically applicable and blended learning.

Employees are actively encouraged to use the wide range of tools and initiatives available in our monthly Cookhouse and House Tonic chef and bartender training calendars to develop individually and professionally. We are committed to encouraging development and retention, including via sponsorship for employees to increase know-how and widen their skill bases on third-party training and courses. We also operate a group-wide programme to reward employees who go the extra mile.

MANAGER-TO-LEADER TRAINING

Developed for our people, by our people, with the goal of equipping managers with the skills, tools and confidence to lead at their best. By blending business best practice with critical leadership skills such as emotional intelligence, inclusive leadership resilience, mindset, change management, feedback, communication and mindful leadership, participants learn key tactics to increase their impact in-role.

WOMEN IN LEADERSHIP

While progress has been made towards gender balance in the workplace, there are still systemic barriers for women looking to achieve senior leadership roles. Supporting and nurturing our exceptional females is essential to achieve greater diversity and ensure Soho House is a true advocate of gender equality. In 2022 we are launching a tailored Women in Leadership programme, with tracks that address all genders in four modules to run across the year.

HOUSE CHECK-IN

In 2021 we ran our first global employee engagement survey to make Soho House a stronger company and a better place to work. 60% of eligible employees completed the survey globally. Their responses provided some helpful, positive feedback in some areas, as well as an array of challenges and areas for us to work on.

- In an important area for us, 82% of employees feel Soho House values diversity, reflecting our strong ambition to D&I
- 87% felt confident they know what they need in order to be successful in their role
- 84% feel they are well informed about what's happening in the company

In 2022 we will put together a working group to analyse all the data and present feedback with ideas for improvement to our leadership team. Our aim is to use the results of this survey to drive a better company culture at Soho House and to continuously improve employee wellbeing and development.

EMPLOYEE HANDBOOK

In 2021 we overhauled our employee handbook, clearly communicating our ethos and values, alongside an introduction of 20 new policies and procedures, as well as additional benefits for employees. These were aligned to our company guidelines and expectations, and global compliance within all our local jurisdictions.

Updates for our teams included a new annual performance review system helping to embed a culture of self-development, progression and global mobility, an update to our UK flexible working policy in light of COVID-19, enhanced sick pay for all our employees, enhanced parental leave and paternity policies with no long-service requirements, and an updated dress code allowing our teams to express their identity at work. We also extended Soho Friends membership to all of our employees globally, giving them access to Soho House bedrooms, Studios and events, plus benefits at our spas, restaurants and at Soho Home. We reviewed and enhanced these policies and benefits to support our employees further, and to be an employer of choice in the industry.

SOHO IMPACT SUPPORT FUND

Our Support Fund was set up at the start of the pandemic to help Soho House employees facing hardship as a result of COVID-19. Our senior leadership voluntarily contributed 40% of their pay to the fund. Over $1.1m has been distributed as charitable grants to our teams globally and the fund remains open for any staff member to apply.

MENTAL HEALTH SUPPORT

At Soho House we aim to support everyone's mental wellbeing by promoting a healthy and supportive work environment. We are committed to managing stress and risks within our control, providing support to anyone who is experiencing poor mental wellbeing.

In 2021 we appointed a Health & Wellbeing Manager to oversee team wellbeing at work. We also partner with Employee Assistance Providers that offer free, confidential advice and support 24/7: Hospitality in Action and Life Works.

COMMUNICATION

The majority of our workforce are operational, site-based employees, so it's especially important to us to have strong communication channels that can penetrate all areas of the business. With a view to building a strong community internally at Soho House, we have implemented Workplace by Meta as our core source of employee information. In 2021 we also launched quarterly all-company Town Hall meetings livestreamed by our CEO and leadership team to keep everyone up to date with company news on a regular basis.

Soho Give

Positive impact in our communities

$2.49M DONATED

in 2021 to causes to support access to the creative industries, social impact and our local communities

We have a focus on causes close to the hearts of our members and teams, and all employees of Soho House are able to take two paid volunteer days per year as part of their regular working schedule.

We regularly donate funds, gifts-in-kind and volunteer hours to causes that align with Soho Give values – to support access to the arts and creative industries, social impact, poverty alleviation in our local communities and emergency response in areas we operate in.

RESPONSE TO COVID-19

During the pandemic, Soho House teams around the world worked to support healthcare workers, local hospitals and vulnerable people. Our chefs cooked meals for local hospitals, we donated Cowshed products and pallets of Soho Home crockery, glassware and bedding to healthcare workers and families in need. More information here.

HOUSE FESTIVAL

Our annual day-long festival for members and guests takes place in London, with music acts, feasting and drinking. Each year we partner with a charity to raise funds from ticket sales and will resume this in 2022.

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

2 Currently some of our sites do not have viable options to donate food, we are committed to exploring other options in these areas.

2030 GOALS

100,000 VOLUNTEER HOURS CONTRIBUTED BY OUR TEAMS ANNUALLY

OUR PROGRESS	2022 ROADMAP
TEAMS GRANTED TWO PAID ‘GIVE DAYS’ PER YEAR (HOURS NOT YET TRACKED & AUDITED)	ROLL-OUT OF GIVE DAYS TO ALL SITES, TRACKED THROUGH HR SYSTEMS ORGANISED GIVE DAYS FOR TEAMS TO PARTICIPATE

INCREASE OUR INVESTMENT IN CAUSES THAT ALIGN WITH SOHO GIVE VALUES

OUR PROGRESS	2022 ROADMAP
$2.49M DONATED IN 2021 (FUNDS AND VALUE OF GIFTS-IN-KIND)[1]	AIM TO INCREASE BY 15% THROUGH MEANINGFUL PARTNERSHIPS

PARTNER WITH ORGANISATIONS THAT SUPPORT THE ENVIRONMENTS AND COMMUNITIES WE’RE IN

OUR PROGRESS	2022 ROADMAP
90+ PARTNERS ACROSS 14 COUNTRIES	INCREASE TO THREE PARTNERS PER SITE

TAKE PART IN FOOD DONATION PROGRAMMES AT ALL OF OUR HOUSES, HOTELS AND RESTAURANTS

OUR PROGRESS	2022 ROADMAP
28% OF GLOBAL SITES CURRENTLY DONATE FOOD	INCREASE TO 50%[2]

UN SDG

From toy drives to food banks and fundraisers, we're proud of our teams for giving back to their local communities. Here are some of the highlights from 2021.

Soho Beach House Miami partnered with MCI & Liberty City Children's Centre to host their winter carnival, providing a BBQ, snow machine, children's gifts, cards, and candy.

Soho House London teams ran a pop-up food bank with Bankuet, which delivered more than 13,000 items to vulnerable people in the city at Christmas.

Soho House Hong Kong partnered with Food Angel to rescue edible surplus food from the hospitality industry in the city and prepare meals for underprivileged people.

Soho Beach House Canouan supported the reopening of its local school following closures due to the COVID-19 pandemic and the eruption of the La Soufrière volcano in St. Vincent. To celebrate the return of local pupils and children of families displaced by the disaster, our team set up a food stall to serve sandwiches and pizzas to more than 200 people.

Soho House Barcelona collected toys from our teams and members to give as gifts to children living in financial instability.

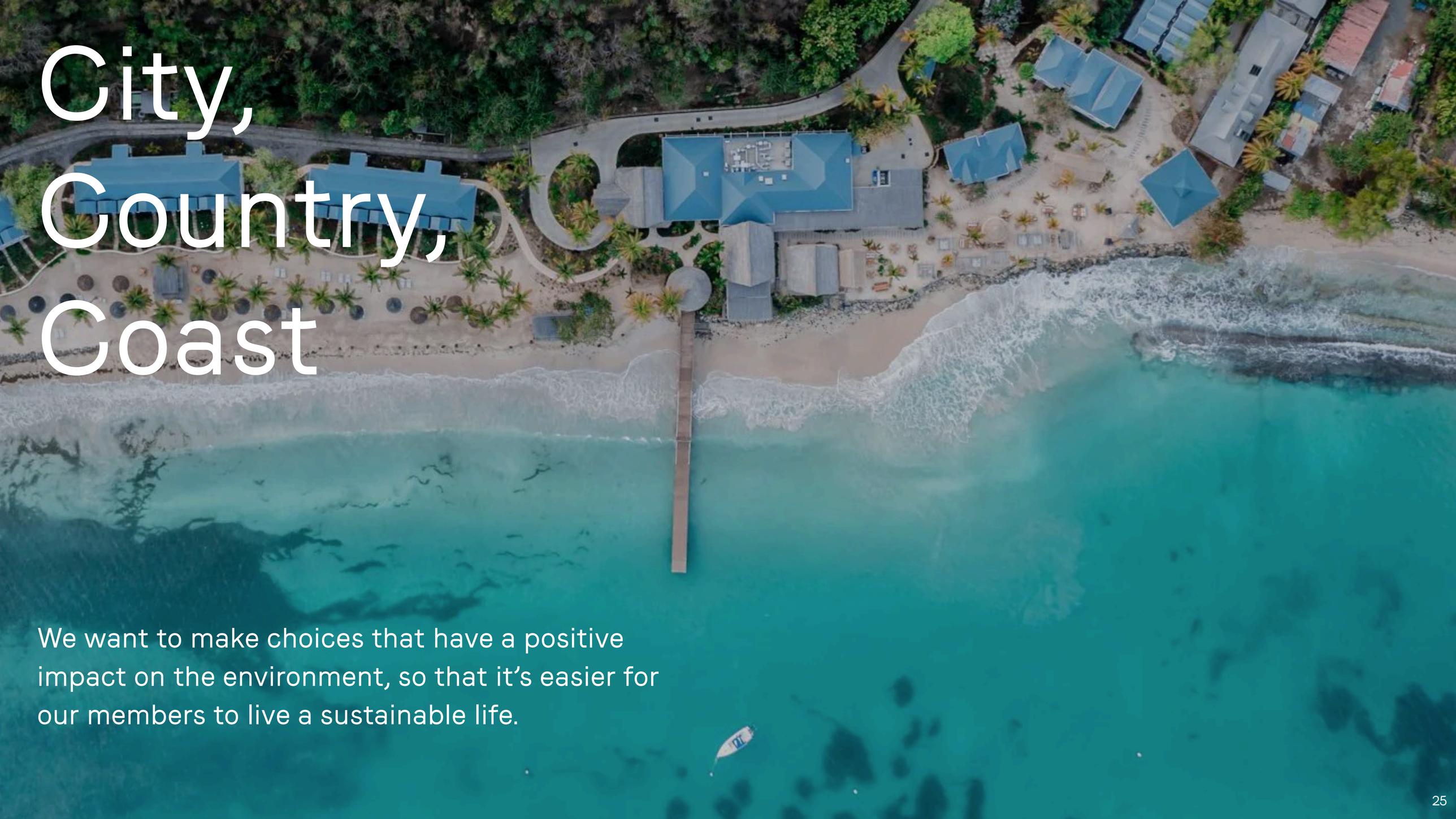
Soho House Austin donated a portion of their NYE ticket sales to Create Structure, an NGO providing sustainable housing for migrants and homeless people.

Cowshed sent out more than 1,000 products to support hygiene and comfort for people in underprivileged situations in the UK.

DUMBO House, Brooklyn NY partnered with the Black Chef Movement for Women's History Month; supporting justice for Black and brown communities through the preparation and distribution of nutritious meals to those fighting for change, whether that is at a protest, at the voting booth or in healthcare.

The team donated 400 meals for their Service Worker Appreciation Event that highlights marginalised Black Femme Communities including Black Trans Femmes, and survivors of sexual and domestic violence.

City, Country, Coast



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

Climate action

In our direct operations and supply chain

We're committed to becoming net zero on carbon in our direct operations (Scope 1 & 2) and working with our partners to reduce our indirect emissions (Scope 3) by 50% by 2030, in line with the 2015 Paris Climate Agreement.

Scope 1 emissions are direct greenhouse (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).

In 2021 we worked to start reducing our carbon emissions through increased energy efficiency in our sites, equipment upgrades such as in the UK where we're in the process of a full switchover to LED lightbulbs, and through team sustainability training. We're also working with our suppliers to utilise carbon reduction solutions; with our main food and beverage partner in the UK we've reduced the number of deliveries per site. In 2022 we're also looking to support verified carbon offsetting projects to counteract unavoidable emissions.

2030 GOAL	OUR PROGRESS	2022 ROADMAP	UN SDG
Reduce our Scope 1 & 2 carbon emissions by 50%	12.8% reduction from our UK operations in 2021 (tCO2e/sq ft, 2020 UK baseline)[1] Mostly due to business disruption as a result of COVID-19 66.7% of our global sites and support offices are now on renewable energy tariffs	Verify Scope 1 & 2 carbon emissions for all sites globally Increase energy efficiency equipment in our sites	
Offset Scope 1 & 2 emissions that can't be reduced or eliminated	Not currently offsetting	Find verified offsetting partner and budget for 2023	
Offset 100% of company travel	Not currently offsetting 72% reduction in emissions from company travel in 2021 (tCO2e, 2019 baseline) Mostly due to business disruption as a result of COVID-19	Offsetting with a verified partner New policy to reduce company travel globally	
Work with partners to review and reduce Scope 3 carbon intensity by 50%	Not currently monitoring	Confirm categories required, build data capture tool and process to track	

1 Our Scope 1 & 2 carbon intensity is measured as tons of carbon dioxide equivalent emitted per square foot of operational space in our portfolio, (tCO2e/sq ft, 2020 UK baseline).
In 2021 we measured and reported our UK Scope 1 & 2 emissions only, in future we aim to report our global emissions.
The reporting periods 2020 and 2021 have been impacted by significant disruption to business activity and emissions values due to COVID-19. In future reports we will look to use 2022 as our baseline to set forward targets.

REDUCTION PLAN

The reduction of carbon emissions created by energy usage that is needed by each House based on our target of net zero by 2030 equates to a 6% reduction per year per House through energy saving and switching to renewables.

Each House has a comprehensive guide on how to reduce the use of energy to achieve this, including installing equipment upgrades. We plan to move all sites to renewable energy tariffs, where available, by 2030.

The electricity we purchase for 66.7% of our sites comes from 100% Renewable Energy Guarantees of Origin (REGO)-backed tariffs. However, we recognise the need to demonstrate investment into additional renewable energy generation and that REGO-backed tariffs do not always allow us to show this effect. Therefore, we will look to work with suppliers to see how we can derive our supplies from nominated sources, recognising that this is an emerging area.

So far, we have measured and reported on our Scope 1 & 2 carbon emissions in our UK operations only; our goal for 2022 is to measure globally. We are also beginning the process of assessing our Scope 3 emissions, with a view to ensuring we prioritise suppliers, partners and travel that have the lowest possible carbon footprint.

BIOMASS AT SOHO FARMHOUSE

We have four biomass boilers at the Farm in Oxfordshire, UK, fuelling the majority of the heating and hot water for the original site (additional developments have since been added, which are not currently powered by biomass). Biomass wood pellets are delivered each week and the team works to ensure raw product is sustainably sourced from a local estate.

We also have a bore hole that supplies more than 90% of all water used, and a treatment plant to ensure it is at drinking standard. All sewage is also treated on site, meaning that for water and sewage at Farmhouse, we are largely off grid.

WHAT'S NEXT

Most of our Scope 1 & 2 climate impact comes from energy use in our operational sites and has therefore been our focus to date. Our next priorities are our carbon emissions from retail and the responsible design and build of our sites to make them more efficient for the future. We have begun an evaluation of the impact of retail (design, materials, packaging, delivery) and the conditions of build and refurb of our sites.

Our sustainable electricity, gas and water policy is here.

Soho House Barcelona

A sustainability blueprint for our Houses

In February 2021, Soho House Barcelona received a Biosphere Certificate, issued by the Responsible Tourism Institute in cooperation with UNESCO.

A full review of the ethos, products, operational procedures, partners and suppliers of the House was carried out by Biosphere experts to ensure compliance with sustainable principles and a commitment to drive continuous improvement.

The team in Barcelona has led socially and environmentally positive projects throughout the House, tracking and reducing energy use and waste, prioritising sustainable suppliers, and promoting reuse and recycling in their operation and supply chain. They have also worked to reduce single-use plastics, the rooftop pool is heated using aero-thermal energy, and they have organised beach cleans, as well as laptop, toy and fund donations for people in need.

Reduce waste

Responsible consumption and diverting food and non-food waste from landfill

We're committed to diverting 80% of our waste from landfill, incinerators and oceans, as well as reducing overall waste generation through strong recycling programmes, responsible food waste management and ditching disposables for long-life items by 2030.

Food and drink have always been a big part of our member experience and food waste is therefore one of our biggest impact areas. If food waste were a country, it would be the third largest contributor to GHG emissions, following the US and China. Our Houses have been given guidance on how to reduce waste and we're working on organisation-wide 'waste no food and responsible consumption' measures for improving waste management practices.

In addition, our teams globally are working on sourcing more sustainable external waste management providers.

Our food and non-food waste policy is here.

2030 GOAL	OUR PROGRESS	2022 ROADMAP	UN SDG
Reduce non-food waste in our operations by 50%	We began tracking the UK: waste intensity 0.05 MT in 2021 (MT/sq ft)[1]	Reduce waste intensity by 6% Train 100% of teams with existing waste facilities, increase data capture accuracy globally	
80% of all non-food waste produced sent to recycling	95% of global sites have recycling programmes in place 35% of global sites are enabled to track recycling; 55% of waste generated by these sites is recycled	Increase total of sites tracking by 20% (priorities: North America, Hong Kong, Soho Works and support offices) Explore solutions for 5% of sites that can't currently recycle (Miami, Mykonos, Canouan)	
Reduce food waste by 50%	We began tracking in the UK: waste intensity 0.26 MT in 2021 (MT/100 covers)[2]	Train 100% of teams with existing food waste facilities, increase data capture accuracy globally, explore technology options	
100% sites to send separated food waste to environmentally positive programmes	63.5% of sites globally are enabled to send food waste to environment-positive programmes[3]	Increase number of sites separating food waste by 20% Improve tracking and reporting Increase efficiency of food waste separation	

1 In 2021 we tracked non-food and food waste data from 6 UK sites enabled to track the weight of waste generated. Our waste intensity is measured as metric tons by square foot of operational space in 6 UK sites.

2 Our food waste intensity is measured as metric tons per 100 covers served in 6 UK sites.

3 40 out of 63 (global sites plus 2 support offices). 2 operational sites don't produce food waste (Soho.Home.Studio New York and Carnaby Street). Most sites not enabled to track weight of separated food waste.

The reporting period 2021 has been impacted by significant disruption to business activity and waste values due to COVID-19. In future reports we will review data collected determine our baseline.

Picante Hot Sauce

The Picante de la Casa is a signature Soho House cocktail, a drink our members know and love around the world.

In 2019 we sold 538,000 Picantes, and in 2022 we're on track to make up to 850,000.

First made at Soho House West Hollywood, the Picante quickly became our most popular cocktail. We were soon selling them at every House, each one with a chilli top to garnish this spicy Margarita. Lots sold meant lots of leftover chillis. Our chefs were fast creating dishes to use them up – calamari, tuna poké, Cecconi's tuna tartare, but supply still outstripped demand.

In 2021, Soho House Executive Chef Andrea Cavaliere came up with an innovative new way to make sure chillis weren't going to waste in our Houses: Picante Hot Sauce.

'Members are always asking for hot sauce; we were looking at a surplus of chillis coming from hundreds of thousands of Picantes. It was the perfect solution.'

'We developed the recipe at Soho House Chicago, using Fresno chillis and dry chillis fermented in vinegar to create a sauce that's spicy, but with a bit of acidity and sweetness. After hearing good feedback from our members, the recipe has been shared with Soho House chefs around the world and each House is now making the sauce.

Protect our surroundings

Working with our operations and design teams to minimise environmentally harmful practices

Our sites regularly report the removal or reduction of single-use plastic across our global operations. We are continuing to review and find solutions for places where single-use plastic is still in use. In summer 2022, we are aiming to swap out plastic water bottles from all of our North America sites for more sustainable solutions.

To reduce the impact of the cleaning and sanitation of our sites, we now use Ecolab products; innovative cleaning solutions that optimise water and energy usage while maintaining the highest standards of cleanliness.

We are implementing an annual audit to ensure the best and most correct chemicals continue to be used and each House has been supplied with a framework to use to complete the audit.

RESPONSIBLE CHEMICAL USE IN OUR SUPPLY CHAIN

We're in the process of auditing all of our suppliers globally on their environmental credentials, including laundry, dry cleaning, and retail manufacturers.

SUSTAINABILITY TRAINING

In June 2021 we launched a level one Sustainability On-Boarding Training module, which has been included in the new starter induction packs across the UK Houses, and is also available for existing staff to access. In 2022 we will run level two and three to include more detail on how Soho House is committed to sustainable principles and a module focused on why implementing sustainable practices is a value creator for our business.

CHALLENGES: WATER REDUCTION

Reducing water use in our operation has proven a challenge, and we're working hard to measure and set a target for 2030. 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. However, we're committed to lessening our harm on the environment in all areas and we're currently exploring ways to support this without impacting our member experience.

Our responsible environmental management statement is here.

2030 GOAL	OUR PROGRESS	2022 ROADMAP	UN SDG
Reduce chemicals that cause environmental harm across our operations	100% of sites globally using Ecolab products	Review and reduce use of harmful chemicals still in circulation (e.g. chlorine)	
Reduce our use of single-use plastics	Removed plastic straws and reduced micro-plastics from washable items within our operation	Ongoing: inventory all single-use plastic used in our business and budget for environmentally-friendly swaps	
Reduce water use in our operations and fund essential clean water projects	Started tracking data to use as a baseline in 2022 Through our partnership with Life Water, we have funded seven community water wells across India and Africa	Track water consumption across all sites globally; identify methods to begin reduction	
Sustainable design throughout our sites to support the growth of the business	Completed assessment of environment-positive building and refurbishment practices across the regions we operate in	New brand standards to be shared with our partners and developers as a requirement Review our existing portfolio to meet standard at refurb	

Soho Home and Cowshed

We recognise there is still work to be done in our spa operations, beauty products and retail businesses to bring them in line with the Soho House sustainability goals and standards.

We are implementing sustainability frameworks and supply chain considerations tailored to these areas. In 2022 we will put processes in place to support a positive impact and mitigate risks in our supply chain, carbon footprint and material use.

Our 2022 focuses

- Increase the number of items certified against our Ethical Sourcing policies

- Address environmental and social impact, animal welfare, workers' rights, chemical compliance and communication on end-of-life solutions for all products

- Deliver an updated audit for our factory supplier and artisan chain to include social and environmental screening

- Begin our Scope 3 carbon emission analysis and identify impact areas to reduce emissions

Our new warehouse

In 2023 we're moving Soho Home and Cowshed to a new UK warehouse, planned to be one of the leaders in the country for sustainability.

We chose this site because of the following: the building is built to a BREAAM outstanding specification, materials have been specified to circular economy principles, there are paths and walkways with breakout areas overlooking water, exercise areas and reindeer moss walls to improve air quality to encourage the health and wellbeing of staff, as well as a number of energy efficient technologies; sensors to monitor lighting energy usage, occupancy and heat mapping, air quality, humidity, and noise levels. The design also incorporates a super-air tight building envelope and air source heat pumps. To support clean air, water and soil, there will be rainwater harvesting and extensive planting on-site.

Our move to this warehouse signals our commitment to sustainable business practices for the future of Soho Home and Cowshed.

Source ethically

Funding businesses with a positive social or environmental impact through our procurement

We're committed to assessing our suppliers and partners to standards defined by the Environmental Impact, Social Impact, Workers' Rights and Animal Welfare associated with the products and services coming into our business.

We have completed a review of all Houses to determine our food and drink sourcing and understand our procurement consistency. The information we have gathered shows a variety of sourcing standards across the board. To address this challenge, we are working with our procurement team and suppliers to see where we can raise the environmental and ethical standards of some of the items to ensure both consistency and a robust sustainable sourcing policy that is achievable for sites and their budgets.

Our responsible sourcing statement and policies are here.

2030 GOAL	OUR PROGRESS	2022 ROADMAP	UN SDG
100% food and beverage, textiles and materials sourced aligned to our ethical procurement policies	Food and beverage: 43% of our Houses globally report they are achieving the sourcing standards Textiles and materials: audit of our retail business in progress	Food and beverage: train 100% of teams on updated sourcing commitments, re-audit at EOY to set increase goal for 2023 Textiles and materials: targets confirmed for autumn/winter 2023 collections, based on results of our audit	
100% suppliers contractually signed up to Supplier Code of Conduct	All suppliers in the top 80% of our global procurement spend have been audited on adherence – currently they are not contractually stipulated to comply	Include Supplier Code of Conduct in all new contracts and renewals	

Soho Skin

Putting sustainability at the core
of new products

Our new technical skincare line, launching in 2022, has an initial collection of 10 elevated essentials created with members in mind, focused on their unique lifestyles, skin needs, and values.

Central to the development of Soho Skin has been how we can better support a circular economy. We have applied these principles to both the range's formulations and packaging, all products are non-binary, gender neutral, vegan and cruelty free, and have circular and ethically sourced packaging.

We have ensured that the ingredients in our formulations are non-eco toxic and that our product and packaging components are recyclable. With the exception of the pump closures, all products are recyclable and we have removed plastic over-caps from pump closures to reduce plastic waste.

To reduce our carbon footprint, we use FSC paper for our packaging. FSC's forest management standards protect water quality, prohibit harvest of rare old-growth forest, prevent loss of natural forest cover, and prohibit highly hazardous chemicals.

70% of our range is glass, and our glass bottles are fully recyclable in household recycling.

Our amenity bag is made from recycled cotton and polyester, making use of fibres from discarded textile off-cuts that would otherwise go to waste. Products use aluminium tubes where appropriate. Aluminium is infinitely recyclable and it is estimated that 75% of the aluminium produced in the world so far is still in use today. In contrast, only 9% of plastic is recyclable.

Governance

Our business ethics, policies and training

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 MCG.

House Foundations and our ESG strategy are the vision of our Founder, Nick Jones, and led and championed by the MCG Board and leadership team.

Our internal team, supported by our 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.

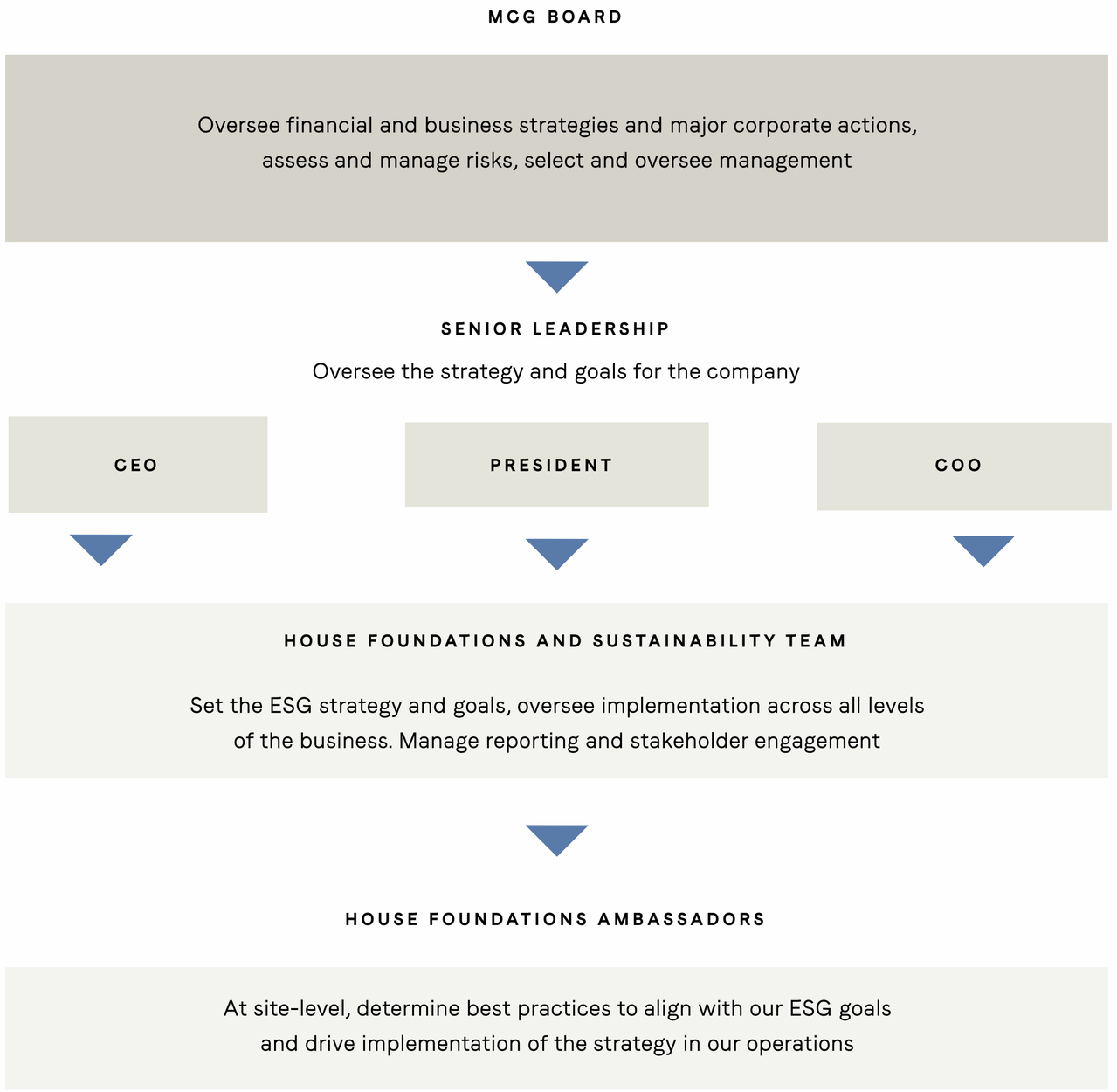
The MCG Board will receive a quarterly ESG report covering all of the indicators in our ESG framework, helping us to implement and progress our ESG strategy across Soho House.

BOARD COMPOSITION

Our MCG Board provides oversight of, and strategic guidance to senior management of MCG. 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 MCG 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 (8 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 on our Board.
More on our MCG Board composition is here.



ETHICAL BUSINESS

We are committed to maintaining the highest standards of business conduct and ethics. MCG'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 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 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 Policy is here.

RISK MANAGEMENT

We have commissioned our expert partners, The Sustainability Group, to conduct an annual sustainability and climate risk assessment based on their understanding of our business.

Our risk management considers internal and external assessment of emerging risks and legislation. This year, we will undertake an in-depth sustainability risk assessment to ensure we hit our 2030 goal to reduce the impact of our operations on the climate and environment.

LET US KNOW

We created 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 ensuring 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 members globally engage with this. We hold them accountable and review their behaviour when issues are reported to ensure a more inclusive and safe space for all. Read more 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.

Our Privacy Policy is here.

TAX STRATEGY

MCG's UK tax principles are aligned with our commitment to act with integrity in all business relationships.

Our Tax Strategy is here.

WORKERS' 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 MCG 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 Policy
- Supplier Code of Conduct
- Gender Pay Gap

ANTI-HARASSMENT AND ANTI-DISCRIMINATION

Soho House 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. 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. Soho House is committed to providing protection over and above that required by local laws, including protecting gender identity.

DATA TABLES

Our business was founded in, and operates our main support office and House Foundations team out of, the UK. As a result, the majority of the our data and progress on our ESG programme has come from the UK so far.

We plan to improve our ESG data collection and reporting globally, with environmental impact tracking across North America, Europe and Asia as a priority. In future reports we will look to report on all areas globally for Soho House, as well as the other MCG brands.

Data in this report refers to data for the year ended December 31 2021 for Soho House, unless stated otherwise. This report covers 63 global sites inclusive of 61 operational sites and 2 support offices.

Where multiple business outlets occupy one site and share utilities e.g. electricity supply, waste management, they are counted as one. Our London and New York support offices are standalone and therefore count towards the total, our LA support office occupies part of an operational site and is therefore not counted separately.

PEOPLE & PASSION

Soho Futures	2021
Soho Mentorship	
Number of new mentees as a percentage of our global Soho House membership intake	1.3%
Soho Fellowship	
Number of new fellows as a percentage of our global Soho House membership intake	0.1%
Soho Chance	
Number of successful applicants given membership as a percentage of our global Soho House membership intake	0.05%
Total % of annual membership intake	1.5%

We count the number of new people inducted onto creative access programmes that year, up to 31 December, 2021 (not inclusive of members on the 2nd or 3rd year of an access programme, paying a reduced membership fee).
These programmes are run at our Houses, therefore we calculate the percentage against the total Soho House membership intake (not inclusive of intakes from Cities Without Houses, Soho Works or any other membership we offer).

D&I	2021
Diversity & Inclusion in our community	
Total number of members who responded to our membership D&I survey	13,465
Member responses as a percentage of our total membership	9%
Total number of people on the Inclusivity Board	30
Number of suppliers assessed on diversity	177
Diversity & Inclusion in our team	
Total number of people in leadership team (directors and above)	70
Total number of new hires in the UK and North America	2,984
Total number of senior leaders who identify as women	25
Total number of senior leaders who identify as ethnically diverse	25
Total number of MCG Board members who identify as women	4
Total number of MCG Board members who identify as ethnically diverse	3
Percentage of existing employees who participated in D&I training	60%
Team Wellbeing & Development	
Total number of permanent employees	5,989
Number of employees based at our support offices in London, New York, LA	646
Number of people enrolled in Soho Apprenticeship	30

Soho Give	
Total value of charitable donations (funds & gifts-in-kind) [1]	$2,492,802
Total number of community partners our operational sites worked with [2]	93
Total number of operational sites that participated in food donation programmes	17

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

2 Where multiple sites worked with the same partner, we have only counted that partner once. E.g. StreetSmart supported by all UK sites.

CITY, COUNTRY, COAST

Climate Action	2021
Total GHG emissions tCO2e in our UK sites (operational sites + support office)	6,224
Carbon intensity: total tCO2e per square foot of UK operational space[1]	0.0090
Scope 1 emissions tCO2e in our UK operations	2,292
Scope 2 emissions tCO2e in our UK operations	3,601
Scope 1 energy consumption (in kWh) in our UK operations	11,717,505
Scope 2 energy consumption (in kWh) in our UK operations	16,959,621
Number of sites on REGO-certificated renewable energy tariffs (global)	42
Emissions from company travel tCO2e (global)	640
Percentage reduction in emissions from company travel (tCO2e / 2019 baseline, global)	72%

Reduce Waste	2021
Total weight of tracked waste generated in kg in our UK operations[2]	1,443,950
Weight intensity measured as metric tons by square foot of operational space[3]	0.05
Number of sites with recycling programmes in place (global)	60
Percentage of non-food waste recycled by sites enabled to track (global)	55%
Total weight of tracked food waste generated in kg from our UK operations	345,899
Food waste weight intensity measured as kg per 100 covers served[3]	0.26
Total number of sites enabled to send food waste to environmentally-positive programmes[4]	40
Source Ethically	**2021**
Number of suppliers assessed on social and environmental standards	400
Percentage of our Houses who, at review, felt they were achieving the food & beverage sourcing standards	43%

1 Our carbon intensity is measured as tons of carbon dioxide equivalent emitted per square foot of operational space (tCO2e/sq ft 2, 2020 UK baseline).
In 2021 we measured and reported our UK Scope 1 & 2 emissions only, in future we aim to report our global emissions. Our Scope 3 emissions are not included in this report, we are beginning the process of assessing these in 2022.
The reporting periods 2020 and 2021 have been impacted by significant disruption to business activity and emissions values due to COVID-19. In future reports we will look to use 2022 as our baseline to set forward targets.

2 In 2021 we tracked non-food and food waste data from 6 UK operational sites enabled to separate food waste and track the total weight of waste generated.

3 Our non-food waste intensity is measured as metric tons by square foot of operational space in 6 UK sites.
Our food waste intensity is measured as metric tons per 100 covers served in 6 UK sites.

4 40/61 (operational + support offices): 2 operational sites don't produce food waste (Soho.Home.Studio New York & Carnaby Street, London) and are therefore not included in this total.
The reporting period 2021 has been impacted by significant disruption to business activity and waste values due to COVID-19. In future reports we will review data collected to date to determine our baseline.

FUTUREPLUS ESG REPORTING FRAMEWORK

This report has been prepared in accordance with the following ESG framework by FuturePlus, one of the most comprehensive ESG and Sustainability measurement tools available. FuturePlus allows us to measure both our current sustainability, and our ambition to become more sustainable using five key themes; Climate, Diversity and Inclusion, Economic Impact, Social Impact and Environmental Impact. FuturePlus has given Soho House a current sustainability score of 338/500 and an ambition score of 400/500, as well as individual scores measured along the five themes.

We are working towards achieving each of the ESG objectives listed below and for every ambition set, FuturePlus has created a roadmap with the time we have pledged to achieve it. For any ESG objectives not yet marked as achieved in this framework, FuturePlus is also providing guidance and support to ensure we are successful. Working with FuturePlus means that we have not only pledged to become more sustainable, but also that we have a clear plan to do so, with expert advice and assistance throughout. We plan to regularly report to our stakeholders on our ambitions over time.

	ESG Objective	Evidence or policy	Achieved
Climate	Transparent reporting on Scope 1 GHG Emissions and reduction targets in line with the Paris Climate Accords and Net Zero targets by 2050	GHG Report	✓
	Transparent reporting on Scope 2 GHG Emissions and reduction targets in line with the Paris Climate Accords and Net Zero targets by 2050	GHG Report	✓
	Assessment of Scope 3 Emissions and transparent reporting	GHG Report	
	Measurement and reporting of % of renewable energy provided to each location	Energy Report	✓
	Offsetting of all emissions that cannot be reduced or removed	Energy Report	
	An active reduction plan with targets for Scope 1 and 2 GHG Emissions in all locations	Net Zero Plan	✓
	Monitoring and active reduction of Scope 3 GHG Emissions across the group	Net Zero Plan	
	Monitoring and reduction of GHG emissions linked to business travel and commuting	Business Travel and Commuting Guidelines	
	Annual Group climate risk assessment	Climate Risk Analysis	
	Promotion of energy conservation in the workplace with active annual reduction targets	Energy Conservation Training Programme	✓
	Annual reporting on energy saving building refurbishments within the last 3 years	Refurbishment Plans	
	Ensure that seasonal, vegan, vegetarian and low carbon food options are promoted on all menus	Menu Plan	✓
	Inclusion in the Supplier Code of Conduct of a commitment to understand, improve and report on energy consumption and Scope 1 and 2 GHG emmissions by all suppliers	Supplier Code of Conduct	✓
	Inclusion in the Partner Code of Conduct of a commitment to understand, improve and report on energy consumption and Scope 1 and 2 GHG emmissions by all partners	Partner Code of Conduct	
	Annual analysis of climate risks in the supply chain	Climate Risk Analysis	
	Participant of the UN Global Compact	Participant Registration	✓

	ESG Objective	Evidence or policy	Achieved
Environment	Environmental impact and remediation reporting in annual report	Annual Report	✓
	Implementation of Wellness, LEED, BREEAM or other recognised environmental construction standards in all new build properties and renovations	Construction Standards Certification	
	Development of Supplier Code of Conduct Environmental Standards detailing water use, chemical management, waste standards and recycling, reuse and ethical sourcing requirements	Supplier Code of Conduct	✓
	Development of Partner Code of Conduct Environmental Standards detailing water use, chemical management, waste standards and recycling, reuse and ethical sourcing requirements	Partner Code of Conduct	
	Publication of an Animal Welfare Policy	Animal Welfare Policy	
	Annual food and beverage sustainability audit	Food & Beverage Audit	✓
	Implementation of an Environmental Management System (EMS)	EMS	✓
	Reporting on water usage and annual water use reduction plan	Water Management Reporting	✓
	Food waste reduction targets included in annual report	Food Waste Policy	✓
	Non-food materials recycling and / or reuse targets included in annual report	Recycling and Reuse Policy	✓
	Building materials and renovation waste reduction and recycling plan	Recycling and Reuse Policy	
	Group level environmental pollution analysis and reporting with reduction targets (heat, light, noise, emissions and water disposal)	Environmental Pollution Policy	
	Reduction plan for single use plastics with a zero use policy other than for hygiene, health and safety and medical purposes	Plastics Policy	✓
	Group level environmentally friendly chemical use policy	Chemical Procurement and Usage Policy	✓
	Group level deforestation impact assessment and mitigation plan	Deforestation Risk and Mitigation Plan	
	Group level marine ecosystem impact assessment and mitigation plan for all coastal venues	Marine Risk Assessment and Mitigation Plan	
	Group level supplier environmental screening programme	Screening Programme	✓
	Group level partner environmental screening programme	Screening Programme	
	Sustainability training for all staff	Training and Awareness Programme	✓

	ESG Objective	Evidence or policy	Achieved
Social	Evidence of compliance with all national and international governance laws and standards in every territory of operation	Board Code of Conduct	✓
	Anti-corruption and bribery policy with board oversight	Supplier Code of Conduct and Employee Guidelines	✓
	Board oversight of Safeguarding Policy	Safeguarding Policy	✓
	Board oversight of an Anti-Harassment Policy	Anti-Harassment Policy	✓
	Community engagement programme in each operational location	Policy or Programme	✓
	A published assessment of traditional land ownership and rights when planning new locations	Land Use Assessment	
	Evidence of a Data Protection Policy that conforms to local and international norms and standards in every location	Data Protection Policy	✓
	Evidence of a staff and member whistleblowing system and policy with board oversight	Whistleblowing Policy	✓
	Inclusion in the Supplier Code of Conduct of a commitment to understand and commit to positive social impact including applicable human rights standards and employment law by all suppliers	Supplier Code of Conduct	✓
	Evidence that Supplier Code of Conduct requires compliance with all ILO labour standards, particually as they apply to child and slave labour in the supply chain	Supplier Code of Conduct	✓
	Ongoing employee development programme that is accessible to all staff	Employee Handbook	✓
	Evidence of application of all national and ILO labour standards (whichever is higher) in each operational location	Report or Policy	✓
	Evidence of freedom of association and no bars to union membership of collective bargaining	Employee Handbook	✓

	ESG Objective	Evidence or policy	Achieved
Diversity & Inclusion	Board approval of Diversity and Inclusion pledge that includes race, identify, ethnicity, gender, religion, neurodiversity and disability	D&I Pledge	✓
	Implementation of Diversity and Inclusion Pledge and reporting on defined KPI's in the annual report	D&I Pledge	✓
	Annual publication of the board and executive team composition in relation to the D&I factors included in the pledge		✓
	Inclusion in the Supplier Code of Conduct of a commitment to understand, improve and commit to group diversity and inclusion principles	Supplier Code of Conduct	✓
	Employee training and awareness on diversity and inclusion for all staff	D&I Pledge	✓
	Conduct of an analysis of all diversity and inclusion risks for each new territory and location	D&I Risk Analysis	✓
	Gender pay gap report with board oversight	Gender Pay Gap Report	✓
	Minority pay gap report with board oversight	Minority Pay Gap Report	
Economic	Board oversight of a group conflict of interest policy and register	Conflict of Interest Policy	✓
	Publication of audited Annual Report including membership of the board of directors and an audited statement of accounts including details of CEO renumenration, all holdings, and the relevant tax and duty payments	Annual Report	✓
	Board oversight of an anti corruption reporting system	Anti Corruption and Reporting System	✓
	Board oversight and publication of a group-wide taxation policy	Group Tax Policy	
	Development of group wide risk, crisis and resilience plan	Risk, Crisis and Resilience Plan	
	Board oversight of a group wide expenses policy	Management Renumeration Policy	✓
	Board oversight of a comprehensive Health and Safety policy and programme that conforms to the highest international norms and standards	Healthy & Safety Policy	✓
	Inclusion in the Supplier Code of Conduct of a commitment to understand and commit to internationally recognised standards on anti corruption and transparent financial reporting	Supplier Code of Conduct	✓
	Inclusion in the Supplier Code of Conduct of a commitment to understand and commit to internationally recognised standards on fair pay and renumeration including a commitment to tackling modern slavery	Supplier Code of Conduct	✓
	Inclusion in the Partner Code of Conduct of a commitment to understand and commit to internationally recognised standards on anti corruption and transparent financial reporting	Partner Code of Conduct	
	Inclusion in the Partner Code of Conduct of a commitment to understand and commit to internationally recognised standards on fair pay and renumeration including a commitment to tackling modern slavery	Partner Code of Conduct	
	Fair Pay and Renumeration Policy that conforms to national and international 'living wage' standards	Fair Pay and Renumeration Policy	