

THE THINKING TRAVELLER



# *2023* IMPACT REPORT

THETHINKING TRAVELLER.COM



# 2023 IMPACT REPORT

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## WELCOME

### A word from our CFO

I am delighted to introduce our first annual Impact Report and proudly share our 2023 journey, which culminated in achieving B Corp certification with an impressive score of 83.0! This report details our story, current initiatives, and future ambitions.

Founded in 2002 by Huw and Rossella Beaugie, our journey began with a vision to offer extraordinary, soulful experiences in Rossella's native Sicily. This husband and wife team recognised an opportunity to offer a curated portfolio of private villas available only to their clients. Together, the couple set about developing partnerships with a selection of villa owners on the island, investing in each to ensure exceptional quality and service. This commitment to excellence and exclusivity has resulted in The Thinking Traveller being voted Best Villa Rental Company in the World 8 times at Condé Nast Traveler Readers' Choice Awards.

Over the past two decades, we've built a community united by a love for soulful places. Pursuing B Corp certification formalises our commitment to balancing stakeholder interests with sustainability.

Looking ahead, our focus is on a journey to Net Zero, guided by a thoughtful, community-centred approach to sustainability. This report reflects our efforts to fulfil our promises to the people and places we care deeply about.

Thank you to everyone who has supported us along the way. For those new to our story, we appreciate your interest and welcome your ideas on our future plans.

Allie Crawford,  
CFO & ESG Lead





## We care about our impact because it is who we are.

The Thinking Traveller blends a passion for extraordinary villas with unrivalled local knowledge and meticulous care to create unforgettable holidays in Sicily, Puglia, Greece, and Corsica. As the only keyholder to our unique collection of villas, we take a hands-on approach to assuring quality, and we provide our guests with every-step-of-the-way support, authoritative insights, and a range of life-enhancing experiences designed to bring the Mediterranean to life.

Our Thinkers have developed deep local knowledge to offer an extraordinary service, cultivated over 20 years through nurturing strong relationships with our villa owners. This is why we are passionate about carefully preserving the places we hold so dear. Our priority is to keep special places special. It's not just our success that depends on protecting these soulful places, but the livelihoods - and the future - of the communities we've become so closely connected to.



## A thoughtful journey to B Corp status

At The Thinking Traveller, we've taken a thoughtful approach to measuring our impact, ensuring that our efforts align with the global goals most relevant to our business. We're committed to developing a framework to measure our progress to make the most meaningful impact rather than adopting one-size-fits-all best practices.

This, our first Impact Report, is organised in alignment with the ESG (Environmental, Social, and Governance) framework, incorporating the metrics and themes adopted by B Corp to measure and report on sustainability and ethical practices. We also looked to the United Nations' Sustainable Development Goals (SDGs) - 17 global goals established in 2015 to address challenges like poverty, inequality, climate change, and environmental degradation - as a guide.

In 2021, we started our B Corp journey by measuring our carbon emissions. However, after integrating a new partner in Greece and against the backdrop of a holiday market recovering from the pandemic, we realised that we needed to pause to ensure we could proceed thoughtfully and effectively. Reflecting on this decision today, we are confident it was one of our best, allowing us to deliver a record Net Promoter Score of 78 during the bumper travel year of 2023.

In 2023, we were able to measure our emissions again. We began laying the groundwork for making every aspect of the business more sustainable, with the ultimate goal of contributing positively to the world around us. We've had to make our u-turns, shifting our strategy from offsetting to inseting and focusing on carbon reduction initiatives like hybrid and electric vehicle trials.

## How do we ensure we take care of all we hold dear at The Thinking Traveller?

As a B Corp, we recognise that our impact extends beyond our own operations to include the broader community we are connected to. As such, our long-term plan is to collaborate with our office teams, local specialists, villa owners and customers. We are committed to educating all Thinkers on B Corp principles and providing the resources needed to help them take steps toward more sustainable practices.

Our ultimate goal is to achieve Net Zero status. We appreciate that achieving this aim will be challenging. Our approach remains thoughtful and considered, prioritising people and place before seeking solutions.

This journey begins with the completion of our aim for 2024, which is to create our own Sustainable Development Goals, aligning them with our unique values and challenges. We look forward to sharing our progress in our 2024 Impact Report as we continue our journey toward benchmarking and achieving the most meaningful impact we can on the people and places we care deeply about.



We are proud to be a B Corp

In 2023, we began our journey as a certified B Corp business. What does this mean for us at The Thinking Traveller? On paper it signifies our commitment to adopting the very best environmental, social and governance standards. In practice, we are now part of a community of extraordinary organisations that provides an environment that motivates us to continually improve how we operate as a sustainable business.

To achieve B Corp certification, we underwent a thorough evaluation process aligned to the rigorous standards set by B Lab. This process measures our business against over 8,000 B Corp organisations globally whilst assessing how we address sector-specific challenges and mitigate our unique impact on society and the environment.

Our entry into the B Corp community has been promising. We are particularly proud of our initial score of 83. We needn't be humble, this is an impressive accomplishment for a first-time applicant, as it is rare to meet B Corp standards on the first attempt.

In 2024, we aim to sustain this high standard as we navigate business changes and focus on further improving our score in 2026. Alongside retaining our status and improving upon the impact goals we are creating a benchmark for, our long-term goal is to address the challenges of fully integrating our values across our entire supply chain. While our B Corp status does not extend to our villa owners, we are committed to dedicating time, resources, and investment to support them on their journey towards adopting B Corp principles.

#### 2023 OVERALL SCORE:

83

#### IMPACT AREA BREAKDOWN:

19.6	GOVERNANCE
27.7	WORKERS (THINKERS)
21.6	COMMUNITY
10.7	ENVIRONMENT
3.3/5	CUSTOMERS



“*We see B CORP CERTIFICATION as a METHOD for MAINTAINING INTEGRITY through TRANSPARENCY, IT ENABLES us to be MORE ACCOUNTABLE for the IMPACT our BUSINESS has on PEOPLE, PLACES, and the PLANET.*”







# *Our* PEOPLE *are* THINKERS

We have made an intentional decision to highlight our Social impact and Workers ahead of Governance and the traditional structure of B Corp impact assessments. Our 'Thinkers' are the heart of our business, and through their empowerment and engagement, we see how we can uphold the governance practices that guide us.

Thoughtfulness is a core value central to everything we do. At The Thinking Traveller, our people embody this value. Instead of referring to ourselves as employees, workers, or staff, we proudly identify as 'Thinkers.' As Thinkers, we approach each action and decision with careful consideration, believing that, in the long term, by taking the considered approach we will be able to drive positive

changes that align with our values of social and environmental responsibility, impacting our organisation alongside the wider community.

We are committed to creating an inclusive and supportive working environment where Thinkers can bring their whole selves to work, contribute meaningfully, and grow personally and professionally. In 2023, we embarked on an expansive journey to further this commitment by establishing some of the foundations, which included wellbeing and ethics training, meaningful rewards and incentives, wellbeing policies, improved communication across the business, opportunities for bidirectional feedback, and a more robust, holistic method for checking in with our Thinkers and monitoring our progress over time.

51%

OF OUR LEADERSHIP ROLES ARE HELD BY WOMEN, COMPARED TO THE NATIONAL AVERAGE OF 21%

74.1

EMPLOYEE RATING SCORE ON THE ENGAGEMENT MULTIPLIER PLATFORM, WITH A 25% RESPONSE RATE, PLACING US IN THE "GOOD" RANGE

6

HOURS PER MONTH OF OUR MEETINGS WERE CONDUCTED OUTDOORS IN VITAMIN D-INDUCING SUNLIGHT







#### A FEMALE-POSITIVE APPROACH

The Thinking Traveller is a leader in gender parity with a female-positive leadership structure.

Women hold key roles at The Thinking Traveller, including CEO and CFO. Among our leading positions, we have 50% female representation among our founders and 56% on the board. Across the company, 51% of The Thinking Traveller's managers are female, surpassing the UK average where only 20.1% of companies have female leaders. According to the 2023 Gender Index Report [link](#), only one in five companies in the UK is female-led.





### THE SUNLIGHT ADVANTAGE

## Scheduling fresh air time for group thinking

At our London office, we've made it a priority to hold as many meetings outdoors as possible during the summer months. In 2023, our IT, P&C, Finance, and Operations teams accumulated 6 hours per month of circadian-resetting, mood-enhancing, vitamin D-producing natural sunlight in our courtyard garden.



### LISTENING TO OUR THINKERS

## Measuring Engagement, Not Just Satisfaction

In 2023, The Thinking Traveller adopted the Engagement Multiplier platform to measure how our employees experience work, focusing on key areas such as participation, purpose, and overall engagement with their roles and team members. Our initial score was strong, reaching 74.1, which places us at the top end of the "Good" range. We anticipate a dip in our 2024 score due to recent restructuring, but we're committed to working hard to achieve an "Excellent" score of 75+ in 2024-2025.



## 2022-23 What We Did:

### ENHANCED COMMUNICATION

**Feedback Integration:** We listened to our Thinkers' feedback and enhanced business communication to give them a stronger voice. We now guarantee a response to all feedback within 90 days.

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### IMPLEMENTED WELLBEING POLICIES

**Outdoor Meetings and Breastfeeding:** Introduced new policies to improve working conditions and address family needs.

**Thinkers' Handbook:** Redeveloped to ensure it is relevant and useful across different countries.

**Working from Abroad Guidance:** Formalised to support our multi-national team.

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### INVESTED IN TRAINING

**Ethics:** Completed by 29%, with all new Thinkers receiving it upon starting.

**Stress and Resilience:** Completed by 39%.

**Handling Challenging Situations:** Completed by 39%.

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### FOSTERED ENGAGEMENT & COMMUNITY

**Social Committee Funding:** Provided funding for social events in support of local charity initiatives.

**Engagement Survey Platform:** Moved to a platform that allows for more regular and consistent feedback.

## 2024 What We Are Doing Now:

### ENHANCING COMMUNICATION CHANNELS

**CEO Newsletters:** Launched to provide updates on company priorities and successes.

**Thinker Forum:** Introducing quarterly meetings for the Leadership Team and Thinkers to discuss key topics.

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### IMPROVING EMPLOYEE BENEFITS

**Villa Stay Discount Policy:** Offering discounts for Thinkers to enjoy holidays with loved ones at our amazing villas.

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### UPGRADING OUR TRAINING

**Training Needs Analysis:** Completed a comprehensive review to identify and address Thinkers' training requirements.



## 2025+ What We Are Doing Next:

### IMPROVING FAMILY POLICY

**Maternity and Paternity:** Redevelop policies for UK-based employees to better support family needs.

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### UPGRADING RECRUITMENT & DIVERSITY TOOLS

**New Recruitment Technology:** Investing in technology to enhance unbiased recruitment practices.

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### ONGOING EMPLOYEE SATISFACTION MONITORING

**Biannual Surveys:** Continue to survey Thinkers biannually and act on feedback to maintain high engagement scores. Our most recent survey score was rated 'Good', just under 'Excellent'.

“*We are* COMMITTED *to*  
CREATING *an* INCLUSIVE  
*and* SUPPORTIVE *working*  
ENVIRONMENT.”







# Our THINKER COMMUNITIES

Our goal is always to leave only a positive footprint. We recognise that our impact extends beyond the boardroom and into the communities where our local specialists live, our villas are located, and the areas connected to our offices in Brick Lane, London, and Chalandri, Athens. We have taken careful steps first to understand any potential negative impacts we might have and then find solutions that address these challenges and create opportunities for lasting positive change. By embedding our organisation within the communities we engage with, we are committed to making a meaningful difference that benefits as many people as possible.

Reducing the negative impact of our business on our communities also involves establishing strong local partnerships. In 2016, our founders, Huw and Rossella Beaugié, formed a long-term partnership with The Conservation Collective, a global network of environmental foundations with affiliates throughout the Mediterranean. Today, Rossella sits on the board of one of the Collective's foundations, the Sicily Environment Fund. This network supports regions close to our heart, and we contribute a portion of each booking to the Collective.

In 2023, we proudly joined the 'Travel by B Corp' community, a collective of B Corp certified companies who share our belief that travel can be a force for good.

- 1680 SLICES OF PIZZA INHALED AT OUR MONTHLY INTRODUCTION MEETINGS
- 79kg OF FOOD DONATED TO HACKNEY FOODBANK
- 70kg OF ELECTRONIC WASTE RECYCLED FROM THE OFFICE AND THINKERS HOMES







## CONNECTING HOME AND AWAY

### Our Love of Food

Connecting people and places is, quite literally, the bread and butter of our business. These connections are the foundation of what it means to be a Thinking Traveller, extending into how we build a sense of belonging and community within our team.

As a company, we draw inspiration from our strong Italian heritage and the well-travelled paths our founders have forged between Italy and Greece. In our London office, we bring this to life through our love of food, particularly pizza. Our monthly welcome lunches have become an institution where new Thinkers are introduced to the team over pizzas fired in ovens just 20 meters away. Meanwhile, in our Athens office, we honour our Greek Thinkers' heritage with the tradition of the New Year's Pie.

Through these shared food traditions, our team of Thinkers finds a unique sense of belonging and connection from the very beginning, reinforcing the cultural ties that bind us together as an international business.

2022-23  
What We Did:

DEVELOPED POLICIES

**Charity and Gifting Policy:** Established a clear framework for giving back to the community.

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COMMUNITY ENGAGEMENT

**Joined the Travel by B Corp Group:** Became an active member to collaborate on sustainable travel initiatives.

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CONSERVATION EFFORTS & BIODIVERSITY

**Conservation Collective Support:** Contributed to the Sicily Environment Fund, Ionian Environment Fund, Cyclades Perservation Fund and Argosaronic Environment Fund, supporting local conservation efforts with a donation per booking. Our founders, Huw and Rossella, have become founding members of the Sicilian fund.

2024  
What We Are Doing Now:

LAUNCHING NEW INITIATIVES

**Volunteering Programme:** Each Thinker is encouraged to volunteer for two paid days per year for causes they care about.

**Local Community Support:** Allocating funds for each Thinker's community, contributing support for their local causes and initiatives.

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SUSTAINABILITY CONTRIBUTIONS

**Travel by B Corp Sustainability Guide:** Contributing data and analysis to the first sustainability guide, which will be published soon.

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STRENGTHENING COMMUNITY TIES

**Foodbank Contribution:** Our London team collected and delivered 78.75 kg of food to the local food bank, contributing to 8 three-day emergency parcels.

**Monthly Welcome Lunches:** Building on our Italian heritage with sustainable pizza deliveries from a local supplier only 20 meters away.



2025+  
What We Are Doing Next:

**SHOWCASING LOCAL INITIATIVES**

**Local Champions:** Empower local champions to highlight our partnerships with local suppliers and the positive impact on communities.

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**CONSERVATION EFFORTS & BIODIVERSITY**

**Expanded Support:** Increasing our support and involvement in local and international conservation initiatives.

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**EMPOWERING ENGAGEMENT**

**Volunteer Programme Expansion:** Aim to achieve 100 hours of volunteer work in the first year.

**Active Participation in Travel by B Corp:** Increase our involvement in the Travel by B Corp community to drive sustainable practices.

“*We are* COMMITTED *to*  
MAKING *a* MEANINGFUL  
DIFFERENCE *that* BENEFITS  
*as many* PEOPLE *as*  
POSSIBLE.”





# *Our* THINKER ENVIRONMENT

Our journey towards achieving our net-zero ambitions began with measuring our carbon emissions in 2021. However, to effectively benchmark and compare our impact, we've undergone two significant shifts in approach. The result of these necessary shifts means that in 2024, we are now poised to establish a valuable matrix for measuring and comparing our impact in the most meaningful way. This iterative process of testing and learning embodies what makes us Thinkers. We are committed to building initiatives beyond mere box-ticking exercises towards creating a sustainable and ethical business.

The pandemic necessitated the first shift. Despite measuring our emissions since 2021, disruptions in the travel industry led us to designate 2022 as our baseline year. The second shift involved incorporating insights from B Corp practices, leading us to evolve our

carbon strategy. We transitioned from carbon offsetting to carbon insetting, reflecting the World Economic Forum's perspective on focusing on "doing more good rather than doing less bad within one's value chain."

In 2023 we began evaluating our scope 1, 2, and 3 emissions to identify and address high-emission areas. As part of our insetting approach, we funded a hybrid and electric car trial in Italy and Greece to explore how improving supply chain efficiency can reduce emissions across our operations.

Our environments are integral to our business, and we are deeply connected to the people and to the places in which we operate. Through our thoughtful, considered approach and collaboration with the communities we work with, we are committed to achieving positive outcomes and driving meaningful change.

56

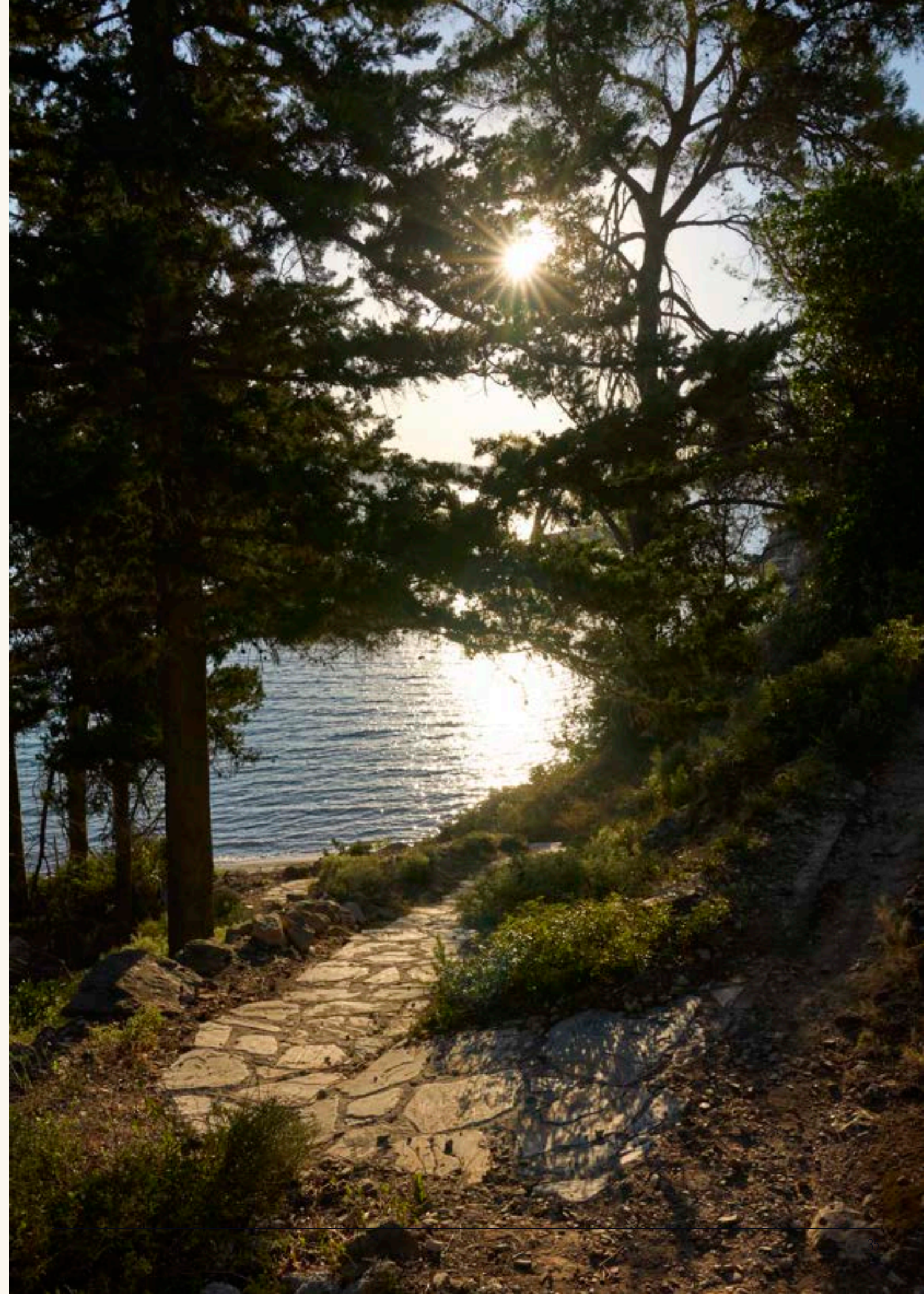
TONNES OF CO2 OFFSET

4.2

TONNES OF CARBON SAVED FROM OUR 3 CAR TRIAL

37kg

OF RECYCLING COLLECTED WITH TERRACYCLE







## REDEFINING LUXURY

Sustainability at the Heart of Our Villas  
What are we doing to encourage our villa owners to continue to make their properties as ecological as possible?

We believe that true luxury lies in sustainable practices, and these choices have become hallmarks of sophistication. From 2025, we will be introducing sustainability and positive impact villa rating to champion properties with significant ecological credentials. We actively support owners who prioritise local hiring, support local businesses, and embrace initiatives like growing their own produce. We also advocate for the use of durable, sustainable products from companies with circular business models. For our visiting clients, we provide tips on thoughtful tourism, from reducing electricity consumption to engaging with local eco-friendly activities during their stay. On the following pages, we highlight two examples of villas in our collection and the ecological features that set them apart.





## PUGLIA, ITALY

## Montekore

- Villa is situated in the middle of the owner's organic farm
- Includes its own kitchen garden
- Features a salt-water swimming pool
- Provides filtered water on tap
- Equipped with photovoltaic solar panels
- Features a zero-carbon geothermal, water-based cooling system with integrated cold air dehumidifiers.



## LEFKADA, GREECE

## Epibleon

- Villa has achieved a B+ energy rating
- Hot water warmed by solar panels
- Pool uses salt electrolysis, avoiding chemicals
- Construction timber sourced from replanted Finnish woods
- Most furniture is recycled or made from recycled wood
- Includes an organic vegetable garden



## 2022-23 What We Did:

### CARBON FOOTPRINT MEASUREMENT & REDUCTION STRATEGIES

**Measured Emissions:** Assessed our scope 1, 2, and 3 carbon emissions, including detailed tracking for every trip and quarterly office waste calculations.

**Carbon Offsetting:** Purchased and retired 56 Verified Emission Reductions (VERs) in January 2023, offsetting 56 tonnes of CO2 through the Climate+ Portfolio.

**Carbon Strategy Shift:** Transitioned from carbon offsetting to insetting by funding a 2023 trial with local sustainability specialists to reduce emissions.

**Carbon Footprint Management:** Maintained a flat carbon footprint per full-time employee (FTE).

**Carbon Commuting Survey:** Conducted our first survey on carbon commuting, with plans to continue bi-annually.

### SUSTAINABLE RESOURCE MANAGEMENT

**Terracycle Implementation:** Introduced Terracycle to our London office.

**Electronic Recycling:** Implemented an electronic recycling programme and extended this for Thinkers' home equipment.

**Hybrid & Electric Car Trial:** Funded a hybrid and electric car trial in Italy and Greece. The team covered 12,700 kms, yet saved 4.2 tonnes of carbon from 3 cars.

**Sustainability Signposting:** Created detailed sustainability information in each villa, including guidance on air conditioning, water, lights, and refuse disposal.

### ENVIRONMENTAL IMPACT METRICS

**Terracycle Collections:** Installed in June 2023 with the first four collections totalling 37kg by December.

**Electronic 'E' Recycling Collections:** Achieved two collections per year for office and home electronics waste.

**Hybrid/Electric Car Trial:** Initiated a trial with three local specialists, resulting in a saving of 4.2 kg.

## 2024 What We Are Doing Now:

### CARBON FOOTPRINT & REDUCTION STRATEGIES

**Commuting Survey:** Undertaking our second commuting survey.

**Carbon Target Setting:** Establishing a carbon target for future years to guide our reduction efforts.

**Annual Team Meeting Footprint:** Measuring the carbon footprint of the Annual Team Meeting in Athens to make a donation to a local charity in recognition of our environmental impact.

### SUSTAINABLE RESOURCE MANAGEMENT

**Continuing Resource Management:** Expanding on our current sustainable resource practices by exploring with country P&C specialists how the car trial can be expanded.

### CONSERVATION EFFORTS & BIODIVERSITY

**Ongoing Support:** Continuing contributions to conservation funds and exploring further engagement with local initiatives.



## 2025+ What We Are Doing Next:

### CARBON FOOTPRINT & REDUCTION STRATEGIES

**Insetting Strategy:** Investing in and adopting an inseting carbon strategy, moving away from offsetting.

**Sustainability Strategy:** Building a three-year sustainability and positive impact strategy to guide long-term goals.

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### SUSTAINABLE RESOURCE MANAGEMENT

**Villa Rating Development:** Developing a sustainability and positive impact rating for our villas to champion those with significant ecological credentials.

“*Through* COLLABORATION,  
*we are* COMMITTED *to*  
ACHIEVING POSITIVE  
*outcomes and* DRIVING  
MEANINGFUL *change.*”







# *Our* CLIENTS *are* THINKERS

Our commitment to our clients is deeply rooted in our brand principles, and we have taken steps to equip our Thinkers with everything they need to deliver a truly personal service. By prioritising Thinkers' time for client needs, we can tailor each experience to the individual. This considered approach is reflected in our impressive B Corp score for customer impact, with a remarkable first entry of 3.3 out of a possible 5. How do we do it?

Every detail of the client's journey is meticulously considered, from booking to returning home, which has earned us the Condé Nast Best Villas Rental Company in the World title for the past eight years and an NPS score of 78

As with every aspect of The Thinking Traveller, we continually seek ways to improve the client experience by listening to feedback and taking action.

3.3/5 B CORP CUSTOMER IMPACT SCORE

78 NET PROMOTER SCORE

8 YEARS AS CONDÉ NAST BEST VILLA RENTAL COMPANY





2022-23  
What We Did:

B CORP SCORE

**Achieved an impressive initial score of 3.3.** There appears to be little room for improvement on paper, but we remain committed to enhancing our client’s experience.

2024  
What We Are Doing Now:

LISTEN & GROW

**Restructuring:** Growing our local teams to enhance the client journey.

**Recognising loyal customers:** Investing in a private concierge manager and offering exclusive previews of new properties to reward and recognise our most loyal clients.

2025+  
What We Are Doing Next:

ACTIVELY ENGAGE

**Adapting Annual Client Survey:** Revising our client survey to capture feedback more effectively on our sustainability initiatives and customer satisfaction.

**Encourage Responsible Tourism:** Increasing opportunities for clients to actively engage with and participate in our sustainability initiatives.

“*We will* CONTINUALLY  
*seek ways to* IMPROVE  
*the* CLIENT  
EXPERIENCE.”







# *The* THINKER VILLA OWNERS & SUPPLIERS

Every one of our Villa Owners & Suppliers are important to us, and wherever possible, we've prioritised working with those committed to circular business models. As a B Corp, we recognise that our villa owners play a crucial role in upholding our commitment to sustainable practices.

Our long-term aim is to educate and support our villa owners and support them to evaluate sustainable practices that make the most sense for their unique environments. Our

ambition is to guide each owner to provide more sustainable and ethical stays, equipping them with the tools to positively impact their homes and communities.

To address the challenges of fully integrating our values across our entire supply chain, we are dedicated to supporting our villa owners on their journey towards adopting B Corp principles.

10%

OF VILLA OWNERS PARTICIPATED IN OUR SUSTAINABILITY SURVEY

80%

OF OWNER CONTRACTS MEET ESG STANDARDS

1st

CEO NEWSLETTER SENT TO ALL VILLA OWNERS







### PASSING ON B CORP VALUES

Providing guidance to our villa owners to support their continuous improvement towards B Corp standards

In 2023, we conducted a bilingual sustainability survey across all of our villa owners. This was a crucial first step in enabling our owners to identify and implement their own best practices for improving sustainability. We gathered data on heating, water, gardens, villa glazing, utility usage, and appliances. With 30% of our engaged owners starting the logging process, we are actively finding ways to encourage greater transparency among all owners.

Our long-term goal is to work towards across-the-board B Corp standards, ensuring that our commitment to sustainability is reflected throughout our entire villa portfolio.



## 2022-23 What We Did:

### SURVEYED VILLA OWNERS

**Sustainability survey:** We conducted our first sustainability survey with a selection of our villa owners, and 10% provided a wealth of data for analysis, with 30% of these measuring their sustainability efforts.

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### NEW METHODS OF COMMUNICATION

**Direct communication:** Sent our first CEO newsletter to villa owners, introducing our new CEO and reinforcing our commitment to B Corp values and business transparency.

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### IMPROVED POLICIES

**Contract redesign:** We redesigned our contracts to include core ESG standards, such as anti-bribery and modern slavery clauses.

**Preferable Purchasing Policy:** Developed a purchasing policy to emphasise working with local and like-minded companies.

## 2024 What We Are Doing Now:

### ONGOING VILLA OWNER & SUPPLIERS ENGAGEMENT

**Data analysis:** Analysing and integrating the data from the sustainability survey and integrate the insights into our long-term plans.

**Villa owner NPS measurement:** Initiating the measurement of our villa owners' Net Promoter Score (NPS).

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### VILLA OWNER & EXPERIENCE PARTNERS THOUGHT LEADERSHIP

**Seminars for our villa owners:** Hosting our first villa owner marketing seminar.



## 2025+ What We Are Doing Next:

### SUSTAINABILITY ONBOARDING

**Villa onboarding process:** Adapting our villa onboarding process to capture more sustainability and environmental data.

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### SUSTAINABLE PRACTICES AS PART OF OUR CLIENTS DNA

**Villa sustainability assessment:** Developing a villa sustainability assessment to educate and support our owners while enhancing client choice.

**Sustainability/positive impact villa rating:** Create a villa sustainability and positive impact rating to champion properties with significant ecological credentials.

“*We are* DEDICATED *to*  
SUPPORTING *our* VILLA  
OWNERS *on their* JOURNEY  
*to adopting* B CORP  
PRINCIPLES.”







# THINKER GOVERNANCE

As a certified B Corp, we aim to continuously evolve and refine our business model to ensure a thoughtful balance between our people, stakeholders, communities, and sustainable growth.

We are committed to cultivating a governance structure that supports profitable growth and upholds our social values and environmental responsibility. It is through this considered approach, we will ensure that every decision we make benefits all those connected to our business.





2022-23  
What We Did:

DEVELOPED POLICIES

**Anti-Bribery, Anti-Tax Evasion, and Whistleblowing Policies:** Established policies to uphold ethical standards and ensure compliance.

**Ethics Training:** Provided training to those in roles interacting directly with clients, suppliers, and external stakeholders.

**Modern Slavery Policy:** Developed and integrated a modern slavery policy into key supplier contracts.

2024  
What We Are Doing Now:

REFRESHING POLICIES & TRAINING

**Ethics Training Update:** Refreshing our Ethics training to ensure it remains relevant and effective.

**Supplier Code of Ethics:** Rolling out our Supplier Code of Ethics to enforce ethical standards across our supply chain.

**ESG Audit Refresh:** Updating our ESG audit and benchmarking the results against our 2022 baseline.



## 2025+ What We Are Doing Next:

### ADVANCING POLICIES & REPORTING

**Diversity, Equity & Inclusion Policy:** Developing a new policy and applicable training to support diversity, equity, and inclusion within our team.

**Supplier Code of Ethics Reporting:** Developing reporting mechanisms to track the success and compliance of our Supplier Code of Ethics.

### STRATEGIC PLANNING & BENCHMARKING

**UN Sustainable Development Goals Assessment:** Using the UN Sustainable Development Goals to assess and benchmark our plans.

**BLab's BIA Guidance:** Continuing to use BLab's BIA to guide our strategy and aim for a higher recertification score in 2026.

“*We are* COMMITTED  
*to* CULTIVATING *a*  
GOVERNANCE *structure that*  
SUPPORTS PROFITABLE  
GROWTH *and upholds*  
*our* SOCIAL VALUES  
*and* ENVIROMENTAL  
RESPONSIBILITY.”



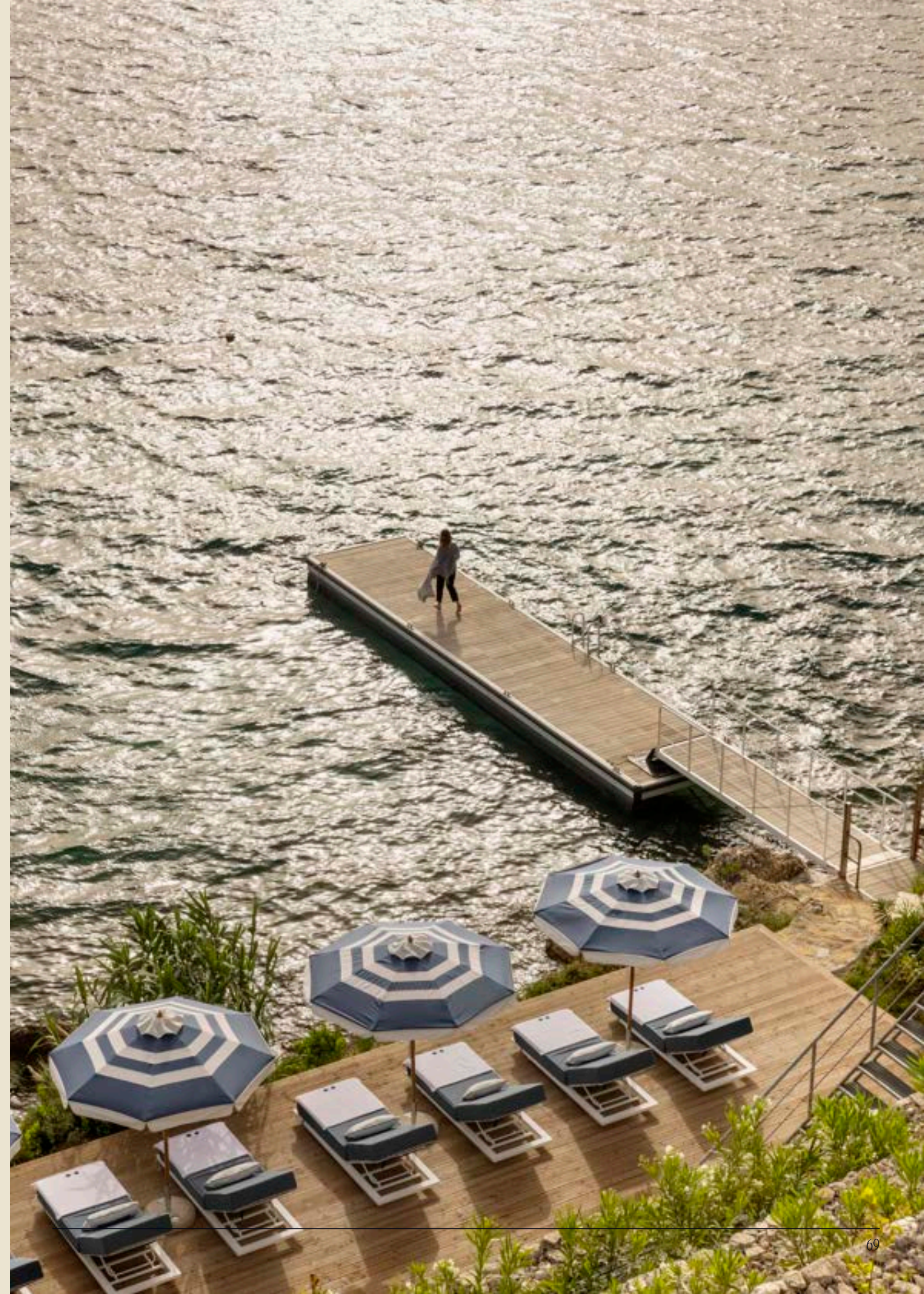
## Final Thoughts

As we look ahead to our journey toward net zero, we recognise that achieving this goal requires a thriving and motivated community. As Thinkers, we choose to rise together.

We've learned that our progress hinges on a continuous cycle of listening, learning, and improving. Over the past year, we've audited and surveyed every aspect of our business, a process that has allowed us to implement policies that not only enhance the wellbeing of our employees but also empower them to integrate sustainable practices into their lives. Our responsibility extends to educating villa owners about sustainability and supporting local initiatives. We know that impactful change requires clear, consistent communication - from providing updates from our CEO to workshops and webinars that directly engage our owners.

In 2024, after allowing time to measure and analyse our progress, we plan to share our targets and commit to improving key areas. This benchmarking exercise is as valuable as becoming B Corp certified, ensuring we focus on the areas where we can make the most meaningful impact.

This report forms the basis of our commitment to the people and places we love the most.





THE THINKING TRAVELLER



*2023*  
IMPACT REPORT

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