



# Contributing Beyond Education

Social & Environmental Report 2024

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## ABOUT THIS REPORT

This year's Environmental and Social Report has been structured and written to reference to the GRI Standards. Covering the period from 1 January 2024 to 31 December 2024, it provides detailed insights into our sustainability strategy, governance practices, and performance across our three campuses and reflects our ongoing commitment to enhancing transparency and accountability.

The report's structure is inspired by the ESG framework, and we are reporting on our sustainability pillars in this order: Governance, Social (Education + People + Community) and Environment.

## FOR MORE INFORMATION

- [sustainability@ehl.ch](mailto:sustainability@ehl.ch)
- [ehlgroup.com](http://ehlgroup.com)

# FOREWORD

## DEAR READER,

We are pleased to present EHL’s Social & Environmental Report for 2024, which outlines the progress we have made in the past year towards becoming a more responsible and sustainable organization and, of course, the progress we still need to make. This work is incredibly important to us at EHL, as we aim for continuous improvements. This report aims to not only outline the results achieved, but to offer transparency about our areas of weakness and enable us to collaboratively take responsibility for following through on our ambitions.

For the EHL Executive Leadership Team and Board, 2024 was a year of reflection on the place of sustainability within our everyday business activities and our new corporate strategy, SHINE (outlined below). As we defined our strategy, it became clear that our sustainability goals must be integrated transversally across all pillars of SHINE. This will allow EHL to have the most positive impact: by training students who will become agents of change, by providing the industry with the necessary tools to transform, and by applying our sustainability principles in all activities so that we lead the way responsibly.

Our initiatives have translated to increased satisfaction feedback from our community, which gives us the motivation to keep reinforcing our sustainability strategy for the future. Our successes are contingent on global commitment and teamwork, so we would like to express our heartfelt thanks to everyone within EHL’s community who has contributed over the past year. The mission is far from over, however, so we urge you to join us in continuing our sustainability journey in 2025. We look forward to making more progress in the months to come, and reporting back this time next year.

Until then,

**Carole Ackermann**  
Chairwoman of the Board

**Markus Venzin**  
Chief Executive Officer



## EHL SHINE STRATEGY

- S – Strengthen our international presence
- H – Harness our digital capabilities
- I – Impact our industry and society
- N – Nurture our community
- E – Expand our educational portfolio



## Some proud highlights from 2024:

- The EHL Tempo leadership model, launched in 2023, was brought to life in 2024 with workshops for staff and faculty to promote transparency, collaboration, experimentation, care, and accountability. This group-wide initiative helped us to develop cross-departmental connections, increase engagement, and contribute to a more diverse and inclusive working environment.
- We collaborated with faculty to chart sustainability content across our academic programs and detect weak spots to improve, contributing to a rise in student satisfaction: in 2024, 76% of students were satisfied with the provision of sustainability content in the curriculum, up from 69% in 2023. In fact, the survey showed a rise in satisfaction across all sustainable development questions, including equal opportunities, environmental responsibility and participation in positive impact initiatives.
- Our efforts to reduce energy consumption, including new innovative air conditioning units in Singapore and upgrading our solar panels in Lausanne, have already shown positive initial results (30% reduction in Singapore in Jan. 2025 from Jan. 2024).

# LEADERSHIP FOR GOOD GOVERNANCE

A warm welcome from me to this report, which shines a light on a busy year for EHL’s Sustainability Department.

Our major preoccupation in 2024 was preparing EHL to meet the ambitious criteria necessary to gain B Corp certification. This led us to implement significant changes, including adapting our statutes to integrate the notion of stakeholder governance; developing our code of conduct to ensure better control of the companies we work and partner with; and strengthening our supplier selection process. All of this fed into our completion of the demanding B Corp impact assessment, which asks a whopping 250 questions about our practices and outputs across five categories: governance, workers, community, the environment, and customers. As you can imagine, it took some time to complete!

The process was incredibly useful, however, as it pushed us to accelerate our self-improvement across all these areas. The highly transversal nature of the B Corp assessment led to a rewarding cycle of collaboration, and I would like to thank the entire EHL community for their support, with special mention to the B Team members who helped gather the necessary data.

The changes we made in 2024 have impacted every corner of our organization. Among them, we continued our work to integrate sustainability in our curriculum, one example being the launch of a new master's specialization in 2025 **(see page 15)**. On Passugg campus the Sustainability Lab was launched, aiming to combine agriculture, hospitality and academia to build an interconnected and sustainable ecosystem.

We put together a new taskforce to define and coordinate sustainable practices in our food and beverage outlets; we worked hard to better communicate our sustainability efforts and raise awareness of existing initiatives; and we introduced new regulations and projects to improve student behavior with regards to recycling, respect for others and inclusion.

Of course, there’s plenty more to do. We have already begun working on EHL’s commitments towards the UN’s 2030 Agenda for Sustainable Development, and in 2025 we will continue this work with the input of our Board, staff and faculty, students, alumni and partners. Everyone’s experience will be valuable as we redefine our ambitions and continue to push ourselves to create change, so I look forward to some fruitful discussions in the year to come.

**Noémie Danthine**  
Chief Sustainable Hospitality Services Officer



# INTRODUCTION

## ABOUT EHL

With expertise dating back to 1893, EHL is the world leader in education, innovation, and consulting for the hospitality, tourism, and service sector. The cornerstone of our work is the provision of education programs in hospitality and business management, which aim to create future leaders for the hospitality industry and beyond. Our focus on nurturing excellence in human interaction and emotional intelligence produces graduates who can make a positive impact on whatever industry they enter, whether that be hospitality or the wider service sector, such as healthcare, luxury, sports and retail. EHL also conducts research projects, provides consulting services to companies around the world, nurtures startups, and facilitates innovation. All of this is undertaken with a commitment to sustainability, which we detail in this report.

EHL welcomes students from over 120 countries on three campuses in Switzerland and Singapore. Students benefit from in-class and online teaching, on-campus housing, dining, sports and wellness activities. They are encouraged to actively participate in life at school and to interact with the local community through volunteering initiatives and social enterprise projects.

Our unique portfolio of programs\*, delivered on all three campuses, provides lifelong learning for students of all ages, from our Bachelor's in Hospitality Management to master's programs, executive courses, and a wide array of online courses serving students and professionals within the hospitality and service sector. EHL also works with businesses to transform their customer experience strategy and train their employees to put this strategy into practice. Lastly, as a responsible higher education institution, EHL partners and strongly supports other hospitality schools around the world through its EHL Certified School network, its EHL Vocational Education & Training program, and joint degrees in partnership with other universities.

\*for our full course offering → [ehl.edu/en/study](https://ehl.edu/en/study)





Ranked #1 in QS World University Rankings for Hospitality & Leisure Management



First standalone hospitality business school to be AACSB accredited



990 events hosted, an important learning opportunity for students



3,843 enrolled students and 819 staff & faculty



122 nationalities



30,000 alumni since 1893



31 student committees involving 465 students



CHF 164.7M revenues



76 peer reviewed & 137 non-peer reviewed publications



### EHL'S SUSTAINABILITY AGENDA

EHL's sustainability strategy encompasses all areas where we can make a difference, both on our campuses and beyond the confines of our academic programs. For each area, clear and measurable goals guide our strategy and operations. These objectives directly contribute to the achievement of our sustainability commitments. In 2024, our main achievements were:



#### EDUCATION

Passugg launches Sustainable Management major for the Swiss Professional Degree in Hospitality Management

Host of the 17th Conference of the International Sustainable Campus Network (ISCN)

37% of EHL research papers related to sustainability



#### PEOPLE

Campus Lausanne receives FISU Healthy Campus Platinum certification

Implementation of a new digital learning management system and performance management process

Over 100 participants attended the EHL Women in Leadership (WIL) conference



#### COMMUNITIES

115 scholarships and 38 honorary loans granted by the EHL Fondation des bourses et prêts d'honneur

Over 1,200 workstations and 1,000 chairs donated to charitable organizations in the Lausanne area

3,797 used uniforms donated to association Démarche for upcycling

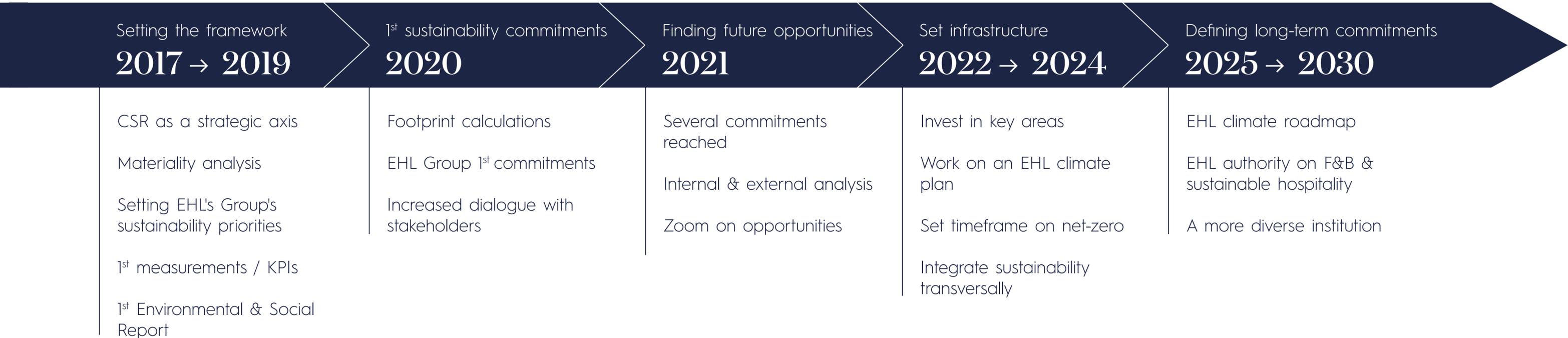


#### ENVIRONMENT

100% of Lausanne's new campus construction-related carbon emissions offset

Installation of ceramic filters to reduce A/C electricity consumption on Singapore campus

Ibex fairstay label awarded to campus Passugg and Da Fortunat restaurant receiving the Bio Cuisine label



**THE JOURNEY SO FAR**

Almost a decade has passed since our initial discussions around sustainability and the subsequent launch of the original EHL sustainability strategy. As we come to the end of our initial set of long-term sustainability commitments in 2025, we are proud to report that many have been fully fulfilled, and we continue to raise our sustainability goals and adapt our ambitions to new environments, technological advancements and programs.

*(See the appendix for the full list of commitments)*

**THE JOURNEY TO COME**

It's now time to set new impact goals for the years to come. Doing so will uphold our strategic alignment with EHL's mission, vision, and values, according to the new SHINE group strategy. It will also allow us to meet stakeholder expectations of transparency, credibility, and accountability; to address and integrate new sustainability topics and challenges; and to remain at the forefront of our industry by gaining and demonstrating the competitive advantage that comes with committing to impactful sustainability actions.

**DEFINING OUR NEW COMMITMENTS**

In order to establish goals that extend and reinforce what has already been achieved, we have embarked upon a process of internal and external analysis. We have already carried out a global examination of the hot topics and new trends within sustainability to ensure that we are considering them all in our updated strategy. During 2025, we will launch a sustainability materiality assessment to review EHL's areas of material impact. Our main stakeholders, both internal (staff, faculty, students, Board and alumni) and external (hospitality industry players and partners) will be asked to rate and weight sustainability topics, enabling us to assess their relevance and significance in the eyes of these different stakeholders. This will help us to better understand their expectations, allowing us to prioritize our actions and redefine our commitments accordingly.

# GOVERNANCE STRUCTURE AND COMPOSITION

EHL is owned and governed by the EHL Foundation, whose non-profit status means we reinvest all profits to further enhance the quality of our students' education. The Foundation's Board of Trustees sets the EHL Group strategy, which is then approved by the Board of Directors which also oversees the management of the organization. In recent years, four Board committees have been created to supervise certain topics: Audit and Risk, Capital Allocation and Governance, Compensation, and Nomination.

In summer 2024, we simplified our corporate legal structure aiming to create a dynamic and sustainable organization, better aligned with its operations and development prospects.

All 11 members of the Board of Directors are non-executives and independent, with a mix of competencies in the education and hospitality fields.

Under the Sustainable Hospitality Services segment, the Sustainability Team is responsible for making sustainability a cornerstone of EHL Group's activities.

## GOOD GOVERNANCE AND ETHICS

EHL's carefully defined internal directives and policies - including a Code of Ethics, a Sustainable Purchasing Charter (to be released in 2025) and Sustainable F&B Charter - to facilitate the integration of sustainability into our decision-making processes. In 2024, the New Products Committee was created to meet the need for more anticipation, arbitration, and stronger governance of new projects that have a cross-business impact. The committee's role is to sign off new projects based on a clear and aligned project assessment, and to review these initiatives post-launch. Projects may include consulting services, events, education products, and partnerships, while assessment involves considering key factors including their strategic fit, transversal impact, processes, revenue allocation, risk mitigation, and alignment with the Code of Ethics. Alongside this, a partnership evaluation matrix is being developed to better guide our decisions on potential business relationships, considering factors such as industry sector, type of activity, and services provided. This matrix will be integrated into a code of conduct, complementing our existing code of ethics.

## MANAGING IMPACT AND SUSTAINABILITY REPORTING

Our regulations compel all Board members, executives, and managers of EHL Group to take into account the material impacts on economy, environment, and people.

The Chief Sustainable Hospitality Services Officer, member of the Executive Leadership Team (ELT), oversees environmental and social topics at EHL and reports to the CEO. The Chief Growth Office Officer, responsible for strategy and the people office, manages the people aspect. Economic topics fall under the collective responsibility of all ELT members. The ELT reports directly to the CEO and the Board of Directors.



### LABELS AND CERTIFICATIONS

EHL is continually striving to meet the highest standards of quality and sustainability. Here's a snapshot of the most relevant and recognizable labels and accreditations, as of the end of 2024:



#### AACSB ACCREDITATION

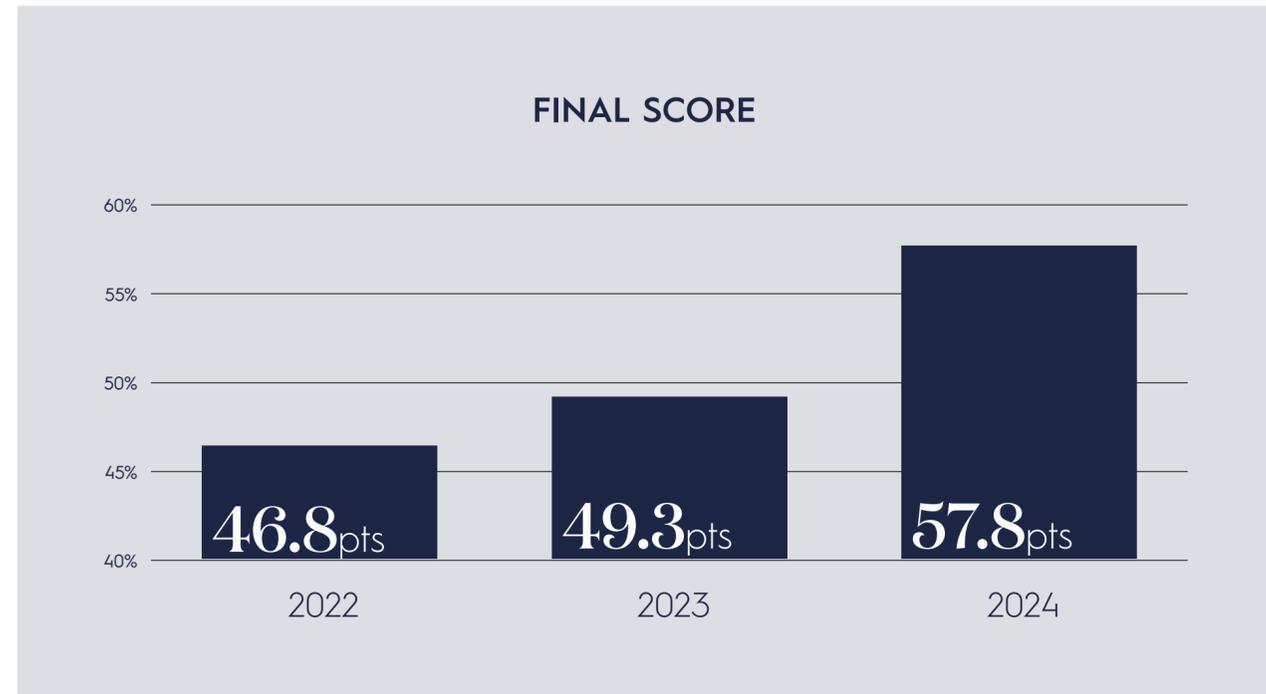
The Association of Advance Collegiate Schools of Business (AACSB) is the world's largest business education network, aiming to advance business education worldwide. Its accreditation, achieved by only 6% of the world's leading business schools, is recognized worldwide as the highest standard of quality in business education. Achieving accreditation means meeting standards in nine key areas, including Engagement and Societal Impact. During the site visit which took place in March 2024, peer reviewers noted that "EHL Hospitality Business School is authentically committed to having a positive societal impact with concrete initiatives taken both at the institutional and the individual levels, including teaching, research and operations of the school". In April 2024, EHL became the only standalone hospitality management school worldwide, and one of the few institutions in Switzerland, to receive this accreditation.

#### B CORP CERTIFICATION APPLICATION

B Corp certification is awarded to companies that meet rigorous standards for managing their environmental and social impact and demonstrate high performance in those areas. Achieving B Corp status requires completing a robust application assessment involving almost 250 questions and passing a risk review. Fully committed to this process, EHL submitted its completed application in December 2024. Assuming this is successful, we hope to become certified by the end of 2025, joining a global movement of over 10,000 companies working together to address the world's most pressing challenges. Certification will not only reinforce EHL's sustainability credentials with stakeholders but also give access to the B Lab Switzerland and global B Corp communities, providing valuable insights, resources, and opportunities for EHL to engage in collaborative initiatives with other certified businesses. It also ensures the continuation and reinforcement of our sustainability journey, since certified companies must re-certify every two years by demonstrating improvement.



The Times Higher Education (THE) Impact Rankings evaluate the sustainable practices and research of higher education institutions against the SDG framework. EHL has participated in the rankings since 2022. Last year, we submitted data for nine different SDGs and ranked among the top 300 universities worldwide for SDG8 (Decent Work and Economic Growth), and SDG12 (Responsible Consumption and Production). Our ranking score increased by more than 10 points in two years (from 46.8 in 2022 to 57.8 in 2024) and registered continuous improvement for almost all chosen SDGs.





### IBEX FAIRSTAY LABEL FOR CAMPUS PASSUGG

Ibex fairstay is an independent Swiss label that certifies accommodation providers for their sustainability performance, covering ecological, social, regional, and economic aspects of tourism. In September, EHL Passugg became the first hotel management school to be awarded the ibex fairstay silver label, underlining its role as an environmentally-conscious hotel management school. Claudia Schmid, Quality Management Manager at EHL Passugg, said: "The [certification] process enabled us to identify areas in need of improvement while confirming our previous efforts. This provides us with a solid foundation to further expand and strengthen our commitment."



### FISU CERTIFICATION

The International University Sports Federation (FISU) Healthy Campus Program encourages universities to embed health and well-being into all aspects of campus culture, improving student lifestyle. In June, Lausanne campus celebrated earning FISU Healthy Campus Platinum certification, after meeting 98 out of the 100 criteria (For more information, see Caring for our People.)



### RESPONSIBLE PROCUREMENT

Procurement practices represent an important part of campus operations, where nearly 3000 people live, work, eat, and study every day. Most procurement activities are centralized and carried out by our Purchasing Department, covering a wide array of goods and services. In 2024, we reviewed our procurement practices to further integrate sustainability criteria:

- *Auto-evaluation of our main suppliers to evaluate their social and environmental practices.*
- *Internal analysis and categorization of suppliers according to the type of product/service provided, the purchase frequency and the amount spent.*
- *Integration of sustainability criteria in the EHL Purchasing Charter including recommendations for decision-making for a more sustainable purchasing approach.*
- *Integration of the EHL Code of Ethics in the EHL Purchasing Conditions sent to our suppliers to ensure their alignment with our ethical principles.*
- *Continuing our efforts to make sustainable procurement choices for our F&B outlets, which represent an important part of purchasing activities on Lausanne campus. This is also a valuable learning opportunity for our first-year students.*



# EDUCATION

## INTEGRATING SUSTAINABILITY IN EDUCATION

As an education institution, teaching naturally sits at the heart of EHL's sustainability strategy. As part of this strategy, we aim to increase sustainability content in all academic programs, thus equipping students across all disciplines with the knowledge, skills, and values required to integrate responsible and ethical practices in their decision-making processes and pursue sustainable visions of the future.

In the past year we have worked to evaluate our current position regarding the teaching of sustainability, identify how to integrate it further into classroom learning, and ensure it sits at the core of the student experience across all three campuses. We are also supporting faculty in sustainability-related research and helping to raise awareness of the issue through outreach events and conferences on campus and elsewhere.



### SUSTAINABILITY CLASSES OFFER REAL-WORLD INSIGHTS

Our sustainability courses enjoyed a successful year, with students benefitting from a roster of guest speakers from various industries. The Sustainability Transitions and Business Innovations elective, taught to sixth semester Bachelor students by Associate Professor Dr Carlos Martin-Rios, saw six leading executives share key insights on sustainability in sectors including construction, luxury, technology, and services. The course explores potential transformative themes such as the circular economy, the role of digitalization, social sustainability, and sustainable consulting. Going forward, Dr Martin-Rios is planning a new elective offering a deeper exploration of circularity, digitalization, and the impact of AI on leading companies, with particular emphasis on how emerging technologies can drive sustainable business transformation.

In the Fundamentals of Sustainable Business course, Preparatory Year (AP) students explore the social, economic, and environmental principles related to sustainability that are essential to the hospitality industry. Through various class activities and collaborative group work, they engage with sustainability challenges and increase their awareness of sustainable practices in a business context. Their final group project involves presenting innovative solutions or ideas to real-world issues brought by the Sustainability Department, providing an applied and thought-provoking approach.

However, there remains much to do to reinforce the importance of sustainability. Assistant Professor Dr Peter Varga, who teaches the third semester Corporate Sustainability bachelor’s course, which provides students with an applied perspective of contemporary sustainability practices and challenges in the hospitality industry, commented: “Even though most students are aware of the growing importance of sustainability in business, relatively few want to work in this field. In addition, students have the impression that words like sustainability, responsibility, environmental challenges, etc. are overused in society. This is certainly not a good sign, but it is also a signal to universities that we should rethink how we develop sustainability in university courses.”

**70**  
Respondents  
(course reps)

**5**  
Programs  
covered

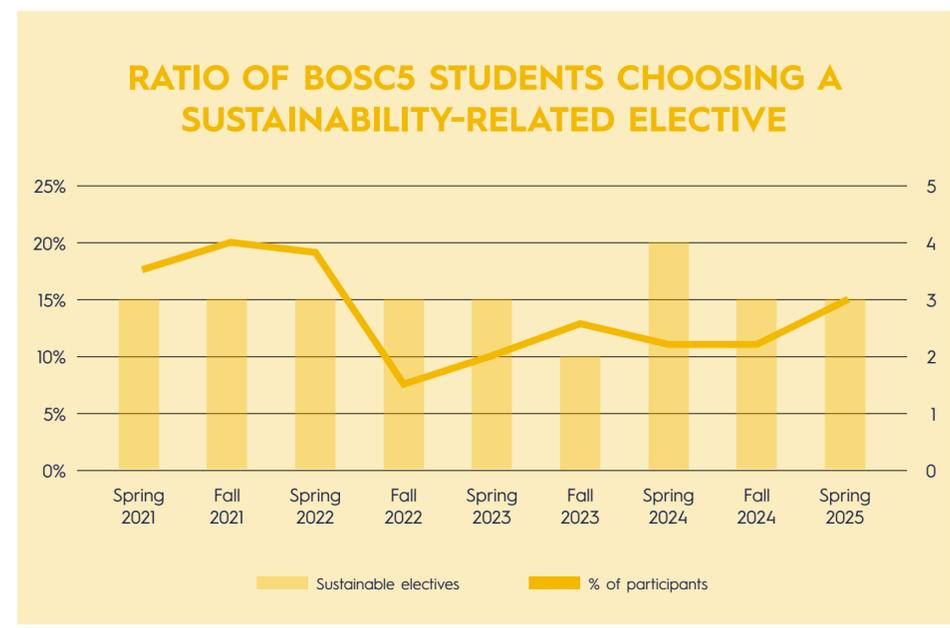
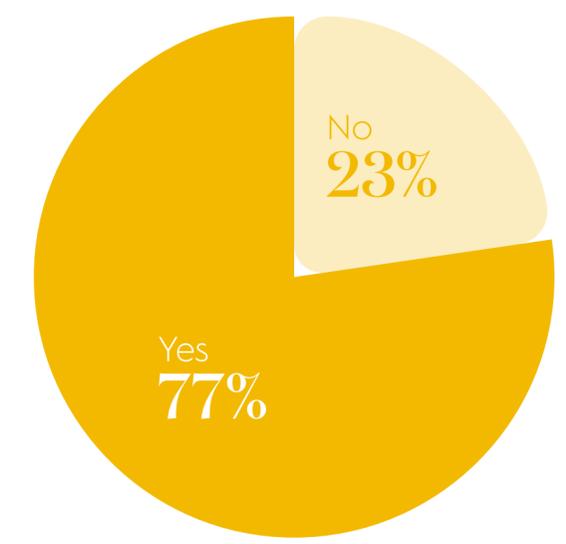
**44%**  
Response  
rate

### SUSTAINABILITY MAPPING PROJECT

In January, EHL’s Academic Board and Sustainability Department set out to evaluate how well sustainability is integrated into the EHL Hospitality Business School’s academic programs. A survey was sent to all course representatives requesting their feedback on how much sustainability is already integrated into their teaching, through self-assessment of aspects such as their pedagogical approach and the sustainability competencies students are acquiring.

The results were encouraging, with 77% of respondents saying they integrate sustainability content into their courses. The survey also identified areas for improvement, with 30% of respondents saying they need support to address the topic more thoroughly, and some noting challenges including time constraints and limited knowledge. As a result, EHL is now looking into ways to support faculty members in teaching sustainability, for example with training opportunities, additional resources, and best practice exchange, with the aim of further increasing sustainability teaching in all academic programs.

### DO YOU INTEGRATE SUSTAINABILITY INTO YOUR COURSE UNIT?



Program	No. of respondents	% of respondents who integrate sustainability
AP	11	45%
BOSC	37	76%
MBA	4	75%
MGH	2	100%
MiHM	16	100%
<b>Total</b>	<b>70</b>	<b>77%</b>

AP - Preparatory Year  
 BOSC - Bachelor of Science  
 MBA - Master of Business Administration  
 MGH - Master in Global Hospitality Business  
 MiHM - Master in Hospitality Management

### SINGAPORE STUDENTS BENEFIT FROM SUSTAINABILITY FIELD TRIPS

Seeing sustainability practices in action is an important learning experience for our students. In May, a group of students from Singapore campus had the chance to learn about the circular economy by visiting the Changi manufacturing site of ChopValue SG, which recycles used chopsticks into wood-alternative furniture, homeware and accessories. Also during the year, Singapore students visited La Rose Noire Foundation in the Philippines, active in the promotion of well-being and upliftment of poor and marginalized communities through scholarship grants and relevant training programs.

### PASSUGG LAUNCHES SUSTAINABILITY SPECIALIZATION

Campus Passugg launched a new specialization for students taking the Swiss Professional Degree in Hospitality Management. The Sustainable Management major is designed to equip students with the specialized skills they need to create and manage businesses that prioritize sustainability. With a five-pillar approach covering environmental, social, economic, managerial, and regional issues, the program aims to create sustainable leaders who can effectively tackle complex business challenges.

### EHL PARTNERS WITH MOËT HENNESSY FOR NEW MASTER'S SPECIALIZATION

In November, EHL announced a new master's specialization for 2025. The CSR & Sustainable Transformation program has been developed in partnership with Moët Hennessy, the global leader in luxury wines and spirits. Designed to meet the growing demand for sustainability and responsibility in the hospitality industry, the program will ensure students become both sustainability advocates and strategic contributors to company success by integrating sustainability with business acumen. The collaboration with Moët Hennessy allows students access to exclusive resources, including guest lectures from company executives, hands-on projects, and internships.

### LAUSANNE RAISES AWARENESS WITH SUSTAINABILITY POD

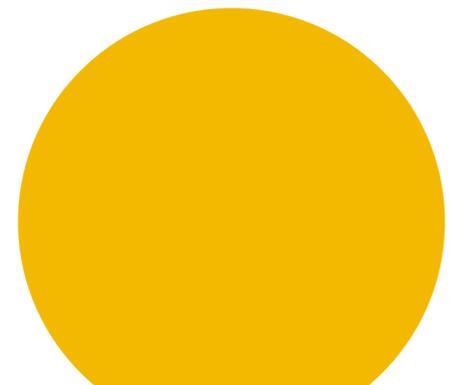
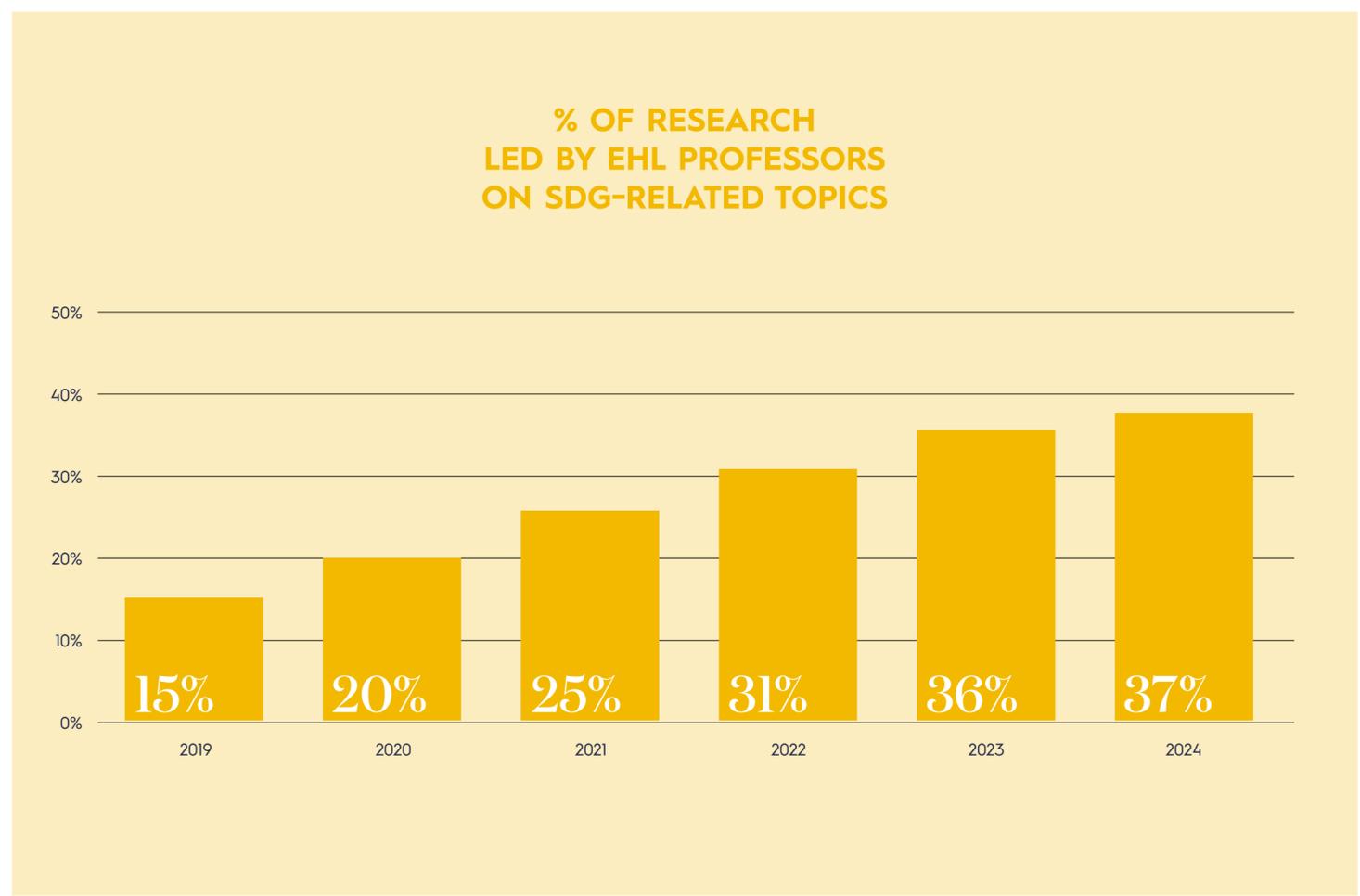
In the summer, Lausanne campus created a new lounge dedicated to raising awareness of sustainability among the student body. The so-called Sustainability Pod is a collaborative meeting space for students to come together to discuss sustainability, with a blackboard where they can note their concerns or suggestions about sustainability on campus. The Pod also features interactive content related to sustainability challenges across the campus. Overall, it aims to promote deeper understanding of current issues, highlight sustainability initiatives, share needs, concerns and innovative ideas, and support common efforts to create a sustainable community.



### SUSTAINABILITY IN RESEARCH

The results of our sustainability mapping project (see in page 13) show that our faculty members are increasingly aware of the importance of this topic. That is reflected in research, with 37% of publications and conferences in 2024 focusing on one or more of the UN's Sustainable Development Goals. The SDGs most frequently referenced in research were SDG8 (Decent Work and Economic Growth), SDG12 (Responsible Consumption and Production), and SDG4 (Quality Education).

A total of 30 sustainability-related research projects were published in 2024, on a par with 2023. Notable projects included Hospitality Vibes, a new book by EHL Assistant Professor Dr Meng-Mei Chen which sets out her vision for the transformation of hospitality through meaningful connections; a paper exploring the necessity of moving towards 'extraordinary' pro-environmental behavior (PEB) in the hotel industry by EHL Associate Professor Dr Laura Zizka and international academics; and an analysis of the relationship between sustainability practices and service innovation in the Ecuadorian restaurant sector by EHL Associate Professor Dr Carlos Martin-Rios in collaboration with colleagues in Ecuador and Valencia.



## SUSTAINABILITY OUTREACH

As well as integrating sustainability into teaching, learning, and research within our activities, EHL also endeavors to extend its sustainability education outside the campus walls by implementing outreach initiatives and hosting conferences. In 2024, highlights included:

### LAUSANNE HOSTS 17TH INTERNATIONAL SUSTAINABLE CAMPUS NETWORK CONFERENCE

In June, Lausanne campus co-hosted the 17th conference of the International Sustainable Campus Network (ISCN), a landmark event dedicated to advancing sustainability in higher education. With a membership comprising more than 100 universities from 35 countries, the ISCN encourages members to use their shared capacity, passion, and knowledge to take impactful actions that contribute to sustainable development. Topics discussed at the conference included advancing sustainability governance at higher education institutions, leadership, engagement with community, the campus as a living lab, transversal skills that promote sustainability, and sustainability reporting.

Several lecturers on EHL's preparatory year (AP) courses led a workshop showcasing how they integrate sustainability in the Practical Arts and use it as a pedagogical tool to educate students, a great opportunity to showcase an applied approach to sustainability in education and generate interesting exchanges among the participants. Another workshop involving EHL's representatives tackled the topic of Scope 3 greenhouse gas emissions (GHG) in higher education institutions. Speakers from EHL's Sustainability Department, Northeastern University (USA), the University of Cape Town, Yale University, EPFL, ETHZ, and the University of Copenhagen unpacked the greatest challenges of, and solutions to, Scope 3 GHG emissions and reporting. The main outcome of this workshop was the creation of a specific Scope 3 GHG emissions working group at ISCN to exchange best practices.

Bringing together 127 attendees representing 70 institutions from 25 countries, the conference reinforced the aspiration for a collective commitment to sustainability and provided a powerful and insightful platform for collaboration, exchange, and support in envisioning a brighter, more sustainable future.

[Link to ISCN photos](#)

## EHL HOSTS SUSTAINABLE INVESTING FORUM

In June, EHL's Lausanne campus co-organized and hosted the second annual Sustainable Investing Forum. Bridging academic theory and industry practice, the Forum was an opportunity for leading academic researchers from across Switzerland to come together with industry experts for an engaging exchange of knowledge and practice on the topic of sustainable investing. Speakers outlined the many challenges that exist in sustainable investing, such as greenwashing, and sparked discussion on key topics including managing climate risk in real estate, navigating disclosure requirements, and the effect of sustainability on decision making.

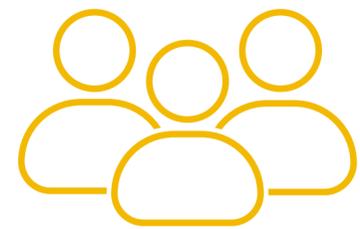


**SUSTAINABILITY LAB LAUNCHED AT PASSUGG**

EHL Campus Passugg sits at the heart of Switzerland’s Graubünden canton, which is currently working to position itself as a leading hub for research and development in the Alps. To support this aim and with the backing of the canton, EHL Passugg, along with representatives from Università della Svizzera Italiana (USI) and Plantahof farming training center, joined forces to launch a Sustainability Lab, which aims to combine agriculture, hospitality and academia to build an interconnected and sustainable regional ecosystem. The Lab’s first project, “Connecting sustainable value chains at the interface between the hotel industry and agriculture in Graubünden,” aims to promote sustainability by creating synergies between the hospitality and agriculture sectors in Graubünden. The research and knowledge transfer stemming from the Lab will contribute to the development of practical solutions for the industry, as well as enriching the vocational training programs offered by EHL Passugg.

**INAUGURAL SUSTAINABILITY SUMMIT**

In November, EHL campus in Passugg hosted the first Sustainability Summit, which brought together experts, students, and local partners to explore connections between hospitality and agriculture. Organized by the new Sustainability Lab, the event delivered a rich program of thought-provoking panel discussions and inspiring presentations, accompanied by regional food and drink. The Sustainability Summit marked the beginning of a long-term commitment to building bridges between hospitality and agriculture.



**80**  
people participating  
in the Sustainability Summit  
in Passugg

#### FOURTH EDITION OF THE SUSTAINABILITY WEEK

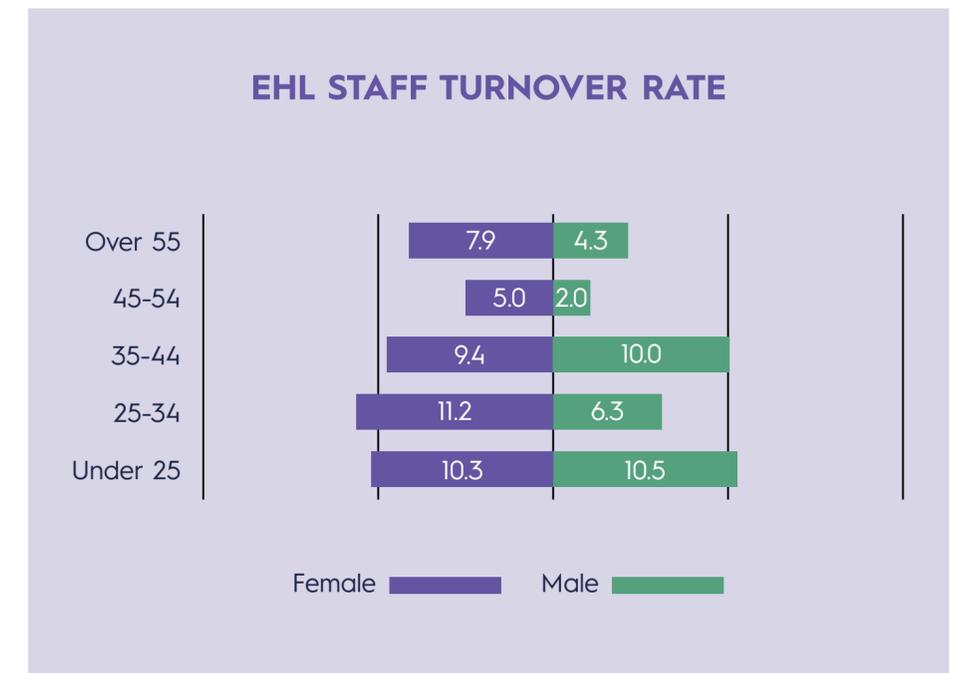
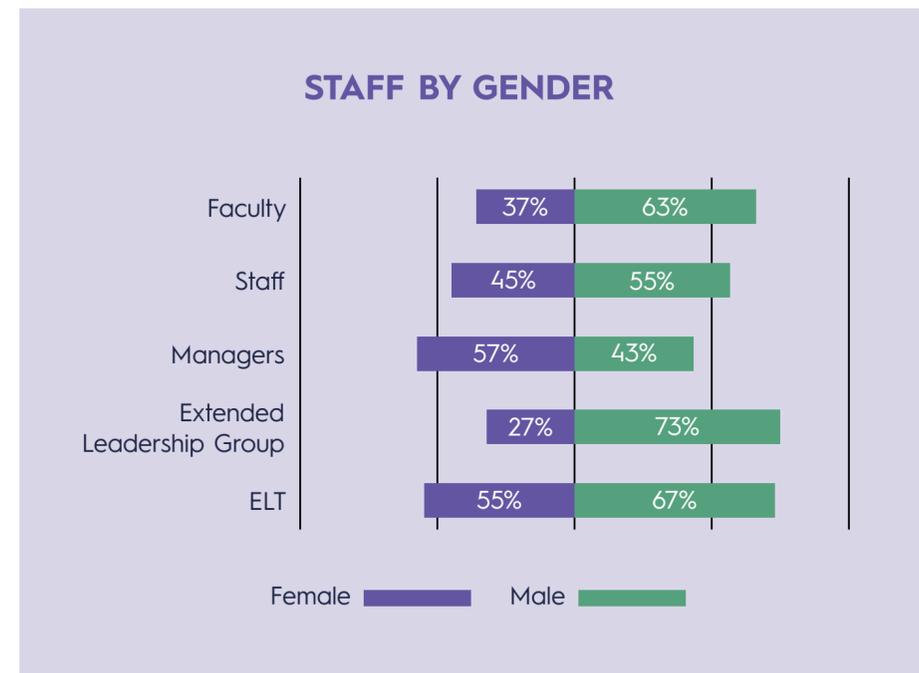
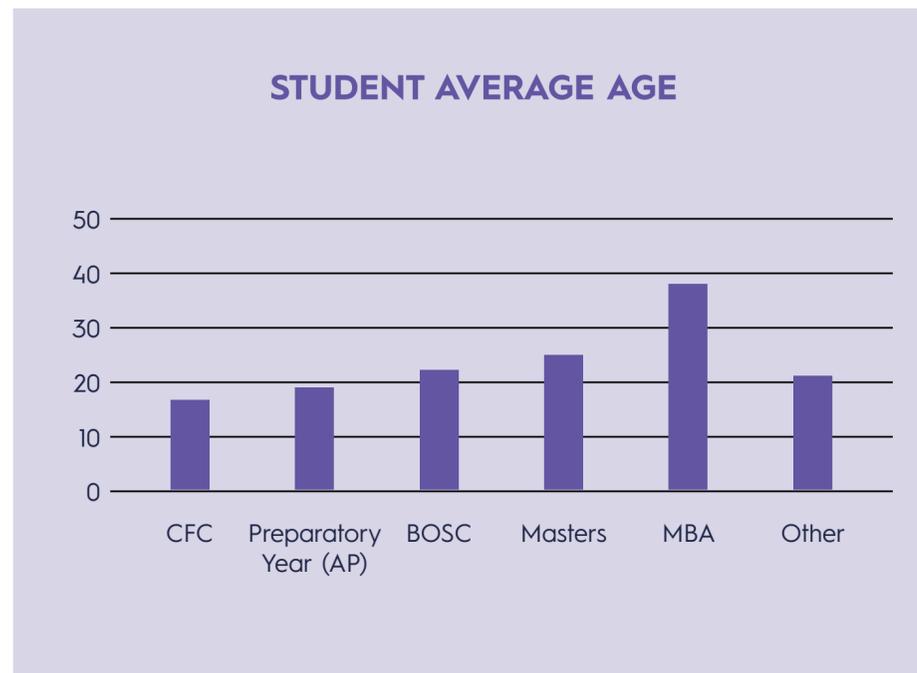
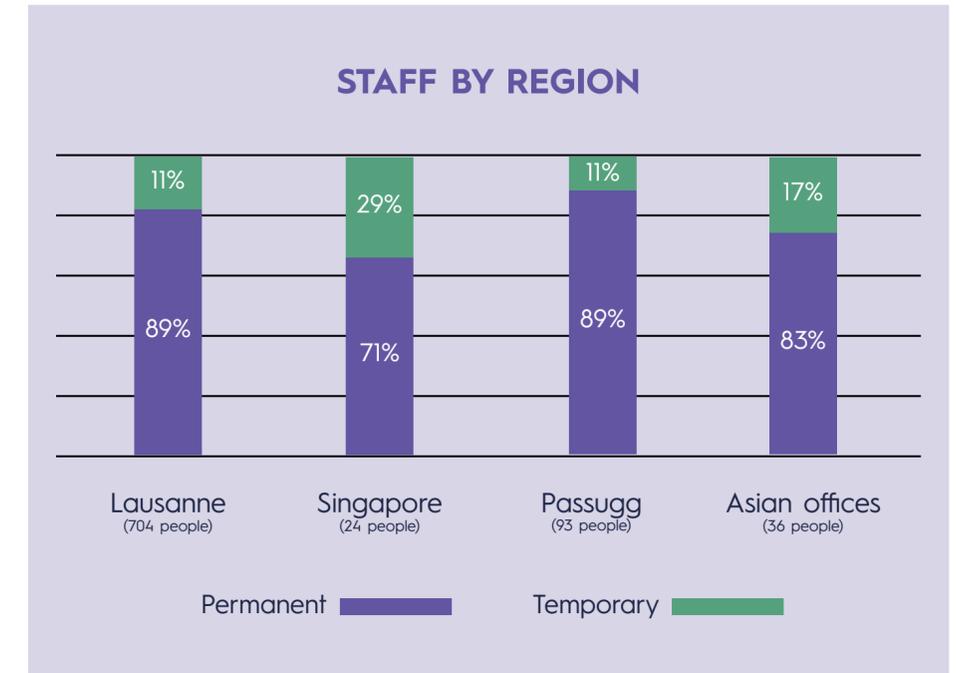
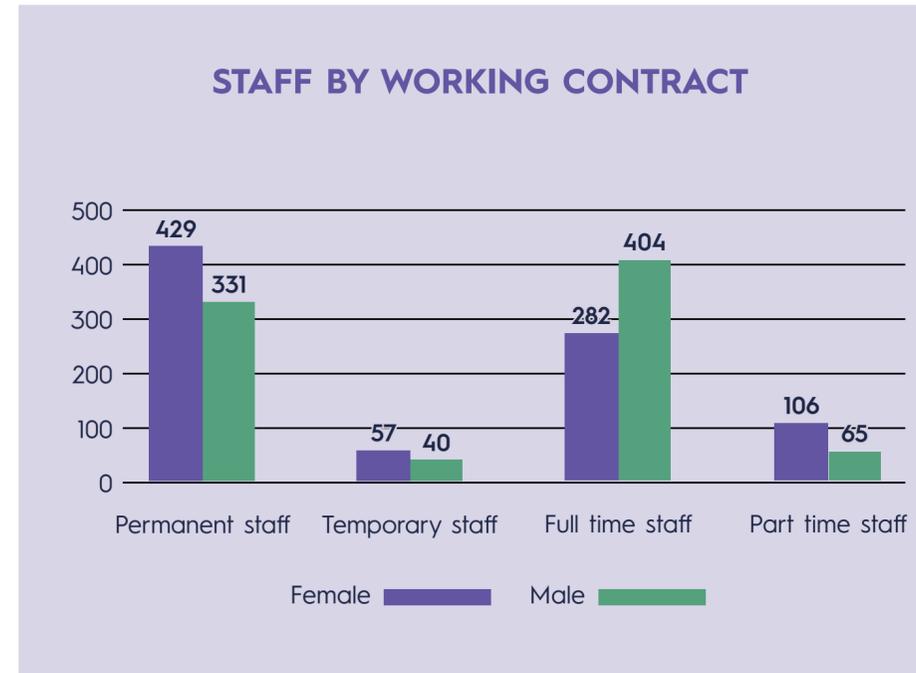
In March, EHL once again held its annual Sustainability Week, which aims to raise awareness of the topic among students and staff. Numerous fun and informative activities were held during the week across all three campuses, including interactive games, a coral exhibition and other activities aiming to motivate students to grow their own food, pick litter, donate blood, and try plant-based, vegetarian, and sustainable dishes on campus. Highlights in Lausanne included a panel discussion focusing on sustainable food systems organized by the Irish Business Network Switzerland, and a Sustainable Campus Tour in which participants could go behind the scenes of Lausanne campus's sustainability actions.





### CARING FOR OUR PEOPLE

EHL is committed to the well-being of our students, faculty and staff, ensuring that health, safety, and inclusivity are at the forefront of everything we do. In the past year, we have strengthened our staff regulations and career development support, implemented diversity awareness initiatives, and encouraged the use of our health and wellness services to promote a healthy lifestyle, all while monitoring staff and student feedback through independent assessments. In this way, we continue to work towards creating a thriving environment where individuals feel supported and empowered to succeed, both personally and professionally, while contributing to a more sustainable workplace.



### ENHANCED STAFF REGULATIONS

EHL strives for exemplary working practices. In 2024 we made several changes to our staff regulations to enhance and clarify our protections for staff and students. Those changes include: more inclusive parental leave policy; granting 16 weeks paid leave to any employee who adopts a child defining the framework for employees who regularly give up their time to care for a relative; prohibiting staff members from intimate relationships with students and requiring them to declare a serious relationship with a colleague from the same department; and an obligation to declare external Board mandates.

In addition, EHL's directive on psychosocial risks has been updated, and two new directives have been created: one outlining the framework for the use of technology within the EHL Digital environment, and another detailing how compensation is structured and determined at EHL.

### DIVERSITY, EQUITY & INCLUSION (DEI) COMMITMENTS

EHL prioritizes the development of a diverse and inclusive environment, actively implementing measures to promote equality and equal opportunity. In 2021, we received the Equal Pay label delivered by KPMG valid until 2024, which attests to a lower than 5% pay discrepancy between men and women in similar roles with similar education and backgrounds. This label is the result of an audit of our accounts and processes, performed by an independent external company. We also conduct regular assessments (at least once a year) using LOGIB, the Swiss Confederation's tool for analyzing gender pay equality between women and men.

However, we are aware that there is still more to do. Focus groups conducted for the HappyIndex®AtWork (see below) showed a significant imbalance between men and women in terms of staff satisfaction. Some 73% of men said they find EHL a psychologically safe environment in which to work, compared with just 53% of women. Likewise, 58% of men said they believe everyone benefits from the same opportunities, versus 38% of women. In the year to come, we will be discussing ways to overcome this imbalance.

Our commitment to diversity, equity and inclusion continued in 2024 with the following initiatives:

#### WOMEN IN LEADERSHIP CONFERENCE 2024

Women in Leadership (WIL) is an EHL initiative that aims to promote female leadership and policies that foster diverse, balanced, and people-focused environments. In the spring, EHL's Lausanne campus organized the second annual Women in Leadership Conference. The annual conference brings together young female students and seasoned female professionals from the hospitality industry to create meaningful connections and learn from each other.

By enhancing leadership opportunities for women within hospitality, WIL aims to continue to set the bar higher, according to WIL founder and EHL Associate Professor Dr Sowon Kim. "Sharing best practices and supporting each other can drive meaningful change across the industry and beyond."

#### NEW GUIDE TO INCLUSIVE COMMUNICATION PRINCIPLES

Our Sustainability Department and Communications Department have come together to create a new guide entitled Inclusive Communication Principles. Set to launch in 2025, it aims to make staff and students aware of the inclusive principles and practices upheld by EHL. Our vibrant and diverse community is one of its greatest strengths, but inclusive communication can be challenging. This guide will help everyone be more mindful and intentional with language, with the aim of cultivating an environment where every individual feels valued and respected.

#### PRIDE AWARENESS CAMPAIGN AND SUPPORT

EHL is committed to raising awareness about LGBTQIA+ issues, fostering an inclusive environment and supporting the rights and dignity of every individual. In June, Pride Month once again honored the rich diversity of our community, with a dedicated Intranet page outlining various educational materials and resources designed to enlighten, inspire and encourage allyship.

Throughout the rest of the year, the EHL Pride Taskforce continued to promote knowledge and understanding of the LGBTQIA+ community within the Lausanne campus, with weekly roundtables to discuss different topics.

## HEALTH AND WELL-BEING

Health, well-being and safety are of utmost importance at EHL. A dedicated security team on the Lausanne campus ensures that staff and students remain safe. Our safety management plan aims to anticipate, recognize, evaluate, control, and prevent workplace hazards and risks related to safety. Several prevention measures are also in place to raise awareness of potential risks and hazardous behavior, such as awareness campaigns and training on fire hazards and accident prevention. Our kitchens follow HACCP (Hazard Analysis and Critical Control Points) measures, while fire safety training is conducted each year.

As for healthcare, a nursing service is present on campus to provide direct health support for students, reinforced by a medical supervision contract with external general practitioners. This covers the nurses for extended medico-delegated acts in an emergency scenario, allowing better response to life threatening situations.

Our HR department ensures health and safety communication and information sharing, as well as organizing training and prevention initiatives. Those include: access to an Employee Assistance Program offered by an external independent company; on-campus workshops on different topics; and mental health support including mindfulness and stress management sessions.

Through the provision of inclusive facilities and services, we encourage everyone to maintain a healthy lifestyle. Our on-campus restaurants offer healthy meals for every dietary preference, while staff and students have access to sports facilities including an indoor swimming pool, a gym, tennis, padel and basketball courts, and fitness and yoga classes. Physiotherapists are also available on campus.

Many other health and safety initiatives took place in 2024, including:



### HEALTH & WELLNESS WEEK 2024

In October, EHL's fourth annual Health & Wellness Week brought together students and staff across all campuses for a celebration of well-being. More than 270 participants took part in Lausanne, where activities included massages and relaxation sessions, health screenings, collaborative art and mental health events, and interactive stands providing information on a range of wellness topics. Passugg campus provided sports sessions, while Singapore's offerings included massage chairs, acai cups and even cat therapy.



### LAUSANNE RECEIVES FISU HEALTHY CAMPUS LABEL

In June, Lausanne campus received FISU Healthy Campus Platinum certification after meeting 98 of the 100 criteria set by the accreditation program. At an on-campus celebration for the certification, Fernando Parente and Ivo Carvalhosa of the International University Sports Federation (FISU), which runs the program, praised the hard work of the EHL team, acknowledging EHL as a role model for other universities aiming to improve their health and wellness provision. An exhibition accompanying the event showcased the initiatives that led to the Healthy Campus label, such as health support services, fitness programs, sustainable food options, and community-building activities.



### EHL SUPPORTS CANCER AWARENESS INITIATIVES

EHL was proud to support two annual cancer awareness initiatives. In October, Lausanne campus raised money for breast cancer charities (see more in Giving Back to our Community), while in November, EHL supported Movember, the annual initiative raising awareness of men's health issues including prostate cancer and suicide. Participants could photograph their mustaches in our photobooth, donations were encouraged at our coffee outlets, which offered mustache-themed coffee, and the event was promoted by EHL's Rugby Committee and Running Club. A barber was available at the end of the month to shave off mustaches if required.



### SINGAPORE HOSTS FOOD FREEDOM PANEL

In May, EHL's Singapore campus hosted an evening dedicated to exploring eating behaviors. Organized by the Corporate Sustainability Club, the event invited students to share their experiences in a group fireside chat facilitated by a therapist from Singaporean mental health services center A Kind Place. Through conversation, the event hoped to demystify the complexities of nutrition and provoke discussion about building a healthy relationship with food.



### SURVEYS REVEAL POSITIVE STUDENT EXPERIENCE

Each year, EHL gathers insights from both external and internal surveys to assess student satisfaction. The externally run HappyIndex®AtSchool survey provides a holistic overview of trends and student expectations, allowing EHL to benchmark itself against other top performing educational institutions and receive HappyIndex®AtSchool certification. This was achieved in 2023, when 82% of surveyed students said they would recommend EHL as a good place to study. Further analysis of the results was carried out across three topics (sustainability, administrative procedures, and help to find internship), allowing us to fully understand the data and use it to suggest improvements.

We also launched a second survey, STAR, developed internally as a completely revised and updated version of our previous student satisfaction survey. Helping to fill gaps in the HappyIndex®AtSchool survey, it included specific questions from stakeholders across different departments with the aim of assessing satisfaction on specific and unique aspects of EHL's student experience, excluding education. The results showed that 91% of surveyed students were satisfied or strongly satisfied with their overall student experience at EHL.

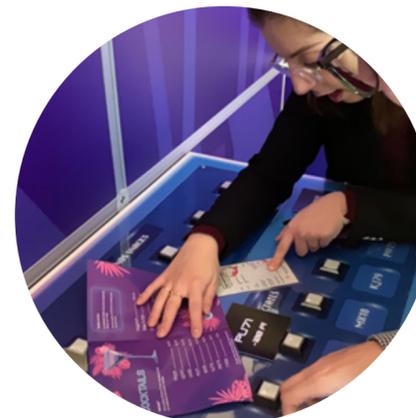


### STAFF SURVEY SHOWS SATISFIED WORKFORCE

In September, we carried out our second independent and anonymous HappyIndex®AtWork survey to gain feedback from staff about their experience working for EHL. The survey aimed to help us understand the group's strengths, identify areas for improvement, benchmark our performance and develop an action plan. Based on the data collected, EHL is certified as a Happy Workplace.

### STAFF WEEK

The annual Staff Week returned to Lausanne campus in July. This year, staff were able to experience a huge range of activities, from mixology, sushi-making and tea tasting to classes on meditation, sleep and first aid awareness. Physical activities included yoga, padel sessions and a sailboat excursion. The week ended with the much-anticipated Staff BBQ.



### **PASSUGG TACKLES STRESS**

Passugg campus dedicated time to addressing the important issue of stress in the workplace. In February and August, students benefited from visits by Lausanne's Health and Wellness Coordinator and Mental Wellness Counselor, who joined the start of classes to discuss stress, teach breathing exercises, and present quick-win solutions. Two half-day workshops on stress and performance were also offered, and stands were set up on campus to provide information, spark discussion, and promote well-being giveaways.

### **BREASTFEEDING ROOM**

A dedicated space on our Lausanne campus aims to provide a comfortable and inclusive environment for breastfeeding mothers. Designed with care, it offers privacy and tranquility allowing moms to take the time they need away from study and work.



## CAREER DEVELOPMENT

EHL's ongoing commitment to employee career development means we are constantly seeking new ways to enhance our processes and add value. In 2024, we put in place a number of new and updated processes to streamline and monitor staff training and development. These include:

- A new digital learning management system to track all staff learning activities online. We received over 400 Competency Acquisition Requests and approved more than 80%, allowing staff to acquire competencies in many different ways (external course, internal course, online course, conference attendance, participation in mentoring programs and more). The data showed a clear surge in employee development activities, but further centralization and tracking is needed before this data can be accurately measured. In 2026 we plan to integrate all learning activities into our HR information system to allow detailed reporting by employee category.
- A new performance management process, the Objective & Development Plan (ODP), which covers business goals, development plans, collaboration topics, and behavioral evaluations aligned to our leadership principles, between all managers and their respective team members. This process, run through our HR information system, is for all non-faculty staff on the Lausanne campus. Roll out to Passugg and Singapore will gradually take place in 2025, with the aim of nearly all EHL employees following this process by the end of the year.
- A People Review Process, allowing us to evaluate performance and growth potential over 100 positions in the company and develop Individual Development Plans (IDP), enabling career and succession planning.
- Mental health programs for staff exposed to psychosociological risks in the workplace, including those working in human resources, career advice, security, nursing, and program coordination.
- Training for all staff on data protection, with over 80% completion by some 550 participants.



### NEW MANAGER TRAINING PROGRAM

To support lifelong learning, EHL launched an in-house training course for managers. An initial cohort of 33 participants from across Lausanne campus benefited from this bespoke program aiming to equip them with the most important tools to manage their team and help them adjust their leadership style appropriately. Comprising 45 hours of training through 14 face-to-face workshops led by 17 external experts and EHL faculty members, the program was structured into three pillars:

- Well-Being Superpower, covering topics including mental health, burn-out prevention and emotional intelligence.
- Engagement Booster, dealing with recognition, team development and motivation.
- Business Clinic, comprising modules related to finance, coaching sessions and sustainability.

The four-hour sustainability session, led by Assistant Professor Dr Peter Varga and Head of Sustainability Anne-Laure Rey, started with an interactive presentation of the main concepts, before detailing EHL's actions and challenges related to sustainability. Finally, a group activity allowed participants to discuss and reflect upon sustainable initiatives that could be implemented in their department.



### AXA CLIMATE SCHOOL

In the pipeline for 2025, EHL plans to launch the AXA Climate School, an online learning program aimed at equipping employees with knowledge about the climate emergency and empowering them to take meaningful action in their jobs.



### I AM U PILOT PROJECT

In July, EHL launched a pilot project called I AM U, which aims to help staff better understand their colleagues' jobs. For one working day, participating employees were invited to observe one of their colleagues in a department of which they had little knowledge. The experience allowed participants to find out about other job roles and career possibilities within the group, learn new skills and be inspired by their colleagues' work. It also promoted good relations and collaboration between individuals and departments. In total, eight staff members participated as 'observers' during the pilot phase from July to September, one of whom was hosted by the Sustainability Department.

All participants highly rated the program, welcoming the opportunity to disconnect from their usual routine, make connections with colleagues in other departments and learn about their work. "The approach is very enriching - it allowed me to discover aspects of EHL that I hadn't previously known about," commented one participant. Following the success of the pilot project and the automation of different processes, I AM U was rolled out fully, with an additional 12 participants able to experience it in 2024. In 2025, the program will be able to accommodate a larger number of employees.

# COMMUNITIES

A large, light-colored line-art illustration of two stylized human figures holding hands, positioned behind the main title. The figures are composed of simple, rounded lines, and their hands are clasped together in the center. The overall aesthetic is clean and modern.

### **GIVING BACK TO OUR COMMUNITY**

EHL Group is dedicated to positively impacting communities globally, driven by our values of excellence, family and learning, and our culture of caring. We support economic growth and work towards reducing inequalities through skills partnerships with local non-profit organizations, vocational training, services for the public, volunteering, fundraising, and donations. Our objective is to ensure that everyone within EHL can play a role in giving back to the community.

### **EHL'S INDIRECT ECONOMIC IMPACT**

EHL develops hospitality competencies through research, education, innovation, and business services, and brings them to the world in a sustainable way. With more than 3,000 students and over 600 faculty and staff, we are a life-long learning partner for hospitality professionals around the world and enable individuals and organizations to achieve their goals. Our EHL Certified Schools and Vocational Education and Training (VET) partners contribute to building capabilities in the hospitality industry, thus improving the employability of many. Each year, we entertain a network of 180 recruiting companies and 50 member companies of the EHL Alliance on EHL campuses. Our 30,000 alumni operate worldwide in 150 different countries.

Besides the positive impact on our industry, EHL is also involved with the local community and regularly partners with organizations in the neighboring areas, such as Hôtel-Restaurant L'Union, Fondation Mère Sofia, and Caritas Vaud. Staff and students from all campuses have access to a volunteering platform (Benevity™) offering opportunities to help NGOs and other active associations or foundations through field- or skills-volunteering and money or item donations.

Specific community-focused initiatives for 2024 are included on the following pages.



### PASSUGG CAMPUS SUPPORTS THE REGIONAL COMMUNITY

Passugg campus had an active program of community interaction and events, which included: hosting a wine tasting evening for visitors at Chur's wine-growing museum during Museum Night; organizing a Samichlaus celebration (Swiss version of Saint Nicholas, who brings gifts to children on December 6th) for a local kindergarten; and arranging a lunch for farming families from the Tschierschen-Praden region. In December, Passugg's kitchens made barley soup to offer those attending the One Million Stars event in Chur, a candle-lighting activity organized by the charity Caritas to draw attention to people affected by poverty in Switzerland. Lastly, Passugg was pleased to become a practical partner of the Inner Development Goal Hub, Heidiländ (Chur), a new regional branch of the international cross-sector platform dedicated to fostering the inner development capacity of individuals and organizations. As a practical partner, EHL Passugg will help experiment with collaborative ways to achieve sustainable development.

### EHL TURNS PINK FOR BREAST CANCER AWARENESS

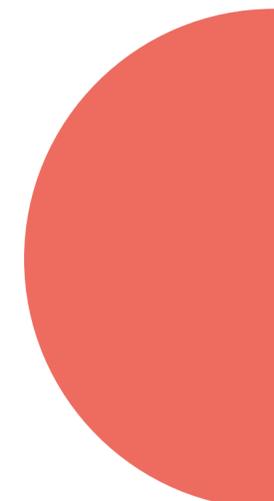
In October, breast cancer awareness month, the Lausanne campus raised CHF 6,700 for breast cancer charities by baking and selling 'carac rose' cakes. The carac rose, a pink tart-like dessert designed to resemble a breast, has become a symbol of breast cancer awareness across French-speaking Switzerland. This year the cakes were available at around 250 bakeries in the region, with a percentage of sales going to breast cancer charities. At EHL, 50 cents of each cake baked and sold on campus went to the OSE Thérapies association, which creates physical and creative activities aiming to boost the well-being of people with breast cancer. Students and staff were also invited to make direct donations.



## REPAIR, REUSE AND DONATE

With the aim of cutting down on waste and giving used items a second life, EHL constantly strives to find new homes for furniture, appliances and equipment that are no longer needed on campus. In 2024:

- Student kitchen shoes, used but still in good condition, were donated to volunteers at Paléo Festival Nyon, the biggest open-air festival in Switzerland, which, in return, gave a financial donation to the EHL Scholarship Foundation.
- Students finishing the school year left any unwanted clothes and appliances in their rooms for collection and donation.
- Following classroom renovation on Lausanne campus, old furniture in good condition was donated to 13 local organizations including Caritas Vaud, Ecole Lemania, Jeunesse School and Ville de Lausanne.
- Desks that could not be donated were upcycled.
- Kitchen appliances were donated to Cuisine Lab, a social enterprise and refugee training restaurant, and HelpUA, an association that organizes shipments of equipment to Ukraine.
- After an IT upgrade at EHL, the old equipment was donated to the Zelig Association at the University of Lausanne, which did not have the funds to buy what it needed.



## VOLUNTEERING

We take pride in ensuring that our employees can give their time and expertise to our community and the causes they care about. Our online volunteering platform Benevity™, implemented in 2020, allows EHL students and staff to do field work, collect donations, volunteer their skills, and contribute financially to those in need. However, 2024 saw low participation scores, and traffic on our volunteer platform decreased. We are therefore rethinking our approach to volunteering and finding new ways to engage our community. Our recent reflections have led us to develop a new framework that rewards initiatives led by employees. Our goal is to focus on a smaller number of initiatives, but with a greater positive impact.

In 2024, our volunteering initiatives included:

### CHARITY FOOTBALL TOURNAMENT SETS THE BALL ROLLING FOR STAFF-LED INITIATIVES

We were delighted to support staff members participating in a charity football tournament last year. The EHL Wolves football team came third in a tournament open to companies in the luxury sector in French-speaking Switzerland, with all entry fees going to Make a Wish Switzerland, which works to fulfil the dreams of hospitalized children in Switzerland. In total, the tournament raised CHF 152,000 for charity. EHL's departments of Sport and Human Resources, which together financed the Wolves' entry to the tournament, thank every staff member who gave up their time to train and play. We look forward to supporting more staff-led volunteering initiatives in the future.

### SOLIDARITY MONTH IN LAUSANNE

In November, as part of EHL's annual Solidarity Month, students and staff on Lausanne campus supported Samedi du Partage, an initiative organized by Centrale Alimentaire Région Lausanne and Caritas Vaud in which essential items are collected and donated to people in need. Collection boxes were set up on campus where participants could donate non-perishable food, hygiene products, clothes and IT devices. In total, more than 100kg of clothes and 30kg of other essentials were donated by EHL staff and students. Also on the day, nine members of the EHL student association WeVolunteers participated in a food collection drive at Migros supermarket in Epalinges, while a second WeVolunteers team helped distribute meals to vulnerable members of the community at Lausanne Soup Kitchen.

In another act of solidarity with the local community, EHL pastry chefs shared their chocolate fondant recipe with Caritas Vaud, which offers cooking workshops and activities designed to give people the skills they need to reintegrate the employment sector.



## VOLUNTEERING

In 2024, our volunteering initiatives included:

### PRACTICAL ARTS LECTURERS SHARE THEIR EXPERTISE WITH L'UNION STAFF

EHL's ongoing partnership with Hôtel Restaurant l'Union continued in 2024. Based in Epalinges (VD), l'Union is a social enterprise that trains disadvantaged people in service and cooking with the aim of increasing their employability and facilitating their reinsertion into the job market. Every year, Practical Arts lecturers at EHL volunteer to lead masterclasses for participants of l'Union's reinsertion program. Following a housekeeping masterclass held on Lausanne campus in the spring, EHL chef and Dean of the School of Practical Arts Patrick Ogheard visited l'Union in December to offer a cooking masterclass. "The cooking masterclass was a remarkable opportunity for our participants, and also for our trainers, to learn skills from esteemed professionals," said l'Union director Stéphane Manco. Guests including EHL CEO Markus Venzin and Head of Health and Social Action Department of Canton de Vaud Rebecca Ruiz had the chance to sample the tasting menu designed and taught by chef Patrick Ogheard.

### WEVOLUNTEERS COLLABORATES WITH SWISS ARTIST

In addition to its work with Samedi du Partage (see above), WeVolunteers organized a collaboration with Swiss artist François Burland. EHL students were invited to share their cultural culinary stories with the artist, who used them to create a pictorial design for a 30m long tablecloth called the "Nappes des Merveilles". After the design was drawn onto the cloth with the help of EHL students, it was then embroidered by members of a female embroidery collective in Dakar. In 2025, WeVolunteers will organize a dinner at EHL where the tablecloth will take center stage. "By merging the talents of an esteemed artist with the dedication of these women, this project fosters cultural exchange, uplifts communities, and celebrates the richness of diversity," said WeVolunteers President Luna Donnenfeld.

With a new team in charge and new status as a committee, WeVolunteers is looking ahead to more exciting projects in 2025. "Our goal is to extend our reach, engage more people, and showcase the solidarity spirit of EHL to the world as we continue to make a positive impact together," said Luna. "Despite being a relatively new initiative, we've already taken significant steps to connect with a growing community of enthusiastic individuals."



**PHILANTHROPY**

Since its founding, EHL has upheld a culture of giving back. This is reflected in the generosity of our community of alumni, along with individual donors and corporate donors, whose contributions have enabled the establishment of an endowment fund to secure our future philanthropic efforts.

**EHL'S PHILANTHROPIC DEPARTMENT**

The department's main objective is to make hospitality education accessible to all, regardless of their financial circumstances. With the newly established endowment fund, a stable and continuous source of funding has been created and will provide support to students who need financial aid, enabling them to pursue their dreams and achieve personal and professional success. The department is also facilitating funding for EHL research institutes and projects, supporting innovative approaches that make a significant impact on the industry's evolution.

**THE EHL FOUNDATION FOR SCHOLARSHIPS AND HONORARY LOANS**

Since 2019, the EHL Foundation for Scholarships and Honorary Loans has provided talented and passionate students with the financial aid they need. In 2024, the Foundation granted 115 scholarships and 38 honorary loans, representing in total over 3 million Swiss francs. Odile Tornare, Director of the Foundation, said: "Investing in hospitality education is a powerful lever for improving our society. Through hospitality management and tourism education, we can drive inclusive and sustainable economic growth, playing a crucial role in the prosperity of the 21st-century economy."

**PARTNERSHIP WITH ÉCOLE PAUL DUBRULE**

Since 2015, EHL has partnered with the École d'Hôtellerie et de Tourisme (EHT) Paul Dubrule, a non-profit vocational hospitality institution in Siem Reap, Cambodia, whose mission is to give disadvantaged young Cambodians and people from the ASEAN region access to an innovative and professional education. For the past eight years, EHL has offered its expertise to support both EHT's vocational courses and its diploma program - a one-year course aiming to train more experienced students for mid management positions - as well as providing academic and strategic support. Each year, EHL faculty members offer their time and expertise to teach week-long modules of the diploma program, help train staff and contribute to the development of the school.

In addition, EHL offers one student from EHT the chance to visit EHL's Swiss campuses. In 2024, Zana Mam, a top graduate of the Front Office & Housekeeping program in Cambodia, spent two weeks in Switzerland taking part in practical workshops and theoretical classes in Lausanne and Passugg.



# ENVIRONMENT



### RESPECTING OUR ENVIRONMENT

We continue to implement concrete actions to limit our environmental impact on all EHL campuses and offices. That includes, for example, improving infrastructure, reducing energy use and water consumption, minimizing waste, optimizing our procurement practices, and increasing the share of food and beverages purchased from local and sustainably managed sources. In this way, we aim to inspire our students to replicate this approach in their future roles as the hospitality leaders of tomorrow.



### EHL'S CLIMATE PLAN

We are creating a climate roadmap capable of guiding EHL Group efforts towards reducing our greenhouse gas (GHG) emissions by 2030 and beyond. This aims to align with the Paris Agreement and Swiss long-term climate strategy by reducing GHG emissions as soon as possible, identifying investments in the mid-term period, and estimating the efforts necessary to achieve climate neutrality by 2050.

### CARBON FOOTPRINT CYCLE 2024-2030

The base year for this exercise is 2023, the first year that our new facilities in Lausanne were in use. As a result, 2024 was a turning point for our carbon footprint calculation. We upgraded the calculation of our GHG inventory by adding new emissions activities, incorporated the latest available emissions factors, and revised our categorization to adhere with GHG Protocol methodology and comply with Science Based Target initiative (SBTi) standards. Data for previous years (2019-2023) was recalculated to ensure consistency of historical data.

These were the main changes:

- Integration of market-based reporting for purchased electricity.
- More precise split between purchased goods and capital goods.
- Integration of specific emissions factors for purchased food, developed in collaboration with company Beelong Sarl.
- Integration of primary data reporting for IT supplies.
- Integration of categories 3 and 4 of Scope 3 emissions, reporting on fuel and energy related activities in the value chain, and the transportation of purchased products.
- Update of the entire set of emissions factors.

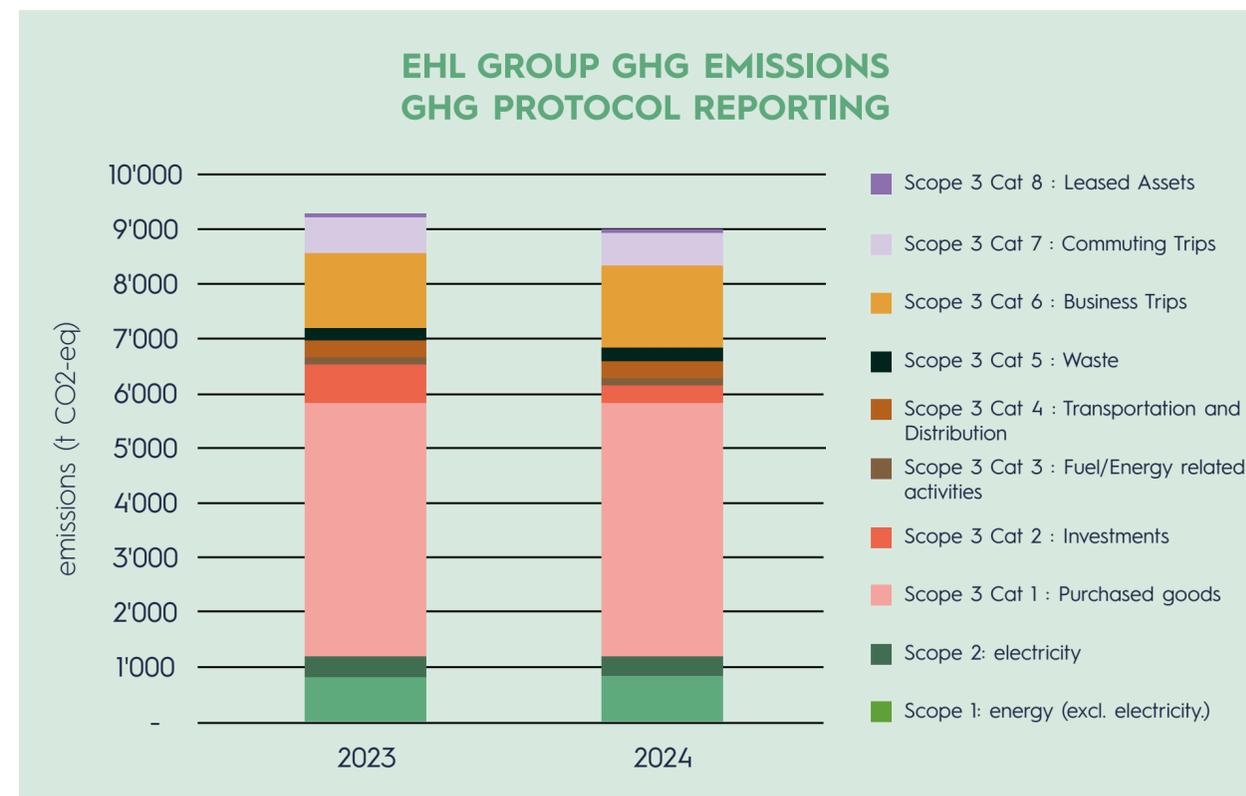
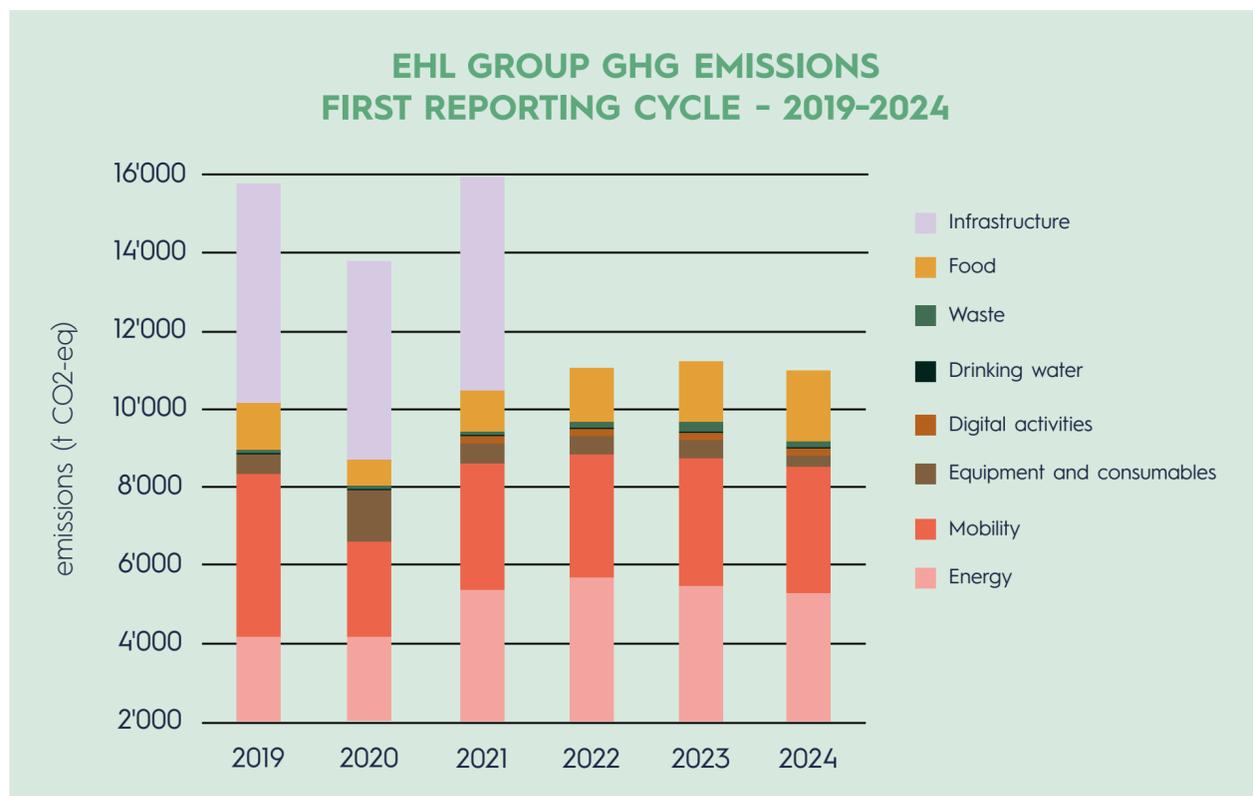
As result of these improvements, EHL's carbon footprint is deeply transformed. More importance is now attributed to Scope 3 activities. For transparency, for the reporting year 2024, we publish results using the two different reporting frameworks.



GHG Protocol is a global standard for measuring and managing greenhouse gas emissions. Corporate emissions are divided into three scopes:

- Scope 1: Direct emissions from owned/controlled sources.
- Scope 2: Indirect emissions from purchased electricity, steam, heating, and cooling.
- Scope 3: All other indirect emissions in the value chain.

As result of these improvements, EHL's carbon footprint is deeply transformed. More importance is now attributed to Scope 3 activities. For transparency, for the reporting year 2024, we publish results using the two different reporting frameworks.



### DECARBONIZATION PLAN

Our decarbonization plan, which kicked off in 2024 in Lausanne, focuses on EHL installations and buildings, where current GHG emissions for Scopes 1 and 2 are mainly induced by the production of gas heat. The first objective is to highlight the improvement measures and related investments that will make it possible to achieve carbon neutrality for GHG emissions by 2050. With this information, we can then establish a concrete medium- and long-term action plan. A similar analysis will be carried out for our campus in Passugg.

### SCOPE 3 EMISSIONS REDUCTION ANALYSIS

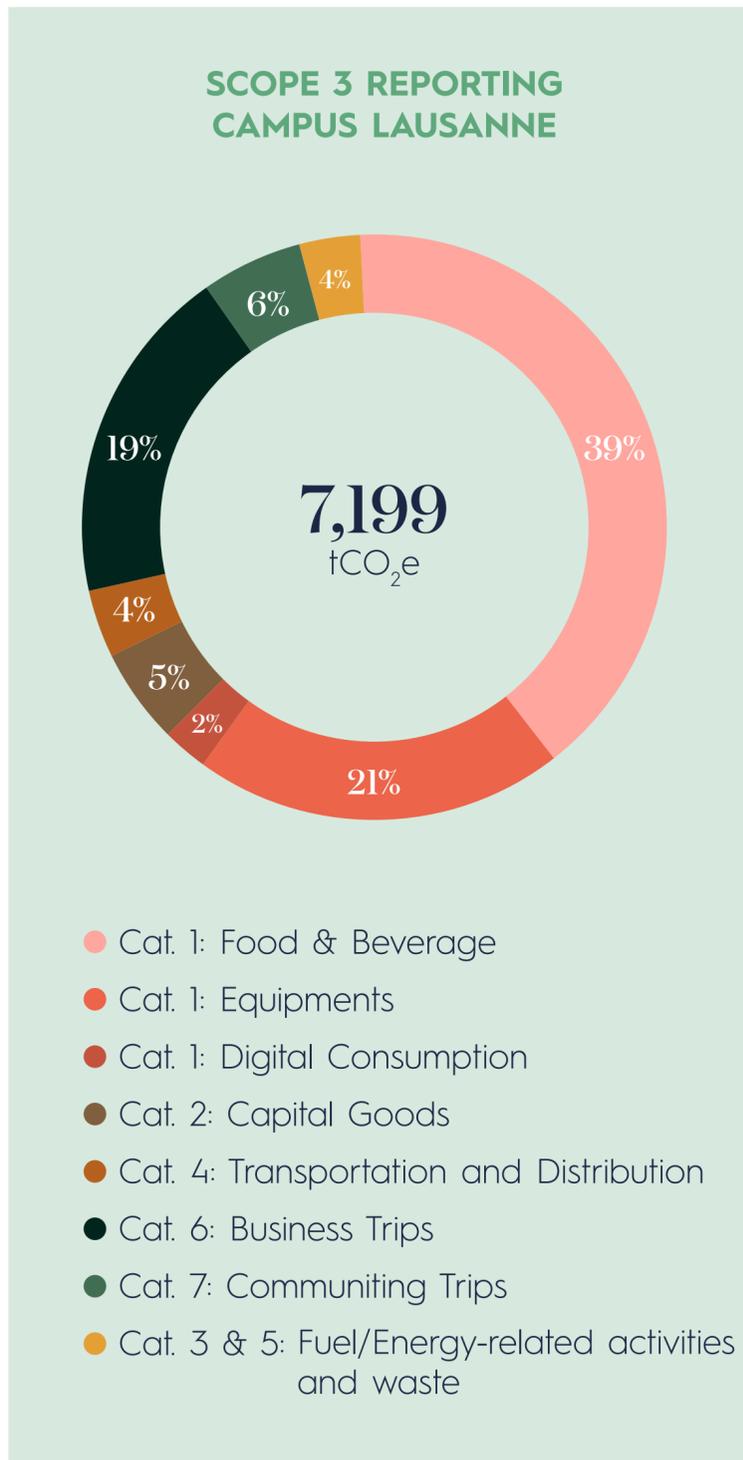
In parallel with the decarbonization plan, we worked with climate consultancy company SouthPole to analyze Scope 3 emissions drivers with a view to reducing those emissions. A workshop held at the Lausanne campus helped nine EHL managers familiarize themselves with key terminology and gain an understanding of GHG Protocol and the SBTi within the Swiss and European current regulatory context. The workshop also gave participants an overview of the project, with three potential target scenarios for Scopes 1, 2 and 3. This resulted in an iterative roadmap listing GHG reduction interventions with their related reduction potential.

### CARBON OFFSETTING OF LAUSANNE'S NEW CAMPUS COMPLETED

Last year the campus finished offsetting the GHG emissions generated by the construction of the new facilities in Lausanne. Over a four-year period, EHL acquired 1680 carbon credits by financing projects related to energy efficiency in Singapore, and soil regeneration and afforestation in Switzerland.

These projects involved:

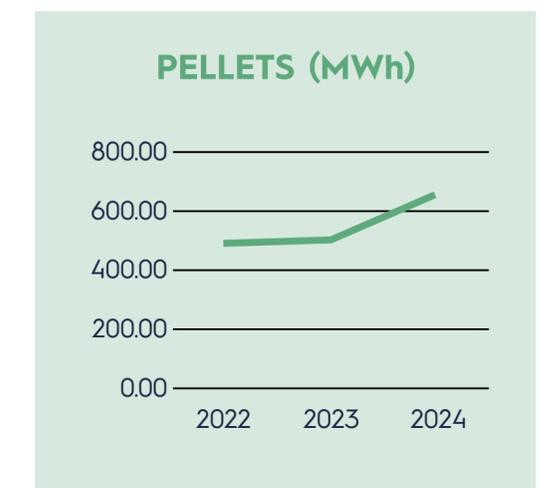
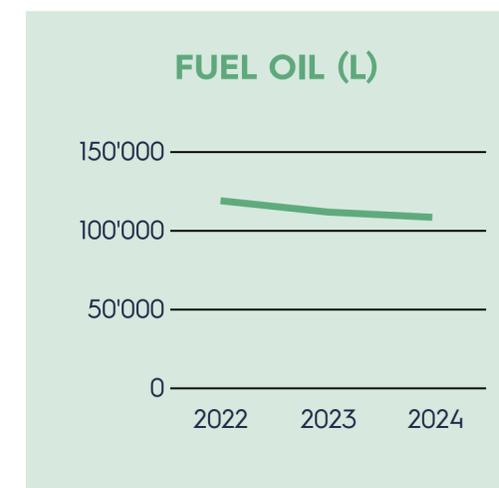
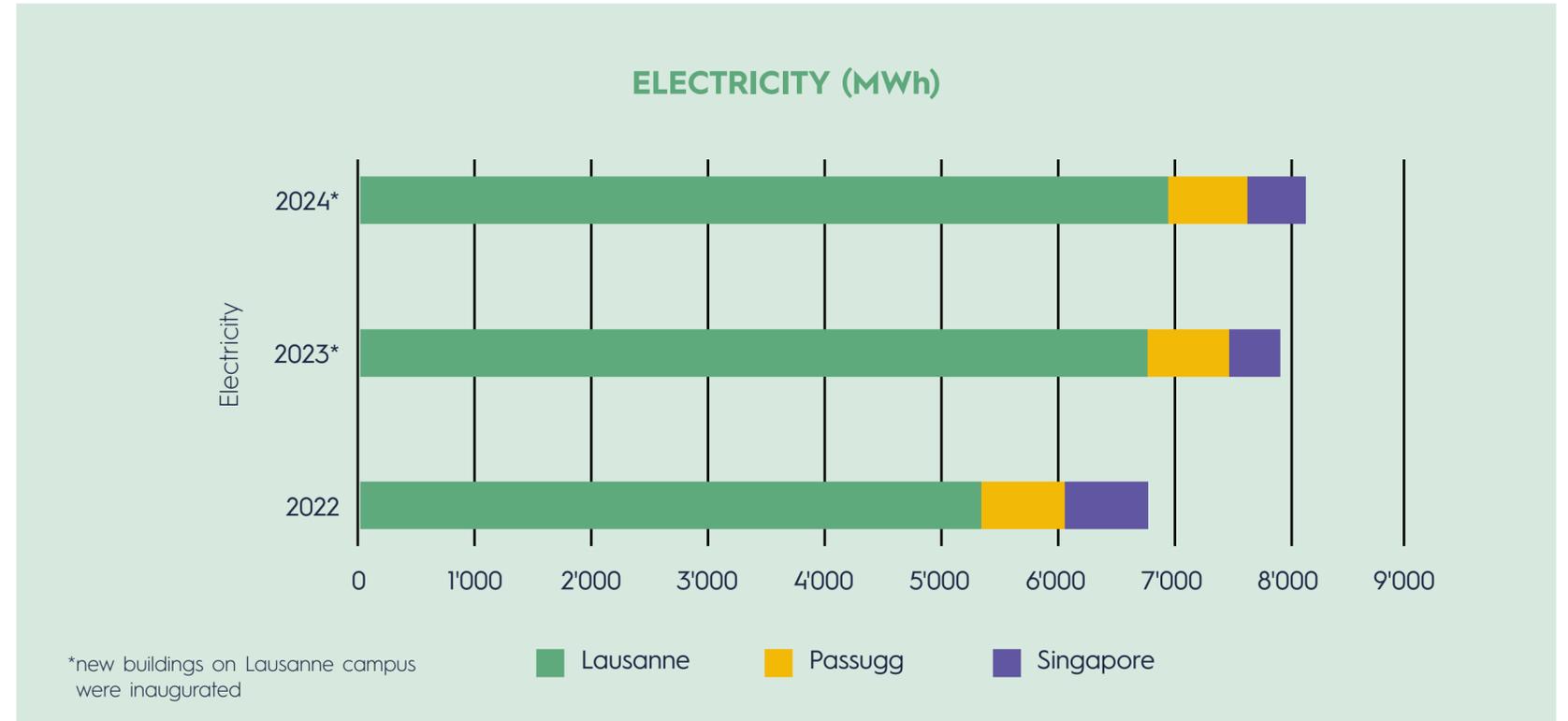
- Replacing existing lighting with LEDs in common spaces of residential buildings in Jurong Town, Singapore.
- Modifying or replacing components of cooling systems in Singapore to improve their energy efficiency.
- Increasing the carbon stock of 7,000 ha of alpine forest in canton Schwyz, Switzerland, through improved forest management.
- Rebuilding the top layer of soil – known as the humus – to make Swiss agricultural land more fertile and productive, while capturing carbon from the atmosphere.



### ENERGY AND RESOURCES MANAGEMENT

Analysis of EHL's energy consumption is key to reducing our carbon footprint. Energy is one of the three main areas of focus listed in the EHL Climate Plan in Lausanne, where our goal is to reduce our energy-related GHG emissions by 15% in 2025 compared to 2021.

We measure our energy consumption on all three campuses on a monthly basis as part of our carbon footprint calculation. The Facility Management Department evaluates and plans specific actions to reduce energy consumption each year. In 2024, we negotiated a new electricity supplier contract for the Lausanne campus to guarantee the certified origin of our energy supplies. We also started the SIA6 (norm) project, which will help us better monitor the energy performance of our technical installations and ensure they conform to our energy efficiency objectives.



**SINGAPORE TACKLES ENERGY CONSUMPTION**

In Singapore, EHL made investments in late 2024 to reduce its energy consumption. Firstly, we installed innovative ceramic air conditioning filters from the Singapore-based company Biszu, which allow more homogenous distribution of cooling, resulting in reduced usage of AC. We also replaced light bulbs with LED solutions, and upgraded 31 windows, enabling better insulation of the building. We are confident that these actions will result in a sensible reduction of energy consumption in 2025.

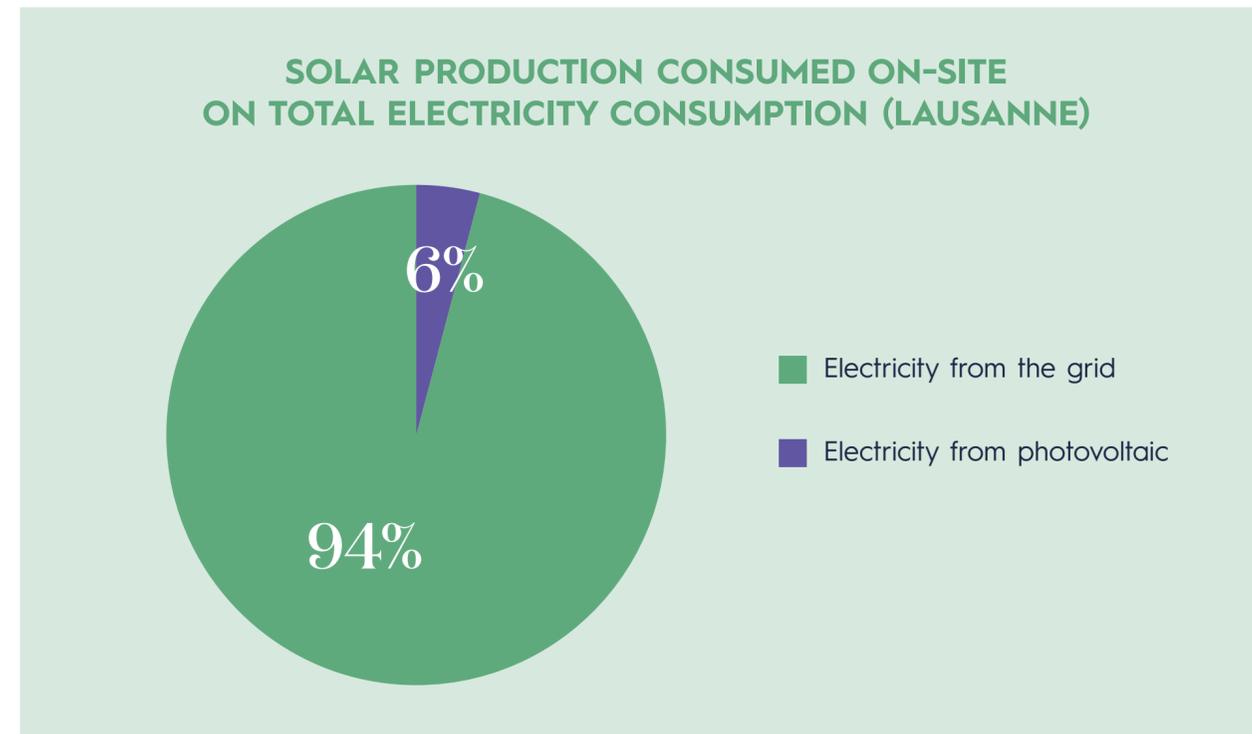
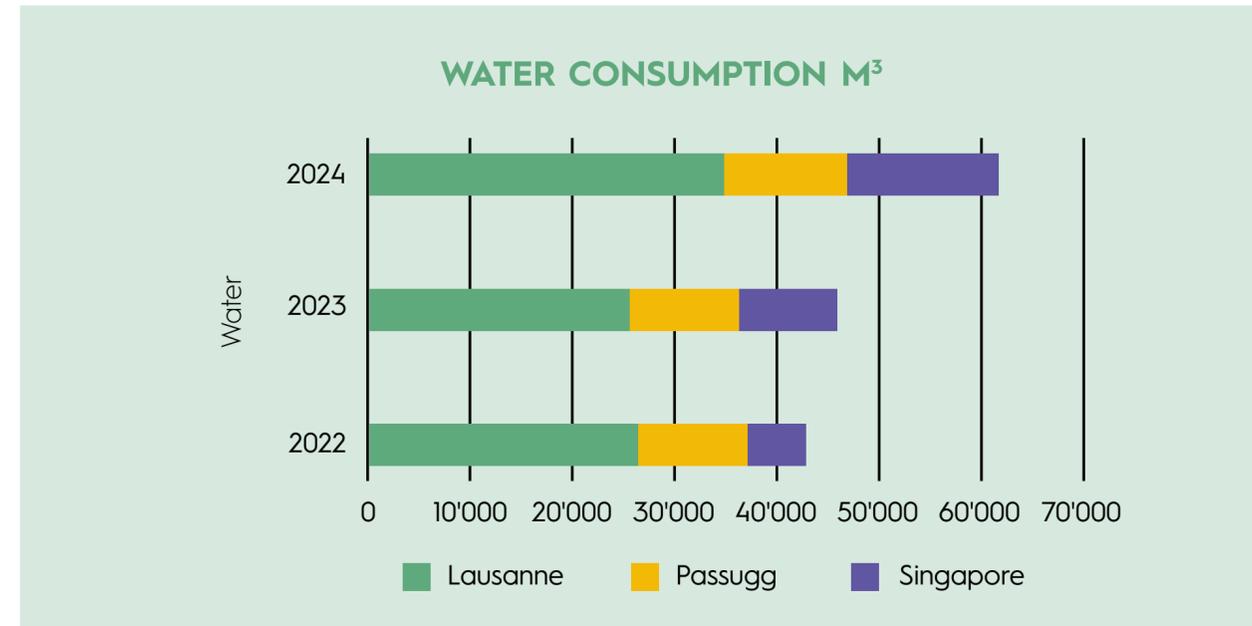


**WATER CONSUMPTION**

EHL ensures compliance with local laws and regulations on water consumption across all three campuses. Water consumption data is consolidated from all owned and rented buildings across campuses, ensuring accurate tracking. Efforts are continuously made to promote responsible water consumption.

**SOLAR PANELS**

In November, we replaced the aging solar panels on the oldest buildings of the Lausanne campus with the latest, more efficient solutions. This will allow to increase the ratio of on-site produced electricity from 1% of total consumption to 8%. We are in discussions with an external partner about giving a second life to our old solar panels.



## SUSTAINABLE FOOD & BEVERAGE

A new taskforce aims to define and coordinate sustainable practices in EHL Lausanne's food and beverage outlets. The taskforce is composed of members of these departments: Sustainability, Purchasing, Controlling, F&B, Health and Well-Being. Four working groups were created to tackle the following topics:

- Sustainable F&B Charter and sustainable purchasing
- Food waste
- Single-use portions, single-use cups, and takeaway boxes
- Sustainable and healthy food

An action plan was established for each group, with a special focus on updating the Sustainable F&B Charter to set out objectives, including reducing GHG emissions related to purchased food by a third and phasing out single-use cups by 2030.

This commitment has already allowed Lausanne campus to reduce its GHG emissions by 9% in 2024 compared to 2023 level.

### SUSTAINABLE F&B CHARTER – AREAS OF FOCUS

### 2030 OBJECTIVES

SUSTAINABLE F&B CHARTER – AREAS OF FOCUS	2030 OBJECTIVES
F&B greenhouse gas emissions	-33% compared to 2023 level
Labeled products	60%
Purchased products CH/EU/World	55% CH & 25% EU
Products transported by plane	0%
Seasonal fruits and vegetables	72%
Homemade dishes	> 90%
Products containing palm oil	0%
Not endangered fish	90%
Single-use cups on campus	0



### PASSUGG AWARDED BIO CUISINE LABEL

Da Fortunat, the training restaurant of Passugg campus, became the first school restaurant in Switzerland to receive the Bio Cuisine label by Bio Suisse. The label is awarded to restaurants in Switzerland which meet Bio Suisse's sustainability criteria. Under the guidance of Chef Dennis Thiem and Executive Chef Alfred Zuberbühler, the menu at Da Fortunat was completely revised to focus on regional and seasonal organic products, and now uses 30 to 60% certified organic products, meeting the requirements for first level Bio Cuisine accreditation.



### PASSUGG TRIALS COFFEE DISCOUNT WITH REUSABLE CUPS

In the autumn 2024 semester, Passugg campus trialed a CHF 0.50 discount on coffee purchased on site by customers bringing their own reusable 'keep cup'. The aim was to cut down on the 300 or so single-use cups used every day on campus and raise awareness of the issue. New EHL branded reusable coffee cups were put on sale at the Front Office, though the discount was also available to customers using an existing reusable cup.



## BIODIVERSITY

EHL understands that rising threats to global biodiversity must be urgently addressed. The impact on local biodiversity was taken into account during the recent rebuilding of Lausanne campus, which led to it receiving a certification from the Nature & Economie Foundation, granted to Swiss sites which manage and maintain their natural habitat in an exemplary manner.

## PEDAGOGICAL GARDEN

An integral part of the green space on Lausanne campus is its permaculture-inspired garden, which promotes the natural development of organic ecosystems and is used as a teaching and learning tool. The garden includes trees native to the region, along with vines and vegetables, including lesser-known varieties. On average, it produces 495kg of tomatoes, lettuces and other fresh produce annually, which is used in our teaching kitchens and food outlets, including the training restaurant Brasserie 1893. Edible flowers grown in the garden are used by chef Lucrèce Lacchio in her signature dishes for the Michelin-starred training restaurant Le Berceau des Sens. Lastly, in 2024 we installed new beehives in the garden, helping to protect and raise awareness of endangered species of bee in the local area.

## ECO-CONSCIOUS OUTDOOR FURNITURE

In a new collaboration with local forest management services Pully Service Forestier, wooden outdoor furniture was specially made for Lausanne campus using responsibly harvested wood. Installed near the fire pit and padel courts, the furniture is an example of eco-conscious innovation and local collaboration. "Each piece of timber tells a story of responsible forest management and community synergy," said EHL Spaces & Facilities Coordinator Léo Veith. "By utilizing local resources and showcasing the craftsmanship of our region, we not only minimize carbon footprint but also champion the talents and heritage of our locality."



### CIRCULARITY AND WASTE MANAGEMENT

With around 3,000 students and 600 staff using the Lausanne campus alone, we are conscious of the importance of proactive waste management. Currently we only capture detailed waste data from Lausanne and Passugg campuses. Singapore campus is looking into collecting data on waste generation.

### UPCYCLING AND RECYCLING

We are constantly looking for solutions to extend the lifecycle of our purchased materials. In 2024, EHL donated 1,012 IT-related items to an association that recovers used equipment for refurbishment. Other projects included:

Student uniform recycling: After an analysis of textile waste, EHL chose to work with social enterprise Démarche and its partner Textura to increase circularity. Used uniforms and personal clothing items will be collected twice a year and sorted into those that can be professionally cleaned and returned (an estimated 10%), and those that can either be sold in secondhand shops or upcycled into cloths. The remainder will be recycled or incinerated.

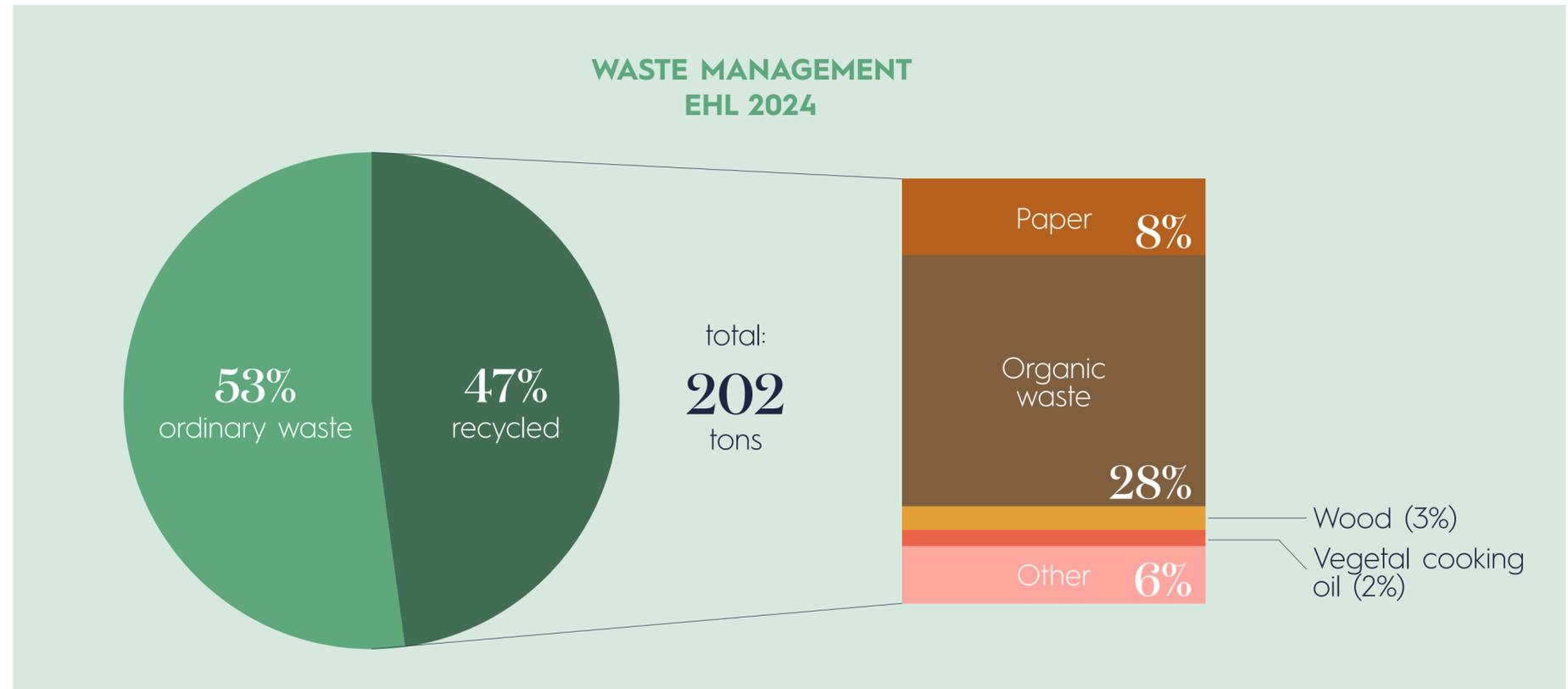
Furniture upcycling: Inspired by a visit to award-winning German sustainable furniture company Girsberger, EHL's Facility Management Department refurbished outdated acoustics panels to create movable panels on wheels that could be used for events on campus. Speaking about the visit, EHL Spaces & Facilities Coordinator Léo Veith said: "Going on site visits is always eye opening, but visiting Girsberger's factory was one of my favorites. When they walked us through their different prototypes of remanufacturing and refurbishing products it immediately clicked and made me think of what can be made at EHL. We have so much good quality but outdated furniture. The way they transformed a regular outdated product into a highly modern final product just amazed me."

### RECYCLING WASTE

The recycling rate on Lausanne campus is 50%. In 2024, we introduced regulations on recycling duties for all campus inhabitants to further encourage recycling and waste sorting. We are currently working on a waste management policy to reinforce this approach.

### FOODWASTE AND METHANATION

Organic waste produced on Lausanne campus is used for methanization, and used oil is transformed into bioethanol. The artificial intelligence scale KITRO is used to measure food waste at fine dining restaurant Brasserie 1893, helping to identify and inspire ways to reduce food waste.



### GREEN IT STRATEGY

In January 2024, we worked with external consultants from Mikujiy to conduct a sustainable IT audit on our three campuses. This involved establishing an inventory of all purchased IT appliances, identifying the average lifespan for each type of equipment, and listing current usage practices. This allowed us to establish an environmental footprint for EHL's IT equipment between manufacturing and usage.

The annual environmental footprint associated with the manufacture of EHL's IT equipment is as follows:

- 450kg of natural resources per FTE per year\*
- 22,000 liters of water per FTE per year\*
- 579km driven per full-time equivalent (FTE) staff member per year
- Equipment lifecycle in line with EU standards

The audit also allowed EHL to acknowledge its sustainable IT maturity (49%), meaning the degree to which a company has implemented a serious, validated and sustainable approach. By identifying the group's strengths and weaknesses in this way, the Digital Services Department and the Sustainability Department were able to discuss an initial action plan for 2024-2025 and a longer-term Green IT strategy to ensure a more sustainable approach in the coming years.

\*an indicative calculation extrapolated from available data

### SUSTAINABLE IT WORKSHOP

In collaboration with Mikujiy, Lausanne campus organized an awareness-raising workshop entitled UnderstandIT for 11 EHL staff members from the IT, Digital Learning, Communications and Sustainability departments. Aimed at professionals, Mikujiy's workshops cover the basic concepts within an effective Green IT strategy.

### NEW USAGE RESTRICTION

Aligned with the Green IT strategy, EHL introduced new data restrictions on student and staff email mailboxes and cloud services, with the aim of reducing per user data retention by 25%. The change intends to raise awareness among users of the amount of digital space they take up and encourage them to clean up their mailboxes more regularly, leading to better space management on EHL's servers.

### LAMINATING PAPER

After an internal analysis, the Digital Services Department replaced EHL's laminating sheets with NeverTear paper, a more durable and energy-saving alternative. This decision allowed EHL to save 21.45 kWh per year, equivalent to the consumption of 140 hours of LED television.



# APPENDIX: STATUS OUR SUSTAINABILITY COMMITMENTS

PILLAR	STRATEGIC OBJECTIVE	COMMITMENTS	COMMITMENTS ACHIEVED
Governance	Guarantee the highest standards of business ethics	<ul style="list-style-type: none"> <li>Review purchasing policy</li> <li>Add missing business procedures</li> </ul>	<ul style="list-style-type: none"> <li>EHL Code of Ethics implemented in 2023</li> <li>Questionnaire to evaluate suppliers' environmental &amp; social efforts established in 2024</li> </ul>
Governance	Set a strategy for sustainability-related labels / rankings	<ul style="list-style-type: none"> <li>Join the Positive Impact Rating (PIR)</li> <li>Join relevant sustainability network</li> <li>Produce a GRI-compliant Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>We have conducted the Positive Impact Rating for three consecutive years (2021, 2022 and 2023) obtaining a score that assesses EHL a "progressing institution" (level 3 out of 5)</li> <li>EHL has been part of the ISCN (International Sustainable Campus Network) since 2021</li> <li>Our 2023 and 2024 Environmental &amp; Social reports are written with reference to GRI</li> </ul>
Education	Integrate sustainability-related education in all EHL Group's programs – in and out of the classroom	<ul style="list-style-type: none"> <li>In 2021, offer two new courses in BOSC program</li> <li>Short course on Singapore campus; sustainability integrated in revised HF program</li> <li>In 2022: offer Certificate of Advanced Studies (CAS) on sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Due to a change in the Singapore campus strategy, the course could not be implemented, but the others are well integrated into our programs</li> <li>Instead of a CAS, a Graduate School specialization was created</li> </ul>

Education	Increase sustainability-related research	<ul style="list-style-type: none"> <li>In 2022, create a Sustainability Research Institute</li> </ul>	In 2024 a Sustainability Lab was created on campus Passugg which aims to combine agriculture, hospitality and academia to build an interconnected and sustainable regional ecosystem
Education	Increase community engagement with sustainability topics	<ul style="list-style-type: none"> <li>Receive a sustainability label in education by 2025</li> <li>Increase by 10% the number of participants at sustainability events</li> </ul>	<ul style="list-style-type: none"> <li>EHL submitted its application for the B Corp certification in 2024</li> <li>We are currently working on a strategy to further engage our community with our sustainability efforts</li> </ul>
People	Maintain EHL as Best Employer & Great Place to Work	<ul style="list-style-type: none"> <li>Remain Best Employer &amp; Great Place to Work (obtained in 2021)</li> <li>2022: Develop a catalog of well-being services for the EHL community worldwide</li> </ul>	<ul style="list-style-type: none"> <li>EHL is taking part in the Happy@Work Index since 2023</li> <li>Well-being services and initiatives have been developed. A wider approach of all well-being services will start in 2025</li> </ul>
People	Build a culture of diversity, inclusion and well-being within the EHL community	<ul style="list-style-type: none"> <li>2021: Launch harassment prevention workshops for staff</li> <li>2022: Obtain an equal pay label</li> </ul>	<ul style="list-style-type: none"> <li>Sexual harassment prevention workshops for staff have been carried out. The EHL Talent team will launch a new mandatory e-learning module to replace the workshops by the end of March 2025</li> <li>In 2022, we received the Equal Pay certification, obtained in 2021 and valid until 2024</li> </ul>
Communities	Set-up a model for skills-sharing with NGOs situated in the regions EHL Group operates and contribute to reducing corruption and instability	<ul style="list-style-type: none"> <li>Set three new skills-sharing partnerships and provide NGOs with online vocational training material and methods</li> <li>Increase volunteering participation</li> </ul>	<p>EHL partners and strongly supports other hospitality schools around the world through its EHL Certified School network, its EHL Vocational Education &amp; Training program, and joint degrees in partnership with other universities</p> <ul style="list-style-type: none"> <li>Our volunteering platform Benevity™, implemented in 2020, allows EHL students and staff to do field work, collect donations, volunteer their skills, and contribute financially to those in need. However, 2024 saw low participation scores, and traffic on our volunteer platform decreased. Therefore, we are committed to rethinking our approach</li> </ul>

Communities	Open EHL campuses to neighbors to create value in the communities where EHL operates	<ul style="list-style-type: none"> <li>• Launch a catalog of services for the external public</li> </ul>	<ul style="list-style-type: none"> <li>• Certain services are open to the public, such as some food outlets (eg. Brasserie 1893) as well as some sports facilities (eg. swimming pool)</li> </ul>
Environment	Reduce carbon footprint and measure the digital footprint of EHL Group	<ul style="list-style-type: none"> <li>• By 2024: The CO2 emissions of the construction of the Lausanne campus are 100% offset</li> <li>• Carbon footprint measurement for SSTH &amp; Singapore campus</li> <li>• Measurement of digital footprint</li> <li>• F&amp;B eco-score</li> <li>• By 2023: 30% reduction of carbon footprint vs 2019 measurement</li> </ul>	<ul style="list-style-type: none"> <li>• Over a four-year period, EHL acquired 1680 carbon credits by financing projects related to energy efficiency in Singapore, and soil regeneration and afforestation in Switzerland in order to entirely offset CO2 emissions related to the new campus construction</li> <li>• In 2024, we worked with an external consultant to conduct a sustainable IT audit on our three campuses. This involved establishing an inventory of all purchased IT appliances, identifying the average lifespan for each type of equipment, and listing current usage practices. This allowed us to establish an environmental footprint for EHL's IT equipment between manufacturing and usage</li> <li>• A working group was created to work on priority topics such as: Sustainable F&amp;B Charter and sustainable purchasing; food waste; single-use portions, single-use cups, and takeaway boxes; sustainable and healthy food</li> </ul>
Environment	Reduce waste and increase recycling	<ul style="list-style-type: none"> <li>• Increase recycled waste by 50%</li> </ul>	<ul style="list-style-type: none"> <li>• The recycling rate on Lausanne campus is 55%. In 2024, we introduced regulations on recycling duties for all campus inhabitants to further encourage recycling and waste sorting. We are currently working on a waste management policy to reinforce this approach</li> </ul>

# GRI TABLES

GRI MATERIAL TOPIC		
GRI 2: General 2021	2-1 Organizational details	EHL Hospitality Business School , heaquarter in Lausanne (Switzerland). EHL Foundation is the sole owner of E.H.L. Holding SA, and its Board of Trustees define the EHL mission, vision and founding values. The historic organization of EHL as a foundation ensures that its primary focus remains the development of high-quality education for our students. We primarily operate in two countries: Switzerland and Singapore. We also have two regional offices in China and India providing advisory services. As a non-profit foundation, we reinvest all profits into our organization.
	2-2 Entities included in the organization's sustainability reporting	Company names and registered offices : Fondation de l'Ecole hôtelière de Lausanne, EHL ; E.H.L. Holding SA; EHL Advisory Services SA; EHL Hospitality Business School SA (formerly EHL Real Estate SA); EHL Next SA; SSTH - Schweizerische Schule für Touristik und Hotellerie AG; HTM-Immobilien AG; Ecole hôtelière de Lausanne PTE Ltd; EHL Campus (Singapore) PTE Ltd; EHL Advisory Services (New Dehli) LLP; EHL Advisory Services (Beijing) Co., Ltd; Kuniymi-EHL Inc.; EHL Advisory Services (Hong Kong) Ltd - on the way to be liquidated.
	2-3 Reporting period, frequency and contact point	Please refer to About this report section.
	2-5 External assurance	EHL does not externally assure its sustainability report.
	2-6 Activities, value chain and other business relationships	Please refer to About EHL section.
	2-7 Employees	Please refer to chapter Caring for our People. Numbers reported in head count.

GRI 2: General 2021	2-8 Workers who are not employees	Temporary and seasonal workers and non-employees do not constitute a significant portion of our workers. No significant fluctuations recorded among years.
	2-9 Governance structure and composition	Please refer to chapter Governance - Governance structure and composition.
	2-10 Nomination and selection of the highest governance body	Please refer to chapter Governance - Governance structure and composition.
	2-11 Chair of the highest governance body	Please refer to chapter Governance - Governance structure and composition.
	2-12 Role of the highest governance body in overseeing the management of impacts	Please refer to the chapter Governance - Managing impact and sustainability reporting .
	2-13 Delegation of responsibility for managing impacts	EHL Holding's organizational regulations provide for the obligation for all board members, executives, and managers of the EHL Group to take into account the material impacts on economy, environment and people.  A dedicated segment (Sustainable Hospitality Services) has been created and is represented at the ELT level of the Group.
	2-14 Role of the highest governance body in sustainability reporting	Please refer to the chapter Governance - Managing impact and sustainability reporting .
	2-15 Conflicts of interest	Eventual conflict of interests of Board Members and Leadership Team are checked internally on a yearly basis.
	2-22 Statement on sustainable development strategy	Please refer to the Foreword.
	2-23 Policy commitments	Please refer to the Foreword.
2-24 Embedding policy commitments	Please refer to the Foreword.	

GRI 2: General 2021	2-25 Processes to remediate negative impacts	EHL collaborates actively with local authorities to ensure compliance with local laws and regulations and pays attention to mitigate its negative impacts when occurring.
	2-26 Mechanisms for seeking advice and raising concerns	Please refer to chapter Caring for our People.
	2-27 Compliance with laws and regulations	No instances occurred during the last year.
	2-29 Approach to stakeholder engagement	Please refer to chapter Caring for our People - Health and well-being.
	2-30 Collective bargaining agreements	In total 58 employees are covered by collective bargaining agreement (CCNT Convention collective nationale de travail). Only employees working for external restaurants are covered. No other collective bargaining agreement exists. Other employees have the working conditions determined in employee booklet.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	In 2023, our net sales were 164'686 KCHF and our total capitalization 496'458 KCHF (350'413 KCHF of debt and 146'045 of equity). Financial information for fiscal year 2023. At the time of publication of this report, figures for the fiscal year 2024 were under review and approval.
	201-2 Financial implications and other risks and opportunities due to climate change	Since 2018, EHL Group has incorporated a Risk Management approach in the development of its activities. The risks to which EHL Group is exposed during the course of its mission and the implementation of its strategy are identified, classified and analyzed. A risk review is carried out three times a year enabling EHL to have an updated vision on the main risks the Group is facing. Risks related to climate change have been included in the enhanced risks register of the Group. However, no climate change risks/opportunities are significant for substantive changes in operations or finance.
	201-4 Financial assistance received from government	In 2023, we received a total of 27'562 KCHF in subsidies. <ul style="list-style-type: none"> <li>• 25'413 KCHF for Academic reasons</li> <li>• 2'149 KCHF for research (incl. 1'023 KCHF in grants from the government)</li> </ul> Government is not present in the shareholding structure.
GRI 203: Indirect Economic Impacts 2016		Please refer to the chapter Giving back to our Community - EHL's indirect economic impact.

GRI 204: Procurement Practices 2016		Please refer to chapter Governance - Responsible procurement.
GRI 302: Energy 2016		Please refer to chapter Respecting our Environment - Energy and resources management.
GRI 303: Water and Effluents 2018		Please refer to chapter Respecting our Environment - Energy and resources management.
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>Lausanne campus (7,800m<sup>2</sup>) is located in a district of the city of Lausanne (Switzerland). In proximity to Bois du Jorat, a forested area of high ecological and biodiversity value which is listed in the Swiss Parks Network database and embeds a 4.4km<sup>2</sup> natural protected area. The campus is situated above a groundwater aquifer. Measurement tools are in place upstream and downstream of the Campus to measure and control our impact on it in collaboration with Lausanne city water services.</p> <p>Passugg campus (5 hectares) is placed in a rural area near the city of Chur (Switzerland). It is in proximity of natural forests, meadows, and watercourses that support biodiversity typical of the Alps habitats, however no formally protected areas are close to the campus.</p> <p>EHL campus in Singapore is placed in the central area of the city-state near Singapore Botanic Gardens (UNESCO), which hosts high biodiversity value, rare and native tropical plant species. Its location within a densely urbanized region highlights the importance of preserving nearby biodiversity.</p>
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	<p>The IUCN Red List report 5 critically endangered species of needing more education and awareness in the region of our campuses. Those include bumblebee and another type of bee, 2 species of mushrooms and a flower called Epipactis de Plaisance.</p> <p>In Singapore, the very endangered species needing more education and awareness actions are 12: the Sunda Pangolin, the Raffles' Banded Langur, 3 species of birds and 7 species of marine fish.</p>
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	Please refer to the chapter Respecting our Environment - EHL's Climate Plan.
	305-2 Energy indirect (Scope 2) GHG emissions	Please refer to the chapter Respecting our Environment - EHL's Climate Plan.

GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Please refer to the chapter Respecting our Environment - EHL's Climate Plan.
	305-4 GHG emissions intensity	<ul style="list-style-type: none"> <li>• Campus Lausanne : 2.6 t CO2 per person</li> <li>• Campus Passugg: 1.7 t CO2 per person</li> <li>• Campus Singapore: 2.5 t CO2 per person</li> </ul> Please note that some emission drivers are centralized at Lausanne campus for other campuses.
	305-5 Reduction of GHG emissions	Please refer to chapter Respecting our Environment - Sustainable food & beverage.
GRI 306: Waste 2020		Please refer to chapter Respecting our Environment - Circularity and waste management.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Please refer to chapter Governance - Responsible procurement.
	308-2 Negative environmental impacts in the supply chain and actions taken	Please refer to chapter Governance - Responsible procurement.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Please refer to chapter Caring for our People.  The new hires in 2024 were distributed as follow: <ul style="list-style-type: none"> <li>• Under 25: 18.8% (11,7% female, 7,1% male)</li> <li>• 25-34: 37,7% (21,5% female, 16,2% male)</li> <li>• 35-44: 27,9% (11,7% female, 16,2% male)</li> <li>• 45-54: 11,8% (5,9% female, 5,9% male)</li> <li>• Over 55: 3,8% (3,2% female, 0,6% male)</li> </ul> 120 in Lausanne, 19 in Passugg, 8 in Singapore, 7 in China and India.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	No distinctions are made for benefits between these two types of contracts.

GRI 401: Employment 2016	401-3 Parental leave	<p>In 2024, 8 staff members took paternity leave and 19 staff members took maternity leave. More info in chapter Caring for Our People - Enhanced staff regulations.</p> <p>Please refer to chapter Caring for our People - Enhanced staff regulations.</p> <p>In Switzerland, EHL allows 116 days of maternity leave, exceeding the legal requirements by two weeks, and 14 days of co-parent leave which can be taken on a flexible basis within six months after the birth of the child.</p>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	All EHL members (staff and student) are covered by the EHL Health & Safety regulations. Please refer to chapter Caring for our People - Health and well-being.
	403-3 Occupational health services	Please refer to chapter Caring for our People - Health and well-being.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Please refer to chapter Caring for our People - Health and well-being.
	403-5 Worker training on occupational health and safety	Please refer to chapter Caring for our People - Health and well-being.
	403-6 Promotion of worker health	Please refer to chapter Caring for our People - Health and well-being.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Please refer to chapter Caring for our People - Health and well-being.
	403-9 Work-related injuries	<p>The percentage of work-related injuries in 2023 was 3,2%.</p> <p>The calculation is performed by dividing the number of leave days related to injuries by the average number of staff multiplied by the working days in the year. The work week corresponds to 42 hours. This figure is multiplied by the number of working weeks. No workers have been excluded.</p> <p>Please refer to chapter Caring for our People - Health and well-being for further details.</p>

GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	The rate of work-related ill health cases is 2.67% (2023). The calculation is performed by dividing the number of sick leave days by the average number of staff. Please refer to chapter Caring for our People - Health and well-being.
GRI 404: Training and Education 2016		Please refer to the chapter Care for our People - Career development.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Please refer to the chapter Care for our People.
	405-2 Ratio of basic salary and remuneration of women to men	Please refer to the chapter Care for our People - Diversity, Equity & Inclusion (DEI) commitments.
GRI 406: Non-discrimination 2016		We do not publicly disclose this information to protect privacy. Please refer to the chapter Care for our People for further details.
GRI 413: Local Communities 2016		Please refer to the chapter Giving back to our Community - Volunteering.
GRI 414: Supplier Social Assessment 2016		Please refer to chapter Governance - Responsible procurement.
GRI 418: Customer Privacy 2016		<p>Data privacy is an important topic for EHL. Given our global presence, we adhere to several regulatory regimes governing data privacy and security: the Federal Act on Data Protection (Switzerland), the General Data Protection Regulation (European Union) and the Personal Data Protection Act (Singapore).</p> <p>Students are clearly informed about the collection and use of their personal data through our privacy policy that explains how we use and share their personal data as well as their rights. EHL takes appropriate measures to ensure the protection of personal data and avoid that any personal data can be accessed by unauthorized persons. These protocols and procedures are enumerated in internal data security policies and mandatory trainings are provided to relevant personnel. In the event of a data breach, EHL has a defined procedure to deal with it appropriately and in compliance with legal rules.</p>