

Social & Environmental Report 2025



Table of Contents

Foreword	3
About EHL	5
Strategy - From Progress to Acceleration	7
AXIS 1 – LEAD BY EXAMPLE	10
1. Social	12
2. Environment	23
3. Governance	34
AXIS 2 – TRANSFORM THROUGH EDUCATION	38
1. Applied Education	40
2. Innovation Opportunities for Students	44
3. Engagement	46
AXIS 3 – INSPIRE & MOBILIZE THE INDUSTRY	50
1. Applied Research	52
2. Industry Collaborations	56
3. Insights and Knowledge Exchange	58
APPENDICES	62
1. Appendix 1 - Methodology Note	63
2. Appendix 2 - EY Independent Assurance Report	68
3. Appendix 3 - GRI Tables	73
4. Appendix 4 - Additional graphs	84



Foreword

DEAR READER,

We are pleased to present EHL's Social & Environmental Report for 2025, a year that marked a decisive step forward in how sustainability shapes our identity, our actions, and our long-term ambitions. As we continue to strengthen our commitment to responsibility and transparency, this report both reflects the progress achieved and holds us accountable for the work that still lies ahead.

Building on the foundations laid in recent years, in 2025 we strived to embed sustainability even more deeply across our institution, from teaching and learning to operating processes, community initiatives, governance and our corporate strategy. In doing so, one essential truth became abundantly clear: EHL's impact will always be strongest when education, operations, and industry engagement work in sync, each reinforcing and amplifying the others.

And making an impact is, of course, at the heart of our mission. By embedding sustainable practices across our campuses and equipping our community to become agents of change, we are positioning EHL to lead by example and inspire a broader movement in sustainable and human-centric hospitality, thus supporting the industry in its own transformation. Key to this is our newly-won B Corp certification, achieved in early 2026, which gives us the insights and tools to motivate and help others on their own sustainability journeys. The Board actively supported this process through dedicated workshops that helped set strategic direction and drive action across the institution.

Indeed such work can only be undertaken if everyone commits with purpose and passion. We extend our sincere thanks to our faculty, staff, students, partners, and the wider EHL community for their engagement, ideas, and commitment, without which we could not pursue this vision.

However, while we can be proud of our progress, we remain clear-eyed about the challenges ahead. The transformation we are pursuing requires perseverance, innovation, and continued alignment across all dimensions of our institution.

Together, we look forward to continuing this movement and reporting back on our next steps in the year to come.

Until then,

CAROLE ACKERMANN
PRESIDENT OF THE BOARD

MARKUS VENZIN
CHIEF EXECUTIVE OFFICER





2025: A Year of Progress and Reflection

Vanessa Balouzet,
Chief Growth
Officer



This report marks a turning point for EHL. The year 2025 saw the conclusion of a cycle of commitments that have shaped our sustainability journey to date, and the start of a new chapter to be defined by renewed ambitions and priorities.

Obtaining B Corp certification was a defining moment between these two phases. This achievement recognizes the many years of collective effort that brought us to this point, while also acting as a guide for the years to come, helping us to shape our strategy for the future so that we may continue to make progress and create impact.

KEY HIGHLIGHTS OF 2025

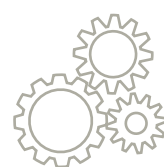
The focus of 2025 was to strengthen and improve, ensuring the integration of sustainability across every aspect of our institution, including education, community, operations, and governance. Some highlights included:



Continuing to incorporate sustainability content across the curricula, helping our students to develop the mindset and competencies needed to navigate complex global challenges.



Building cross-departmental initiatives to reinforce collaboration, transparency, and a renewed sense of belonging within the EHL community, laying the cultural foundations for long-term impact. Community well-being projects, the sustainable F&B working group and the B Corp certification process all contributed to this in 2025.



Making operational improvements that not only enhance our environmental performance but also inspire industry peers. Tangible results included improving energy efficiency across our campuses and investing in more sustainable food offerings.



Strengthening the foundations of our governance, including rolling out a new code of conduct institution-wide, and reinforcing accountability through external audits of several KPIs.

LOOKING AHEAD

Our journey is far from over. With a strong base now in place, and guided by the B Corp framework, **EHL has a clear long-term vision: to be a catalyst for change** within the hospitality industry and beyond. This can only be achieved if every aspect of the institution works together to **advocate for a resilient, regenerative, and human-centric model**.

With this in mind, we have positioned our campuses as living labs for sustainable hospitality and human-centric organization, where responsible practices are not only implemented but experienced firsthand by our whole community. This experiential approach empowers staff, strengthens academic excellence, and equips future leaders with the applied skills, mindset, and tools required to drive change beyond EHL.

We are also nurturing a growing network of sustainability leaders across the industry through applied thought-leadership insights and events, demonstrating how innovative sustainable and human-centric practices are not only good for people and for planet, but for business, too.

Lastly, we have repositioned our sustainability team within the Strategic Projects Department of our Growth Office, allowing the team to take a more transversal approach to sustainability issues going forward.

Through this renewed governance and clear strategic direction, EHL reaffirms its commitment to lead responsibly - on campus, within the industry, and well beyond.



About EHL

EHL – originally founded as Ecole hôtelière de Lausanne – is a hospitality management and business education group and recognized as the global leader in hospitality. EHL welcomes a student body of 4,000 from more than 120 nationalities across 3 campuses in Switzerland and Singapore.

Our holistic approach to education, a hallmark of the Swiss system, seamlessly integrates academic rigor with hands-on experience and a deep commitment to human connection. At EHL, we educate hearts, hands, and minds. Within our two institutions we shape confident, versatile, and resilient leaders for careers in hospitality and wider experience-driven sectors:

- EHL Hospitality Business School, accredited by AACSB, NECHE and consistently ranked at the top of its field, offering undergraduate, graduate, and executive programs that deliver practical leadership, strategy, and operational insights.
- EHL School of Practical Arts, providing vocational programs in hospitality, boasting expertise from 6 “Meilleurs Ouvriers de France” and an awarded and Michelin-starred academic restaurant.

For more than 130 years, we have been committed to leading innovation in the hospitality and services industry with a focus on emotional intelligence and business

acumen. At EHL, education is more than knowledge – it’s a transformative experience shared by a community of 30,000 passionate Alumni, who redefine excellence wherever they go.

As a leading institution, EHL also offers additional services such as executive education for industry players, an innovation hub with startup incubation programs, and four research institutes focused on service and customer experience, nutrition, and regenerative economy.

EHL operates across three campuses: Lausanne (Switzerland), Passugg (Switzerland), and Singapore, and has three regional offices: two in China and one in India. Bachelor and postgraduate programs are primarily delivered on the Lausanne campus, with mobility semester options available in Singapore. The Passugg campus is dedicated to vocational training.

Our locations include virtual and classroom teaching, on-campus housing, F&B services (including a food court, four coffee bars, three restaurants and two shops), and sport & leisure facilities. As such, our most procured items are food and beverages, kitchen appliances, textiles, IT material, and furniture.



4,000
STUDENTS



+125
NATIONALITIES



50
ALLIANCE
PARTNERS & MEMBERS



800
FACULTY AND
STAFF WORLDWIDE



35,000
ALUMNI



About this Report

This year's Environmental and Social Report has been structured and prepared in accordance with the GRI Standards. Covering the period from 1 January 2025 to 31 December 2025, 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.

For the first time, EHL has mandated an external auditor to perform a limited assurance engagement on four clearly defined non financial KPIs that reflect key focus areas of its sustainability strategy. These four sustainability indicators included in the Environmental and Social Report have been subject to an independent limited assurance engagement performed by Ernst & Young Ltd (EY) in accordance with ISAE 3000, the international standard for assurance engagements on non financial information.

Selected non-financial indicators for the Audit:

Procurement

1. Percentage of Food & Beverage (F&B) spend – Swiss suppliers (custom to EHL)

Education

- 2. Scholarships granted (custom to EHL)
 - 2.1. Amount (CHF) of scholarships allocated
 - 2.2. Number of scholarships awarded

Environment

- 3. GHG emissions
 - 3.1. Scope 1 – Energy Direct (GRI 102-5)
 - 3.2. Scope 2 – Energy indirect – Market based (GRI 102-6)
 - 3.3. Scope 2 – Energy indirect – Location based (GRI 102-6)
 - 3.4. Scope 3 – Indirect upstream and downstream value chain (GRI 102-7)

People

- 4. Work related injuries
 - 4.1. Number of work-related injuries (GRI 403-9a.ii)
 - 4.2. Rate of work-related injuries (GRI 403-9a.ii)
 - 4.3. Number of high-consequence work-related injuries (GRI 403-9a.ii)
 - 4.4. Rate of high-consequence work-related injuries (GRI 403-9a.ii)
 - 4.5. Number of hours worked (GRI 403-9a.v)

The 2025 indicators audited by EY and presented in this report are identified by the symbol .

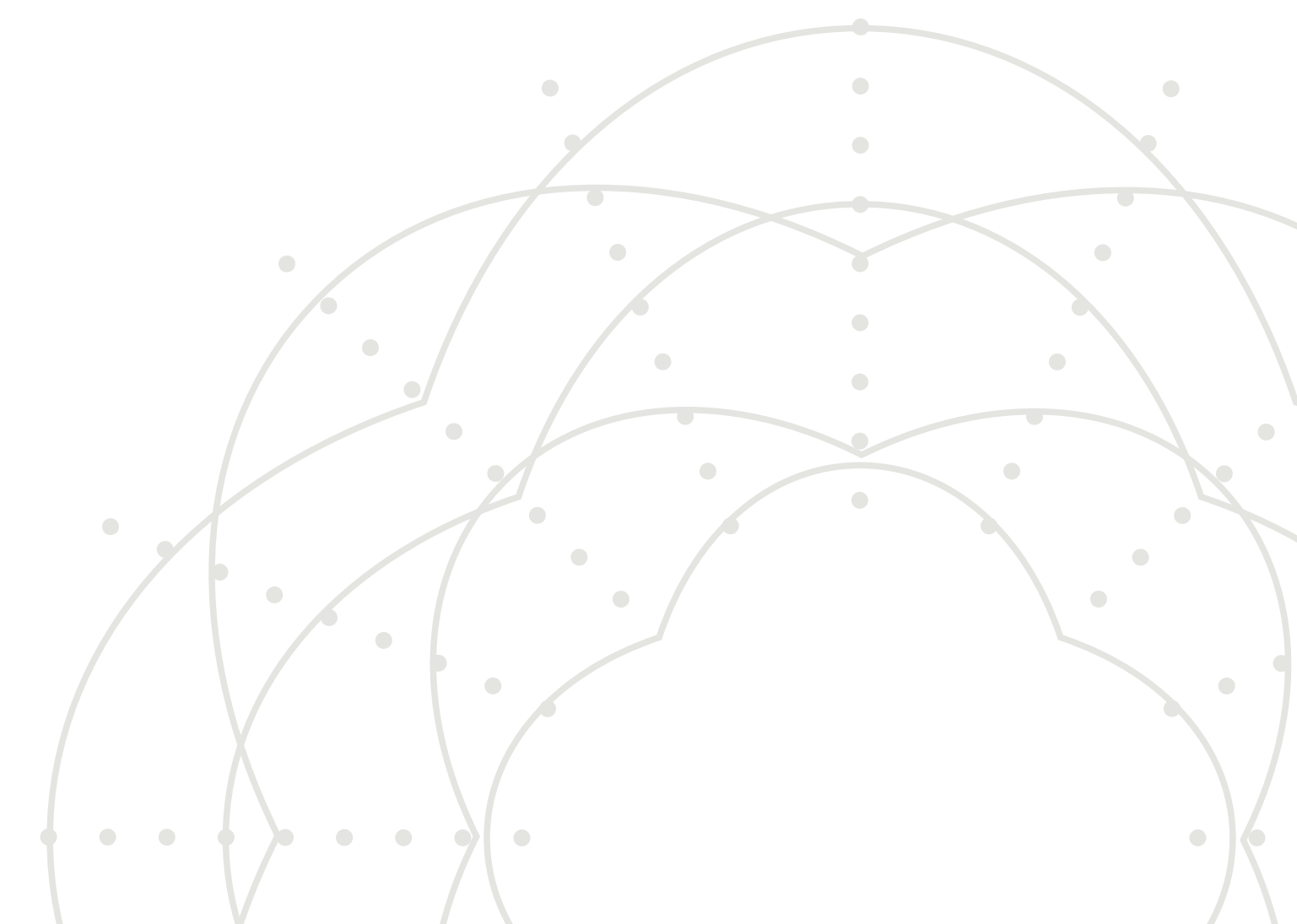
This marks an important step in strengthening the transparency and reliability of our sustainability data. The limited assurance covers the 2025 reporting year.

The methodology note providing further details on the definitions, assumptions, and data sources applied to the KPIs subject to limited assurance is presented in [Appendix 1](#). The corresponding assurance report, outlining the scope, procedures performed, and conclusions, is available in [Appendix 2](#).

FOR MORE INFORMATION

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Strategy – From Progress to Acceleration

Defining our New Priorities

2025 MATERIALITY ASSESSMENT

Having reached the end of our previous cycle of commitments, our priority in 2025 was to redefine our ambitions and strategy in alignment with EHL’s purpose: to empower growth by nurturing excellence in human experiences. In doing so, we aim to lead the way.

To help guide this process, in spring 2025 we refreshed our materiality assessment. The previous assessment, conducted in 2022, provided a strong foundation, but the global context has evolved significantly since then, along with important developments on our Lausanne campus. Updating the assessment was therefore essential to capture these changes and ensure that our sustainability strategy continues to reflect current realities and stakeholder expectations.

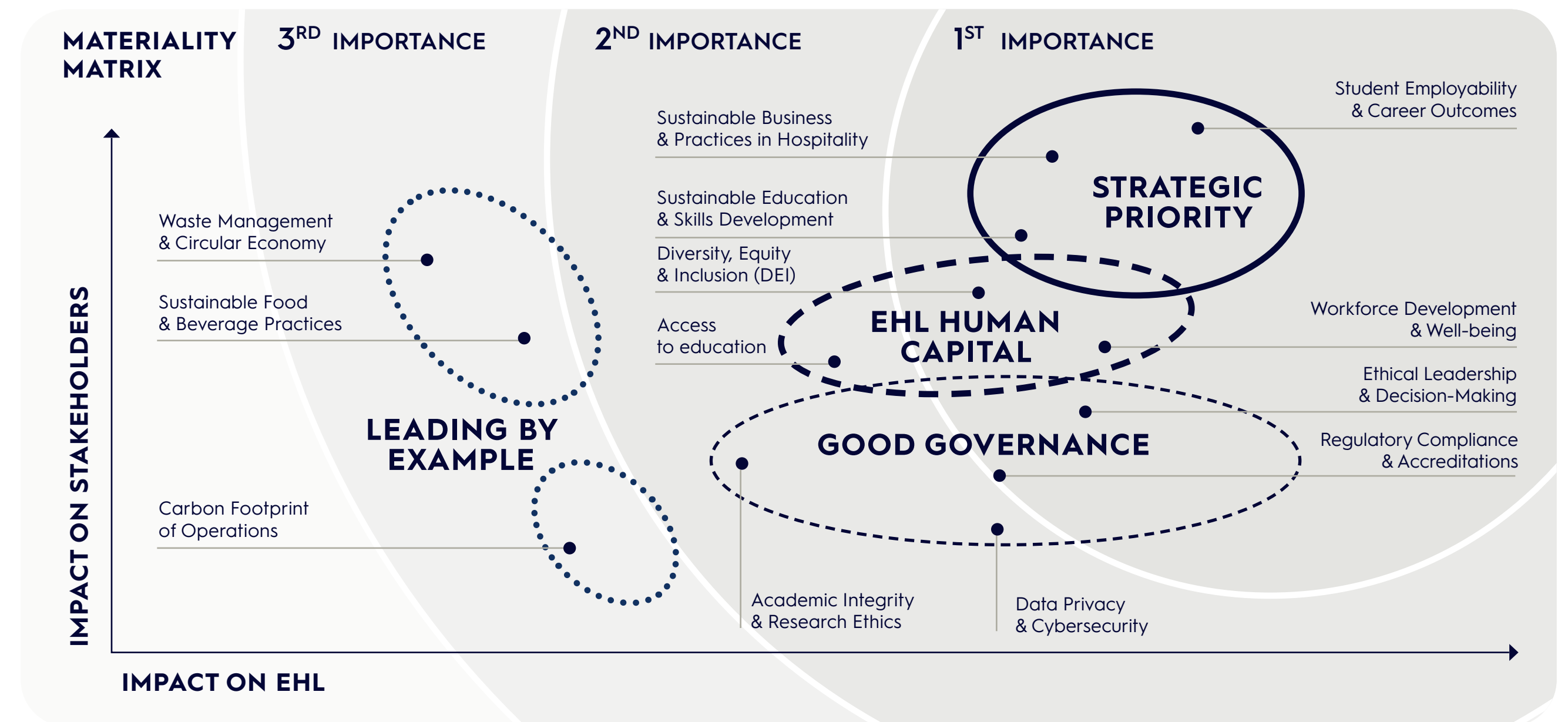
It was an extremely valuable exercise. By actively engaging both our internal community (staff, students, faculty) and external stakeholders (partners, industry representatives) using different approaches (surveys, focus groups, interviews, and workshops) we were able to identify new trends, deepen our understanding of priority topics, and evaluate how EHL both influences and contributes to these issues. New sustainability topics were introduced for stakeholders to consider, broadening our awareness of emerging issues.

The renewed assessment, which strongly resonates with the areas of focus within the B Corp certification, provided us with the information necessary for us to adapt and refresh our sustainability framework, reaffirm the priorities that matter most to our stakeholders and strengthen our strategic direction, all while ensuring continued alignment with EHL’s purpose and values.

The consolidated results confirm that EHL stakeholders, and EHL itself, assign high importance to the following: student employability (creating future-proof professionals); leading by example in areas such as governance and environmental best practices;

education, with a focus on widening access to quality education and developing sustainability skills and competencies; the institution’s human dimension (workforce well-being and development, DEI); and EHL’s ability to inspire the industry to adopt sustainable business practices.

The results were presented to the EHL Board of Directors, and subsequent discussions focused on defining the institution’s level of ambition for each priority topic identified through this assessment.





A New Sustainability Framework

Through this process, we have developed a new sustainability framework that integrates the lessons learned from past initiatives, addresses the challenges we have encountered, and reflects the experiences gathered along the way. It both ensures continuity and drives innovation, allowing us to strengthen our impact and respond effectively to evolving sustainability priorities. While our previous framework was structured around four core sustainability pillars (education, people, communities, environment), these pillars are now fully integrated into three strategic axes, which are reflected in the structure of this report.

This new framework sets us on the path towards realizing our long-term vision to spark industry-wide transformation. With these three well-defined axes in place, we are better positioned to mobilize our whole community to advocate for a resilient, responsible, and human-centric organizational model.

1
LEAD BY EXAMPLE

Shape our internal culture and campuses into living demonstrations and labs of responsible hospitality and human-centric organization, embedding best practices and high standards at the core of how we operate, learn, and work.




2
TRANSFORM THROUGH EDUCATION

Equip future leaders with the academic rigor and hands-on sustainability experience they need to be actors of transformation: uniting theory, real-world practice, and human-centered connections across the entire student journey



3
INSPIRE AND MOBILIZE THE INDUSTRY

By sharing best practices and fueling transformation through applied research and innovation, we want to impact and nurture a strong network of sustainable leaders across the hospitality ecosystem and beyond.





EHL’s B Corp Journey

B CORP CERTIFICATION: A STRATEGIC MILESTONE

In early 2026, as this report was being prepared, EHL proudly achieved B Corp certification. This major milestone in our sustainability journey is the culmination of several years of structured efforts to strengthen our governance, improve operational performance, and engage more widely with our community. Obtaining certification validates the foundations of our work, legitimizes our progress – thanks to its robust and comparable framework for measuring performance – and reinforces the credibility of our commitments and the rigor behind our actions. However, it is not an endpoint. Rather, it marks the start of an even more ambitious sustainability journey for EHL.

ABOUT B CORP CERTIFICATION

An internationally recognized standard, B Corp certification results from an overall assessment of a company’s social and environmental performance, accountability, and transparency, measured against a rigorous and independently verified framework developed by B Lab. The certification process assesses value creation across various impact areas – governance, workers, community, environment, and customers – using a holistic, impact-driven approach. In this way, B Corp certification provides a comprehensive approach to sustainability beyond isolated initiatives, judging how sustainability is embedded into strategy, operations, and decision-making.

A TOOL FOR CONTINUOUS IMPROVEMENT

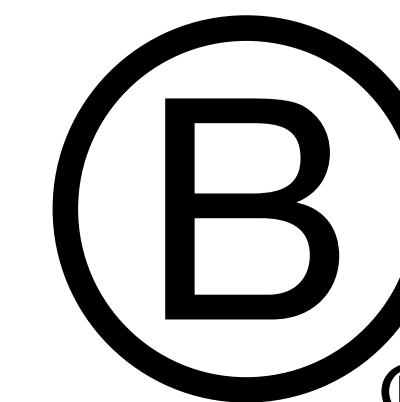
The B Corp assessment process acted as a catalyst for improvement across multiple aspects of EHL, helping to strengthen internal controls and formalize practices in areas including ethics, responsible procurement, and community well-being. For example, we implemented a new code of conduct with associated guidelines for decision making surrounding the launch of new projects and the procurement of new products. We also set stronger standards for our suppliers and encouraged them to join our sustainability journey, and reinforced our efforts to boost well-being.

Now, with EHL part of the community of B Corp-certified companies, that improvement journey becomes continuous. Retaining certification demands that we consistently demonstrate progress and ensure that our sustainability performance evolves in line with best practices and stakeholder expectations. The B Corp framework helps advance our strategy by providing a clear structure aligned with our purpose and ESG priorities, measurable impact areas and performance indicators, and long-term continuity, ensuring consistency across strategic cycles. It also supports the three pillars of our sustainability framework – Lead by Example, Transform Through Education, and Inspire and Mobilize the Industry – by aligning internal performance, educational excellence, and external engagement under a single, coherent approach.

ENGAGING WITH THE B CORP MOVEMENT

While progressing toward certification, EHL actively engaged with the B Corp movement by collaborating with B Lab Switzerland and participating in consortiums, events, and working groups. These engagements have contributed to sharing practices and challenges, strengthening internal expertise, and generating a culture of collective learning and collaboration. In this way, we have demonstrated how the certification process can be used as a platform to amplify impact.

Certified



Corporation

Anne-Laure Rey,
EHL Sustainability
Project Manager



“The B Corp journey was a highly collaborative, multi-stakeholder process that provided clear insight into our strengths and areas for continued improvement.”





AXIS 1 LEAD BY EXAMPLE

SOCIAL
ENVIRONMENT
GOVERNANCE



Leading responsibly starts from within. As an educational institution and industry reference, EHL recognizes that it must practice what it preaches in order to authentically demonstrate the benefits of transformation. We therefore strive to embed environmental, social, and governance (ESG) best practices across our campuses, offices, and internal activities, ensuring that our community experiences these commitments in their daily lives at EHL.

Only by living according to our own values can we truly be an ambassador for change.



Social

People are at the core of EHL’s purpose and at the heart of our sustainability strategy. The Social aspect of the Lead by Example axis focuses on promoting employee and student well-being, ensuring fair, safe, and inclusive working and learning conditions, and supporting skills development within a human-centric organizational model. By cultivating a campus culture rooted in fairness, care, and respect, we are teaching our students to take these same values into the industry.

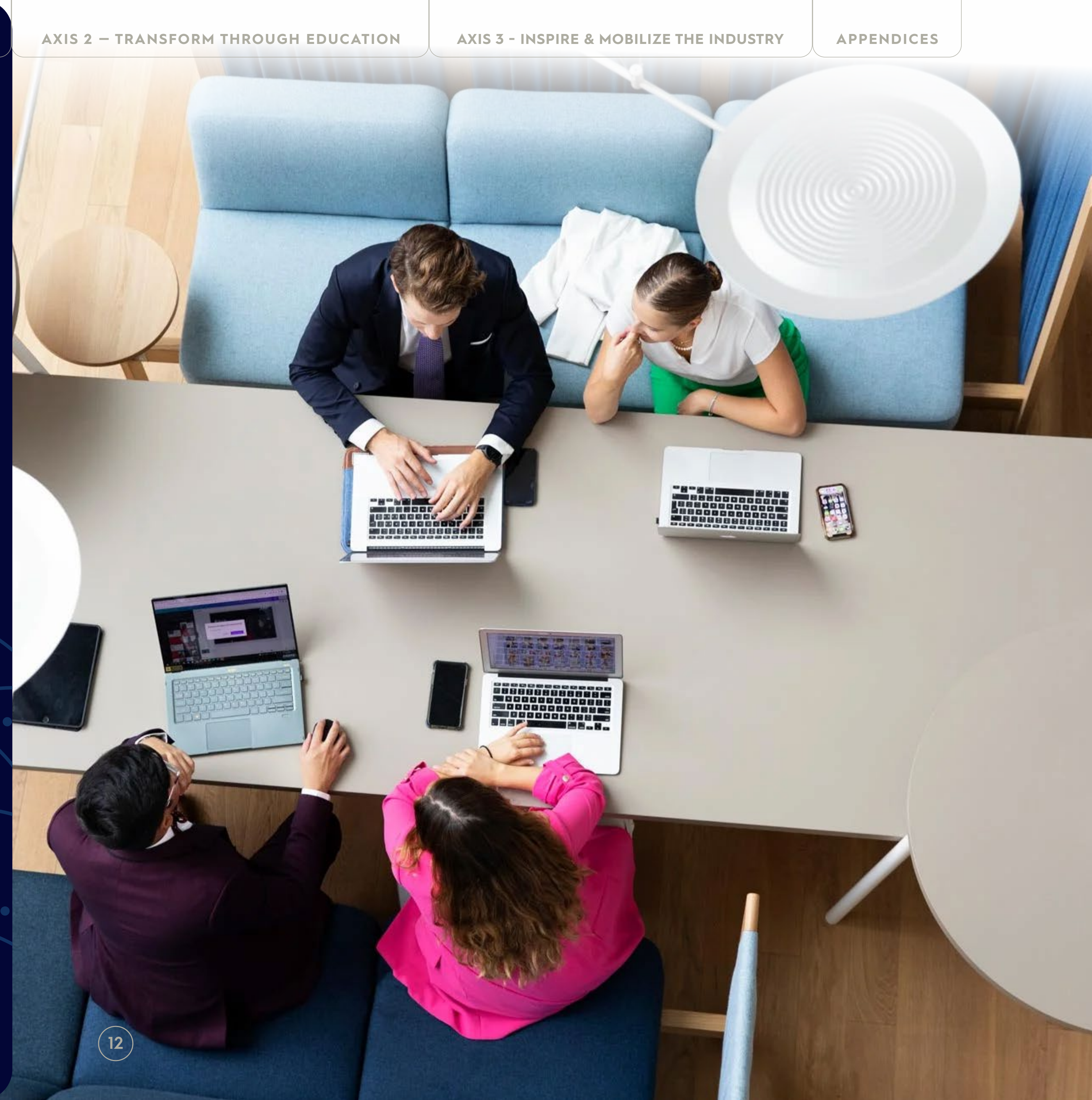
In this section, we will cover the following topics:

EHL Community Well-being

- Healthy Environment
- Diversity, Equity and Inclusion
- Career Development

Impact on Society

- Philanthropy
- Widening Access to Quality Education
- Impact-Oriented Initiatives





EHL Community Well-being

Our community is fundamental to everything we do. In supporting the well-being of students and staff we seek to empower them to unlock their full potential and thrive in all areas of their life.

HEALTHY ENVIRONMENT

EHL has various internal directives and regulations in place which cover all members of our community (students and staff), based on legal and specific requirements for each category of worker. Different departments work in collaboration to ensure internal directives and regulations are regularly updated and adequately cover the needs of the entire community. A yearly review is conducted to ensure the Healthy Campus (FISU) criteria are respected with sufficient activities.

Training sessions and promotion initiatives help prioritize health and safety and keep skills and knowledge current. Every year, first aid training is given to 50 staff including emergency teams, fire safety training is open to all staff with around 60 annual participants, and other training sessions are given to operational teams according to the potential hazards they face. The audited KPI concerning work-related injuries (rate) can be consulted in the GRI tables ([Appendix 4](#)).

In addition, students and staff benefit from free access to sports facilities three times a week, preferential rates for dental care, ophthalmic treatments, nutrition therapist and dermatology, and access to medical doctors on campus four times a year. Lastly, in 2025 EHL signed the charter of the Legion du Coeur, an external foundation which helps companies to support employees who are reintegrating work after a long period of sick leave.



PREVENTION BEFORE CURE

Students and staff have access to a suite of prevention initiatives designed to nurture mental and physical health.



Workshops on harassment prevention are mandatory for each part of the EHL community. With the support of the Non-Violence Project Foundation, the workshops are kept up-to-date and relevant. Online sexual harassment prevention workshops are obligatory for all new employees.



Access to the Employee Assistance Program, offered by ICAS, an external and independent company, with a hotline available 24/7 for staff to anonymously discuss private and work-related issues .



A dedicated home office policy and an external family support service (servicefamille) to address work-life balance.



The harassment reporting team has also been reinforced and is now formed of six staff members working in different departments and with different audiences. It previously tackled only sexual harassment and has now been enlarged to cover all types of harassment. In October, the whole team received training in active listening to equip them with the right tools and ensure they use them adequately.



A wide range of sports activities on Lausanne campus, open to staff and students, including an indoor swimming pool, a gym, and fitness and yoga classes.



Healthy, vegan, and gluten-free meal options available on campus.



Other mental health and well-being aids, including mindfulness/meditation sessions and stress management tips, available on campus or online.

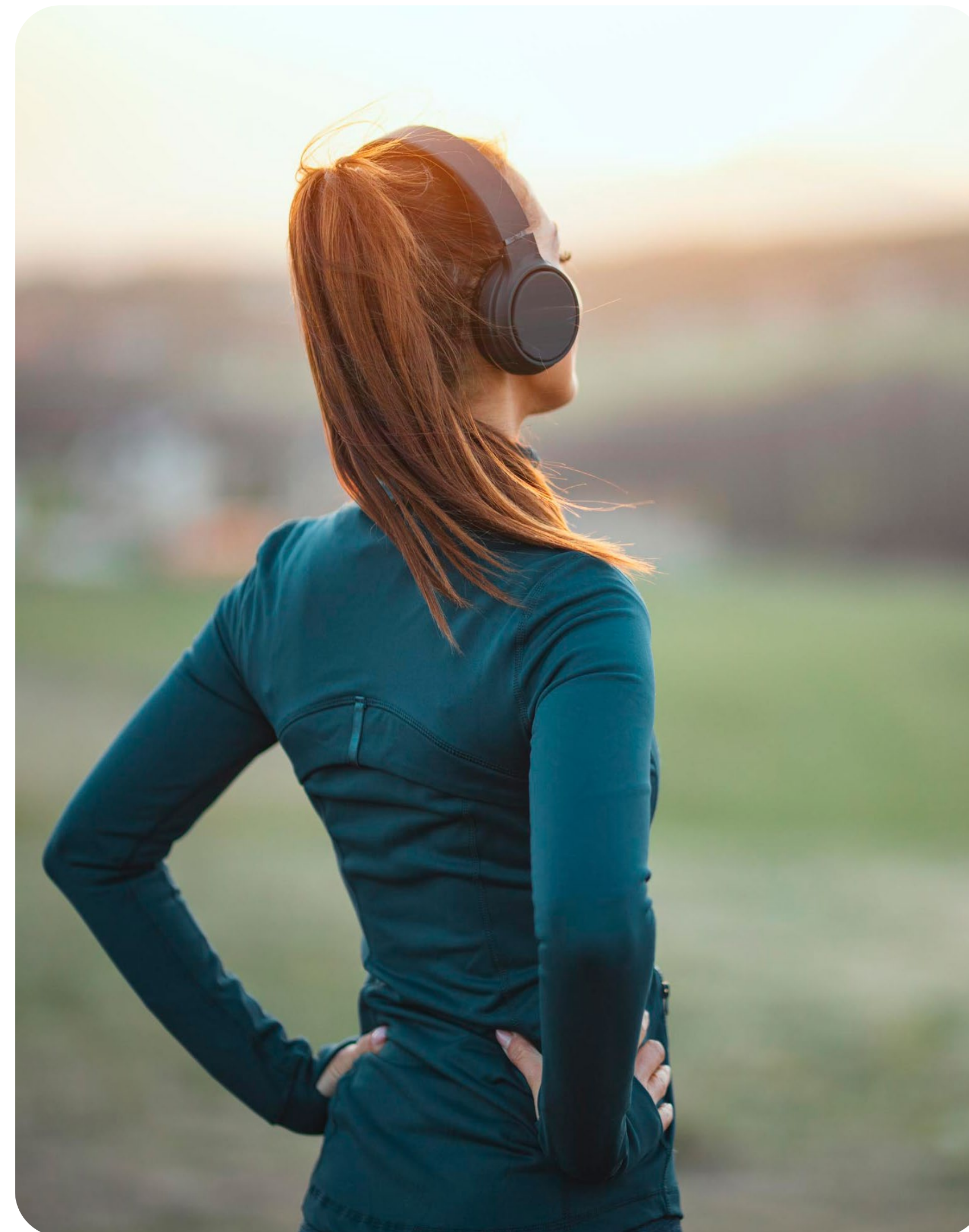


FOCUSED WELL-BEING WEEKS FOR OUR COMMUNITY

Two annual on-campus events are dedicated to nurturing well-being among students and staff. The 2025 Health & Wellness Week offered staff and students more than 110 activities, from cardiovascular checks and massages to workshops on how to organize your life around your hormonal cycle. More than 20 experts and partners from our health and wellness network were consulted in order to bring these opportunities to Lausanne campus.

The second event, Staff Week, celebrates and engages our employees through activities that

foster collaboration, learning, and well-being. In addition to free dental consultations, meditation sessions and an introduction to Ayurveda, this year's Staff Week included creative and hands-on experiences aimed at promoting and embedding our sustainability strategy, including a stand in the Food Court offering quizzes and challenges to discover more about sustainability at EHL, a garden activity aiming to connect our community with nature and biodiversity, and a zero waste DIY workshop that encouraged participants to develop eco-friendly habits.

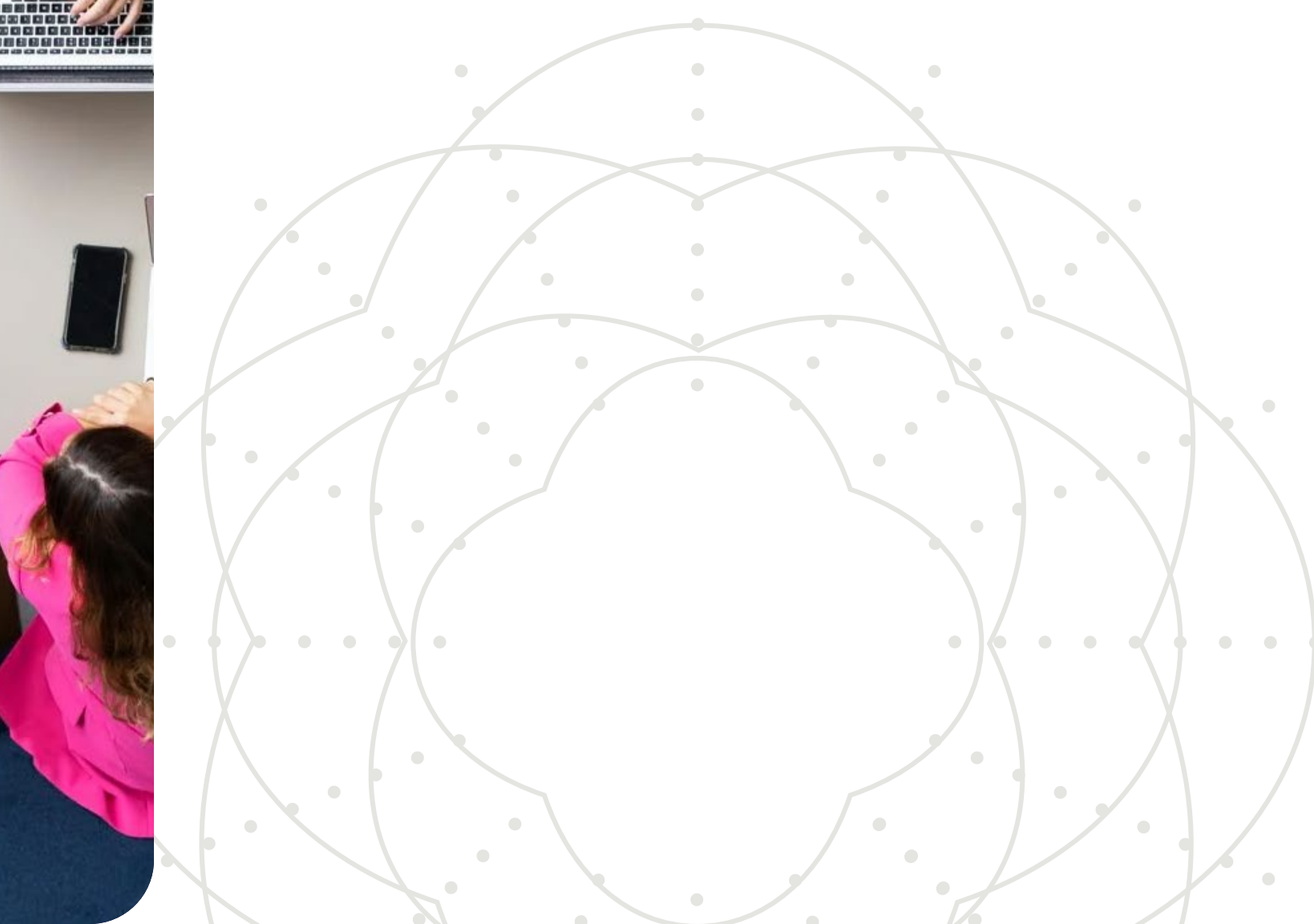


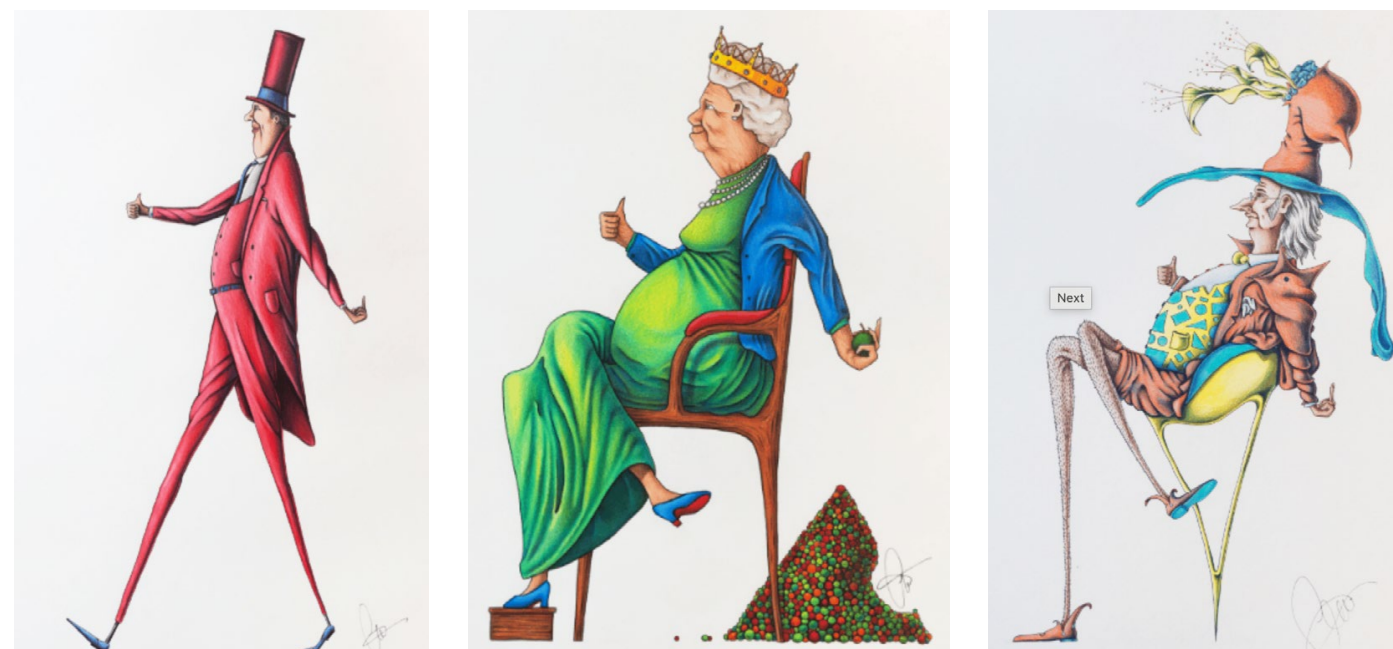
HAPPINESS HIGH AMONG STUDENTS AND STAFF

For the third year running EHL was recognized as a Happy Workplace by the HappyIndexAtWork survey®, with the data revealing a strong sense of purpose, pride in services, and high quality interpersonal relationships among staff.

Student happiness also remains high. We once again received HappyIndex®AtSchool certification with stronger results than the previous year, while a second survey, STAR – developed internally to deep-dive on specific areas in the HappyIndex®AtSchool – showed a high level of overall student satisfaction, particularly with campus life, the variety of events and activities, the diversity of student committees, the number of growth opportunities, and the values EHL represents.

In order to strive for continuous improvement in this area, we are currently undertaking a cross-departmental effort to build a framework around physical, mental, and social health empowerment and propose ways to continuously strengthen our approach.





MENTAL HEALTH SUPPORT FOR STUDENTS

Several mental health initiatives took place this year. Firstly, Lausanne campus exhibited artworks from the Pippins Movement. These playful and profound life-sized drawings of people aim to make us think about the contrast between what is visible and what is unseen, and to lift the stigma associated with depression and suicide. Exhibiting these artworks on campus was a way for EHL to raise awareness of mental health and to demonstrate that it cares about supporting wellness within its student body and wider community. This followed feedback from students who stated they needed more skills to support peers in difficult phases of their life.

Aware that one of the most difficult mental health challenges in the student experience can be the anxiety and apprehension surrounding their initial arrival on campus, the Student Experience department created a social media initiative to help new students better prepare. Private Instagram posts and stories build a sense of community and provide key information so onboarding students can quickly get their bearings once on campus.

Lastly, the Residence Life team increased activities for students living on campus in order to encourage them to enjoy their weekends and create meaningful memories with their peers.

PASSUGG STUDENTS RUN WELLNESS WORKSHOPS

For one day in October, sixth-semester students from the Wellness and Spa Specialization researched, created, and ran a series of workshops for the Passugg student body, based on needs identified during the process to achieve FISU Healthy Campus Platinum certification in the previous semester. Workshops addressed sleep, nutrition, stress management and relaxation through various formats, including a high-impact circuit workout in the gym, creative

therapy sessions with painting and music, a 'create your own tea' table with healthy snack alternatives in the lobby, and meditation and deep sleep practices in a transformed attic space. These cost-efficient, creative solutions to common campus life challenges enabled students to share their learnings and best practices with their peers, demonstrating student-driven approaches to well-being and social sustainability.

Also in Passugg, Feedback Circles allowed students to share what they would like to change, helping to foster a sense of community, empowering students to take ownership of their well-being, and promoting practical, sustainable habits that enhance both individual health and the overall campus experience. EHL's Directive on Psychosocial Safety was also updated this year.



BE WELL: DRIVING PSYCHOSOCIAL SAFETY AT EHL

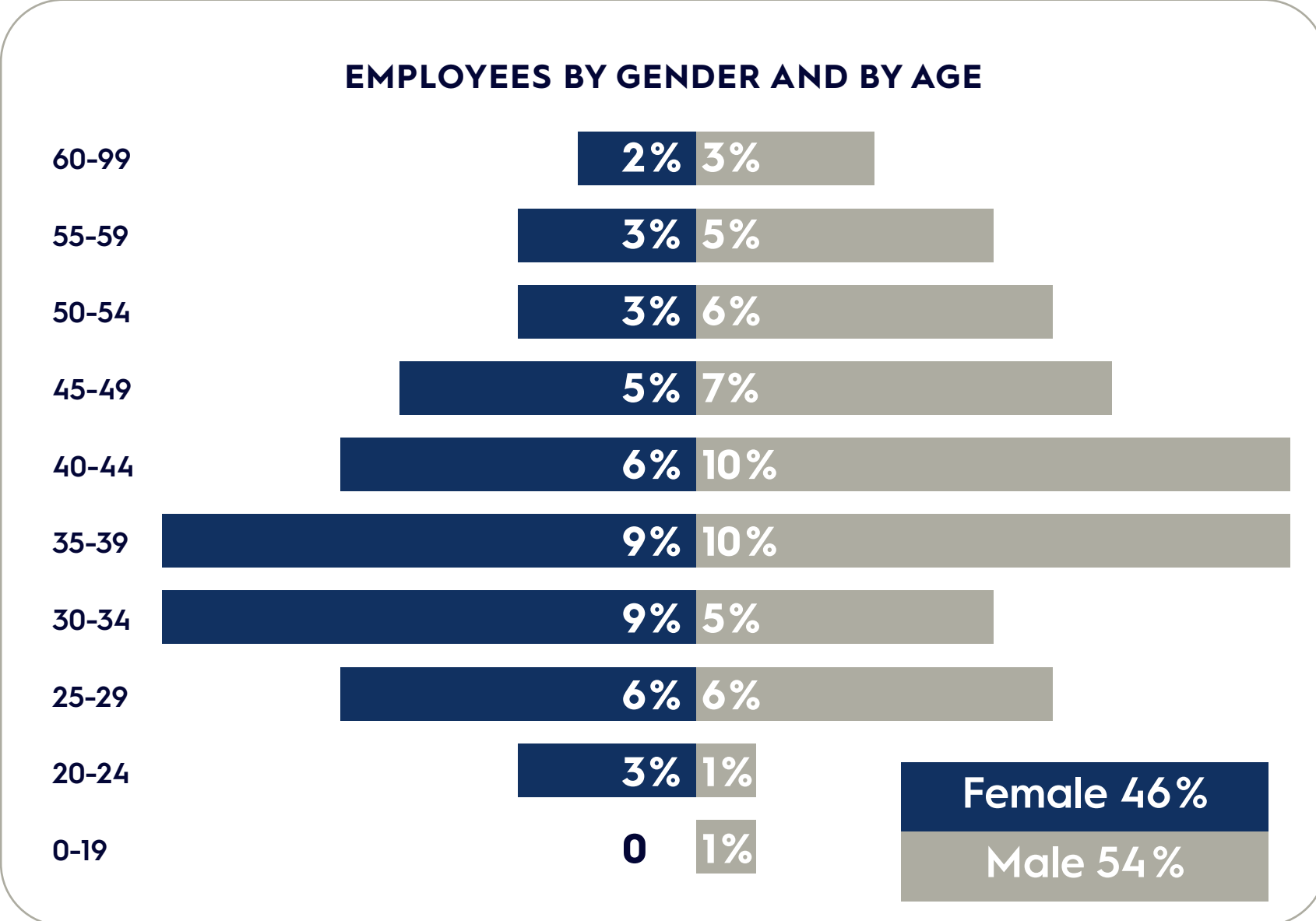
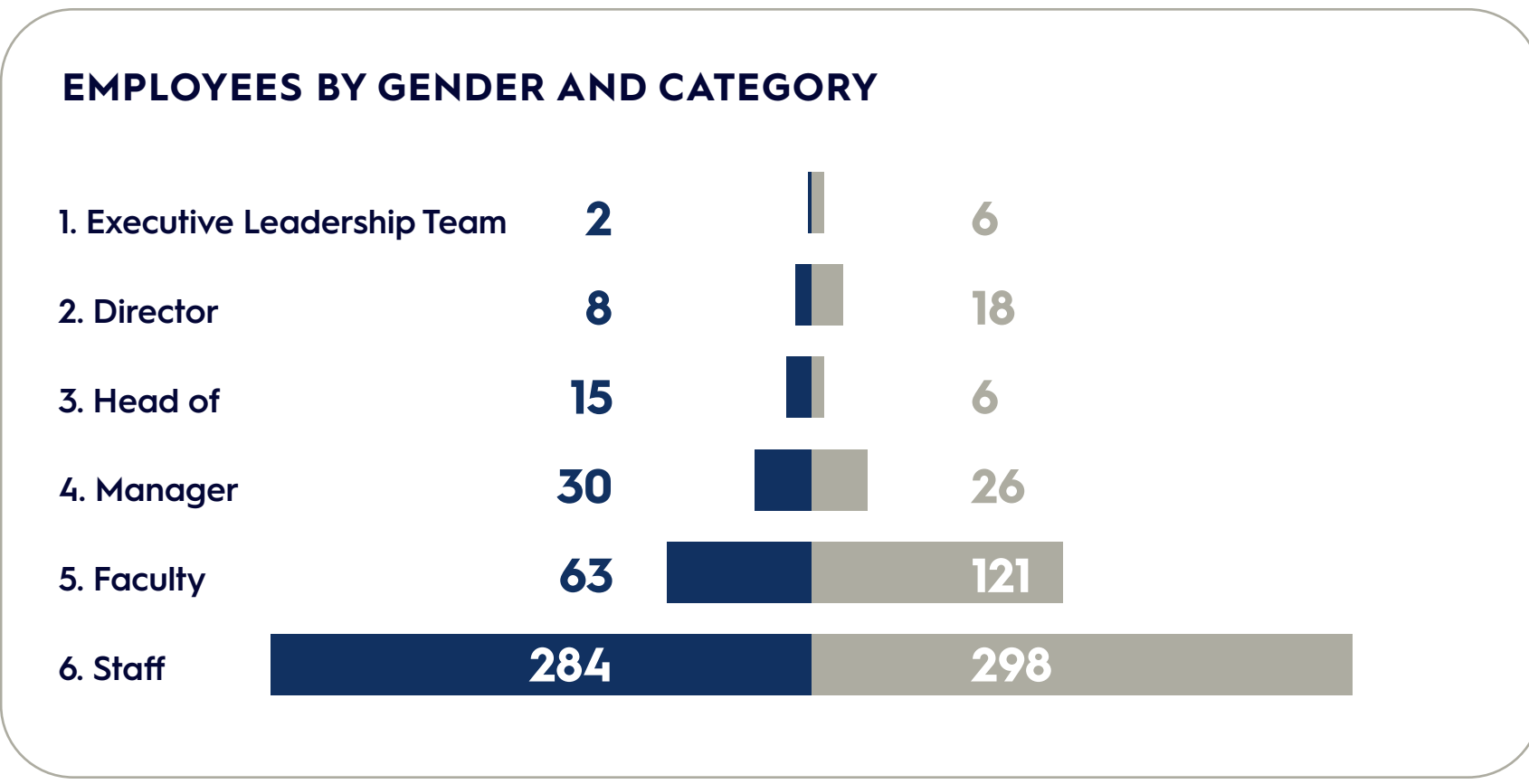
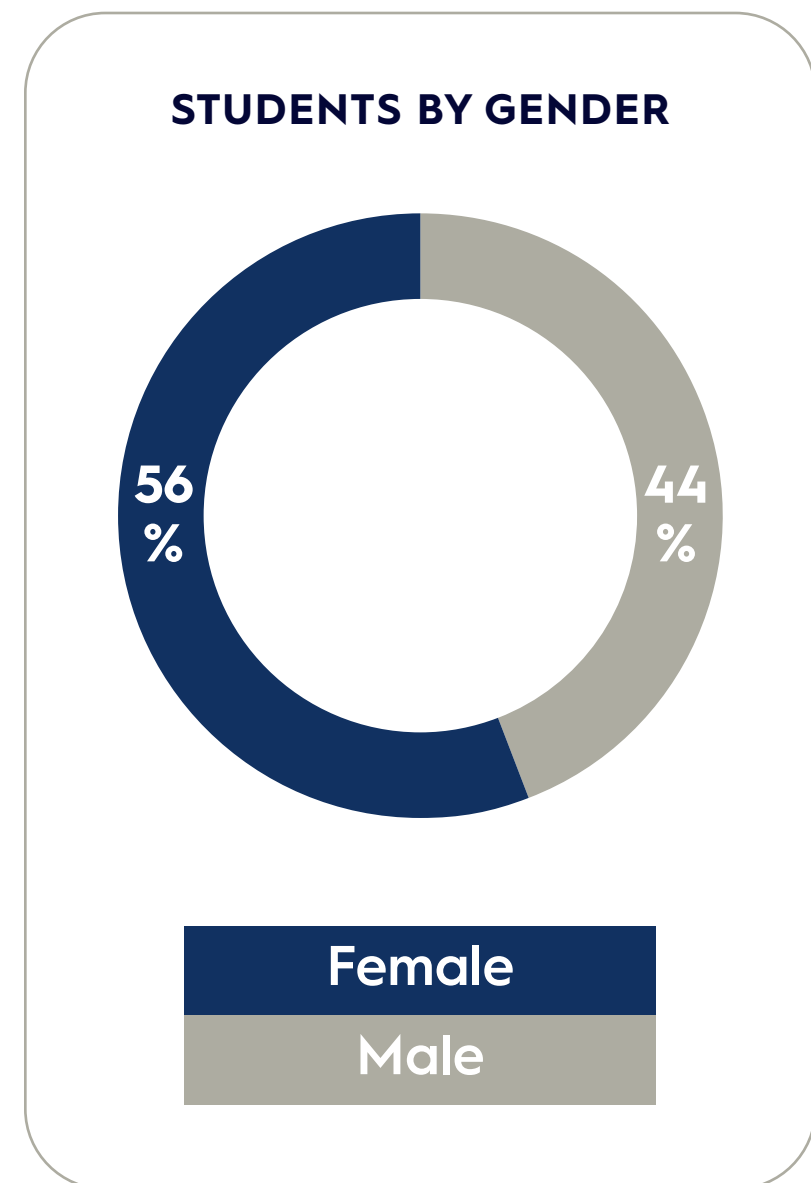
The People Development team, together with the People Office, launched a structured initiative to better understand the stressors and protective resources influencing employees' well-being at EHL. This initiative draws on the Job Stress Analysis (JSA) developed by Promotion Santé Suisse, a scientifically validated tool which helps us identify the key factors shaping psychological health across teams.

Teams showing higher levels of stressors will be invited to dedicated workshops led by trained Be Well internal ambassadors, where employees collaboratively design concrete measures to prevent, reduce, or better manage psychosocial risks. This approach strengthens psychological safety and supports a healthier, more sustainable work environment for everyone.



DIVERSITY, EQUITY & INCLUSION (DEI)

While students generally express positive views regarding EHL’s approach to inclusivity and equality, we continued to strengthen our DEI efforts this year by engaging more actively with our community and participating in local DEI networks across higher education. Looking ahead, a particular focus will be placed on designing and implementing a DEI plan for 2026.



CULTURE DAY CELEBRATES DIVERSITY

Culture Day is a full-day event designed to celebrate EHL’s cultural diversity and foster inclusivity on campus. Organized by the Student Council in partnership with Fête Universelle – an annual festival celebrating the multiculturalism of EHL – Culture Day is intended to become another recurring tradition, offering students a platform to express their cultural identities in a respectful and educational way aligned with EHL’s core values. At this year’s edition, held in April, Lausanne campus hosted cultural stands, photo booths, and visual displays celebrating global traditions. Students, faculty, and staff were encouraged to wear authentic cultural attire, supported by clear guidelines and infographics. The Sustainability Department, the Pride Taskforce, the Sexual Harassment Prevention Taskforce, and support channel Speak Up held a booth to raise awareness on both topics, promoting respect, openness, and diversity.





DIVERSITY FOCUS FOR WOMEN IN LEADERSHIP (WIL)

Women in Leadership (WIL) is an EHL initiative that aims to promote female leadership and policies that foster diverse, balanced, and people-focused environments. The newly launched WIL Buddies Lunches brought together passionate women to share their experiences, insights, and mindsets over lunch. By creating a safe and engaging space for meaningful conversations, these sessions gave participants the chance to learn from each other and from guest speakers, to exchange ideas, and to build a supportive community that empowers women to grow together.

In March, WIL focused its International Women’s Day activities on the topic of diversity. Students interviewed women in leadership to explore themes of success, energy, and the joy of diverse perspectives. In a world where DEI principles are increasingly challenged, this vital discussion highlighted the importance of courage and proactive engagement, emphasizing that diversity is not just a value but a driver of innovation and resilience, making it essential to champion inclusion even in uncertain times.



DEI FRESK PROVIDES NEW INSIGHTS

As part of our commitment to embedding DEI into EHL’s sustainability strategy, a DEI fresk (a collaborative card-based workshop) was organized on Lausanne campus. Bringing together participants from various departments, this session provided a structured and interactive approach to understanding the systemic challenges and opportunities related to DEI. By fostering dialogue across different teams, the workshop helped identify shared priorities and align perspectives, ensuring that DEI objectives are not only aspirational but actionable. The insights gathered will inform concrete actions and strengthen the integration of DEI principles into the broader sustainability roadmap.

CAREER DEVELOPMENT

EHL’s ongoing commitment to employee career development means we are constantly seeking new ways to enhance our processes and add value.



FULL ROLL OUT FOR NEW PERFORMANCE MANAGEMENT PLAN

EHL’s new three-step performance management process, the Objective & Development Plan (ODP), covers business goals, development plans, collaboration topics, and behavioral evaluations aligned to our leadership principles, between

all managers and their respective team members. After launching in 2024 on Lausanne campus, in 2025 it was rolled out to Passugg and Singapore, meaning all employees in scope now follow the ODP. The mid-year review covers development items, while individual development plans are discussed for 100 positions concurrently.



DIGITAL TRAINING TRACKER

New in 2024, EHL’s digital learning management system now tracks all Competency Acquisition Requests and captures information related to name, department, job title, date, skill category, nature of the request, reason, status and more. From over 200 requests per year, 75% are approved. In 2025, each regular employee had an estimated 38.8 hours of training, while around 40 managers received 45 hours of workshops delivered through our Management Training Program.



60 STAFF COMPLETE “I AM U” PROGRAM

The I AM U project aims to help staff better understand their colleagues’ jobs. For one working day, participating employees are invited to observe another staff member in a department of which they have little knowledge.

The experience gives participants insight into other job roles and career

possibilities within EHL Group, and helps them learn new skills and take inspiration from their colleagues’ work. It also promotes good relations and collaboration between individuals and departments. After a successful pilot in 2024, this year 60 I AM U were completed, with five requests still ongoing.

More people were able to participate at once, up to a maximum of four, an approach that encouraged colleagues to mix while optimizing the preparation efforts invested by the host department. The program is open to all EHL staff across the world, with one staff member from India participating in an I AM U session in Lausanne this year.



Impact on society

EHL strives to nurture a culture of social engagement by enforcing strong local partnerships, enhancing access to education and related initiatives, and cultivating a mindset of giving back. In this way our purpose and core hospitality values of excellence, family, learning, and caring have an impact on the society around us.

PHILANTHROPY

We seek to expand access to our educational programs through scholarship initiatives and financial support opportunities, ensuring greater inclusion and diversity within the student community. In 2025, we changed our approach to philanthropy in order to better secure the opportunities we offer and make an enduring commitment to nurturing the future of hospitality.



A FRESH ERA FOR PHILANTHROPY

In 2025, we launched our first-ever philanthropic campaign, (Em)Power On, with an ambitious goal of raising CHF 50 million in five years to shape the future of hospitality. Named to reflect EHL's dual mission to power on by advancing the industry and empower individuals through education and opportunity, the campaign feeds the newly established endowment fund which, through return on investment, will provide a long-term, stable income to fund three priorities: scholarships, research, and strategic impact. Rooted in EHL's core values and fueled by a far-sighted approach, this fund will maximize the impact of donations, contributing to the institution's legacy of opportunity, resilience, and excellence. As a result, for the first time this year the EHL Foundation for Scholarships and Honorary Loans was able to offer full scholarships to six students, marking a commitment from day one until graduation.

ONGOING SUPPORT FROM THE EHL FOUNDATION

Since 2019, the EHL Foundation for Scholarships and Honorary Loans has been helping talented students who need financial aid to pursue their dreams of a hospitality education. Donations to the scholarship and loan foundation help support access to higher education and give deserving students a chance to access international career opportunities.

Students can apply for a scholarship for any EHL program on any campus. Application criteria include: financial need (compulsory), talent, merit, motivation, and contribution. Scholarship student Cinzia Torriani, who graduated in February 2026, commented: "Without the support of the Foundation I would not be at EHL or my story would have been a lot more challenging. I'm thankful for both the financial and emotional support I received from the Foundation and I attribute a lot of my success to it and its members."

This KPI is twofold and encompasses, during a civil year period (1 January-31 December): the number of scholarships (full & partial) allocated by the EHL Fondation des Bourses et des Prêts d'Honneur via the decision of its Committee and the total amount allocated for these scholarships in CHF.

For 2025, 77 scholarships were awarded for a total amount of CHF 845,764 . For more information, please refer to the methodology note ([Appendix 1](#)).

The number of scholarships and related amounts refer to those granted to and accepted by students for the civil year. Actual payment dates are not considered.

A full-scholarship comprises - financial aid to help exemplary students finance their hospitality education at EHL without the expectation of reimbursement, to cover all the tuition fees and/or mandatory study related expenses as well as part of the living costs of the Bachelor.

A partial-scholarship comprises - financial aid to help exemplary students finance their hospitality educational EHL without the expectation of reimbursement, to cover part of the tuition fees and/or mandatory study related expenses (up to CHF 10,000.- per year).



WIDENING ACCESS TO QUALITY EDUCATION

A key way in which EHL endeavors to make an impact on society is to support quality hospitality education both locally and around the world. Through partnerships with likeminded institutions we aim to share our expertise to help those partners strengthen their programs, gain international recognition for their work, and empower disadvantaged young people to enter the hospitality industry.



FRUITFUL PARTNERSHIP WITH ECOLE PAUL DUBRULE

Since 2015, EHL has partnered with the École d’Hôtellerie et de Tourisme (EHT) Paul Dubrule, a non-profit vocational hospitality and tourism school with an eco-campus in Siem Reap, Cambodia, which works to give disadvantaged young Cambodians access to quality education. Over the years, we have offered our expertise to support both EHT’s vocational courses and its diploma in Hospitality Management (ADHM) – a one-year ASEAN Level IV associate degree designed to train more experienced students for mid-management positions – as well as providing academic and strategic support. Each year, our faculty members dedicate their time and knowledge to teach week-long modules of the diploma program, help train staff, and contribute to the school’s development. The program aligns with LQA 5-star standards, emphasizing service excellence, language skills (English, French, Chinese), and digital tools, while innovative teaching methods include blended learning and reverse pedagogy with simulations and interactive content. In 2025, the ADHM reached its highest enrollment yet, confirming its status as a high-value program.

In addition, in the context of the EHL Annual Prize, we offer one EHT student the opportunity to visit EHL’s Swiss campuses. In 2025, Mr. LIM Sungdarong, a laureate from EHT Paul Dubrule, spent one week in Lausanne and one week in Passugg. During his stay, he actively participated in practical arts workshops alongside EHL students, benefiting from hands-on experience and cultural exchange. Also this year, EHT chef Piseth Sour was invited to Switzerland to benefit from the culinary knowledge of EHL chefs in the various outlets on Lausanne campus – Brasserie 1893, Berceau des Sens, the Food Court and the pastry kitchen – strengthening professional ties between the two institutions.

What’s more, this year marked the launch of a student buddy program, enabling 32 students from both schools to connect, exchange cultural traditions, and share insights about their curriculum, internships, and future career aspirations. This initiative fosters mutual understanding and enriches the learning experience for all participants, reinforcing our commitment to global collaboration and social impact.





NEW COLLABORATION WITH WINGS OF CHANGE

In 2025, EHL strengthened its commitment to community engagement and access to quality education by launching a new partnership with Wings of Change, a non-profit organization based in Nosy Be, Madagascar.

Dedicated to empowering young individuals from financially challenged backgrounds who have not had access to formal education, Wings of Change helps them break the cycle of poverty by creating access to employment opportunities and uplifting entire communities.

The Wings of Change Hotel School is a vocational school in Nosy Be, open to local youths aged 18 to 26, which offers a fully funded one-year program teaching practical and theoretical knowledge about the hotel industry and tourism development. As part of this new partnership, EHL professors were invited to volunteer as guest lecturers on topics including customer service, hotel operations, culinary arts, sustainable tourism, and event planning. In total, 19 courses were delivered online, in English or French, offering flexibility for both educators and learners.

This initiative not only enriched the learning experience for Wings of Change students but also provided our faculty and staff with a meaningful opportunity to contribute to global education and social equity. By leveraging our academic excellence and industry knowledge, we helped empower future hospitality professionals and supported the development of sustainable tourism practices in Madagascar.

SUPPORTING PROFESSIONAL INSERTION WITH DÉMARCHE

Since 2019, we have established a successful collaboration with Démarche, a non-profit Lausanne-based organization that aims to strengthen the employability of unemployed individuals and support their integration into the labor market. That collaboration continued this year in several ways.

Firstly, six EHL chefs led masterclasses at Hotel-Restaurant l'Union, a training restaurant run by Démarche to provide vocational training for the individuals it supports. Chefs Noémie Girard, Pascal Bordes, Nicolas Harel, Cédric Bourassin, Gilles Heckmann and Jodran Hot taught groups of 10 participants to prepare classic recipes including venison tataki, zander fillet and roasted fig with honey-yogurt espuma.

EHL also donated used student uniforms to Démarche, which gave them a second life by using them to create a new fashion collection. This was exhibited on campus during Sustainability Week and in a fashion show organized by Démarche at its boutique, Ateapic.

Lastly, Démarche hosted a bike sale and repaired bikes on campus during EHL's Bike to Work campaign in May, with the aim of encouraging our community to commute to and from campus in a more sustainable way.





IMPACT-ORIENTED INITIATIVES

Giving back starts at home. EHL is committed to making charitable contributions to our local community by participating in awareness campaigns, donating used equipment and materials to those in need, and raising money for local charities. At the heart of this mission is our desire to encourage our community to connect with their fellow humans and develop empathy for the people around them.



ANOTHER PINK OCTOBER

For the second consecutive year, EHL supported the Carac Rose campaign in October to raise awareness about the importance of prevention and routine screening for early breast cancer diagnosis. Throughout the month, pink carac cakes – a symbol of breast cancer awareness across French-speaking Switzerland – were baked by Chef Julien Boutonnet and his pastry team and made available for purchase at various campus outlets. For each cake sold, 50 cents was donated to the local association, raising a total of CHF 9,280.



SOLIDARITY MONTH IN LAUSANNE

November is dedicated to encouraging staff and students to give back to our local community. This year's support took five forms:

Staff Volunteering: Employees helped Cartons du Coeur Lausanne sort 8 tonnes of food and hygiene products collected from local markets and prepare donation bags for beneficiaries.

Student Volunteering: Students collaborated with the WeVolunteers committee to design and cook a full menu for 70 beneficiaries of Espace Essor Nyon (Caritas Vaud), which aims to promote social integration by strengthening personal and social skills.

Clothes Collection: A campus-wide collection focused on warm clothing and men's apparel for Caritas Vaud ahead of winter.

Holiday Wishes Initiative: Staff and students participated in a gift-giving program for children in the Lausanne region. Each participant was matched with a child from a family supported by Caritas. Children selected gifts from a small catalogue (valued around CHF 20), and participants purchased these gifts.

November Awareness: The Student Council distributed blue ribbons and encouraged donations to the Movember movement to raise awareness about men's mental health, suicide prevention, and prostate and testicular cancer.

A SPORTING DONATION

Traditionally, EHL's Sports Center provides the race bibs for the Lausanne 20km, a popular annual running race. This year, for each person registered, a donation of CHF 5 per bib was made to the Perceval Foundation, a Vaud-based organisation that welcomes and supports people with intellectual disabilities, which the 2025 edition of the Lausanne 20km was supporting. In total, CHF 1,600 was raised for the foundation.

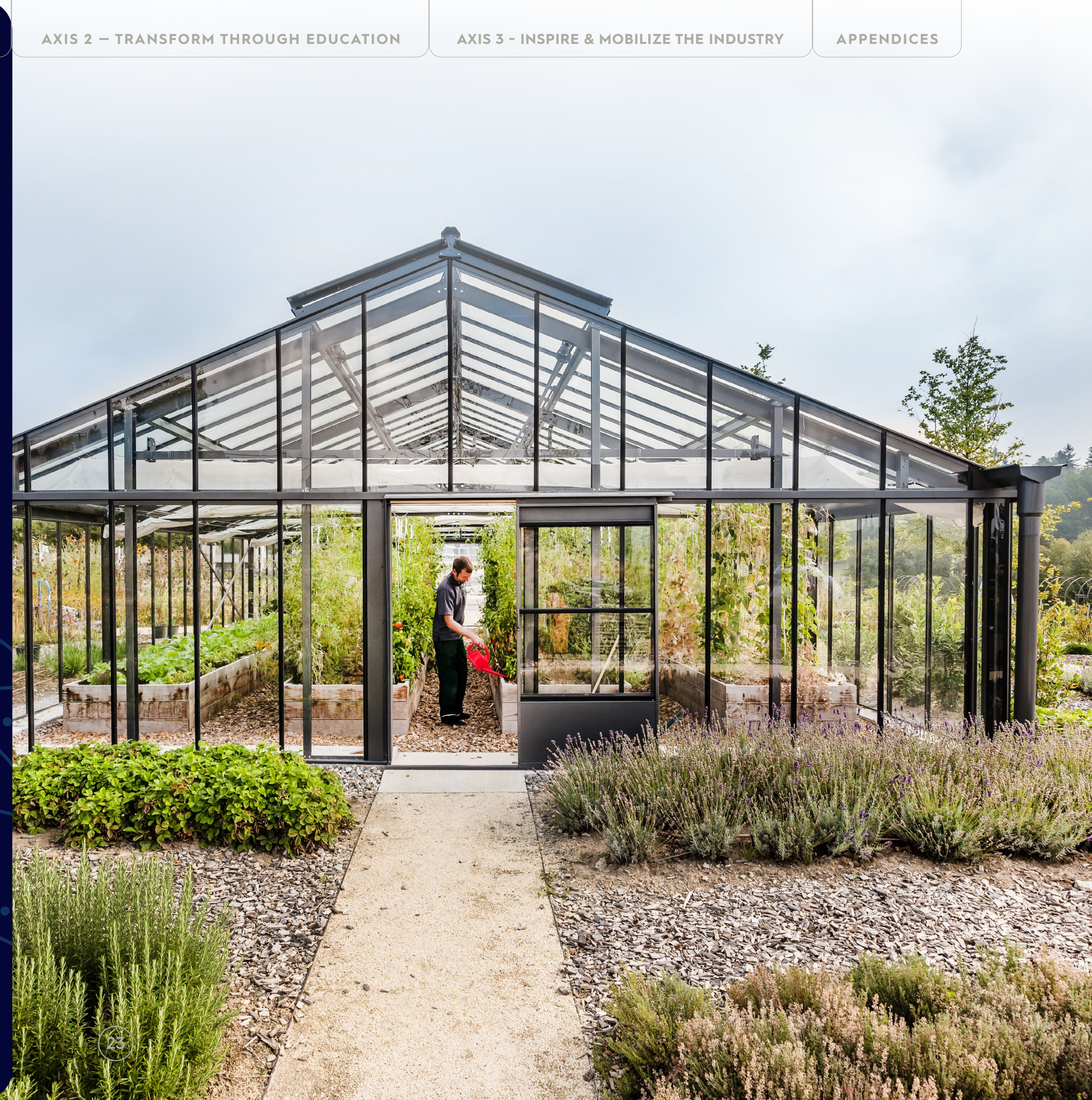




Environment

Environmental responsibility is no longer just about doing no harm, but about actively making a positive impact. With this in mind, the environmental dimension of Lead by Example outlines how EHL cultivates a positive ecosystem by addressing the most material aspects of our operations. In the past year we have focused on transforming Food & Beverage operations through responsible sourcing, thoughtful menu design, food waste reduction, and active supplier engagement. We also launched important projects at Group level to decarbonize energy use and enhance resource efficiency across campuses, reduce emissions from commuting and travel, and encourage responsible digital practices to lower the environmental impact of infrastructure and data usage.

Our progress is guided by defined objectives, monitored through quantitative indicators, and reviewed regularly to ensure transparency, accountability, and continuous improvement. Importantly, this work serves both operational and educational purposes, reinforcing EHL's role as a living lab for responsible hospitality and acting as an example to others.





Climate

EHL is building a structured and measurable approach to climate action, laying the foundations for long-term emissions reduction and continuous improvement.

NEW CLIMATE ROADMAP

Annual carbon footprint assessments have been conducted across our campuses since 2019, leading to the creation of a preliminary internal climate plan in 2021. That laid the foundation for a more detailed climate transition plan, which is now under preparation. Called the Climate Roadmap, it integrates several key projects, including a decarbonization strategy for the Lausanne campus, a full Scope 3 emissions analysis with related reduction targets, the creation of a Sustainable Food & Beverage Charter for all campuses, and the development of a mobility plan addressing commuting and business-travel impacts.

The Climate Roadmap is built to align with the latest scientific evidence on limiting global warming to 1.5°C. EHL uses climate scenarios consistent with the Paris Agreement, including a 1.5°C trajectory for

all scopes and a mixed scenario combining 1.5°C for Scopes 1 and 2 with a well-below-2°C pathway for Scope 3. Emissions are calculated using the GRI standards and the GHG Protocol methodology, and targets follow Science Based Targets initiative (SBTi) principles. During the reporting period, approximately 0.1% of EHL's total expenditure was invested in developing the transition plan, including consulting, data management tools, and specialized studies.

For the first time, the EHL Group carbon footprint was submitted to an external audit. This process required some adjustments to the calculation methodology and related assumptions, which led to recalculations of year 2023 and 2024. All methodological information is reported in the methodology note in this report [Appendix 1](#), for transparency.



The Climate Roadmap is overseen by a dedicated Steering Committee composed of senior leadership. Climate action is integrated into our strategic planning, enabling future emissions modelling based on projected growth. The decarbonization of the main campus is one of our strategic transformation projects, with emphasis on transparency, independent limited assurance, and community engagement – for example, through the communication of food-related climate impacts on students and staff.

We are aiming for a 64% reduction in Scopes 1 and 2 by 2035 and net-zero by 2050, and a substantial reduction in Scope 3 emissions by 2035, with long-term ambitions under further assessment. Fossil fuels are targeted for phase-out by 2050, with 2023 as the base year for all scopes. These ambitions are developed in collaboration with [AEnEc](#) and [SouthPole](#).



GHG EMISSIONS STATUS

In 2025, EHL Group emitted 9,792 tons of CO₂ equivalent. The carbon footprint increased by 4.3% compared to the previous year, primarily driven by a higher number of students on campus - while the carbon footprint per capita decreased by 3% (2.28 tons per person, taking into account all staff, faculty, and students on campus during the year).

Scope 1 emissions went up by 14.8% following an increase in the natural gas consumption on Lausanne campus, as described in the energy chapter, while Scope 2 emissions decreased (market-based: -4.3%, location-based: -2.5%) due to efficiency adjustments, which led to a lower electricity consumption on the three campuses.

EHL's main emission driver is Scope 3.1 - Purchased Goods (4,197.95 tCO₂e), accounting for about 43% of the total emissions. This category increased by 10.5% compared to 2024, underscoring the need for action in our purchasing choices. In particular, food purchasing emissions mitigation actions are described in the dedicated chapter, as they constitute a significant share of our emissions. To better estimate food emissions, we use specific emission factors calculated annually by Beelong.

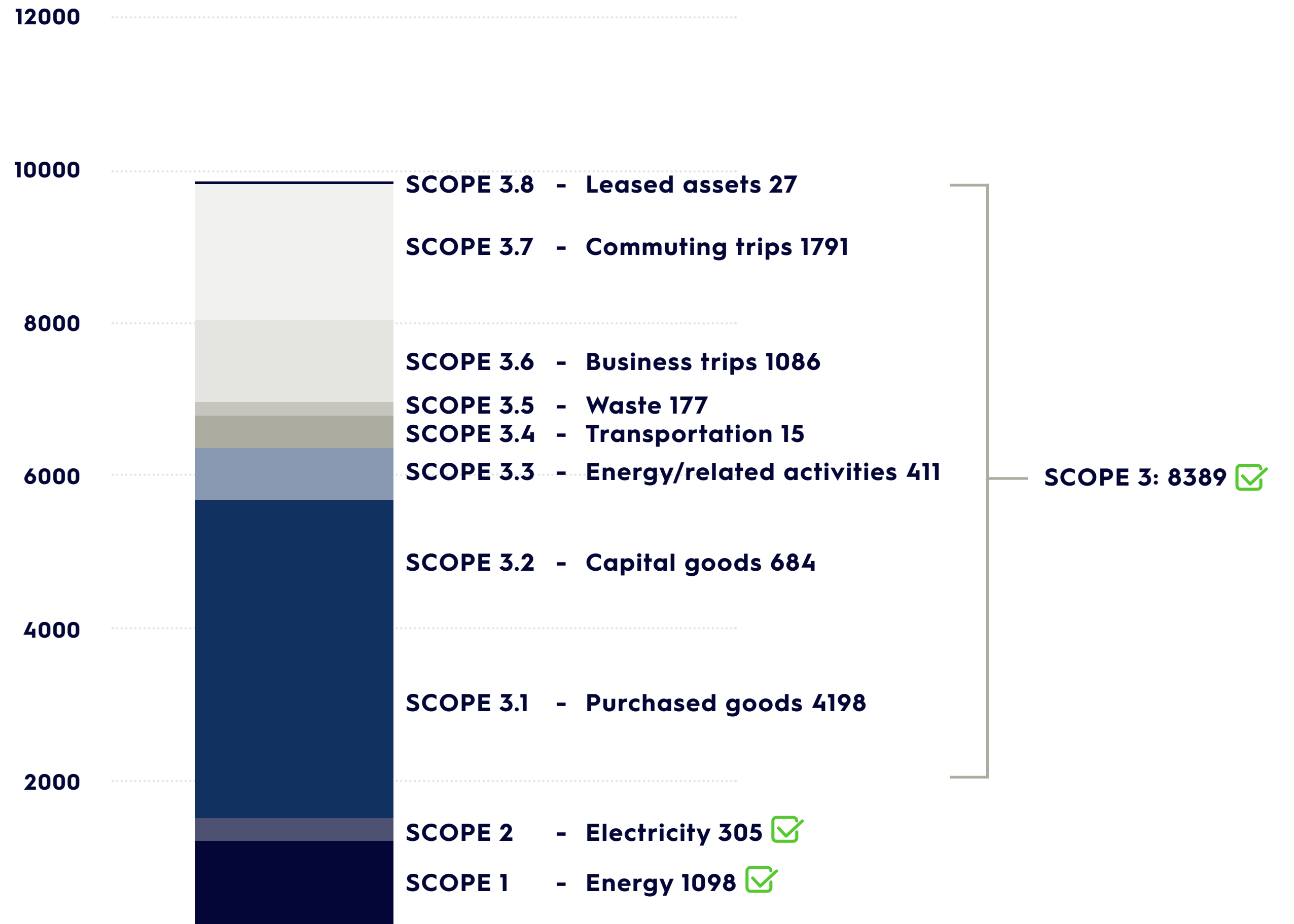
Emissions from staff and student commuting increased by 13.3%, reaching 1,790.84 tCO₂e (18% of the carbon footprint). In 2025, we circulated a survey to our staff and faculty in Lausanne, allowing us to obtain more accurate data on staff commuting behaviors. The insights gained from this survey now form the foundation of targeted climate actions to reduce emissions in this category.

Business travel emissions amount to 1,086.12 tCO₂e, representing approximately 11.1% of the EHL Group's total carbon footprint and showing a stable trend over recent years (+2.4% compared to 2024). In 2025, EHL approved a new version of its Travel & Expense policy, prohibiting the use of flights to travel to Swiss and some specific international destinations

Please refer to the methodology note and the GRI tables in the [Appendices](#) for the calculation methodology and restatements of information.

EHL CARBON FOOTPRINT 2025

Unit: tCO₂e





ACTION PLAN FOR RESPONSIBLE ENERGY MANAGEMENT

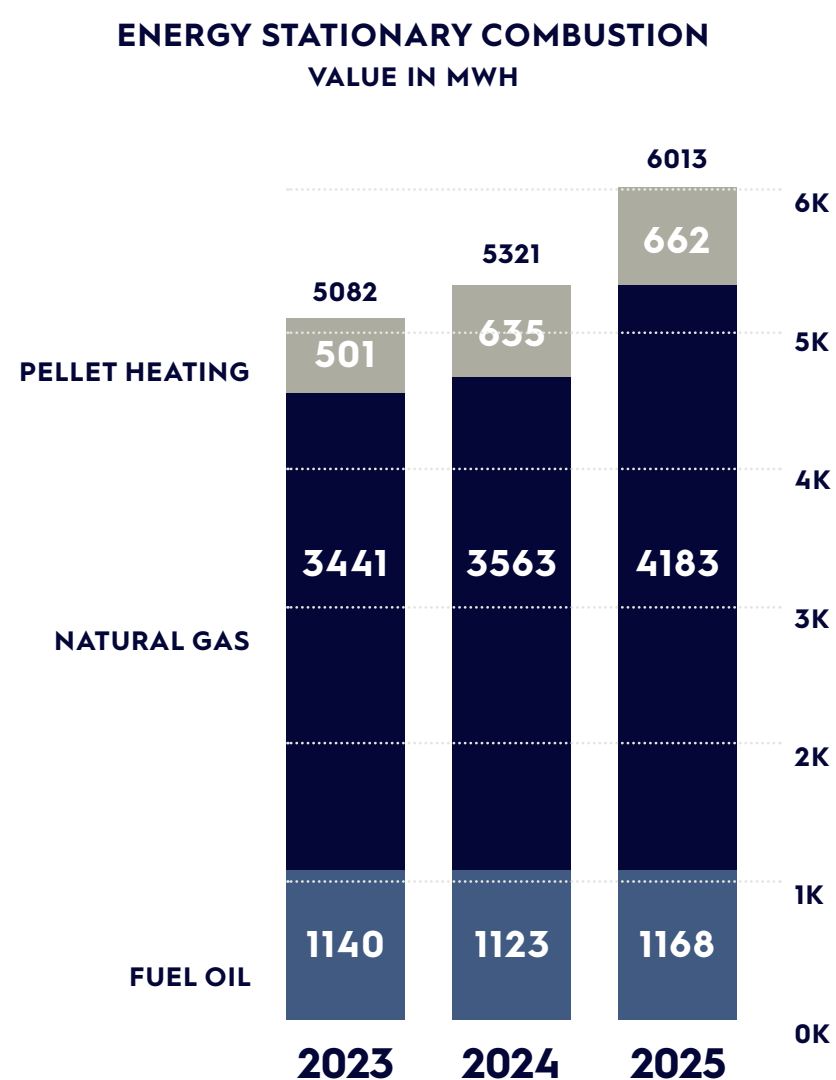
EHL’s energy-related policies and commitments are shaped by Switzerland’s national objective to fully decarbonize Scope 1 and Scope 2 emissions by 2050. This regulatory framework requires organizations to progressively transition away from fossil fuels and improve energy efficiency across their operations. In this context, we have initiated decarbonization planning for the Lausanne and Passugg campuses, focusing on transforming heating and cooling systems, optimizing energy use, and identifying long-term opportunities to increase the share of renewable energy sources.

Lausanne campus is classified by the Canton of Vaud as a ‘grand consommateur d’énergies’, meaning it falls under specific obligations requiring large energy users to enter a goals agreement. This agreement mandates the implementation of a structured action plan designed to maximize energy efficiency and reduce the carbon intensity of energy consumption. These requirements ensure a continuous improvement approach and reinforce our commitment to responsible energy management. Key drivers to decarbonize energy consumption on Passugg and Singapore campuses have also been identified and an implementation roadmap is in development.

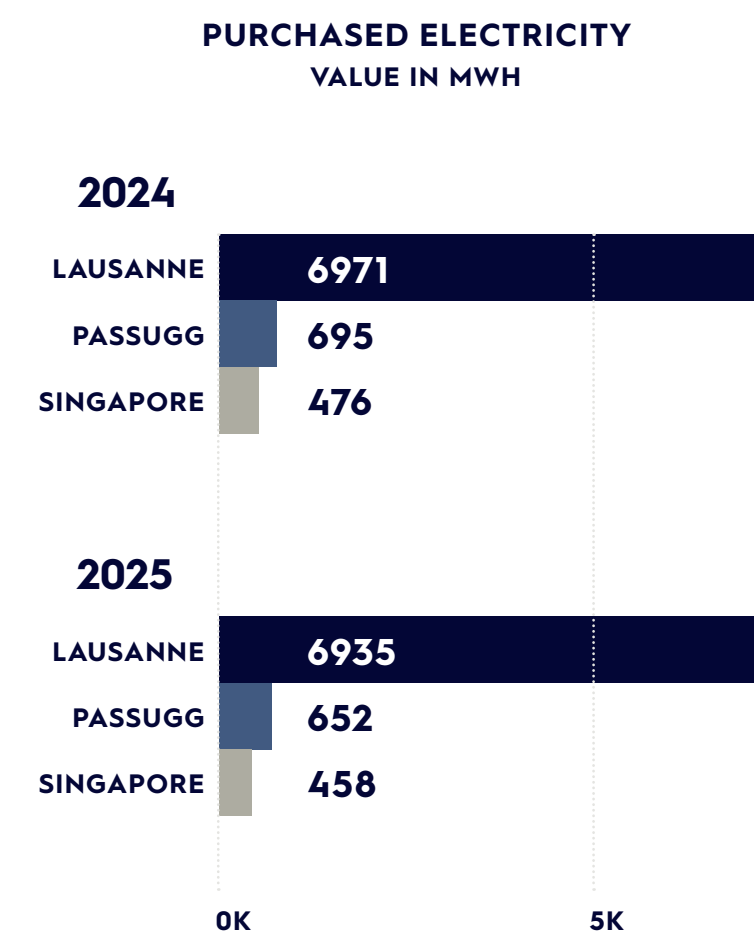
The transition to renewable energy sources and improved energy efficiency is not expected to generate direct adverse impacts on people or the environment. Instead, the shift will contribute positively by reducing emissions associated with energy consumption, supporting national climate objectives, and enhancing long-term operational sustainability. For the broader economy, EHL’s efforts align with the ongoing transformation of the Swiss energy landscape, supporting innovation, infrastructure renewal, and the national transition toward low-carbon energy solutions.

ENERGY CONSUMPTION

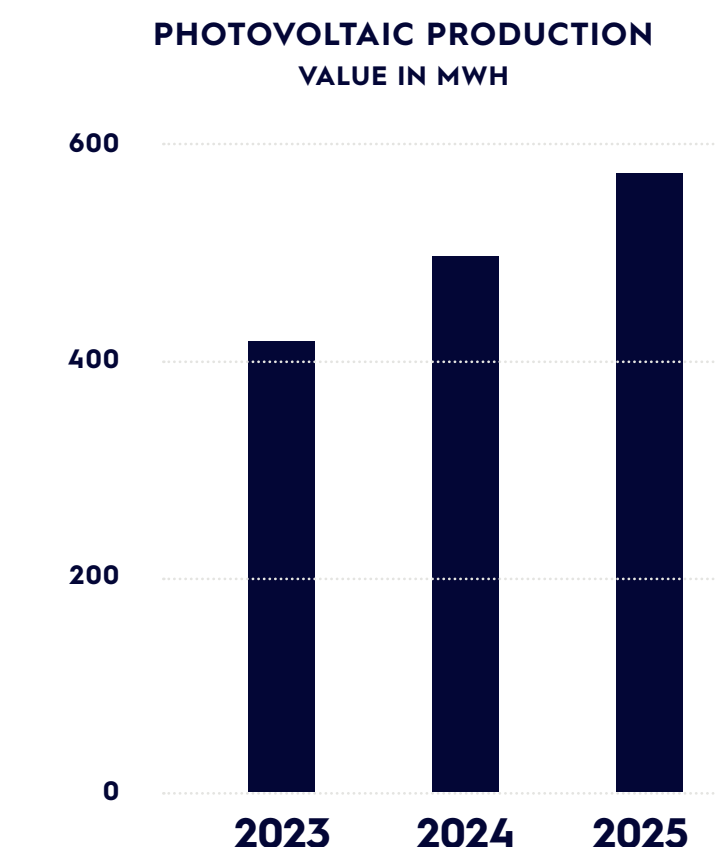
Energy consumption remained stable in 2025 for most of the energy sources on our three campuses, except for natural gas consumption on campus Lausanne, which increased by 17% due to three main factors: some technical issues affecting our heat pump, an increase in the campus population, and the average temperatures in 2025 in Lausanne being colder than in 2024 (+3.6% winter Heating Degree Days).



Despite this increase, encouraging trends were recorded in electricity consumption, which decreased on all three campuses. The electricity we purchase for our campuses in Lausanne (-1.8% compared to 2024) and Passugg (-6.1%) is certified Swiss hydropower. In Singapore, installing Bizsu aircon filters allowed us to further reduce electricity consumption by 3.8% compared to the previous year.



In Lausanne, we also strengthened our solar production, with new solar panels installed on the roof of M building. This measure enabled us to triple our photovoltaic production for this building in 2025 compared to the previous year.



In 2025, 54% of our energy provision came from renewable sources. These include mainly our agreement for Swiss hydropower electricity, our photovoltaic production, and pellet heating. At the moment, heating power provided by our heat pump in Lausanne is not accounted for in this calculation.



Sustainable Food & Beverage

EHL’s environmental strategy places particular emphasis on making food and beverage operations – our main source of emissions – more sustainable. Our ambition is to translate sustainability commitments into concrete, measurable outcomes in order to become a leading example of sustainable hospitality practices, emissions reduction, and continuous improvement.



TASKFORCE FOR SUSTAINABLE F&B

EHL Lausanne’s Sustainable Food & Beverage Taskforce brings together experts from Sustainability, Purchasing, Controlling, F&B, and Health & Well-Being to coordinate and advance responsible practices across all campus outlets.

Structured into four working groups – sustainable purchasing and the F&B Charter, food waste, reduction of single-use items, and sustainable and healthy nutrition – the taskforce drives the implementation of a comprehensive action plan, which

includes major commitments such as reducing GHG emissions from purchased food and phasing out single-use cups. The 2025 results will be available mid-2026.

MAIN GOALS TOWARDS 2030 AMBITION	2023	2024
Reduce greenhouse gas emissions from the purchase of food products by 33% compared to 2023	5.1 kgCO ₂ /kg	4.46 kgCO ₂ /kg
On a best-efforts basis, around 60% of the food products purchased bear a recognized label	42.6%	47.2%
ORIGIN	2023	2024
Change the proportion of products purchased from:		
-Switzerland to 55% of the total	47.4%	47.9%
-Europe to 25% of the total	28.9%	30.6%
Maintain the proportion of products transported by air at 0% of the total	0.0%	1.0%
SEASONALITY	2023	2024
Increase the proportion of seasonal fruits and vegetables to 72%	61.5%	89.0%
Maintain the proportion of unprocessed products at more than 90%	95.7%	95.2%
Reduce the proportion of products containing palm oil to 0%	0.3%	0.3%
ANIMAL WELFARE	2023	2024
Increase the proportion of non-threatened fish to 90%	72.6%	77.8%
CIRCULAR PACKAGING	2023	2024
Eliminate single-use takeaway cups	268'400 cups	302'400 cups



DA FORTUNAT OBTAINS BIO CUISINE LEVEL 2 CERTIFICATION

In 2025, Da Fortunat, the campus restaurant at EHL Passugg, achieved Level 2 of the Bio Cuisine certification awarded by Bio Suisse, Switzerland’s leading organic label for professional gastronomy. This certification confirms that 60-90% of all ingredients used by the restaurant are sourced from certified organic producers in line with strict sustainability, traceability, and food quality standards. It’s a remarkable achievement for the

restaurant, which only reached Level 1 (30-60% organic) a year earlier. Advancing to Level 2 within such a short timeframe reflects its strong commitment to responsible sourcing, continuous improvement, and environmental stewardship across food and beverage operations.

As a result, Da Fortunat is currently the only hotel school restaurant in Switzerland to hold any level of Bio

Cuisine certification and the only school restaurant nationwide to have reached Level 2. Beyond its operational impact, the certification contributes to EHL’s educational mission by providing our students with hands-on exposure to certified sustainable gastronomy practices, strengthening their understanding of responsible sourcing standards and the application of those standards in a professional context.



NEW FOOD WASTE MEASUREMENT SYSTEM

Food waste represents a significant environmental impact within F&B at EHL. In 2025, we implemented an internally developed food waste measurement system at the Food Court on Lausanne campus, enabling the systematic quantification of food waste for the first time. This tool provides reliable data to identify waste streams, monitor trends, and support targeted reduction actions. Designed in-house, the system is scalable and can be progressively deployed across other food outlets. Its broader implementation will allow us to consolidate food waste data at institutional level, strengthen monitoring capabilities,

and support continuous reduction efforts. By combining measurement, operational insights, and replication potential, this initiative lays the foundation for more effective food waste management and helps reduce the institution’s overall environmental footprint.

This solution is deployed in parallel with KITRO, the AI-based scale which helps us recognize which ingredients are wasted the most and adjust our food production. According to KITRO, we managed to reduce our food waste on campus Lausanne by 23% compared to 2021, the year food waste monitoring began.



Local Suppliers and Responsible Sourcing

We focus on supporting local economies and embedding sustainability in our procurement practices. The use of local suppliers not only strengthens regional partnerships but also reduces environmental impacts associated with transport and logistics, while promoting socially responsible business practices.



RESPONSIBLE F&B PROCUREMENT ON LAUSANNE CAMPUS

In Lausanne, EHL tracks the percentage of Food and Beverage (F&B) spend allocated to suppliers based in Switzerland. A supplier is considered 'Swiss' when the company's headquarters are located* in Switzerland. This KPI is calculated as the ratio of Swiss francs spent on Swiss-based F&B suppliers over the total F&B expenditure. In 2025, the percentage of F&B expenditure spent on Swiss-based suppliers was 98.3% . For more information, please refer to the methodology note ([Appendix I](#)).

As a result of this tracking, we can ensure that Swiss-based F&B suppliers provide the products and materials necessary for the production, distribution, and sale of food and drinks to staff, faculty and students, as well as to clients and guests on campus. These suppliers play an essential role in our ability to deliver high-quality and sustainable gastronomic services on campus.

**NB: This KPI reflects the location of the supplier, not the origin of the products themselves.*

SUSTAINABILITY CRITERIA FOR NON-F&B SUPPLIERS

In order to ensure that ESG criteria are integrated into procurement decisions across goods and services beyond F&B, EHL has implemented a special process for new purchases above CHF 10,000. Any potential purchase above that amount now requires a Request for Proposal (RFP), which asks suppliers to outline their sustainability commitments so they can be considered during the evaluation process.

NEW SUPPLIERS' REQUIREMENTS IN DEVELOPMENT

To further clarify EHL's stance on procurement, we are currently developing enhanced Suppliers' Requirements, which will define our expectations for the ESG practices of all suppliers wishing to be referenced as suppliers. Once implemented, it will strengthen engagement with suppliers and provide a framework for ongoing monitoring and responsible procurement.





Circularity

With the aim of cutting down on waste and giving used items a second life, we constantly strive to find new homes for furniture, appliances, and equipment that are no longer needed on campus. Such initiatives contribute to EHL’s environmental objectives, optimize resource use, and align with circular economy principles.



REPAIR, REUSE AND DONATE

This year, following various renovations and renewals on campus, we sought to donate used items that were still in good condition, ensuring they were passed on to individuals and organizations that could make good use of them.

Clothes collections were organized on the Lausanne campus in June and November to support the charity Caritas Vaud.

The Sustainability Committee hosted a clothes swap in October, with all remaining items donated to Caritas Vaud.

A kitchen oven was donated to Ternopil College of Food

Technology and Trade, thanks to a collaboration with Help UA.

Following the renewal of library furniture, approximately 60 wooden chairs, 15 wooden tables, and four office pieces were donated to Association Mobilet, a social and professional insertion organization.



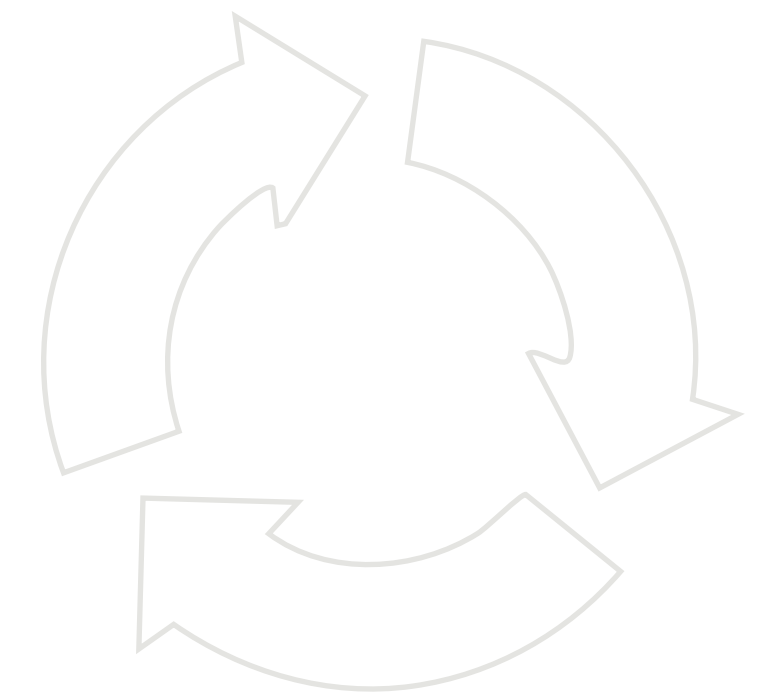
After the renovation of EHL restaurants Nori Nori, Brasserie 1893, and Shadwood, dining chairs, tables, and shelves were donated to Jeunesse School, a non-profit educational center providing personalized academic support and coaching to help students overcome challenges, build confidence, and succeed in their studies.

As other furniture around campus was renewed, a further donation including sofas, garden furniture, chairs, and tables was made to Jeunesse School.

The Sports Center donated gym equipment, including weights and bars, to Etablissement Vaudois d’Accueil des Migrants (EVAM), which runs projects promoting social reintegration through sports.

SALE OF USED IT AND AUDIOVISUAL HARDWARE

We are constantly looking for ways to reuse and extend the life of used equipment rather than dispose of it. End-of-life devices are sold through specialized brokers, ensuring responsible redistribution and reducing environmental impact. This year, that included hundreds of items of IT and audiovisual hardware including PCs, notebooks, tablets, mobile phones, televisions and projectors. Together, these actions avoided nearly 19.6 tonnes of CO₂ emissions. This approach supports operational efficiency while providing students and staff with a tangible example of sustainable technology management in practice.





Mobility

EHL promotes sustainable mobility with the aim of reducing the greenhouse gas emissions associated with commuting and helping our students and collaborators lead a healthy, active life.



LAUSANNE CAMPUS PROMOTES BIKE TO WORK

In June, EHL once again joined the Bike to Work campaign, an annual challenge organized by Pro Velo in which companies offer prizes as incentives for staff to commute by bicycle. During this period, shared bicycles were made available on Lausanne campus, encouraging staff and students to adopt cycling as a daily commuting option. A sale of used bicycles was also organized on campus, offering students and staff the chance to buy a bike and therefore pick up a long-term sustainable travel habit.



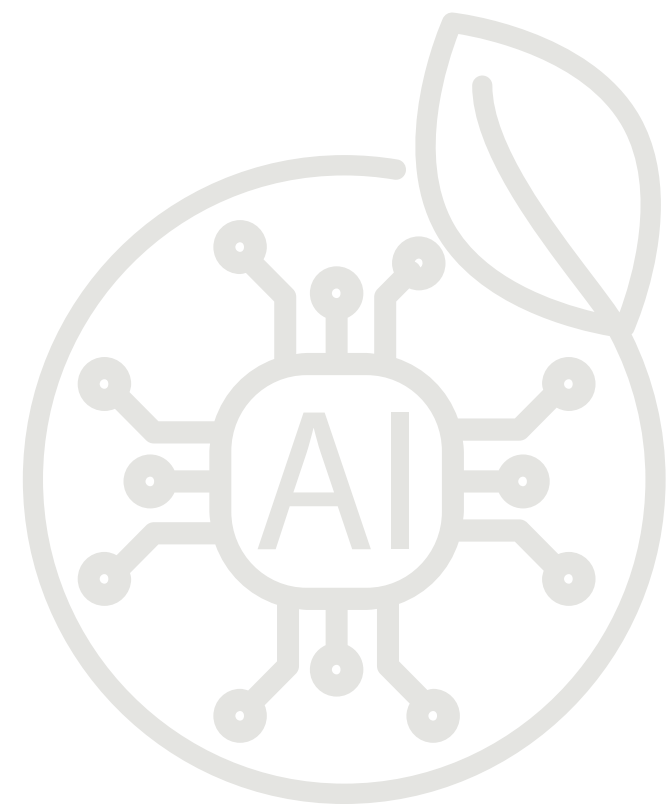
MOBILITY PLAN IN DEVELOPMENT

In 2025, we took the first steps towards developing a mobility plan by conducting an analysis of staff modal share behaviors. This analysis – part of an initiative by the canton of Vaud to help companies develop mobility plans – will inform new initiatives designed to reduce transport-related greenhouse gas emissions, raise awareness of sustainable transport options, encourage healthy lifestyles, and strengthen the integration of sustainable mobility into campus culture. With this defined mobility plan in place, EHL will be able to demonstrate how collective action can generate measurable environmental benefits while supporting practical, realistic commuting choices.



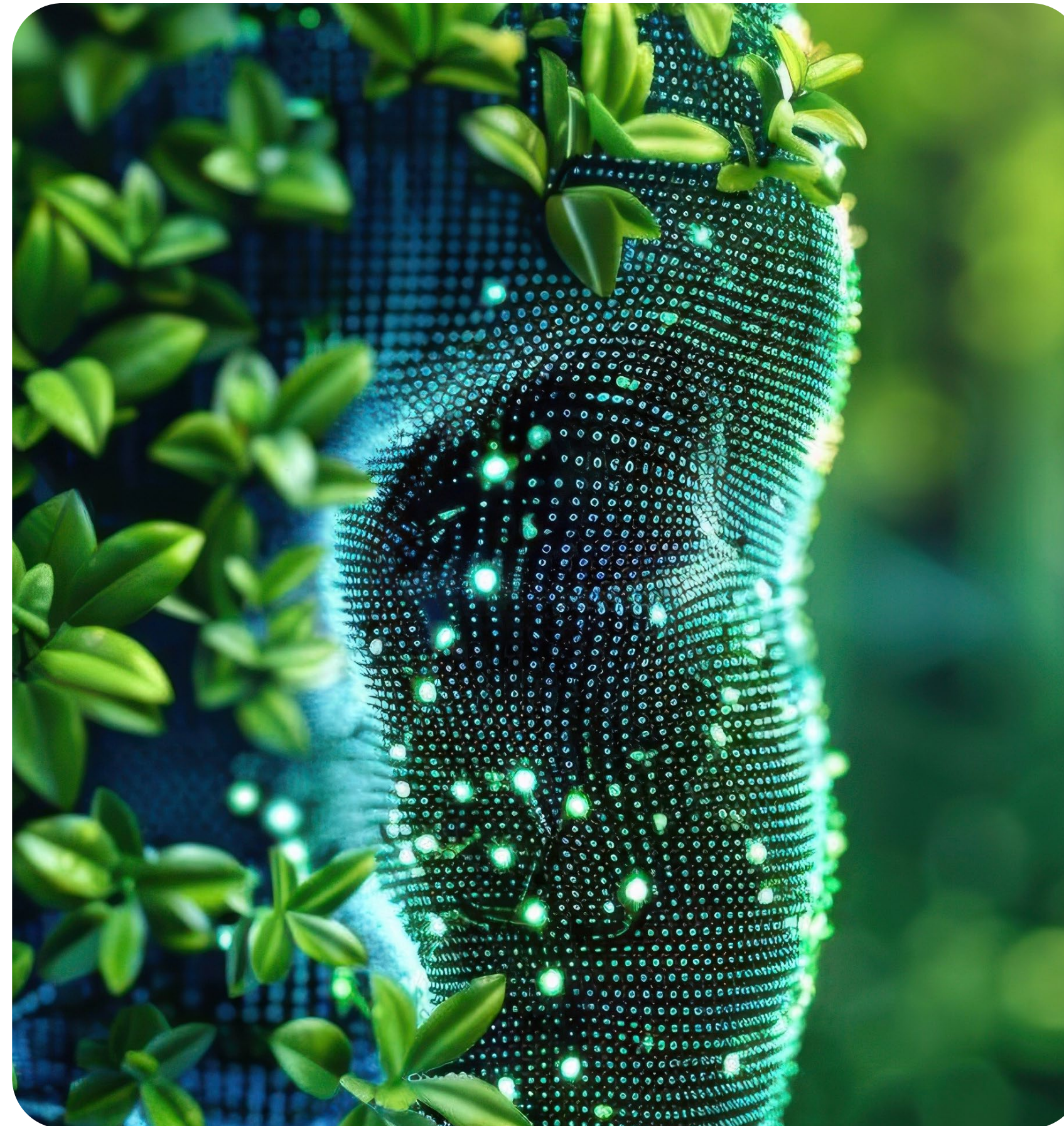
Responsible Digital Practices

EHL is committed to reducing the environmental footprint of its digital operations while promoting awareness, efficiency, and sustainable practices among staff, students, and alumni. In 2025, several initiatives were implemented to optimize IT resource use, reduce energy consumption, and strengthen digital sustainability culture. These actions demonstrate that responsible IT management can generate measurable environmental benefits while supporting operational efficiency and innovation.



GREEN IT WORKSHOP

To help engage staff in sustainable digital practices, a Green IT workshop featuring a digital fresh activity was held on Lausanne campus, in collaboration with an external partner. This interactive session highlighted the environmental impact of digital services and encouraged staff to adopt practices that reduce energy and resource consumption in daily workflows.



SUSTAINABLE PRINTING PRACTICES

The Digital Services team reviewed energy-intensive laminating practices and implemented a switch to Antalis NeverTear paper. This high-performance synthetic paper eliminates the need for laminators, reducing energy consumption and supporting durability, quality, and hygiene. The transition was completed in mid-November, after old stocks were used up.

TECH CLEAN UP

Unused or excessive digital data contributes to unnecessary energy consumption and storage costs. To address this, in 2025 all EHL mailboxes were configured to automatically delete items in the Deleted Items folder after 60 days. This recovered 5.57 TB of storage and reduced the associated energy footprint. In addition, version history limits were applied automatically to new SharePoint document libraries and OneDrive accounts, recovering a further 20.7 TB of space, representing 28% of the total storage managed. Finally, the maximum email attachment size was lowered from 35 MB to 25 MB.



Biodiversity

EHL strives to preserve biodiversity across its campuses through nature-friendly landscaping, native species planting, extensive near-natural surfaces, and the avoidance of herbicides and biocides. While not yet formally aligned with the Kunming-Montreal Global Biodiversity Framework, these actions support our objectives on habitat restoration and sustainable land use. We choose suppliers and partners who share similar environmental values, particularly in landscaping materials, food sourcing, and local partnerships.



TARGETS AND IMPACTS

EHL's current biodiversity targets include maintaining more than 30% near-natural surfaces (which has already been exceeded on Lausanne campus, at 56.7%), expanding ecological structures, and preserving organic maintenance practices. Although no formal base year or monitoring system is yet in place, EHL applies a clear mitigation strategy: avoiding impacts through native vegetation and chemical-free maintenance; minimizing impacts with reasoned mowing and permeable surfaces; and enhancing ecosystems through diverse prairies, an orchard, and a pedagogical permaculture garden. Other transformative actions include pollinator beehives, fauna shelters, and collaborations with local forestry partners such as Bois du Jorat and the wood producers of Pully.

Of its three sites, the Lausanne campus presents the most significant potential biodiversity interactions due to its size, landscaping, and proximity to the high-value Bois du Jorat forest and a critical groundwater aquifer. The campus covers approximately 7,800 m² and is certified by the Fondation Nature & Économie for its ecological landscaping. Passugg campus, located near alpine meadows and forests, and the Singapore campus, situated near the UNESCO-listed Botanic Gardens, also operate in enriched ecological contexts, though without direct impacts on protected areas. No natural ecosystems have been converted since EHL's most recent campus works, and no high-risk biodiversity impacts have been identified in the supply chain, with particular attention paid to local sourcing and food providers.



Governance

Strong leadership and good governance are key to EHL's transformation. The Governance dimension of Lead by Example shows how our Board of Directors, policies, and frameworks create the backbone of our sustainability strategy. Together, they ensure the ethical conduct, responsible decision-making, risk management and oversight mechanisms that guarantee accountability and long-term value creation. With this solid backbone in place, EHL is able to demonstrate responsible practices internally and offer an inspirational example for other institutions to follow.





Governance Structure & Composition

EHL primarily operates in Switzerland and Singapore, with additional regional offices in China and India providing advisory services. The Board of Directors oversees the management of the organization’s impact, while the Strategy & Sustainability Department, within the Growth Office, is responsible for embedding sustainability as a cornerstone of Group activities and ensuring integration across all operations, education programs, and advisory services. For further details, the EHL Group governance structure is publicly available [here](#).

THE BOARD AND ITS COMMITTEES

The Board of Directors is entrusted with the approval of the EHL Group’s strategy, operating within the framework established by the EHL Foundation. Composed of non-executive members, the Board plays a pivotal role in providing strategic guidance to ensure that operations align with the overarching goals of EHL Group.

Collectively, the Board’s members have the necessary academic, industry, and business expertise to effectively execute the Group’s strategy. The Board also oversees compliance with legal and ethical standards, ensuring robust governance and the effective integration of sustainability practices in line with EHL’s purpose and stakeholder expectations. To enhance governance and oversight, four specialized committees support the Board in its supervisory role and strengthen governance across the Group’s operations, ensuring that strategy, ethics, and sustainability remain central to decision-making.

Audit and Risk Committee
Oversees financial reporting, internal controls, and risk management.

Capital Allocation and Governance Committee
Reviews investment decisions and corporate governance practices.

Compensation Committee
Ensures alignment of remuneration policies with performance and values, and defines or approves compensation.

Nomination Committee
Manages Board and Executive Leadership composition, succession planning as well as the election of new Board members.





Policies

EHL’s governance and operations are guided by a robust set of policies, codes and ethical frameworks that ensure the institution operates in alignment with its mission, values, and sustainability commitments. Many policies were new or updated in 2025, demonstrating our ongoing determination to embed sustainability and ethical governance in all operational and academic activities, provide clear guidance to staff, students, and partners, and ensure measurable impact across the organization.



CODES TO GUIDE OUR COMMUNITY

EHL’s Code of Ethics and Code of Conduct set out the values and principles that guide the behavior of our global community. More than a list of expectations or rules, they are a living framework to support sustainable development, foster an inclusive environment, and uphold integrity across academic, operational, and social activities. Grounded in our mission and vision, the Codes support responsible decision-making and ethical leadership that extends beyond compliance. In this spirit, EHL invites partners, students, staff, faculty, and alumni to adopt a culture that seeks to lead by example and serve the greater good.

Introduced in 2025, the Code of Conduct translates EHL’s values into practical expectations for daily interactions as well as complex institutional decisions. It sets clear standards for ethical and professional conduct when engaging with third parties, safeguarding EHL’s commitments and ensuring consistency across all external relations. It also provides specific guidance for stakeholders in restricted countries or industries, where certain situations require heightened awareness, due diligence, and internal consultation to ensure that potential ethical, legal, or reputational risks are assessed responsibly and managed in

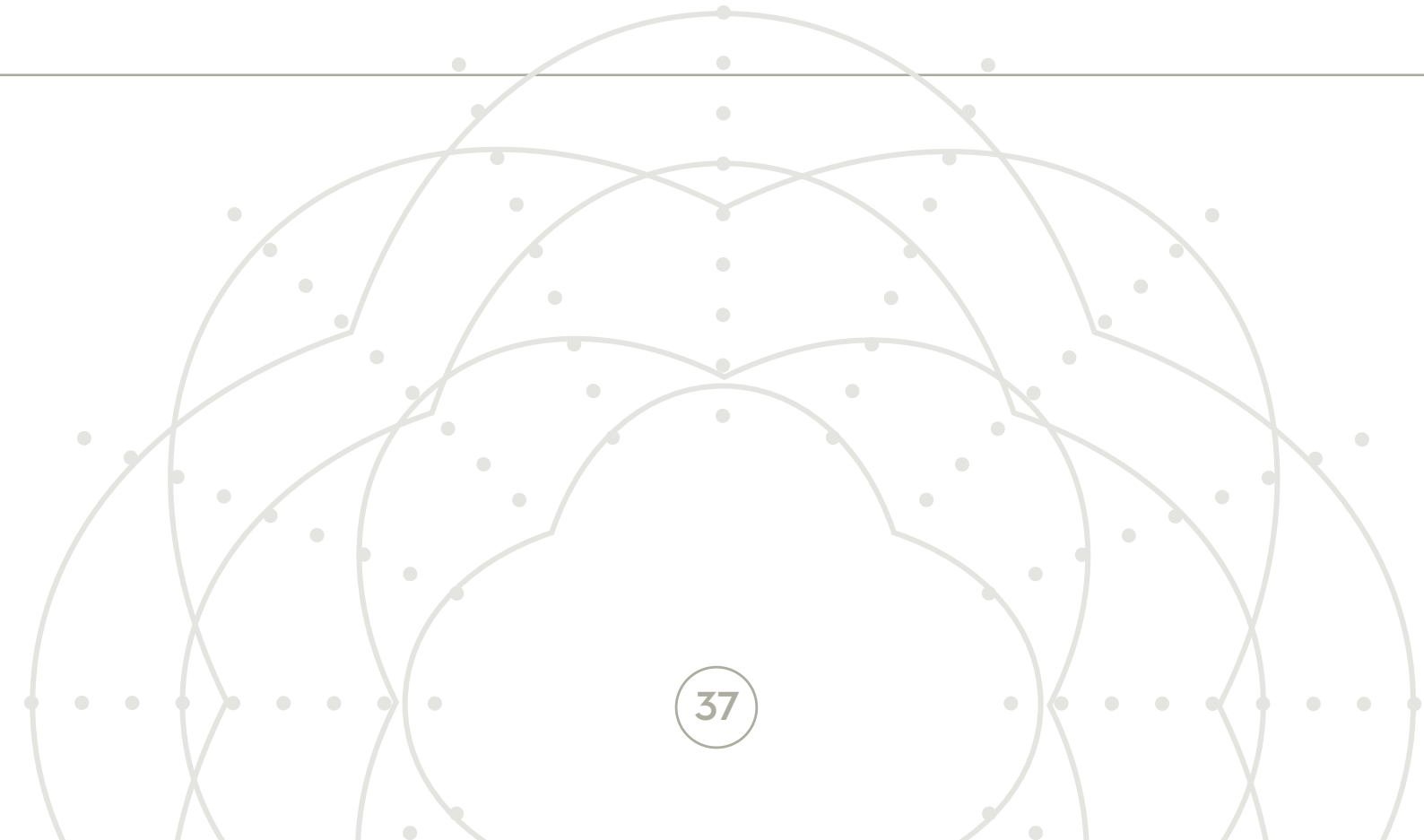
alignment with EHL’s values. To support the effective application of the Code of Conduct, dedicated decision-making guidelines offer structured procedures and governance pathways to help individuals navigate complex ethical scenarios while maintaining integrity, compliance, and alignment with institutional priorities. These guidelines encourage individuals to act with EHL’s values and ethical principles in mind, consider long-term social, environmental, and reputational implications, escalate questions or dilemmas through defined internal channels, and decline opportunities that compromise EHL’s integrity or commitments.



POLICY UPDATES IN 2025

In 2025, we reviewed and strengthened several key policies to ensure continued coherence with our sustainability commitments, operational best practices, and governance standards. These updates reflect both regulatory requirements and evolving expectations from stakeholders across the academic and hospitality sectors.

POLICY	2025 UPDATES	SUSTAINABILITY / GOVERNANCE IMPACT
EHL Suppliers' Requirements	Strengthened supplier sustainability criteria, ethical sourcing guidance, and local sourcing considerations	Promotes responsible procurement, reduces environmental impact, and ensures ethical supply chains
Sustainable Purchasing Recommendations	Updated guidance on sourcing organic, seasonal, and ethically produced ingredients; reinforced food waste reduction and sustainable menu practices	Supports operational sustainability, student learning, and measurable reductions in environmental footprint
Sustainable F&B Charter	Clarified waste segregation, recycling, reuse, and responsible disposal procedures; integrated food waste and IT hardware reuse programs	Enhances circularity, resource efficiency, and compliance with environmental standards
Waste Management Policy	Introduced additional sustainability recommendations, including low-carbon transport, travel consolidation, virtual alternatives, and emission offsetting guidance	Reduces travel-related environmental impact while maintaining operational effectiveness





AXIS 2 TRANSFORM THROUGH EDUCATION

APPLIED EDUCATION
INNOVATION OPPORTUNITIES
FOR STUDENTS
ENGAGEMENT



As a higher education institution, teaching and learning are at the heart of EHL's mission. We endeavor to equip our students with the skills and mindset to become resilient, responsible leaders, capable of navigating diverse cultural contexts and addressing human capital challenges in the hospitality industry and adjacent sectors. We aim to empower students, support them while they are learning with us, and prepare them to lead with empathy and integrity as they progress in their careers. Sustainability is integrated throughout the student journey, in academic studies, practical workshops, research, and applied practices both on campus and within the industry. Consequently, our students gain both theoretical knowledge and hands-on experience in responsible hospitality practices and human-centric leadership.

These experiences allow them to begin their careers with a fundamental understanding of the issues the industry faces and the ability to propose innovative solutions to help it transform.



Applied Education

Education is EHL's most powerful lever to create a positive impact. That's why we work hard to ensure that sustainability content is embedded in our core curriculum. An internal survey aims to evaluate the current situation, identify how we can further support faculty to integrate sustainability content in their courses, and detect opportunities for further development.

Beyond the core curriculum, several forward-looking specializations and electives offer a more in-depth approach, while sustainability-related Student Business Projects and internships allow students to gain real-life insights and awareness of responsible business practices.





MONITORING SUSTAINABILITY IN CORE CURRICULUM

With the aim of evaluating the amount of sustainability content in EHL's academic courses, in 2025 the Academic Board and Sustainability Department once again sent a survey to all course representatives asking them to self-assess their program content, pedagogical approach and the number of sustainability competencies acquired by students.

Across all programs, the overall self-reported level of knowledge suggested a solid baseline but with room for improvement, particularly in more technical areas such as data, technology and innovation, and operational and managerial competence, where knowledge levels are comparatively lower.

Faculty were also asked to estimate the time students devote to sustainability-related topics, considering contact hours, personal work, and assessments. The results varied, with topics such as critical competences for sustainable transformation receiving comparatively higher time allocation, and more technical or operational themes receiving the least.

Overall, the survey revealed that sustainability is present, but unevenly. Faculty commitment is strong, yet time, expertise, and curricular structure limit broader integration. With this in mind, we have highlighted several areas of focus for 2026:

- **Prioritize sustainability topics across programs to ensure consistent coverage of essential competencies.**
- **Support enhanced faculty knowledge through targeted development opportunities.**
- **Introduce new sustainability-focused courses**
- **Support faculty development on priority sustainability themes.**





SUSTAINABILITY SPECIALIZATIONS AND ELECTIVES

We are proud to offer several sustainability specializations and electives that prepare aspiring leaders in hospitality and the luxury industry to meet the growing global demand for responsible, purpose-driven management. Creating such specializations underscores our commitment to shaping future leaders who recognize that lasting success must go hand in hand with environmental integrity, social equity, and sustainable value creation. These courses include:

BACHELOR ELECTIVE Creating Social Impact Through Entrepreneurship

Dr. Ines Blal leads this sixth semester elective for students who wish to think differently about business. The course shows how hospitality entrepreneurs can tackle social challenges in a way that makes good business sense. Through field trips, teamwork, and hands-on projects, students learn to turn purpose into strategy and pitch ideas that create both impact and profit. The fast-paced classes are designed to help students think boldly, work creatively, and deliver real results.



EHL X LVMH EXECUTIVE MASTER Leading Sustainable Excellence in Luxury Retail & Hospitality

Developed in partnership with LVMH, this 10-month executive education program brings together EHL's hospitality expertise and LVMH's luxury savoir-faire. Participants learn how to redefine luxury for the future by balancing brand desirability, heritage, and customer experience with environmental and social responsibility. The program, launched in October 2025, combines advanced modules (on topics including sustainable hospitality practices, retail innovation, organizational culture and change management) with a week-long immersive business trip to iconic LVMH Maisons, hands-on projects, and a six-month internship culminating in a final business challenge.



MASTER'S IN HOSPITALITY MANAGEMENT CSR & Sustainable Transformation Specialization (in partnership with Moët Hennessy)

This specialization within our Master's in Hospitality Management is the result of a strategic collaboration with Moët Hennessy, a globally recognized leader in luxury wines and spirits which is committed to sustainability through its Living Soils Living Together program. By combining academic rigor with real-world industry insight, this specialization helps students gain extensive exposure to sustainability and CSR best practices. The curriculum integrates ESG frameworks, ethical leadership, strategic foresight, and entrepreneurial thinking, equipping graduates to become changemakers who understand how long-term business success and sustainable, socially responsible practices go hand in hand.



SWISS PROFESSIONAL DEGREE IN HOSPITALITY MANAGEMENT Sustainable Management Specialization (at Passugg)

At the foundational level, this one-year Swiss professional hospitality diploma offers a Sustainable Management specialization built around a holistic five-pillar approach: environmental, social, economic, management, and regional. This structure ensures that students not only learn standard hospitality management, but also acquire competencies in resource management, ethical business practices, regional sourcing, sustainable operations, stakeholder engagement, and sustainable product development. Graduates emerge as hospitality professionals who can embed sustainability in daily operations, creating value for businesses, communities, and the environment alike.





SUSTAINABILITY IN STUDENT BUSINESS PROJECTS

Our students have the choice between two final-semester options: writing a bachelor thesis or completing a Student Business Project (SBP). The SBP is a nine-week, full-time consulting mandate in which a team of students works for a real company to address a concrete business challenge, applying the managerial, analytical, and creative skills acquired during their studies under faculty supervision. It serves as a bridge to professional life, offering hands-on experience with client interaction, project management, and strategic problem-solving while providing companies with fresh perspectives at low cost. Every semester one sponsored SBP focuses on a sustainability-related topic, allowing students to apply their sustainability knowledge to a concrete business case with real environmental or social impact.

SUSTAINABILITY PROJECTS FOR HOKO APPRENTICES

On Passugg campus, students on the Hotel Communication Specialist (HoKo) apprenticeship benefitted from several teaching initiatives and collaborations that aimed to help them gain awareness of sustainability issues.

During the second Sustainability Day for HoKo students, held in collaboration with agricultural education, research, and testing center Plantahof, apprentice farmers spent a day on campus working with students on small group projects related to sustainability, for example nose-to-tail processing and local and seasonal menus.

In November, HoKo1 apprentices participated in the service of a Tavolata-style meal during the Climate Summit for Agriculture and Food Culture, held at the Plantahof as part of the Klimaneutrale Landwirtschaft Graubünden (Climate-Neutral Agriculture Graubünden)

initiative. Students were tasked with a range of responsibilities, including setting up the dining area, welcoming guests, serving the food and assisting renowned Swiss nature chef Rebecca Clopath. The assignment, which allowed students to gain hands-on experience in an external, professional environment, formed part of the ongoing collaboration between EHL Campus Passugg, the Plantahof, and the Sustainability Lab, EHL's center for research, innovation, and sustainable development within agriculture and hospitality



CONCEPT WEEK MAKES SOCIAL IMPACT

Concept Week allows fourth semester students on the Swiss Professional Degree in Hospitality Management (HF) to apply their skills in real-world scenarios by developing and operating pop-up F&B outlets at venues in the Passugg region. Students commit to donating a portion of their profits to social causes, which embeds social responsibility into their entrepreneurial learning. In the spring 2025 semester, students working on the Savor Alpina pop-up donated CHF 2,087.40 to Plankis Stiftung Chur, a Graubünden institution that supports people with disabilities in the region. In the fall, students chose to donate CHF 2,071 of their Concept Week profits to the Mumias Kids Centre, a Swiss association which provides education, care, and safe housing for children in Kenya. The cause was chosen thanks to a Passugg student's experience of volunteering at the center, a demonstration of student-driven decision-making aligned with their values.



Innovation Opportunities for Students

Encouraging and facilitating students to innovate empowers them to become active contributors to sustainable transformation. Through dedicated programs, EHL provides students with opportunities to develop entrepreneurial skills, collaborate across disciplines, and translate ideas into concrete solutions with real-world impact. These initiatives reinforce EHL's commitment to nurturing innovation, entrepreneurship, and impact-driven thinking, equipping students with the skills and confidence to shape the future of hospitality and beyond.

INNOVATION OPPORTUNITIES FOR STUDENTS

The Road Ahead: Where do We go from Here?

Nicola Kirsch
Entrepreneur in Residence
EHL Innovation Hub



Xavier Destribats
COO EAME and The Americas
Kempinski Hotels



Christina Senn-Jakobsen
CEO
Swiss Food & Nutrition Valley





EHL INNOVATION SPRINT

In 2025, EHL launched the first edition of the EHL Innovation Sprint, an intensive, hackathon-style program designed to foster creativity, collaboration, and impact-driven innovation. Open to all students across Switzerland, regardless of academic background or level of study, the Innovation Sprint encourages diversity of perspectives and multidisciplinary teamwork. Participants form mixed teams on

the first day, intentionally combining complementary skills. Over a 24-hour period, teams are challenged to develop innovative solutions while being coached and mentored by industry experts. The Innovation Hub supports the most promising ideas through financial incentives, awarding CHF 3,000 to the winning team, CHF 2,000 to the second, and CHF 1,000 to the third.

The first edition, launched in September 2025, focused on the theme Human-Centric Innovation, addressing impact topics such as circular economy, social innovation, and sustainable development.

START-UP PRE-ACCELERATION PROGRAM

In parallel to the Innovation Sprint, EHL continues to offer a Start-Up Pre-Acceleration Program for EHL students who wish to further develop entrepreneurial projects. Unlike the Innovation Sprint, this program is not limited to impact-focused ideas and welcomes projects across all sectors. Over a 12-week period, participating students receive practical tools, coaching, and structured support to transform an initial concept into a viable business plan. This program strengthens entrepreneurial capabilities, supports innovation readiness, and enables students to explore responsible business creation in a structured and applied manner.

This third edition introduced a dedicated two-hour workshop fully focused on the concept of impact. This session aimed to encourage students to reflect on and embed social and environmental values into their projects from the very early stages of start-up development, strengthening responsible entrepreneurship practices.

To further incentivize impact-driven innovation, at the end of the program the EHL Innovation Hub delivers the Impact Award, recognizing the team that most effectively places social and environmental considerations at the core of its project.





Engagement

Engaging students in our sustainability strategy is vital to its success. In 2025 we enhanced the visibility of sustainability initiatives on campus by staging events, campaigns, and communication activities designed to show students what we are already doing, encourage them to play their part, and give them the agency to do so.

As a result, according to the HappyIndex® AtSchool survey 2025, 81% of students in Lausanne were satisfied with EHL's achievements in sustainable development, feeling that it performs well with regards to commitment to sustainability, equal opportunities, sustainability in the curriculum, and positive impact initiatives. That compared with 79% in 2024.





AWARENESS AND TRANSPARENCY ON PASSUGG CAMPUS

Several initiatives on Passugg campus are helping to make sustainability commitments visible and tangible for students and staff. Firstly, four key campus departments – School Hotel and Services; F&B and Kitchen; Management, HR & Finance; and Academy – have created sustainability charters for 2026. Each charter transparently displays the department’s specific goals and concrete measures for sustainability, serving as both an internal commitment to their teams and an external accountability statement to the campus community. The charters are prominently displayed in public areas, making each department’s sustainability engagement visible to students, staff, and guests.

Secondly, a survey was sent to internal staff to assess their current sustainable behaviors and understand their goals for the year to come. With 60-70% participation, the Do Good and Talk About It survey captured current engagement levels and identified areas for improvement. The data provides the foundation for developing targeted training programs and workshops in 2026. Elimination of single-use packaging emerged as the top employee priority for future action.

Lastly, at the start of each semester the Info Market enables students and staff to proactively and playfully learn Passugg’s plans and events for the semester to come.





Sustainability Week

EHL's Sustainability Week is an annual, campus-wide event designed to raise awareness and promote sustainable practices among students, staff, and faculty. As part of EHL's broader commitment to responsible hospitality, the week features interactive activities aiming to make sustainability tangible in daily campus life while reinforcing EHL's long-term strategy of integrating environmental and social responsibility into education, operations, and culture. Overall, Sustainability Week encourages the EHL community to adopt more responsible habits and to engage actively in building a more sustainable future for the hospitality industry.

WORKSHOPS AND INITIATIVES IN LAUSANNE

In Lausanne, events during Sustainability Week 2025 included: a kick-off breakfast in which the 2024 Social and Environmental Report was presented to attendees; a sale of obsolete tableware to benefit the EHL Foundation for Scholarships and Loans; a concept lunch of sustainable dishes to raise awareness about the environmental impact of food; guided meditations to emphasize the importance of mental health; plogging (jogging combined with litter picking) in a local park; a green IT workshop with external consultant Mikujy to highlight the environmental impact of digital technologies and

promote sustainable IT practices; a painting workshop given by staff member Sandra Theys; and a guided walking tour of Lausanne campus centered on its sustainability initiatives.



CONFERENCES OFFER INSIGHTFUL DISCUSSION

Lausanne campus also hosted two conferences. Sustainable Futures: Alumni Stories for Aspiring Professionals invited four alumni who are now active in the field of sustainability to participate in an engaging panel discussion: Anna Beaujolin, an independent consultant specialized in sustainability communication; Jennifer Roux, Corporate Social Responsibility Manager at Sandoz Foundation Hotels; Maren Knief Clerc, Chief Operating Officer at Cheeze; and Simon Hude, Sustainability Consultant and Project Manager at Beelong. The quartet offered the 20 attending students valuable insights into the diversity and growing potential of careers in this sector. Students were encouraged to ask questions and reflect on how their own skills and interests could align with the sustainability landscape.

The second conference, Sustainable Travel: What's Next?, explored the challenges and opportunities shaping the future of sustainable travel. A panel session considered why sustainability in travel is still struggling and examined how existing opportunities can be transformed into concrete solutions and innovative tools. Panelists Michaël Wurzner, Head of Data and Sustainability at Vaud Promotion, Morgane Pfefferlé, Co-founder & CEO of Travelise, Alessandro Inversini, EHL Professor and regenerative tourism expert, and André Cheminade, General Manager at Hôtel des Horlogers (Le Brassus), reflected on current challenges while highlighting the growing importance of regenerative practices as a pathway to a more responsible and forward-thinking travel industry.

GROUP AWARENESS SESSIONS IN PASSUGG

In Passugg, students were introduced to The Week, an environmental awareness program established by an international non-profit organization, which uses a series of short films to promote discussion about the climate crisis and grapple with its emotional, social and collective dimensions. During each of three sessions held across Sustainability Week, participants watched a short documentary followed by 30 minutes of guided group discussion. Experiencing this during Sustainability Week 2025 allowed participants to not only gain a better comprehension of climate change and its impact on the planet and society, but also be inspired to take action. The Week left such a positive impression on students that it was later run during regular lessons.

Lastly, Dean of EHL Achim Schmitt visited Passugg campus during Sustainability Week for an open discussion with students and staff about the EHL Leadership Team's vision for sustainability in the institution.



Student-Led Practices

The best advocates for sustainability on campus are our students. Student-led committees, events, and activities help to engage our whole student body and make sustainability actions meaningful and relevant to them.



SUSTAINABILITY COMMITTEE RAISES AWARENESS

The student-led Sustainability Committee works closely with EHL’s sustainability team to promote sustainability within the student body and encourage responsible practices on campus. This partnership ensures that student initiatives align with EHL’s broader sustainability goals. In 2025, the committee organized collaborations, events, and experiential learning initiatives to raise awareness and mobilize students and staff into action. Key activities included:

- A fundraising collaboration with EHL Smile, a student-led non-profit that supports hospitality vocational training in developing countries to fight poverty and promote responsible tourism. The initiative successfully collected CHF 3,250, demonstrating the power of collective action.
- A clothes swap on Lausanne campus to promote circular fashion and reduce textile waste. This event encouraged participants to give garments a second life while sparking conversations about sustainable consumption.
- Two conferences on sustainability and inclusion. Equality4Tourism addressed unconscious bias in the hospitality and tourism industry, highlighting the importance of equity in sustainable development, while NewRoots explored innovative approaches to sustainability and community engagement.
- An educational visit to Six Senses Crans-Montana, where the Director of Sustainability, an EHL alumnus, provided an in-depth tour of the property’s hands-on sustainable practices, offering valuable insights into real-world applications of sustainability in luxury hospitality.

PASSUGG’S GREEN TEAM STEPS UP

Founded in 2025 by two students, the Green Team brings together students, staff and faculty of Passugg campus to create a driving force for sustainability on campus. In September, the first Green Team Lunch took place, where students worked together with representatives from program leadership, finance, and quality management to develop concrete solutions for the core topics of food waste, waste reduction, and paper consumption. As a result of this, members presented a video appeal to department heads in October to raise awareness among leadership about sustainability challenges and initiate concrete measures, such as the elimination of single-use containers.

Aware of intercultural barriers to sustainability, for example the fact that many international students are not familiar with the Swiss waste separation system, the Green Team created informational materials that take cultural differences into account, helping to make sustainable practices accessible to all.

Lastly, the Green Team worked on expanding regional student networks by meeting with student committees from the University of Applied Sciences Graubünden and the Fachhochschule Graubünden, with whom it intends to plan joint events during Sustainability Week Chur 2026.





AXIS 3 INSPIRE & MOBILIZE THE INDUSTRY

APPLIED RESEARCH
INDUSTRY COLLABORATIONS
INSIGHTS
AND KNOWLEDGE
EXCHANGE



Internal transformation leads to external impact. In building a human-centric, resilient, and responsible organizational model, we position the institution as a catalyst for change, ensuring that it has a positive impact on the wider hospitality and service industries. To do this, we want to increasingly share knowledge, co-create innovative solutions, and set high standards for human-centric organizational management and operational excellence. We prioritize thought leadership, industry partnerships, research, and the dissemination of best practices, demonstrating what responsible hospitality looks like in practice.

Through this outward-looking approach, we aim to inspire industry peers to embed sustainability into their strategies, operations, and educational programs, sparking systemic change across the sector.



Applied Research

For over a decade, EHL’s faculty has been at the forefront of hospitality research, driving innovation in business, education, and policy. From technology and sustainability to customer experience and crisis resilience, our evidence-based insights intend to help shape a smarter, more sustainable industry.

Research plays a key role in advancing our sustainability ambitions and extending our impact beyond campus. Through internal research activities, we aim to generate and share knowledge and best practices that support the transition towards more responsible, resilient, and human-centric hospitality models.

Insights and outcomes are disseminated through public reports, academic publications, conferences, centers of excellence, and industry collaborations, ensuring that knowledge is accessible and actionable for professionals, policymakers, and the broader community.

By linking academic rigor with real-world application, EHL’s research activities aim to contribute to informed decision-making, foster innovation, and support continuous improvement across the hospitality ecosystem. This reinforces the role of the institution as a trusted knowledge partner and a catalyst for sustainable transformation within the industry.

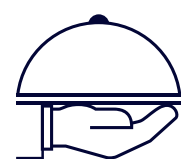




SUSTAINABILITY IN FOODSERVICE

Our research projects, events, and initiatives on the topic of sustainability in foodservice aim to explore the challenges and constraints affecting the foodservice industry and its transition towards sustainable practices. In 2025, research on sustainability innovation, circularity in tourism models, and responsible digitalization in hospitality was presented at international conferences and academic workshops. Collaborations with technology firms, hospitality operators, and sustainability initiatives aimed to translate research findings into managerial practices related to risk assessment, sustainable service models, and food waste reduction. In November, the research event Imagining Future Dark Times brought together scholars and practitioners to explore the implications of systemic crises (climate change, geopolitical instability, economic disruption) on the future of hospitality and tourism, examining resilience, governance, and sustainability transitions in the sector.

OTHER RECENT PROJECTS INCLUDE:



Foodservice Outlook initiative

A sector-focused research platform translating academic insights into actionable knowledge for practitioners, with a focus on structural challenges in foodservice such as waste management, operational resilience, and sustainability transitions.



Patagonia Tourism & Conservation Research

Research examining governance and sustainability transitions in remote tourism regions, focusing on the role of tourism in conservation economies and the institutional conditions required for regenerative destination development.



Urban Sustainable Tourism Pathways

An international research consortium examining how tourism development affects urban sustainability and community well-being.



FOOD & WELLBEING REPORT

The EHL Food and Well-Being Report (2025) explores how food has evolved from nourishment into a driver of human, social, and planetary well-being, particularly within the hospitality industry. Based on expert interviews and academic research, the report highlights how rising consumer awareness about health, sustainability, and transparency is reshaping expectations around food experiences. The report adopts both a hedonic perspective, focusing on pleasure, enjoyment, and sensory satisfaction, and a eudaimonic perspective, emphasizing meaning, personal growth, and long-term well-being derived from food experiences. Through this lens, the report introduces the concept of Food Well-Being, which views food as contributing not only to physical health but also to mental well-being, social connection, and environmental responsibility. It identifies several emerging trends: the rise of the conscious consumer, convenience meeting personalization, eating for vitality, planetary well-being

becoming personal, social eating and belonging, and co-responsibility across the food ecosystem. It argues that hospitality businesses have a unique role in promoting healthier and more sustainable food systems by creating meaningful food experiences that support both individual well-being and the long-term health of communities and the planet.





NUTRITION INSTITUTE

In 2025, the EHL Institute of Nutrition R&D contributed to several sustainability-focused projects surrounding optimizing fermented legume-based products, finding solutions for electronic waste, and health-oriented innovation. A key initiative with the start-up Yumame Foods aimed to produce a vegetable protein alternative that would be minimally processed, with a fungal and fermentation-based process. The product is now sold in Coop, one of Switzerland's major supermarkets.

Along with EPFL and IIT, the Institute participated in the final phase of the EU-funded RoboFood project, which forms part of research into edible robotics, a new field aiming to reduce electronic waste. The team contributed to the development of RoboCake, showcased in Expo 2025 Osaka, which integrates edible chocolate batteries and edible gummy bear soft batteries.

Finally, the Institute collaborated with the University of Pavia, Italy, to prototype a plant-based oral nutritional supplement and a functional food to target Sarcopenia, the loss of muscle mass in the older adult population.

DEI RESEARCH STUDIES

Research and events centered around DEI are spearheaded by Women in Leadership (WIL), a staff- and faculty-led initiative with a focus on projects regarding women, which promotes policies that foster diverse, balanced, and people-focused environments. In 2025 WIL founder Dr Sowon Kim authored or co-authored several articles and research studies related to gender equity and inclusion:

- *Work-family Integration and Segmentation in the Gig Economy: An Exploratory Study on Airbnb Hosts' Experiences* explored the effect of hosting strangers in your home and the trade-offs that come when your home doubles up as your workplace.
- *Integrating the Decision-Making Process in the Work Family Field: An Action-Based Approach* considered the concept of caregiving ambition as a complementary, much-needed dimension to leadership.
- *Accelerating gender equity in the workplace: 19 leaders share their affirmative actions*, published on Human Resources Online, presented the views of 19 industry leaders, including Dr. Kim, on how to accelerate gender equity.
- *Un impératif pour les femmes de la génération Z*, an opinion piece for htr hotelrevue in the context of WIL Day 2025, stressed the importance of DEI in the workplace for Gen Z employees who expect inclusive, values-based leadership.



PASSUGG PIONEERS AFFECTIVE HOSPITALITY INSTITUTE

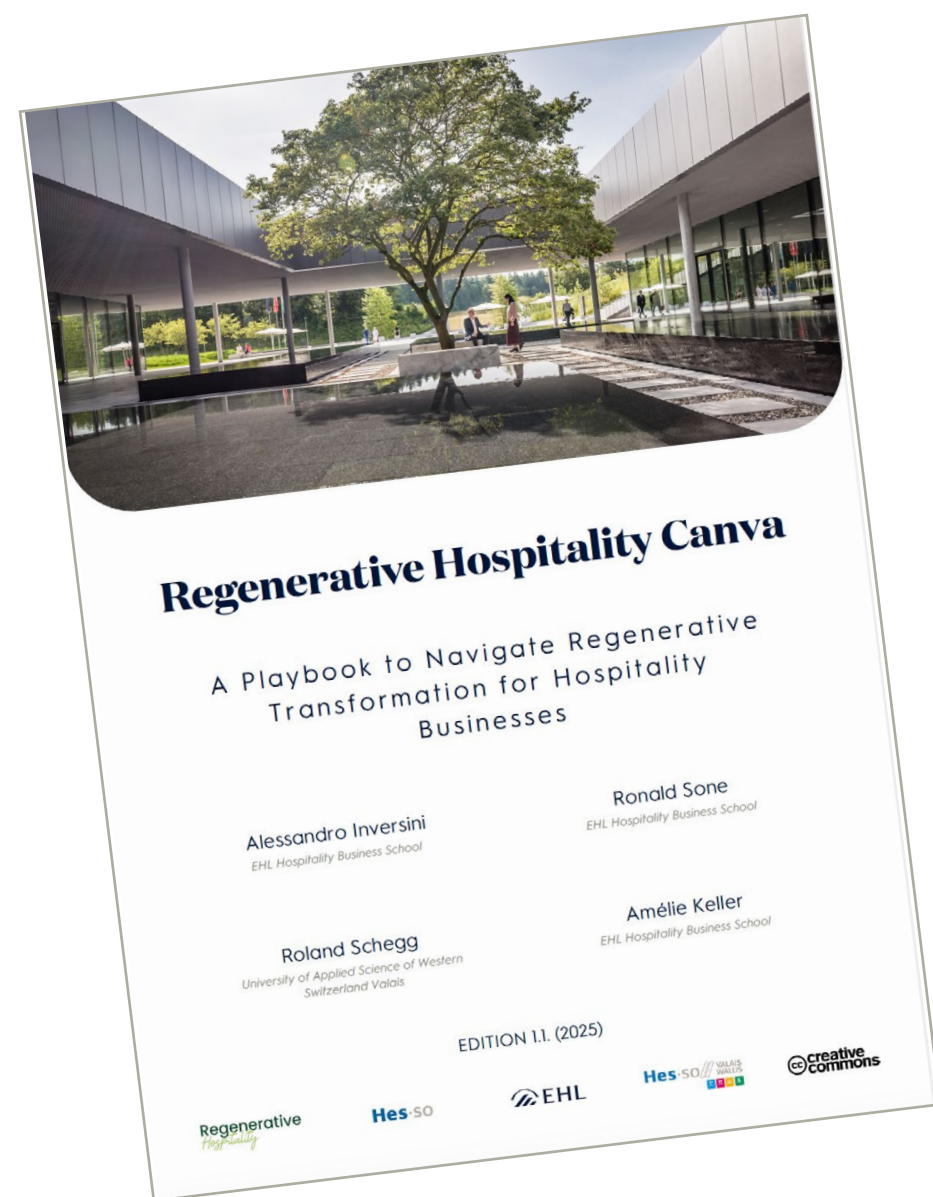
Developed by EHL lecturers and experts, the Affective Hospitality Institute (AHI) aims to develop emotional intelligence as a core competency in the hospitality industry. Since 2024 on campus Passugg, four modules integrated into the curriculum of the Swiss Professional Degree (HF) have taught emotional intelligence as a foundation for personal development, self-leadership, and authentic leadership. As such, it contributes directly to sustainability by fostering lasting change in how hospitality professionals treat their teams, guests, and the environment.

The AHI recognizes that the development of emotional intelligence begins with the self. Rather than focusing on guest contact, it takes an individual's relationship with themselves as the starting point, knowing that people who feel genuinely reconnected – with themselves, with others, and with the living world around them – have a positive effect on their teams and the experience of guests.

A PLAYBOOK FOR REGENERATIVE HOSPITALITY

Where traditional sustainability efforts have centered on minimizing environmental impact, regenerative hospitality represents a fundamental shift in mindset, from simply reducing harm to creating net-positive impact. A recent project led by EHL's Dr. Alessandro Inversini, together with colleagues Ronald Sone and Amélie Keller, along with Dr. Roland Schegg from HES-SO Valais, explored this concept. Regenerative Hospitality Canva: A Transformative Playbook sets out how the hospitality industry can go beyond sustainability by actively restoring and regenerating the environments and communities in which it operates.

As part of this work, the team developed a practical playbook that offers concrete strategies, tools, and examples to guide hospitality businesses in creating meaningful positive impact for both people and the planet. Designed to support professionals who want to integrate regenerative practices into their daily operations and long-term strategies, it's an essential resource for understanding the principles, challenges, and opportunities of this emerging approach.

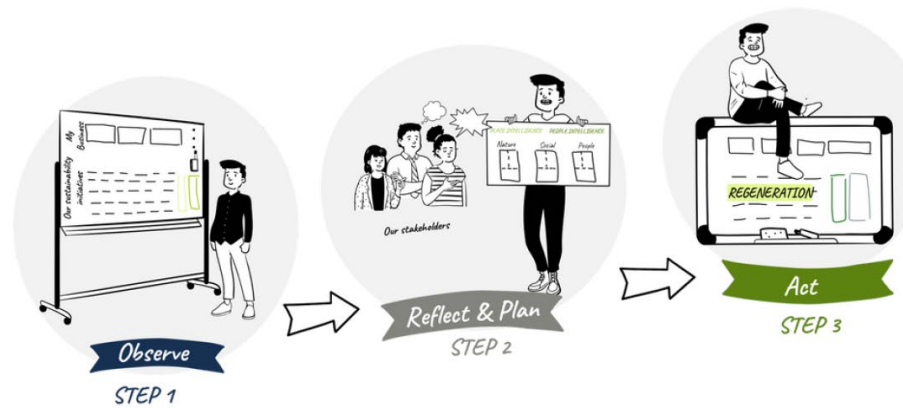


Design Your Workshop

A 3-Step Approach

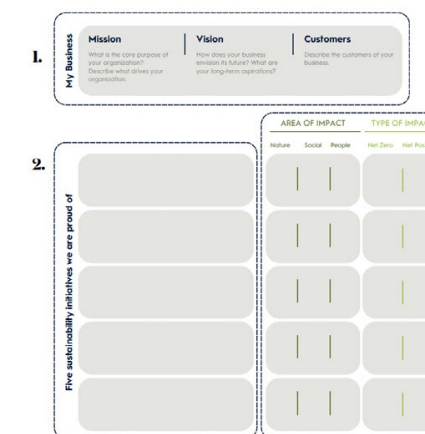
There are three main steps to get started with the Regenerative Canva:

- STEP 1 OBSERVE** Identify your organization's most successful sustainability initiatives and assess their impact on the environment and the local community but also on staff and guests.
- STEP 2 REFLECT & PLAN** Use the Place and People Intelligence framework to analyze your connections with the environment, community, staff, and guests. Identify areas for improvement and collaborate with stakeholders to design actions that generate a net-positive impact.
- STEP 3 ACT** Prioritize actionable interventions that align with regenerative principles. Implement these strategies using the Regenerative Canva as your compass.



Step 1: Observe

The Regenerative Canva



- We recommend beginning with a comprehensive analysis of your Business as of Today. What is your mission? What is your vision? Who are your customers? This foundational reflection will help you understand whether your organization is ready - and willing - to shift toward regenerative orientation.
- Next, think about your sustainability initiatives. List at least five of them (print several copies of this table if necessary).
- It is time to take a critical look at your current sustainability measures. Are they creating net-zero or net-positive outcomes for the ecosystems you interact with? Are they embedded in your core operations, or are they peripheral efforts? Where do you currently stand on the spectrum between harm reduction and active regeneration?

NET-ZERO	Core Aim	NET-POSITIVE
To neutralize negative impacts, primarily greenhouse gas emissions. To balance emissions produced with emissions removed.		To create a positive overall impact, contributing more to the environment and society than is taken.
Primarily focused on greenhouse gas emissions, aiming for a balance.	Scope	Broader scope encompassing environmental, social, and economic factors. Includes emissions but goes beyond.
Reducing emissions as much as possible and offsetting remaining unavoidable emissions.	Environmental Action	Reducing emissions drastically and actively engaging in activities that restore, regenerate, and enhance ecosystems.
"Do not harm". Aiming for neutrality.	Mindset	"Leave it better than you found it." Aiming to actively contribute and improve.
Aims to stop contributing to the problem.	Level of Impact	Aims to be part of the solution, actively reversing negative trends and creating benefits.
Offsetting is a key mechanism to balance remaining emissions.	Offsetting Role	Offsetting may be used, but the primary focus is on direct positive contributions and reducing the need for offsets.



Industry Collaborations

Industry collaborations and partnerships are key to making an impact beyond our campuses. By teaming up with specialist institutions and experts both within hospitality and in related sectors, we can pool our knowledge and resources and work together to further our expertise and make a bigger impact.





NEW JOINT PROJECT FOR PASSUGG'S SUSTAINABILITY LAB

Following a successful pilot project in 2024, the Passugg Sustainability Lab, in collaboration with Università della Svizzera Italiana (USI) and farming training center Plantahof, secured a new round of funding from canton Graubünden's Higher Education Department (AHB) to continue developing sustainable regional ecosystems across the agriculture and hospitality sector. A new project, entitled *Building innovation networks for sustainable value chains at the interface of hotellerie and agriculture in Graubünden*, will run until the end of 2028, aiming to further develop the synergies between the two sectors. Insights from the project's activities will be translated into practical solutions for the industry and new teaching methods and materials for Passugg's vocational training programs. As a result, future generations of students will be able to enrich their understanding of sustainability through interactive learning activities and case studies derived directly from the local region.



PASSUGG SUSTAINABILITY FORUM UNITES HOSPITALITY AND AGRICULTURE

The Sustainability Lab hosted its first Fall Forum on Passugg campus in November. The follow-up to the previous year's successful Summit, the Forum was the first in a series of bi-annual events bringing together academic experts, students, and local stakeholders to explore connections between hospitality and agriculture. This inaugural edition focused on the question of authenticity in regional products and services, delivering a rich program of thought-provoking panel discussions and inspiring presentations by students, accompanied by regional food and drink. The event also welcomed a delegation of students taking part in GastroGraubünden's Klassengastro initiative, where secondary school pupils are given an opportunity to prepare a meal in a professional kitchen. The collaboration - Klassengastro's first with a hospitality school - was a great success.

SUSTAINABILITY-FOCUSED PARTNERS FOR INNOVATION HUB

At the heart of EHL's efforts to make a difference to sustainable business practices is the Innovation Hub, which aims to create a dynamic ecosystem to build and nurture human-centric innovation throughout the industry. Sustainability is embedded in its flagship initiatives, including the Open Innovation Summit (see Insights & Knowledge exchange section), where topics are chosen for their alignment with global sustainability trends and their ability to drive actionable outcomes, while panelists are chosen for their background in sustainability and social impact.

The Hub also prioritizes sustainability when choosing partners to work with. Currently, around 25% of the startups with which the Hub collaborates have a social or environmental focus, while its sustainability-focused partners include the Swiss Impact Investment Association. By working together, the Hub and its collaborators aim to address current challenges including food waste reduction, regenerative agriculture, eco-scoring systems, and ways to persuade travelers to adopt sustainable behaviors.





Insights and Knowledge Exchange

As a leader in its field, EHL seeks to be a fertile hub for the exchange of knowledge and best practices. Through on-campus events, expert-led reports, and insightful articles we encourage other institutions and policymakers to discuss new ideas and share their diverse perspectives, sparking innovative solutions to industry-wide problems and helping to accelerate positive change across the ecosystem.





EHL INSIGHTS REPORT: HOSPITALITY OUTLOOK

The annual [EHL Insights Report: Hospitality Outlook](#) is a key vehicle for sharing our latest thoughts and insights related to sustainability development, spanning guest experience, people practices, and operations. It provides a research-backed framework for industry transformation and responsible leadership in a sector where sustainability is a paramount guest expectation.

In 2025, the report outlined five trends covering topics including the rise of well-being journeys, using AI to scale eco-efficiency, and how people-centric sustainability can strengthen the talent value proposition. As a whole, the report anchored a holistic, human-centered approach across the value chain, while its operational lens translated ambition into practice, highlighting digital enablers such as AI-driven energy optimization, predictive maintenance, and food-waste reduction methods to make decarbonization measurable and scalable. In this way, it showcased how EHL can act as a convenor and catalyst for sustainability across hospitality.



OPEN INNOVATION SUMMIT 2025

Held in May on Lausanne campus, the first EHL Open Innovation Summit brought together start-ups, corporates, NGOs, and policymakers with the aim of creating a collaborative environment to encourage the co-development of solutions for global challenges. The two-day immersive event saw 48 speakers from more than 20 countries present topics drawn from three sustainability-driven themes: Future of Food, Regenerative Economies, and Luxury with Impact.

Discussions around the Future of Food explored how technological and ecological innovation is reshaping the food system and making it more sustainable than ever before. The Regenerative Economies theme examined how a mindset of restoration and renewal can go beyond the traditional meaning of sustainability and actively contribute to thriving communities and ecosystems. Speakers addressing Luxury with Impact, meanwhile, discussed how brands can uphold elegance and prestige while embracing sustainability, creating beauty with meaning and legacy.

Interactive formats – including challenge-solving sessions, curated roundtables, pitching competitions, networking events, and investor/start-up matchmaking sessions – created a dynamic and productive atmosphere. The summit also included opportunities for start-ups to showcase impact-driven solutions, and a session for students to learn how to integrate social and environmental impact into their business models and balance purpose with profit.



SUSTAINABLE INVESTING FORUM

In June, EHL hosted the third edition of the Sustainable Investing Forum, in collaboration with Asteria IM. A one-day event dedicated to sustainable investing, the forum brings together academics and industry experts for an engaging exchange of knowledge and practice.

This year's edition focused on shareholder engagement as a critical driver of sustainable strategies, from addressing the context to discussing real outcomes. Topics included: the growth of responsible investing versus the weaknesses that could relegate it to a buzzword rather than a transformative practice; how to cultivate responsible investors by teaching ESG in the classroom; and the importance of being transparent and honest with investors. A presentation by University of Bern PhD candidate Michael Ryf provided evidence that companies with ESG ratings have cheaper debt costs, while Tobias Wekhof, a postdoctoral researcher from ETH Zurich, considered how low Sustainable Finance Literacy is hindering green investment levels, concluding that it was possible to teach sustainable finance to clients in order that they may make more ESG-aligned investment decisions.

In addition to the main theme, Julien Godat from LID presented a session on the role of cryptocurrency in modern investment portfolios and its sustainability implication. The day finished with a panel discussion about sustainability in the Swiss wine sector.





SWISS IMPACT FORUM

In November, the fourth Swiss Impact Forum, organized by B Lab Switzerland, reunited more than 450 practitioners, thought leaders, and changemakers from a wide array of sectors with the aim of driving the transition toward a more regenerative and inclusive economy, where prosperity encompasses nature, people, and business success.

As a proud sponsor of the event, EHL hosted a deep-dive session on Regenerative Hospitality in which EHL's Carlos Martin Rios, Associate Professor of Management, and Amélie Keller, Project Coordinator on Regenerative Hospitality, shared their latest academic research behind regenerative approaches. They were joined on the panel by Jennifer Roux, Sustainability Project Manager of Sandoz Foundation Hotels, and Felix Gözler, Senior Manager of B Corp-certified Swiss coffee brand ViCAFE Espresso Bars, who demonstrated how these principles translate into real-life operational practices. After the panel discussion, participants were invited to collectively reflect and exchange ideas on topics including stakeholder engagement and communication, impact measurement, and authenticity.



Key takeaways from the session included:

- Why we do what we do, and for whom: the importance of grounding actions in purpose, authenticity, and with coherence and in true alignment with a company's values.
- Understanding your environment and your stakeholders: the importance of adapting your actions to the context to drive meaningful impact.
- Finding the right narrative: how clarity, transparency, and alignment engage stakeholders and accelerate transformation.
- Collaborating, identifying synergies, and creating networks to build bridges: why change is a collective journey.

SWISS IMPACT & PROSPERITY INITIATIVE

In 2025 EHL's CEO Markus Venzin served on the Sounding Board of the Swiss Impact & Prosperity Initiative (SIPI), a national transformation platform that aims to redefine prosperity in Switzerland by moving beyond GDP and integrating economic, environmental, and social dimensions into decision-making.

SIPI convenes leaders across business, policy, academia, finance, and civil society to build a shared, science-based framework for 'enduring prosperity' and to translate this vision into coordinated, system-level action. Through its collaborative structure and missions, it develops tools, data infrastructures, and flagship projects that address key national priorities such as regenerative food systems, resource circularity, and healthier lifespans for all, positioning Switzerland as a 'living lab' for innovative and scalable solutions. EHL's participation places the institution at the heart of these forward-thinking discussions, which aim to shape an evidence-based, future-oriented approach to prosperity.



APPENDICES

APPENDIX 1 - METHODOLOGY NOTE

APPENDIX 2 - EY ESG AUDIT REPORT

APPENDIX 3 - GRI TABLES

APPENDIX 4 - ADDITIONAL GRAPHS



Appendix 1 - Methodology Note

KPI PERCENTAGE OF FOOD & BEVERAGE (F&B) SPEND – SWISS SUPPLIERS

Standard reference: EHL custom KPI

Reporting period: 1.1 – 31.12.2025

Reporting entity/entities: EHL Hospitality Business School SA

Unit of measure: %

KPI definition and objective

This KPI measures the share of total Food & Beverage (F&B) spend that is paid to suppliers considered “Swiss”, based on supplier location (head office in Switzerland). The KPI focuses on supplier location and does not assess the origin of the products purchased.

Scope, boundaries, and exclusions

All F&B spend incurred by the EHL Lausanne campus during the reporting period, recorded through the standard procurement-to-pay process.

Out of scope / exclusions: Passugg campus and Singapore campus: excluded due to data unavailability for the reporting period. Regional offices: excluded as operations are negligible compared with the Lausanne campus. Non-F&B suppliers: excluded because F&B is defined as a priority procurement area in EHL’s sustainability strategy. Intercompany (Interco) transactions: excluded.

Definitions

Swiss supplier: A supplier is classified as “Swiss” when the company’s head office (headquarters) is located in Switzerland, as reflected in the supplier master data.

Food & Beverage (F&B) supplier: For this KPI, an F&B supplier is a supplier that provides goods and materials necessary for the production, distribution, and sale of food and beverages for internal customers (staff, faculty, students) and external customers (guests, clients). This includes, for example: Food products, Beverages, F&B-related packaging.

Calculation method

The KPI is calculated as follows:
$$\text{KPI (\%)} = \left(\frac{\text{Total CHF spend Swiss F\&B suppliers}}{\text{Total CHF spend all F\&B suppliers}} \right) \times 100$$

The numerator includes all invoices paid to F&B suppliers classified as Swiss. The denominator includes all invoices paid to all F&B suppliers (Swiss and non-Swiss). No minimum threshold applies: all invoice amounts and all invoices meeting the above definitions are included.

Limitations and assumptions

Supplier classification is based on head office location recorded in the supplier master data; it may not reflect the location of production sites or the origin of goods.



KPI – NUMBER OF SCHOLARSHIPS & AMOUNTS ALLOCATED

Standard reference: EHL custom KPI

Reporting period: 1.1 – 31.12.2025

Reporting entity/entities: Fondation des bourses et prêts d’honneur EHL

Unit of measure: Count (number of scholarships) and CHF (amounts allocated)

Organisational scope: All EHL campuses: Lausanne, Passugg and Singapore

KPI definition and objective

This KPI is twofold and, for a given calendar year, reports: (i) the number of scholarships (full and partial) allocated by the Fondation des bourses et prêts d’honneur EHL, following a decision by its Scholarship Allocation Commission/Committee; and (ii) the total amount allocated for these scholarships, expressed in CHF. Scholarships and amounts in scope are those granted to, and accepted by, students for the calendar year. The KPI is based on allocation decisions and student acceptance; actual payment dates are not considered.

Scope, boundaries, and exclusions

Scholarships funded and allocated by the Fondation des bourses et prêts d’honneur EHL. Scholarships awarded to eligible students following the Commission’s decision and accepted by students during the reporting period. All EHL campuses (Lausanne, Passugg, Singapore).

Out of scope / exclusions: Honorary loans are excluded. Scholarships and amounts allocated by other institutions are excluded.

Definitions

Scholarship: Financial aid provided in the form of a scholarship to support exemplary students in financing hospitality education at EHL, without expectation of reimbursement.

Full scholarship: A scholarship covering all tuition fees and/or mandatory study-related expenses, as well as part of the living costs for the Bachelor programme.

Partial scholarship: A scholarship covering part of tuition fees and/or mandatory study-related expenses (up to CHF 10,000 per year).

Calculation method

The KPI is calculated annually as follows:

KPI 1 – Number of scholarships allocated (count)

Sum of all scholarships (full and partial) granted by the Commission during the reporting period and accepted by students for the calendar year.

KPI 2 – Amounts allocated (CHF)

Sum of the CHF amounts approved by the Commission for the scholarships in scope (full and partial) during the reporting period.

Reporting

This KPI is used for internal monitoring and external sustainability/impact reporting related to financial support provided to students through the Foundation.



KPI- WORK-RELATED INJURIES (RATE)

Standard reference: GRI 403-9 (Work-related injuries)

Reporting period: 1.1 – 31.12.2025

Unit of measure: Rate (number of recordable work-related injuries per 1,000,000 hours worked)

Reporting entity/entities: EHL Hospitality Business School SA - Lausanne campus ONLY

KPI definition and objective

This KPI measures the rate of recordable work-related injuries (incl. severe ones) for employees (staff and faculty) at the EHL Lausanne campus. The indicator is expressed as the number of recordable work-related injuries per 1,000,000 hours worked.

Scope, boundaries, and exclusions

Locations: EHL Lausanne campus.
Population: Employees of the Lausanne campus (staff and faculty) during the reporting period. Cases: Work-related accidents and injuries declared by employees, logged by HR, and confirmed by the insurance company within the reporting period.

Out of scope / exclusions: Locations excluded: Campus Passugg, Campus Singapore, and Regional Offices. Stakeholders excluded: Students and non-employees (including contractors, consultants, temporary external staff, and service providers working on site). Cases excluded: Accident declarations that are not confirmed (validated) by the insurance company. Such cases are redirected to the health insurance / salary-loss coverage process ("Assurance Maladie – Pertes de Gains").

Definitions

Work-related accident / injury: EHL aligns with Swiss Federal Law and considers a work-related accident as a sudden, unintentional event caused by an extraordinary external factor that damages a person's health (LPGA Art. 4) and that occurs while performing work ordered by the employer, in the employer's interest, or while the insured is rightfully at the workplace or in a danger zone connected to the professional activity (LAA Art. 7).

Recordable work-related injury (case): For this KPI, a recordable case is a work-related accident/injury that is confirmed by EHL's insurance company during the reporting period.

Severe accident (management definition): Severe accidents may be considered as those requiring more than six months to recover. Recovery time is determined by the employee's doctor and may be confirmed by the insurance company's medical advisor ("Médecin Conseil").

Calculation method

The KPI is calculated as follows:
$$\text{KPI (rate)} = (\text{Number of confirmed recordable work-related injuries} / \text{Total hours worked}) \times 1,000,000$$

Numerator: Number of confirmed work-related accidents/injuries (including minor and severe) for employees (staff and faculty) of the Lausanne campus during the reporting period.

Denominator: Estimated total hours worked for employees (staff and faculty) during the reporting period. Total hours worked are calculated by HR from internal staff regulations and the number of Full-Time Equivalents (FTE), adjusted by occupancy rate. The same method is applied for staff and faculty, and the values are aggregated.

Limitations and assumptions

The KPI reflects only confirmed cases; cases rejected by the insurer are excluded, which may understate internal declarations.

Hours worked are estimated from contractual norms and FTE occupancy rates; they may differ from actual hours worked, especially for faculty where time is not systematically logged. The KPI is limited to the Lausanne campus and does not represent other EHL locations.

Reporting

This KPI is shared by HR with the Sustainability Department and reported in the EHL Environmental & Social Report under employee wellbeing, health and safety, and referenced in the GRI table (GRI 403-9).



KPI – SCOPE 1 AND SCOPE 2 GHG EMISSIONS

Standard reference: GRI 102-5, GRI 102-6

Unit of measure: tCO₂e

Gases and GWP: CO₂, CH₄, N₂O using IPCC AR6 (2021) GWP100

Organizational boundary: Operational control approach

Reporting period: 1.1 – 31.12.2025

Consolidation scope: Sum of Scope 1 and Scope 2 emissions for the three EHL campuses: Lausanne, Passugg, Singapore

Entity: EHL Hospitality Business School SA and affiliated entities

KPI definition and objective

This KPI reports EHL's direct (Scope 1) and energy indirect (Scope 2) greenhouse gas (GHG) emissions for the reporting period, expressed in tons of CO₂ equivalent (tCO₂e). Definitions and accounting principles follow the GHG Protocol Corporate Accounting and Reporting Standard.

Scope, boundaries, and exclusions

Entity: EHL Hospitality Business SA (Lausanne campus and Singapore Campus ONLY) and EHL Hotelfachschule Passugg AG (significant sites of operations). Consolidation: operational control approach; emissions from operations under EHL's operational control are included. Scope 1 sources: stationary combustion, mobile combustion (where applicable). Scope 2 sources: purchased electricity (market-based approach; location-based disclosed as an information item).

Out of scope / exclusions: Offices and entities with minor operations with expected negligible emissions are excluded from the inventory (i.e. Regional offices in Asia). Scope 1 fugitive refrigerant emissions (F-gases): excluded as the quantification methodology for EHL is under development.

Definitions (GHG Protocol)

Direct GHG emissions from sources that are owned or controlled by the organization (Scope 1). For this KPI, the following Scope 1 categories are considered: Stationary combustion: fuels combusted on-site for heating; Mobile combustion: fuels combusted in company-owned/controlled vehicles (where applicable). Indirect emissions from the generation of purchased electricity (Scope 2) consumed by the organization. Emissions are calculated and reported using the market-based method. Location-based emissions are reported as an information item.

Emissions sources covered

Scope 1 – Stationary and mobile combustion
Lausanne: natural gas for heating; fuel consumption for vehicles. Passugg: fuel oil for heating. Singapore: no stationary combustion for heating and no company-owned vehicles; therefore no Scope 1 stationary/mobile combustion is recorded for the campus.

Scope 1 – Fugitive emissions (refrigerants)
Refrigerant leaks are applicable; however, emissions from F-gases are not included in this KPI because the quantification methodology is under development.

Scope 2 – Purchased electricity
Purchased electricity is accounted for all buildings and reported using the market-based method. Location-based Scope 2 emissions are disclosed as an information item.

Calculation method

Scope 1 emissions
Stationary and mobile combustion: Activity data (fuel consumption) × emission factor = GHG emissions. Emission factors are sourced from KBOB Ecobau (Switzerland) and ecoinvent database.

Scope 2 emissions (market-based)
Electricity consumption (kWh) × market-based emission factor = GHG emissions. Emission factors are sourced from KBOB Ecobau (Switzerland) and ecoinvent database.

Reporting

This KPI is reported in EHL sustainability disclosures and may be used to support group-level emissions reporting and related narrative. The KPI aligns with organizational boundary disclosures under GRI 102-5 and GRI 102-6.



KPI – SCOPE 3 GHG EMISSIONS

Standard reference: GRI 102-7

Unit of measure: tCO₂e

Gases and GWP: CO₂, CH₄, N₂O using IPCC (2021) GWP100

Reporting period: 1.1.2025 – 31.12 2025

Entity: EHL Hospitality Business School SA and affiliated entities

Consolidation scope: Sum of Scope 3 emissions for the three EHL campuses: Lausanne, Passugg and Singapore

Organizational boundary: Operational control approach

KPI definition and objective

This KPI reports EHL's value-chain (Scope 3) greenhouse gas (GHG) emissions for the reporting period, expressed in tons of CO₂ equivalent (tCO₂e). Definitions and accounting principles follow the GHG Protocol Corporate Accounting and Reporting Standard and the GHG Protocol Scope 3 Calculation Guidance.

Scope, boundaries, and exclusions

Entity: EHL Hospitality Business School SA (Lausanne campus and Singapore Campus ONLY) and EHL Hotelfachschule Passugg AG. Consolidation: operational control approach; activities within EHL's value chain connected to the in-scope operations are included. Scopes: upstream categories 1-8 are assessed as described below; downstream categories 9-14 are considered non-material given

EHL does not sell physical products.

Out of scope / exclusions: Offices and entities with minor operations with expected negligible emissions are excluded from the inventory (i.e. Regional offices in Asia). Mobile combustion emissions in Category 3 (fuel- and energy-related activities): currently excluded as considered negligible.

Categories covered (GHG Protocol Scope 3)

Category 1 – Purchased goods and services: sub-categories defined based on financial analysis of 2023 and 2024 purchasing data: Food & Beverage; Goods (paper products, textiles, cleaning, single-use consumables, IT material, kitchen material, small supplies); Services (data stored, online meetings). Sub-categories are reported by campus depending on data availability. In Singapore, the

'Food' reporting framework differs because operations are performed by an external caterer.

Category 2 – Capital goods: physical investments (tangible assets) made during the year, centralized in Lausanne for all three campuses.

Category 3 – Fuel- and energy-related activities: based on stationary combustion and purchased electricity as per Scope 1 and Scope 2 accounting; mobile combustion is currently excluded.

Category 4 – Upstream transportation and distribution: linked to selected items in Category 1 to estimate upstream transportation.

Category 5 – Waste generated in operations: sub-categories include sorted waste (landfilling, recycling, hazardous), energy recovery (incineration, waste-to-

energy) and wastewater. Category 6 – Business travel: travel by staff, faculty and students (flights by seating class, trains, buses, taxis) and hotel stays.

Category 7 – Employee commuting: commuting by staff, faculty and students (private vehicles and public transport).

Category 8 – Upstream leased assets: Scope 1 and 2 emissions from rented buildings in Lausanne (Neighborwood). Downstream activities:

Categories 9-14: considered non-material as EHL does not sell physical products and therefore has no downstream activities under these categories.

Calculation methods by category

EHL applies a mix of calculation methods depending on data availability and category: Average-data method (activity-based using average emission factors), spend-based method (secondary financial data multiplied by emission factors per currency unit), hybrid method (combination of primary activity data with product-specific emission factors). Emission factors are sourced mainly from Ecoinvent, DEFRA (flights, incl. radiative forcing), Mobitool, KBOB Ecobau, EPA and Exiobase (spend-based). For food, specific emissions factors are developed by Beelong (cradle-to-gate, FLAG emissions included).

Limitations

Some categories rely on spend-based or average-data methods and include assumptions (currency conversions, unit proxies), which may reduce precision versus primary activity data. Singapore food emissions are based on meal volumes and average emission factors; comparability with Swiss campuses may be limited. Commuting estimates rely on surveys and assumptions, including a 39% staff survey participation rate and modelling choices for students and EV users.

Reporting

This KPI is reported in EHL sustainability disclosures and supports value-chain emissions reporting (GRI 102-7).



Appendix 2



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To the Boards of Directors of

EHL Hospitality Business School SA, Lausanne

and **E.H.L. Holding SA, Lausanne**

Lausanne, 30 April 2026

Independent Assurance Report on selected indicators of the Social and Environmental Report 2025

We have been engaged to perform assurance procedures to provide limited assurance on selected indicators included in E.H.L. Holding SA's (the Company's) and its affiliated entities (the Group's) Social and Environmental Report 2025, marked with the check mark  on pages 19, 25, 29, 78 and 82 for the reporting period from 1 January 2025 to 31 December 2025 (the Report).

Our limited assurance engagement focused on selected indicators described in the preceding paragraph and as presented in Annex 1 of this report (the Indicators).

We did not perform assurance procedures on other information included in the Report, other than as described in the preceding paragraph, and accordingly, we do not express a conclusion on that information.



Applicable criteria

The Company defined as applicable criteria (the Applicable Criteria):

- Methodology Note in Appendix 1 of the Social and Environmental Report 2025
- Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)



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2



Inherent limitations

The accuracy and completeness of selected indicators are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the non-financial matters indicators is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the emissions factors and the values needed to combine e.g. emissions of different gases. Our assurance report should therefore be read in connection with the Group’s Methodology Note, its definitions and procedures on non-financial matters reporting therein.



Responsibility of the Board of Directors

The Board of Directors of E.H.L. Holding SA is responsible for the selection of the Applicable Criteria and for the preparation and presentation, in all material respects, of the selected indicators in accordance with the Applicable Criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of indicators that are free from material misstatement, whether due to fraud or error.



Independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Our responsibility

Our responsibility is to express a conclusion on the selected indicators based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected indicators are free from material misstatement, whether due to fraud or error.



3

**Summary of work performed**

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Our limited assurance procedures included the following work:

- Assessment of the suitability of the Applicable Criteria and their consistent application
- Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- Interviews with the Group's key personnel to understand the sustainability or non-financial reporting system during the reporting period, including the process for collecting, collating and reporting the selected indicators
- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Applicable Criteria
- Analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to check the accuracy of the data

We have not carried out any work on data other than outlined in the paragraph above. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusions.



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Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the selected indicators in the Report of the Group have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Ernst & Young Ltd



Sébastien Leandri
(Qualified Signature)

Executive in charge



Marie Fricaud
(Qualified Signature)

Manager

Enclosure

- Annex 1: Selected non-financial matters indicators
- Annex 2: Social and Environmental Report 2025



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5

Annex 1: Selected non-financial matters indicators (“The Indicators”)

Selected non-financial matters indicators	Criteria	Reported value
Procurement		
1. Percentage of Food & Beverage (F&B) spend - Swiss suppliers	Custom	98.3%
Education		
2. Scholarships granted (amount and number)		
2.1. Amount (CHF) of scholarships allocated	Custom	845'764
2.2. Number of scholarships awarded	Custom	77
Environment		
3. GHG emissions		
3.1. Scope 1 – Energy Direct (tCO ₂ e)	GRI 102-5	1'098
3.2. Scope 2 – Energy indirect - Market-based (tCO ₂ e)	GRI 102-6	305
3.3. Scope 2 – Energy indirect - Location-based (tCO ₂ e)	GRI 102-6	898
3.4. Scope 3 – Indirect upstream and downstream value chain (tCO ₂ e)	GRI 102-7	8'389
People		
4. Work-related injuries		
4.1. Number of work-related injuries	GRI 403-9a.iii	26
4.2. Rate of work-related injuries (number per million hours worked)	GRI 403-9a.iii	20.7
4.3 Number of high-consequence work-related injuries	GRI 403-9a.ii	0
4.4 Rate of high-consequence work-related injuries (number per million hours worked)	GRI 403-9a.ii	0
4.5 Number of hours worked	GRI 403-9a.v	1'253'698



Appendix 3 -GRI Tables

GRI 2: General 2021

2-1 Organizational details	EHL Hospitality Business School, Lausanne, Switzerland We primarily operate in two countries: Switzerland and Singapore. We also have two regional offices in China and India providing advisory services.
2-2 Entities included in the organization's sustainability reporting	EHL Holding SA Consolidation: the report take into account three EHL campuses (Lausanne, Passugg, Singapore) as significant sites of operations following the operational control approach. EHL Asian offices (entity name: EHL Hospitality Business School) are mainly excluded from the reporting.
2-3 Reporting period, frequency and contact point	Reporting Period: January 1, 2025 - December 31, 2025. GRI tables are updated each year. Publication in April 2026. Contact: sustainability@ehl.ch
2-4 Restatements of information	No major restatements of information. We aligned to the new GRI standards 102 Climate change 2025 and 103 Energy 2025. GHG emissions of the base year and year 2024 of the carbon footprint were recalculated for methodological consistency. The main differences results in Scope 3.2 (alignment with GHG Protocol for accounting physical investments) and Scope 3.6 (more detailed accounting of business trips). The recalculation results in a reduction of base year emissions above 5% threshold.
2-5 External assurance	The report is not assured by a third-party. However, in 2025, EHL mandated an external company to audit non-financial KPIs. Please refer to the section About this report for further information.
2-6 Activities, value chain and other business relationships	Please refer to section About EHL, page 5.
2-7 Employees	Information on employees and other workers: - Permanent staff (female/male/total): 353/424/777; Temporary staff (female/male/total): 58/49/107 - Lausanne (permanent/temporary/total): 640/83/723; Singapore: 17/7/24; Passugg : 89/9/98; India: 15/0/15; China: 16/8/24 - Full time staff (female/male/total): 289/410/699; Part time staff (female/male/total): 122/63/185 Seasonal workers and non-employees do not constitute a significant portion of our workers. Numbers are reported in head count.
2-8 Workers who are not employees	Temporary and seasonal workers and non-employees do not constitute a significant portion of our workers.
2-9 Governance structure and composition	Please refer to Governance Structure & Composition, page 35.
2-10 Nomination and selection of the highest governance body	Please refer to Governance Structure & Composition, page 35.
2-11 Chair of the highest governance body	The chair of the BOD is non-executive member.



GRI 2: General 2021

2-12 Role of the highest governance body in overseeing the management of impacts	Please refer to Governance Structure & Composition, page 35.
2-13 Delegation of responsibility for managing impacts	Please refer to Governance Structure & Composition, page 35.
2-14 Role of the highest governance body in sust. reporting	Please refer to Governance Structure & Composition, page 35.
2-15 Conflicts of interest	Eventual conflict of interests of Board Members and Leadership Team are checked internally on a yearly basis.
2-16 Communication of critical concerns	<ul style="list-style-type: none"> - Critical concerns are communicated to EHL's highest governance body through established risk management and reporting processes. Critical concerns are communicated to EHL's highest governance body through established reporting lines, including the Executive Leadership Team (ELT) then reporting to the Board of Directors. These concerns may originate from internal audits, or risk assessments and can be considered critical when issues assessed as having significant impact on ethics, compliance, finance or reputation. - Risk Management Assessment: Significant risks, including potential critical concerns, are identified through EHL's risk management framework and presented to the Board as part of regular risk reviews. - Audit and Risk Committee: EHL has an Audit and Risk Committee that oversees risk management, compliance, and internal controls. - Regular Board Updates: The Executive Leadership Team provides periodic updates to the Board, which include any critical concerns identified.
2-19 Remuneration policies	Due to confidentiality reasons, we prefer not to provide an answer to this question.
2-20 Process to determine remuneration	The compensation policy outlines the process for determining remuneration at EHL. Salary structures and general adjustments are proposed by the CEO and validated by the Board of Directors. The Compensation Committee composed of independent members oversees the design and implementation of remuneration policies, ensuring fairness and compliance. An external partner, Korn Ferry, provides independent job grading and market benchmarking. Regular audits and assessments, including the use of LOGIB, guarantee compliance with equal pay principles. Employee feedback on remuneration is collected through annual survey "Happy at Work", analyzed, and used to define improvement actions.
2-21 Annual tot. compensation ratio	Due to confidentiality reasons, we prefer not to provide an answer to this question.
2-22 Statement on sust. development strategy	Please refer to Foreword, page 3.
2-23 Policy commitments	Please refer to Policies, page 36.
2-24 Embedding policy commitments	Please refer to Policies, page 36.



GRI 2: General 2021

2-25 Processes to remediate negative impacts	<p>Commitment to Remediation is embedded in the EHL Code of Ethics and Conduct, which sets clear expectations for responsible business practices and accountability. EHL also enforces a Non-Retaliation Policy, ensuring that no individual faces retaliation for raising a concern in good faith. We are committed to protecting whistleblowers and fostering a culture where ethical dialogue is welcomed. Every EHL Community Member and Partner is responsible for observing these principles. In case of breach, EHL will act accordingly, and this commitment is binding for EHL and its executive and governing bodies.</p> <p>EHL’s grievance mechanisms enable employees, students, and other stakeholders to raise concerns and seek resolution. In 2025, EHL had no additional remediation processes beyond the grievance mechanisms listed under GRI 2-26, and did not have a formalized process to involve intended users (employees, faculty, and students) in the design, review, and improvement of grievance mechanisms.</p> <p>When applicable, EHL tracks cases reported through existing grievance mechanisms to ensure follow up when required. However, we do not have a consolidated effectiveness framework and do not publish aggregated indicators or examples.</p>
2-26 Mechanisms for seeking advice and raising concerns	<p>EHL has established several mechanisms to ensure that employees and students can seek advice and raise concerns regarding responsible business conduct:</p> <p>The EHL Code of Ethics and Conduct provides clear guidance on EHL’s ethical and professional standards and encourages all members of the EHL Community and Partners to raise ethical concerns or report misconduct through established internal channels. All concerns are addressed seriously, confidentially, and fairly.</p> <p>In addition, EHL offers other confidential and impartial mechanisms for raising concerns:</p> <ul style="list-style-type: none"> - External Ombudsman – available for independent advice and, if required, escalation outside the organization. - SpeakUp channel for students – ensuring a safe and confidential way to report concerns. - Mediation Committee for staff – fostering dialogue and resolution of workplace issues. - Corporate Psychosocial Risk Policy and dedicated internal process – addressing psychosocial risks and related concerns in the workplace. <p>EHL makes every effort to handle all concerns seriously, fairly, and with strict confidentiality.</p>
2-27 Compliance with laws and regulations	<p>No significant instances of non-compliance with applicable laws and regulations resulting in fines or non-monetary sanctions were identified during the reporting period.</p>



GRI 2: General 2021

2-28 Membership associations	<ul style="list-style-type: none"> - HES-SO: since 1998, EHL is enabled to deliver accredited programs under Swiss frameworks. - NECHE – USA: EHL is accredited by NECHE, marking a substantive role in international academic standards. - AACSB: EHL has been a member of the AACSB Business Education Alliance since 2016 and was officially accredited in Spring 2024. - EFMD: Full member since June 2016. EFMD offers EHL a platform to contribute to European management education standards, engage in forum committees, and shape development of accreditation like EQUIS. - CHEA: EHL is an institutional member of CHEA reflecting its commitment to quality assurance and global academic standards. - THE ICE: EHL’s Campus Passugg (SSTH) is a C2Q member, participating in benchmarking and peer review. - Singapore’s Committee for Private Education: EHL Campus Singapore is awarded the 4 year EduTrust certification confirming high standards in governance, student services and academic quality. - HotellerieSuisse: EHL Group is a member, supporting the national sector, vocational standards development and advocacy. - EUHOFA: EHL Chief Academic Officer is part of EUHOFA Board of Directors and contributes to overseeing the management of the Association. - HEFP: strategic partnership aimed at advancing vocational training in hospitality. - Foundation for Innovation and Technology (FIT): EHL is a contributor, supporting initiatives fostering innovation and entrepreneurship in the food and hospitality sectors. - Swiss Food & Nutrition Valley: founding member (2020), contributing to drive innovation and sustainability in food and nutrition ecosystems. - ISCN: member, EHL was cohost of the 2024 ISCN Conference. - Canton of Vaud’s sustainability platform: EHL is a member of the Coordination of Key Public Service Partners.- Schweizer Tourismus-Verband (Swiss Tourism Federation): EHL became a member in 2025. <p>Other memberships specific to EHL Campus Passugg: Campus Tourismus Graubünden, K-HF, Swiss European Mobility Programme</p>
2-29 Approach to stakeholder engagement	<p>EHL maintains a strong Internal Governance structure through three dedicated Councils (Student, Staff and Faculty) elected by their peers. These Councils are engaged in projects and participate in decision discussions. They are continuously involved in governance processes and collaborate closely with various departments.</p> <p>Throughout the year, internal stakeholders participate in workshops, and other collaborative sessions designed to gather insights, foster dialogue and capture their perspectives on key topics, including sustainability.</p> <p>Feedback collected through these engagements is systematically analyzed and integrated into initiatives, ensuring that decisions reflect the voices of the community.</p> <p>This ongoing engagement reinforces EHL’s commitment to participative governance by maintaining open communication and continuous involvement. The institution ensures that the three Councils are closely involved in organizational improvement and future plans.</p>
2-30 Collective bargaining agreements	<p>In total 65 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</p>







GRI 101: Biodiversity 2024

101-1 Policies to halt and reverse biodiversity loss	Please refer to Biodiversity, page 33.
101-2 Management of biodiversity impacts	We have preserved wooded areas, native species landscaping, and no herbicides or biocides. We focus on minimizing extensive maintenance (prairies mowed twice per year), reasoned mowing in spring and summer, permeable surfaces to reduce soil impact, and monitoring of groundwater impact from buildings and operations. We maintain 56.7% near-natural surfaces (prairies, orchard, permaculture garden); our goals are to enhance biodiversity and ecosystem services; we engage via an educational garden and awareness panels. We have no formal offset program. EHL support pollinator beehives, fauna shelters, partnerships with Bois du Jorat, local wood from Pully for landscaping, and future tree planting linked to philanthropy. The Campus Lausanne is certified by Fondation Nature & Economie; we have no separate biodiversity management plan beyond landscaping guidelines. The synergies between native vegetation and permeable surfaces support carbon sequestration and water infiltration; our organic practices reduce emissions. EHL maximizes positive impacts through educational initiatives (pedagogical garden, awareness), local sourcing, and partnerships. At our Passugg campus, our sustainable lab works with students and local farmers to co-develop practical solutions to environmental challenges, reinforcing community engagement and knowledge transfer.
101-3 Access and benefit-sharing	Not applicable. However, we ensure compliance with applicable Swiss and international environmental laws in all operations.
101-4 Identification of biodiversity impacts	Please refer to Biodiversity, page 33.
101-5 Locations with biodiversity impacts	Lausanne campus is located in Chalet-à-Gobet, a district of Lausanne. Its parcel covers approximately 7800m2 including buildings, recreational spaces, and landscaped grounds. It is situated above a groundwater aquifer that serves as a critical water source for the city of Lausanne and in proximity to Bois du Jorat, a forested area of high ecological and biodiversity value. The groundwater is managed in accordance with Swiss national water protection regulations. Measurement tools are in place upstream and downstream of the Campus to measure and control our impact on it. The park Bois du Jorat is listed in the Swiss Parks Network database and embeds a 4.4km2 natural protected area. The estimated distance from campus to the protected area is 2 km. The campus function as academic institution with administrative office and residences for students. Passugg campus is placed in a rural area near the city of Chur. The parcel covers approximately 5 hectares including buildings and green spaces. The surrounding areas include habitats recognized for their ecological value under Swiss national ecological networks. The campus is not directly in a protected area but close to the Alpine ecosystem, rich in biodiversity but not officially protected. Its function is an academic institution with residential facilities for students. EHL campus in Singapore is placed in the central area of the city-state. The campus covers approximately 2 hectares, located in a densely urbanized region highlights the importance of preserving nearby biodiversity. The land is leased and limited to campus facilities and landscapes surroundings. It is located near Singapore Botanic Gardens (UNESCO), which hosts high biodiversity value, rare and native tropical plant species.
101-6 Direct drivers of biodiversity loss	Not applicable.
101-7 Changes to the state of biodiversity	Please refer to Biodiversity, page 33.
101-8 Ecosystem services	Please refer to Biodiversity, page 33.



GRI 102: Climate Change 2025

102-1 Transition plan for climate change mitigation	Please refer to Climate, page 24.
102-3 Just transition	No hires or termination of contract are connected to the transition plan.
102-4 GHG emissions reduction targets and progress	Please refer to the table in Appendix 3.
102-5 Scope 1 GHG emissions	Total Scope 1 GHG emissions: 1'098 tCO ₂ e  Please refer to the methodological note (Appendix 1) and the table in Appendix 3 and for further details.
102-6 Scope 2 GHG emissions	Total Scope 2 market-based GHG emissions: 305 tCO ₂ e.  Total Scope 2 location-based GHG emissions: 898 tCO ₂ e.  Please refer to the methodological note (Appendix 1) and the table in Appendix 3 and for further details.
102-7 Scope 3 GHG emissions	Total Scope 3 GHG emissions: 8'389 tCO ₂ e.  Please refer to the methodological note (Appendix 1) and the table in Appendix 3 and for further details.
102-8 GHG emissions intensity	Please refer to the table in Appendix 3.
102-10 Carbon credits	No carbon credits were purchased by EHL in 2025.
102-2 Climate change adaptation plan	EHL has not developed a climate adaptation plan yet. The main efforts being addressed to climate mitigation, EHL has nevertheless included mitigation actions in the design of new campuses and buildings renovations. The preparation of a climate adaptation plan is under evaluation, considering the impact of climate change in Switzerland, Singapore, and on the tourism sector.
102-9 GHG removals in the value chain	Not occurring.

GRI 103: Energy 2025

103-1 Energy policies and commitments	Please refer to Action plan for responsible energy management, page 26.
103-2 Energy consumption and self-generation within the organization	Please refer to Energy consumption, page 26; or the table in Appendix 3 for further details.
103-3 Upstream and downstream energy consumption	Please refer to Energy consumption, page 26; or the table in Appendix 3 for further details.
103-4 Energy intensity	Please refer to the Appendix 3 for further details.
103-5 Reduction in energy consumption	Please refer to Energy consumption, page 26.



GRI 201: Economic Performance 2016

201-1 Direct economic value generated and distributed	In 2024, our net sales were 172'872 KCHF and our total capitalization 479'972 KCHF (330'730 KCHF of debt and 149'242 of equity). Financial information for fiscal year 2024. At the time of publication of this report, figures for the fiscal year 2025 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 once 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.
201-3 Defined benefit plan obligations and other retirement plans	The estimated value of the liabilities is not applicable because the plan's liabilities are not met by the organization's general resources, as the pension institution is independent of the employer. A separate fund is dedicated to pension plan liabilities: i) The estimated coverage levels for the three pension funds were 105%, 109%, and 109% respectively. ii) These figures are based on the audited financial statements of the two independent pension institutions. iii) The estimate was made as of 31.12.2025 The pension funds are fully covered (all coverage levels are over 100%). The salary contribution percentages depend on the employee's age group and function within the company. The employer contributes a minimum of 56%, and the employee contributes a maximum of 44%. Participation in the schemes is mandatory for all eligible employees.
201-4 Financial assistance received from government	In 2024, we received a total of 27'458 KCHF in subsidies. 25'894 KCHF for Academic reasons 1'565 KCHF for research (incl. 1'051 KCHF in grants from the government) Government is not present in the shareholding structure.

GRI 203: Indirect Economic Impacts 2016

203-1 Infrastructure investments and services supported	Not applicable in 2025.
203-2 Significant indirect economic impacts	EHL develops hospitality competencies through research, education, innovation, and business services, and brings them to the world in a sustainable way. With more than 4,000 students and over 600 faculty and staff worldwide, we act as a lifelong learning partner for hospitality professionals. Our ecosystem includes more than 100 practicing consultants and supports over 500 organizations in 30 countries. We maintain a strong industry network, with 180 companies recruiting on our campuses annually and 35 corporate members in the EHL Alliance. Our 30,000 alumni operate in 150 countries, creating global impact. Looking ahead, EHL aims to strengthen its thought leadership on sustainability and accelerate the hospitality industry's transformation toward regenerative practices. Through applied research, innovative business models, and close collaboration with industry partners, we seek to help organizations move beyond a consumption-driven approach and embrace solutions that restore and regenerate resources. By combining academic excellence with practical applications, we aspire to make hospitality a catalyst for positive environmental and social change.



GRI 204: Procurement Practices 2016

204-1 Proportion of spending on local suppliers	Please refer to Local Suppliers and Responsible Sourcing, page 29; and to the methodological note for further details.
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GRI 303: Water and Effluents 2018

303-1 Interactions with water as a shared resource	None of EHL campuses conduct industrial or manufacturing activities. Interactions with water as a shared resource are therefore limited to domestic, educational, residential, catering, and recreational uses.
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303-2 Management of water discharge-related impacts	Water related impacts are managed through a combination of technical measures, operational controls, and awareness initiatives across all campuses. Water efficiency considerations are integrated into renovation and new building projects at all sites.
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303-3 Water withdrawal	112'936 liters. All water withdrawn by EHL is sourced from municipal drinking water networks at each campus. EHL does not abstract water directly from rivers, lakes, groundwater, or other natural sources. Water withdrawals are primarily related to domestic and service-related activities and are monitored through utility metering and billing data.
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303-4 Water discharge	81'998 liters. All wastewater generated by campus activities is discharged to municipal wastewater collection systems and treated by public wastewater treatment plants, in accordance with local regulations in Switzerland and Singapore. EHL does not discharge untreated wastewater directly into natural water bodies.
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303-5 Water consumption	112'936 liters. Water consumption across the three campuses is primarily driven by residential use in student accommodation, food preparation in restaurants and cafeterias, spaces cleaning and laundry operations, sports facilities (swimming pool), and irrigation of green spaces Although water availability conditions differ by location, water use remains non industrial and is actively reduced through efficiency measures. EHL follows the continuously seeks to lower per capita water consumption and is prepared to further adjust water use practices in response to temporary water scarcity measures implemented by local authorities.
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GRI 306: Waste 2020

306-1 Waste generation and significant waste-related impacts	EHL is a hospitality school that primarily offers courses for students but also provides services. It offers food and beverage services, F&B sales points. There are also many purchases related to Food, Uniform clothing, Office supplies, Cleaning chemicals, IT equipment, etc. The activities at EHL that generate both hazardous and non-hazardous waste include cleaning operations, laundry, facility maintenance, office and facility management, in-flight customer service, and retail operations. The outputs are generated indirectly by activities and include the distribution and retail sale of products, food, and their packaging acquired through suppliers. EHL also has a strong donation program, through which gently used items are donated to partner organizations for reuse and recycling.
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**GRI 306: Waste 2020**

306-2 Management of significant waste-related impacts	<p>Circularity Measures: we organize awareness sessions for students and staff on waste reduction practices, including the manager. We prioritize sustainable sourcing, including bulk purchasing to reduce packaging and the selection of products with recyclable packaging. We offer culinary courses to optimize ingredient use, reduce food waste, and creatively incorporate leftovers.</p> <p>Waste Reduction Initiatives: we implement composting for organic waste generated in kitchens and cafeterias. We set up recycling bins for paper, plastic, glass, and metals.</p> <p>Managing significant impacts related to waste: we track waste generation through regular audits in kitchens, restaurants, and classrooms for improvement. We establish feedback mechanisms for students and staff to suggest improvements. We work with local authorities to improve practices and ensure regulatory compliance.</p> <p>Waste management by third parties: we collect and monitor waste data through regular audits to quantify and categorize waste. We track waste generation and initiative effectiveness. We conduct regular reporting to ensure transparency and accountability. We measure progress over time (landfill diversion rates, food-waste reduction).</p>
306-3 Waste generated	215 tons of industrial waste; 139 tons of organic waste; 36 tons of mixed paper; 31 tons of glass; 8 tons of crushed wood; 5.7 tons of PET; 3.7 tons of inert waste; 3.2 tons of light scrap metal; 1.9 tons of hard plastic to be crushed; 1.5 tons of vegetable oils; 0.55 tons of electronic waste
306-4 Waste diverted from disposal	<p>Non Hazardous Waste Offsite: Recycle = 81 t; Reuse Donation = 1,6 t</p> <p>Hazardous Waste Offsite: Recycle = 0,55 t</p> <p>The hazardous waste data was collected based on what we gather on campus. Most of the hazardous waste includes: batteries, sprays, chemicals, ink cartridges.</p> <p>The non-hazardous waste data was collected through our provider Retripa, which collects and processes the waste, while data on other non-hazardous waste such as textiles and donations is collected by the Démarche foundation.</p>
306-5 Waste directed to disposal	Methanization: 139 tons (biogas) and 1.5 tons (biofuel); Incineration with energy recovery: 223 tons; Landfilling: 3.73 tons (inert)

GRI 308: Supplier Environmental Assessment 2016






308-1 New suppliers that were screened using env. criteria	Please refer to Local Suppliers and Responsible Sourcing, page 29
308-2 Negative env. impacts in the supply chain and actions taken	Please refer to Local Suppliers and Responsible Sourcing, page 29

GRI 401: Employment 2016

401-1 New employee hires and employee turnover	<p>The overall turnover rate in 2025 was 14%.</p> <p>Under 25: 47.4% (41.7% female, 57.1% male); 25-34: 21.0% (22.1% , 19.4%); 35-44: 12.4% (8.8% , 14.9%); 45-54: 7.2% (14.5% , 1.9%); Over 55: 12.6%: (14.6% , 11.4%)</p> <p>Hires: 129 in Lausanne, 8 in Singapore, 29 in Passugg, 11 in Asian offices</p> <p>Under 25: 18.1% (59.4% female, 40,6% male); 25-34: 42.9% (56.6%, 43.4%); 35-44: 25.4% (48.9%, 51.1%); 45-54: 9.6% (47.1%, 52.9%); Over 55: 4.0% (85.7%, 14.3%)</p>
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.
401-3 Parental Leave	In 2025, 3 staff members took paternity leave and 11 staff members took maternity leave.



GRI 403: Occupational Health and Safety 2018

403-1 Occupational health and safety management system	Please refer to EHL Community Well-being, page 13.
403-2 Hazard identification, risk assessment, and incident investigation	Workers have the right and the duty to stop any dangerous work and report it immediately to the manager and security department. Hazards and hazardous situations must be reported by email by workers to their manager and to the Security department for immediate measures and analysis. No reprisals can be taken for such actions as the safety and wellbeing of the staff is a priority for the institution and channels are multiplied to avoid one way treatment.
403-3 Occupational health services	Please refer to EHL Community Well-being, page 13.
403-4 Worker participation, consultation, and communication on occupational health and safety	Please refer to EHL Community Well-being, page 13.
403-5 Worker training on occupational health and safety	Please refer to EHL Community Well-being, page 13.
403-6 Promotion of worker health	Please refer to EHL Community Well-being, page 13.
403-7 Prevention and mitigation of occupational H&S impacts directly linked by business relationships	Please refer to EHL Community Well-being, page 13.
403-8 Workers covered by an occupational H&S management system	Please refer to EHL Community Well-being, page 13.
403-9 Work-related injuries	The rate of injuries (Lausanne campus), divided by the estimated number of hours worked and multiplied by 1'000'000, is 20.7.  Additional information: - number of injuries (26)  - number of severe injuries (0)  and rate of severe injuries (0)  - number of worked hours (1,253,698h)  Please refer to the methodological note (Appendix 1) for further details.
403-10 Work-related ill health	No data available for 2025.

GRI 404: Training and Education 2016

404-1 Average hours of training per year per employee	Please refer to Career development, page 17.
404-2 Programs for upgrading employee skills and transition	Please refer to Career development, page 17.
404-3 Percentage of employees receiving regular performance and career development reviews	Please refer to Career development, page 17.

**GRI 405: Diversity and Equal Opportunity 2016**

405-1 Diversity of governance bodies and employees	Please refer to Diversity, Equity & Inclusion (DEI), page 16.
405-2 Ratio of basic salary and remuneration of women to men	EHL has been awarded the Equal Pay label, confirming that there is no significant discrepancy between the remuneration of men and women in comparable positions, with similar education and backgrounds. This certification is the result of an independent audit of EHL’s accounts and processes, conducted by an external auditing firm. In addition, we perform regular assessments—at least once a year—using LOGIB, the Swiss Confederation’s official tool for analyzing gender pay equality. Furthermore, internal and external remuneration fairness is reviewed by our external partner Korn Ferry, a global expert in job evaluation and grading.

GRI 406: Non-discrimination 2016

406-1 Incidents of discrimination and corrective actions taken	We do not publicly disclose this information to protect privacy.
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GRI 413: Local Communities 2016

413-1 Operations with local community engagement, impact assessments, and development programs	Community engagement as well its social and environmental impacts are currently not evaluated in a comprehensive and systematic way. EHL is already involved with the local community and regularly partners with organizations in the neighboring areas (eg. Démarche, Caritas, Carac Rose in Lausanne). In addition, we also provide all staff and students access to a volunteering opportunities to help NGOs and other active associations and ensure that everyone within EHL can play a role in giving back to the community.
413-2 Operations with significant actual and potential negative impacts on local communities	At the current stage, no significant negative impacts on local communities have been identified in any of the location of operations. Minor impacts on local communities are addressed ad-hoc.

GRI 414: Supplier Social Assessment 2016

414-1 New suppliers that were screened using social criteria	Please refer to Local Suppliers and Responsible Sourcing, page 29
414-2 Negative social impacts in the supply chain and actions taken	Please refer to Local Suppliers and Responsible Sourcing, page 29

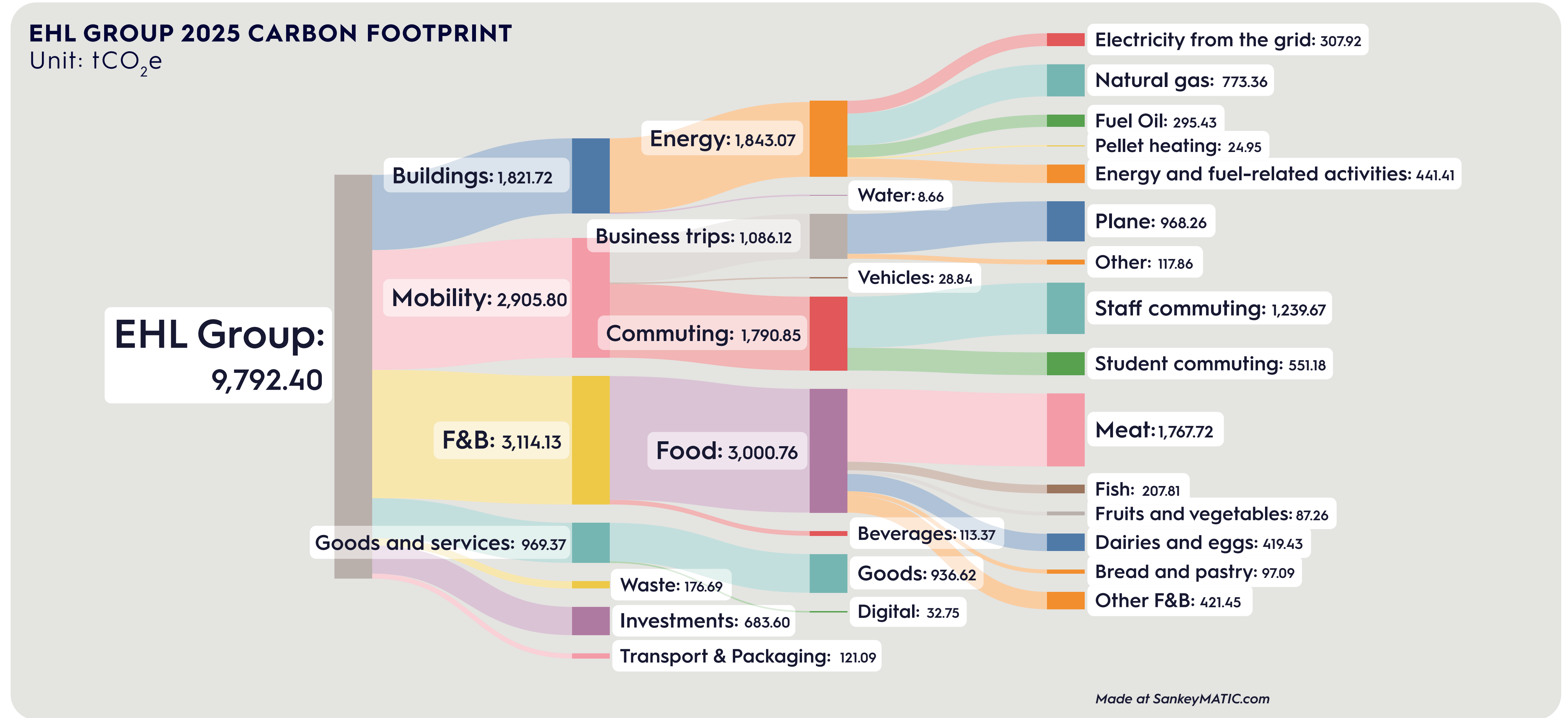
GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of privacy and losses of customer data	Same status as 2024. No complaints, breaches or data loss to announce.
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This report has been prepared in reference to the GRI Standards



Appendix 4 - Additional graphs





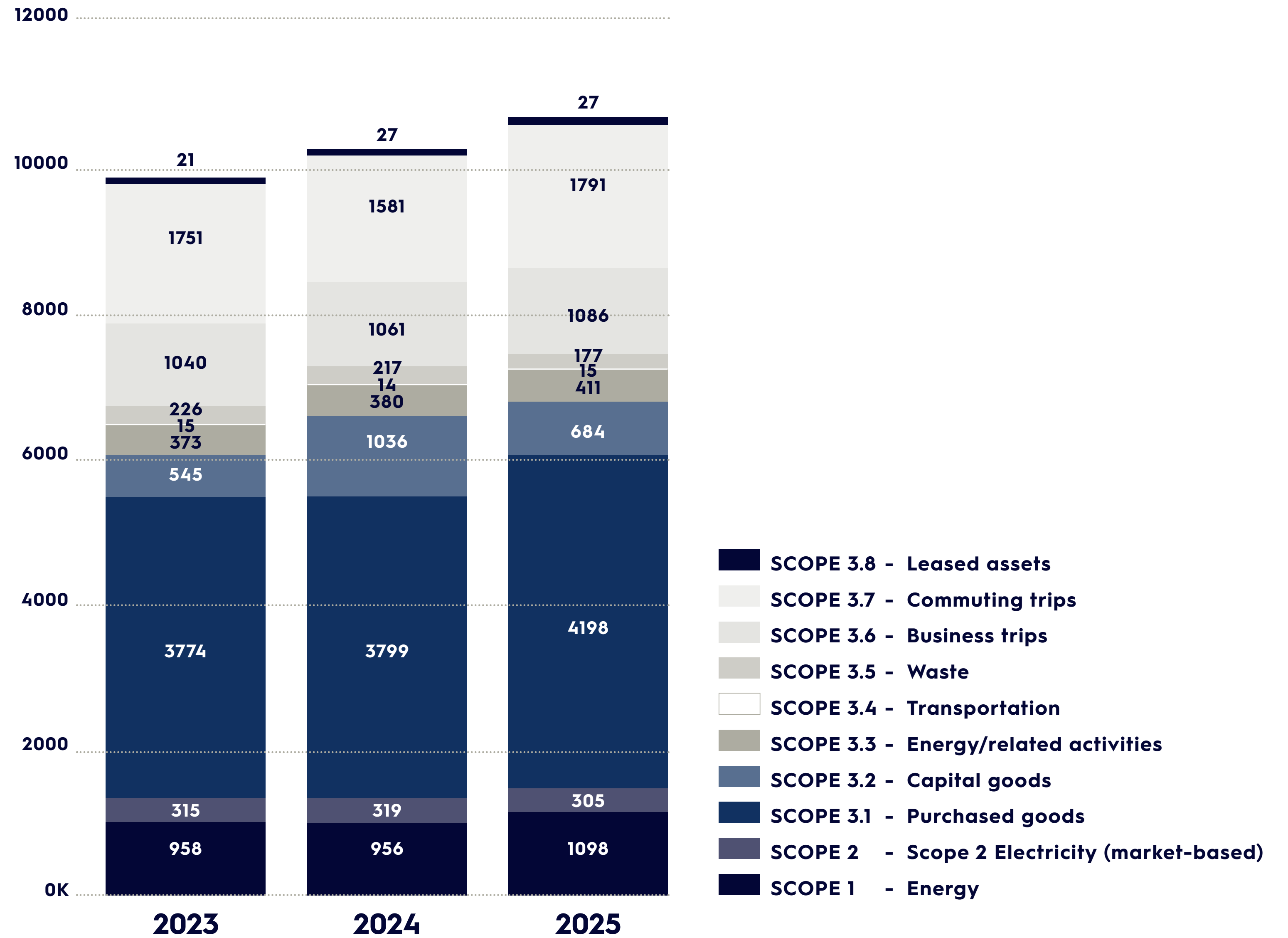
ADDITIONAL INFORMATION REGARDING GRI 102-4

GRI 102-4 GHG emissions reduction targets and progress	Information on target			Information on progress		Information on how the target was set				
	Target year (102-4-a)	Target emissions (%) (102-4-a)	Target emissions (tCO ₂ e) (102-4-a)	Progress (%) (102-4-i)	Progress (tCO ₂ e) (102-4-i)	Base year (102-4-h)	Base year emissions (tCO ₂ e) (102-4-hii)	Biogenic CO ₂ emissions included in the target (yes/no) (102-4-b)	Gases covered (102-4-e)	Scope 3 categories covered (102-4-d)
Scope 1 target (102-4-a-i)	2035	-64%	Refer to Scope 1&2 target			2023	957.71	Yes	CO ₂ , CH ₄ , N ₂ O	
Scope 2 target location-based (102-4-c)				2023	910.23	Yes	CO ₂ , CH ₄ , N ₂ O			
Scope 2 target market-based (102-4-c)				2023	314.68	Yes	CO ₂ , CH ₄ , N ₂ O			
Scope 3 target (102-4-a-i)	2035	TBD	TBD	8.30%	8,389.33	2023	7,745.51	Yes	CO ₂ , CH ₄ , N ₂ O	1,2,3,4,5,6,7,8
Scope 1&2 target (102-4-a-i)	2035	-64%	458.06	10.30%	1,403.06	2023	1,272.39	Yes	CO ₂ , CH ₄ , N ₂ O	



ADDITIONAL INFORMATION REGARDING GRI 102-5, 102-6, 102-7

Unit: tCO₂e





ADDITIONAL INFORMATION REGARDING GRI 102-8, GRI 102-9

GROSS GHG EMISSIONS (tCO ₂ e)	SCOPE OF EMISSIONS	SPECIFIC METRIC	GHG EMISSIONS INTENSITY RATIO
Total GHG emissions: 8,229.39	Scope 1&2&3	Campuses population = 4,288	2.28 t CO ₂ /person
Scope 3 emissions wo investments: 7,705.73	Scope 3 excluding cat. 2	Campuses population = 4,288	1.70 tCO ₂ /person

GRI 103-2

		Renewable energy sources			Non-renewable energy sources			Total
		Photovoltaic	Hydropower	Pellets	Natural gas	Fuel Oil	Electricity mix	
Fuel consumption GRI 103-2-a	Lausanne				4,183.488			5,351.18
	Passugg					1,167.69		
	Total	0.00			5,351.18			
Purchased electricity consumption GRI 103-2-b	Lausanne		6,361.90		4,183.488			7,471.84
	Passugg						652.00	
	Singapore						457.94	
	Total	6,361.90			1,109.94			
Self-generated renewable electricity consumption GRI 103-2-c	Lausanne	573.38						573.38
	Total	573.38			0.00			
Upstream and downstream energy consumption GRI 103-3	Lausanne			661.77				661.77
	Total	661.77			0.00			



ADDITIONAL INFORMATION REGARDING GRI 103-3

	Scope	Unit	Data	Specific	Unit	Metric data	Ratio	Unit
LAUSANNE CAMPUS								
Type of energy								
Natural Gas	Scope 1	MWh	4183.49	Surface	m ²	53,029.00	78.89	kWh/m ²
Pellet heating	Scope 3	MWh	661.77	Surface	m ²	53,029.00	12.48	kWh/m ²
Total heating LSN		MWh	4845.25	Surface	m ²	53,029.00	91.37	kWh/m²
Electricity from the grid	Scope 2	MWh	6,361.90	Surface	m ²	53,029.00	119.97	kWh/m²
PASSUGG CAMPUS								
Type of energy								
Fuel Oil	Scope 1	L	116,769.00	Surface	m ²	8,825.00		
Total heating PSG		MWh	1,167.69	Surface	m ²	8,825.00	132.32	kWh/m²
Electricity from the grid <i>assumption: 0.01MWh per fuel oil liter</i>	Scope 2	MWh	652.00	Surface	m ²	8,825.00	73.88	kWh/m²
SINGAPORE CAMPUS								
Type of energy								
Electricity from the grid	Scope 2	MWh	457.94	Surface	m ²	2,675.00	171.19	kWh/m²
ALL CAMPUSES								
Type of energy								
Pellet, natural gas, fuel oil	Scope 1	MWh	6,012.94	Surface	m ²	64,529.00	93.18	kWh/m²
Electricity from the grid	Scope 2	MWh	7,471.84	Surface	m ²	64,529.00	115.79	kWh/m²

