

ESG REPORT

2024

SANDOZ FOUNDATION HOTELS



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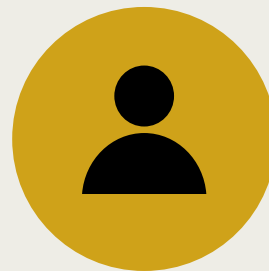
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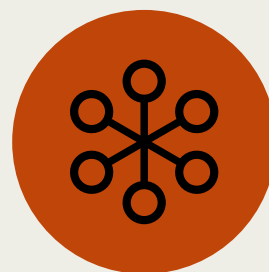
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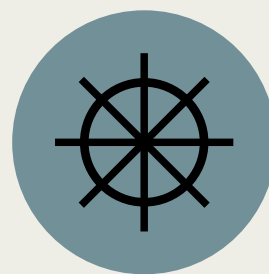
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MESSAGE FROM THE CEO

Dear readers,

When our founder Edouard-Marcel Sandoz established the Sandoz Family Foundation in 1964, he instilled a spirit of entrepreneurship guided by respect for people, sustainable development, and job creation.

A sculptor of men and animals, a painter of flowers and landscapes, his sensitivity to beauty lives on in a motto that still resonates within our group: **“In art, one must love everything: nature, science, and one’s fellow man.”** The course was set for us.

It is with deep emotion and a forward-looking vision that I invite you to discover **this first ESG report – a reflection of our unwavering commitment to exceptional hospitality that is profoundly human and resolutely responsible.**

At the heart of “La Belle Hôtellerie, unmistakably Swiss,” Sandoz Foundation Hotels brings together passion, tradition, and innovation to:

- build a healthy, inclusive and **fulfilling work environment**
- preserve and promote the **natural beauty and landscapes** that make our hotels unique,
- foster the **vitality of our local communities** and promote regional expertise.

Located in exceptional regions – Lausanne, Neuchâtel, and Zermatt – **our group draws its strength from the timeless beauty of these landscapes.** It is therefore our duty to protect them:

- Lausanne, located on the shores of Lake Geneva and gateway to Lavaux and its terraced vineyards, a UNESCO World Heritage Site
- The majesty of the Matterhorn in Zermatt
- The thousand-year history of the shores of Lake Neuchâtel.

Our hotels, guardians of a unique heritage, also bear witness **to expertise passed down from generation to generation, while being committed to continuous improvement and sustainable innovation.**



JOHN LEGLISE

CEO Sandoz Foundation Hotels

“Our employees are the driving force behind our hotel excellence and the ambassadors of our values.”

861

Employees

70

Nationalities

As part of the history of the École Hôtelière de Lausanne (EHL), founded in one of our establishments and now a global benchmark, we are proud of this tradition that places people at the heart of our ESG strategy.

This ESG report is both a tribute to our roots, a token of gratitude to our employees, and a commitment to future generations – a promise of a future where excellence and responsibility go hand in hand, in service of the common good and true to the spirit of Sandoz Foundation Hotels.

With all my gratitude and enthusiasm
John Leglise
 CEO, Sandoz Foundation Hotels



Anaïs Duchosoy
Events, PAL



Mohamed Bah
Kitchen, PAL



Perrine Baillif
Spa, BRP



Sylvér Printemps
Maintenance, BRP SA



Valentina Boccia
Spa, LPA



Stefano Ciacciarelli
Guest Services, LPA



Raphaël Breton
Kitchen, BRP SA



Eva Bello
Kitchen, PAL



**THE 2024 RESULTS REFLECT
THIS COMMITMENT**

5

**Five hotels certified
EarthCheck Silver for their sustainable
practices, with a sixth set
to achieve certification in 2025 due
to operational seasonality.**

23%

**A 23% reduction in energy intensity
in three years.**

66%

**66% of our waste is recycled
or recovered in a spirit of circular
economy.**

4,500

**Over 4,500 hours of
training provided, with a strong focus
on sustainability and leadership.**

341

**341 employees
trained in environmental issues,
confirming the rise of a
shared culture of sustainability.**

2024 IN FIGURES

KEY FACTS, PROGRESS AND KEY PERFORMANCE



PLANET

Climate change



0.5%
reduction in energy
consumption



3%
increase in emissions



243 MJ
/ guest night energy
intensity



7.6 KG CO2
/ guest night
emissions intensity

Water



1%
increase
in drinking water
consumption



477L
/ guest night of water
consumption

Waste



12%
reduction in waste
quantity



66%
of waste recycled



PEOPLE

Diversity and inclusion



70
nationalities among
our employees



38%
of departmental
and executive manage-
ment positions
are held by women



No significant
pay discrimination *

Training



4,549
hours of training
in total

Health and well-being



1/3
of employees have been
with the company for
more than 3 years (per-
manent contracts only)



40%
turnover (permanent
contracts only)



16%
reduction in the number
of recorded workplace
accidents



5.3
hours of training per year
per employee



COMMUNITIES

Responsible purchasing



1,494
suppliers



64%
seasonal products**



46%
Swiss products**



5.54 KG CO2E / KG
of F&B goods ordered
on average**



GOVERNANCE

Business ethics and integrity



Publication of
our Ethics Charter
and Purchasing
Charter



No incidents of
corruption reported

Reference year: 2023

* An adjusted gender pay gap analysis revealed no significant
pay discrimination (see page 37 for details).

** 2023 figures

OVERVIEW



**At Sandoz Foundation Hotels,
undeniably Swiss and guided by the principles
of excellence, respect, integrity and
sustainability, we believe that sustainable development
is an essential driver for the transformation
of the hotel sector in order to achieve the 17 Sustainable
Development Goals set by the United Nations.**

**This first ESG report formalizes this vision,
built on transparent and ethical governance in support
of a responsible and sustainable *Belle Hôtellerie*.**

ABOUT SANDOZ FOUNDATION HOTELS

Sandoz Foundation Hotels (SFH) is a collection of unique establishments that combine timeless elegance and personalized service with a strong local presence. The hotels are organized into four independent legal entities, each aligned with the values and guiding principles of the Sandoz Foundation Hotels group (see Appendix A.1).

The group serves as a foundation of expertise, providing strategic support to each entity in the following key areas: People (Human Resources), Communities (Sales, Marketing, Reservations, and Procurement), Planet (Sustainability), and Governance (Finance, IT, and Legal). This structure fosters excellence while preserving the unique identity of each establishment.

Our value chain reflects the richness and complexity of our craft – from responsible procurement to hotel operations, infrastructure stewardship, sales and marketing, and every step of the guest journey, including pre- and post-stay engagement.

VISION

Our vision is to work towards the expression of beautiful, responsible and sustainable hospitality, by balancing the protection of cultural and architectural heritage with forward-looking innovation.

VALUES

THE MASTERED EMBODIMENT OF SWISS HOSPITALITY EXCELLENCE

A know-how patiently shaped over time, nurtured by a spirit of genuine hospitality and an unwavering pursuit of excellence.

A FULL AND UNWAVERING COMMITMENT TO THE SUSTAINABLE TRANSFORMATION OF ITS ACTIVITIES

Because the future begins today, every action matters in building a world that respects nature and people.

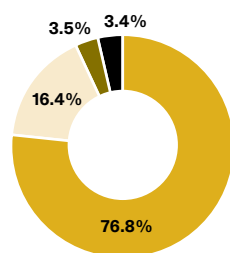
FOSTERING TALENT DEVELOPMENT THROUGH AN EMPATHETIC CORPORATE CULTURE THAT CHAMPIONS COLLECTIVE INTELLIGENCE

Creating a fulfilling, inclusive, and purpose-driven environment where every voice helps shape our shared journey.

OUR EMPLOYEES

 **861**
Employees

 **70**
Nationalities



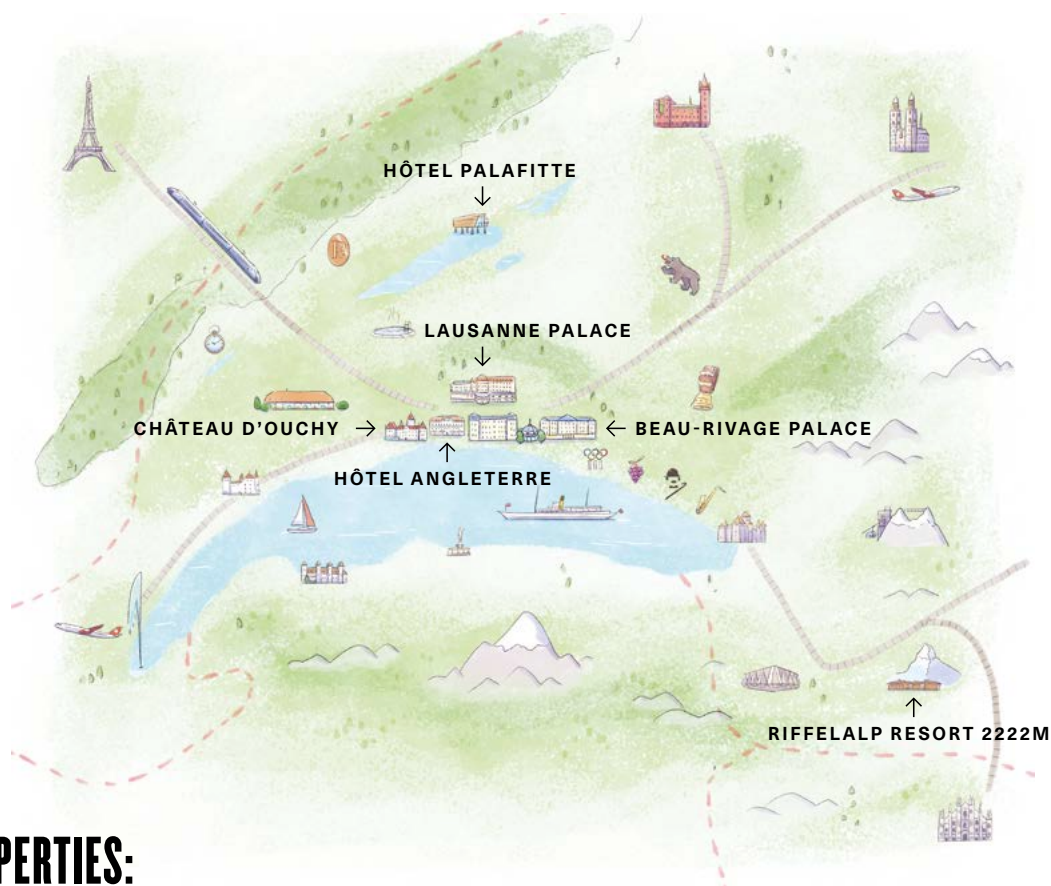
Breakdown by type of contract



NOS HÔTES

 **156,301**
welcomed guests

 **167**
countries of origin



OUR PROPERTIES: LAUSANNE

BEAU-RIVAGE PALACE ***** (BRP)

1861

- 168 rooms and suites
- 12 function rooms
- 2 bars, 3 restaurants, 1 gastronomic restaurant, and 1 staff restaurant (and 1 summer-only restaurant)
- 1,500 m² Guerlain Spa & fitness
- 4 hectares of gardens

Member of:

- *Leading Hotels of the World* since 1962
- *Swiss Deluxe Hotels* since 2005

HÔTEL ANGLETERRE **** (ANG)

1775

- 75 rooms and junior suites
- 5 function rooms
- 1 restaurant
- A fitness center and outdoor pool
- Closed during the month of January

Member of:

- *Preferred Hotels & Resorts* since 2006

NEUCHÂTEL

HÔTEL PALAFITTE ***** (PAL)

2002

- 38 individual pavilions on stilts
- 2 function rooms
- 1 restaurant, 1 indoor bar, and 1 outdoor bar (only open during the summer)
- Closed during the month of January

Member of:

- *Preferred Hotels & Resorts* since 2014

LAUSANNE PALACE ***** (LPA)

1915

- 140 rooms and suites
- 15 function rooms
- 2 bars, 2 restaurants, and 1 gastronomic restaurant, and 1 staff restaurant
- 2,100 m² Spa & fitness
- A catering service

Member of:

- *Leading Hotels of the World* since 1971
- *Swiss Deluxe Hotels* since 2005

CHÂTEAU D'OUCHY **** (CHO)

1893

- 49 rooms and suites
- 2 function rooms
- 1 restaurant and 1 bar
- The Boudoir wellness space, with an outdoor pool

Member of:

- *Small Luxury Hotels of the World* since 2013

ZERMATT

RIFFELALP RESORT 2222M ***** (RIF)

1878

- 70 rooms and junior suites
- 1 bar, 2 restaurants, 1 staff restaurant (and 1 winter-only restaurant)
- 1,200 m² spa
- Seasonal hotel open from December to April, and June to September

Member of:

- *Leading Hotels of the World* since 2000
- *Swiss Deluxe Hotels* since 2017

MATERIALITY ANALYSIS

MATERIAL TOPICS

To define what truly matters for the future of Sandoz Foundation Hotels, we conducted a **materiality assessment grounded in the Global Reporting Initiative (GRI) Standards and enriched through stakeholder dialogue.**

Our approach combined a thorough review of sustainability frameworks, industry benchmarks, evolving regulations, and peer practices, **identifying 26 relevant Environmental, Social, and Governance (ESG) topics.**

These were then explored through **roundtable discussions** bringing together employees, industry associations, sustainability experts, business partners, and tourism boards. Participants shared qualitative insights on potential risks, opportunities, and strategic relevance, helping us understand not just what is important, but why it matters.

Each topic was assessed based on its potential severity and likelihood of impact, both to the business and to our stakeholders. **The results formed a materiality matrix, highlighting the issues with the greatest significance.**

According to this method, regular review of our materiality analysis will enable us to identify new emerging risks to be considered and validate their inclusion in our action plan.

JENNIFER ROUX

Head of CSR Department
Sandoz Foundation Hotels

“This process helped ensure that our sustainability strategy is not only ambitious but also aligned with the expectations of those we serve and partner with – guiding us to act where we can create the most value.”

KEY TOPICS IDENTIFIED

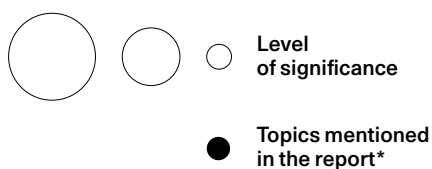
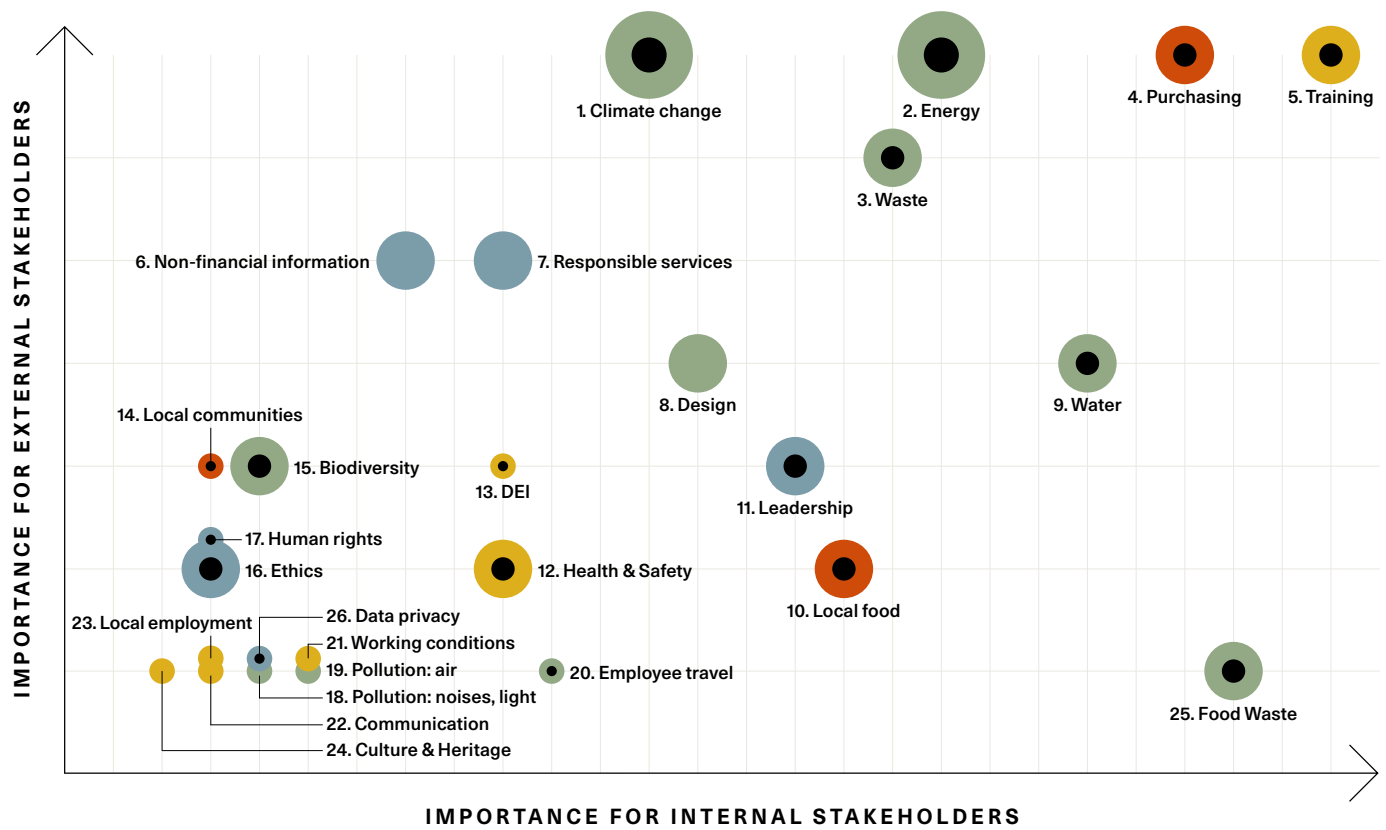
Training and recognition
Climate change
Energy efficiency
Waste management
Responsible purchasing
Sustainable food supply
Water conservation
Food waste

TRANSVERAL GOVERNANCE TOPICS

These topics reinforce the company’s overall responsibility beyond environmental impacts, by emphasizing the importance of ethical operations and clear accountability mechanisms:

Responsible leadership
Integration of non-financial information
Business ethics

MATERIALITY ANALYSIS



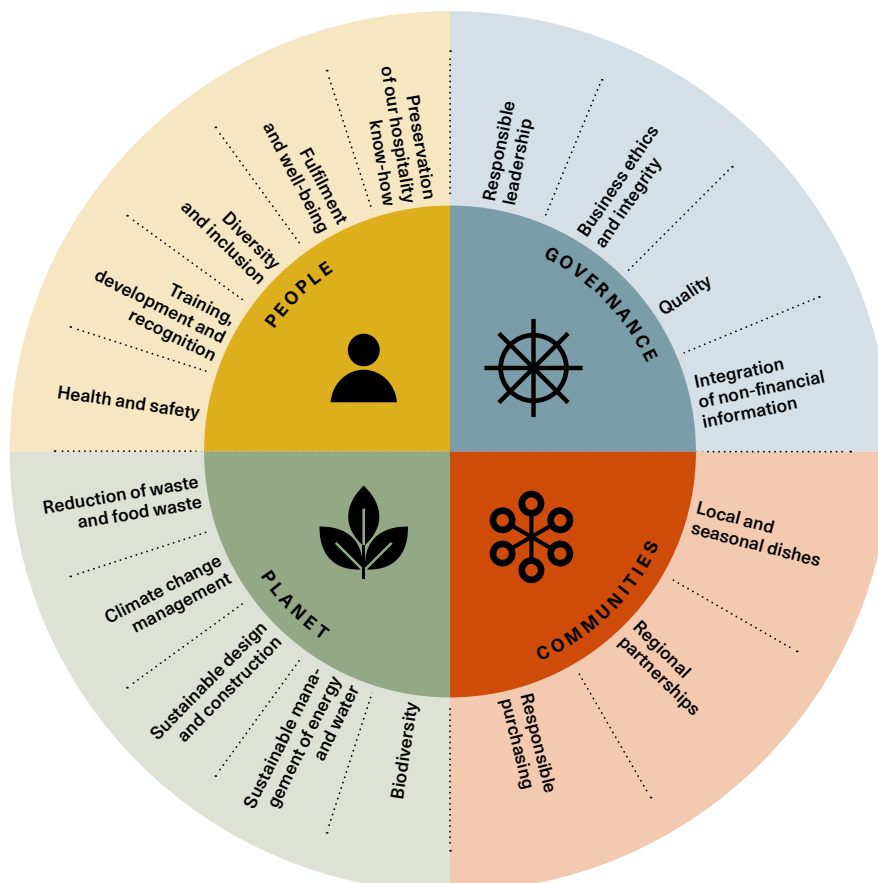
Appendix A.2 provides a detailed overview of the material topics.

* In this first report, certain topics identified in the materiality analysis have been grouped by theme to enhance readability, while other lower-priority topics are not yet addressed in 2024.

STRATEGIC FRAMEWORK

Our integrated and mobilizing approach places sustainable development at the heart of our business model. The group's firm commitments are to reduce its environmental footprint, promote social well-being, and uphold ethical governance – all while continuing to offer exceptional, ever-evolving experiences to our guests. Our strategy is built around four fundamental pillars for sustainable balance, which shape the identity, operations, and vision of our company.

These pillars give concrete expression to the ESG principles: the Planet pillar represents the 'E' for Environment, the People and Communities pillars together reflect the 'S' for Social, and the Governance pillar naturally stands for the 'G'.



SUSTAINABILITY GOVERNANCE

At Sandoz Foundation Hotels, sustainability is led collectively through a governance model that unites the strength of the group with the uniqueness of each property.

STRATEGY

The **Sustainability Executive Leadership Committee** – composed of group-level executives and hotel general managers – **sets the course, aligning priorities and ensuring consistency across all entities.**

At the heart of this unified ambition, **the CSR Department plays a central and mobilising role:** translating **strategy** into action, equipping hotels with tools and guidance, fostering cross-property collaboration, and championing innovation and continuous improvement.

The strategy and its progress are regularly shared with the Board of Directors, keeping sustainability firmly anchored at the core of the group's leadership and vision for the future.

OPERATIONAL

Each hotel takes ownership of sustainability through its own **executive committee**, bringing together all departmental leaders.

To coordinate and facilitate operational plans, **CSR ambassadors** are elected in each department.

This approach allows for tailored implementation while staying aligned with the group's overarching vision.



CULTURE OF CONTINUOUS IMPROVEMENT

Sustainability performance is tracked through **key performance indicators** aligned with **global standards**, and reinforced by **third-party certification and audits**.

Ongoing employee training and structured feedback loops support a culture of continuous improvement.

OUR COMMITMENT RECOGNISED AT THE HIGHEST LEVEL

All our establishments adhere to the **EarthCheck certification programme**, which includes rigorous benchmarking and on-site audits carried out by independent third parties.

Our respective affiliations recognise the high standards of our commitment by awarding us their respective labels:

- **Swisstainable Level 3** of the Swiss national sustainability programme,
- **Green Leaders Club** by Leading Hotels of the World
- **Considerate Collection** by Small Luxury Hotels of the World.
- Riffelalp Resort takes its commitment even further by implementing an **ISO 14001**-certified environmental management system.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

A structured EMS provides the foundation for identifying, assessing, and managing environmental risks on an annual basis. Aligned with EarthCheck certification standards, the EMS incorporates both Swiss regulatory requirements and international benchmarks, and is supported by independent compliance oversight from Lexplus.



Mikael Dherbomez (Maintenance, LPA & CSR Ambassador) oversees the hotel's technical supervision.



REPORT FRAMEWORKS AND SCOPE

We committed to transparently publish an annual ESG report to disclose progress and address challenges, and maintain active stakeholder engagement.

This is the first ESG report based on this materiality assessment. It has been voluntarily produced with reference to the **Global Reporting Initiative (GRI) Standard**.

For each material topic, it presents:

- the **importance** of the topic
- the **methodological** approach to managing the topic
- progress made during the period from 1 January to 31 December 2024
- the **outlook** and actions planned for 2025

The reporting scope covers all Sandoz Foundation Hotels establishments and operations mentioned above, unless otherwise specified within the relevant topics.

The GRI Standards provide a consistent, internationally recognised framework for measuring and communicating sustainability performance to enhance transparency and accountability and enable stakeholders to evaluate and compare environmental, social and governance performance. A **GRI content index** is provided in the appendix.

Some topics have been combined for ease of reporting and understanding: for example, climate change, energy and water have been combined due to their interconnected nature for operations and impact. As there are currently no GRI sector-specific standards for the hospitality industry, any non-standard metrics used in this report are defined within each relevant topic.

Topics have also been aligned with the United Nations Sustainable Development Goals (SDGs) to track performance towards the Agenda for 2030.

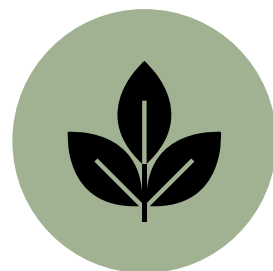
As a proud signatory of the United Nations Global Compact, Sandoz Foundation Hotels is committed to upholding its Ten Principles for human rights, labour, environment and anti-corruption. The precautionary principle is applied to operations and a Communication on Progress is published annually.

ALIGNMENT OF OUR CSR PILLARS WITH THE UN SDGS



	PLANET			PEOPLE			COMMUNITIES		GOVERNANCE	
	Climate change, Energy & Water management	Waste	Biodiversity	Diversity and Inclusion	Health and Security	Training and Recognition	Responsible Purchasing	Regional Partnerships	Business Ethics and Integrity	Responsible Leadership
1 NO POVERTY				●						
2 ZERO HUNGER		●								
3 GOOD HEALTH AND WELL-BEING	●	●	●		●					
4 QUALITY EDUCATION				●		●				
5 GENDER EQUALITY				●		●				
6 CLEAN WATER AND SANITATION	●	●								
7 AFFORDABLE AND CLEAN ENERGY	●									
8 DECENT WORK AND ECONOMIC GROWTH				●	●	●	●			
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	●	●					●			
10 REDUCED INEQUALITIES				●		●				
11 SUSTAINABLE CITIES AND COMMUNITIES	●	●			●		●	●		
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	●	●					●			
13 CLIMATE ACTION	●	●	●				●			
14 LIFE BELOW WATER	●	●	●				●			
15 LIFE ON LAND	●	●	●				●			
16 PEACE, JUSTICE AND STRONG INSTITUTIONS				●	●		●		●	●
17 PARTNERSHIPS FOR THE GOALS	●	●						●	●	●

PLANET





**We seek to preserve the planet
for future generations by conserving resources
to minimise energy, water and waste.
We believe we have a responsibility to contribute
to a future where the planet can thrive.**

**This requires a deep understanding
of potential impacts and a commitment to efficient
operations, responsible sourcing and circular
economy principles. Our collaborations
with subject-matter expert partners enable us
to identify and implement innovative solutions
to address environmental challenges.**



CLIMATE CHANGE, ENERGY AND WATER MANAGEMENT

Rising global temperatures, extreme weather events and evolving regulations associated with climate change increase energy and water-related risks, leading to higher costs, supply disruptions, and reputational challenges.

It is essential to improve energy efficiency and manage water resources responsibly not only to align with the Paris Agreement and comply with Swiss federal and cantonal climate regulations, but also to preserve harmony with nature.

APPROACH

Tackling climate change is not only a **regulatory necessity** but a **strategic priority to ensure long-term business resilience**, enhance guest satisfaction, and lead the transition to a **low-carbon hospitality industry**.

Our approach to energy and water conservation focuses on efficiency and reduction measures, renewable sources, data and monitoring using smart energy management systems.

Analysis of total consumption and intensity (per guest night) of energy, emissions and water use enable comparison at different occupancies and provide better insight on changes between years or locations.

Wastewater treatment in Switzerland is a closed-loop system with filtered byproducts used to generate energy, with ozonation and activated carbon used to reduce the release of micropollutants into the aquatic environment.

PROGRESS

All six hotels joined EarthCheck in 2024, undertaking a rigorous process to meet sustainable operation standards, including on-site third-party audits of progress and performance.

A particular focus was placed on improving data collection systems to more accurately track environmental performance. **Our hotels have been awarded EarthCheck Silver certification until the end of 2024 (early 2025 for the Riffelalp Resort due to high seasonality).**

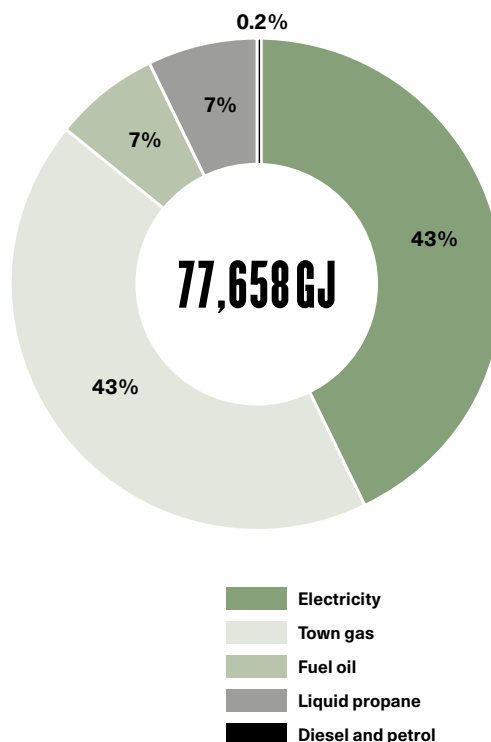
LONG-TERM GOAL

Achieve net zero carbon emissions by 2050, covering direct emissions (Scope 1), electricity purchases (Scope 2), and relevant indirect emissions from our value chain (Scope 3), in accordance with the Greenhouse Gas Protocol.

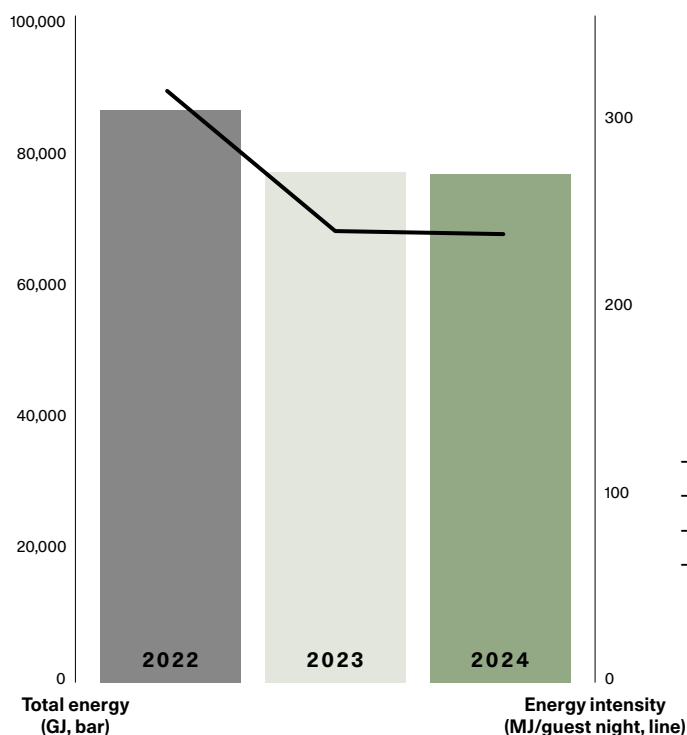
ENERGY

- Energy intensity **decreased by a cumulative 23% over the past three years**, reaching 243 MJ/GN (megajoules per guest night) in 2024.
- Electricity consumption has decreased by 12% in three years. **100% of electricity purchased comes from renewable sources** since 2022.
- **A slight 2% increase in town gas consumption** was observed between 2023 and 2024, due to colder temperatures and the optimization of hot water preheating at the Hotel Palafitte, which is now primarily supplied by town gas – a more efficient source than electricity from the heat pump. The temporary rise in heating oil consumption is the result of the short-term activation of the emergency heating system at the Château d'Ouchy, following a technical malfunction.

TOTAL ENERGY CONSUMPTION



TOTAL ENERGY & ENERGY INTENSITY



ENERGY INTENSITY

The amount of energy consumed relative to a unit of activity – in this case, megajoules (MJ) per guest night.

In other words:
how much energy is required to provide one guest night?

Since 2022 total energy use has decreased year-on-year, by a cumulative 11%, with a significant reduction achieved in 2023 due to a coordinated energy plan with dedicated engagement and action from every employee.

These results were achieved through:

- optimising lighting, heating and operations
- switching to 100% LED lighting
- targeted investments in boilers, pumps and networks
- proactive staff engagement following awareness-raising programs

EMISSIONS

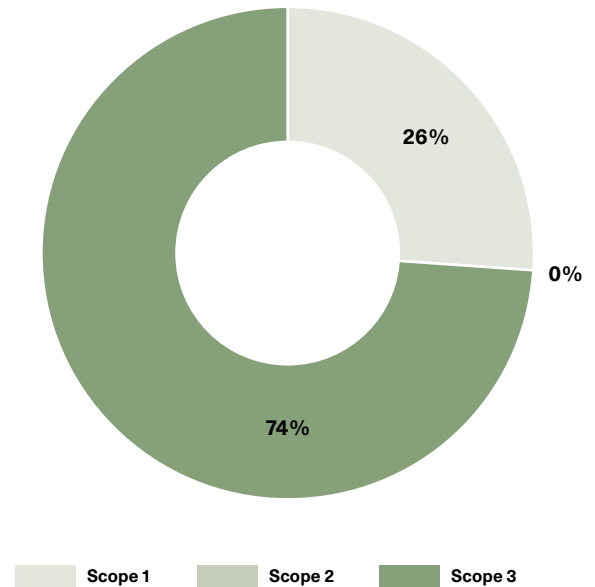
The increased energy used for heating resulted in a similar **3% increase in Scope 1 emissions** to 2,436 t CO₂-e and 7.6 kg/GN (guest night).

Scope 2 emissions are nearly zero, thanks to the exclusive use of renewable electricity. Solar feasibility assessments were conducted but revealed limited benefit, and alternative renewable energy generation options are currently being explored.

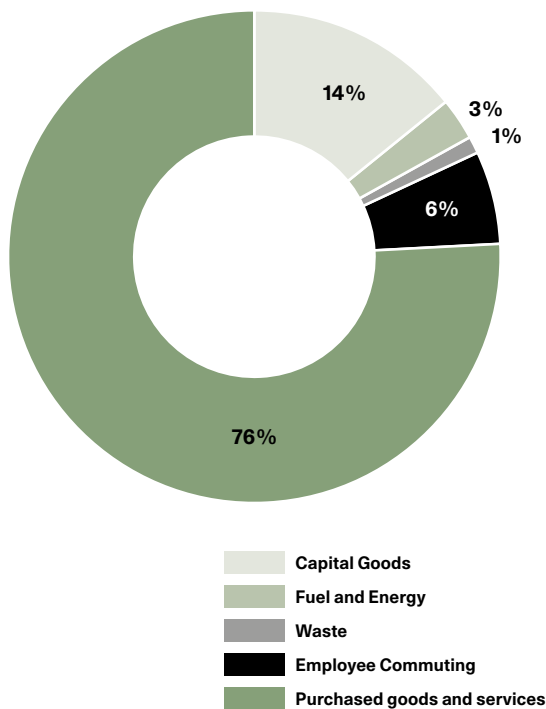
Measuring the full carbon footprint of each hotel, including Scope 3 emissions, was a major step forward in **identifying the source of emissions** and focusing our reduction efforts.

Direct emissions (Scopes 1 and 2) account for around a quarter of the total, while purchases of goods and services account for three quarters. Low emissions from waste, business travel and commuting illustrate the good practices already in place. Detailed analysis of food emissions has also identified areas for improvement.

SFH TOTAL EMISSIONS



SCOPE 3 EMISSIONS



DID YOU KNOW?

Greenhouse gas emissions are categorized into 3 scope.

SCOPE 1

Direct emissions generated by our own activities, such as the operation of boilers or the use of vehicles owned by our hotels.

SCOPE 2

Indirect emissions generated off-site by other companies to produce the energy we purchase and use in our properties, such as electricity.

SCOPE 3

All other indirect emissions across our value chain, such as those related to purchasing, travel, or waste.

SPOTLIGHT

on F&B impact with Beelong

A comprehensive analysis of food procurement practices by Beelong, local specialists, and supported by our purchasing team and executive chef, revealed that food-related emissions accounted for **70% of purchased goods emissions**. Building on these insights, we set an internal objective to **reduce the group's average food-related carbon footprint from 5.54 to 4 kgCO₂/kg by 2026**.



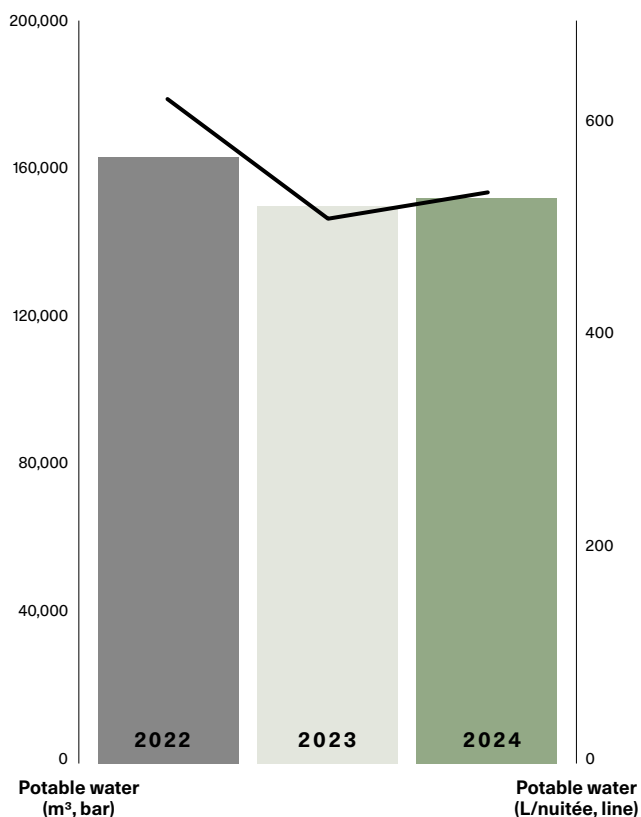
CHARLOTTE DE LA BAUME

Co-founder and Managing Director
of Beelong Sàrl

“Sandoz Foundation Hotels stands out as a pioneer in integrating sustainability in food services at the heart of luxury hospitality.

Despite the high expectations of its clientele, the study conducted by Beelong revealed numerous good practices already in place. The identified areas for improvement led to the development of an ambitious action plan, supported at all levels of the organization.”

POTABLE WATER CONSUMPTION



WATER

Total water use was 172,768 m³ of which 12% was non-potable and 88% (152,670 m³) potable water.

Potable water use increased by 4% between 2023 and 2024, mainly due to maintenance work on the swimming pool at the Beau-Rivage Palace. However, it remains 1% lower than in 2022.

Potable water intensity (litres per guest night) similarly increased by 2% from 2023, but reduced by 19% from the 2022 baseline.

These results reflect **significant efficiency gains, with 15% higher occupancy achieved while using 1% less drinking water.**

Actions include staff awareness, flow reduction, leak detection and the phasing out of bottled water.

Camille Destarac (Events, LPA) opted for filtered water for conferences at the Lausanne Palace since the end of 2024.





Julien Bompais (Maintenance, BRP SA) monitors our energy meters with our partner at the Beau-Rivage Palace.

2025 OUTLOOK

- **Data quality and availability** remain a priority so we can track and monitor progress, and the data benchmarked and presented in this report will be used to define quantifiable goals and ongoing strategies to optimise operations and improve performance.
- In 2025 we strive to embark with earnest on our net zero journey with the implementation of a decarbonisation roadmap. The baseline data from our carbon emission calculations will be used to determine science-based targets using the Buildings Sectoral Decarbonisation Approach (SDA) and aligned with limiting global warming to 1.5°C which ensures our targets are in line with Swiss Law.
- The implementation of a mobility plan will also be a key objective for 2025, with the aim of reducing travel-related emissions and supporting staff retention by improving commuting conditions.
- Finally, the implementation of a group purchasing policy will drive local and seasonal food purchasing to support emission reductions.



REDUCTION OF WASTE

High levels of service and food production can generate significant waste that contribute to resource depletion, pollution and climate change. Switzerland processes non-recycled waste to generate heat and electricity, and has set an ambition to double the circular economy by 2030.

Waste management can also affect working conditions and efficiency, especially in remote locations. It is therefore essential to implement strategies that improve use efficiency, minimise environmental impact, and meet the growing expectations of guests, employees, and regulators.

APPROACH

The principles of *reduce, reuse and recycle* are applied to all hotel operation waste streams. A strategic approach extends to **partnerships with suppliers and local waste management organisations to respectively reduce packaging and to track and optimise disposal practices.**

Each hotel has a dedicated waste management procedure and reduction targets, which are monitored monthly to measure progress and identify areas for improvement. Training in waste separation and reduction techniques align with Swiss legislation and ensure proper sorting and disposal, with dedicated recycling stations.

Hazardous waste is appropriately disposed of in accordance with local regulations. These include cleaning/detergent containers, aerosol cans, dry-cleaning waste, cooking oil and grease, pool and jacuzzi chemical containers, beauty and cosmetics, solvent-based products, adhesives and sealants, pesticides and herbicides, batteries, used lights, motor oil and lubricants, and e-waste.

Food waste is a key focus due to its high value and potential environmental impact on biodiversity (during production) and climate change (from disposal). Food waste is reduced through precise inventory management, portion and cost control, in order to identify any potential overconsumption and address it. **All kitchen waste is collected and converted into biogas and fertiliser contributing to the region's renewable energy mix and supporting circular economy principles.**

Due to logistical reasons, only certain waste quantities are tracked. **Other recycled resources**, such as construction waste, appliances, batteries, light bulbs, neons, copper, electronics, mattresses, and ceramics **are recycled but were not measured.**

Drink bottles, beer and soda kegs, beverage crates, and other containers are also often returned to our suppliers following a **deposit system, and so these amounts were not included in our measures as they are reused.**



Eliezer Goncalves (Kitchen, LPA) helps create a positive impact from food waste by sorting it so it can be converted into biogas.

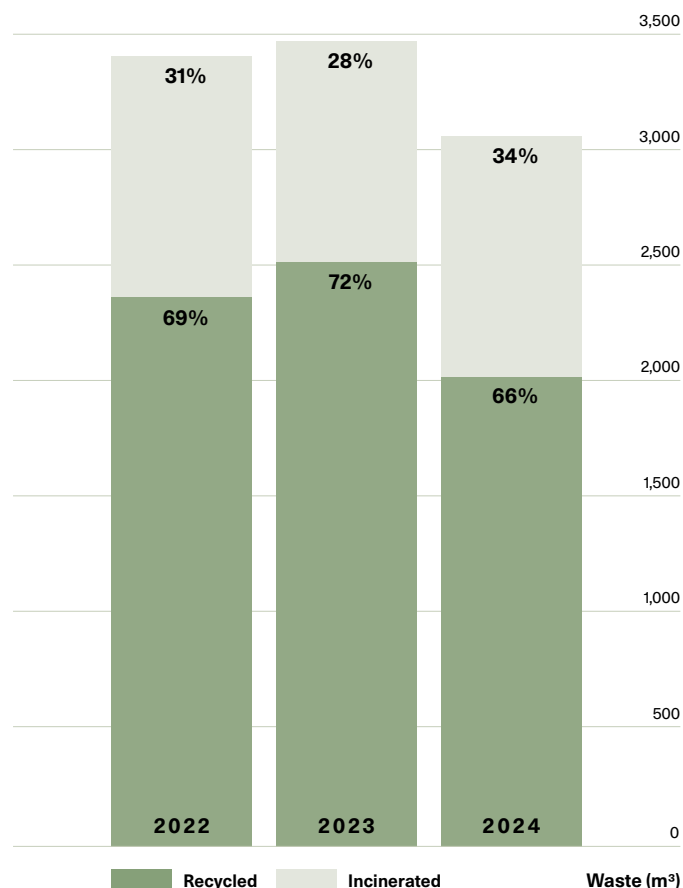
PROGRESS

In 2024 were established and implemented for all hotels using the EarthCheck platform to track and audit waste data, prioritising accurate data collection and tracking of waste production streams.

Total waste reduced by 12% to 3,046 m³, of which 66% was recycled, reused or composted, and the remainder incinerated at the local incineration plants which generate power in Switzerland. This process creates only a very insignificant amount of residues that are transported via train to bioreactor landfills. The incineration plant used by our Lausanne Hotels offers a very clear explanation video of the process on their website.

<https://www.tridel.ch/fr/fonctionnement-de-lusine>

TOTAL WASTE



SPOTLIGHT

on 2024 actions

HÔTEL PALAFITTE: OPTIMISED RECYCLING AREA

A dedicated recycling area was optimised in collaboration with our local partner Retriva at Palafitte, introducing new recycling options, improved signage, and logistical improvements that reduced the frequency of waste collection.



Dhëndup Sengeshar (Kitchen, LPA) and Lucia Roth (Côté Jardin, LPA) pack the leftovers from Sunday brunch at the Lausanne Palace for "Too Good To Go" customers.

LAUSANNE PALACE: REDISTRIBUTION OF SURPLUS FOOD

At the Lausanne Palace, a collaboration with "Too Good to Go" redistributes surplus food from Sunday brunches at a reduced price to the local community, hereby limiting waste while supporting access to quality food.

SPOTLIGHT

on 2024 actions



Dawit Kidanamaryame Beau-Rivage Palace



Dawit Kidane Lausanne Palace

DAWIT & DAWIT: A PERFECT PAIRING!

Thanks to the dedication of our teams, our hotels recycle up to 66% of their waste into new resources. In our two largest properties, dedicated team members – Dawitt and Dawitt – oversee waste management logistics, ensuring proper sorting every day. At the group level, work like theirs enables the recovery of more than 3,000 cubic meters of waste and resources each year. While this dedicated role does not yet exist in our smaller hotels, the commitment to improving waste practices is shared across the entire group.

2025 OUTLOOK

- **Internal audits** will be introduced to identify inefficiencies and uncover opportunities to reduce waste and optimise resources.
- **A group-wide waste management plan** will be deployed, setting department-specific goals to reduce waste at the source. This approach encourages tailored, practical solutions across all areas of our hotels, from kitchens to offices, while fostering accountability and continuous progress.
- **Investments in infrastructure**, including improved waste segregation systems and redesigned waste areas, will support these efforts. In Lausanne, the transition to Transvoirie as our waste management partner in 2025 will allow for better data integration, expanded recycling capabilities, and the definition of clear reduction targets.

DID YOU KNOW?

We partner with Sapocycle, a non-profit organization that recycles our soaps and redistributes them to improve hygiene conditions for families in need. As a socially responsible organization, it also employs people with disabilities.

<https://sapocycle.org/process/>

2025 GOALS

A 2% reduction in waste sent to incineration.

A 5% reduction in organic waste per meal served.

A 2% reduction in bottled water consumption.



Hassan Abdullahi Addow (Housekeeping, LPA) recycles used bar soap in collaboration with the Sapocycle association.



BIODIVERSITY

Biodiversity is essential to the proper functioning of ecosystems on which our activities, suppliers, employees and customers depend. It is currently threatened by climate change, land artificialisation, intensive agriculture, pollution, water management and invasive species.

Hotels can contribute to preserving or restoring biodiversity, particularly through landscaping, food choices, wastewater management, cleaning products and partnerships with local producers.

Biodiversity is a growing concern for customers and represents a differentiating factor in relation to the regions.

Jordan Theurillat (Kitchen, BRP) picks aromatic herbs from the hotel's herb garden to use in the kitchen.



2025 GOALS

The Purchasing Charter and Supplier Code of Conduct govern supply chain impacts (see page 53).

Animal welfare is prioritized with clear targets to transition to:

100% free-range fresh eggs and poultry.

90% certified sustainable fish (at least).

Elimination of products containing palm oil.

APPROACH

To preserve biodiversity, whether species or ecosystems, it is necessary to:

- Comply with **environmental regulations**
- **Reduce direct impacts** related to hotel operations, infrastructure and landscaping
- **Reduce indirect impacts** from the supply chain through careful selection of suppliers, their products and practices.

In this regard, we have an ambitious approach and aim to adopt 'nature positive' practices by supporting the restoration of natural environments and collaborating with environmental experts and local biodiversity conservation initiatives.

Particular emphasis is placed on hotel operations near sensitive habitats. This includes Riffelalp Resort, which sits within an alpine environment at 2,222 metres above sea level; Beau-Rivage Palace, which maintains four hectares of landscaped gardens adjacent to Lac Léman; and Palafitte Hotel, which is built directly on the lake in Neuchâtel.



Masaki Nagao (Kitchen, BRP) prepares fresh MSC-certified salmon at the Kaigan restaurant.

PROGRESS

Initial benchmarking for free-range fresh poultry and eggs, sustainable fish and palm oil-free products established base-lines against which to measure future progress. A verification process is being developed to ensure that no purchased products contain palm oil.

SPOTLIGHT

on 2024 actions



Sylvain Uldry (Beekeeper at Apistil, www.apistil.ch) responsible for maintaining our 7 beehives.

BEAU-RIVAGE PALACE: URBAN BEEKEEPING

The group continues its commitment to urban beekeeping at Beau-Rivage Palace. The presence of seven beehives reflects the quality of the local environment and enables the short-distance production of local honey.

HÔTEL PALAFITTE: LAKE CLEAN-UP

For the past three years, the Hôtel Palafitte has been organising a lake clean-up in collaboration with local divers, with the aim of preserving the quality of aquatic ecosystems.

A diver retrieves an object that accidentally fell from the walkways of Hotel Palafitte.



RIFFELALP RESORT: ALPINE ECOSYSTEM

Riffelalp Resort refrains from landscaping activities allowing the alpine environment to remain undisturbed, with a partnership with local shepherds allowing cows and sheep to graze around the hotel, supporting traditional alpine farming and sourcing dairy and meat products from a sustainable, closed-loop system.



One of the cows from the "Alpgenossenschaft Riffelalp" supported by the Riffelalp Resort.



The kitchen team at the **Riffelalp Resort** go wild herb picking for use in the kitchen.

2025 OUTLOOK

- As a new and challenging topic, biodiversity requires knowledge and expertise that is not traditionally inherent to our business. This requires collaboration with experts to measure baselines and understand potential impacts and opportunities.
- With the help of domain experts, we will conduct biodiversity assessments for all properties in 2025, in order to measure our environmental impact and monitor the evolution of biodiversity over time. We will explore partnerships with universities and non-governmental organisations to support our ambition.
- Beyond this specialist action, our existing teams will prioritise native plant species where available in gardens, and design to reduce chemical pesticide and fertiliser use. Educational programmes and guided tours will provide opportunities for visitors to learn about the surrounding ecosystems and conservation efforts.

PEOPLE



Jaymattee Ummole (Kitchen, BRP)
prepares fruit for breakfast.





**“La Belle Hotellerie, c’est celle
qui vient du cœur.”**

BEAUTIFUL HOSPITALITY IS BORN FROM THE HEART

**At Sandoz Foundation Hotels,
people are the driving force behind our hospitality
excellence. We are committed to building
a diverse, inclusive, and ethical workplace where every
team member is empowered to contribute
meaningfully to responsible hospitality.**

**By fostering a safe, fair, and equitable
environment, we nurture an engaged and motivated
team – united by the desire to create exceptional
experiences for every guest.**



DIVERSITY AND INCLUSION

Hospitality service excellence relies on personal interaction in a welcoming, respectful, inclusive and accessible environment. This is achieved in a workplace that values different backgrounds and perspectives by fostering a culture that enhances the guest experience regardless of background, abilities or cultural expectations.

An inclusive and supportive environment can attract a wider range of talent, improve employee satisfaction and retention, and benefit business performance.

APPROACH

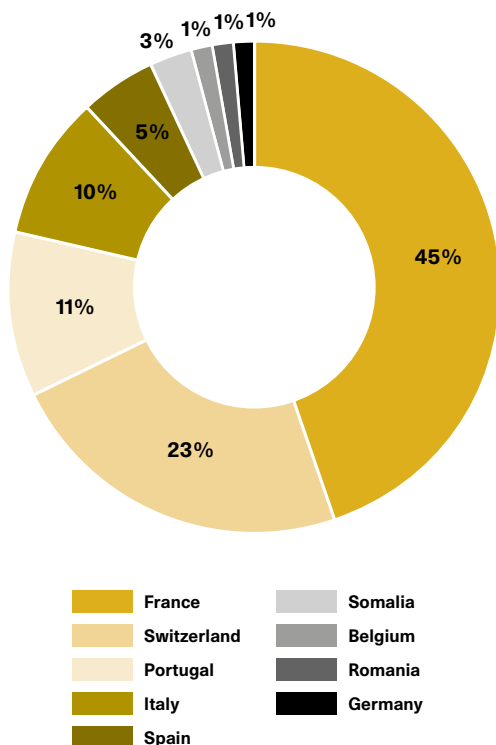
Diversity and inclusion efforts apply to all direct hotel operations, guests and employees. **A focus on fair recruitment, onboarding, and operations, with additional attention given to community integration, fosters an inclusive workplace culture.** Diversity is reflected in hiring practices that aim to remove bias based on nationality, gender, or age, promoting a skills-based approach to advancement.

Inclusive policies and training support individuals from diverse backgrounds through onboarding that offers **language assistance via self-learning platforms, cultural orientation, and flexible measures to accommodate religious or cultural needs.** Employee engagement and awareness are fostered through internal cultural events.

Equal pay analysis was conducted using the Swiss Confederation's Logib tool (module 1) with adjusted gender pay gap accounting for position level, years of service, years of education and gender.

Guest inclusivity is addressed through tailored services including multilingual directories, culturally adapted amenities, staff trained in cultural awareness, and hotel accessibility measures. All properties have been **audited for wheelchair accessibility** – except the Riffelalp Resort due to its remote location. These audits enable us to communicate more transparently about the accessibility of each property. As several of our hotels are historic buildings, full wheelchair accessibility cannot always be guaranteed. **However, by providing detailed accessibility information, guests can assess whether our facilities meet their specific needs.**

EMPLOYEE NATIONALITIES 2024



PROGRESS

Our diverse workforce represents 70 countries. Women represented 37% of total employees, 25% of senior management, 20% of the Board, 1/3 of the CSR department and 54% of operational CSR ambassador teams.

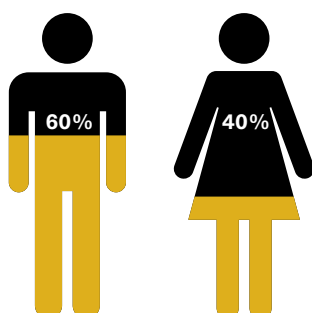
Employees under 50 accounted for between 62% and 88% of the workforce at all job levels.

No significant pay discrimination was revealed by the adjusted gender pay gap assessment. Variation can be explained by factors not fully captured by Logib such as differences in responsibilities within the same management level, or educational requirements linked to legally mandated salary scales under the national collective labour agreement (CLA, Swiss National Collective Labor Agreement for the hospitality industry).

The equal pay analysis supports **our commitment to fairness and transparency** that empowers every employee to thrive in a workplace where **equity is a shared value**.

BREAKDOWN OF MEN / WOMEN 2024

TOTAL



BY HIERARCHICAL LEVEL

Employees (741)



Managers (98)



Senior Managers (22)

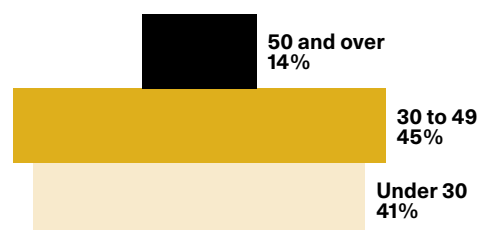


Male

Female

AGE PYRAMID 2024

TOTAL



BY HIERARCHICAL LEVEL

Employees (741)



Managers (98)



Senior Managers (22)



Under 30

30 to 49

50 and over

SPOTLIGHT

on 2024 actions



NATHALIE CURRAT

HR Manager Lausanne Palace

“At a time when digitalisation is transforming our daily lives and professions, we have chosen to put technology at the service of people by investing in a dedicated human resources information system.

By simplifying administrative processes, we free up time to nurture what truly enriches our hotels: attentive listening, meaningful recognition, and authentic connection with every team member.”

EHL: TAILOR-MADE DEI STRATEGY

A collaboration with students from EHL Business School for their final year Student Business Project was initiated to give recommendations for a structured DEI (diversity, equity, and inclusion) strategy tailored to Sandoz Foundation Hotels unique operational context. This partnership helped identify long-term opportunities for improving inclusivity in staffing, training, and guest experiences.



From left to right: **Nathalie Currat** (Human Resources, SFH), **Jessica-Lou Shepherd** (Student EHL), **Lena Kohler** (Student EHL), **Maïa Rolland** (Student EHL), **Iris de Laat** (Student EHL), **Mila Spanneut** (Student EHL), **Ariane Droin** (Student EHL) and **Jennifer Roux** (CSR, SFH).

2025 OUTLOOK

We are taking steps to create a safer, more inclusive workplace for everyone.

- **An internal Diversity & Inclusion policy will be published to provide clear guidelines for recruitment, career development and workplace practices.**
- **A dedicated DEI (diversity, equity, and inclusion) task force, comprising of representatives from each hotel, will be established to strengthen our governance processes and oversee the implementation of the Diversity & Inclusion policy.**
- **Tracking of DEI performance will be supported by a new Human Resources Information System integrated in all hotel systems.**
- **New procedures and checklists will ensure roles are thoughtfully adapted to support the health and wellbeing of pregnant employees. We're also enhancing our parental support policies, with a renewed focus on facilitating a smooth return to work.**
- **Strengthen partnerships with local integration organizations to further open our doors to people facing barriers to employment.**
- **To improve accessibility for all, we will explore how to integrate Braille into guest communications, and we'll launch a pilot programme to welcome employees with disabilities into key operational roles such as housekeeping.**



Rui Pires Tavares & Déborah Schmid
(both La Table du Palafitte, PAL).



HEALTH, SAFETY AND WELL-BEING

Prioritizing employee health, safety, and wellbeing is essential in the hospitality industry, where demanding tasks, irregular hours, and high-pressure environments are common.

A structured approach improves job satisfaction, reduces turnover, and fosters a positive workplace culture, while also boosting operational efficiency and employer reputation.

Beyond regulatory compliance, investing in health and wellbeing helps attract and retain talent, and contributes to better service quality for guests.

APPROACH

At the heart of our culture is a holistic commitment to the health, safety, and wellbeing of every team member.

From occupational health and workplace safety to emergency preparedness and wellbeing programmes, **we're building an environment where everyone can thrive.**

Under the guidance of our dedicated Quality, Health, and Safety Manager, who works in close collaboration with Human Resources, **we ensure full compliance with Swiss occupational health regulations.**

All employees are covered by **mandatory accident insurance, and workplace incidents are systematically tracked** across all hotels.

In addition, all properties **monitor the total number of lost workdays due to accidents or illness.** Most hotels are also able to distinguish **lost workdays specifically resulting from workplace incidents**, with the exception of the Riffelalp Resort, where data tracking limitations currently prevent this level of detail.



Lucinda Carreira Gaiato (Oasis, BRP), in charge of our staff restaurant, brings a smile to **Yenny Vargas Caceres** (Spa, BRP) during lunchtime in our staff restaurant Oasis.

A strong safety culture is driven by regular risk assessments, compliance audits, and engaging training sessions.

Emergency readiness, from fire safety and hazardous material handling to external hygiene audits, is embedded in all hotels.

We believe in supporting both the professional and personal wellbeing of our team. **Two “persons of trust”** are available at the group level to provide confidential support.

Meanwhile, our **staff committee, “D’CLIC”**, brings people together through wellness activities, community service initiatives, and events that nurture work-life balance and connection.

EXAMPLES OF IMPLEMENTED MEASURES

Breastfeeding facilities available on request.

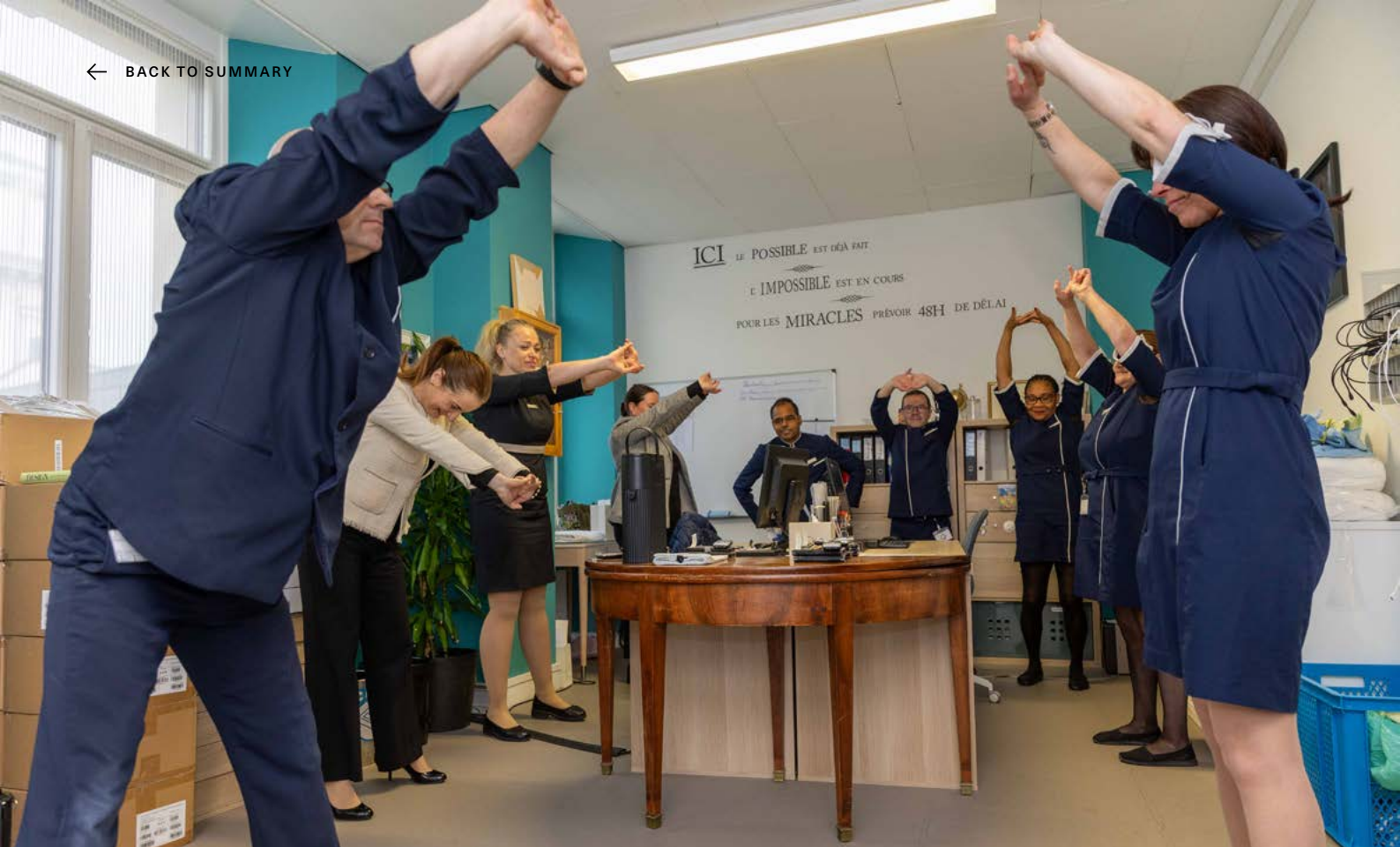
Personalized workstations for pregnant employees.

Electric cleaning trolleys to reduce physical strain.

Discounted meals.

Access to an on-site gym or partnerships with local fitness centers.

Personalized talent recognition events to help foster a work environment where every team member feels valued, supported, and fulfilled.

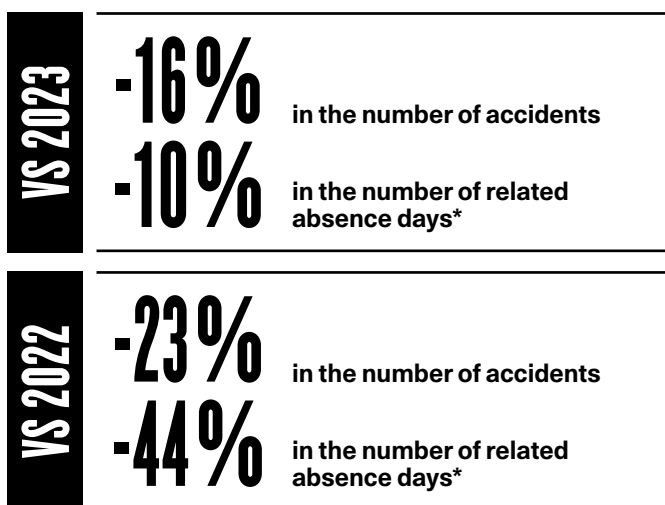


The BRP Housekeeping team takes part in their daily stretching routine.

PROGRESS

Work-related injuries and lost workdays have declined year-on-year since 2022, with the most common injuries being cuts, slips and falls.

In 2024, 84 recorded workplace accidents resulted in 919 lost workdays, representing:



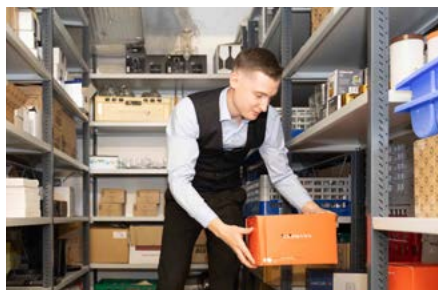
* Statistics on the number of days of absence due to workplace accidents do not include data from the Riffelalp Resort for reasons of data quality and comparability between sites.

A mobility assessment was carried out to better understand commuting patterns and **improve employee well-being by making access to practical, sustainable travel options more transparent**. The findings will be published in our **Mobility Charter** to support ongoing improvements and informed decision-making.

To better understand the unique mental wellbeing challenges of hotel environments, we conducted a **dedicated study on psychosocial risks** laying the groundwork for stronger, more targeted support for every team member. We supported this with **resilience and burnout prevention workshops** designed to support employee wellbeing and equip managers with the tools to create a healthier, more balanced work environment to minimise stress.

SPOTLIGHT

on 2024 actions



Nicolas Lamerant (Stewarding, LPA)



Daniela Munaro (Laundry, BRP)



Florent Champanay (F&B, PAL)



Marco Perfetto (Maintenance, LPA)

SANDOZ FOUNDATION HOTELS: CHEMICAL PRODUCT AUDIT WITH ECOLIVE

Collaborating with EcoLive, we've taken proactive steps to protect people and the planet. A comprehensive audit of how we store, secure, and use chemical products has laid the foundation for a safer, smarter monitoring system that reduces exposure risks, strengthens workplace safety, and supports our commitment to a healthy work environment.

SPOTLIGHT

on 2024 actions

In partnership with the Resilience Institute, we offered targeted training for many of our managers to develop personal resilience, mental agility, and adaptive leadership – key skills to navigate change and foster a sustainable, people-centered culture.



ALEXIA MICHIELS

Co-founder and Partner at
Resilience Institute

“As demonstrated by the Resilience Assessment, SFH managers are now better equipped to deliver high performance with care – for self, for their teams and for the planet.

The average resilience of the team has increased by 10% in just a few weeks.”



Laura Roosens makes sure her coworkers Vanessa Morin and Alberd Aloysius apply the correct ergonomic moves (all Housekeeping, BRP SA).

2025 OUTLOOK

- **We will launch an employee satisfaction survey to give every employee a voice that helps us better understand workplace experience and uncover opportunities to further improve.**
- **At the same time, we will elevate our commitment to safety with a unified safety management system across every property, enhanced kitchen health and safety training, and practical workshops on ergonomics, posture and injury prevention.**
- **We will also start to review and renovate office layouts for our HR and Sales & Marketing teams, including lighting and sound insulation to ensure a comfortable, healthy and productive environment necessary for employees to perform at their best.**



TRAINING AND DEVELOPMENT

Our employees are our top priority – their passion and potential shape every guest experience. That’s why we’re committed to helping our teams grow professionally and discover purpose in their work.

Training is essential to sustaining service excellence, boosting operational efficiency, and fostering employee engagement.

It also opens doors for internal mobility and long-term career development.

At a time when the hospitality industry faces recruitment and retention challenges, workforce development plays a critical role in addressing skill gaps and building a resilient, future-ready team.

APPROACH

Sandoz Foundation Hotels is committed to creating a high-level training programme that nurtures young talent, preserves industry expertise, and supports both organisational success and Switzerland's reputation for hospitality excellence.

Open to all team members, development opportunities are the responsibility of Human Resources. Our Group Training Manager ensures that training is structured, competitive, and tailored to support growth in operational, managerial, and technical roles.

This topic includes two key components:

- training, development and recognition
- long-term preservation of hospitality expertise.

The training topics are varied:

- Management,
- Communication,
- Technical skills,
- Operational excellence
- Sustainability.

In-person sessions are designed to **fit around different learning styles and work schedules**.

Financial support is available on request to help employees pursue specialised qualifications.

The transmission of knowledge from one generation to the next is an integral part of our culture. We are encouraging apprenticeships, internships, and mentorships that pass on invaluable experience from one generation to the next.

Internal recruitment and career mobility ensure each employees' ambitions can grow with us, supported by regular performance reviews for those with more than 6 months of employment that provide a structured framework for career development with clear progression goals.



Léa Vidal (Guest Relations, LPA & CSR Ambassador) implements a recycling procedure at the reception desk.



Jordan Theurillat and **Thierry Buffeteau** (both Kitchen, BRP) train apprentice **Maya Andrade**.



Guillaume Soares (Kitchen, LPA & CSR Ambassador) is appointed Deputy Executive Chef at LPA in 2024, after serving as Head Chef at Café Beau-Rivage.

A data-driven approach enables us to progress collectively.

Dedicated training hours delivered are tracked for all employees including part-time, apprentices and interns, across gender and job levels.

Employee tenure and turnover are monitored as key indicators of employee engagement and retention.

Given the seasonal nature of our operations, **turnover is reported both for fixed-term and all employees as a percentage of our total team**, helping us better understand how to keep building a workplace where people feel valued, supported, and inspired to grow with the group.

PROGRESS

In the past year we have delivered over 4,500 hours of training, helping to **strengthen skills necessary to maintain the highest standards of service excellence.**

Our training catalogue features an increased focus on sustainability, digital skills, and leadership. To improve access, we introduced **advance email notifications** for upcoming courses making it easier for everyone to get involved and take ownership of their growth.

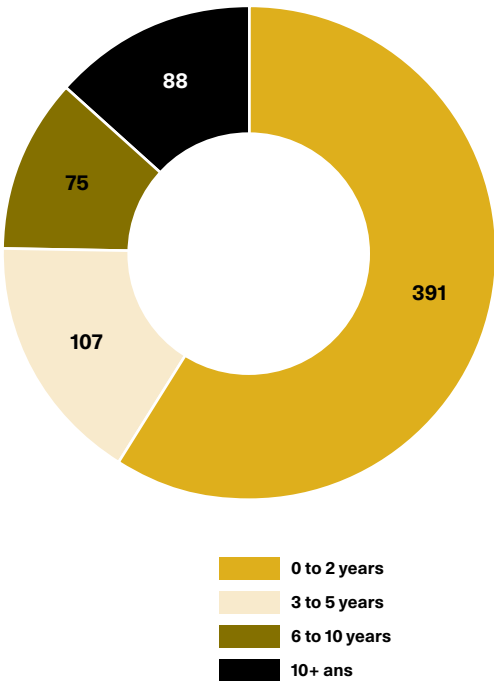
We have also invested in the next generation of hoteliers by welcoming interns and apprentices in 2024 as part of professional training programmes.

4,500	training hours
400,000	CHF invested
29	interns
30	apprentices
16.4	average training hours for department heads
341	employees completed basic sustainability training
91	employees attended a training on personal data protection
1/4	of employees have been with the company for over 6 years

TURNOVER RATE

	Permanent contracts only	All contract types
Average yearly turnover	40%	72%
Avg. yearly turnover 2024 hires only	5%	6%
Avg. yearly turnover Men	44%	74%
Avg. yearly turnover Women	33%	70%

SENIORITY OF PERMANENT EMPLOYEES (2024)



We are proud of the loyalty within our team. 41% percent of permanent employees, who make up 77% of our workforce, have been with us for three years or more. Moreover, 25% have stayed for six years or more, and 13% over ten years.

2025 OUTLOOK

- **An HR Information System, including a digital Learning Management System (LMS) will be launched to modernise, centralise and expand learning opportunities for employees.**

This exciting digital transformation will streamline access to e-learning modules and provide employees with a more flexible, personalised approach to skill development that supports each employee's unique growth journey.

This digital system will also empower managers to create engaging and interactive digital training experiences helping their teams retain skills in a fun and meaningful way.

- **A three-level sustainability training programme will be developed to educate all employees on environmental best practices, with advanced courses available for those in leadership roles.**

These learning paths will integrate key ESG principles across topics such as sustainable hospitality, responsible procurement, ethical operations, diversity and inclusion, and health and safety.



LAMIA BENSID

**SFH Head of Training & Development
and CSR Ambassador**

“We are committed to supporting our team members in their development, helping them grow, and inspiring them to give their very best. I also have the privilege of welcoming all new employees and shaping the next generation by guiding our apprentices – together, we are building the future of luxury hospitality. As Arnaud Boti once said: “Training is the essence of all success.”

SPOTLIGHT

on 2024 actions



Paulo da Cunha Rodrigues and Komi Amados (Tapestry, BRP).

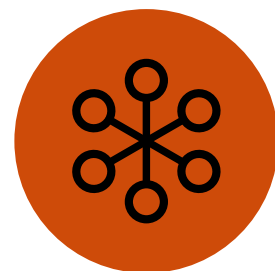
BEAU-RIVAGE PALACE: PRESERVING HOTEL CRAFTSMANSHIP

A commitment to craftsmanship and technical expertise is evident in the last remaining tapestry and upholstery department in a Swiss hotel, located at Beau-Rivage Palace.

Skilled artisans repair and restore furniture, curtains, and tapestries, following a “fix rather than replace” philosophy that aligns with both heritage preservation and sustainability goals.

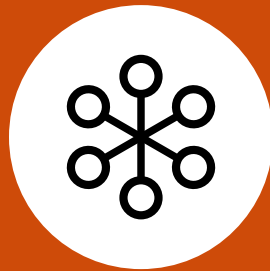
Options are being explored to develop apprenticeship positions within technical teams in order to pass on this valuable expertise to future generations.

COMMUNITIES



Fiona Debons (Front Office, PAL & CSR Ambassador)
provides information on activities that allow guests to explore
the Neuchâtel region from the Hôtel Palafitte.





**Sandoz Foundation Hotels
embraces its responsibility to support local
communities, preserve cultural heritage,
and drive responsible tourism.**

**Local sourcing and promoting
regional craftsmanship through partnerships
help strengthen the social and economic
fabric of our destinations.**

**We also encourage authentic
experiences for our guests, creating a strong
connection with the local area and culture.**



RESPONSIBLE PURCHASING

Impact from complex global hotel supply chains may be several orders of magnitude greater than direct impacts from operations, but they also represent an opportunity for substantial positive impact. Selecting suppliers with shared values to conduct business responsibly minimises negative social and environment impact while generating economic, social, and environmental benefits.

In a sector where food and beverages account for a significant proportion of purchases, prioritizing local and seasonal products allows you to:

- reduce carbon emissions,
- strengthen the reliability of supplies,
- support local economies,
- promote regional cuisine,
- offer authentic culinary experiences to our guests.

APPROACH

We are proud to champion **ethical, sustainable** business practices that reflect our deep respect for people, communities and the planet. Central to this commitment is a strong focus on responsible procurement and the sourcing of local, seasonal food – choices that not only elevate the guest experience but also reduce our environmental impact and strengthen local economies.

This important topic addresses key risks related to hotel procurement, supplier relationships, and food sourcing. Our suppliers – whether partners, providers, or subcontractors – are selected through a process that aims to value sustainability going forward. **Every tender includes at least three candidates** to ensure fair competition, with a clear preference for local and eco-certified suppliers whenever possible.

Our dedicated group-level procurement team, guided by our **Purchasing Charter**, formalises our values and expectations. Every new supplier must sign our **Supplier Code of Conduct**, which sets out clear requirements around legal compliance, labour rights, environmental responsibility, transparency, and continuous improvement. We reserve the right to audit suppliers, and take swift action including contract termination if standards are not met.

By leveraging data-driven decision-making and building strategic partnerships, we are also enhancing our ability to **track impact and optimise logistics**, such as freight and delivery routes, to reduce emissions and support a more sustainable future.

PROGRESS

The Purchasing Charter and Supplier Code of Conduct were published in 2024.

An evaluation of our food supply chain revealed Swiss products accounted for 46%, seasonal products 64%, organic 1.8% and fairtrade 0.1% of purchased food in 2024.



OUR SUPPLY CHAIN



THIERRY BUFFETEAU

Executive Chef SFH

“As a passionate chef, I believe, we have the responsibility to support our local economic ecosystem, to value the expertise of producers, and to minimize our environmental impact. Aware of our role towards local producers, who must be able to earn a fair livelihood from their work, we must strive to promote the resources of our region and significantly reduce the carbon footprint associated with food transportation.

We also ensure that we strictly adhere to seasonal cycles, encourage the consumption of vegetables, limit the use of endangered fishes, reduce our food waste, manage our water consumption, and decrease our reliance on single-use plastics. In 2025, Earth Overshoot Day in Switzerland occurred on May 7, 20 days earlier than in 2024. This trend highlights the urgency of rethinking our consumption patterns and adopting more sustainable practices to preserve the natural resources.

Every action, no matter how small, represents an important step towards the preservation of our planet.”

SPOTLIGHT

on 2024 actions



Giuseppe Meli (Kitchen, LPA) looks after the herb garden.

LAUSANNE PALACE: ROOF GARDEN

A rooftop garden at the Lausanne Palace produces Swiss herbs for the kitchens of the restaurant “La Table du Lausanne Palace”, and creates a greenspace for nature.

SANDOZ FOUNDATION HOTELS: PROCUREMENT GOALS

The assessment of food procurement practices by Beelong established commitments to increase procurement from local suppliers, reduce high-impact food products, and expand partnerships with Fair Trade, organic, and MSC-certified vendors. On this basis, we have set ambitious targets to be achieved by 2026.



Fabrice Dubois (Purchasing-Logistics, BRP SA) receives F&B deliveries.

2026 GOALS FOR F&B PROCUREMENT

100% of food suppliers within
a 55km radius

50 %	swiss products	100 %	fresh eggs and poultry from free-range farms
80 %	seasonal products	3 %	certified organic or fair-trade products
90 %	sustainably sourced seafood	0 %	palm oil in our operations

2025 OUTLOOK

Our purchasing strategy will give high priority to local sourcing, with a gradual increase in eco-certified, Fairtrade, organic, and MSC-labeled products. These efforts will support the achievement of our ambitious goals.

Specific actions tailored to each hotel will complement this approach, involving local teams in the creation of an ecosystem with a positive impact on their local area.

- Starting in 2025, all new supplier contracts will include a requirement to sign the **Purchasing Charter**, reinforcing our shared commitment to ethical and sustainable practices. To ensure these values are upheld, we will conduct a minimum of **five supplier audits** each year, helping to track compliance and drive continuous improvement.
- The proposed mobility plan will help us reduce emissions from logistics by aligning supplier transport with our broader sustainability goals.



REGIONAL PARTNERSHIPS

Effective stakeholder engagement fosters transparency, builds trust and ensures diverse perspectives are considered in decision-making.

Active engagement with employees, guests, industry associations, suppliers, local communities, regulators and our shareholders enables us to:

- better understand emerging expectations
- identify risks and opportunities
- co-create solutions that support long-term sustainability.

Meaningful dialogue with stakeholders not only enhances social license to operate, but also strengthens resilience, innovation and alignment with evolving ESG standards and goals.

APPROACH

Like the hummingbird, which teaches us that by doing our part, we will progress together, we believe in the value of partnerships with our stakeholders to shape a positive and shared future.

Genuine engagement is the foundation for lasting impact.

We build trust by encouraging open dialogue that invites diverse perspectives into our decision making. **Our approach promotes the active engagement of our employees through dedicated committees, working groups and open dialogue platforms.**

We manage and maintain open, multi-channel communication to ensure **transparency**, invite feedback and deepen collaboration.

A vibrant network of regional partners supports our efforts, **helping us navigate complex challenges and unlock new opportunities.** For example, within the Swiss Deluxe Hotels affiliation, our departments participate in annual best practice and innovation exchanges, ensuring a continuous flow of expertise between functions and establishments.



Comedian **Kevin Eyer** on stage during a Squad Comedy Club performance at the Lausanne Palace.

PROGRESS

In 2024, we actively engaged with a wide range of stakeholder groups, listening to their concerns, sharing ideas, and nurturing trust through open and consistent communication. We strengthened our network of regional partners and industry certifications, which have played a vital role in advancing the initiatives outlined in this report. But our partnerships go beyond compliance to celebrate culture, creativity and community.

At Beau-Rivage Palace we supported inspiring regional events like the **Rencontre du 7^e Art** film festival, the prestigious **Prix de Lausanne** ballet competition, and the **Livres sur les Quai** literary salon.

Lausanne Palace also brought people together through monthly **Squad Comedy Club** that showcase emerging comedic talent.

At Hôtel Palafitte, local artists were given a platform to exhibit and sell their work in twice-yearly showcases that connect guests to the local arts scene, thereby strengthening the link between guests and the regional art scene.

At Riffelalp, our partners can showcase their products in our display case at reception or through various experiences organized within the hotel.

A table of stakeholder engagement platforms is available in Appendix A.4.

SPOTLIGHT

on 2024 actions

LAUSANNE PALACE & BEAU-RIVAGE PALACE: CHRISTMAS AFTERNOON TEA FOR SICK CHILDREN

Every year our D'CLIC committee organises a Christmas tea time at the two local children's hospitals with the help of the association "Planète Enfants Malade" to bring comfort to hospitalised children.



Sandra Fourré (Spa, BRP), **Jennifer Roux** (CSR, SFH) and **Mailys Gouaut-Garcin** (Housekeeping, LPA) during the Christmas tea party at the Children's Hospital in Lausanne.



Jacques Ballois (Purchasing, SFH & CSR Ambassador).



Viktoria Schlegel (Accommodation, BRP SA), **Eva Masgalides** (Housekeeping, LPA), **Barbara Pinhota** & **Sonia De Almeida** (both Housekeeping, BRP SA), **Catarina Madeira** & **Laura Chaleroux** (both Sales, SFH), and **Sébastien Custot** (Finance, SFH) during the Christmas tea party at the CHUV in Lausanne.

SANDOZ FOUNDATION HOTELS: NATIONAL PURCHASING COORDINATION

Our Purchasing Director chairs the Swiss Deluxe Hotels Purchasing Circle, which is responsible for coordinating responsible purchasing policies among the various establishments belonging to this prestigious association.

SPOTLIGHT

on 2024 actions

HÔTEL PALAFITTE & BEAU-RIVAGE PALACE: SUPPLIER MARKETS

Our hotels Palafitte and Beau-Rivage Palace each host a yearly market where they showcase key suppliers to the local community. These events promote transparency, local ties, and the promotion of short supply chains.



Thierry Buffeteau (Kitchen, SFH), at the Hôtel Palafitte's Market.

Mateo Heger & Raphaël Breton (both Kitchen, BRP SA) and Giulia Giammarino & Frédéric Stefanini (both F&B, BRP SA) host a stand at the Beau-Rivage Palace's Christmas market.



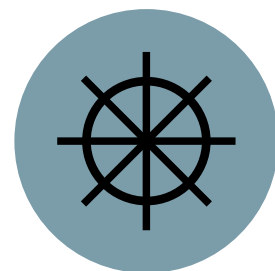


Franck Pelux (Kitchen, LPA) & **Sarah Benahmed** (La Table du Lausanne Palace, LPA & CSR Ambassador) work closely with our procurement & financial team, **Thomas Beninca** (Cost Control, SFH) and **Christophe Tymen** (Purchasing, SFH & CSR Ambassador) to obtain exclusive, high-quality products from the region.

2025 OUTLOOK

- Stakeholder engagement is an ongoing journey that will benefit from refining communication strategies and the continual identification of areas for collaboration with key partners, guests, and employees in order to enrich cultural experience and strengthen the regional roots of our activities.

GOVERNANCE



Jennifer Roux (CSR, SFH).



Transparency, accountability, and ethical leadership are more than guiding principles, they are the foundation of how we lead with purpose. Our commitment to strong governance is reflected in the way we embed robust ESG values into decision-making, ensuring not only compliance with international sustainability standards but also the promotion of responsible, forward-thinking business practices that inspire trust and drive long-term shared value.



BUSINESS ETHICS AND INTEGRITY

Ethical business conduct and integrity are essential for building trust in the hospitality sector, where reputation, customer and employee satisfaction are paramount.

Transparency, fairness, and responsible decision-making help prevent corruption, support a positive workplace culture, and ensure compliance with legal and industry standards.

These principles strengthen financial resilience, guest loyalty, and employee engagement.

APPROACH

Business ethics and integrity principles and policies apply to all hotel operations, employees, and services, ensuring ethical business practices are upheld at every level.

From corporate governance and compliance mechanisms to quality assurance and the wider impact on local communities and global supply chains, Sandoz Foundation Hotels is committed to doing business in the right way. **Sandoz Foundation Hotels is committed to acting fairly and responsibly.**

Our comprehensive **Ethics Charter** defines core principles of **integrity, respect, and transparency**, applying not only to our employees and hotels but also to all external partners. **It champions fair competition, anti-corruption, human rights, non-discrimination, and sustainability** to create a foundation for trust and accountability.

To safeguard these standards, a **whistleblower policy** is in place, giving employees an anonymous channel to report concerns directly to the Ethics Committee. **As part of our onboarding, all employees sign a Code of Conduct affirming their commitment to these shared values.**

Regular internal and external audits reinforce transparency and ensure compliance across finance, hygiene, and sustainability. We maintain a legislation register covering environmental, health, safety, labour, and cultural heritage laws. In the absence of local regulations, we lead by example and apply international best practices. If a compliance breach occurs, we act swiftly with corrective measures and full disclosure.

Training remains a cornerstone of our ethical culture, with ongoing sessions on harassment prevention and ethical behaviour.

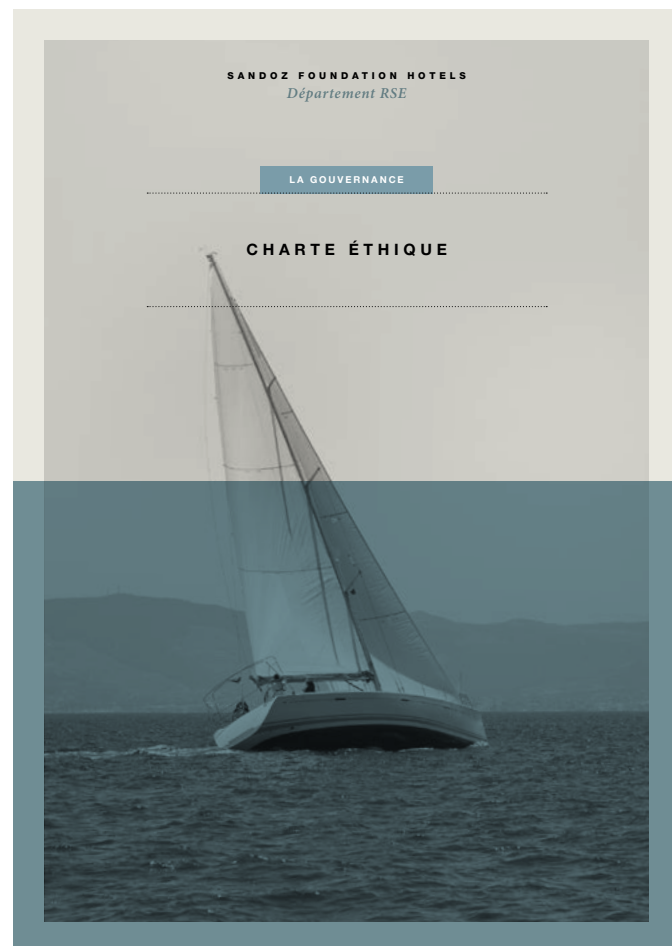
We prioritise transparency in pricing, guest communication, and marketing, while ensuring exceptional service through guest surveys, online reviews, and mystery guest audits.

Our local inter-hotel audit programme, where properties assess each other anonymously, reflects our collaborative spirit and shared commitment to raising the bar for excellence across the industry.

MARCEL CONCHE

**Artist, Author of philosophical works,
Writer, Teacher, Historian, Historian of philosophy,
Philosopher, Professor of philosophy,
Scientist (1922 - 2022)**

**“Morality sets a minimum standard:
it is about behaving in a way
that respects the personhood of others.
But it says nothing about “how to live”
or “living well” – that is a matter
of choice. This life choice, this ethics,
is shaped by the values we hold
as supreme. Life has meaning insofar
as we achieve the realization
of the values that, for us, make it
worth living.”**



→ **Read our Ethics Charter**

PROGRESS

The **Ethics Charter** and new **whistleblower policy** were introduced in 2024, establishing ethical standards for employees and suppliers, while external audits of financial integrity and sustainable operations were conducted at all properties. **Zero incidents of corruption or bribery were reported.**

Upon arrival, all of our employees sign a detailed **code of conduct**, and working conditions are regulated by a collective labour agreement specific to the hospitality industry in Switzerland – **CLA** (Swiss National Collective Labour Agreement for the hospitality industry) – that applies to all employees except general managers, directors, musicians and performing artists. Apprentices are also covered by a collective labour agreement specific to them. **This means that 96% of our employees are covered by a collective agreement, guaranteeing a fair and regulated working environment.**

Guylain Litzler (Purchasing – Logistics, LPA) performs a quality check on the day's deliveries.





Jennifer Roux (CSR, SFH) raises awareness among the teams about the importance of the hotel's EarthCheck certification during the staff general assembly.

2025 OUTLOOK

- **Governance processes will be strengthened with the help of a specialised legal compliance platform, that will assist our teams in monitoring over 1,200 laws per hotel, ensuring we stay ahead of legal requirements and maintain the highest standards of integrity.**
- **Our commitment to ethical business practices will be further reinforced through ongoing supplier and quality assurance audits ensuring those with whom we do business uphold our values.**
- **Employee awareness sessions will bring our new Ethics Charter to life and foster a deeper understanding of shared values and expectations. Dedicated training in ethical leadership and responsible decision-making will also empower our teams to lead with purpose and create lasting, positive impact in everything they do.**



RESPONSIBLE LEADERSHIP

Responsible leadership is the foundation of ethical business conduct, organisational resilience, and long-term sustainability. It is essential to ensure effective, transparent, fair and responsible corporate governance practices.

Strong and responsible leadership fosters trust among stakeholders, promotes ethical conduct, and drives long-term value creation by aligning business practices with ESG principles.

APPROACH

Responsible leadership encompasses **internal governance, and external accountability and commitment** to stakeholders. Accountability is reinforced by the Ethics Charter and whistleblower policy.

Our leadership training programmes include: managerial development, harassment prevention, environmental awareness, and other modules promoting ethical and sustainable conduct.

PROGRESS

Following our materiality assessment, we began translating insights into action by identifying and implementing strategies that underpin the performance shared in this report.

Hotel leaders and department heads contributed by answering an **in-depth sustainability questionnaire**, with detailed questions on their department's performance for each material topic. **This approach has enabled the CSR department to uncover opportunities, define ambitious goals, and design meaningful action plans for each hotel.**

These targeted initiatives will enable teams to translate the strategy into action on the ground, while our ESG ambassadors will begin implementing these projects in the hotels starting in 2025.

A significant investment in leadership training (see page 48) further ensured that managers at all levels are equipped to drive and sustain this transformation over the long term.

SPOTLIGHT

on 2024 actions

To effectively manage sustainability and ensure tangible progress on material topics, the governance structure presented in this report was established in 2024.

It is built on a centralized CSR department at the Sandoz Foundation Hotels group level, along with CSR ambassadors embedded in the various departments of each hotel.

An important component of this structure was the direct reporting line of the CSR Department to the Executive Management, which ensures quarterly reporting on sustainability issues to the Board of Directors.



The CSR department team: **Pascal Lorquin**, **Jennifer Roux** and **John Leglise**.

EARTHCHECK CERTIFIED™: TOWARDS MEASURABLE EXCELLENCE

Our operations demonstrated responsible leadership by implementing EarthCheck Certified™, the world's leading hospitality sustainability benchmarking and certification programme. A rigorous science-backed, people-focused approach established robust governance and data management processes, optimised operations and engaged teams to benchmark, certify and audit. Objective: reduce environmental footprint, improve social performance, and support economic performance.



Charles Sousa (Houskeeping, PAL & CSR Ambassador), **Aldeides Gouveia** (Houskeeping, PAL) and **Pierre-Emmanuel Collin** (Purchasing-Logistics, PAL) celebrate receiving the EarthCheck certificate at the Hôtel Palafitte.

SPOTLIGHT

on 2024 actions



Benjamin Chemoul (Management, BRP), **Stéphane Reumont** (Spa, BRP), **Karim Filiali** (Reservations, SFH) and **Julien Donzel** (Management, BRP) take part in the Climate Fresco.

CLIMATE FRESCOES: RAISING AWARENESS AMONG DECISION-MAKERS

Sandoz Foundation Hotels organised “Climate Frescoes” workshops for managers across all French-speaking establishments. These sessions deepened their understanding of climate challenges and helped them identify priority areas for action within their departments, directly feeding into the operational sustainability action plans. The Riffelalp Resort, already certified ISO 14001, was exempt from the workshops, as team awareness and environmental action planning are already embedded in their existing management system.



Jeanne Simon (Guest Relations, BRP & CSR Ambassador) ensures that our services meet the quality standards expected by our guests.

2025 OUTLOOK

- **A transformative responsible leadership training programme designed to strengthen managerial capabilities in ethical business practices and sustainability will be launched in 2025.**
- **Every manager will be equipped with a tailored Executive Guide, offering clear direction and reinforcing a deep sense of leadership accountability.**
- **To empower thoughtful, impact-driven decisions, we will leverage our Human Resources Information System (HRIS) and introduce automated ESG data collection, ensuring insight and integrity guide every action.**
- **Existing financial and legal compliance mechanisms will be further strengthened through internal reviews, external audits, and structured Board meetings, aligning governance with our long-term sustainability goals.**

APPENDICES

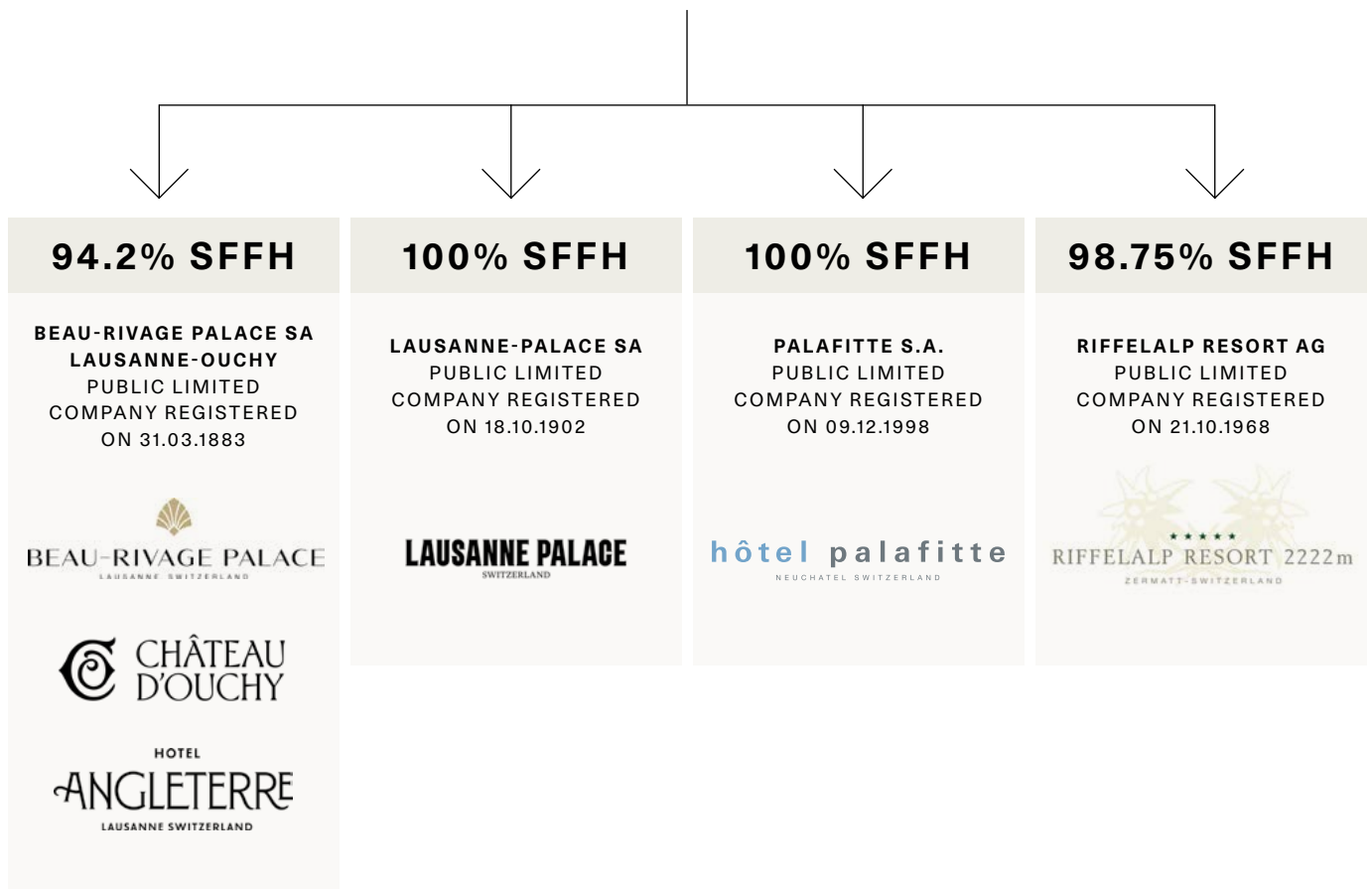


A.1 LEGAL STRUCTURE



SANDOZ FOUNDATION HOTELS (SFH)

REGISTERED TRADEMARK OF
SANDOZ FONDATION DE FAMILLE HOLDING S.A. (SFFH)
 PUBLIC LIMITED COMPANY REGISTERED ON 30.09.1980



A.2 LIST OF MATERIAL TOPICS

1	Climate change	14	Local communities
2	Reduction of energy needs	15	Biodiversity
3	Waste reduction and management	16	Business ethics and integrity
4	Responsible purchasing	17	Responsible human rights management
5	Training and recognition	18	Sound and light pollution
6	Integration of non-financial information	19	Environmental impacts of operations
7	Positioning and offering of responsible services	20	Employee mobility
8	Sustainable design and construction	21	Working conditions and financial guarantees for employees
9	Sustainable water management	22	Stakeholder dialogue
10	Local, seasonal, and sustainable food	23	Local employment
11	Responsible leadership and transparent governance	24	Protection of heritage and local culture
12	Health and safety at work	25	Food waste
13	Diversity, inclusion, and equal opportunity	26	Data security and protection

A.3 GRI INDEX

This GRI content index is presented in English to ensure consistency with the GRI Standards and to facilitate understanding. Since the Sandoz Foundation Hotels group is composed of four distinct legal entities, we have used separate columns, where relevant, to distinguish information specific to each.

Organisation and its Reporting Practices					
2-1a	Legal name	Sandoz Foundation Hotels is made up of four legal entities. All entites are managed at a group level by the same standards described in the report.			
		Beau-Rivage Palace SA Lausanne-Ouchy.	Lausanne Palace SA.	Palafitte SA.	Riffelalp Resort AG.
2-1b	Ownership and legal form	Public limited company registered on 31.03.1883.	Public limited company registered on 18.10.1902.	Public limited company registered on 09.12.1998.	Public limited company registered on 21.10.1968.
2-1c	Location of headquarters	Lausanne, Switzerland.	Lausanne, Switzerland.	Pully, Switzerland.	Zermatt, Switzerland.
2-1d	Countries of operation	Switzerland.			
2-2.	Entities included in sustainability reporting	Beau-Rivage Palace SA Lausanne-Ouchy, Lausanne Palace SA, Palafitte SA, Riffelalp Resort AG; all entites are managed at a group level by the same standards described in the report.			
2-3a, b	Reporting period and frequency	1st January 2024 to 31st December 2024, annual.			
2-3c	Report publication date	25th July 2025.			
2-3d	Contact point for questions regarding the report	Jennifer Roux (Sustainability Manager), rse@sandoz-hotels.ch.			
2-4.	Restatements of information	n/a – first report.			
2-5.	External assurance	None.			
2-6.	Activities, value chain and other business relationships	Active in hospitality sector, see pages 8, 53–55 (supply chain), 57–59 (local partnerships).			
2-7.	Employees	Pages 8 and 37, data reported as head count.			
2-8.	Workers who are not employees	Page 8.			
Governance					
2-9.	Governance structure	Page 13: this governance structure is applied at a group-level. The executive committee reports to the highest governance body which is our board of directors, via our CEO, and during board meetings. This board of directors is the same for all legal entities (with the exception of Riffelalp Resort AG who has one additional member).			
2-10a	Nomination and selection of the highest governance body	Every year, during the General Assembly, the members are elected or re-elected for all companies. The mandates are always for one year.			
2-10b	Criteria for nominating and selecting highest governance body members	Confidential.			
2-11.	Chair of the highest governance body	Onno Poortier – Chairman of the Board.			

A.3 GRI INDEX

2-12.	Role of highest governance body in overseeing the management of impacts	Approval on an annual basis of the strategic plans of the hotels (including CSR strategy at a group level). Reviewal of progress three times a year during board meetings. Elaboration of long-term business plans with the Executive Management Committee of the hotels.
2-13.	Delegation of responsibility for managing impacts	The CEO is responsible for implementing any strategic decisions taken by the Board, including those related to sustainability and ESG impacts. Operational responsibility is delegated to the executive committee of each legal entity, and, depending on the topic, to specific managers. Coordination of sustainability topics takes place at the group level to ensure alignment across all legal entities.
2-14.	Role of the highest governance body in sustainability reporting	Approval and review.
2-15.	Conflicts of interest	Ethics charter & ethics council for the hotel group applies to our Board members as well.
2-16.	Communication of critical concerns	Issues of critical concern are communicated on a quarterly basis during board meetings, or by our CEO when needed.
2-17.	Collective knowledge of the highest governance body	Members of the Board bring diverse expertise in hospitality, finance, operations, and strategy. While there is no formal ESG training program currently in place for Board members, they are regularly briefed on key sustainability topics by the executive committee, and ESG issues are included in strategic planning discussions.
2-18.	Evaluation of the performance of the highest governance body	Specific to each legal entity and confidential.
2-19.	Remuneration policies	Board members receive a fixed annual remuneration. There are no variable or performance-based components. Remuneration is set based on the role and responsibilities of each member.
2-20.	Process to determine remuneration	Board member remuneration is determined by the ultimate shareholder.
2-21.	Annual total compensation ratio	Not available.
Strategy		
2-22.	Statement on sustainable development strategy	Pages 4, 7 and 8.
2-23.	Policy commitments	Pages 15 (Sustainable Frameworks), 64–66 (Business Ethics), and within each material topic subsection where relevant.
2-24.	Embedding policy commitments	Pages 15 (Sustainable Frameworks), 53 (Supply Chain), 64–66 (Business Ethics), and within each material topic subsection where relevant.
2-25.	Processes to remediate negative impacts	Details within each material topic subsection on the management and remediation of actual and potential impacts.
2-26.	Mechanisms for seeking advice and raising concerns	Pages 64–66 (Business Ethics): we have a whistleblowing policy.
2-27.	Compliance with laws and regulations	Operations were fully compliant: no fines or non-monetary sanctions during 2024.
2-28.	Membership associations	Pages 9 and 14: our hotels are part of different industry affiliation programs and sustainability programs and organizations. Our hotels are also members of industry organizations at a national-level (Swiss Tourism, Hotelleriesuisse, GastroSuisse) and state-level (Lausanne Tourism, Zermatt Tourism, Jura Trois-Lacs, GastroVaud / GastroNeuchâtel / GastroValais).
Stakeholder engagement		
2-29.	Approach to stakeholder engagement	Pages 10 (Materiality), 15 (Framework), 57–58 (Regional Partnerships), 68 (Leadership) describe our approach to and engagement with Stakeholders as a core component of our sustainability strategy.
2-30.	Collective bargaining agreements	Page 37 (National Collective Labour Agreement for hotels, restaurants and cafes – called CCNT in French, CLA in English and L-GAV in German).
Disclosures on material topics		
3-1.	Process to determine material topics	Pages 10 and 11.
3-2.	List of material topics	Pages 10 and 11.
3-3.	Management of material topics	Pages 10 and 11, and within each material topic subsection.

A.3 GRI INDEX

Material topics – Environmental		
Climate Change, Energy and Water		
103-1, 2, 3	Explanation, management and evaluation of topic	Page 19.
302-1	Energy consumption within the organisation	Page 20.
302-2	Energy consumption outside the organisation	Reported as part of Scope 3 emissions.
302-3	Energy intensity	Page 20.
302-4	Reduction of energy consumption	Page 20.
305-1	Direct (Scope 1) GHG Emissions	Page 21.
305-2	Direct (Scope 2) GHG Emissions	Page 21.
305-3	Direct (Scope 3) GHG Emissions	Page 21.
305-4	GHG emissions intensity	Page 21.
305-5	Reduction of GHG emissions	First year of reporting emissions.
305-6	Emissions of ozone-depleting substances (ODS)	Our operations are free from ozone-depleting substances (ODS) such as CFCs.
305-7	Nitrogen oxides, sulfur oxides and other significant air emissions	Nitrous oxide accounted for 4.4% of total emissions, methane 10.9%, with no other significant emission types.
303-1	Water withdrawal by source	Page 23.
303-2	Water sources significantly affected by withdrawal of water	Information not available, but not water extracted from high-stress areas.
303-3	Water recycled and reused	Page 23.
Waste		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 25–29.
306-2	Waste type and disposal method	Page 26.
306-3	Significant spills	No significant spills during reporting period.
306-4	Waste diverted from disposal	Page 26.
306-5	Waste directed to disposal	Page 26.
Biodiversity		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 30–33.
304-1	Operational sites in or adjacent to protected areas and areas of high biodiversity value	Page 31.
304-2	Significant impacts of activities, products and services on biodiversity	We apply the precautionary principle to minimise impact, supported by projects with local community partners to protect habitat. We are planning a detailed assessment of biodiversity (species and ecosystems) and potential risks, impacts and opportunities in 2025.
304-3	Habitats protected or restored	Page 32.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information not available, planned for 2025.
	Sustainable certified fish (%)	Page 31: we track this metric as a measure to reduce possible impact.
	Palm oil-free products (%)	Page 31: we track this metric as a measure to reduce possible impact.

A.3 GRI INDEX

Material topics – Social		
Diversity and Inclusion		
103-1, 2, 3	Explanation, management and evaluation of topic	Page 36.
405-1	Diversity of governance body and employees	Page 37.
405-2	Ratio of basic salary and remuneration of women to men	Page 37.
Health, Security and Wellbeing		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 40–41.
403-1	Occupational health and safety management system	Pages 40–41.
403-2	Rates of injury and work-related fatalities	Page 42.
403-3	Occupational health services	Pages 40–41.
Training and Recognition		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 46 and 47.
404-1	Average hours of training per year per employee	Page 48.
404-2	Programs for upgrading employee skills and transition assistance programs	Page 48.
401-1	New employee hires and employee turnover	Page 48.
Material topics – Community		
Responsible Purchasing		
103-1, 2, 3	Explanation, management and evaluation of topic	Page 53.
204-1	Proportion of spending on local suppliers	Page 56, defined as Swiss, with plans to measure and increase local procurement.
414-1	New suppliers that were screened using social criteria	Supplier code of conduct was implemented in reporting year.
414-2	Negative social impacts in the supply chain and actions taken	None.
408-1	Operations and suppliers at significant risk for incidents of child labour	None.
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	None.
Regional Partnerships		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 57 and 58.

A.3 GRI INDEX

Material topics – Governance		
Business Ethics and Integrity		
103-1, 2, 3	Explanation, management and evaluation of topic	Pages 64 and 65.
205-1	Operations assessed for risks related to corruption	Data not available in 2024.
205-2	Communication and training about anti-corruption	No formal trainings, communication via our Ethics Charter published in 2024.
205-3	Confirmed incidents of corruption and actions taken	No reported incidents of corruption or attempted corruption.
Responsible Leadership		
103-1, 2, 3	Explanation, management and evaluation of topic	Page 68.

A.4 TABLE OF STAKEHOLDER ENGAGEMENT PLATFORMS

Stakeholder Group	ISSUES OF CONCERN	COMMUNICATION CHANNELS	ENGAGEMENT FREQUENCY
Employees (current)	Fair compensation, career development, well-being, DEI, meaningful work.	Onboarding, CSR signage throughout the hotel, internal meetings, internal communication app, internal and external social media channels, emails & newsletters, specific sustainability trainings, satisfaction survey, press, events & internal animations.	Daily, open communication channels available, formal survey annually.
Employees (future)	Fair compensation, career development, well-being, DEI, meaningful work.	External social media channels, career fairs, emails, press, website.	As required.
Guests	High-quality service, sustainability practices, ethical sourcing, wellness and safety; discovery of the destination's unique elements.	Reservation confirmations, emails, staff interactions, guest satisfaction surveys, sustainability information in rooms, website, external social media channels, newsletters, CSR signage throughout the hotel, press, events.	Permanent communication for in-house signage, systematic digital communication (project-based content and branding), monthly emailing, formal surveys after each stay.
Travel Agencies & Destination Management Companies (DMCs)	Guest concerns and added-value compared to competitors.	Sales fairs, emails, brochures, sales calls, press.	As required.
Suppliers	Long-term partnerships, fair payment terms, transparency, sustainable procurement.	Interactions with purchasing team, Purchasing Charter, supplier audits, supplier workshops, targeted communications, press, events.	Contractually and annually for audits.
Community partnerships	Economic contribution, local hiring, preservation and support for local culture and environment.	ESG report, cultural events, volunteering, barbers.	Project-based, ongoing community relations.
Government & Regulatory Bodies	Legal compliance, transparency, tax contributions, sustainable tourism.	Reporting, participation in industry consultations, yearly certification audits (e.g. EarthCheck- sustainability, hygiene audits, quality audits, security audits, and more).	As required.
Industry Associations & Quality Affiliations	Shared best practices, joint advocacy, innovation & inclusion in hospitality.	Yearly meetings & roundtables, collaborative initiatives, quality & accessibility audits, emails, digital communication platforms.	As required. Yearly quality audits, and ranking audits every 5 years.
NGOs	Climate action, biodiversity protection, sustainable operations.	ESG report.	As required.
Owners / Board of Directors	Financial performance, reputation, ESG risk management, long-term strategy, HR performance.	Board meetings, ESG reports, external newsletters, staff interactions.	Regular communication. Quarterly (BRP SA, LPA SA, PAL SA) or bianual (RIF AG) Board meetings.

A.5 ACRONYMS

ANG	Hôtel Angleterre	LED	Light-Emitting Diode
BRP	Beau-Rivage Palace	LMS	Learning Management System
CHO	Château d'Ouchy	LPA	Lausanne Palace
CLA	Swiss National Collective Labor Agreement for the hospitality industry, known as CCNT in French and L-GAV in German	MJ	Megajoules
COP	Communication on Progress – in the context of our commitment to the UN Global Compact	MSC	Marine Stewardship Council
CSR	Corporate Social Responsibility	OTA	Online Travel Agency
DEI	Diversity, Equity and Inclusion	PAL	Hôtel Palafitte
DMC	Destination Management Company	RIF	Riffelalp Resort 2222m
D'CLIC	Des Challenges et Loisirs Inter-Collaborateurs, meaning inter-staff challenges and activities	SBTI	Science Based Targets Initiative
EHL	L'École Hôtelière de Lausanne	SDA	Sectoral Decarbonization Approach
EMS	Environmental Management System	SDG	Sustainable Development Goals
ESG	Environmental, Social, Governance	SFH	Sandoz Foundation Hotels
F&B	Food & Beverage	UNESCO	United Nations Educational, Scientific and Cultural Organization
GJ	Gigajoules		
GN	Guest night		
GRI	Global Reporting Initiative		
HR	Human Resources		
HRIS	Human Resources Information System		

PHOTO CREDITS

AM Squad

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Anthony Demierre

Pages 14, 23, 24, 26, 27, 28, 29, 30, 31, 34, 38a, 39, 41, 42, 43, 45, 47b, 47c, 49, 50, 51, 55, 56, 59a, 60, 61, 62, 66, 71, 72

Executive Education HEC Lausanne

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Joan Camps

Page 32b

Marcelo Reis (Sandoz Foundation Hotels)

Page 69a

Mike Wolf

Pages 1, 3, 4, 47a, 54,

Reto Guntli

Page 32a

Riffelalp Resort

Pages 17, 32c, 33

Sandoz Foundation Hotels

Page 38b, 59b, 59c, 67, 69b, 70

Steve Dobson

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LAUSANNE BEAU-RIVAGE PALACE – LAUSANNE PALACE
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A PUBLICATION COORDINATED BY THE CSR DEPARTMENT

RSE @SANDOZ-HOTELS.CH
CHEMIN DE BEAU-RIVAGE 21 CH-1006 LAUSANNE