



RESPONSIBLE BUSINESS REPORT 2025

THINK
PEOPLE · COMMUNITY · PLANET

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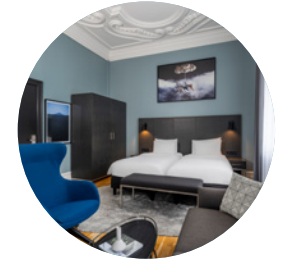
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Introduction

Responsible Business: The Three Action Pillars

Think People

With Think People, ethical business practices are at the core of our Culture Beliefs. We offer strong employment conditions, meaningful training, and clear pathways for talent development. We believe that a motivated, well-supported team is the foundation of exceptional guest experiences, which is why we invest deeply in fostering our culture. We uphold a firm respect for human rights in all aspects of our operations. Above all, the safety and security of both our team members and our guests is a responsibility we take seriously.

Think Community

With Think Community, we participate and live Responsible Business every day. By screening our suppliers for human rights and environmental commitments, we strengthen our supply chain. Together with our team members, we partner with organizations to contribute to the local communities where we operate on creating shared value, providing human needs such as food and shelter, promoting create opportunities for better futures and a better planet for all.

Think Planet

With Think Planet, we strive to achieve a net-positive impact for the planet. This requires minimizing the environmental footprint in terms of carbon emissions and energy use, improving our hotel operations and promoting water and biodiversity stewardship. We have clear targets aligned to the industry's net zero carbon methodology to minimize our environmental footprint and have achieved important progress toward these goals. We innovate sustainability in the guest experience with industry shaping initiatives such as Carbon Compensated Meetings.

RHG's Culture Beliefs

We enjoy
serving
with our
“Yes I Can!”
spirit

We deliver
memorable
moments
every day,
everywhere,
every time

We grow
talent, talent
grows us



We are
many minds,
with one
mindset

We believe
anything is
possible

We value
open and
direct
interactions
to build trust

We have fun
in all that
we do

Letter from the CEO

Every Moment Matters – Driving Sustainability Forward

In 2025, we were navigating a world defined by heightened uncertainty and faster-moving change. Despite economic volatility, Radisson Hotel Group (RHG) continued to grow its portfolio and performance. Geopolitical tensions and shifting trade dynamics continue to create new complexities for international mobility, supply chains, and energy markets.

At the same time, climate extremes are no longer exceptional events – they are increasingly shaping day-to-day operations. Travelers now expect reliability, transparency, safety, and a commitment to purpose and environmental performance. For the travel and hospitality sector in general, and for RHG, this context is reshaping demand patterns toward responsible travel and sustainable stays, elevating the importance of resilience and reinforcing the need to operate with a focus on efficiency, risk management, and purpose.

Against this backdrop, sustainability is not an add-on – it is a core business imperative and a defining value that guides our decisions. At RHG, our commitment to achieving net zero by 2050 remains unchanged. Our ambition is clear: to grow responsibly, strengthen

the long-term competitiveness of our hotels and their owners, and help accelerate the transition to a low-carbon, more inclusive hospitality industry.

Our progress demonstrates that decarbonization and growth can move together – but it also highlights where we must accelerate. Since our 2019 baseline year, while expanding our hotel portfolio by 20%, we have reduced absolute scope 1 and 2 emissions by 6% and improved emissions intensity per square meter by 23%. These results reflect the dedication of our teams and partners around the world. Yet they also underscore the scale of the challenge ahead and the need to act faster – particularly on renewable electricity, building electrification, and operational efficiency – if we are to keep pace with our science-based pathway and rising stakeholder expectations.



Letter from the CEO

Personally, one of the proudest milestones of 2025 was the launch of RHG's Verified Net Zero Hotels – a unique and pioneering initiative that raises the bar for credible climate leadership in hospitality. With two hotels already verified – Radisson Hotel Manchester City Centre, a Verified Net Zero Hotel and Radisson RED Oslo City Centre, a Verified Net Zero Hotel – we have proven what is possible today, not tomorrow. Just as importantly, we have established a structured plan to scale this program, turning pilots into a platform for broader transformation across our portfolio and beyond.

Safety, security, and trust remain foundational to our guest promise – especially as global risk perceptions evolve and travelers place even greater value on assurance and preparedness. As of the end of 2025, 206 RHG properties worldwide were Safehotels certified, demonstrating strong progress in independent safety and security verification across our footprint.

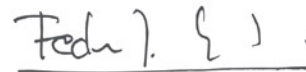
As a people-driven business, focused on career development, we know that sustainable success depends on enabling our teams and supporting local communities around our hotels. The newly created Radisson People Foundation has supported over 250 team members since its inception, providing timely help in moments of distress and reinforcing our culture of care worldwide.

Across the Group, we continued to invest in social impact and engagement, contributing €890,000 in cash and in-kind donations and delivering 79,000 volunteer hours to support communities and causes around the world. At the same time, we made continued progress on balanced leadership, increasing to 31.2% women in leadership positions – a step forward on our journey toward greater balance and inclusion. Talent attraction and development remain critical priorities, and we are encouraged by a strong hiring momentum, with an internal appointment rate of 40%, alongside a continued

focus on building skills for the future through the Radisson Academy. This year also marks an important milestone on the path toward the increased transparency and accountability in the European Union, as we present our first report aligned with the VSME reporting framework, based on a double materiality analysis and outlining both risks and opportunities. By aligning with evolving standards and expectations, we reinforce our commitment to comprehensive sustainability reporting. We see compliance not merely as a requirement, but as a catalyst – driving better data, sharper decision-making, and more consistent progress across our organization.

Our journey toward net zero and responsible hospitality is a collective effort. We invite our owners, partners, and guests to join us in shaping a future where every stay contributes to a sustainable planet, stronger communities, and a more resilient hospitality sector. Together, we can lead the way toward an industry that creates lasting value for people and the planet.

Thank you for your continued trust and partnership. With your support, RHG will keep driving innovation, delivering exceptional guest experiences, and making a meaningful impact every day, everywhere, every time.



FEDERICO J. GONZÁLEZ
Chief Executive Officer, Radisson Hotel Group





Radisson Hotel Group at a Glance

Radisson Hotel Group (RHG) is a rapidly expanding international hotel group operating across EMEA (Europe, the Middle East, and Africa) and APAC (Asia-Pacific), with more than 1,580 hotels in operation and under development in over 100 countries. The Group’s overarching brand promise is Every Moment Matters, underpinned by its signature Yes I Can! service ethos.

The Radisson brand portfolio includes Radisson Collection, art’otel, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and Prize by Radisson. These brands are brought together under a single commercial umbrella: Radisson Hotels.

Radisson Rewards, the Group’s loyalty program, delivers an elevated guest experience aligned with our *Every Moment Matters* promise and counts more than 25 million members worldwide. As one of the most streamlined loyalty programs in the sector, members enjoy immediate access to exceptional benefits across a broad range of hotels in Europe, the Middle East, Africa, and Asia Pacific.

Radisson Meetings offers tailored solutions for meetings and events of all types, including hybrid formats, placing guests and their needs at the heart of its proposition. The concept is built around three service commitments – Personal, Professional, and Memorable – while consistently delivering the brilliant basics and being uniquely carbon compensated.

At RHG, caring for people, communities, and the planet is integral to the business. The Group aims to be net zero by 2050, based on approved science-based targets. To further support responsible travel choices, all hotels across the portfolio are progressing toward verification under the Hotel Sustainability Basics framework.

The health and safety of guests and team members remain a top priority for RHG. All properties within our portfolio are subject to clearly defined health and safety requirements, ensuring consistent standards of care across operations.

More than 75,000 team members work at RHG and the hotels licensed to operate within its systems.

Since 2019, RHG is part of Jin Jiang International Co., Ltd. Jin Jiang International is the leading travel and hospitality conglomerate in China and the second-largest hotel group in the world in terms of number of rooms (source: MKG Ranking 2025).

10

brands

1,580+

hotels

250,000

rooms

100+

countries and territories

75,000+

team members

€1,416M

revenue



2025 Milestones and Highlights

In 2025, RHG strengthened its industry position as a sustainability leader, achieving significant milestones across our pillars of People, Community, and Planet. The Group leveraged opportunities to generate positive impacts throughout its operations, reinforcing its leadership in sustainable hospitality.

This progress was recognized with RHG's inclusion at #37 on Sustainability Magazine's global Top 250 Most Sustainable Companies in the World list, highlighting its continued commitment to Responsible Business.

Planet is at the heart of RHG's efforts, with a focus on improving resource efficiency and further integrating renewable energy across our operations. The Group achieved measurable reductions in carbon emissions, water consumption, and waste generation, reinforcing its leadership in environmental stewardship. In addition, its voluntary carbon compensation program continued to support impactful social and environmental projects worldwide.

People remain central to the Group's strategic vision. In 2025, RHG deepened its commitment to team member development and well-being, advanced leadership diversity and continued equity to foster an inclusive workplace culture. The Radisson People Foundation provided essential support to team members

and their families during challenging periods, reflecting the Group's ongoing care for its workforce. Comprehensive safety and compliance measures helped maintain secure working environments, while sustained investment in training contributed to a skilled and empowered team. Together, these initiatives reinforced RHG's reputation as an employer of choice within the hospitality sector.

Community engagement gained further momentum in 2025. RHG expanded its local and global impact through volunteer activities, fundraising efforts, and charitable contributions, often in collaboration with partners such as Just a Drop. In parallel, the Group's responsible procurement practices - with a strong emphasis on ethical sourcing - further underscored its commitment to creating positive social impact across the communities in which it operates.

A key milestone in 2025 was the opening of RHG's first two Verified Net Zero Hotels, setting a new benchmark for sustainable hospitality. Located in Oslo and Manchester, these independently verified properties achieve net-zero carbon emissions across all three emission scopes using recognized industry methodologies. They exemplify RHG's commitment to leading by example and driving sector-wide transformation.

Sustainable Stays remains an integral part of the guest experience, supported by continued progress in third-party verification and certification. Through this guest-focused strategy, RHG continues to deliver memorable stays while enabling more responsible travel choices worldwide.

2025 Milestones and Highlights

Think People

30 years

of Yes I Can! spirit

84%

Radisson Listens engagement score

571K+

trainings completed

31.2%

women in leadership positions

250+

team members supported by the Radisson People Foundation

206

hotels certified by Safehotels

Think Community

76%

of global suppliers assessed by EcoVadis

22nd

Action Month organized

9.2M

Radisson Rewards points donated

79,000+

volunteer hours from team members

€890,000+

donated in cash and in-kind

Think Planet

-23%

scope 1 and 2 carbon emissions per m² vs. 2019

-6%

scope 1 and 2 carbon emissions absolute in kg CO₂e vs 2019

78

hotels use 100% renewable electricity

58

hotels with sustainable building certifications

115,000T CO₂e

compensated with Radisson Meetings

2

hotels opened as Verified Net Zero Hotels

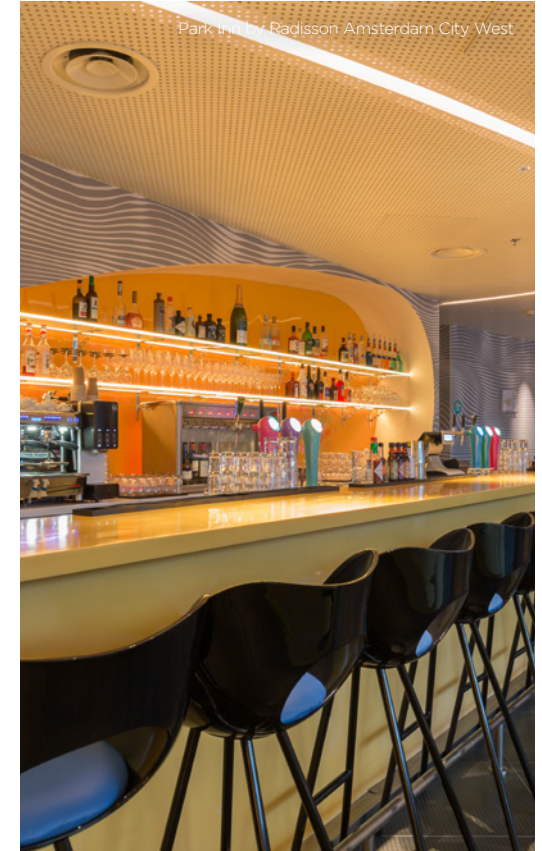
8%

of electricity sourced from renewables

399

hotels verified or certified under Sustainable Stays*

* Sustainable Stays include hotels that are verified under Hotel Sustainability Basics and/or certified by eco-labels



A photograph of three business professionals in a meeting. A woman in the center is pointing at a laptop screen displaying a bar chart. A man to her right is holding a document. In the foreground, another person is holding a tablet. The scene is overlaid with a semi-transparent teal circle and a teal gradient background.

Strategy and Performance

About Radisson Hotel Group

Strategy and Business Model

RHG is a leading international hospitality company operating across Europe, the Middle East, Africa, and Asia Pacific, with more than 1,580 hotels in operation and under development in over 100 countries. The Group's purpose is to deliver memorable moments for guests, owners, and partners, guided by its brand promise Every Moment Matters. This purpose is brought to life through the signature Yes I Can! service ethos, empowering team members to create positive, personalized experiences and build lasting trust with people and communities while acting as a responsible steward of the planet.

RHG's long-term vision is to be recognized as one of the world's top three hotel brands and the brand of choice for guests, owners, and talent globally, shaping the future of hospitality through sustainable growth, digital innovation, and Responsible Business leadership.

The Group's business model is built on a dynamic mix of leased, managed, and franchised properties, enabling optimal international growth and strong presence across both business and leisure travel segments. RHG's diverse portfolio comprises ten distinctive brands – Radisson Collection, art'otel, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and Prize by Radisson – united under the Radisson Hotels commercial umbrella.

Radisson Rewards, the Group's loyalty program, boasts over 25 million members and offers streamlined benefits and rewarding experiences from day one. RHG also delivers tailored solutions for meetings and events through Radisson Meetings, which is uniquely carbon compensated, while supporting owners and partners with best-in-class commercial and revenue management systems.

RHG maintains strong, long-term relationships with key suppliers, owners, and distribution partners, leveraging advanced IT systems and digital platforms, the Group maximizes operational efficiency and strengthens guest engagement. Strategic partnerships further enable RHG to deliver innovative solutions and seamless experiences for both individual guests and business clients. In addition, the Group's cross-brand extensions – including resorts and serviced apartments – respond to evolving guest needs and emerging travel trends.

Sustainability is a core element of RHG's strategy. The Group is committed to achieving net zero by 2050 and to rolling out Hotel Sustainability Basics across its portfolio. RHG's Think People, Think Community, Think Planet philosophy guides Responsible Business practices, including verified Sustainable Stays, digital accessibility initiatives, and the elimination of single-use plastics. In close collaboration with asset owners, the Group implements building design guidelines aligned with leading eco-label standards and continues to invest in renewable energy and operational efficiency. Through initiatives such as carbon-compensated meetings, responsible sourcing, and community engagement, RHG reinforces its position as a responsible leader in global hospitality.

Culture Beliefs

RHG's decision-making and corporate culture are anchored in seven Culture Beliefs:

- We deliver memorable moments every day, everywhere, every time
- We enjoy serving with our "Yes I Can!" spirit
- We grow talent, talent grows us
- We are many minds, with one mindset
- We value open and direct interactions to build trust
- We believe anything is possible
- We have fun in all that we do

These principles are embedded in daily operations and celebrated annually through the Every Moment Matters Awards, reflecting RHG's commitment to inclusivity, transparency, and continuous improvement.

Value Chain and Stakeholders

RHG's sustainability performance drives its business success and the resilience of its value chain. The Group operates to high standards of performance and advocates for environmentally and socially sustainable business practices across its operations and partnerships.

Through its Responsible Business program, RHG continuously assesses its current performance and identifies opportunities for improvement. The Group has defined key stakeholder groups and clarified commitments to each. It strengthens relationships with these stakeholders through ongoing dialogue, and all stakeholder groups were invited to contribute to RHG's double materiality assessment.

Team members

Central to RHG's value chain are team members, delivering guest experiences through their skills and engagement. Their well-being, development, and inclusion are essential to responsible operations. RHG equips team members with the knowledge and tools needed to support environmental, social, and ethical responsibility, both at work and beyond.



Guests

Guests and Radisson Rewards members are informed, engaged, and enabled to participate in Responsible Business initiatives during their stay. By increasing awareness of sustainability efforts, RHG encourages them to make responsible choices related to accommodation, food, meetings, and events, contributing to positive value chain impact and more sustainable travel behavior.



Corporate clients and booking platforms

RHG engages corporate clients, travel management companies, meeting planners, and online travel agencies seeking transparency on the impact of bookings. The Group provides sustainability-related information to support decision-making and align offerings with client expectations.

Investors

Investors support RHG's long-term value creation by providing capital and assessing performance and risk. RHG engages them through transparent reporting and dialogue on financial results and sustainability topics, enabling informed investment decisions.



Property owners and franchise partners

Property owners and franchisees are key partners supporting RHG's brands and sustainability strategy. RHG collaborates with them to implement solutions that support environmental, social, and governance objectives, including in construction and development.



Shareholders

RHG provides shareholders – owners with equity and formal rights – with transparent information on the Group's Responsible Business performance, risks, and opportunities. While not operational, shareholders influence governance, strategy, and long-term value creation through oversight and capital allocation.



Governments, regulators, and authorities

RHG complies with local and international laws, including labor and human rights laws, health and safety standards, and environmental regulations. Governments and authorities shape our operating context through policy, regulation, and enforcement.



Communities

RHG contributes to communities by creating jobs, supporting local initiatives, and encouraging volunteering. Hotels play an active role in local social-economic development, while the Group also participates in global Responsible Business initiatives to amplify positive impact.



Membership organizations and industry associations

RHG collaborates with membership organizations, certification bodies, and industry associations through public-private partnerships. These collaborations support knowledge sharing, best practices, and alignment with global sustainability developments in the hospitality sector.



Media and public

RHG engages with media, influencers, and the wider public to promote transparency, build trust, and increase awareness of sustainable hospitality. Clear and credible communication supports informed choices and strengthens demand for responsible travel.

Corporate Governance

Responsible Business is embedded across all levels of RHG's operations. The Group applies a dual top down and bottom up approach to ensure broad engagement and maximize sustainability impact. Key elements of Responsible Business are integrated into the brand standards and audited at hotel level, ensuring consistent implementation across the portfolio. This structure reinforces a culture of accountability and supports continuous improvement in sustainability performance throughout the organization.

Board of Directors

The Board of Directors holds overall responsibility for the Responsible Business Report. It is periodically updated on the Group's Responsible Business progress.

Executive Management Team

The global executive committee, including the Chief Executive Officer, is informed of Responsible Business strategies, initiatives, and progress during quarterly Hot Topic Meetings, which function as the principal forum for reviewing and advancing the Group's five-year strategic plan. In addition, specific Responsible Business matters may be addressed during weekly executive team meetings on an ad hoc basis.

Global Responsible Business Team

The global Responsible Business team establishes and executes the strategy while fostering collaboration across departments; the Chief Sustainability and Security Officer reports to the Chief People and Resources Officer. This team collaborates closely with central and area support office teams, corporate operations, franchise services, and hotel teams. It is responsible for providing sustainability tools and product guidelines, as well as for data collection and consolidation, compliance monitoring, and reporting processes to maintain transparency and drive continuous improvement in sustainability performance across the entire portfolio.

Corporate Operations and Franchise Services

Corporate operations and franchise services play a key role in ensuring the effective implementation of sustainability initiatives across all properties. By bridging the gap between the global Responsible Business team and hotel teams, they help maintain alignment with RHG's sustainability goals, policies, and best practices. Corporate operations oversee leased and managed hotels, while franchise services support franchisees in meeting their sustainability commitments, enabling consistent execution of Responsible Business across the entire portfolio. Corporate operations and franchise services have access to centralized performance dashboards with consolidated hotel-level indicators for benchmarking and management review. Regional coordinator network



A network of 42 Regional Responsible Business Champions in Europe, the Middle East, Africa, and Asia Pacific sets regional targets in line with the Group's strategy. The network oversees hotel progress in each region and supports corporate operations and franchise services. Champions also participate in quarterly meetings and contribute to global and regional Responsible Business projects upon request, ensuring strong alignment and coordinated implementation across the portfolio.

Hotel Teams

Under the leadership of the General Manager, hotel teams integrate RHG's Responsible Business program into daily operations and provide monthly updates to the global Responsible Business team and hotel owners. The teams are responsible for monitoring global priorities, which include guest satisfaction survey scores for sustainability, safety and security, energy, water, waste management, sustainability attributes relevant to RFPs, community involvement, training, and other related areas. Each hotel is encouraged to appoint a Responsible Business Coordinator and establish a dedicated Responsible Business team. These teams develop action plans aligned with regional and global priorities while adhering to brand standards, yet retain flexibility to tailor execution, allocate budgets, and introduce innovative solutions that best fit their local context.

Reporting and Compliance

Sustainability performance indicators and attributes for all hotels are collected centrally. In addition, utility and waste statistics for leased and managed hotels are collected in the Group's financial reporting system on a monthly basis. Hotels report on their Responsible Business performance in the annual Responsible Business status report. The survey is aligned with various reporting frameworks and contains more than 200 checkpoints on People, Community, and Planet. In 2025, 91% of RHG hotels submitted a response to the status report. Analysis and benchmarking of the hotel sustainability data are available.

Memberships and Engagement

Partnerships are essential to accelerating sustainability across the hospitality sector. RHG works through public-private collaborations with leading industry associations and external stakeholders to drive responsible development within and beyond its own operations. By engaging with senior executives across the industry, RHG helps address shared challenges, exchange expertise, and develop practical, scalable solutions that enable the hospitality sector to operate more responsibly and grow sustainably.



UN Global Compact

The United Nations plays a central role in advancing sustainable and responsible tourism worldwide. As part of the UN system, the UN Global Compact is the world's largest corporate sustainability initiative, mobilizing companies to align their strategies and operations with ten universally accepted principles covering human rights, labor, the environment, and anti-corruption.

RHG has been a committed signatory of the UN Global Compact since 2009, integrating these principles into its business practices and promoting ethical conduct, fair labor conditions, environmental stewardship, and zero tolerance for corruption. The Group demonstrates its accountability through its annual Communication on Progress (CoP), which outlines actions taken and performance against these principles.



UN Tourism

UN Tourism

UN Tourism, the United Nations agency for sustainable, responsible, and universally accessible tourism, plays a key role in advancing global sustainability through policy advocacy, capacity building, research, and crisis support. RHG and UN Tourism have signed a Memorandum of Understanding, aligning both organizations on sustainability, education, and people-centered policies. This partnership brings together UN Tourism's global expertise and RHG's operational reach to accelerate sustainable practices in hospitality. RHG is also a signatory to the UN Tourism-led Glasgow Declaration on Climate Action in Tourism, reinforcing its commitment to halving emissions by 2030 and achieving net zero as soon as possible before 2050. Together, UN Tourism and RHG continue working toward concrete, measurable progress for a more sustainable future for global tourism.



World Sustainable Hospitality Alliance

The World Sustainable Hospitality Alliance brings together leading hospitality companies to drive coordinated action on climate, nature, and social impact across the global value chain. Members include 32 world-leading hotel companies with a combined reach of over 66,000 hotels, spanning over 300 brands and totaling over 8 million rooms. As one of the Group's most strategic partnerships, RHG actively contributes to the Alliance's governance and technical development. RHG's Chief Sustainability and Security Officer serves as Vice-Chair of the Alliance's Board of Trustees and as Chair of its Senior Advisory Council, providing sector leadership and shaping the Alliance's long-term strategic direction. RHG participates in several of the Alliance's specialist working groups, including groups that update industry measurement standards, such as the Hotel Carbon Measurement Initiative (HCMI) and Hotel Water Measurement Initiative (HWTMI). The Group has played a foundational role in these initiatives since their early development. RHG also contributes to the VERA-FY working streams, which support improved and consistent data methodologies for environmental reporting across the hospitality industry. Through these engagements, RHG helps align global standards, strengthen transparent reporting practices, and accelerate the industry's transition toward net-positive hospitality.

Universal KPIs for the Hospitality Sector

The Universal KPIs, developed by the World Sustainable Hospitality Alliance in collaboration with UN Tourism, are a standardized set of Environmental, Social, and Governance (ESG) indicators designed to help hospitality businesses consistently measure, report, and compare their sustainability performance. The KPIs focus initially on core environmental metrics – such as greenhouse gas emissions, energy use, water consumption, and waste – and are aligned with globally recognized frameworks, including the GHG Protocol, to support transparency, accountability, and comparability across the tourism and hospitality sector. Data is compared against the same denominators: emissions per occupied room-night and per guest night. In this document, we already report on established environmental KPIs. RHG is part of the working group developing the KPIs.



Memberships and Engagement



World Travel & Tourism Council

The World Travel & Tourism Council (WTTC) is the global authority on the economic and social contribution of travel and tourism. It promotes sustainable growth and works with governments, destinations, businesses, and international institutions to foster job creation, drive exports, and strengthen prosperity. WTTC's mission is to ensure a travel and tourism sector that is seamless, secure, safe, inclusive, and sustainable through strong public-private collaboration. As an active WTTC member, RHG advocates harmonized, industry-wide sustainability standards. A central tool in this effort is Hotel Sustainability Basics, a verification program that establishes essential, globally recognized criteria and processes that sets a clear starting point for a hotel's progressive sustainability journey. This framework enables benchmarking, supports continuous improvement, and helps scale responsible practices consistently across the industry.



Global Business Travel Association

The Global Business Travel Association (GBTA) is the world's leading trade organization for business travel and meetings, providing education, advocacy, research, and networking opportunities that help corporate travel professionals, suppliers, and industry stakeholders navigate a rapidly evolving marketplace. GBTA drives industry best practices, sustainability, and innovation to optimize travel programs while addressing emerging challenges in global business travel management. RHG is an active member of GBTA and contributes thought leadership on sustainability, having served on the GBTA Sustainability Committee between 2021 and 2024, where it helped shape key sector initiatives, including the first global Sustainability Procurement Standards for business travel. In addition, RHG participates in the GBTA Accommodation Committee, ensuring hotel-sector perspectives are embedded in GBTA's work on travel program design and supplier standards.



Energy & Environment Alliance

The Energy & Environment Alliance (EEA) represents over 24,000 member-owned hotel properties worldwide, working to accelerate decarbonization across the hospitality sector. Recognizing the urgent need to limit global warming to 1.5°C, the EEA is leading the industry's first global Taskforce on Hotels & Lodging Sustainability Standards, a multi-stakeholder initiative developing revised, investment-grade sustainability disclosures for the sector. This work includes supporting proposed updates to the former SASB Hotels & Lodging Standards, aligning the sector with globally recognized frameworks such as IFRS and ISSB. As an EEA member, RHG is actively participating in the taskforce, contributing expertise and ensuring hotel operators' perspectives are represented in shaping practical, comparable sustainability metrics for investors and regulators.



Global Sustainable Tourism Council

The Global Sustainable Tourism Council (GSTC) is a non-profit organization that develops and oversees global standards for sustainable tourism and serves as the international accreditation body for certification programs in the sector. Its standards provide clear guidance for businesses and destinations on how to implement environmentally responsible, socially equitable, and economically sustainable practices. GSTC's mission is to advance responsible tourism worldwide by promoting ethical behavior, reducing negative impacts on local communities and ecosystems, and fostering long-term sustainability in the industry. The Group's GSTC membership supports its strategy to drive cross-industry alignment and strengthen transparent, measurable sustainability standards across the hospitality sector. It also enhances coordination between private and public stakeholders. Our Chief Sustainability and Security Officer serves on the GSTC Board of Directors.



Overseas Security Advisory Council

RHG is one of the founding members of the U.S. State Department's Overseas Security Advisory Council (OSAC) Hotel and Lodging Sector Committee (HLSC). The Committee exchanges information on potential threats, conducts joint training sessions annually, and enables members and their safety and security teams to monitor and understand emerging threats.



European institutions

Tourism remains a priority for the European institutions – Including the European Commission, the European Parliament, and the Council of the EU – given its important role in Europe's economy, resilience, and sustainable transition. The appointment of Apostolos Tzitzikostas as EU Commissioner for Sustainable Transport and Tourism in 2024 underscores the growing institutional focus on strengthening a competitive and sustainable tourism ecosystem.

RHG actively supports the sustainability agenda of the European institutions and contributes to the implementation of the Transition Pathway for Tourism. In 2025, the Group provided input to the T4T pathway and best-practice development, contributed to the Hotel Accommodation PEF CR as a member of the technical secretariat, and participated in several European Parliament sessions. These efforts help increase the visibility of the sector's sustainability performance and advance a resilient, future-ready European tourism landscape.

Pathway to Net Positive Hospitality

RHG is committed to achieving a net positive impact, giving back more to society, the environment, and the global economy than it takes out. The Pathway to Net Positive Hospitality, developed by the World Sustainable Hospitality Alliance with support from the World Travel & Tourism Council, provides a practical and globally aligned roadmap for hotels to improve sustainability performance.

For RHG, the Pathway to Net Positive Hospitality enables every hotel – regardless of its starting point – to advance its sustainability journey through the four structured stages that reflect increasing ambition and maturity. This approach supports the Group’s long-term transition from minimizing negative impacts to ultimately regenerate the environment and strengthening communities.



Pathway to Net Positive Hospitality

Foundation: Hotel Sustainability Basics

Hotel Sustainability Basics is an industry-wide standard that establishes 12 essential actions every hotel can adopt. RHG has fully integrated these actions as a minimum requirement across all its brands and has 346 hotels verified under the standard. This provides a solid foundation for hotels to demonstrate their sustainability ambitions to corporate clients, guests, and talent.



346

hotels verified on
Hotel Sustainability Basics

Verification of Hotel Sustainability Basics is a crucial first step, supporting hotels in delivering sustainable stays and aligning with RHG's vision to operate more responsibly. Once verified, hotels can advance further by pursuing third-party eco-label certifications as part of the broader Pathway to Net Positive Hospitality.



Advancing: Robust Sustainability Action Plans

RHG's Responsible Business program offers a structured approach to sustainability by focusing on People, Community, and Planet. It supports hotels in advancing through clear targets and encourages the pursuit of third-party eco-label certifications for deeper sustainability integration and recognition.

Achieving an eco-label ensures transparency and credibility for a hotel's sustainability achievements, while also helping identify areas for improvement and new opportunities. RHG collaborates with globally recognized eco-label organizations that conduct thorough audits of hotel sustainability performance. As a testament to its commitment, RHG currently has 150 hotels certified with eco-labels, reinforcing the importance of validating and auditing sustainability efforts across its portfolio. Note that some hotels are both Hotel Sustainability Basics verified and eco-label certified.



150

eco-labelled hotels

Accelerating: Net Zero by 2050

With approved science-based net zero targets, RHG is reducing emissions across its entire portfolio, addressing direct and indirect emissions as well as wider supply chain impacts. Building on this commitment, RHG has applied the Net Zero Methodology for Hotels and launched the industry's first Verified Net Zero Hotels, demonstrating that credible, third-party verified net zero performance across all scopes is achievable in practice.

To address unavoidable emissions, the Group continues to invest in carbon removal projects, renewable energy, and verified carbon credit programs. Through industry-first achievements, RHG plays a guiding role in shaping global standards. These milestones enable RHG – and the wider sector – to scale transformation toward 2030 climate targets and full decarbonization by 2050, while paving the way for the regenerative ambition of Net Positive Hospitality.

Leading: Net Positive Hospitality

Net Positive Hospitality means actively regenerating the environment, strengthening communities, and creating long-term economic and social value. It requires hotels to remove more carbon than they emit, restore ecosystems and biodiversity, achieve water positivity, and foster inclusive, fair, and equitable workplaces. This approach also ensures that guest well-being is prioritized and that local businesses, cultural heritage, and community initiatives are supported and empowered.

For an industry increasingly exposed to the impacts of climate change, net positive hospitality provides a license to operate in the future. It helps hotels build resilience, adapt to climate-related risks, and safeguard destinations so they remain vibrant, viable, and welcoming for generations to come. By encouraging regenerative tourism, ethical supply chains, and long-term sustainability commitments, RHG moves beyond minimizing harm to actively improving the places where it operates.



2

Verified Net Zero Hotel Pioneers



Awards and Recognition

Since 1989, RHG has been an industry leader in Responsible Business, continuously advancing initiatives that strengthen its positive impact on people, communities, and the planet. Its long-standing sustainability leadership and commitment to net zero have earned the Group broad recognition across the industry. By actively listening to stakeholders and evolving its approach, RHG ensures its actions remain both effective and inclusive – setting a benchmark for responsible hospitality.

Guest Satisfaction

Sustainability has become an essential expectation for today's guests and is now naturally integrated into the overall RHG guest experience. Alongside this, safety and security remain a fundamental part of what guests trust and rely on – both areas are embedded in their stay without requiring additional effort from guests. The aim is to make responsible choices simple, intuitive, and aligned with what guests already practice at home.

To measure impact and maintain high satisfaction levels, RHG uses the Responsible Business and Safety and Security scores within the Guest Satisfaction Survey (GSS). In 2025, 398,000 survey responses for Responsible Business and 57,000 survey responses for Safety and Security were received. These insights help hotels prioritize actions and benchmark performance across properties, brands, and regions. It is important to note that the GSS does not include online reviews.

Guest feedback highlights opportunities to strengthen communication about Responsible Business initiatives and to make sustainable participation even easier. These insights echo trends seen in online reviews, where guests increasingly expect sustainability to be part of the hotel experience as a matter of common sense. Guests seek simple, accessible information on how they can contribute to energy and water savings during their stay. By integrating these features seamlessly into the experience, RHG ensures responsible choices feel natural, effortless, and aligned with daily habits.

EcoVadis Silver Supplier Rating

Since 2017, RHG has been awarded the EcoVadis Silver Medal for sustainability performance as a supplier, placing the Group among the top 3% of companies assessed in the accommodation industry and the top 15% of performers worldwide. RHG's EcoVadis score has increased from 72 in the previous assessment to 78.

#37 in Sustainability Magazine's Top 250

RHG ranked #37 in Sustainability Magazine's Top 250 Most Sustainable Companies in the World 2025. This achievement highlights the collective contributions of team members, guests, and partners who help drive progress through responsible and innovative practices, including the launch of the Verified Net Zero Hotels. The annual Top 250 list honors companies leading sustainable transformation and showcases organizations setting new standards for purpose-driven business.



Awards and Recognition



World Finance Sustainability Awards

RHG was recognized as the winner in the Hospitality and Leisure Industry category at the World Finance Sustainability Awards 2025. This prestigious accolade affirms the Group's unwavering commitment to embedding sustainability across all facets of its operations. Achievements in responsible hospitality, environmental stewardship, and community engagement underscore RHG's leadership in the sector. RHG remains dedicated to driving meaningful progress, setting new standards for climate responsibility, and inspiring a more resilient and equitable future for all.

Sustainability Innovation Awards

Receiving the Sustainable Hospitality Initiative of the Year Award at the Sustainability Innovation Awards 2025 in the Middle East, for the second consecutive year, highlights RHG's continued leadership in sustainable hospitality. The recognition reflects ongoing commitment to net zero transformation and advances in green building innovation, further strengthening the Group's position as a frontrunner in driving positive environmental change across the hospitality sector.

Verified Net Zero Hotels Shine at Sustainability Awards

Acknowledging the impact of its Verified Net Zero hotels, RHG received multiple sustainability recognitions in 2025. The Group was shortlisted for the This Is Manchester Awards 2025, earned a high commendation at the Campaign Ad Net Zero Awards 2025, and achieved a significant win as Green Hotel of the Year - Net Zero at the European Hotel Awards for Radisson Hotel Manchester City Centre. These distinctions highlight RHG's leadership in climate action and sustainable hospitality.

HSMIA Europe Sustainability Award

Early 2026, RHG received the HSMIA Europe Sustainability Award. The award recognizes organizations demonstrating leadership and measurable progress in sustainability within the hospitality sector. Sustainability is embedded in the Group's corporate strategy and informs decision-making across operations and development. This recognition reflects the Group's ongoing efforts to advance more sustainable practices and contribute to the long-term transformation of the hotel industry.

Introduction to the Sustainability Statement

RHG is committed to advancing responsible hospitality by integrating sustainability across its global operations. Guided by its double materiality assessment, the Group closely manages the impacts, risks, and opportunities linked to climate action, resource efficiency, biodiversity, human rights, and ethical business conduct.

To ensure transparency and strengthen accountability, RHG has established robust sustainability data systems that enable performance tracking and alignment with leading global frameworks. Through long-standing commitments, the Group demonstrates that sustainability is not an add-on but a strategic priority that supports long-term value creation for guests, investors, and communities.

Our Approach to Data

RHG's Responsible Business approach is built on clear commitments, solid governance, and reliable data. Recognizing that credible action depends on accurate measurement, the Group has invested in advanced data management platforms that support real-time performance tracking and continuous improvement across all Responsible Business pillars.

Our THINK Hub consolidates environmental, social, ethical, and economic indicators across all leased, managed, and franchised hotel properties. This enables transparent reporting and supports compliance with regulatory and certification requirements. Complementing this, the THINK Performance Tool integrates data from multiple internal systems into a unified Power BI dashboard. This enables hotel teams, as well as regional and corporate leadership, to monitor carbon emissions, energy and water use, waste streams, community engagement, and verification performance.

These systems also respond to growing external expectations. RHG collaborates with booking platforms, TMCs, and industry partners – including Booking.com, HRS, Expedia, Google, BCD Travel, and GBTA – to automatically deliver sustainability performance data and hotel sustainability attributes, increasing transparency for travelers and corporate clients alike.

RHG's global commitments and partnerships reinforce this approach. The Group aligns its Responsible Business strategy with the UN Sustainable Development Goals, supports climate action through the Glasgow Declaration, promotes harmonized sustainability reporting via Universal Hospitality KPIs, and contributes to Nature Positive frameworks with WSHA. Senior leadership oversight ensures these commitments are embedded across business functions, with clear accountability for progress and impact.

Double Materiality Assessment

The hospitality sector faces a wide range of sustainability-related challenges that will continue to shape its operating environment. These include security considerations, demographic shifts, climate change, regulatory change, reputational risk, biodiversity protection, resource scarcity, waste management, and business ethics.

RHG is dedicated to transparent reporting and to anticipating evolving sustainability requirements – both essential to building a resilient and future-ready hospitality business. As part of its disclosure process, the Group completed a comprehensive double materiality assessment in 2024 to identify, assess, and validate ESG-related issues from both a financial and an impact perspective. The assessment draws on a combination of internal and external sources. Stakeholder engagement included performance reviews, company culture assessments, hotel owner meetings, partnership reviews, sustainability surveys, investor discussions, site and system checks, as well as targeted stakeholder meetings and workshops.

Together with representatives from across the value chain, an initial identification and rating of Impacts, Risks, and Opportunities (IROs) was carried out. This was followed by stakeholder consultation to assess financial and impact materiality. The outcomes of this analysis – and the resulting material topics for the Group – are presented in the double materiality matrix.



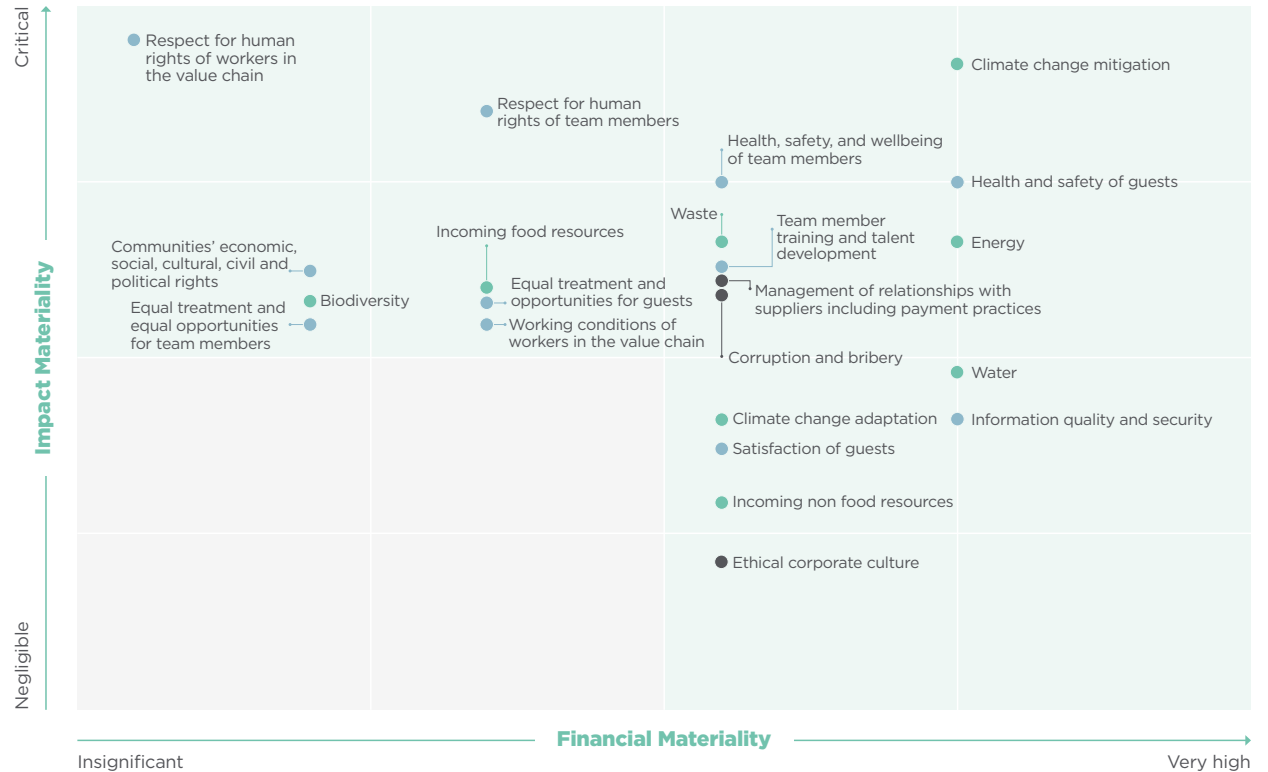
Double Materiality Assessment

Results

RHG must actively manage the impacts of key environmental, social, and governance topics for both its business and the wider hospitality industry. Based on the double materiality assessment, 22 topics are considered material for the Group. Its Responsible Business program is structured around three core pillars – People, Community, and Planet – which translate these material topics into concrete actions.

- **Environment (8):** climate change mitigation, climate change adaptation, energy, water, biodiversity, incoming non-food resources, incoming food resources, waste.
- **Social (11):** health, safety, and well-being of team members; equal treatment and equal opportunities for team members; team member training and talent development; respect for human rights of team members; working conditions of workers in the value chain; respect for human rights of workers in the value chain, communities' economic, social, cultural, civil and political rights; information quality and security; health and safety of guests; equal treatment and opportunities for guests; satisfaction of guests.
- **Governance (3):** ethical corporate culture; management of relationships with suppliers, including payment practices; corruption and bribery.

See further information on our materiality topics and their importance in [the appendix](#).



5-Year Strategic Plan

In 2025, RHG continued to strengthen its global performance as international travel nearly fully normalized. Responsible Business remains at the core of the Group's 2025-2029 strategic plan, informing decisions across Business Development, Strategic Sourcing, Food and Beverage, Revenue, Marketing and Sales, People and Culture, Brand and Guest Experience, Operations, and Meetings and Events. The plan embeds long-term sustainability into the business model, ensuring that RHG continues to create value for guests, team members, communities, and the planet.

Advancing Sustainable Travel across the Portfolio

RHG is committed to ensuring that all hotels are progressively recognized as Sustainable Stays. The Group continues to roll out the Hotel Sustainability Basics verification and eco-label certification to meet rising expectations from guests, corporate clients, and travel partners. These efforts are complemented by ongoing reductions in environmental footprint – covering energy, carbon, water, and waste – and by community investments that support access to food, shelter, water, sanitation, and hygiene. Together, these actions reinforce RHG's role as a responsible hospitality provider and enhance resilience in the communities where the Group operates.

Enhancing the Guest Journey through Integrated Sustainability

Sustainability features are increasingly embedded throughout the guest experience. This includes the use of renewable electricity in participating hotels, expanded recycling options, low-carbon dining choices, support for water stewardship initiatives, and the option to book carbon-compensated meetings. Guests also have the option to compensate emissions associated with their stay. These measures support responsible travel behavior while ensuring an inclusive, safe, and welcoming environment for guests and team members.

Accelerating the Transition to Net Zero

RHG made significant progress in its net zero roadmap with the achievement of the Group's first Verified Net Zero Hotels – an industry milestone demonstrating that deep decarbonization is feasible across diverse hotel types and markets. Building on this success, the Group aims to transform 100 hotels into Verified Net Zero Hotels by 2030, supporting the sector's transition toward a lower-carbon future.

In line with its science-based emission reduction targets approved by the Science Based Targets initiative (SBTi), RHG is expanding renewable energy sourcing, improving building efficiency and

electrification, and reducing operational and scope 3 value chain emissions. At the same time, the Group is integrating biodiversity considerations, aligning operational planning with the Post-2020 Global Biodiversity Framework and the industry's Pathway to Net Positive Hospitality. This approach strengthens long-term business resilience while ensuring that the Group's environmental commitments translate into measurable results.

Delivering shared value through Responsible Business

Across hotels and offices, RHG collaborates with local and global partners to improve social and environmental outcomes. This includes initiatives that create employment pathways for youth and marginalized groups, community programs that support access to essential resources, and measures that ensure safe, fair, and respectful working environments. These efforts highlight RHG's commitment to ethical conduct, community well-being, and dignified employment practices in all regions where the Group operates.

CSRD Reporting

In light of the European Commission's Omnibus proposal amending the Corporate Sustainability Reporting Directive (CSRD) with respect to certain sustainability reporting and due diligence requirements, RHG continues to monitor regulatory developments and remains committed to preparing for future compliance with the European Sustainability Reporting Standards (ESRS), which become mandatory for the 2027 reporting year.

As RHG is not currently subject to mandatory ESRS reporting, this report has been prepared in line with the Voluntary Sustainability Reporting Standard for SMEs (VSME) guidelines. Looking ahead, the Group intends to align its reporting with the forthcoming ESRS requirements as they become applicable.

For all VSME metrics, see [the appendix](#).

A young man with dark hair, wearing a dark brown button-down shirt, is looking down at a tablet computer he is holding with both hands. He has a slight smile. The background is a warm, bokeh-lit interior with many small, glowing lights. A large, semi-transparent blue circle is overlaid on the left side of the image, partially covering the man's arm and the text.

Think People



Career Developments

At RHG, providing fair, transparent, and supportive employment conditions is a core priority for career development. Workforce wellbeing is embedded in the Group's people strategy and reflects the principle that every team member is entitled to a safe, respectful, and empowering workplace.

RHG recognizes that risks such as unsafe working conditions, excessive workload, or discrimination can negatively affect physical and mental wellbeing and may lead to increased turnover, operational disruption, and reputational impact. The Group therefore invests in occupational health and safety, inclusive employment policies, and wellbeing initiatives that support work-life balance and dignity at work.

Through open dialogue, accessible reporting channels, and timely remediation processes, RHG seeks to foster a workplace culture where team members feel protected, heard, and supported.

RHG's approach to fair and safe working conditions is grounded in clear policies, structured governance, and continuous engagement across its global portfolio. As a people-centric organization, the Group aims to provide a working environment that safeguards physical and mental wellbeing, promotes dignity and equal treatment, and supports long-term employability.

The Code of Business Ethics and the Group's human rights commitments establish the standards of conduct applicable to all team members across hotels and offices. These principles are

integrated into operational procedures, leadership expectations, and people management practices. Discrimination, harassment, and unfair treatment are not tolerated, and equal opportunity is promoted irrespective of nationality, gender, background, abilities, sexual orientation, or beliefs. Confidential reporting channels are available to enable concerns to be raised safely and addressed appropriately.

Occupational health, safety and security remains a core focus area. RHG invests in safety standards, training, and risk prevention measures tailored to both operational and office environments. Workload management and wellbeing are supported through workforce planning, role clarity, accountable people management, and policies that promote responsible scheduling and work-life balance. Mental wellbeing is recognized as integral to overall health, and team members are encouraged to seek support and raise concerns without fear of retaliation.

Team member representation and social dialogue form an important part of the Group's governance framework. Collective bargaining agreements cover a substantial portion of the workforce. Where formal agreements are not in place, alternative mechanisms for consultation and workplace cooperation are implemented. At European level, the European Works Council provides a formal structure for information and consultation on developments that may affect employment and working conditions.

To support sustainable careers and reduce turnover, RHG invests in skills development and inclusive career pathways. Training and development programs are designed to support internal mobility and long-term employability. Particular attention is given to youth and individuals at risk of labor market exclusion through entry-level roles, traineeships, and apprenticeships, contributing to decent work and broader community resilience.

Career Developments

RHG Team Members

In 2025, RHG employed more than 75,000 team members across its hotels and offices worldwide. The workforce included 66% permanent and 34% temporary team members, reflecting the operational needs of the hospitality sector. Of our total workforce, 18% is outsourced labor, mainly for housekeeping, security, food & beverage, and gardening services. Team members were employed under contracts in 100 countries, supporting the Group's global presence.



TEAM MEMBERS BY AGE	
Below 24	13%
Between 25 - 30	21%
Between 31 - 40	32%
Between 41 - 50	21%
Between 51 - 60	10%
Between 61 - 65	2%
Above 65	1%



TEAM MEMBERS BY SENIORITY	
Below 1 Y	26%
Between 1 - 2 Y	26%
Between 3 - 5 Y	22%
Between 6 - 10 Y	15%
Between 11 - 15 Y	6%
Between 16 - 25 Y	4%
Above 26 Y	1%

Providing Good Employment Conditions

RHG continued to ensure fair and transparent employment conditions across its portfolio. Of all team members, 98% were paid at or above the applicable minimum wage, based on national legislation or collective bargaining agreements, ensuring compliance with local labor standards.

Social dialogue remained a priority. In 2025, 49.2% of RHG team members were covered by collective bargaining agreements. In countries where collective bargaining is not legally permitted, 88.6% of hotels implemented alternative forms of workplace cooperation, enabling consultation, dialogue, and team member representation.

Team member retention and stability remained strong in 2025. The turnover rate for the reporting period was 11%, a very low figure for the hospitality sector. This positive outcome reflects ongoing efforts to manage workload pressure, support career development, and promote wellbeing through structured workforce planning, engagement initiatives, and learning opportunities.



11%
turnover rate

Actions Taken to Improve Working Conditions

To further strengthen working conditions, RHG implemented a range of actions in 2025, including enhanced safety and security training, regular safety and security assessments, and continued rollout of wellbeing-related initiatives. People managers were supported with tools and guidance to promote responsible scheduling, role clarity, and early identification of workload-related risks. Feedback from Radisson Listens and Pulse Surveys was actively used to inform local and Group-level action plans addressing engagement, workload, and workplace culture.



Team Member Training and Talent Development

RHG focuses on internal career development, growth, and lifelong learning. Its comprehensive training programs benefit both team members by enhancing skills and employability across a wide range of roles. This fosters greater autonomy and motivation and supports long-term career progression.

At the same time, RHG's double materiality analysis identifies a potential financial risk: the shortage of skilled team members, combined with staff turnover and recruitment challenges, common in the industry. This increases costs related to hiring, overtime, and training and may ultimately affect service quality.

To address this challenge, the Group continues to expand targeted learning pathways, professional certifications, and career development programs. It also strengthens employer branding, talent pipelines, and internal mobility. These initiatives help close capability gaps and sustain exceptional guest experiences and operational excellence.

Talent Acquisition

In a highly competitive global hospitality market, RHG's ability to attract and retain talent is closely linked to its culture, values, and reputation as an employer. Talent acquisition is grounded in the Group's Employer Value Proposition (EVP) and Culture Beliefs, which emphasize meaningful career opportunities, internal growth, and a supportive work environment across hotels and corporate offices.

By combining a strong digital employer brand, responsible recruitment practices, and a clear focus on candidate experience, RHG aims to attract diverse talents who are aligned with its purpose and equipped to contribute to long-term performance, service excellence, and innovation.

Employer Value Proposition

RHG's success today and in the future is driven by its people. The Group's EVP has been designed to reflect shifting workforce expectations by offering a holistic balance of rewards, benefits, and meaningful work-life integration. It serves as a strategic foundation for attracting the next generation of talent to the hospitality sector.

A strong digital presence plays a critical role in positioning RHG as an employer of choice. By leveraging professional and social platforms, RHG increases visibility and transparency around the team member experience, allowing prospective candidates to gain an authentic understanding of life at RHG. These channels also allow team members and brand ambassadors to share their stories, reinforcing RHG's culture through credible, team member-led advocacy. Targeted employer branding campaigns have further strengthened RHG's visibility, driving stronger engagement and recognition across the hospitality industry.

The Group's EVP is aligned with evolving workforce priorities and the competitive talent market. It is designed to be inclusive, distinctive, and future-oriented, ensuring relevance for both existing team members and prospective candidates.



Team Member Training and Talent Development

90-day Welcome Journey

RHG's learning strategy begins with the 90-Day Welcome Journey, which introduces all new team members to the Group's expectations as part of onboarding. DNA, service culture and beliefs trainings play a central role by helping new team members build a solid understanding of RHG's culture, values, and commitments within their first three months. Core trainings include Living Responsible Business, Leading Responsible Business, Safety and Security, and the *Yes I Can!* service training.

- All team members receive the Living Responsible Business training through interactive workshops led by a global trainer network. The training is available in 21 languages. Topics include ethics, equity, diversity and inclusion awareness, community support, eco-footprint reduction, waste sorting, and the prevention of sex trafficking and forced labor.
- Leading Responsible Business is an online learning module and simulation for leaders in hotels and offices, covering topics such as environmental footprint reduction, community impact activation, youth employability, responsible sourcing and recruitment, and the application of human and labor rights.
- The Living Safety and Security training strengthens team readiness by increasing awareness of risks, incident response procedures, and the protection of guests, team members, and hotel assets.
- The *Yes I Can!* service training encourages colleagues to actively listen, show empathy, and always seek the best possible solution to create memorable guest experiences and a supportive workplace culture.

Radisson Academy

Radisson Academy provides development opportunities at both entry and leadership levels. Radisson Academy Online offers flexible, on-demand learning experiences and career development resources, enabling managers to assign role-specific learning and monitor progress. Radisson Academy Live brings together participants from different regions and job families for instructor-led sessions focused on strengthening business, functional, and leadership capabilities.

Skills development is formally recognized through Radisson Academy Certifications, with digital badges awarded via Credly, allowing team members to share validated skills on professional platforms and extending the long-term value of RHG certifications.

Complementing these initiatives, Typsy provides nearly 2,000 video-based hospitality lessons, including multilingual courses on sustainability, wellbeing, and diversity, equity, and inclusion. Additional content developed in collaboration with EarthCheck, a sustainability certification for tourism and hospitality, supports learning on environmental management and sustainable tourism practices.

More than 1 million training courses were completed during the year, representing a total of 8.5 million training hours. This investment in skills and development is reinforced by high learner satisfaction, with an average training rating of 4.88 out of 5.



1M+

trainings completed



8.5M

training hours completed



4.88

out of 5 average training satisfaction rating

Talent Attraction

In 2025, candidate experience remained strong, with 96% positive feedback reported through onboarding surveys, highlighting the effectiveness of RHG's recruitment and onboarding processes. During the reporting period, 3,777 roles were advertised, attracting 660,000 applicants – a 36% increase compared with 2024.

Radisson Academy

During the reporting period, team members completed 336,800 online courses, with more than half of learners completing at least five Radisson Academy modules, demonstrating strong engagement in continuous learning. Additionally, 85% of completed courses received five-star ratings, indicating high participant satisfaction.

Radisson Academy Live hosted 7 regional events, bringing together 632 participants from 60 countries and 20 job families, and delivering 55 sessions across 11 courses. Radisson Academy Certifications continued to expand, with more than 650 digital badges issued through Credly, of which 65% were shared publicly – exceeding the global Credly average of 43%. Engagement with Typsy reached nearly 120,000 course completions by more than 22,000 team members.

Responsible Business learning continued to expand globally. In 2025, 76% of hotel team members completed Living Responsible Business training, while 77% leaders and people managers completed Leading Responsible Business training. For the Living Safety and Security training, 64% of on-site trainers have reviewed the facilitator toolkit in full, suggesting successful on-site training implementation, while 81% of leaders and people managers completed Leading Safety and Security.

Over the past year, the Academy has introduced more than 150 new learning materials, making them accessible to all team members.

Fostering our Culture Beliefs

Culture sits at the heart of RHG and remains a key pillar of our five-year strategic plan. It shapes how team members show up every day, collaborate, and create meaningful experiences for each other and guests. The Group's Culture Beliefs guide this shared mindset and reflect who we are.

They remind us of the principles we strive to live by:

- We deliver memorable moments every day, everywhere, every time
- We enjoy serving with our *Yes I Can!* spirit
- We grow talent, talent grows us
- We are many minds, with one mindset
- We value open and direct interactions to build trust
- We believe anything is possible
- We have fun in all that we do

Throughout 2025, RHG continued to strengthen this culture across all regions, ensuring our beliefs remain present, lived, and celebrated in daily interactions.

Our Culture Beliefs: a Daily Practice

Our focus is to embed Culture Beliefs into everyday actions. We bring our culture to life through practical initiatives, celebrate team members who embody it, and expand opportunities for connection across regions. Radisson Talks, Career Conversations, and LinkedIn Live sessions strengthen transparency and give team members direct access to leaders and the company's strategic direction.

Listening to team members is fundamental to building and sustaining a strong culture. Radisson Listens, RHG's annual global engagement survey, provides insights into team members' experiences of work, leadership, and the workplace environment. To support more frequent feedback, Pulse Surveys were introduced in 2025, enabling real-time insights between annual surveys. This allows teams and leaders to respond quickly to emerging topics, reinforce strengths, and address areas for improvement.

Diversity and Inclusion

RHG is committed to fostering a workplace where diversity, equity, and inclusion (DEI) are fully integrated. The Group actively develops a diverse talent pipeline that reflects the communities it serves, welcoming individuals of different nationalities, cultures, abilities, genders, and sexual orientations. Guided by We are many minds, with one mindset, it ensures equal opportunities for development and fair compensation for all team members, fostering an environment where progression is driven by talent and performance.

Leaders across the organization promote inclusion by recognizing individual strengths and cultivating a culture in which everyone feels valued, respected, and empowered. Diversity is integral to RHG's identity, with its global workforce representing 146 nationalities, ethnicities, and races. Team members across hotels and corporate offices have access to development opportunities, including cross-functional and international assignments, allowing them to broaden experience and gain new perspectives.

Balanced Leadership

Balanced leadership, diversity, and inclusion are embedded within RHG's cultural framework. The Group is committed to achieving gender balance in leadership and addressing barriers to female progression at all levels. Policies and tools that support work-life balance complement this goal, with the aim of increasing female representation in leadership to 50% by 2030 through targeted actions across the team member lifecycle.



31.2%

women in leadership roles



Fostering our Culture Beliefs

Compensation and Benefits

RHG's Remuneration Policy maintains a market position that attracts and retains key talent while supporting long-term value creation and sustainable growth. The Group ensures internal equity, external competitiveness, and equal pay across genders. Its fair pay policy is applied consistently, and gender pay gap reports are published where required.

Our Culture Beliefs

The Radisson Listens 2025 survey achieved a 95% participation rate, exceeding levels seen in many best-in-class organizations. RHG's global engagement score increased by 1 percentage point compared to 2024, reaching 84%, which is 8 percentage points above the global leisure and hospitality industry benchmark. To ensure survey insights translate into action, the Group maintains three clear commitments: all teams review their results together, open and inclusive dialogue is actively facilitated by leaders, and an action plan is implemented for every team.

Cultural engagement continued to grow through open dialogue, recognition, and storytelling. Radisson Talks, Career Conversations, and LinkedIn Live sessions connected team members with leaders and strategic priorities while showcasing diverse career paths. Recognition initiatives - including Moment Makers and the Pioneers campaign - celebrated inspiring contributions across the organization. The Life at Radisson ambassador community expanded to 110 team members, amplifying RHG's culture and values across social channels and strengthening engagement with younger audiences, including increased activity on TikTok.

The celebration of 30+ years of our signature **Yes I Can!** service ethos highlighted real stories from team members who embody this mindset in meaningful ways. Recognition remained at the heart of RHG's efforts through the Every Moment Matters Awards, where team members who bring our beliefs to life were honored, including two team members with more than 45 years of service.



30+

years of Yes I Can! service culture



95%

Radisson Listens participation rate



84%

Radisson Listens engagement score



Fostering our Culture Beliefs

Balanced Leadership

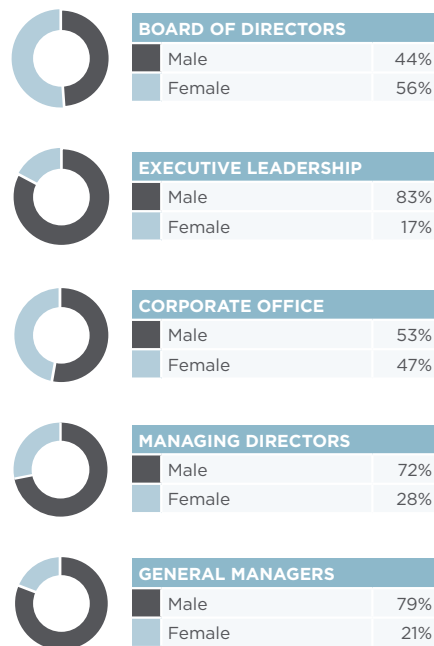
In 2025, women represented 31.2% of RHG's leadership team, including director-level roles in offices and general managers in hotels. Representation was higher in regions such as the Nordics and the Baltics. Focused efforts to develop internal female talent and build external talent pools saw a 2% annual increase in the share of female general managers to 21%. Additionally, 28% of managing director roles were held by women, marked a stabilization compared to 2024.

Diversity and Inclusion

In 2025, RHG's workforce remained diverse, with 37.3% women, 62.5% men, and 0.2% identifying as other, and 2% of team members identifying as persons with disabilities.



RHG currently has two employee resource groups (ERGs): Women and LGBTQ+. ERGs are voluntary, team member-led, inclusive communities that provide a platform where participants can feel heard, supported, and valued. Through initiatives and engagement activities, ERGs help advance the DEI agenda, strengthen internal community, and contribute to broader social impact.



Respect for Human Rights

Respect for human rights is foundational to RHG's operations and value chain. Given the nature of the hospitality industry, RHG recognizes a range of human rights risks, including labor exploitation, modern slavery, human trafficking, poor working conditions, discrimination and harassment, and health, safety, and security risks. These impacts may arise across our activities and relationships, affecting both the moral integrity of team members involved in breaches and the physical and mental integrity of workers throughout the value chain. Such impacts may also lead to reputational consequences, which impact the value of the brand globally.

Addressing these risks requires ongoing due diligence, stakeholder engagement, effective grievance and remediation mechanisms, and continuous monitoring and improvement. At the same time, RHG sees a clear opportunity to lead on Responsible Business practices. We strengthen oversight in higher-risk geographies and embed human rights safeguards across operations, procurement, and partner requirements.

RHG maintains a zero-tolerance approach to discrimination and harassment. The Group is committed to providing a workplace free from behavior that threatens the wellbeing of team members, guests, or other stakeholders. RHG recruits and employs individuals without regard to characteristics protected by law and does not tolerate verbal, physical, or psychological abuse, harassment, or discriminatory conduct.

Responsible Recruitment and Employment

RHG places strong emphasis on responsible recruitment and employment. The Group does not accept forced, bonded, or compulsory labor in its operations or supply chain. Its responsible recruitment and employment framework sets clear expectations, including that every team member has a work contract, no individual is forced to work or surrender identification documents, no recruitment fees are charged, and no excessive wage deductions are made.

To support implementation, RHG has developed a toolkit for responsible recruitment and employment, designed to help hotels prevent and identify risks related to modern slavery and forced labor. The toolkit supports awareness-raising, due diligence of recruitment agencies, worker interviews, self-assessments, and remediation planning. It is complemented by targeted training for hotel leadership and functional teams, using real-life case studies to strengthen practical understanding.

Our Policies

Key human rights and employment principles are reflected in two core Group policies, which complement the Code of Business Ethics and set clear expectations for team members, hotels, and offices:

- The [Human Rights Policy](#) addresses ethical business conduct, the protection of children's rights, the prevention of human trafficking and modern slavery, and the protection of team members' rights.
- The [Employment Principles](#) outline RHG's commitments to nondiscrimination, freedom of association, fair treatment, and the development of in-house talent.

Both policies are publicly available and communicated internally to hotels and corporate teams.



Respect for Human Rights

Human rights considerations are also embedded within RHG's value chain. The Supplier Code of Conduct sets clear requirements for suppliers and partners, reinforcing expectations related to labor rights, ethical conduct, and the prevention of human trafficking and modern slavery. RHG actively encourages its partners, suppliers, and the broader business community to raise awareness of human rights risks and to take a stand against exploitation.

Finally, RHG has a Slavery and Human Trafficking Statement, covering child labor, forced labor, human trafficking, and discrimination; more information is available on our [website](#).

RHG strives to conduct all business operations in a manner that promotes and enhances respect for human rights within its sphere of influence. The Group aligns its approach with the United Nations Guiding Principles on Business and Human Rights, which are embedded across relevant policies, procedures, and practices. RHG is committed to preventing, mitigating, and addressing human rights risks, including those arising in its labor supply chain.

Hotels across the global portfolio were assessed for human rights risk exposure using recognized global human rights risk indices of Human Rights Measurement Initiative, supporting the identification of higher-risk locations and enabling targeted due diligence, mitigation measures, and ongoing monitoring in line with international human rights standards.



GLOBAL PORTFOLIO HUMAN RIGHTS RISK		
Very low		20%
Low		32%
Medium		19%
High		36%
Very high		13%

Our Results

In 2025, RHG continued to implement its human rights commitments across operations and the value chain, with a particular focus on preventing modern slavery, discrimination, and labor related abuses. The responsible recruitment and employment toolkit remained available to all hotels, supporting local management teams in identifying risks and strengthening ethical recruitment practices.

Where risks or incidents are identified, RHG applies remediation guidance to address root causes and prevent recurrence, in line with its policies and due diligence approach. In 2025, 49% of RHG hotels used the responsible recruitment and employment toolkit. The toolkit continued to focus on protecting migrant and outsourced team members, who represent a significant share of the hotel workforce, and has been reviewed by the United Nations International Organization for Migration.

Human rights training remained an integral part of RHG's capability-building efforts. The Leading Responsible Business training, designed for heads of department, general managers, and head and area office staff, includes a dedicated module on modern slavery risks and the use of the toolkit. Additional training on labor sourcing risks continues to support human resources, procurement, and legal teams. It should be noted that no incidents in RHG's own workforce related to child labor, forced labor, human trafficking, discrimination, and accident prevention were reported through RHG's Ethics hotline in 2025.





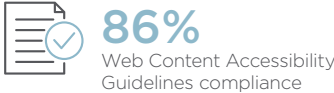
Serving all Guests

Guest trust is fundamental to our business and is built on safety, fairness, and transparent information. Potential negative impacts include physical or psychological harm arising from safety lapses or insufficient crisis management, breaches of moral integrity, and food-safety incidents. These issues can result in financial risks such as human-injury-related costs, temporary operational closures, losses from cyber or data breaches, and IT system disruptions.

At the same time, there is a significant long-term opportunity: consistently safe, fair, and high-quality guest experiences strengthen loyalty, increase revenue, and lower cost of sales. Our approach focuses on robust safety standards, food-hygiene excellence, crisis preparedness, data privacy, and non-discrimination to protect guests and enhance our brand resilience.

Our approach

All hotels in the RHG portfolio are required to provide an environment which is accessible to everyone, regardless of their abilities. By the end of 2025, 5% of all rooms across the portfolio were accessible, supporting inclusive and comfortable stays for guests with diverse needs. In parallel, RHG continued to lead on accessible digital experiences. Across its e-commerce platforms, 86% compliance with the Web Content Accessibility Guidelines (WCAG) AA standard has been achieved, with a clear ambition to reach 100% compliance. This commitment supports alignment with the European Accessibility Act (EAA) and ensures that guests can access information, book stays, and engage with RHG's digital services in an inclusive and barrier-free way.





Safety and Security

As our portfolio and the volume of business and leisure travel continue to grow, it is essential that RHG remains vigilant. We are committed to the safety and security of all guests, team members, and business partners. Hotels must have a unified approach in place to maintain these standards, as guests expect to be welcomed into an environment where their safety and security are always a top priority.

RHG prioritizes accident prevention through mandatory safety assessments, regular training, and proactive risk identification. While incident reporting is currently handled locally at the individual hotel level, the Group is working to implement a centralized incident reporting tool across the portfolio.

TRIC=S Framework

A unified and coordinated approach across all hotels is essential to safeguard team members, properties, and reputation. RHG's Global Safety and Security program is structured around the TRIC=S framework, which integrates four core components: threat assessment, risk evaluation and mitigation, incident response capability, and crisis management, communication, and continuity. Together, these elements create safe and operationally resilient hotels.

The TRIC=S framework is reinforced by five cornerstones:

- Fire safety: prevents and reduces fire risks through proper equipment, procedures, and regular training, while prioritizing fire prevention during renovations or refurbishments.
- Guest and team member safety: covers a broad range of topics, including guest identity protection, safe handling of chemicals, first-aid readiness, and management of critical incidents up to and including loss of life.
- Operational security: focuses on preventing disruptions through strong controls, routine inspections, maintenance, and procedures to safeguard guests, team members, and assets.
- Data security and cybersecurity: protects personal data and RHG's IT infrastructure across hotels, offices, and central systems; a dedicated specialist team oversees prevention and protection measures.

Always Care Tool

The Always Care Tool (ACT): serves as an integrated security data management hub. Hotels complete ACT assessments quarterly to maintain a focus on strong safety and security practices and ensure consistent, high-quality data collection.

Safehotels Partnership

In 2015 RHG was the first major international hotel group to partner with Safehotels. The Safehotels certification provides external validation of the TRIC=S program and adds value for guests, team members, and investors. The annual audit assesses more than 250 criteria, including security equipment, team awareness, fire safety, crisis management, and first aid practices.

Safety and Security

Crisis Management, Communication, and Continuity

RHG follows a global incident and crisis management process designed to prevent escalation and ensure the rapid mobilization of resources. This structure aligns with international standards and operates across three levels:



This hierarchy enables scalable communication, flexible responses based on incident severity. Regular trainings and desktop exercises strengthen preparedness, supported by detailed procedures covering data, cybersecurity and IT security.

Data Security and Cybersecurity Awareness

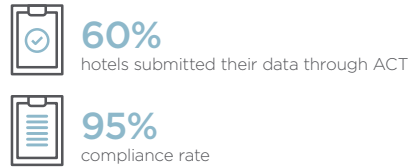
As digital dependence grows in hospitality, RHG's cybersecurity teams proactively identify risks and reduce exposure. All team members with network access must complete mandatory training on secure equipment use, data protection, and recognition of social engineering and phishing attempts.

Safety Performance

Protecting the physical health and safety of team members remained a material priority in 2025. RHG continued to apply preventive safety measures, mandatory training, and structured risk assessments across hotels and offices.

TRIC=S Framework

In 2025, 60% of hotels submitted their data through ACT, achieving an overall compliance rate of 95%.



Safehotels Certifications

As of the end of 2025, 206 RHG properties worldwide were Safehotels certified.

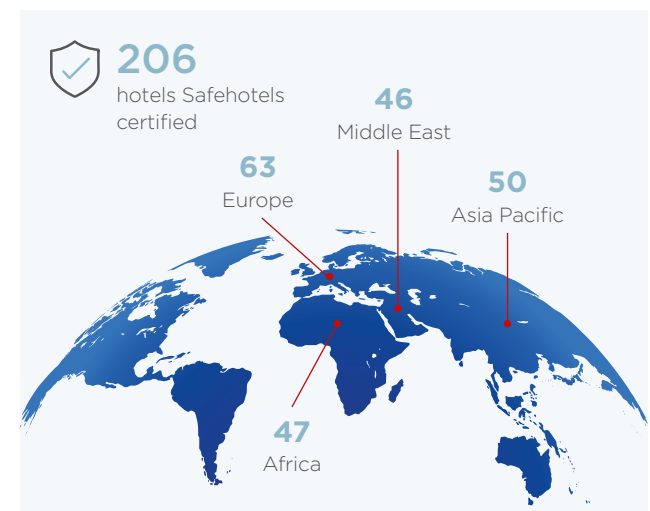
Crisis Management

RHG's global incident and crisis management framework had one full activation in 2025 in response to significant incident requiring escalation beyond local level. The case was managed in line with established procedures to ensure rapid response, coordination, and corrective action.

Online Learning Modules

Online learning continues to play a vital role in risk mitigation. Between 2024 and 2025, four sets of short learning modules were introduced as part of the Living Safety and Security training program in Radisson Academy Online, each aligned with the TRIC=S cornerstones.

For cybersecurity, RHG's cybersecurity teams proactively identify and mitigate risks, supported by mandatory training for all network users on secure data use, social engineering, and phishing threats. Additionally, all team members can complete specialized, topical safety and security courses provided through Radisson Academy.



Think Community





Business Ethics and Compliance

Ethical culture and strong compliance are fundamental to RHG's license to operate and to maintaining long-term trust with guests, team members, owners, and business partners. From a double materiality perspective, non-compliance related to corruption, bribery, or unethical conduct may expose RHG to legal, financial, and reputational risks, including sanctions, operational disruption, and loss of stakeholders' confidence over the short to medium term. Such non-compliance may also negatively affect service quality and guest and team member retention.

RHG operates across a wide range of jurisdictions, ownership structures, and cultural contexts. In certain markets, ethical and compliance risks may be heightened due to local practices or regulatory complexity. In response, RHG focuses on strengthening its ethics culture across all markets, supported by clear standards, effective training, appropriate controls, and accessible reporting mechanisms. By embedding integrity into daily decision-making and ensuring proportionate prevention and response mechanisms, RHG seeks to safeguard trust and long-term value creation.

Business Ethics and Compliance

All interactions within RHG – with team members, guests, owners, partners, and local communities – are guided by high standards of business ethics, integrity and respect for the law. RHG maintains a clear framework to prevent, detect, investigate, and respond to unethical behavior, including corruption and bribery, across all operations.

At the core of this framework is RHG’s Code of Business Ethics, which applies to all officers, directors, team members and agents (third parties acting on RHG’s behalf) of RHG and all its subsidiaries and associated companies. The Code provides a unified ethical compass through ten guiding principles, including respect for the law, integrity, fairness, nondiscrimination, transparency, loyalty, responsible use of company resources, safety, and care for the environment. It addresses key ethical and compliance risk areas such as conflicts of interest, fraud, anti-money laundering, facilitation of tax evasion, antitrust practices, corruption and bribery, as well as harassment and inappropriate conduct. All internal policies and procedures are aligned with the principles and standards set out in the Code.

Code of Business Ethics principles

1. We respect the law
2. We show respect for all persons in all situations
3. We think ethically
4. We act fairly
5. We do not discriminate against anyone for any reason
6. We are honest and transparent
7. We are loyal to our employer
8. We do not exploit the company’s resources
9. We think of safety at all times
10. We take care of the earth

RHG maintains a zero-tolerance approach to bribery and corruption. Anti-corruption and anti-bribery requirements apply across all RHG operations and, where relevant, to third parties acting on RHG’s behalf, including consultants, agents, advisors, vendors, intermediaries, and joint venture partners. These standards are supported by contractual clauses, approval processes, internal controls, and annual compliance certifications by designated leadership roles.

To support a speak-up culture, RHG operates an independently managed whistleblowing mechanism that is globally accessible. Team members are encouraged to raise concerns through their line manager, human resources, or a trusted contact, or directly via the externally operated ethics hotline. Reports may be submitted anonymously and are investigated confidentially. All reports are reviewed and followed up in accordance with RHG’s whistleblowing procedures under the oversight of the Ethics Committee. RHG does not tolerate retaliation against individuals who raise concerns in good faith.

All team members receive ethics training as part of onboarding and through dedicated learning modules, including management and senior leadership. Oversight of ethics and compliance matters is supported through clearly defined roles and responsibilities, including the Ethics Committee, and is embedded in leadership positions. This ensures accountability, consistency, and continuous improvement of ethical standards.

In 2025, RHG continued to operate and strengthen its ethics and compliance framework through training, monitoring, and enforcement across its global operations.

All team members were required to complete ethics training covering the Code of Business Ethics, reporting mechanisms, and expectations related to integrity, fairness, and lawful conduct. In total, 76% of team members completed ethics and compliance training during the year.

General Managers and the levels above are expected to submit annual compliance certificates confirming adherence to the Code and, where applicable based on their role, their responsibility to actively promote ethical conduct within their areas of oversight.

The ethics hotline remained available in thirteen languages and accessible globally. In 2025, 67 ethics and compliance reports were received via the whistleblowing mechanism. All substantiated cases were investigated in a timely and confidential manner. Where breaches of procedures or standards were identified, appropriate actions were taken, which may have included disciplinary measures, targeted retraining, or process improvements.



ETHICS AND COMPLIANCE REPORTS	
Human Resources and Workplace Conduct	59%
Ethics and Compliance	16%
Fraud and Financial Misconduct	6%
Security and Safety	2%
General Concerns / Other	17%

RHG does not make any contributions to political parties or individual politicians and requires all business transactions to be accurately recorded and aligned with management authorization. Through its ethics framework, training programs, and whistleblowing mechanisms, RHG continues to embed a culture of integrity and accountability, supporting operational excellence and long-term trust across all markets.

Responsible Supply Chain

Supplier relationships represent significant impacts and opportunities for RHG and play a critical role in driving sustainable value creation across the hospitality value chain. A responsible supply chain enables positive social impact by supporting jobs and economic development within local supplier networks, while also strengthening the resilience and long-term performance of RHG’s operations.

At the same time, responsible procurement presents clear financial opportunities. Leveraging scale through the Group Purchasing Platform (GPP) enhances negotiating power and drives economies of scale, enabling cost efficiencies and improved commercial terms while embedding sustainability into sourcing decisions. By aligning commercial performance with environmental and social standards, RHG uses its purchasing influence to drive impact beyond its own operations.

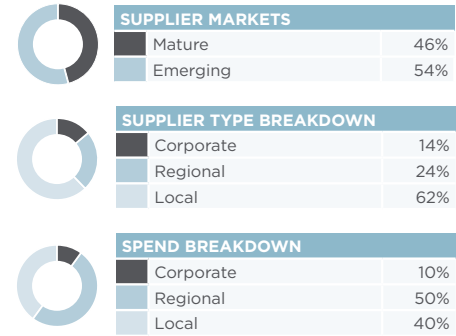
To realize these opportunities and manage associated risks, RHG engages suppliers on ESG performance, enforces its Supplier Code of Conduct, and invests in supplier capability building. Through structured engagement, transparency, and continuous improvement, RHG elevates standards across its value chain and supports its transition toward net zero, while ensuring responsible, resilient, and ethical supply partnerships.

RHG integrates sustainability into its supply chain strategy, positioning responsible sourcing as a core enabler of its net-zero ambitions. The Group prioritizes environmentally responsible suppliers and embeds sustainability criteria into procurement decisions. This is achieved through structured eSourcing processes, which require suppliers to adhere to the Supplier Code of Conduct, comply with responsible payment practices, and maintain - or commit to maintain - EcoVadis certification. These measures also support the identification, assessment, and mitigation of supply chain risks.

This approach supports RHG’s commitment to reducing absolute Scope 1, 2, and 3 emissions. In practice, RHG’s net-zero-verified hotels in Manchester and Oslo demonstrate how supply chain actions can accelerate sustainability impact through electrification, renewable energy procurement, and rigorous supplier engagement. By emphasizing transparency, responsible consumption, and third-party sustainability certifications, RHG strengthens supply chain resilience while influencing broader market transformation toward sustainable hospitality.

Responsible supply chain management also includes enhanced supplier engagement to align procurement strategies with sustainability goals, expansion of eco-certified product lines, and enhanced data collection on procurement-related emissions to set measurable reduction targets. To support these efforts, the entire procurement team participates in dedicated sustainability-related training programs, building the expertise needed to integrate sustainability considerations into negotiations, category management, and supplier performance management.

This structure supports local economic development while maintaining consistency, scale, and sustainability standards across the global supply base.

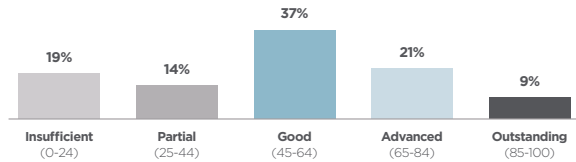


Responsible Supply Chain

Supply Chain Diversity, Equity and Inclusion

RHG actively promotes diversity, equity, and inclusion (DEI) within its supply chain to ensure its supplier base reflects the societies in which it operates. An inclusive approach to procurement strengthens innovation, enhances product and service quality, and drives long-term value creation. RHG has developed global qualification criteria to assess supplier DEI performance as part of supplier selection and evaluation processes, reinforcing Responsible Business practices throughout the value chain.

RHG's supplier diversity, equity and inclusion maturity



Supplier Code of Conduct

RHG's Supplier Code of Conduct defines the minimum social, ethical, and environmental standards expected from all suppliers. It complements RHG's Code of Business Ethics and is contractually binding for all Group suppliers. The Code establishes clear expectations regarding human rights, labor standards, environmental responsibility, and ethical business conduct. The latest version is available on [RHG's website](#).

Managing and Mitigating Supply Chain Risks

An internal assessment shows that 76% of total contracted procurement spend falls within high- and medium-risk product and service categories from a social and environmental perspective. As part of its supplier due diligence process, RHG continuously evaluates existing, new, and potential suppliers. The procurement team participates in structured training programs, including courses on CSRD requirements and climate risk mitigation, to strengthen risk management capabilities.

Through structured supplier risk mapping analysis, RHG evaluates suppliers' financial stability, environmental performance, and labor practices prior to signing or renewing a contract. This continuous process enhances supplier visibility, supports performance monitoring, and strengthens control over supply chain risk exposure. It also enables supplier capacity building through corrective action plans and targeted training to address identified environmental or social issues.

Third-Party Audits

Following risk identification and mapping, RHG implements third-party audits for selected high-risk suppliers. Given the hospitality sector's reliance on diverse global suppliers – including food and beverage providers, linen services, cleaning product manufacturers, and construction partners – procurement risks may arise from inconsistent environmental standards, limited supply chain transparency, or non-compliance with sustainability criteria.

Third-party audits apply heightened scrutiny to categories with elevated ESG exposure, such as single-use materials, energy-intensive equipment, or products sourced from regions with heightened labor or environmental risks. They assess supplier practices, manufacturing plants, working conditions, and alignment with RHG's sustainability commitments. Findings inform corrective actions, strengthen responsible sourcing frameworks, and support long-term supply chain resilience by ensuring alignment between operational performance and sustainability goals.

RHG Supplier Risk Mapping Model

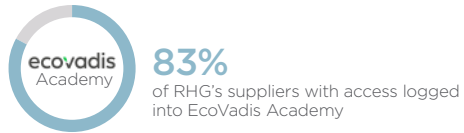


Responsible Supply Chain

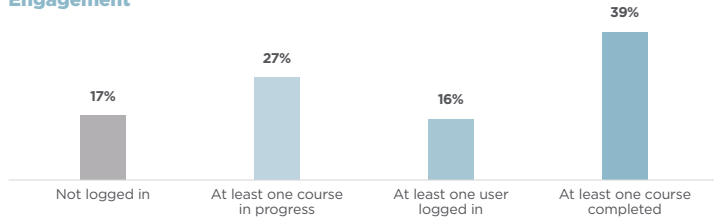
EcoVadis

RHG continues to partner with EcoVadis to assess, validate, and improve supplier sustainability performance. EcoVadis evaluates suppliers across four themes - Environment, Labor and Human Rights, Ethics, and Sustainable Procurement - using internationally recognized standards such as the UN Global Compact, ILO conventions, GRI, ISO 26000, and CERES principles.

EcoVadis provides suppliers with access to its Academy, enabling targeted training aligned with identified performance gaps. Based on assessment results, suppliers receive tailored Corrective Action Plans addressing priority sustainability topics. Category managers review progress against these plans during quarterly business reviews, ensuring transparency, accountability, and continuous improvement.

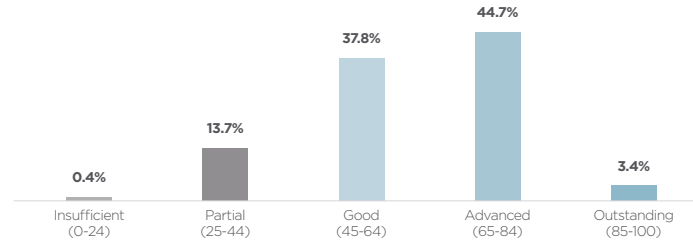


Engagement

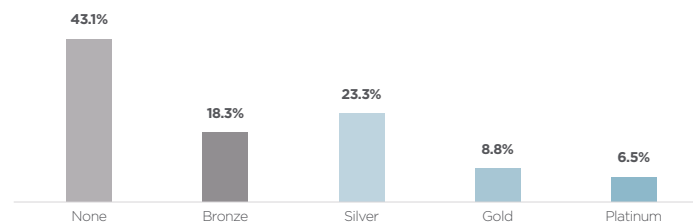


All corporate and regional suppliers are required to complete an EcoVadis assessment as part of RHG's responsible sourcing framework. Performance scorecards inform supplier evaluation and constitute a core agenda item in supplier review meetings. As of 2025, 76% of global suppliers and 50% of regional suppliers have completed or are undergoing assessment. The average supplier score increased by 5.1% year on year. This structured approach strengthens sustainability performance across the supply chain while fostering constructive, long-term supplier partnerships.

RHG suppliers by maturity



RHG suppliers by medal



RHG supplier performance

Overall

61.6

+12.2 compared with benchmark

Environment

65.8

+15.9 compared with benchmark

Labor and Human Rights

62.6

+10.6 compared with benchmark

Ethics

58.0

+11.4 compared with benchmark

Sustainable Procurement

55.7

+14.9 compared with benchmark

Responsible Supply Chain

EcoVadis Silver Medal

RHG has been awarded an EcoVadis Silver Medal in recognition of its sustainable business practices since 2017. In 2025, RHG maintained its position within the top 3% of the accommodation industry and among the top 15% of companies assessed globally. RHG's EcoVadis medal details are available [here](#). Our overall score has increased since the last assessment from 72/100 to 78/100.



Hospitality Alliance for Responsible Procurement

RHG is a founding member of the Hospitality Alliance for Responsible Procurement (HARP), established in partnership with EcoVadis alongside several other leading global hospitality organizations and two global hospitality group purchasing organizations. Driven by members' commitment to improving their sustainability performance, the Alliance aims to accelerate sustainable practices through close collaboration with trading partners. This enhances transparency and scales positive impact across industry value chains. The HARP initiative introduces a comprehensive sustainability assessment program and platform, tailored to the hospitality sector. It addresses key challenges in collective supplier sustainability programs by increasing visibility through improved supplier engagement, starting with supplier assessments. In addition, it accelerates supplier performance improvement and enhances the effectiveness of sustainability engagements by focusing on high-impact industry categories.





Community Engagement

Hotels play a significant role in shaping the communities in which they operate, as employers and both through their economic footprint and their social presence. For RHG, community engagement is essential. Meaningful community impact is a requirement of the Hotel Sustainability Basics program and central to its journey towards Net Positive Hospitality, ensuring that tourism contributes to resilient destinations and shared prosperity.

RHG's activities contribute to socio-economic development through direct and indirect employment, improved livelihoods, and the stimulation of local businesses. At the same time, from a double materiality perspective, unmanaged tourism pressures may present long-term risks to local quality of life, including housing affordability challenges, noise, and pressure on local resources. RHG's opportunity lies in proactively partnering with communities, aligning programs with local needs, and managing impacts to ensure hospitality delivers lasting social value.

RHG's community engagement strategy is built on the principle of creating shared value, where business success and community wellbeing reinforce each other. The Group's approach is structured around three complementary pillars: food, shelter, and providing better futures.

Community engagement is embedded across RHG hotels and corporate offices, empowering teams to respond to local needs while aligning with groupwide priorities. RHG encourages hotels to work with approved partners that address essential needs such as food security, water, sanitation and hygiene, employability, and disaster relief. This approach ensures initiatives are locally relevant while benefiting from global coordination and governance.

Water stewardship represents a critical intersection between community wellbeing and environmental sustainability. Through its long-standing partnership with the international water charity 'Just a Drop', RHG supports sustainable access to safe water, sanitation, and hygiene in water-stressed communities. Guest and hotel participation in Think Planet initiatives - such as towel reuse and Light Housekeeping - enable tangible community outcomes and preserve water resources.

The Radisson People Foundation, launched in 2024, strengthens RHG's social safety net for team members worldwide, ensuring that team members and their families are supported during acute hardship caused by local, environmental or personal tragedies. Alongside the Foundation, RHG continues to evolve its portfolio of global community partnerships to reflect changing needs, enhance local ownership, and maximize long-term impact.

Community Engagement

Volunteering and in-kind donations remain a cornerstone of RHG's engagement model. Through annual initiatives such as Action Month for Community and Planet, teams and guests are mobilized to contribute time, skills, and resources to community and environmental causes. Oversight of community engagement is decentralized within a clear framework and guided by our policy for non-profit collaboration. Governance structures are in place to ensure accountability, transparency, and responsible use of funds.

In 2025, RHG continued to translate its community ambition into tangible outcomes across hotels, offices, and destinations worldwide.

The Action Month for Community and Planet was celebrated for the 22nd consecutive year, uniting teams and guests around local action. Hotels and corporate offices organized fundraising initiatives, supported food shelters and social organizations, and contributed furniture, goods and services to community partners. Environmental volunteering complemented these efforts, with teams participating in clean-ups, tree planting, habitat restoration and other nature-positive activities, reinforcing the link between thriving communities and a healthy planet. Throughout the year, RHG donated €890,000+ in cash and in-kind contributions to nonprofit organizations, supporting community development, humanitarian relief, and environmental initiatives. Team members volunteered more than 79,000 hours, equivalent to €2.3M, contributing skills and hands-on support to local

communities. In addition, 9.2M Radisson Rewards points were donated by members through the loyalty program, enabling guests to directly support RHG's community and water partnerships and extending the impact of everyday travel choices.

The Radisson People Foundation played a critical role in supporting RHG's global family in 2025. In addition to assessing and paying out a second round of grant applications, the Foundation mobilized targeted financial assistance in response to typhoons and associated flooding in Vietnam, the Philippines, Sri Lanka, and Indonesia, providing urgent relief to affected team members and their families. To further strengthen this support, a dedicated fundraising initiative was activated across the Group, enabling additional resources to be channeled directly to team members in need. Since its launch, the Foundation has supported more than 250 people globally, offering help during natural disasters, health crises, conflict situations, and personal tragedies. This reflects RHG's commitment to solidarity and care across all hotels, ownership models, and geographies. Through its longstanding partnership with Just a Drop, RHG further strengthened the link between community impact and water stewardship. More than 21 sustainable water, sanitation, and hygiene projects - supporting more than 34,000 people - have now been funded across multiple countries through hotel and guest participation in towel reuse and Light Housekeeping programs. These projects provide long-term access to safe water, improve health and hygiene

outcomes, and support education and livelihoods, particularly for women and children. By connecting operational water-saving initiatives to community investment, RHG reinforces its commitment to preserving water resources while delivering lasting social value.

Together, these actions illustrate how RHG is strengthening its positive impact on communities, supporting resilient destinations, empowering people, and ensuring that hospitality benefits both communities and business growth.



 **€890,000+**
cash and in-kind donations

 **€7.00**
donations per available room

 **€2.3M**
volunteer time equivalent*

* Based on Independent Sector Value of Volunteer Time calculator

Radisson People Foundation

More than just colleagues, we are a global family

Supporting Team Members and Their Families

The Radisson People Foundation exists to support Radisson Hotel Group team members and their immediate families in times of need. As a people-first organization, we recognize that unexpected personal or financial hardship can have a significant impact on wellbeing. The Foundation provides a structured and compassionate mechanism to offer support when it matters most, reinforcing our commitment to care, solidarity, and inclusion across our global workforce.

Responding to Natural Disasters and Crisis Situations

When natural disasters or crisis events occur, the Radisson People Foundation enables rapid and targeted support for those affected. By providing immediate assistance in emergency situations, the Foundation helps ensure that team members and their families are not left without help during moments of extreme vulnerability. This approach reflects our responsibility as a global hospitality group to act swiftly and responsibly in the face of unforeseen events.

Enabling Collective Support Through Trusted Partners

In addition to direct support, the Radisson People Foundation will work with approved partners to extend its reach and impact. Team members, guests, and partners can contribute through donations, including by redeeming Radisson Rewards points, enabling broader participation in shared social impact initiatives. This inclusive model allows our wider community to actively support the Foundation's mission and contribute to meaningful assistance where it is needed most.





Think Planet



Taking Climate Action

Climate action is central to RHG's long-term resilience and value creation. As a global hotel operator, our activities generate greenhouse gas (GHG) emissions across scopes 1, 2 and 3, contributing to global emissions, while climate change is exposing the Group to significant transition and physical risks.

These include shifting stakeholder expectations, rising energy costs, and increasing exposure to extreme weather events that may damage hotel assets, disrupt operations, or reduce the attractiveness of destinations. Regulatory expectations are also evolving rapidly, as the EU Green Deal, CSRD, and global reporting frameworks increasingly demand transparent, high-integrity decarbonization measures.

At the same time, RHG has opportunities to reduce emissions through energy efficiency, renewable energy, low-carbon mobility, responsible sourcing, and high-quality carbon compensation and removal. These efforts support our pathway to net zero, protect long-term asset value for owners, and contribute to more climate-resilient guest experiences.

As one of the world's fastest growing hotel groups, RHG recognizes its responsibility to mitigate its contribution to global warming and to build a business model resilient to the physical and transition impacts of climate change. Our approach is grounded in science, aligned with global frameworks, guided by a double materiality analysis, and designed to transform RHG into a climate-responsible, future-fit organization.

Hotels across the portfolio were assessed for climate change impact vulnerability, with 6% classified as having high or extremely high vulnerability, based on country-level climate vulnerability indicators developed by the University of Notre Dame's Global Adaptation Initiative (ND-GAIN).



CLIMATE CHANGE IMPACT VULNERABILITY	
Extremely high	1%
High	5%
Medium-high	37%
Low-medium	47%
Low	10%

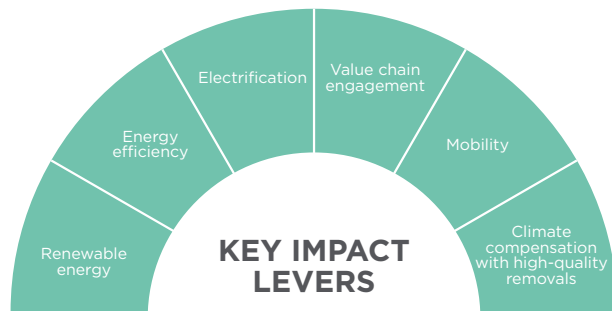
Our Science-Based Targets include:

- Reducing absolute scope 1 and scope 2 GHG emissions by 46.2% by 2030 from a 2019 base year.
- Reducing absolute scope 3 emissions from fuel- and energy-related activities by 27.5% by 2030.
- Reducing absolute scope 1, 2, and 3 GHG emissions by 90% by 2050 from a 2019 base year, achieving net zero emissions across the value chain.

Taking Climate Action

Net Zero Strategy and Science-Based Targets

RHG is committed to reaching net-zero GHG emissions across the value chain by 2050, with near-term and long-term emissions reduction targets validated by the Science Based Targets initiative (SBTi). These targets align RHG with the Paris Agreement's goal of keeping warming well below 2°C, while pursuing the aspirational 1.5°C pathway. They position the Group as a leader among global hospitality operators with science-driven climate ambitions. These science-based commitments are supported by a comprehensive Net Zero Trajectory, which outlines how RHG will progressively decarbonize operations, assets, and the value chain. The trajectory is based on a detailed emissions analysis aligned with the GHG Protocol and builds on RHG's progress to date.



Measurement and Monitoring

RHG measures climate progress through detailed, externally verified environmental data covering scopes 1, 2, and 3. Carbon emissions, energy use, water footprint, and waste metrics are tracked monthly for leased and managed hotels and annually for franchised hotels.

Targets are translated into operational KPIs, supported by hotel-level dashboards, regional scorecards, and annual Responsible Business reporting. External benchmarking programs, such as the Cornell Hotel Sustainability Benchmarking Index, support performance comparison and continuous improvement.

Key Impact Levers

To advance our net zero pathway, RHG focuses on the following decarbonization levers:

1. Renewable energy

The transition to 100% renewable electricity is essential, as it directly addresses scope 2 emissions. Expanding renewable energy sourcing supports our emissions reduction targets and helps manage regulatory and market expectations related to decarbonization and reporting.

2. Energy efficiency

Energy optimization is central to RHG's strategy. Investments include building retrofits, high-efficiency HVAC systems, smart building controls, LED lighting, and building-level energy management technologies to reduce energy consumption across properties. See also our chapter on Improving Hotel Operations, where we explain how we define our sustainable buildings concept, aligning with internationally known certification systems such as LEED, BREEAM, and EDGE.

3. Electrification

Replacing fossil fuel-powered equipment with electric alternatives - including heat pumps, solar boilers, and induction cooking in kitchens - reduces on-site combustion emissions and supports the transition to electrified operations.

4. Value chain engagement

Recognizing that a large share of RHG's emissions lies in scope 3 - particularly in food and beverage, and procurement - we collaborate with suppliers to encourage emissions reductions, low-carbon alternatives, and greater transparency.

5. Mobility

RHG's commitment to achieving net zero goes hand in hand with its strong focus on e-mobility, positioning low-emission transportation as an integral part of the guest journey. An expanding portfolio of services - including electric vehicle charging stations, bike rentals, and low-emission shuttle and taxi options - supports guests in making responsible mobility choices while reinforcing RHG's ambition to lead in sustainable hospitality.

6. Climate compensation with high-quality removals

Where emissions remain hard to eliminate, RHG invests in nature-based, high-quality carbon removal programs. Our early partnerships, including those supporting Verified Net Zero Hotels, demonstrate RHG's approach to combining emissions reduction with carbon removals.

Taking Climate Action

Climate Risks: Assessment and Adaptation

RHG operates in a sector highly exposed to physical climate risks such as heatwaves, flooding, extreme weather, and water scarcity, as well as transition risks including regulation, carbon pricing, and changing guest and client expectations.

RHG assesses climate risk exposure using hazard mapping, scenario analysis, and location-based vulnerability assessments. Time horizons range from short-term (0-3 years), where acute weather events may affect operations, to long-term (10-30 years), where chronic risks such as sea level rise or rising temperatures may impact asset viability.

Adaptation actions include resilience upgrades for buildings and infrastructure, water-efficiency measures, supply chain continuity planning, and crisis management protocols. Financial impacts are assessed through RHG's enterprise risk management process, with risks categorized as high, medium, or low depending on likelihood and business impact. This process is subject to executive and board-level oversight.

Policies and Public Commitments

Climate action is embedded within RHG's Think Planet ambition and sustainability governance framework, which provides the overarching structure for the Group's climate goals. This framework supports the integration of climate considerations into operational standards, investment decisions, and partner expectations.

Within this framework, RHG's climate efforts are guided by a set of Responsible Business policies that address environmental protection, sustainable operations, and ethical value chain management. These policies are publicly available through [RHG's corporate website](#) and cover climate strategy, energy management, waste reduction, water stewardship, responsible procurement, and sustainable transportation.

Governance and Accountability

RHG is developing a formal Climate Transition Plan (CTP), structured in line with the principles of the Transition Plan Taskforce (TPT), integrating the Net Zero Trajectory, capital planning needs, accountability structures, risk scenario analyses, and stakeholder engagement.

Oversight of climate action sits at the senior levels of the organization. Quarterly reviews with the Executive Committee help set priorities, coordinate execution across regions, and ensure governance alignment. Climate-related responsibilities span Sustainability, Engineering, Operations, Procurement, and Finance teams, with executive engagement supporting organizational accountability.

Our Results

The year 2025 marks an important milestone in RHG's journey toward climate leadership. Building on the foundations laid through our Net Zero Trajectory, the Group continues to demonstrate measurable progress toward its science-based climate targets. Current results present a consolidated view of our performance to date, combining backward-looking outcomes with forward-looking actions that support our momentum toward net zero.

Across the portfolio in 2025, RHG's scope 1 and scope 2 carbon footprint amounted to 580,502 MT CO₂e, representing a 6% reduction compared to 2019 and 24% in a like-for-like comparison, 21 kg CO₂e per guest night and 32 kg CO₂e per occupied room, a 19% reduction compared to 2019. Taken together, these indicators confirm that RHG's long-term Net Zero Trajectory remains aligned with expectations.

While RHG's data accuracy has increased and the emissions reduction trends observed since 2019 have been encouraging, the 2025 footprint demonstrates a renewed acceleration in emissions reductions, with

further measurable declines compared to 2024. This progress confirms the effectiveness of our climate actions and the continued alignment with our net zero ambitions.

The absolute carbon emissions footprint shows a year-on-year decrease of 3%. Strong performance within RHG's leased portfolio was counterbalanced by increasing emissions in managed hotels in India, the Middle East and Africa, including Saudi Arabia, Oman, and Eastern Africa. The initiated remediation plan is successfully targeting the highest-emitting countries and hotels.

In 2025, RHG's energy intensity amounted to 207 kWh per square meter, 59 kWh per guest night and 90 kWh per occupied room, representing an 18% reduction in energy use compared to 2019. RHG's absolute energy footprint totaled 1,622 GWh, a 4% reduction compared to 2019.

See our footprint performance in [the appendix](#).



ENERGY MIX	
Renewable electricity purchased	8%
Liquefied Petroleum Gas	8%
Non-renewable electricity purchased	51%
Natural gas	16%
District heating and cooling	11%
Other	6%

Taking Climate Action

Base Year Recalculation

RHG originally established 2019 as the GHG emissions base year for our SBTi-validated 2030 reduction target (-46.2%) and our 2050 net-zero ambition. Following the divestiture of the Americas business, RHG has recalculated its 2019 baseline in line with the GHG Protocol's requirements for base-year adjustments in cases of significant structural changes. This recalculation ensures that all reported emissions reflect the current organizational boundary and remain comparable over time, as required under the GHG Protocol.

Rebaselining reflects:

- Removal of emissions associated with the divested Americas portfolio, consistent with GHG Protocol rules requiring exclusion of divested operations from both the base year and subsequent years.
- Methodological improvements, including updated emission factors and refined estimation methods, in alignment with HCMI calculation methodology.
- Corrections of significant historical data inaccuracies, addressed through improved data validation procedures, consistent with GHG Protocol guidance on recalculations triggered by material data errors.

Disclosure and Reporting

The updated baseline has been applied retrospectively to all historic reporting years up to the most recent financial year, in line with transparency principles for ensuring consistency and comparability of carbon footprint performance metrics.

In 2025, 78 hotels operated on 100% renewable electricity, up from a much smaller baseline in 2019. This includes 54% of the leased hotel portfolio. On average, 8% of RHG's energy mix was sourced from renewable energy. Through increased electrification, a 24% reduction in natural gas use compared to 2024 was achieved.

Despite year-to-year fluctuations due to occupancy patterns, regional energy mixes, and climatic conditions, overall performance remains largely in line with expectations set out in the Net Zero Trajectory. Geographies requiring stepped-up efforts include Middle East, Africa, South Asia and Southeast Asia.

Actions Taken to Achieve Targets

RHG's progress to date is the result of coordinated actions across assets, operations, and the value chain. These actions build on the Group's multi-lever decarbonization approach, as embedded in the Net Zero Trajectory.

Verified Net Zero Hotels

In 2025, RHG marked an industry-first milestone with the launch of its first Verified Net Zero Hotels, establishing a new reference point for climate leadership and operational excellence. RHG converted and rebranded two existing hotels as the Group's first properties verified under the Net Zero Hotel methodology.

These hotels stand out for their comprehensive decarbonization strategies across scopes 1, 2 and 3. Their verification represents a breakthrough in transparency, technical integrity, and sector-wide influence, proving that net zero operations are achievable within existing hotel infrastructure. The launch also marked the transition from isolated pilots to scalable transformation.





Our steps toward verified Net Zero Hotels

To establish two RHG hotels as Verified Net Zero Hotels, we reinforced four key focus areas:

Renewable energy

Verified Net Zero Hotels eliminate fossil fuel dependence by transitioning to 100% renewable electricity and heat, supported by efficiency upgrades and electrification of key systems such as kitchens, heating, and hot water. Radisson Hotel Manchester achieved full electrification, replacing all fossil fuel-based systems, while Radisson Red Oslo City Center transitioned to 100% renewable electricity and heat, demonstrating two distinct pathways to verifiable net zero operations.

Low-carbon menus

Both hotels redesigned their food and beverage offerings to lower emissions through plant-based dishes, local sourcing, reduced food waste, and transparent carbon labeling.

Chefs were encouraged to work with seasonal and low-impact ingredients while minimizing emissions from both sourcing and preparation.

Minimal waste

Waste was reduced across operations through circular solutions, recycling, composting, and the elimination of single-use plastics. Both hotels adopted “Zero Waste Set-Up” practices, optimized inventory, and implemented guest-friendly nudges that support reuse, refill, and responsible disposal.

Carbon offsets with removal certificates

For Verified Net Zero Hotels, carbon offsetting applies only to the small residual scope 3 emissions that remain after

achieving a 100% reduction in scope 1 and 2 emissions and a significant reduction in scope 3 emissions. These emissions are compensated exclusively through regional soil-carbon removal projects, ensuring nature-based, high-quality, verifiable, and measurable carbon sequestration. This approach prioritizes decarbonization first and uses offsetting only as a final step.

These focus areas not only support the verified hotels' pathways but also provide a practical blueprint for the wider portfolio. The Verified Net Zero Hotels demonstrate what coordinated effort, technological innovation, and accountable climate action can achieve, supporting RHG's broader transition toward net zero.

Taking Climate Action

Move to Zero

The Move to Zero 2025 campaign strengthened RHG's journey toward net zero by engaging hotels globally in practical, measurable climate action. Through Move to Zero 2.0, teams focused on three impact pillars – Low-Carbon Food and Beverage, Zero Waste, and Low-Carbon Tech – delivered through themed monthly challenges, expert webinars, and the popular Net Zero Hero Moment activities. Hotels demonstrated creativity across low-carbon menus, waste-free setups, and efficiency innovations, contributing more than 2,500 team submissions globally.

Carbon Compensated Meetings

Carbon Compensated Meetings remain a core element of the Radisson Meetings value proposition. Every meeting's footprint is calculated using the HCMI methodology and compensated at no cost to the client. Since 2019, the program has compensated 115,000 T CO₂e, equivalent to removing 26,800 petrol cars from the road. Additionally, Radisson Rewards loyalty members can offset the carbon footprint of their stays by using loyalty points.



969,000

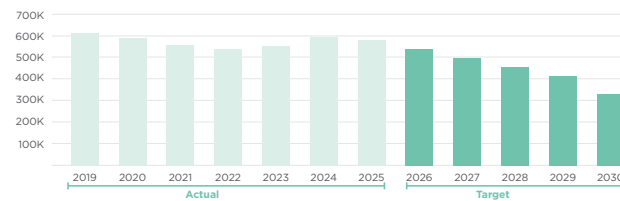
Radisson Rewards points redeemed to compensate guest travel footprints

Compensation is delivered through projects certified by Gold Standard, VCS, and CDM, and managed via First Climate. Since introducing the initiative in 2019, RHG has supported 21 environmental and social projects, delivering both carbon mitigation and sustainable development benefits.

Planned Actions to Achieve Future Targets

RHG's future climate action roadmap builds on the experience gained through its first Verified Net Zero Hotels. Using this proven methodology, we aim to scale the portfolio of Verified Net Zero Hotels by 2030, driven by a systematic rollout of the core levers demonstrated in Manchester and Oslo.

RHG science-based target progress and trajectory scope 1 and scope 2 (absolute emissions in MT CO₂e)



Hotel Operations

Hotel operations are central to RHG's sustainability journey. Our buildings, guest services, food and beverage operations, and day-to-day processes run continuously and therefore have a direct influence on our environmental footprint and social handprint. RHG embeds sustainability into the performance of its hotels – from building design and renovations to operational processes, guest experience, and procurement.

Strengthening operational sustainability is essential not only to reduce emissions, water use, and waste, but also to enhance guest satisfaction, manage operating costs, and support long-term business resilience.

Energy consumption across hotel buildings and services has significant environmental impacts and contributes to the depletion of non-renewable resources. Rising energy costs and the global transition away from fossil fuels require continued investment – particularly in older properties – to preserve long-term asset value and reduce the risk of asset stranding. At the same time, the shift toward more efficient buildings, renewable energy adoption, circularity, and waste reduction offers clear opportunities to lower emissions, advance our net zero strategy, strengthen operational resilience, and improve guest experiences.

Food and beverage operations also play a significant role in the environmental footprint of the hospitality sector. RHG is therefore gradually implementing data-driven solutions to reduce food-related emissions while maintaining high culinary standards and guest satisfaction.

Sustainable Building Design and Renovation

RHG pursues an integrated approach to operational sustainability that spans building design, daily operations, guest engagement, and responsible consumption. Sustainable building practices are guided by our Build Planet framework, including a newly developed Net Zero standard, which applies to both new developments and refurbishments. Through enhanced construction guidelines, RHG aligns projects with leading certification systems such as LEED, BREEAM, and EDGE.

These guidelines aim to reduce energy and water demand, improve resource efficiency, and promote the use of healthier, lower-impact materials, helping prepare hotels for a net zero future. Modeling tools support owners with business cases and asset-specific roadmaps, so that even complex properties can identify the most effective interventions.

Digitalized and Efficient Hotel Operations

Operational sustainability continues within day-to-day hotel operations. System solutions support teams in working more efficiently and transparently. The Radisson Operations App digitalizes communication and processes across departments, helping hotels reduce paper use, streamline team engagement, and strengthen adherence to safety and sustainability standards.

Guest-facing digitalization is enabled through the STAY e-concierge app, which replaces printed materials with a fully digital service

directory. Guests can request amenities, make reservations, and access hotel information in a lower-impact way. Together, these tools help harmonize operations, maintain quality standards, and reduce waste.

Through third-party verification and certification, hotels can improve their performance and achieve recognition. Verification of Hotel Sustainability Basics and reliable eco-label certifications make sustainability performance visible to guests and partners. All certification and verification data are managed through RHG's sustainability platform, ensuring real-time visibility on radissonhotels.com and other online booking platforms.

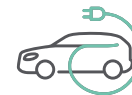
Sustainable Transportation

Meanwhile, supporting RHG's sustainable mobility ambitions, 1,699 electric vehicle charging stations were deployed across 266 hotels, with 233 hotels currently offering exclusively low-emission taxi services featuring hybrid or electric vehicles.



1,699

EV chargers in 266 hotels 



86

hotels offer full electric taxi solutions 



147

hotels offer hybrid taxi solutions 

Hotel Operations

Responsible Consumption and Circular Solutions

With a focus on responsible consumption, RHG systematically reduces single-use plastics and prioritizes durable, recyclable, and circular solutions. Bulk amenity dispensers are now standard across all hotels, eliminating 57 million miniature bottles and nearly 500 tons of plastic annually.

Closed-loop recycling systems for dispensers in several countries ensure materials are collected, processed, and reintroduced into the supply chain. Hotels also follow a water bottle hierarchy that promotes refill stations, glass bottles, and on-site filtration, reducing reliance on PET bottles.

Sustainable Food and Beverage Operations

In food and beverage, RHG's transformation model supports healthier, more sustainable and efficient operations. Seasonal menus, local sourcing, reduced use of processed ingredients, and responsible packaging help lower the footprint of dining services. The Group also advances animal welfare by transitioning to cage-free eggs globally, supported by expert NGOs and property-level guidance to inform procurement practices.

Selected RHG hotels using Klimato apply science-based insights to measure and reduce the carbon footprint of their menus. The platform supports menu analysis, recipe optimization, and ingredient substitutions, enabling kitchens to lower emissions while maintaining quality. Clear carbon labeling - from A (very low) to E (very high) - supports both operational decision-making and encourages responsible food choices by guests.

Reducing food waste remains a key priority. Hotels apply preventative measures such as standardized recipes, pre-portioning, and cross-utilization of ingredients. Digital tools strengthen measurement and visibility, while partnerships with Too Good To Go help reduce surplus food and engage local communities. Together, these initiatives foster a circular mindset across hotel operations.

Governance and Accountability

Oversight of operational sustainability practices rests with RHG's senior leadership, ensuring sustainability considerations are embedded in decision-making, hotel performance monitoring, and operational and brand standards across the Group. Progress against the Group's Five-Year Plan is formally reviewed three times per year, providing structured oversight of sustainability targets and performance milestones.



Hotel Operations

Sustainable Buildings and Net Zero Foundations

In 2025, RHG continued to advance sustainability across hotel operations through stronger systems, measurable progress, and tangible improvements for guests and teams. Sustainable building principles were increasingly applied across new developments and refurbishments, drawing on LEED, BREEAM and EDGE frameworks to reduce energy and water use and improve indoor environmental quality. RHG reached 58 hotels with a recognized building certification, while 27 hotels completed the Build Planet assessment, providing owners with clear gap analyses and prioritized action plans aligned with RHG's net zero roadmap. During the year, RHG also developed the Build Planet Net Zero Guidelines to support consistent implementation going forward. This portfolio milestone was further marked by the first two hotels achieving Verified Net Zero status.



58

hotels with sustainable building certifications



27

hotels Build Planet gap assessments completed



73%

hotels have Building Management System

Digitalized and Efficient Hotel Operations

Operational digitalization expanded significantly during the year. The Radisson Operations App was adopted in 588 hotels, strengthening internal communication, operational consistency, and compliance. At the same time, the STAY e-concierge was rolled out across 63 hotels, simplifying guest interactions and reducing reliance on printed materials. Together, these digital tools streamlined team member onboarding, supported consistent service delivery, enhanced the guest experience, and enabled a more efficient, low-waste operating model.

In parallel, RHG continued to monitor and manage its waste footprint. In 2025, waste intensity amounted to 22 kg per square meter and 9 kg per occupied room. Reporting hotels demonstrate solid progress on waste management, with 71% operating recycling programs and 49% of residual waste diverted from landfill.

Resource Efficiency and Plastics Reduction

Our hotels continued to make progress in responsible consumption throughout 2025. The transition to bulk amenity dispensers advanced further, with 66% of the portfolio now equipped with soap dispensers.

Efforts to reduce single-use plastics were further strengthened through in-house water filtration systems now installed in 201 hotels, alongside 91% of hotels offering refillable water stations. Together, these measures significantly reduced reliance on PET bottles.



588

hotels using the Radisson operations app



63

hotels using the STAY e-concierge app



71%

hotels have a recycling program in place



49%

waste diverted from landfill



100

hotels serving filtered in-house bottled water



97

hotels equipped with water refill stations

Hotel Operations

Guest Engagement in Sustainability

Guest participation in resource-saving programs delivered notable reductions. Light Housekeeping and towel reuse initiatives significantly reduced water, energy and chemical use. Each avoided housekeeping service saved approximately 45 liters of water, while each reused towel saved approximately 15 liters. Since launch, these programs have collectively saved 256 million liters of water – the equivalent of nearly 100 Olympic swimming pools – and have also supported RHG’s charity partner, Just a Drop, through guest opt-in donations.

Food and Beverage: Sustainable Sourcing and Menus

RHG’s food and beverage transformation continued to deliver strong results, with outlets on average offering menus that are 35% plant-based, 35% gluten-free, and 65% vegetarian across 84 hotels. This approach supports diverse dietary preferences while advancing sustainability through increased use of local, organic, and seasonal ingredients. By prioritizing reduced food waste, responsible sourcing, and creative menus, we support guest wellbeing while achieving industry-leading quality and profitability across our restaurants, bars, and event spaces.



35%

of the offering is plant-based



35%

of the offering is gluten-free



65%

of the offering is vegetarian

As part of our broader commitment to animal welfare, we continue to advance the global transition to cage-free eggs across our operations. We prioritize the welfare of animals raised for food and seek to ensure responsible sourcing standards for all ingredients used in our hotels, including eggs and egg products. To support implementation, RHG provides hotels with guidance and practical procurement resources to facilitate the shift to cage-free sourcing. As a result, the share of RHG hotels using cage-free eggs increased to 291 hotels in 2025. More detailed information is available in the Cage Free Eggs Status Statement [on our website](#).

Low-carbon menu development was further supported through the adoption of Klimato as part of the Verified Net Zero Hotels approach. Both Verified Net Zero Hotels collaborated with area food and beverage teams to enhance procurement and menu sustainability. Manchester aims to reduce breakfast menu emissions by 15%, increasing low-carbon items to 80% and sourcing 57% of à la carte dishes from low-carbon options. Oslo targets a 5-6% reduction in breakfast emissions and 50% low-carbon à la carte items.

Food Waste Reduction and Circular Food Systems

Food waste reduction accelerated in 2025 through expanded measurement, recovery, and circular solutions. In total 240 RHG hotels are equipped with a food waste measurement system, embedding greater operational discipline and data-driven decision-making in kitchens.

Select hotels partnered with Too Good to Go, with 77 hotels using the app to redistribute surplus meals and engage local communities, saving 31,000 meals in 2025. Across the portfolio, 48% of food waste was diverted from landfills. In parallel, 71 hotels installed organic food grinders, converting kitchen waste into liquid organic waste and reducing landfill volumes.



240

hotels are accurately measuring food waste



77

hotels are using Too Good to Go

Looking Ahead

Looking ahead, RHG will focus on further expanding digital operations, scaling closed-loop solutions, increasing renewable energy adoption, supporting hotels in their verified sustainable stay journeys, and accelerating progress toward the Group’s net zero commitments.

Water and Biodiversity

Water is central to hotel operations, shaping everything from guestroom comfort to kitchen and laundry services, cooling systems, and landscaped areas. As climate change accelerates and droughts, floods, and water scarcity become more frequent, the hospitality industry faces increasing operational and financial pressures. Inefficient fixtures, preventable leaks, and outdated systems can worsen both environmental impacts and long-term costs. At the same time, biodiversity loss threatens the resilience of destinations and ecosystems that attract guests and support local communities.

RHG's double materiality assessment confirms water and biodiversity as material areas of impact, risk, and opportunity. Our activities influence freshwater use, waste generation, land management, and local ecosystems. We face growing risks from water-stressed locations, rising utility costs, and ecosystem degradation. At the same time, these challenges

also create opportunities; through more efficient technologies, circular water practices, nature-based solutions, conservation partnerships, and biodiversity-positive guest experiences that strengthen climate resilience and long-term value creation.

This chapter outlines how RHG is addressing these interlinked issues, reducing environmental impacts while contributing positively to nature and the communities where we operate.

Water Stewardship and Operational Efficiency

RHG's approach to preserving water and biodiversity is grounded in responsible resource stewardship, operational excellence, and global alignment with climate and nature frameworks. Our water strategy focuses on ensuring equitable use in local communities while steadily reducing the Group's overall water footprint. Hotels continuously implement water-efficient technologies and, where feasible, integrate circular water practices such as greywater and rainwater reuse. Centrally developed tools, including the Water Stewardship Toolkit and operational action plans, guide teams in identifying reduction opportunities across technical plants, guest rooms, kitchens, laundry operations, pools, and outdoor areas. Guest engagement initiatives, such as towel reuse and Light Housekeeping, further reinforce shared responsibility.

Measurement, Disclosure, and Benchmarking

To support transparent performance management, RHG applies the Hotel Water Measurement Initiative (HWMI), a standardized method developed in collaboration with the World Sustainable Hospitality Alliance. By using HWMI across our portfolio, we support consistent disclosure and industry-wide comparability while improving internal benchmarking and decision-making.



Water and Biodiversity

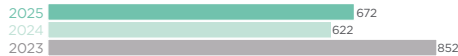
Biodiversity Integration and Nature-Based Solutions

Our biodiversity approach is aligned with the Nature Positive ambition under the Post-2020 Global Biodiversity Framework. Biodiversity considerations are integrated into operations, development, and value chain engagement. This includes assessing site-level risks and opportunities, identifying sensitive ecosystems, monitoring species and habitats, and designing services and landscapes that enhance, rather than degrade, natural environments. Nature-based solutions play an increasingly important role, both in operational practices and in carbon compensation strategies, helping to strengthen ecological resilience.

Water Performance and Reductions

In 2025, RHG's water intensity amounted to 1,549 liters per square meter 444 liters per guest night and 672 liters per occupied room, representing an 8% increase compared to 2024. The Group's absolute water footprint totaled 12,119,806 cubic meters, an increase of 12% compared to last year.

Water footprint per occupied room (liters)



Better data coverage and more frequent reporting gave hotels clearer insights into consumption patterns, enabling faster and more targeted action. Awareness campaigns like Move to Zero engaged both team members and guests, and supported meaningful behavior change.

The integration of the HWMI methodology into RHG's sustainability data management platform further strengthened consistent reporting and positioned the Group as an active contributor to industry-wide transparency on water management. The approach enables hotels to measure and communicate the water footprint of stays, meetings, and events in a clear and comparable way.

Managing Water Risk in Stressed Locations

Hotels across the portfolio were assessed for water stress exposure, with approximately 54% located in areas classified as having high or extremely high water stress, based on location-specific water risk assessments informed by World Resources Institute's Aqueduct Water Risk Atlas, enabling focused and proactive water stewardship actions.



GLOBAL PORTFOLIO WATER STRESS	
Extremely high	44%
High	10%
Medium-high	7%
Low-medium	9%
Low	31%

In such locations, hotels are expected to prioritize efficiency measures, including low-flow fixtures, water-smart landscaping, and the introduction of greywater and rainwater systems. Enhanced leak detection programs and targeted maintenance helped reduce avoidable losses, while site-specific action plans supported hotels operating under the greatest constraints.

Biodiversity actions and ecosystem restoration

In biodiversity, RHG advanced its Nature Positive commitments by expanding site-level assessments, integrating biodiversity considerations into operational planning, and scaling nature-based solutions. In 2025, 258 hotels invested in regenerative landscaping, restored native plant species, or installed green roofs to improve ecological value. Others piloted water-efficient and biodiversity-friendly landscape designs, especially in resort destinations, where water demand and ecological sensitivity are highest. RHG also continued to map the number and area of its properties located in or near biodiversity-sensitive areas, strengthening the foundation for future disclosures.

Across the Group, 2025 featured a range of initiatives, from greywater reuse systems that reduced irrigation demand to advanced leak-detection pilots and partnerships supporting wetland and coastal ecosystem restoration. Together, these initiatives illustrate the practical steps RHG is taking to reduce environmental impacts while contributing positively to local ecosystems and community resilience.



19%

of hotels have local tree planting initiatives



6%

of hotels have local natural environment restoration initiatives



5%

of hotels have onsite herb gardens



1.5%

of hotels have beekeeper initiatives

Appendices

Appendix: Risks and Mitigation Overview on Materiality Topics

MATERIALITY TOPIC	IMPORTANCE OF RISKS, RISK MANAGEMENT AND MITIGATION	PAGE NUMBER	SECTION
ENVIRONMENT			
Climate change mitigation	Climate Change Mitigation: Efforts to reduce RHG's carbon footprint to limiting the impact of global warming and climate change for our communities, the natural environment and the wider value chain. This includes the strategy working towards science-based net zero CO2e by 2050 and actions to lower carbon footprints in scopes 1, 2 and 3.	48	Taking Climate Action
Climate change adaptation	Climate Change Adaptation: Adjustments in RHG's processes, practices, and structures to mitigate potential damage or to benefit from opportunities associated with climate change, including the integration of climate risk assessments into its construction and operational guidelines to ensure resilience against climate impacts.	48	Taking Climate Action
Energy	Management of energy consumption in operations, the transition to renewable energy procurement and production, focus on decreasing energy intensity, as well as promoting green mobility for guests, business travel, and commuting.	48	Taking Climate Action
Water	Focusing to ensure management of water resources, including water consumption, withdrawals, discharges and water use is equitable throughout the communities in which RHG operate. RHG's water stewardship efforts include reducing its water footprint and supporting local communities who live in water scarce areas around the world - helping to provide safe drinking water, sanitation, and hygiene.	58	Water and Biodiversity
Biodiversity	Conservation and sustainable use of biodiversity and ecosystems, addressing impacts on species and habitats and integrating biodiversity safeguards, reducing carbon emissions, the impact of pollution and the unsustainable use of resources, and to protect and restore nature and its wildlife.	58	Water and Biodiversity
Incoming non-food resources	Management of non-food resources used by hotel operations, ensuring sustainable sourcing and minimizing environmental impact	54	Hotel Operations
Incoming food resources	Sustainable sourcing and management of food resources, reducing the use of meat options, ensuring decent welfare standards for animals are being promoted and focusing on reducing environmental impact and ensuring food security.	54	Hotel Operations
Waste	Strategies for waste reduction, recycling, and responsible disposal to minimize environmental footprint. RHG is working with suppliers to prevent waste, driving development of circular models, increase recycling, reducing the volume of waste that goes to landfill, which addresses waste-related and reputational risks and costs associated.	54	Hotel Operations
SOCIAL			
Health, safety, and well-being of team members	Ensuring the health, safety, and physical and mental well-being of team members are always top priority, by creating and promoting an safe and healthy work environment.	35	Safety and Security
Equal treatment and equal opportunities for team members	Fostering a culture and workplace that celebrates diversity and inclusion, ensuring equal opportunities for everyone. Supported by policies and practices to ensure non-discrimination and equal opportunities, all RHG talent deserve a safe environment in which they are valued for who they are.	29	Fostering our Culture Beliefs
Team member training and talent development	Investment in team member development through training programs and career advancement opportunities, helping to make RHG the company of choice for talent. People are at the core of everything we stand for - and what hospitality is all about.	27	Team Member Training and Talent Development
Respect for human rights of team members	Upholding and promoting human rights within the workplace, ensuring RHG takes a proactive approach to preventing forced labor in its operation by promoting responsible recruitment and employment practices.	32	Respect for Human Rights
Working conditions of workers in the value chain	Ensuring fair and safe working conditions for all workers involved in the company's value chain.	32	Respect for Human Rights
Respect for human rights of workers in the value chain	Promoting and protecting human rights for all workers in RHG's value chain by taking a proactive approach to preventing forced labor in its value chain.	32	Respect for Human Rights

Appendix: Risks and Mitigation Overview on Materiality Topics

MATERIALITY TOPIC	IMPORTANCE OF RISKS, RISK MANAGEMENT AND MITIGATION	PAGE NUMBER	SECTION
SOCIAL CONTINUED			
Communities' economic, social, cultural, civil and political rights	Supporting and respecting the rights of communities affected by RHG's operations and aiming to address the risks of poverty, hunger, lack of quality education and the availability of clean water and sanitation, globally and in the communities where RHG operate.	44	Community Engagement
Information quality and security	Ensuring the accuracy, reliability and security of information, prioritize sustainability actions, enabling RHG to identify which hotels performance better.	35	Safety and Security
Health and safety of guests	Ensuring the health, safety and security of guests and business partners, creating an environment where their safety and security are always a top priority. The Safety and Security program protects the different stakeholders, properties and brand reputation.	35	Safety and Security
Equal treatment and opportunities for guests	Ensuring non-discrimination and equal opportunities for all guests.	29	Fostering our Culture Beliefs
Satisfaction of guests	Measuring and improving RHG's guest satisfaction through quality services and experiences.	18	Awards and Recognition
GOVERNANCE			
Ethical corporate culture	Enabling RHG to take positions on key issues of business ethics with a single voice. All interactions of our team members, partners, stakeholders and local communities need to be based on the highest principles of business ethics.	38	Business Ethics and Compliance
Management of relationships with suppliers including payment practices	Promoting sustainability in RHG's supply chain and working with sustainable suppliers to provide fair, transparent and integrated projects and solutions for hotels, reducing environmental, social and reputational risks in the supply chain, including timely and fair payment practices.	40	Responsible Supply Chain
Corruption and bribery	Complying with all applicable laws and regulations and conducting business in a manner consistent with RHG's commitment to doing business with integrity, mitigating the risk of corruption and bribery.	38	Business Ethics and Compliance

Appendix: Footprint Performance

GREENHOUSE GAS EMISSIONS		2019 – BASELINE	2023	2024	2025
SCOPE 1 DIRECT EMISSIONS					
Emissions (MT CO ₂ e)	*	137,549	105,923	123,686	126,985
Emissions intensity (kg CO ₂ e/m ²)	*	21	12	16	16
Emissions intensity (kg CO ₂ e/OR)	*	9	6	7	7
SCOPE 2 INDIRECT EMISSIONS					
Market-based emissions (MT CO ₂ e)	*	476,797	448,532	474,416	453,517
Market-based emissions intensity (kg CO ₂ e/m ²)	*	75	60	61	58
Market-based emissions intensity (kg CO ₂ e/OR)	*	31	24	27	25
TOTAL SCOPE 1 + 2 EMISSIONS					
Market-based emissions (MT CO ₂ e)	*	614,347	554,454	598,102	580,502
Market-based emissions intensity (kg CO ₂ e/m ²)	*	96	64	78	74
Market-based emissions intensity (kg CO ₂ e/OR)	* **	40	30	34	32
Market-based emissions intensity (kg CO ₂ e/GN)	**				21
SCOPE 3 EMISSIONS					
Franchises - emissions (MT CO ₂ e)	*	742,436	449,245	530,128	435,110
Franchises - emissions intensity (kg CO ₂ e/m ²)	*	80	87	90	49
ENERGY PERFORMANCE					
Energy (GWh)	*	1,695	1,594	1,681	1,622
Energy intensity (kWh per square meter)	*	264	182	218	207
Energy intensity (kWh per occupied room)	* **	110	86	97	90
Energy intensity (kWh per guest night)	**				59
Share of renewable energy (%)	**				8%
WATER PERFORMANCE					
Water (m ³)			14,230,536	10,808,292	12,119,806
Water intensity (liter per square meter)		1,404	1,632	1,401	1,549
Water intensity (liter per occupied room)	**	582	769	622	672
Water intensity (liter per guest room)	**				444
WASTE PERFORMANCE					
Waste diverted from landfills (%)	**				49%

- * Impacted by re-baselining
The updated baseline has been applied retrospectively to all historic reporting years up to the most recent financial year, in transparency principles for ensuring consistency and comparability of carbon footprint performance metrics. This will be submitted to SBTi by 2027 latest.
- ** Included in wave 1 of environmental KPIs of the Universal KPIs for the Hospitality Sector
- *** Totally 84% of 2025 carbon footprint data of scope 1 and 2 is from actual sources. Remaining data has been extrapolated.

Appendix: UN Sustainable Development Goals

17: Partnerships for the goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

MEMBERSHIPS AND ENGAGEMENT / COMMUNITY ENGAGEMENT / PATHWAY TO NET POSITIVE HOSPITALITY

16: Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

BUSINESS ETHICS AND COMPLIANCE / RESPECT HUMAN RIGHTS / SAFETY AND SECURITY

15: Life on land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss

TAKING CLIMATE ACTION / WATER AND BIODIVERSITY

14: Life below water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

WATER AND BIODIVERSITY / HOTEL OPERATIONS

13: Climate action

Take urgent action to combat climate change and its impacts

TAKING CLIMATE ACTION

12: Responsible consumption and production

Ensure sustainable consumption and production patterns

RESPONSIBLE SUPPLY CHAIN / HOTEL OPERATIONS

11: Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable

HOTEL OPERATIONS / SAFETY AND SECURITY

10: Reduced inequalities

Reduce inequality within and among countries

COMMUNITY ENGAGEMENT / FOSTERING OUR CULTURE BELIEFS

9: Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

HOTEL OPERATIONS / TAKING CLIMATE ACTION



1: No poverty

End poverty in all its forms everywhere

RESPECT HUMAN RIGHTS / COMMUNITY ENGAGEMENT

2: Zero hunger

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

COMMUNITY ENGAGEMENT

3: Good health and well-being

Ensure healthy lives and promote well-being for all at all ages

FOSTERING OUR CULTURE BELIEFS / HOTEL OPERATIONS

4: Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

TRAINING AND TALENT DEVELOPMENT / FOSTERING OUR CULTURE BELIEFS

5: Gender equality

Achieve gender equality and empower all women and girls

FOSTERING OUR CULTURE BELIEFS

6: Clean water and sanitation

Ensure availability and sustainable management of water and sanitation for all

WATER AND BIODIVERSITY / COMMUNITY ENGAGEMENT

7: Affordable and clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all

TAKING CLIMATE ACTION

8: Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

CAREER DEVELOPMENTS / TRAINING AND TALENT DEVELOPMENT

Appendix: VSME Disclosure Index

		SECTION IN REPORT	PAGE NUMBER
BASIC MODULE DISCLOSURES			
B1	Basis for preparation	About this Report	11
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Strategy and Performance	11
B3	Energy and greenhouse gas emissions	Taking climate action	48
B4	Pollution of air, water, and soil	Not material	-
B5	Biodiversity	Water and Biodiversity	58
B6	Water	Water and Biodiversity	58
B7	Resource use, circular economy, and waste management	Hotel Operations	54
B8	Workforce - General characteristics	Think People	25
B9	Workforce - Health and safety	Think People	25
B10	Workforce - Remuneration, collective bargaining, and training	Think People	25
B11	Convictions and fines for corruption and bribery	Not applicable	-
BASIC MODULE DISCLOSURES			
C1	Strategy: Business Model and Sustainability - Related Initiatives	Strategy and Performance	11
C2	Description of the practices, policies and future initiatives for transitioning towards a more sustainable economy	Strategy and Performance	11
C3	GHG reduction targets and climate transition	Taking climate action	48
C4	Climate risks	Taking climate action	48
C5	Additional (general) workforce characteristics	Think People	25
C6	Additional own workforce information - Human rights policies and processes	Think People	25
C7	Severe negative human rights incidents	Not material	-
C8	Revenues from certain sectors and exclusion from EU reference benchmarks	Not applicable	-
C9	Gender diversity ratio in the governance body	Think people	25



Appendix: VSME metrics

	METRIC	2025	REASON FOR OMISSION
CLIMATE			
Total greenhouse gas emissions	tCO2 eq.	580,502	
Scope 1 greenhouse gas emissions	tCO2 eq.	126,985	
Scope 2 greenhouse gas emissions	tCO2 eq.	453,517	
Scope 3 greenhouse gas emissions	tCO2 eq.	Omitted	*
Greenhouse gas intensity	kCO2 eq. / K EUR	€ 0.19	
Total electricity consumption	MWh	948,277	
Total electricity consumption from renewable sources	MWh	119,807	
Total electricity consumption from non-renewable sources	MWh	828,470	
Total fuel consumption	MWh	239,443	
Total fuel consumption from renewable sources	MWh	Omitted	*
Total fuel consumption from non-renewable sources	MWh	Omitted	*
Total energy consumption	MWh	1,621,544	
Total energy consumption from fossil sources	MWh	1,501,737	
Total energy consumption from nuclear sources	MWh	Omitted	*
Total energy consumption from renewable sources	MWh	119,807	
Percentage of energy consumption from renewable sources	Percentage	8%	
Energy intensity	KWh / K EUR revenue	€ 0.53	
LAND USE AND BIODIVERSITY			
Total use of land	Ha	Omitted	*
Total nature-oriented area on-site	Ha	Omitted	*
Total nature-oriented area off-site	Ha	Omitted	*
Total number of sites near a biodiversity-sensitive area (including sites owned, leased, or managed)	Number	Omitted	*
Total area of sites near a biodiversity-sensitive area (including sites owned, leased, or managed)	Ha	Omitted	*
WATER			
Total water withdrawal	m ³	Omitted	*
Total water withdrawal in high water-stress areas	m ³	Omitted	*
Total water consumption	m ³	12,119,806	
RESOURCE USE AND CIRCULAR ECONOMY			
Total amount of waste	Tons	Omitted	*
Total amount of waste - non-hazardous	Tons	Omitted	*
Total amount of waste - hazardous	Tons	Omitted	*
Total amount of waste diverted to recycling or reuse	Tons	Omitted	*

	METRIC	2025	REASON FOR OMISSION
WORKING CONDITIONS			
Total team members	Head count	8,925	
Total team members - female	Head count	3,562	
Total team members - male	Head count	4,374	
Total team members - other	Head count	5	
Total team members - permanent contract	Head count	7,477	
Total team members - temporary contract	Head count	142	
Total team members - temporary workers from employment agencies	Head count	Omitted	*
Total team members - self-employed not working exclusively for RHG	Head count	Omitted	*
Turnover rate	Percentage	11%	
Percentage of team members covered by collective bargaining agreements	Percentage	49%	
Number of recordable work-related accidents	Number	484	
Number of work-related fatalities	Number	57	
Rate of recordable work-related accidents	Ratio	10	
TRAINING AND DEVELOPMENT			
Total hours of training per team members	Head count	39	
Total hours of training per team members - male	Head count	39	
Total hours of training per team members - female	Head count	37	
Total hours of training per team members - other	Head count	60	
DIVERSITY			
Gender pay gap	Percentage	Omitted	*
Gender diversity ratio of management body	Ratio	31.2%	
Gender diversity ratio of governance body	Ratio	56%	
HUMAN RIGHTS			
RHG has a Code of Conduct which covers child labor, forced labor, human trafficking, discrimination, and accident prevention.	Yes	Yes	
RHG has a complaints-handling mechanism for its own workforce.	Yes	Yes	
RHG has confirmed incidents in its own workforce related to child labor, forced labor, human trafficking, discrimination, and accident prevention.	No	0	
BUSINESS ETHICS			
Total amount of fines incurred for the violation of anti-corruption and anti-bribery laws.	EUR	Omitted	*

* Data is not reported as this information is not yet sufficiently mature to be included in this report.

Appendix: GRI Standard Disclosures

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER
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102-3	Location of headquarters	69
102-4	Location of operations	69
102-5	Ownership and legal form	69
102-6	Markets served	69
102-7	Scale of the organization	26
102-8	Information on team members and other workers	25
102-9	Supply chain	12
102-10	Significant changes to the organization and its supply chain	12
102-11	Precautionary Principle or approach	69
102-12	External initiatives	14
102-13	Membership of associations	14
STRATEGY		
102-14	Statement from senior decision-maker	5
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behavior	4
GOVERNANCE		
102-18	Governance structure	13
STAKEHOLDER ENGAGEMENT		
102-40	List of stakeholder groups	12
102-41	Collective bargaining agreements	26
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DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER
REPORTING PRACTICE		
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103-3	Evaluation of the management approach	40
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ANTI-CORRUPTION		
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103-2	The management approach and its components	39
103-3	Evaluation of the management approach	39
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205-3	Confirmed incidents of corruption and actions taken	39
ENERGY		
103-1	Explanation of the material topic and its Boundary	61
103-2	The management approach and its components	49
103-3	Evaluation of the management approach	49
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302-4	Reduction of energy consumption	49
302-5	Reductions in energy requirements of products and services	49
WATER		
103-1	Explanation of the material topic and its Boundary	61
103-2	The management approach and its components	58
103-3	Evaluation of the management approach	58
303-1	Water withdrawal by source	58
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Appendix: GRI Standard Disclosures

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER
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103-3	Evaluation of the management approach	58
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304-3	Habitats protected or restored	58
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103-2	The management approach and its components	54
103-3	Evaluation of the management approach	54
306-1	Waste generation and significant waste-related impacts	54
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ENVIRONMENTAL COMPLIANCE		
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103-2	The management approach and its components	48
103-3	Evaluation of the management approach	48
307-1	Non-compliance with environmental laws and regulations	48
SUPPLIER ENVIRONMENTAL ASSESSMENT		
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103-2	The management approach and its components	40
103-3	Evaluation of the management approach	40
308-1	New suppliers that were screened using environmental criteria	40

DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER
EMPLOYMENT		
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103-3	Evaluation of the management approach	25
401-1	New team member hire and team member turnover	25
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	25
TRAINING AND EDUCATION		
103-1	Explanation of the material topic and its Boundary	61
103-2	The management approach and its components	27
103-3	Evaluation of the management approach	27
404-1	Average hours of training per year per team member	27
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DIVERSITY AND EQUAL OPPORTUNITY		
103-1	Explanation of the material topic and its Boundary	61
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103-3	Evaluation of the management approach	29
405-1	Diversity of governance bodies and team members	29
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
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FORCED AND COMPULSORY LABOR		
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DISCLOSURE NUMBER	DISCLOSURE TITLE	PAGE NUMBER
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103-3	Evaluation of the management approach	32
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412-2	Team member training on human rights policies or procedures	32
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	32
LOCAL COMMUNITIES		
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413-1	Operations with local community engagement, impact assessments, and development programs	44
SUPPLIER SOCIAL ASSESSMENT		
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103-2	The management approach and its components	40
103-3	Evaluation of the management approach	40
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PUBLIC POLICY		
103-1	Explanation of the material topic and its Boundary	61
103-2	The management approach and its components	39
103-3	Evaluation of the management approach	39
415-1	Political contributions	39
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103-1	Explanation of the material topic and its Boundary	61
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About this Report

This report has been prepared for Radisson Hotel Group, headquartered in Brussels, Belgium, on a consolidated basis for all entities under Radisson Hotel Group. These include Radisson Collection, art'otel, Radisson Blu, Radisson, Radisson RED, Radisson Individuals, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, and prize by Radisson. All brands are brought together under one commercial umbrella: Radisson Hotels.

Our sustainability statement is prepared following the Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME), option B: Basic Module and Comprehensive Module.

Additionally, the report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.


No information has been omitted due to confidentiality, classification, or sensitivity concerns.

Further information about the organization:

- Legal form: Radisson Hospitality AB
- NACE sector classification codes: NACE 55.10 - Hotels and similar accommodation
- Size of the balance sheet (EUR): €1,416M
- Number of team members (headcount): 75,000

Geolocation of sites leased, managed or franchised: [see our website](#)

Radisson Hotel Group is represented by Radisson Hospitality AB, managing hotels in operation in Europe, Middle East, Africa and Asia Pacific. Since 2019, Radisson Hotel Group is part of Jin Jiang International. Jin Jiang International Co., Ltd. is the leading travel and hospitality conglomerate, headquartered in Shanghai, China and is the second-largest hotel group by the number of rooms in the world. (Source: MKG Ranking 2025).

This report includes Radisson Hospitality AB's 24th annual Responsible Business Report. Data refers to our hotels in operation in Europe, Middle East, Africa and Asia Pacific. Specific hotel data including franchised hotels is indicated with .

This includes 920 properties which were in operation on 31 December 2025. For all hotels, including those that were opened or discontinued their operations in 2025, data is only reported for the months they were in operation. RHG has limited the reporting boundaries to areas in which the company has full control over data collection and information quality. Downstream impacts are generally excluded.

Radisson Hotel Group operates a fully asset-light business model, growing through lease, management and franchise agreements, and does not own hotel real estate.

Financial data presented in our Responsible Business Report is derived from audited annual accounts. For all external reporting, currencies have been converted to euros. Radisson Hospitality AB applies the precautionary principle. The Responsible Business Report also fulfils the statutory sustainability reporting requirements in the Swedish Annual Accounts Act (based on the EU Directive 2014/95).

This report is published separately from our annual accounts. In line with our fiscal year, the reporting period covers 1 January to 31 December 2025. Unless otherwise stated, all figures refer to the previous financial year 2025. Publication date: 28 April 2026

For questions regarding this report:
responsiblebusiness@radissonhotels.com



Auditors Report

AUDITOR'S REPORT ON THE STATUTORY SUSTAINABILITY REPORT

To the general meeting of the shareholders in Radisson Hospitality AB, corporate identity number 556674-0964

ENGAGEMENT AND RESPONSIBILITY

It is the board of directors who is responsible for the statutory sustainability report for the year 2025 and that it has been prepared in accordance with the Annual Accounts Act, according to the prior wording that was in effect before 1 July 2024.

THE SCOPE OF THE AUDIT

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

OPINION

A statutory sustainability report has been prepared.

Stockholm, 27 April 2026, Öhrlings PricewaterhouseCoopers AB

Auditor in charge and signed by
Eric Salander
Authorized Public Accountant

Co-signing auditor
Karin Wannfors
Authorized public accountant

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

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Responsible Business Team

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