SUSTAINABILITY

Ritz PARIS

ESG REPORT RITZ PARIS

2025

VSME FRAMEWORK

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B1

GENERAL INFORMATION

Since its founding in 1898 at 15 Place Vendôme by César Ritz, the Ritz Paris has become an iconic institution in the global hospitality sector. A symbol of Parisian elegance and expertise, the hotel has preserved its historic heritage, inspired by the vision of César Ritz, Marie-Louise Ritz, and chef Auguste Escoffier, and remains a favorite destination for both French and international guests.

The iconic suites and historic salons reflect a deep commitment to preserving the cultural soul of Paris. The renovation of the Ritz Paris in 2016 successfully integrated modern technology while respecting the timeless aesthetic of this listed hotel, thereby ensuring the continuation of its unique identity.

Today, the Ritz Paris does not merely celebrate its glorious past; it is actively committed to preserving its cultural, environmental and social heritage, as well as that of the Place Vendôme.

This commitment goes beyond simple conservation. It is about passing on a living legacy to future generations, where hospitality excellence is combined with ethical responsibility.

By preserving its heritage whilst embracing sustainable practices, the Ritz Paris is redefining the art of hospitality, making every stay an experience where tradition, refinement, and respect for heritage come together.

REPORTING APPROACH

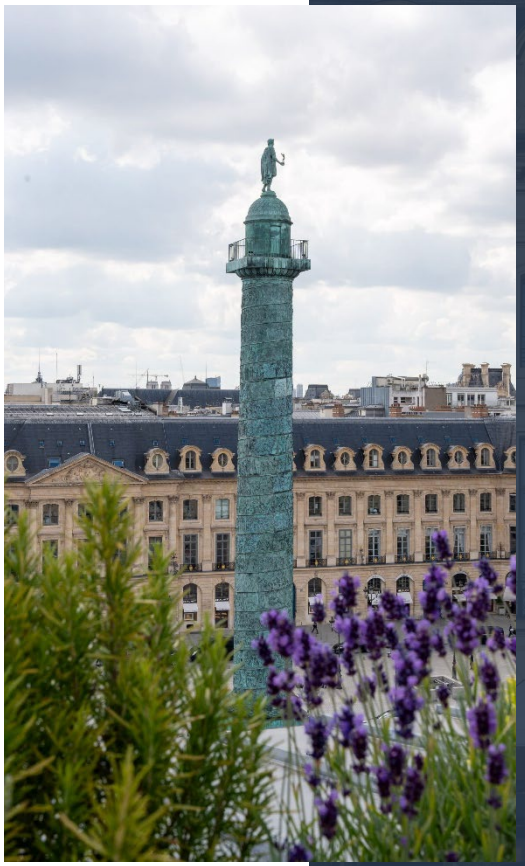
In line with this, the Ritz Paris has undertaken an extra-financial reporting initiative, structured and rigorous, demonstrating its commitment to actively contributing to a more sustainable luxury hospitality industry.

This initiative is part of the implementation of the VSME Standard, for which the organization has chosen to apply the basic module, supplemented by elements of the comprehensive module. This approach reflects the ambition to provide clear, accessible and consistent information to all stakeholders, in line with EFRAG's recommendations for medium-sized companies.

REPORTING SCOPE

The reporting scope covers all the activities of the Ritz Paris, located at 15 Place Vendôme, Paris – an iconic venue where architectural heritage, a culture of attention to detail, and sustainable innovation come together.

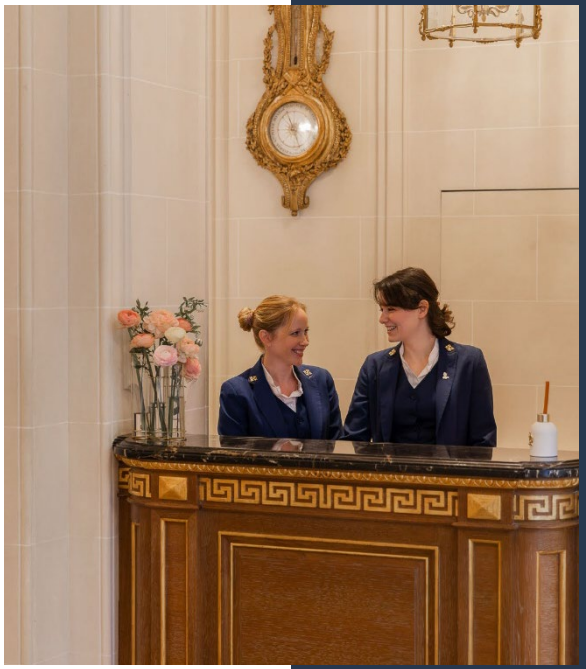
The hotel operates under the legal form of a foreign commercial company registered with the French Trade and Companies Register (RCS), under NAF code 5510 – Hotels and similar accommodation, a sector facing environmental and social challenges, in which the Ritz Paris is developing a structured approach to corporate social responsibility.



TEAMS AND PERFORMANCE

Its 647 employees, whose expertise is reflected in every gesture and every profession within the hospitality industry, are the hotel's greatest asset. This community of talented professionals, continuously developing its skills and united around shared ambitions, works every day to uphold the Ritz standards while integrating increasingly sustainable practices that support both guest comfort and employee well-being.

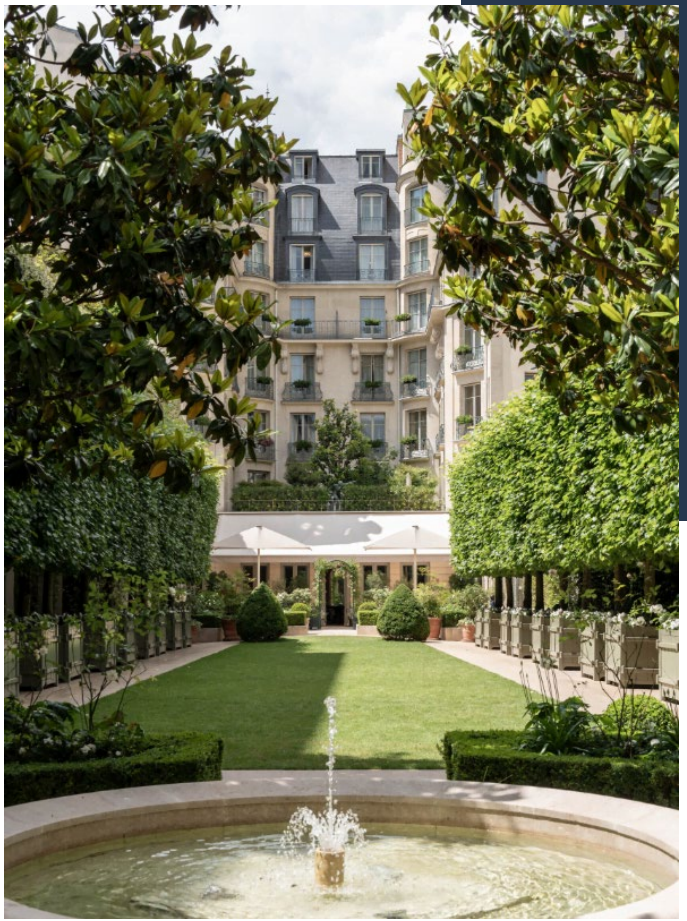
In 2025, as in previous years, their contribution played an essential role in the hotel's financial strength and economic vitality within an evolving French and international environment.



FUNDAMENTAL CSR COMMITMENTS

The Ritz Paris' sustainability approach is built on structured commitments and international recognition, notably the Global Sustainable Tourism Council (GSTC) certification, first obtained in 2022.
The Ritz Paris' low-carbon pathway has been validated by the Science Based Targets initiative (SBTi), confirming that its climate strategy is aligned with science-based targets. The hotel is also a member of the Act4Nature initiative and participates in the work of the TNFD (Taskforce on Nature-related Financial Disclosures), gradually integrating biodiversity and natural capital considerations into its strategic decision-making.

Finally, the Ritz Paris is a member of the United Nations Global Compact, reaffirming its commitment to universal principles relating to human rights, labor standards, the environment, and the fight against corruption.



LABELS AND CERTIFICATIONS

This approach is strengthened by rigorous and independent certifications. In particular, the GSTC certification, renewed since 2022, attests to the robustness of the hotel's sustainability management system and its alignment with international standards for responsible tourism. It is further reinforced by the achievement of three Ecotable badges for the Espadon restaurant, recognizing the Ritz Paris' commitment to sustainable, responsible gastronomy that respects ecosystems.

SUSTAINABLE EXCELLENCE

Through all these commitments, the Ritz Paris reaffirms a deeply held conviction: sustainability is not merely a strategic lever or an additional aspect of its business, but a natural extension of its identity. Today, it represents an additional hallmark of excellence, one that is distinctly contemporary and complements the exceptional standards that the establishment has cultivated for more than a century.

C1

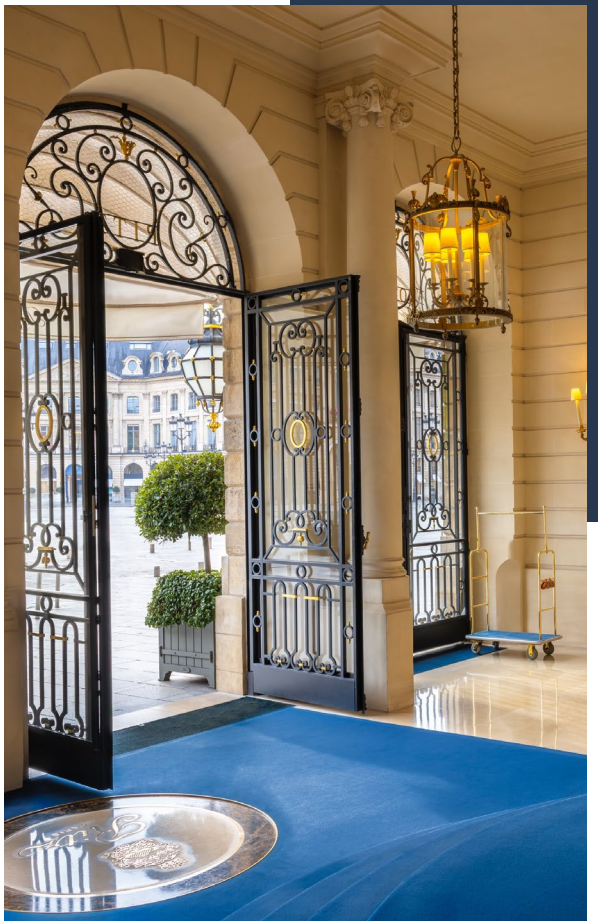
STRATEGY & BUSINESS MODEL

For 128 years, the Ritz Paris has embodied a unique art of living, shaped by a subtle blend of cultural heritage, excellence in service and a commitment to the future. The hotel's timeless identity, deeply rooted in the history of the Place Vendôme, is based on the passing on of exceptional expertise and the preservation of a unique tangible and intangible heritage, which has been the hallmark of the Ritz since 1898.

This founding vision now underpins its entire strategy, which is conceived as a path towards sustainable, responsible and ambitious transformation, remaining true to the original spirit of the place whilst addressing contemporary challenges.

The Ritz Paris' business model is centered on a value proposition based on excellence in luxury hospitality, underpinned by its remarkable architectural heritage, an uncompromising attention to detail and an ability to create unique experiences for an international clientele.

The establishment's activities encompass luxury accommodation, catering, wellness, events, and the full range of services associated with the world of luxury hotels. This model is based on key resources – human, heritage, cultural and operational – as well as on long-standing relationships with its guests, partners and stakeholders, with a view to creating long-term value.



01.

PRESERVATION OF TANGIBLE AND INTANGIBLE HERITAGE

The Ritz Paris' strategy is rooted in a heritage spanning over 128 years, which guides its approach to sustainability issues. The continuity of expertise, the longevity of its facilities, respect for the venue's cultural identity, and the intergenerational transfer of skills are the fundamental pillars of its model.

Heritage preservation is not limited to the upkeep of the buildings: it also encompasses the traditions, the crafts, the culture of service and the Ritz spirit, which have been passed down and reinterpreted over time

02.

REDUCING THE ENVIRONMENTAL FOOTPRINT

Environmental issues are central to the Ritz Paris's strategy. The hotel is gradually shifting its operations towards reducing its greenhouse gas emissions by optimizing its energy consumption, resource use, and responsible waste management.

Changes to operational practices are based on climate and energy analyses carried out in collaboration with specialized technical partners, enabling the actions taken to be aligned with coherent and measurable targets.

03.

DEVELOPING RESPONSIBLE AND SUSTAINABLE LUXURY

As a leading player in the luxury hospitality sector, the Ritz Paris incorporates the growing expectations of its international clientele regarding sustainability into its business model, without compromising on the high standards of quality and experience on which its reputation is built.

Recognition from independent and rigorous certification bodies, such as GSTC certification and the three Ecotable badges awarded to the restaurant Espadon, illustrates this ability to combine environmental excellence, responsible gastronomy, and an exceptional customer experience.

04.

SOCIAL COMMITMENTS AND SOLIDARITY PARTNERSHIPS

Through long-term partnerships, the organization helps to support initiatives with a significant social, environmental, and cultural impact, in line with its values and its role as a committed stakeholder in the Paris region and across the country.

TOUT LE MONDE CONTRE LE CANCER

Since 2018, the Ritz Paris has been a partner of the charity Tout le Monde Contre le Cancer, whose mission is to improve the daily lives of children with cancer and their families through practical, compassionate, and hope-inspiring initiatives.

Through this long-term partnership, the hotel is involved in charitable projects, awareness-raising events, and fundraising initiatives. These initiatives aim to provide moments of respite and support during what are often grueling treatment journeys. The commitment of the Ritz Paris to the charity demonstrates its desire to put its resources and the dedication of its teams at the service of a cause of public interest, beyond its commercial activities.

UN WOMEN FRANCE

In 2024, the Ritz Paris strengthened its commitment to gender equality by becoming a patron of UN Women France, the French branch of the United Nations organization dedicated to empowering women and girls around the world. This partnership reflects a firm commitment to supporting transformative initiatives in the areas of equality, combating discrimination, and promoting women's rights.

In particular, this took the form of a conference organized at the Ritz Paris on International Women's Day, hosted by the director Anastasia Mikova and centered on the documentary 'Woman'. This event provided a space for discussion and reflection, giving a voice to thousands of women and helping to raise awareness amongst a wide audience of the issues surrounding equality and inclusion.

REFETTORIO PARIS

Since 2022, the Ritz Paris has been developing a charitable partnership with Refettorio Paris, a charity committed to tackling food insecurity and food waste. Several times a year, the hotel's chefs and staff come together to transform surplus food into high-quality meals for people in vulnerable situations.

This partnership forms part of a responsible and inclusive approach to gastronomy, showcasing both the culinary expertise of the Ritz Paris and a circular approach to food resources. Through their regular involvement, the teams help to forge a direct link between culinary excellence and solidarity, giving a tangible social dimension to the hotel's environmental commitment.

NATIONAL MUSEUM OF NATURAL HISTORY

Since 2025, the Ritz Paris has been supporting the National Museum of Natural History by funding part of the 'Sainte Foy Tarentaise' research program, a major scientific project spanning ten years. This program aims to catalogue, analyze and monitor changes in biodiversity in the municipality of Sainte Foy Tarentaise, in order to better understand the dynamics of Alpine ecosystems and support their conservation.

By entering into this long-term partnership, the Ritz Paris reaffirms its commitment to the protection of wildlife and the advancement of scientific knowledge, contributing to research that is essential for the understanding and conservation of French biodiversity.

COMPLEMENTARY SOLIDARITY INITIATIVES

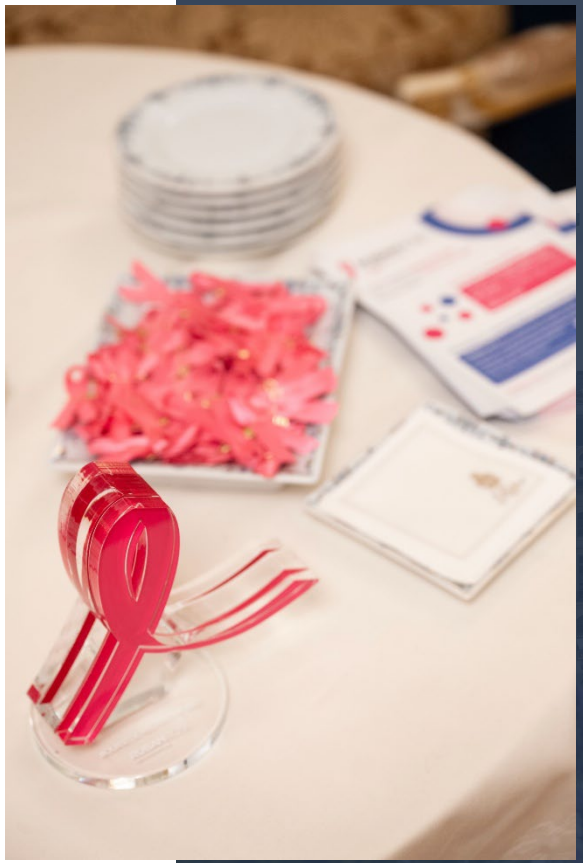
In addition to these key partnerships, the Ritz Paris runs several complementary charitable initiatives as part of its day-to-day operations:

• Tandem: every week, the hotel's floral arrangements are donated to the charity, which gives them a new lease of life by redistributing them to hospitals in Paris.

• Ruban Rose: the hotel makes a donation to fund research and raise awareness of breast cancer screening.

• France Cancer: Cork stoppers are collected and donated to France Cancer to help fund cancer research programs.

• Ethic Ocean: staff are made aware of the importance of preserving marine ecosystems and are informed about the challenges relating to fishery resources and responsible fishing practices.



05.

GRADUAL INTEGRATION OF SUSTAINABLE AND STRUCTURED GOVERNANCE

Transparency, ethics, and compliance form a cross-cutting foundation of the Ritz Paris' strategy. The hotel operates within a robust governance framework, incorporating internal policies, whistleblowing mechanisms, and decision-making processes that are progressively taking ESG issues into account.

This governance framework aims to enhance the consistency of commitments, the quality of management, and the reliability of non-financial information shared with stakeholders.

B2

CURRENT AND FUTURE ESG PRACTICES, POLICIES, AND INITIATIVES

The Ritz Paris has a robust and well-structured framework of formalized policies covering the key environmental, social, and governance (ESG) issues. These policies form the central framework for the hotel's sustainability approach and provide a basis for internal practices, strategic decisions, and stakeholder relations.

In accordance with the requirements of Module B2 of the VSME Standard, these policies serve to formalize the Ritz Paris' commitments, define responsibilities at every level of the organization, and ensure consistent management of non-financial performance. They are part of a process of continuous improvement and support the hotel's gradual transition towards a more responsible model, in line with its long-standing values and the contemporary expectations of the luxury hospitality sector.

OVERALL MANAGEMENT APPROACH

All these policies are overseen by the General Management, which ensures strategic consistency and alignment with the identity of the Ritz Paris. The Human Resources Department plays a key role in the operational implementation of these policies, working in collaboration with managers, social partners, the occupational health nurse, and specialist external services (Occupational Health Service, CRAMIF).

This structured framework provides the Ritz Paris with a solid foundation for its ESG strategy and performance, while ensuring the flexibility required to gradually enhance its policies in line with regulatory developments, stakeholder expectations and the work carried out as part of the VSME compliance process.

THE CSR POLICIES IMPLEMENTED BY THE RITZ PARIS

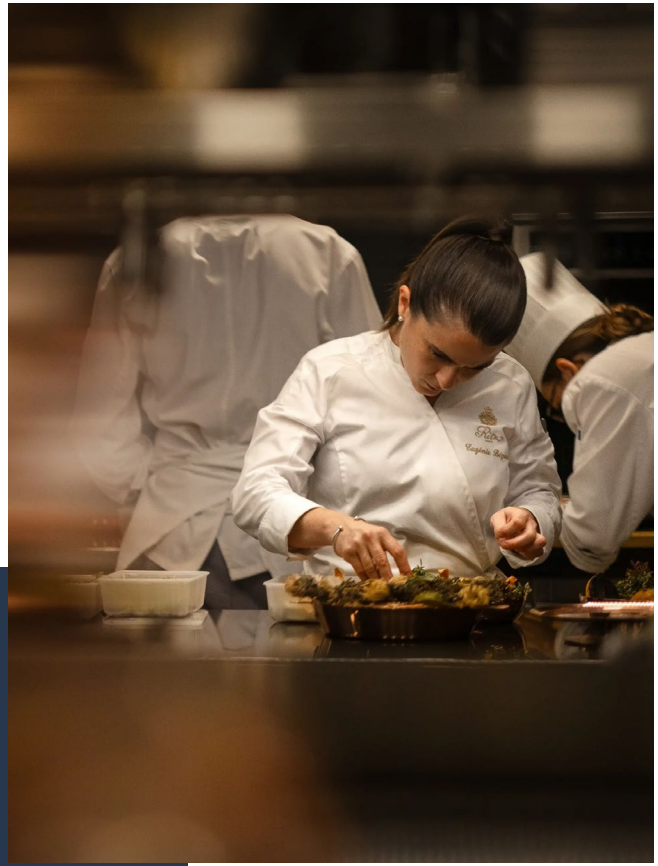
Topics	Policies	Targets	Practices / actions	Highest managerial level among its employees
Environment	**Biodiversity Policy,** covering the protection of internal green spaces, responsible procurement, and the reduction of damage to the environment.	Internal activities and stakeholders in the value chain	Protection and management of internal green spaces; responsible procurement practices (particularly within the food supply chain); involvement in the Act4Nature initiative and the TNFD; support for scientific research through a partnership with the National Museum of Natural History (the Sainte Foy Tarentaise program); and raising internal awareness on biodiversity issues.	General Management and Technical Department
Environment	**Climate and Resources Policy,** setting out guidelines on energy efficiency, emissions reduction, and the sustainable management of natural resources.	Internal activities and stakeholders in the value chain	Energy consumption management, a low-carbon pathway validated by the SBTi, a gradual shift towards renewable energy (target: 100% renewable electricity), reduction of GHG emissions, sustainable water management, waste reduction and recovery, and the circular economy. Climate and energy analyses carried out in collaboration with technical partners.	General Management

Topics	Policies	Targets	Practices / actions	Highest managerial level among its employees
Social	**Code of Conduct:** Including commitments relating to human rights (child labor, forced labor, discrimination, accident prevention, etc.).	Employees, contractors, suppliers, and all stakeholders	Respect for fundamental human rights, including the prohibition of child labor and forced labor, the fight against all forms of discrimination, the prevention of workplace accidents, and respect for the dignity and integrity of individuals. Disseminating the code to employees and integrating it into HR and managerial practices.	General Management
Social	**Health, Safety and Wellbeing at Work Policy**	Employees	• Prevention measures through targeted training and communication on psychosocial risks (PSRs). • Prevention initiatives for musculoskeletal disorders (MSDs). • Internal policy for dealing with customer rudeness, and training in conflict management. • Physical activities (challenges, sports competitions). • Access to health consultations (osteopath, podiatrist). • Public health prevention campaigns (cancer, addiction, nutrition). • Reimbursement of taxi/private hire vehicle fares for journeys between 00:30 and 06:00 (up to a maximum of €35).	HRD

Topics	Policies	Targets	Practices / actions	Highest managerial level among its employees
Social	**Health, Safety and Wellbeing at Work Policy**	Employees	• Secure access via the Place Vendôme for employees finishing work after midnight. • Senior Management: sets the QLWC strategy. • Head of HR: leads and monitors the policy. • Social partners: ensure the agreement is implemented and that issues are raised. • Managers: key representatives of the QLWC policy. • Occupational health nurse: provides care and leads prevention initiatives. • External services: SST, CRAMIF, etc., are involved in prevention and monitoring. • Respect for rest periods and personal time. • Awareness-raising on the responsible use of digital tools. • A reporting mechanism in the event of difficulties in exercising this right. • Monitoring and continuous improvement. • Regular employee surveys. • Annual appraisals covering workload and work-life balance. • E-learning training integrated into working hours.	HRD

Topics	Policies	Targets	Practices / actions	Highest managerial level among its employees
Social	**Diversity & Inclusion Policy:** Combating discrimination and promoting equality.	Employees and applicants	Combating discrimination, promoting gender equality, ensuring inclusion of people with disabilities, and raising awareness amongst employees. Implementation of the Gender Equality in the Workplace Agreement 2025–2028, with a target gender mix of 55% men and 45% women. Zero tolerance towards harassment, racism, sexism or any form of discrimination.	HRD
Social	**Social Policy & Recruitment** including commitments to quality of life at work, diversity and mechanisms for handling employee complaints.	Employees and applicants	Recruitment based on skills, experience and potential; equal opportunities; and the confidentiality of candidates' data. Commitments to quality of life at work, skills development, internal mobility, and career management. Internal complaints-handling procedures and personalized support.	HRD

I. ENVIRONMENT



B3

ENERGY AND GREENHOUSE GAS EMISSIONS

ENERGY PERFORMANCE

Energy is a major challenge for the Ritz Paris due to the significant energy requirements associated with guest accommodations, catering, the spa, and all technical infrastructure. The hotel operates primarily on electricity, heating, air conditioning, and gas; it does not have its own boiler, relying instead on automated substations.

An energy performance contract provides a framework for managing energy consumption, while the building's Centralized Technical Management System (CTMS) continuously monitors all equipment to optimize its operation and minimize energy losses.

01.

ENERGY CONSUMPTION – VENTILATION AND ENERGY MIX

Energy	Renewable	Non-renewable	Total
Electricity (as shown on utility bills)	**516.51 MWh**	**6,671.35 MWh**	**7,187.86 MWh**
Fuels	**0**	**Gas:** 184.44 MWh **Heating oil:** 960 litres	**Gas:** 184.44 MWh **Heating oil:** 960 litres

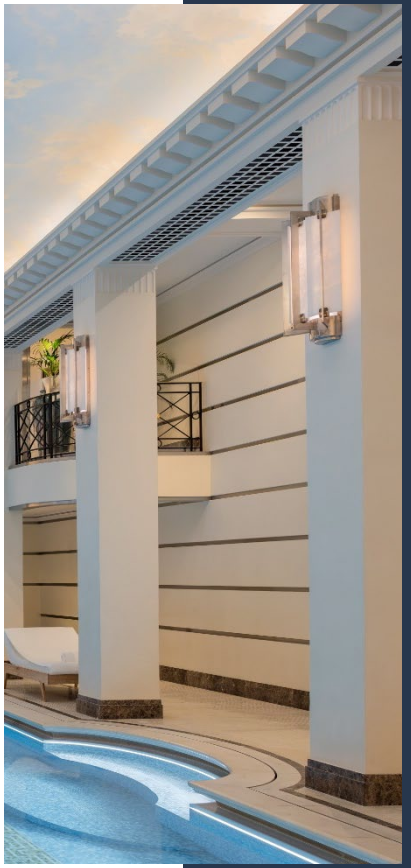
This table shows the breakdown of the Ritz Paris' energy consumption between renewable and non-renewable energy sources, based on data from utility bills and the equipment in operation on site. Electricity consumption is broken down into the proportion covered by contracts incorporating renewable energy and the proportion derived from non-renewable sources.

Fuel consumption includes natural gas and fuel oil used to power generators, both of which are classified entirely as non-renewable energy sources. These figures provide a clear picture of the establishment's energy mix and serve as the basis for monitoring Scope 1 and Scope 2 emissions, in accordance with the requirements of the VSME.

Each year, improvement and modernization initiatives are implemented to strengthen the energy efficiency of the property, reduce consumption levels, and ensure the sustainable performance of its infrastructure and technical installations.

KEY MEASURES IMPLEMENTED

- Widespread use of LED lighting throughout the hotel;
- Building Management Systems (BMS) to monitor the installations and optimize settings;
- Use of innovative solutions, such as utilizing water from the River Seine for cooling, and heat recovered from Parisian waste for heating;
- An annual plan for construction and technical improvements aimed at reducing the specific energy consumption of equipment.



02.

GREENHOUSE GAS EMISSIONS (SCOPE 1 AND 2)

The Ritz Paris measures its GHG emissions under Scopes 1, 2 and 3 in accordance with the GHG Protocol. Scope 1 and 2 emissions, relating respectively to fuel consumption and purchased electricity and heat, amount to approximately 986 tons of CO_2e, whilst Scope 3 (value chain) accounts for the majority of the carbon footprint (71,158.6 tons of CO_2e).

This measure is part of a decarbonization roadmap aligned with the Paris Agreement and subject to validation by the SBTi.

Scope	GHG posts	TOTAL in t/CO_2e
Scope 1	1.1 Fixed Combustion	37.62
	1.2 Mobile Combustion	1.69
	1.4 Direct fugitive emissions	326.61
	Total scope 1	**365.92**
Scope 2	2.1 Purchase of electricity	251.58
	2.2 Purchase of heating and cooling systems	368.03
	Total scope 2	**619.61**

03.

GREENHOUSE GAS EMISSIONS (SCOPE 3)

The Ritz Paris includes all significant Scope 3 indirect emissions in its reporting. The organizational and operational scope adopted by the Ritz Paris covers all hotel operations, including accommodation, catering, wellness services and support functions, and encompasses the main categories relevant to the Ritz Paris' activities (F&B procurement, procurement of goods and services, upstream energy, fixed assets, waste generated, business travel and commuting, as well as downstream transport and distribution).

The Scope 3 categories were identified based on the 15 types of emissions defined by the GHG Protocol. The Ritz Paris carried out a materiality analysis to select the relevant categories, ensuring that all significant emissions across its entire value chain were covered.

In 2025, total Scope 3 emissions are estimated at 71,158.6 tons of CO_2e. However, emissions linked to the travel of guests visiting the Ritz Paris account for 76% of Scope 3 emissions and represent a source of emissions that is difficult to influence. It is therefore important to note that Scope 3 emissions, excluding visitor travel, amount to16,275 tons of CO_2e.

Scope	GHG posts	TOTAL in t/CO_2e
Scope 3 – Upstream	3.1 Purchasing of F&B goods	2,640.7
	3.1 Purchases of goods and services	11,591.21
	3.2 Fixed assets	1,781.49
	3.3 Upstream energy	102.56
	3.5 Waste	74.58
	3.6 Business travel	51.06
	3.7 Commuting between home and work	34.20
	3.9 Transport & downstream distribution	55,101.59
	Total scope 3	**71,158.6**

04.

CARBON INTENSITY AND CLIMATE ROADMAP

The Ritz Paris' Climate Policy sets the hotel on an ambitious, measurable, and science-based decarbonization roadmap. This roadmap is aligned with the Paris Agreement and developed in accordance with the Science Based Targets initiative (SBTi) Net Zero Standard v2.0. It sets out an absolute reduction of 63% in Scope 1 and 2 emissions by 2035, compared with the 2023 baseline year, as well as a reduction of at least 90% in total emissions (Scopes 1, 2 and 3) by 2050.

This roadmap is set within a rigorous methodological, and regulatory framework, incorporating the requirements of the GSTC, ESRS E1 of the CSRD, the TCFD's recommendations, and the guidelines of the National Low-Carbon Strategy (SNBC). This roadmap forms the foundation of the hotel's climate strategy.

To ensure the management and accountability of this roadmap, the Ritz Paris regularly monitors the carbon intensity of its activities, in particular through indicators that relate greenhouse gas emissions to the hotel's operational activity. In this regard, an additional indicator based on the number of overnight stays may be used to refine the analysis of carbon performance.

The implementation of this strategy is supported by the allocation of 20% of the development budget to energy and climate transition initiatives, in line with the 2025–2035 climate roadmap. This approach is based on a dedicated governance structure and is part of an integrated environmental approach that closely links climate, biodiversity, and responsible procurement.

C3

GHG EMISSION REDUCTION TARGETS AND CLIMATE TRANSITION

The Ritz Paris has set targets for reducing greenhouse gas emissions in absolute terms, in line with its 2025–2035 Climate Policy, the Paris Agreement, and the SBTi Net Zero Standard v2.0. These targets are based on a science-driven approach and are designed to support a gradual and structural transformation of the hotel's operating model.

The base year selected is 2023, corresponding to the first full reference year for greenhouse gas emissions calculated in accordance with the GHG Protocol. Emissions for that year constitute the absolute baseline, expressed in tons of CO_2 equivalent (tCO_2e), which serves as the starting point for monitoring reduction trajectories.

MEDIUM-TERM OBJECTIVES

In the medium term, the Ritz Paris is committed to achieving, by 2035, an absolute reduction of 63% in its Scope 1 and 2 emissions compared with the base year of 2023. These emissions include direct emissions from the on-site combustion of fuels and refrigerants, as well as indirect emissions associated with the consumption of purchased electricity, heating, and cooling.

LONG-TERM OBJECTIVES

In the long term, the organization aims to achieve, by 2050, a reduction of at least 90% in its total Scope 1, 2 and 3 emissions, measured in absolute terms relative to 2023. Any residual emissions remaining by that date will be subject to rigorous, certified offsetting mechanisms, in strict compliance with the SBTi's requirements.

ACTION LEVERS

Achieving these targets is based on a set of key structural action levers: continuous improvement of energy efficiency through equipment modernization and optimized usage practices; the progressive decarbonization of energy sources; the systematic integration of climate-related criteria into the Responsible Procurement and Resources Policy; the reduction of Scope 3 indirect emissions, particularly those associated with purchasing, food services, and waste management; as well as the transformation of the food offering and the fight against food waste.

This trajectory is supported by strengthened governance, annual emissions monitoring, and targeted allocation of financial resources through the development budget.

TRANSITION PLAN

In addition to its climate roadmap, which has already been outlined, the Ritz Paris has a structured transition plan based on several internal policies and integrated operational programs. This plan is part of a comprehensive environmental transformation strategy, implemented in a coordinated manner by the Sustainable Development Department and the Technical Department. The latter is leading a multi-year program to improve the building's energy performance, including the gradual modernization of equipment, the optimization of heating, air-conditioning and control systems, and compliance with the Tertiary Sector Decree.

This technical aspect is a key pillar in reducing energy consumption and achieving climate targets.

Two further key policies underpin this approach: the Biodiversity Policy 2025–2030 and the Responsible Resources & Procurement Policy 2025–2030.

The Biodiversity Policy contributes to reducing emissions and enhancing climate resilience through the ecological management of 2,000 m^2 of green spaces, the complete elimination of pesticides, a 40% reduction in light pollution, an increase in permeable surfaces and nature-based solutions, as well as an action plan based on the scientific 'PERSICAIRE' methodology (Pressions État Réponses des Sites en Contexte Anthropisé : Inventaire Rapide et Évaluation) and an official partnership with the National Museum of Natural History.

The Responsible Resources and Procurement Policy supports the SBTi pathway by incorporating climate and biodiversity criteria into 100% of strategic tenders, by rolling out a systematic ESG assessment of suppliers from 2026, by phasing out high-risk supply chains (deforestation, overfishing), and by strengthening traceability and eco-design to reduce the Scope 3 carbon footprint.

These three policies – Climate, Biodiversity, Resources & Procurement – coordinated with the Technical Department's transition plan, form the Ritz Paris' overall transition plan. They set out the operational and structural measures designed to reduce GHG emissions, anticipate risks, increase the hotel's resilience and ensure full compliance with scientific and regulatory standards.

C4

CLIMATE-RELATED RISKS ASSOCIATED WITH CLIMATE CHANGE AND GROSS RISKS

01.
RISKS ASSOCIATED WITH CLIMATE CHANGE

The climate analysis highlights several major physical hazards to which the institution will be exposed in the coming decades. The main hazard is a very significant increase in heatwaves, the frequency and duration of which will rise sharply. Under the worst-case climate scenario, the number of days with heatwaves will rise from 6 days per year to 30 days per year, and the number of days with temperatures exceeding 25 °C will increase from 44 days to 71 days per year. This intensification increases the risk of heat stress for staff working outdoors, reduces indoor comfort and puts greater strain on heat-sensitive technical systems.

The building is also highly vulnerable to flooding from the River Seine. Projections indicate a 20 % increase in the probability of a once-in-a-decade flood and a 40% increase for a once-in-a-century flood. This exposure is particularly critical due to the presence of three basement levels, which are likely to be flooded rapidly should the water level of the Seine rise. These levels house facilities that are essential to the hotel's operations, which exacerbates the severity of the risk.

OTHER RISKS IDENTIFIED

- Heavier rainfall, with sudden downpours.
- An increased risk of surface runoff in a heavily sealed urban environment.
- An increase in the maximum number of consecutive dry days, reaching 24 days in the worst-case scenario.
- A rise in the average annual temperature of up to +2.0 °C by 2050.
- An increased risk of electrical installations overheating, as they are particularly vulnerable during periods of extreme heat.

Taken together, these uncertainties significantly alter the organization's operating conditions and require constant adaptation.

02.

ASSESSMENT OF EXPOSURE AND SENSITIVITY

The site's exposure to climate-related risks was assessed using an analysis that combined regional climate projections, the building's characteristics, and the nature of its operations. The climate projections made it possible to anticipate changes in temperatures, heatwaves, precipitation, droughts and fire risks, distinguishing between several climate scenarios.

The building assessment highlighted a structural vulnerability linked to the basements, which house critical facilities (energy, cooling, laundry processing, storage). Dependence on the district cooling network, which is essential for air conditioning and the food cold chain, is another major factor contributing to the building's vulnerability: a failure of this network during a heatwave would result in an immediate loss of thermal comfort, health risks and food wastage.

TAKING INTO ACCOUNT THE DIRECT SENSITIVITY OF ACTIVITIES

- Teams working outdoors are particularly vulnerable to heatwaves.
- Kitchen areas and plant rooms are highly susceptible to heat.
- Electrical installations are highly susceptible due to the increased risk of overheating.
- Basement areas are particularly vulnerable to flooding and water ingress.

This comprehensive assessment has made it possible to draw up a detailed map of operational and technical vulnerabilities.

03.

TIME HORIZONS

- In the short term (2025–2030), the effects of climate change are already noticeable: the first prolonged heatwaves, increased demand on the district cooling network, more frequent episodes of heavy rain, the first signs of strain on certain technical equipment, and health risks for exposed staff.

- In the medium term (2041–2070), the extreme events identified in climate projections will intensify significantly. It is during this period that temperature rises (+1.1 to +2.0 °C), recurrent heatwaves (lasting up to 30 days), intense rainfall events and the increased likelihood of flooding become defining features.

- In the long term (beyond 2070), although the projections are subject to greater uncertainty, the overarching trends confirm a continuous worsening of extreme events, requiring sustainable and systemic adaptation.

04.

UNDERTAKEN ADAPTATION MEASURES

Several adaptation measures have already been implemented to strengthen the organization's resilience to the identified climate risks.

The first measures focus on protecting staff during hot weather, including adjusting work schedules, implementing more regular breaks, providing access to air-conditioned areas for staff to take refuge in, and modifying uniforms during periods of extreme heat.

A specific system has been developed to address the risk of disruption to the district cooling network. Once operational, an off-site cold store will help to minimize food wastage in the event of a temporary failure of the network. Internal procedures have been put in place to manage a sudden loss of cooling, reduce health risks and maintain a certain level of business continuity.

Considering the risk of flooding, a flood contingency plan has been updated; this plan provides for the removal of critical equipment from flood-prone areas, the organization of alternative accommodation for customers in the event of an evacuation, and operational measures to anticipate the arrival of floodwater in the three basement levels.

Finally, particular attention is paid to the resilience of technical installations, notably the preventive maintenance of electrical cabinets, enhanced monitoring during hot spells, the gradual modernization of equipment and the optimization of centralized technical management, to better manage the increased demands caused by global warming.

B4

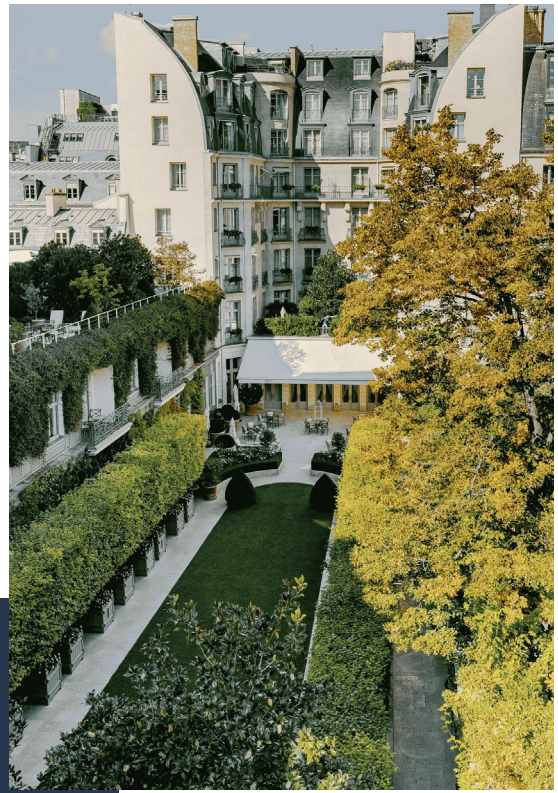
AIR, WATER, AND SOIL POLLUTION

The Ritz Paris' operations do not result in any significant discharge of pollutants into the air, water or soil. The establishment does not carry out any industrial activities, does not generate any fugitive emissions or direct discharges, and does not handle any substances likely to cause measurable pollution. The technical installations comply with regulations, and no instances of non-compliance or high-risk situations have been identified.

In this context, and in accordance with paragraph 32 of the VSME Standard, this issue is assessed as not applicable to the Ritz Paris.

B5

BIODIVERSITY



The Ritz Paris is located in a dense urban environment that is fully developed and artificialized. The hotel neither owns nor operates any site located within, or near, an area sensitive to biodiversity. No part of its operational perimeter is designated as a Natura 2000 site, ZNIEFF (Natural Area of Ecological, Faunistic and Floristic Interest), nature reserve, ecological corridor, or protected area.

Accordingly, in line with paragraphs 33 and 34 of the VSME Standard, the disclosure requirement relating to land areas located in sensitive biodiversity zones is considered not material.

However, although biodiversity is not considered material from a regulatory standpoint, the Ritz Paris has chosen to voluntarily integrate biodiversity as a strategic priority through its 2025-2030 Biodiversity Policy, the PERSICAIRE/MNHN assessment, and its commitment to Act4Nature.

Accordingly, the Ritz Paris voluntarily discloses its biodiversity-related actions in order to ensure full transparency towards its stakeholders and to demonstrate its ambition to be a leading actor in sustainable hospitality. This approach forms part of a broader ESG strategy in which biodiversity is regarded as a pillar of equal importance to climate action and resource management. The strategy is underpinned by structured policies, scientific partnerships, strengthened governance, and a science-based management approach.

01.

ECOLOGICAL AREAS MANAGED BY THE RITZ PARIS

GREEN SPACES

Set in a historic location in the very heart of Paris, the Ritz Paris manages nearly 2,000 m^2 of gardens, green courtyards, planted terraces and green roofs. Despite the high levels of paving inherent to the heritage of the Place Vendôme, these spaces constitute genuine pockets of nature, enabling the creation of local ecological corridors and providing habitats suited to urban wildlife.

VEGETABLE GARDEN

The hotel supplements these areas with outsourced sustainable production spaces, notably a vegetable garden in Saint-Nom-la-Bretèche, which has been cultivated without pesticides since 2021. Each year, this vegetable garden yields more than 10 tons of fruit and vegetables, which are used by the hotel's restaurants. These volumes help to reduce the carbon footprint and foster the development of cultivated biodiversity with high gastronomic value.

HERB GARDEN

The kitchens also benefit from a rooftop herb garden, which produces no fewer than 150 kg of fresh herbs each year, enabling the daily use of fresh herbs grown locally, sustainably and in an urban setting.

02.

ANNUAL ENVIRONMENTAL AUDITS AND CONTINUOUS IMPROVEMENT

ECOLOGICAL ASSESSMENT

Every year, the Ritz Paris carries out a comprehensive ecological audit of all its green spaces. This audit, conducted by an independent ecologist, is based on an in-depth analysis of the vegetation strata, the floristic composition, the presence of exotic or potentially invasive species, the encroachment of self-sown plants, and the ecological functionality of the soil.

ENVIRONMENTAL ANALYSIS

It also includes a wildlife survey covering birds, pollinators, invertebrates, and microfauna likely to be found in the hotel's gardens, as well as an analysis of light pollution and its impact on nocturnal species. These findings enable horticultural practices, the choice of plants, and the site's layout to be adapted to meet the needs of local wildlife.

BIODIVERSITY INITIATIVES

Since 2021, the audit has led to the implementation of ten key measures, including the reduction of light pollution, the conservation of mature trees, the installation of ten bird boxes, the creation of wildlife crossings, the diversification of vegetation layers and the introduction of nectar-producing species that benefit pollinators. These measures, set out in the annual impact report, demonstrate a constant commitment to ecological improvement.

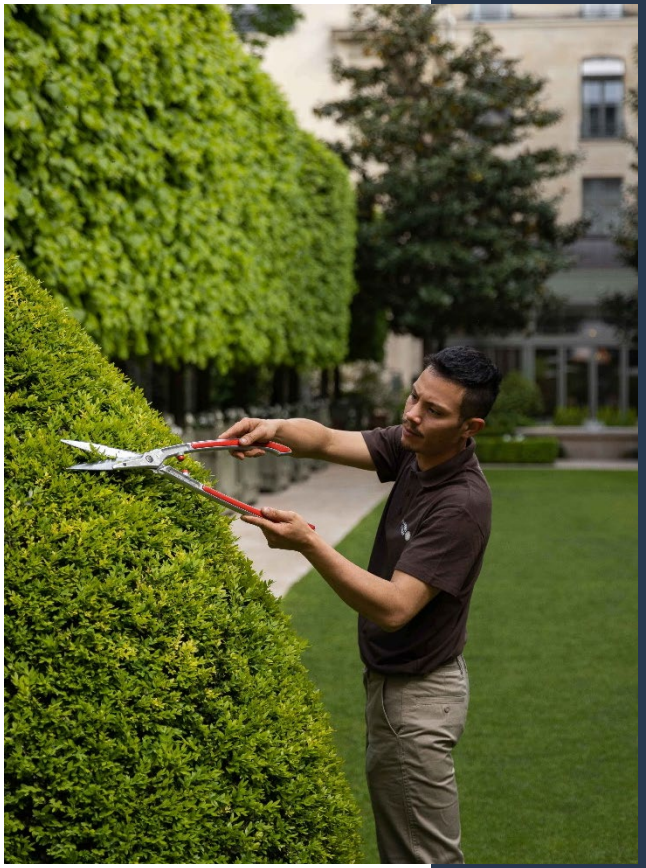
03.

PERSICAIRE SCIENTIFIC ASSESSMENT AND NMNH PARTNERSHIP

In 2025, the Ritz Paris became the first French hotel to apply the PERSICAIRE methodology, developed by the National Museum of Natural History (NMNH), PatriNat, the OFB, the CNRS, and the IRD. This method provides a comprehensive scientific assessment of the site's ecological condition and sets out a five-year management plan for 2025–2030, structured around the management of light, water, soil, vegetation, habitats, and ecological connectivity.

PERSICAIRE enables the ecological function of a site to be assessed, the pressures affecting it to be identified, the species present to be recorded, and specific recommendations to be made for enhancing biodiversity. From 2027 onwards, the naturalist data collected will be submitted annually to the SINP, contributing to national biodiversity inventories and French scientific research.

This approach is supported by an independent Advisory Panel, comprising ecologists, landscape specialists, and experts in urban biodiversity, tasked with assessing progress annually and guiding priorities for action.



04.

BIODIVERSITY POLICY 2025–2030 : VISION, OBJECTIVES AND GOVERNANCE

The Biodiversity Policy sets out a clear ambition: to put the Ritz Paris on a path to having a positive impact on biodiversity by 2030. It is based on a series of specific objectives :

- 100% pesticide-free management of all green spaces since 2020.
- A 40% reduction in light pollution by 2028.
- A 30% increase in soil permeability by 2030.
- A 20% increase in soil organic matter.
- Assessment and management of invasive alien species by 2028.
- Development of cultivated biodiversity (vegetable gardens, herbs, short supply chains).
- Strict targets across the value chain: 80% sustainable seafood, 80% local and organic food purchases, a zero-deforestation supply chain by 2030, and 50% vegetarian or plant-based dishes from 2027.

Governance is overseen by the Sustainable Development Department and the Technical Department.

The organization allocates 20% of its Sustainable Development budget to funding biodiversity initiatives, including audits, assessments, restoration work, and the gradual greening of the site.

05.

ACT4NATURE INTERNATIONAL COMMITMENT

The Ritz Paris is an official signatory to Act4Nature International; a coalition of businesses, scientific institutions and NGOs aimed at accelerating the integration of biodiversity into corporate strategies. This commitment entails a series of fundamental and verifiable obligations, which are fully integrated into the Ritz Paris' strategy.

As part of the Act4Nature initiative, the Ritz Paris is committed to:

- Explicitly integrate biodiversity into the organization's overall strategy, as set out in the Biodiversity Policy, the Procurement Policy, and the Climate Policy (the biodiversity pillar of the 2025–2035 strategy).
- Regularly assess its impacts and dependencies through annual audits, biodiversity inventories and the PERSICAIRE methodology.
- Set measurable, time-bound, and scientifically sound targets, such as a 40% reduction in light pollution and an increase in permeable surfaces and local species.
- Implement concrete measures for ecological restoration, differentiated management and the enhancement of natural habitats, in line with the coalition's commitments.
- Share its results publicly, as demonstrated by the publication of the VSME report and, from now on, the TNFD report.
- Contribute to research and scientific knowledge, in particular by sharing natural history data with the SINP and through our structured partnership with the NMNH.
- Incorporate the value chain by requiring critical suppliers to be assessed for their impact on biodiversity and by phasing out those located in ecologically sensitive areas or failing to comply with environmental standards.

The Ritz Paris thus adheres to the 10 Act4Nature principles, including governance, dialogue with stakeholders, impact assessment, transparency, internal engagement, and cooperation with research organizations.

06.

ALIGNMENT WITH THE TNFD FRAMEWORK AND NATURE REPORTING

Taskforce on Nature-related Financial Disclosures

The organization now applies the TNFD (Taskforce on Nature-related Financial Disclosures) framework, incorporating an analysis of nature-related dependencies, impacts, risks, and opportunities in accordance with the LEAP methodology. A TNFD report has been drawn up to formalize this approach and supplement the impact report.

This report includes, in particular :

- Mapping of sensitive areas,
- The site's ecological dependencies,
- Impacts on ecosystems,
- Interrelated natural and climate-related risks,
- Prevention, mitigation, and restoration measures,
- Consolidated biodiversity indicators,
- Annual monitoring of the PERSICAIRE ecological management plan.

The Ritz Paris' approach to biodiversity is based on a coherent and structured framework combining sustainable production, ecological management, scientific assessment, international commitments, strengthened governance, and transparent reporting.

B6

WATER

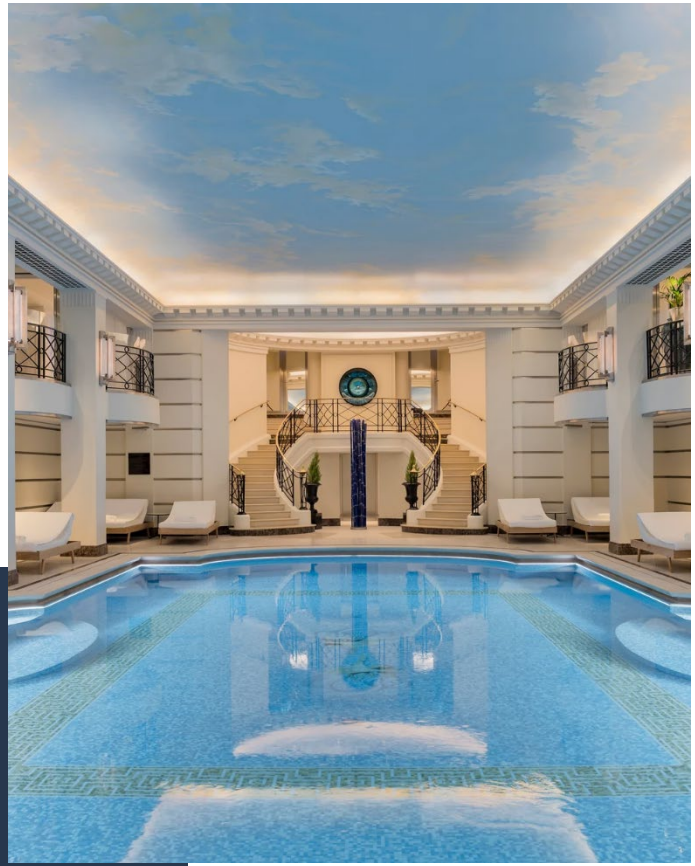
01.

VISION AND POLICY ON SUSTAINABLE WATER MANAGEMENT

Water is a key consideration for the Ritz Paris' operations, covering accommodation, catering, the spa, and the gardens, as well as the building's technical requirements.

Water management is incorporated into the Climate Policy 2025–2035, the Biodiversity Policy 2025–2030, and the Responsible Resources & Procurement Policy, which set out a comprehensive approach to water conservation, resource preservation, and the continuous improvement of environmental performance.

These three key policies aim to reduce water consumption, improve the efficiency of facilities, optimize irrigation, preserve soil permeability, and roll out innovative solutions, in line with the organization's commitments.



BIODIVERSITY POLICY

The Biodiversity Policy explicitly regards water as a key ecological pillar: it provides for an increase in permeable surfaces, a reduction in runoff, and the preservation of the water-retention capacity of soils and draws on the PERSICAIRE scientific methodology to assess the site's ecological quality, including water analysis as part of its annual assessments. It also incorporates a plan for adapting to droughts, preserving vegetation, and optimizing irrigation.

RESOURCE POLICY & RESPONSIBLE PROCUREMENT

The Responsible Resources & Procurement Policy, for its part, sets out plans to reduce water consumption in each operational department by 2028, accompanied by indicators monitored on a monthly basis, as well as the systematic assessment of equipment and products based on their water performance. This policy is aligned with the Climate Policy, which integrates water management into the organization's low-carbon strategy.

02.

WATER CONSUMPTION AT THE RITZ PARIS

Annual municipal water consumption : 41,393 m^3/year

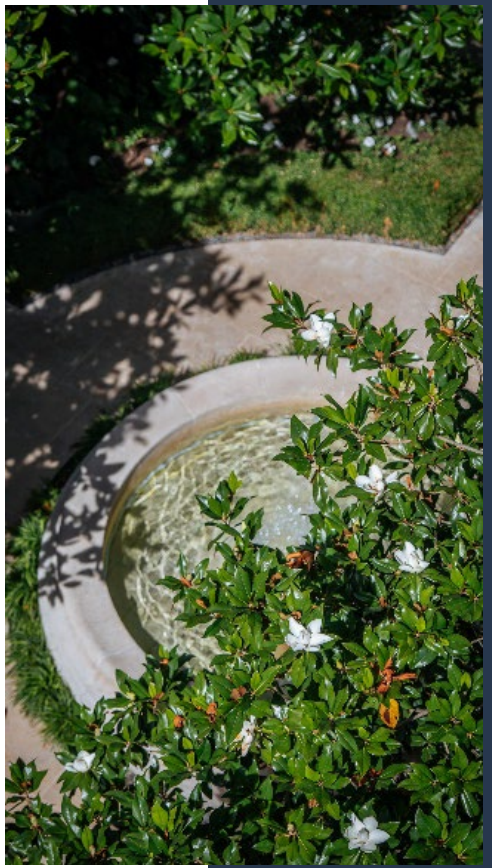
The Ritz Paris' water supply comes mainly from drinking water distributed by the public water system. This water is used for accommodation, catering, spa facilities, cleaning, technical maintenance and eco-friendly watering. To minimize this water consumption, the hotel also utilizes alternative sources, notably rainwater harvesting for certain gardens and the indirect use of water from the River Seine via the urban infrastructure for cooling technical systems.

Water consumption figures are included in the environmental dashboard and monitored monthly via the centralized technical management system (CTMS). This monitoring makes it possible to identify the areas with the highest consumption, detect anomalies and guide continuous improvement plans.

RESPONSIBLE CONSUMPTION

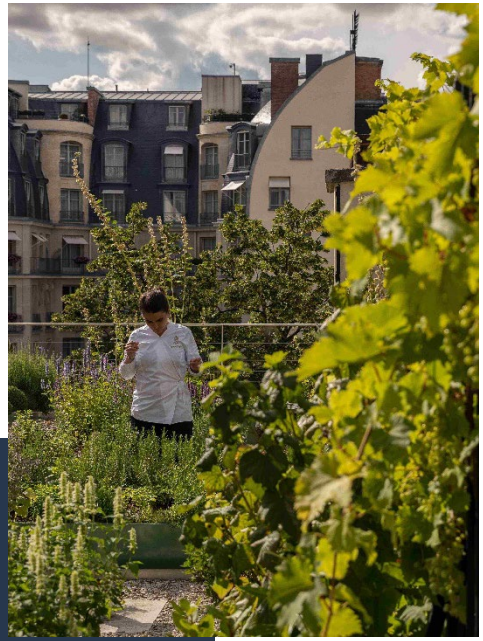
Although water is a major operational issue for the hotel and catering sectors, the Ritz Paris' processes do not result in water consumption that is considered significant within the meaning of the VSME Standard. The hotel does not carry out any industrial activities, does not draw water directly from the natural environment, and does not discharge water that is likely to have a measurable impact on local water resources. The water used comes exclusively from the public supply, and all discharged water is fully treated as part of the urban sewerage system.

As such, and in accordance with paragraph 32 of the VSME Standard, the requirement for detailed disclosure of water abstraction and corresponding discharges is considered immaterial for the Ritz Paris.



03.

OPTIMISATION STRATEGIES AND IMPLEMENTED MEASURES



WATER MANAGEMENT

Sustainable water management relies on a number of technical and behavioral measures. The hotel has rolled out the installation of water-saving fittings throughout the guest rooms and communal areas, including aerators, low-flow showers, and taps, as well as optimized toilets. These installations significantly reduce water consumption while ensuring the high standards expected of a luxury hotel.

ECOSYSTEM MANAGEMENT

The gardens and green roofs are managed in accordance with strict environmental principles, in line with the PERSICAIRE management plan. Their maintenance is based on optimizing watering, partially collecting rainwater and adapting the plant selection to enhance the resilience of the plantings. Annual ecological audits include an analysis of water requirements, a check on soil infiltration capacity, and an assessment of water stress in plants. These audits enable horticultural practices, including irrigation, to be adjusted annually.

CULTURE OF MODERATION

The establishment also raises awareness amongst its employees and guests about water-saving practices. Operational procedures across all departments (accommodation, catering, spa, technical services) explicitly incorporate water-saving measures, while guests are informed via educational materials provided in their rooms.

04.

WATER STRESS AND GEOGRAPHICAL DISTRIBUTION

The Ritz Paris is situated in an area identified as being subject to moderate water stress at European level. This factor is regularly monitored as part of the hotel's internal policies. In accordance with the VSME and progressive reporting requirements, the hotel monitors trends in water stress indicators: water availability, seasonal pressures, prolonged periods of drought, and risks associated with urban water networks.

Should there be a significant worsening of water stress, certain activities may be subject to separate reporting, as provided for in the regulations. Enhanced water adaptation plans, optimization of water use, water substitution, and technical adjustments would then be implemented in accordance with the commitments set out in the Biodiversity Policy and the Responsible Resources & Procurement Policy.

B7

RESOURCE USE, CIRCULAR ECONOMY, AND WASTE MANAGEMENT

01.
AN INTEGRATED AND COHERENT CIRCULAR STRATEGY

The Ritz Paris places circular economy at the heart of its environmental transformation, in line with its Climate Policy, Biodiversity Policy, and Responsible Resources & Procurement Policy. This approach, documented annually in the Impact Report, aims to reduce resource consumption, extend the lifespan of materials and encourage their reuse, while maintaining the high standards expected of the luxury hospitality sector. Circularity applies both to operational processes (catering, accommodation, events) and to the heritage assets that define the identity of the Ritz Paris.

02.

REDUCTION AT SOURCE AND ECO-DESIGN

Reduction at source is the primary course of action. Strategic procurement decisions now incorporate strict criteria relating to eco-design, sustainability, end-of-life management, and circularity, as set out in the Responsible Procurement Policy. Equipment is selected for its robustness, reparability, and low environmental footprint. Packaging made from virgin plastic is being phased out, unnecessary consumption is being minimized, and the lifespan of equipment is being extended through proactive maintenance.

In operational activities, teams are trained in eco-friendly practices and consumption reduction measures:

- Optimization of linen
- Reduction in single-use packaging
- Responsible use of supplies and materials
- Strict management of food waste

03.

CREATIVE REUSE AND VALORIZATION OF HERITAGE MATERIALS

The Ritz Paris is developing reuse and upcycling projects with a strong heritage focus, transforming existing materials into unique creations, while supporting traditional craftsmanship. These initiatives demonstrate a commitment to giving a new lease of life to everyday objects from the hotel whilst preserving their symbolic value.

3.1

THE TRANSFORMATION OF BROKEN TABLEWARE INTO JEWELRY THROUGH UPCYCLING

In 2024, as part of an exemplary circular economy initiative, the hotel entrusted its broken tableware to La Fabrique Nomade, a charity dedicated to the professional integration of migrant and refugee artisans in France. Using fragments of porcelain from the Ritz Paris' tableware, the artisans designed and crafted a capsule collection of 40 unique pieces of jewelry : necklaces, rings, bracelets and earrings.

These pieces, handcrafted using the traditional 'repercé' technique, combine porcelain, vermeil and gold chains. They embody the finesse of artisanal craftsmanship while symbolically extending the material history of the Ritz Paris. All proceeds from the sale are donated in full to the association, further strengthening the project's social and charitable impact.

This initiative combines sustainability, support for people entering the workforce, the passing on of skills, and the promotion of the hotel's tangible heritage.

3.2

CREATING TOTE BAGS FROM THE HOTEL'S HISTORIC FABRICS

In 2025, the Ritz Paris also developed a collection of 40 upcycled tote bags, crafted from textiles that have been part of the hotel's aesthetic history: curtains, cushions, armchairs, wall hangings and bed valances. These fabrics, sourced from France's leading manufacturers, embody the refinement of the Ritz style – a legacy of Marie Louise Ritz, who favored textiles inspired by the Louis XV style and floral motifs.

Each tote bag is handcrafted in Cambrai, then embroidered by one of the last remaining French embroiderers, renowned for the precision of their work. Each model is unique and is individually numbered and labelled, just like a one-of-a-kind piece of craftsmanship.

This collection combines contemporary elegance, respect for heritage, exceptional craftsmanship and an exemplary environmental approach. By transforming these fabrics into durable items, the hotel preserves their beauty whilst avoiding the production of new textiles, thereby reinforcing its commitment to a responsible and socially inclusive circular economy.

04.

OPERATIONAL CIRCULARITY AND RESPONSIBLE WASTE MANAGEMENT

Where reuse is not possible, material streams are channeled into appropriate recycling schemes: food waste, oils, glass, cardboard, FSC/PEFC-certified paper, textiles, technical equipment, and furniture. Organic waste is recovered, recyclable packaging is sorted in accordance with regulatory requirements, and technical equipment is taken back via approved channels.

This approach is complemented by charitable partnerships that enable the donation of equipment and a reduction in the amount sent to waste disposal sites.

05.

TEAM ENGAGEMENT AND CULTURAL ROOTS

The circular economy relies on the active involvement of employees. Teams are made aware of the importance of resource-efficient practices, waste reduction, waste sorting, the efficient use of resources, and participation in reuse schemes. Circularity thus becomes a driver of internal cohesion and a tangible expression of the corporate culture.

06.

WASTE MANAGEMENT AND MATERIAL FLOWS

6.1

WASTE MANAGEMENT

The Ritz Paris' waste strategy is based on a core principle: reducing the volume of waste produced and maximizing the proportion of waste that is recycled or recovered. The hotel organizes separate collection of all its waste streams, which are then channeled into specialist recycling schemes appropriate to their nature : cardboard and paper, glass, plastics and metals, bio-waste, cooking oil, WEEE, batteries, textiles, and even corks. This system ensures full traceability of materials and minimizes landfill disposal.

Our internal report documents the annual trends in the tonnages generated, recycling rates, and progress made through recovery initiatives.

6.2

WASTE DATA 2025

Total waste generated in 2025: 438.68 tons

Recycling rate in 2025: 76.5%

Organic waste generated in 2025: 261.45 tons

Recovery rate (all streams): 17.44 %

6.3

COMBATING FOOD WASTE

Catering is a key factor in reducing waste. The Ritz Paris systematically monitors the volumes of food waste generated, notably through daily weightings at the employee restaurant and the central dishwashing area, as well as through loss indicators integrated into its internal management system.

AUTOMATED MONITORING OF FOOD WASTE

To reinforce this approach, the establishment has introduced an artificial intelligence tool designed to monitor food waste. This system, which is based on the automated analysis of leftovers and food flows, makes it possible to pinpoint the areas generating the most waste, adjust the quantities produced and implement corrective measures. The tool also provides real-time insight into trends in the volumes of food discarded and helps to enable more precise decision-making in the kitchens.

STRATEGY AGAINST FOOD WASTE

Waste prevention relies on several complementary measures: adjusting the quantities produced, shifting menus towards more sustainable options, training kitchen and service staff in best practice, and partnering with specialist organizations to redistribute or recover surplus food.

This approach forms part of the establishment's overall environmental strategy, which encompasses reduction at source, organic recycling, and the continuous improvement of catering practices.

II.SOCIAL

B8

WORKFORCE: GENERAL CHARACTERISTICS

In accordance with the requirements of paragraphs AR 39 and AR 40 of the VSME Standard, the Ritz Paris publishes consolidated information on the general characteristics of its workforce. The establishment's workforce consists mainly of employees on permanent contracts, supplemented by temporary contracts, in order to meet the flexibility requirements and seasonal demands specific to the luxury hotel sector.

WORKFORCE MANAGEMENT AND MONITORING

Workforce management operates within a structured and formalized social framework, based on compliance with French labor law, European law, and the fundamental conventions of the International Labor Organization (ILO). It aims to ensure fair, safe, inclusive, and sustainable working conditions throughout employees' careers.

The workforce is monitored on a consolidated basis at the level of the Ritz Paris establishment, a single site located on Place Vendôme in Paris, primarily according to the following criteria: the nature of contracts (permanent and temporary contracts), the gender breakdown, and the geographical location of contracts, which are mainly based in France. This framework ensures a clear understanding of the workforce's composition and enables the identification of priority issues in the field of human resources.

STRUCTURAL SOCIAL AGREEMENTS

The Ritz Paris' social policy is underpinned by a framework of key collective agreements, negotiated with the social partners as part of an active and institutionalized social dialogue. The 2025–2028 Gender Equality Agreement, in particular, provides a framework for initiatives promoting professional equality, with the aim of increasing gender diversity across roles and a stated target of 55% men and 45% women by the end of the agreement. The 2025–2028 Quality of Life and Working Conditions Agreement formalizes measures relating to health, safety, the prevention of psychosocial risks, work-life balance and well-being at work. The 2025–2028 GEPP Agreement, meanwhile, sets out a framework for anticipating changes in jobs, skills, and career paths, while incorporating the challenges of the ecological and digital transitions and long-term employability.

These agreements form part of the broader framework of the Agreement on Social Dialogue, signed in 2020 and amended by Addendum No. 2 in 2025, which sets out the operating procedures for employee representative bodies, the frequency of mandatory collective bargaining, and access to the Economic, Social and Environmental Database. This framework ensures structured and regular access to social, economic, and environmental information, thereby promoting transparency and the quality of social dialogue.

HR AND ESG GOVERNANCE

Workforce management and social policy oversight are led by the Human Resources Department, in close collaboration with the General Management and the Sustainable Development Department, ensuring alignment between social performance, ESG priorities, and the hotel's overall strategic objectives. Social data is monitored on an annual basis and incorporated into the hotel's ESG reporting framework. It is also shared with employee representatives and social partners as part of the regular consultation processes.

EMPLOYEE TURNOVER MANAGEMENT

Finally, a workforce turnover rate indicator is monitored in order to analyze the dynamics of staff joining and leaving the organization and to guide HR action plans, particularly with regard to talent retention, the attractiveness of roles, internal mobility, skills development, and reducing reliance on precarious contracts, in line with the commitments set out in collective agreements and the requirements of the VSME Standard.

EMPLOYEE TURNOVER RATE

Indicator	Value
Employee turnover rate (%)	30.17

The employee turnover rate at the Ritz Paris is calculated in accordance with the methodology set out in the VSME Standard, based on the ratio between the number of employees who left the company during the year and the average number of employees over the same period, expressed as a percentage. For the financial year in question, the turnover rate stands at 30.17%. This level of turnover reflects both the specific characteristics of the luxury hospitality sector, which is characterized by seasonal fluctuations in activity, the use of temporary contracts, the internal dynamics of staff mobility, and new hires and departures. Monitoring this indicator helps to inform action plans relating to talent retention, the attractiveness of roles, and internal mobility, in line with the human resources policy and the commitments set out in the Ritz Paris' collective agreements.

In accordance with the requirements of the VSME Standard (B8 – Workforce), the workforce figures presented below are expressed in full-time equivalents (FTEs). This approach provides a more accurate reflection of the employment situation at the Ritz Paris, given the diversity of contracts (full-time, part-time, temporary, and extras), and ensures greater comparability and consistency of employment data.

WORKFORCE BY TYPE OF CONTRACT

Type of contract	Number of employees
Permanent contract	594.03
Fixed-term contract	53.33
Total	647.36

WORKFORCE BY GENDER

Gender	Number of employees
Male	388.47
Female	25.89
Other / Not stated (if applicable)	0
Total	647.36

WORKFORCE BY COUNTRY OF EMPLOYMENT CONTRACT

All employment contracts at the Ritz Paris are drawn up in France, as the establishment is located at a single site on Place Vendôme in Paris and at the warehouse located at La Courneuve, and has no employees on contracts governed by foreign law. No contract is linked to any other country. This arrangement reflects the centralization of operations and human resources management within the Ritz Paris and justifies the classification 'Not applicable' (N/A) for other countries, in accordance with the requirements of the VSME Standard.

Country of employment contract	Number of employees
France	647.36
Other country(ies) (if applicable)	0
Total	647.36

B9

WORKFORCE : HEALTH AND SAFETY

In accordance with requirement AR 41 of the VSME Standard, the Ritz Paris publishes information relating to the health and safety of its employees, including the number and rate of recordable workplace accidents, as well as the number of deaths resulting from workplace accidents or occupational diseases.

HEALTH AND WELL-BEING AT WORK

Safeguarding employees' physical and mental wellbeing is a key priority. It is reflected in the promotion of a culture of 'self-care', the implementation of sports and wellness initiatives (internal challenges and participation in sporting events), access to healthcare professionals (including osteopaths and podiatrists), and prevention campaigns addressing issues such as cancer awareness, addiction prevention, and nutrition.

HEALTH AND SAFETY AT WORK

Special attention is given to employee safety and work organization. The Ritz Paris provides coverage for taxi or ride-hailing expenses for employees completing their shifts during designated late-night hours and has established secure access procedures at the Place Vendôme after midnight, thereby strengthening employee safety and promoting a secure working environment.

STRUCTURED QLWC MANAGEMENT

The QLWC Agreement also formalizes the right to disconnect, the procedures for monitoring working conditions, and the roles of the various internal stakeholders: Senior Management, the Human Resources Department, line managers, the occupational health nurse, the Social and Economic Committee (SEC), and the social partners. It also provides for the involvement of specialist external bodies, notably the Occupational Health Service and CRAMIF.

Indicators relating to workplace accidents, occupational illnesses, and absenteeism are monitored centrally by the Human Resources Department and are regularly shared with the social partners as part of the social dialogue and with employee representative bodies.

WORK-RELATED DEATHS

The table below sets out the indicators relating to work-related deaths. No deaths resulting from a work-related accident or occupational disease were recorded during the period under review. In accordance with standard statistical practice, journeys between home and work are not included in these indicators.

Indicator	Value
Number of deaths caused by work-related accidents	0
Number of deaths due to occupational diseases	0

ACCIDENTS AT WORK

The table below sets out the indicators relating to reportable workplace accidents for the period in question. The workplace accident rate is calculated in accordance with the regulatory methodology, based on the number of accidents divided by the total number of hours worked in a year, multiplied by 200,000. Hours worked are calculated from days worked expressed in full-time equivalents (FTEs), based on a reference working day of 7 hours.

Indicator	Value
Number of workplace accidents recorded during the period	45
Total annual number of hours worked (all employees)	878,360
Recordable workplace accident rate	**10.25**

B10

WORKFORCE : REMUNERATION, COLLECTIVE BARGAINING, AND TRAINING

01.

REMUNERATION, EQUAL OPPORTUNITY, AND INCLUSION

The Ritz Paris reaffirms its commitment to the principles of equality in the workplace, equal opportunities, and the fight against all forms of discrimination, whether based on gender, age, background, origin or disability. All employees receive remuneration that is at least equal to the applicable statutory and collective agreement minimums, in accordance with employment law and the collective agreement for Hotels, Cafés and Restaurants (HCR).

This approach is complemented by a disability and inclusion policy, which forms part of the overall HR policy. The Ritz Paris is committed to promoting the integration, continued employment and personalized support of employees with disabilities, while respecting confidentiality, in collaboration with the Occupational Health Service, occupational medicine, and internal arrangements for workplace adaptations. Awareness-raising initiatives, training, and administrative support are provided to ensure equal treatment and accessibility to career progression.

VSME Question	Response
Do employees receive compensation equal to or above the applicable legal or collectively agreed minimum wage?	YES € 2,204 gross per month

REMUNERATION AND MINIMUM AMOUNTS

This table confirms that all employees at the Ritz Paris receive remuneration that is at least equal to the applicable statutory and collective agreement minimum rates, in accordance with French labor law and the UNHCR collective agreement. The reference remuneration level shown reflects the hotel's commitment to fair working conditions and a responsible remuneration policy.

Indicator	Value
Gender pay gap (%)	0.84
Gender Equality Index	98/100

PAY GAP WOMEN / MEN

This table shows the gender pay gap, calculated in accordance with the methodology set out in the VSME Standard. The small size of the gap observed reflects a pay policy based on equal treatment. This result is consistent with the high score on the Gender Equality in the Workplace Index, which confirms the absence of significant disparities in pay and career progression.

02.

COLLECTIVE BARGAINING AND SOCIAL DIALOGUE

Employees at the Ritz Paris are covered by the UNHCR collective agreement, as well as by several key company-level agreements negotiated with representative trade unions, covering professional equality, QLWC, job and career path management, and social dialogue.

The quality of social dialogue is a key driver of social policy and QLWC. Employee representative bodies, the Social and Economic Committee (SEC), and the social partners are fully involved in monitoring social indicators, risk prevention, and the continuous improvement of working conditions. This framework fosters a stable working environment, based on dialogue, transparency, and the joint development of HR policies.

COVERAGE UNDER A COLLECTIVE AGREEMENT

Indicator	Value
Percentage of employees covered by a collective agreement	100%

The entire workforce is covered by a collective agreement and company-level agreements, ensuring a structured and protective social framework that complies with regulatory requirements and commitments regarding social dialogue.

03.

TRAINING AND SKILLS DEVELOPMENT

The Ritz Paris' training and skills development policy places continuous professional development at the heart of the hotel's HR strategy and its approach to sustainable performance.

It is fully in line with the SWP 2025–2028 agreement, with the aim of securing career paths, supporting changes in job roles, and enhancing employees' employability throughout their careers.

THE PILLARS OF TRAINING

- Personalized career paths, through tailored support based on job roles, experience, career aspirations, and potential career progression;
- The transfer of technical and interpersonal skills, through mentoring schemes, on-the-job training, and intergenerational knowledge-sharing;
- High standards and excellence, with programs designed in collaboration with experts from the luxury hospitality, gastronomy, and service sectors;
- Openness and curiosity, fostered through language training, initiatives focused on innovation, soft skills, and developments in professional practices.

STRUCTURAL ELEMENTS

- A Ritz induction program, enabling new staff to familiarize themselves with the hotel's history, values, and standards of excellence;
- Job-specific training (technical skills, hygiene, health and safety, soft skills, customer relations) tailored to operational requirements;
- Personal and managerial development initiatives (leadership, communication, stress management, emotional intelligence, prevention of psychosocial risks);
- Internal mobility schemes and career pathways, promoting versatility, career progression, and talent retention.

Each training program is subject to qualitative and quantitative monitoring, including the proportion of staff trained, the number of training hours per employee, and indicators of internal mobility. An annual review enables the effectiveness of the programs to be assessed and training priorities to be adjusted in line with the Ritz Paris' operational needs and social commitments.

TRAINING (AVERAGE HOURS PER EMPLOYEE AND BY GENDER)

Gender	Average number of training hours per employee
Male	4.7
Female	4.3

These figures demonstrate balanced access to vocational training and are part of the Ritz Paris' skills development policy, which aims to enhance the employability, skills development, and career progression of all employees.

C5

(GENERAL) ADDITIONAL CHARACTERISTICS OF THE WORKFORCE

In order to cope with the seasonal nature of the hotel business and fluctuations in activity, the Ritz Paris makes use, where necessary, of temporary contracts and staff supplied by temporary employment agencies.

These measures are implemented in strict compliance with the legal framework, the principles of non-discrimination, and the social commitments upheld by the organization.

GENDER RATIO AT MANAGEMENT LEVEL

This table presents the gender distribution of managerial positions, expressed in full-time equivalents (FTEs). It highlights the efforts undertaken to strengthen gender diversity at this level of responsibility and serves as a key indicator for monitoring the objectives established under the Gender Equality Agreement.

Indicator	Value
Number of women in management positions	61.14
Number of men in management positions	87.64
Ratio of women to men (W/M)	0.70

SELF-EMPLOYED AND TEMPORARY WORKERS

Type of workers	Number
Self-employed individuals without employees working exclusively for the Ritz Paris	N/A
Temporary workers supplied by employment agencies (temporary staff)	906

C6

FURTHER INFORMATION ON STAFF NUMBERS – HUMAN RIGHTS POLICIES AND PROCEDURES

The Ritz Paris relies on a set of formalized internal policies and procedures that govern the protection of human rights and fundamental labor rights across its operations. These commitments are reflected in the Human Resources Policy, applicable collective bargaining agreements, the Diversity & Inclusion Policy, and the associated internal procedures.

01.

PREVENTION OF ILLEGAL LABOR AND RESPECT FOR FUNDAMENTAL RIGHTS

The Ritz Paris' Human Resources Policy governs employment relations and explicitly guarantees the absence of any form of child labor, forced labor or human trafficking. It sets out the principles of decent work, equal treatment and respect for human dignity throughout an employee's career, from recruitment through to the end of the employment relationship.

02.

EQUAL TREATMENT, DIVERSITY, AND INCLUSION

Commitments to non-discrimination and inclusion are set out in the Ritz Paris Diversity & Inclusion Policy. This document establishes a zero-tolerance policy towards any form of discrimination or harassment, whether based on gender, origin, age, disability, sexual orientation or any other personal characteristic. The policy also sets out specific provisions regarding accessibility, integration, and the retention of staff with disabilities, in conjunction with internal medical and HR procedures, while respecting confidentiality.

03.

HEALTH, SAFETY, AND RISK PREVENTION

Health, safety, and accident prevention issues are governed by the Health, Safety, and Wellbeing at Work Policy, supplemented by the Quality of Life and Working Conditions Agreement 2025–2028. These documents cover the prevention of occupational risks and psychosocial risks, as well as the management of sensitive situations such as incivility or inappropriate behavior. They also set out the procedures for monitoring, reporting, and addressing high-risk situations.

04.

RESPONSIBLE RECRUITMENT PRACTICES

Human rights principles are embedded in the Recruitment and Candidate Selection Policy, which is based exclusively on objective criteria relating to skills, experience and potential. The recruitment procedures guarantee equal access to employment, the absence of discrimination at every stage of the process, the confidentiality of candidates' personal data, and the responsible use of recruitment partners.

05.

WHISTLEBLOWING MECHANISM AND COMPLAINT HANDLING

The Ritz Paris has a formalized complaints-handling procedure, accessible to all employees, notably via the confidential reporting platform ECHO. This system enables employees to report any instances of discrimination, harassment or breaches of ethical principles and fundamental rights, including where such situations involve third parties. The platform guarantees the confidentiality of reports, the protection of those involved, and a structured handling of reports in accordance with internal procedures.

06.

MONITORING AND OVERSIGHT OF INITIATIVES

The implementation of these policies and procedures is overseen internally by senior management, in conjunction with Human Resources and, where appropriate, employee representative bodies. This oversight aims to ensure that commitments made in relation to human rights are effectively fulfilled, that reported incidents are properly documented, and that internal practices are continuously improved.

HUMAN RIGHTS POLICY

Question	Response (YES/NO)	Comment / Internal references
Existence of a policy on human rights for all employees	YES	HR Policy, Diversity & Inclusion Policy, QLWC Policy
The policy covers child labor	YES	Implicit prohibition through compliance with labor law and ILO standards
The policy covers forced labor	YES	Implicit prohibition through compliance with labor law and ILO standards
The policy covers human trafficking	YES	Implicit prohibition through compliance with labor law and ILO standards
The policy covers discrimination	YES	Diversity & Inclusion Policy, Gender Equality Agreement
The policy covers accident prevention	YES	Health and Safety Policy, QLWC Policy
Other issues (harassment, anti-social behavior, psychosocial risks, etc.)	YES	Diversity & Inclusion Policy, Policy on Incivility, QLWC Policy
Existence of a complaints-handling mechanism for employees	YES	ECHO Platform, HR, Works Council

C7

SEVERE HUMAN RIGHTS VIOLATIONS

During the period under review, no confirmed cases of serious human rights abuses were identified amongst the employees of the Ritz Paris. No incidents relating to child labor, forced labor or human trafficking, nor any serious cases of discrimination or violations of fundamental rights, were brought to the hotel's attention.

Similarly, no serious human rights incidents involving service providers, suppliers, workers in the value chain, local communities, customers or end users were recorded during the period.

The Ritz Paris adopts a structured, preventative approach to its value chain. All service providers and suppliers are required to sign the Ritz Paris Responsible Procurement and Supplier Charter, through which they undertake to comply with the hotel's social, ethical, and environmental criteria. These commitments include compliance with labor law, and the prohibition of child labor, forced labor, and any practice contrary to fundamental human rights.

Furthermore, the Ritz Paris is a signatory to the United Nations Global Compact and, as such, is committed to upholding and promoting the ten principles relating to human rights, international labor standards, the environment, and the fight against corruption, both within its own operations and throughout its value chain.

SEVERE HUMAN RIGHTS VIOLATIONS

Question	Response (YES/NO)	Comments / Corrective actions (if YES)
Confirmed cases of child labor amongst the workforce	NO	N/A
Confirmed cases of forced labor	NO	N/A
Confirmed cases of human trafficking	NO	N/A
Confirmed cases of discrimination (based on gender, origin, religion, sexual orientation, disability, etc.)	NO	N/A
Other severe cases (violence, harassment, etc.)	NO	N/A
Confirmed cases involving workers in the value chain, affected communities, consumers, and end users	NO	N/A

III. GOVERNANCE

STRUCTURED CSR APPROACH

The Ritz Paris has structured its CSR approach around three pillars : governance, the environment, and social responsibility, to ensure that sustainability issues are taken into account in its operations and decision-making.

The Governance pillar aims to integrate CSR issues into the organization's strategy and decision-making, based on three priorities: strategic integration, dialogue with stakeholders, and transparency of practices.

In 2026, CSR governance will continue to be overseen by Senior Management and the Executive Committee, which are responsible for setting strategic directions, monitoring initiatives, and assessing performance. This organizational stability ensures the continuity of the company's commitments.

The Ritz Paris also strengthens its commitment to its stakeholders through structured collaboration, a network of specialist partners and regular, formalized dialogue, thereby contributing to transparency and the continuous improvement of its CSR approach.

C8

REVENUE FROM CERTAIN SECTORS AND EXCLUSION FROM EU BENCHMARK INDICES

The Ritz Paris does not engage in any activities falling within sectors classified as 'sensitive' or 'controversial' within the meaning of European regulations and VSME requirements. The establishment does not operate in sectors subject to specific regulatory restrictions and does not generate any turnover from activities that could lead to exclusion from the European Union's benchmark indices.

As such, the reporting requirements set out in paragraphs AR 63 and AR 64 do not apply to the Ritz Paris.

C9

GENDER DIVERSITY RATIO WITHIN THE GOVERNING BODY

01.
GENDER DIVERSITY

The gender breakdown observed in 2025 is the same as that of 2024, reflecting the stability of the composition of decision-making bodies over the two financial years.

In both 2024 and 2025, the governing body of the Ritz Paris comprises six male members and four female members, making a total of ten members. This breakdown reflects the ongoing efforts to achieve balanced representation within the management bodies and forms part of the establishment's overall diversity and inclusion policy.

B11

CONVICTIONS AND FINES FOR CORRUPTION AND BRIBERY

To date, no convictions or fines relating to corruption or the payment of bribes have been recorded at the Ritz Paris. No breaches of anti-corruption legislation have been identified, and there are no ongoing legal proceedings.

01.

INTERNAL PREVENTION AND COMPLIANCE SYSTEM

United Nations Global Compact

The Ritz Paris operates a strict anti-corruption framework, based on the principles of integrity, transparency, and compliance with legal and ethical requirements. This framework is underpinned by several key elements :

ADHERENCE TO THE UNITED NATIONS GLOBAL COMPACT

Since 2025, the Ritz Paris has been a member of the United Nations Global Compact, reinforcing its commitment to upholding and promoting the ten universal principles, particularly those relating to :

- Human rights,
- In accordance with labor standards,
- Environmental protection,
- And the fight against corruption.

This membership underlines the organization's commitment to upholding high international standards of ethics and compliance.

02.

INTERNAL GUIDELINES: CODE OF ETHICS, CSR, AND INTERNAL RULES & REGULATIONS

Although the hotel is not subject to French Law No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernization of economic life, the Ritz Paris fully adheres to the recommendations set out in the framework for the prevention and detection of corruption.

The explicit prohibition of all forms of corruption is enshrined in :

- Internal Rules & Regulations
- The CSR Charter
- The Code of Ethics,

These documents, which are provided to each employee on joining the Ritz Paris, clearly set out prohibited conduct, integrity requirements, and the rules applicable to all the organization's activities. Compliance with these rules is required of all employees and all external stakeholders, in accordance with Articles L1311-1 and L1311-2 of the Labor Code.

03.

INTERNAL PROCEDURES AND CONTROLS

The Ritz Paris has put in place a set of procedures designed to prevent any high-risk situations :

- An internal reporting system enabling the escalation and analysis of any reports relating to behavior that may contravene the internal regulations or the code of ethics.
- Standardized tendering procedures for all contracted services, with each tender being assessed by several members of the administrative and finance department (procurement, legal).
- For non-contractual purchases, approval at several hierarchical levels is required, accompanied by an additional check carried out by a management auditor.

These mechanisms ensure that decisions can be traced and minimize the risk of irregularities.

04.

TRAINING, PREVENTION, AND CONTROL

The employees concerned receive training specifically designed to combat corruption, with the aim of ensuring :

- An understanding of the applicable rules,
- A good grasp of the expected conduct,
- The ability to identify a high-risk situation,
- Compliance with the organization's anti-corruption program.

This system ensures that any inspections carried out by the French Anti-Corruption Agency run smoothly and guarantees the robustness of internal controls and regular financial audits.

05.

DISCIPLINARY MEASURES

Any breach of the anti-corruption rules will result in:

- Disciplinary procedures,
- and sanctions provided for in the internal rules & regulations and the code of ethics.

These measures apply without exception to all staff members, regardless of their position within the organization.

CONCLUSION

This report presents the key actions, policies and indicators currently in place at the Ritz Paris across environmental, social, and governance matters. The company recognizes that sustainability-related challenges and expectations continue to evolve and will therefore maintain its efforts to strengthen data quality, monitor performance, and assess opportunities for improvement.

By publishing this report, the Ritz Paris aims to provide a transparent overview of its current practices and performance. Future reporting will enable the company to track progress over time and support informed decision-making.

SUSTAINABILITY
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PARIS