CREATING A MORE SUSTAINABLE FUTURE.

VILLAGE HOTEL CLUB'S ESG & SUSTAINABILITY STRATEGY.









VILLAGE GREEN

Last updated Nov 2026.



SO, WHAT IS AN ESG STRATEGY?

ESG is an acronym that is widely used across the world - it stands for 'Environmental, Social and Governance'. An ESG strategy is a set of standards, goals & measures that demonstrates a business' commitments, and impact on the planet and people.

At Village, we call our ESG strategy **VILLAGE GREEN.**

HOW DOES VILLAGE APPROACH ESG?

Village has always prided itself on being at the heart of the local community, and Village Green has evolved over time to reflect our broader ESG commitments. Over time we've established a framework that has clearly defined pillars, demonstrating our core ESG priorities. The aim of this framework is to enable us to more effectively measure and report our ESG priorities and the impact we are having as a business.

ILed by Kelli Turner, Director of ESG, Village has developed a comprehensive ESG strategy over recent years. The priority areas have been broken down into a series of work streams that run right across the business and aim to tackle our biggest ESG challenges - decarbonisation, waste management, social impact.

These centrally driven workstreams and initiatives are overseen by a quarterly Sustainability Steering Group, attended by the Village Executive Team and led at a local level by General Managers with support of on property Sustainability Stars, to ensure that ESG stays at the heart of our operations.

WHO IS RESPONSIBLE FOR ESG AT VILLAGE?

Village Green sits at the heart of the Village brand and is part of what makes Village Hotels and Village Health & Wellness so special.

Whilst our ESG strategy is led by the Executive team, Kelli Turner, Director of ESG and the Sustainability Steering Group, it is everybody's responsibility to ensure that our strategy lives and breathes within the hotels and leisure clubs.

SUSTAINABILITY MATTERS:

GUESTS & MEMBERS want to know that Village is a sustainable choice, with values that match their own.

TEAMS want to feel proud of where they work, knowing they work for a responsible business who cares about the things that matter to them.

COMMUNITIES want Village on their side, providing opportunities and facilitating a thriving community - environmentally & economically.

CORPORATE partners and clients want to know Village is a sustainable choice and responsible business.

REPORTING

Village currently reports its emissions via the Streamlined Energy and Carbon Reporting (SECR) framework. Annually, Village publicly discloses its carbon emissions associated with electricity, natural gas, fuels, and business travel. Coupled with this, it reports Energy Savings Opportunities every four years in line with the ESOS guidance.

OUR MISSION

OUR MISSION IS SIMPLE

To have a positive impact on the communities we operate in, both environmentally and socially.

We know that a more sustainable future is within reach, and we want to play our part in getting there.

We strive to be responsible members of the community, while acting as a hub for the local community where local people can thrive.













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VillageHotels.com/Village-Green

STAY GREEN

Limiting our environmental impact



We are committed to finding better ways to operate.

Through our 'Stay Green' programme we consider all elements of our business and educate our teams to make more sustainable choices.

PEOPLE

People are our priority. guests, members, teams.



With a focus on health & wellbeing, we work hard to create an inclusive culture where everyone has the opportunity to thrive.

COMMUNITY

A vibrant hub, supporting the community



We support the things that matter to our people through charity partnerships and regular community activities.

ECOsmart by Grangegp

Green Tourism

A RESPONSIBLE BUSINESS.

Our governance structure ensures that we are a well-run, ethical business.

STAY GREEN

LIMITING OUR ENVIRONMENTAL IMPACT

We are committed to finding better ways to operate, reducing our environmental impact and creating a more sustainable future.

- **100% renewable energy** across all sites
- Building optimisation & monitoring in place to **reduce consumption & emissions**, with BREEAM Building and BREEAM In Use* ratings for IO Hotels in 2026.
- **An average of 97% of waste diverted from landfill** across the portfolio through back-of-house recycling and off-site third party sorting.
- All hotels have been awarded **Green Tourism Gold and Silver & Ecosmart Gold accreditation.**
- **EV chargers** being rolled out across Village locations. Already available at 22 sites.
- **Hotel Impact Reports** available providing individual HCMI figures for each Hotel.







ECOsmart by Greenpage

Green Tourism

*Building Research Establishment Environmental Assessment Methodology

PEOPLE

PEOPLE ARE OUR PRIORITY - OUR GUESTS, MEMBERS AND OUR TEAMS.

With a focus on health & wellbeing, we work hard to create an inclusive culture, where everyone has the opportunity to thrive.

Our guests and members.

Health & wellbeing at the heart of everything we do. Work/Life balanced at Village.

Good vibes only safeguarding programme, ensuring guests and teams feel safe.

Diversity & inclusion training for teams to support guests with additional needs.

Our team members

Award winning employee benefits & rewards through the 'My Village' employee programme including:

- Hit 3 years service get 3 EXTRA days holiday Family Fridays - employees kids eat free in P&G every Friday
- 50% off all drinks and 30% off all food in Starbucks
- Mental health first aiders at all hotels.

*Team member survey results 2024



COMMUNITY

A vibrant hub, supporting the communities we operate in

We support the things that matter to our people, through charity partnerships and regular community events.

We run regular activity days and events supporting the things that matter most to our people - including our national charity partners and locally nominated projects & causes.



Carefree

Supporting our National Charity partner in 2026

Village has a successful 5 year partnership with carefree.

In 2025 alone, Village donated 1,253 breaks through the programme, taking our total contribution to 5,135 stays since the partnership launched.



Supporting Charities that are local to our Hotels

We support charities at the core of our communities, from sponsoring local football teams to supporting coffee mornings, our teams get involved

STAY GREEN

LIMITING OUR ENVIRONMENTAL IMPACT

VILLAGE GREEN

VILLAGE HOTEL CLUB

WHERE ARE WE TODAY?

COMMUNITY

SUPPORTING CHARITABLE CAUSES

25
HOTELS
have increased energy efficiency ratings

97%
WASTE DIVERTED FROM LANDFILL
through back of house recycling and 3rd party sorting

HOW WE ARE REDUCING OUR CARBON FOOTPRINT

REDUCING OUR CARBON FOOTPRINT:
In 2025, Village reduced carbon emissions across the business by more than 800 tonnes - equivalent to powering around 110 homes for a year

USING RENEWABLE ELECTRICITY:
Village has now achieved zero market-based Scope 2 emissions, helping reduce the environmental impact of the electricity we use every day

IMPROVING ENERGY EFFICIENCY ACROSS ALL HOTELS:
Every Village Hotel now has an Energy Performance Certificate (EPC) rating of B or above, helping us reduce energy use across the estate

1253
CAREFREE BREAKS DONATED IN 2025

PEOPLE

ARE OUR PRIORITY

ECOsmart Green Tourism
ACCREDITATION

EV CHARGERS
BEING ROLLED OUT
Pending planning permission

SUSTAINABILITY STARS
AT ALL HOTELS

ALREADY AT
20
SITES

it takes a VILLAGE

We focus on employee benefits:

- Free leisure membership for themselves + a partner
- Discounted stays
- Discounted on-site venues (Starbucks & Village Pub & Grill)

OUR BIG PEOPLE DAYS CELEBRATE ENGAGEMENT WITH OUR PEOPLE

10
HOTELS ACHIEVED A BREEAM* RATING
*Building Research Establishment Environmental Assessment Methodology

WE ACHIEVED A 6% REDUCTION IN OUT TOTAL SCOPE 1,2,3 FOOTPRINT COMPARED TO 2024
(using location based reporting)

100%
RENEWABLE ENERGY

GOVERNANCE

WE'RE A RESPONSIBLE BUSINESS

As a well-run business, Village has the systems, policies and processes in place to ensure we operate in a responsible and ethical manner. It matters to our members and guests, and it provides the framework that allows us to deliver our Village Green commitments.

GOVERNANCE AND COMPLIANCE

Our Leadership and Executive Team uphold a safe, inclusive environment through a transparent structure ensuring policy compliance and high standards across all hotels.

DATA SECURITY & CYBER HYGIENE

Village rigorously safeguards data through best practices, transparency, and ongoing training to ensure the protection and responsible management of all information.

HEALTH, SAFETY & ENVIRONMENT

Village prioritises the health, safety, and wellbeing of everyone, ensuring compliance with standards, continuous improvement, and comprehensive emergency preparedness.

SOCIAL RESPONSIBILITY

Village Hotels champions social responsibility through local initiatives and national charity partnerships, strengthening community ties.

RISK & CRISIS MANAGEMENT

Village Hotels proactively ensures staff readiness and process efficiency against all risks through comprehensive and regular assessments.

SUSTAINABLE OPERATIONS

Village Hotels is committed to sustainability and work hard to reduce our environmental impact through energy efficiency, waste reduction, and promoting electric vehicle use.

SUSTAINABLE SOURCING AND SUPPLY CHAIN

We look to partner with suppliers that share our ethical standards, conducting thorough due diligence and continuous engagement to collaboratively reduce GHG emissions.

INCLUSION & ACCESSIBILITY

We foster a welcoming, diverse, and inclusive culture, ensuring accessibility and equal opportunities for guests, members and colleagues.

ENVIRONMENTAL IMPACT & ENERGY EFFICIENCY

In collaboration with Accenture, we are working on a strategy to achieve net zero emissions by 2050 through energy optimisation and strategic partnerships to reduce all scope emissions.

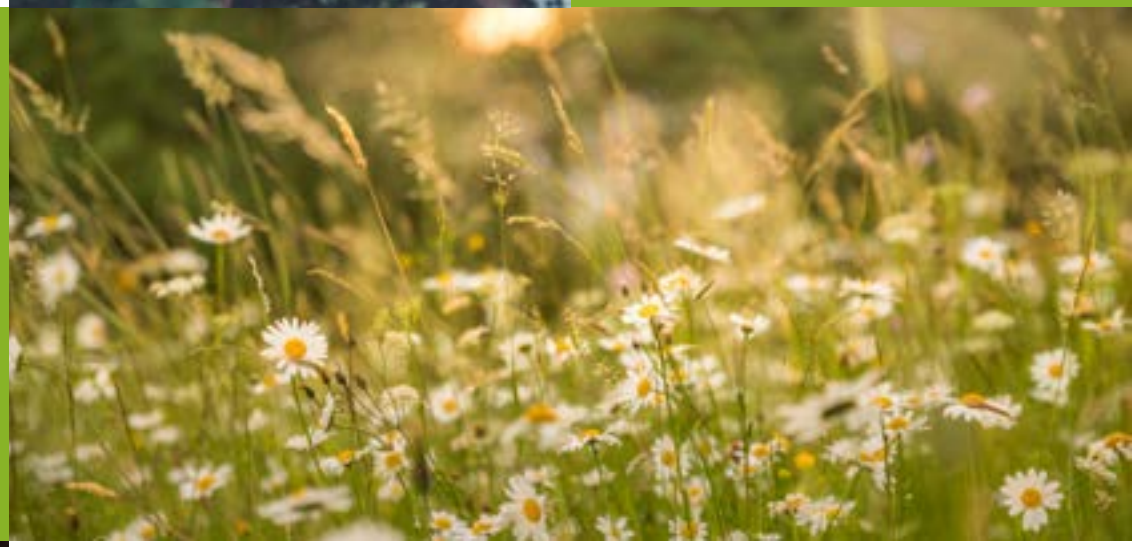
EMPLOYEE WELLBEING & DEVELOPMENT

We work hard to create an inclusive culture, where everybody has the opportunity to thrive. We strive to create an environment where people feel happy and safe, by implementing policies and procedures.

VILLAGE GREEN









TO FIND OUT MORE PLEASE VISIT

VillageHotels.com/Village-Green