

2025 PROGRESS REPORT

# Four Seasons for Good



FOUR SEASONS

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Cover: Four Seasons Resort Hualalai  
Four Seasons Resort Mauritius at Anahita ►



# About this report

This report contains information about the Environmental, Social and Governance (ESG) performance of Four Seasons (“the Company”), highlighting the continued evolution of our program distilled in a simple commitment: *Four Seasons for Good*. The term “sustainability” is used throughout this report as an umbrella term encompassing the full spectrum of ESG issues and considerations. In certain contexts, the term may also be used more specifically to refer to environmental impacts, performance or initiatives. All references to properties, hotels, resorts and residences in this report refer to Four Seasons-managed properties. Any dollar figures are stated in USD. Portfolio-level energy, water and emissions intensity data are collected, aggregated and reported using a third-party software platform. Unless otherwise stated, other data related to portfolio-level achievements are based on information that was self-reported by our hotels, resorts and residences via an annual survey process with a March 31, 2026 deadline.

# Materiality

In 2024, we conducted a double materiality assessment at the enterprise level, analyzing our impact on the environment and society, and assessing how sustainability issues affect the Company’s financial performance. Findings from this process helped us identify which topics are most material to our operations; these insights in turn guide our reporting and strategic focus.

## Our material topics

| Impact materiality                                                                                  | Double materiality                                                                                                                                                                                                 | Financial materiality                                                       |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Environmental                                                                                       |                                                                                                                                                                                                                    |                                                                             |
|                                                                                                     | <ul style="list-style-type: none"><li>• Climate change adaptation</li><li>• Climate change mitigation</li><li>• Energy</li><li>• Water consumption</li><li>• Water withdrawal</li><li>• Water discharges</li></ul> |                                                                             |
| Social                                                                                              |                                                                                                                                                                                                                    |                                                                             |
| <ul style="list-style-type: none"><li>• Working conditions for workers in the value chain</li></ul> | <ul style="list-style-type: none"><li>• Team member health and safety</li><li>• Team member working conditions</li><li>• Guest safety</li></ul>                                                                    | <ul style="list-style-type: none"><li>• Team member labour rights</li></ul> |
| Governance                                                                                          |                                                                                                                                                                                                                    |                                                                             |
|                                                                                                     |                                                                                                                                                                                                                    | <ul style="list-style-type: none"><li>• Company culture</li></ul>           |

## European Union Corporate Sustainability Reporting Directive (CSRD)

In early 2026, the European Parliament and Council passed the Omnibus I Directive, which streamlines sustainability reporting requirements for some businesses. Under the new rules, Four Seasons, under Four Seasons Holdings Inc. and entities owned by it, is not subject to the European Union CSRD. Four Seasons conducted its latest double materiality assessment in anticipation of being subject to the directive, and continues to report on its sustainability progress and monitor regulatory developments to ensure accountability to its stakeholders and compliance with all applicable rules.

# Leadership message

At Four Seasons, our journey has been shaped by a pioneering ambition and a deep commitment to our founding values. The Golden Rule, treating others as we wish to be treated, has been central to our approach from the beginning and remains at the heart of our culture and our *Four Seasons for Good* program. That same combination of discipline and care guides our growth: we maintain an unwavering focus on genuine service, a long-term view of value creation and an intentional approach to building our unique portfolio of luxury experiences.

Four Seasons marks its 65th anniversary in 2026. The milestone is an opportunity to reflect on the values and commitments that have shaped the Company and continue to differentiate us today. Even as we evolve and expand our global presence, our core principles remain constant, ensuring we grow thoughtfully while continuing to deliver the care, quality and service excellence that define Four Seasons.

We continue to introduce new hotels and resorts to our global portfolio and enter new lines of business, including the launch of our yacht in March 2026. Although diverse in style and setting, these properties and experiential offerings are united by a commitment to unparalleled service excellence – a strength recognized with our designation as the “Most Admired Hotel Group” in the 2025 edition of The World’s 50 Best Hotels.

Everywhere we extend our presence, we find ways to champion genuine care for people and the planet. We work to reduce energy and water consumption, emissions and waste across our operations, support the well-being of our team members and connect with local communities in beneficial ways.

This year’s *Four Seasons for Good Progress Report* reflects both the rich variety of local initiatives – from mangrove conservation in Malaysia to mentorship programs in Marrakech – and the shared efforts that unify our entire portfolio, such as our decades-long commitment to fighting cancer.

The combination of local initiative and global ambition that animates *Four Seasons for Good* also drives our growth as a company. Over the past year, we have continued to grow strategically and innovate with purpose. This work will advance in 2026 as we grow our hotel portfolio and pursue further expansion of Four Seasons-branded residences.

As we celebrate our 65th anniversary, we continue to balance continuity and change. We are navigating toward new horizons and shaping the future of luxury hospitality as we seek new ways to do what we have always done: create extraordinary experiences by delivering personalized service with warmth and authenticity.

I extend my gratitude to all of our colleagues and partners around the world who contribute to the ongoing success of our *Four Seasons for Good* program.

**Alejandro Reynal**  
President and CEO, Four Seasons



# About Four Seasons

**Our vision:** To be the most aspirational luxury hospitality and residential brand through genuine and unparalleled service experiences.

Four Seasons opened its first hotel in 1961 and since that time has become a global leader in luxury hospitality and branded residential, with a focus on genuine care and unparalleled service experiences. As the Company celebrates its 65th anniversary in 2026, it continues to grow with a guest-centric mindset.

In addition to its hotels and resorts, Four Seasons experiential offerings include more than 600 restaurants and bars globally, the Four Seasons Private Jet Experience and – new in 2026 – Four Seasons Yachts. Across all these offerings, the Company’s most enduring advantage is personalized service delivered with warmth and authenticity. Four Seasons consistently ranks among the world’s best hotels, resorts, restaurants and bars, and as the most prestigious luxury hospitality brand in reader polls, traveller reviews and industry awards.

▼ Four Seasons Hotel New Orleans



## AWARDS IN 2025

### Most Admired Hotel Group

Four Seasons was named the “Most Admired Hotel Group” and earned seven property rankings in the 2025 edition of The World’s Best Hotels. These distinctions, conferred based on voting by more than 800 hospitality experts, reaffirm the brand’s enduring strength alongside each property’s unparalleled delivery of quality, service and care.

### Most Five-Star rankings

In the *Forbes Travel Guide Five-Star Awards*, Four Seasons earned the most rankings of any company for the 11th consecutive year. Four Seasons held 65 Five-Star Forbes Travel Guide Awards across 44 hotels and resorts, 17 spas and four restaurants – the most collectively held by any company for the tenth consecutive year.

### 35 MICHELIN Stars

Four Seasons remained the most MICHELIN-starred luxury hospitality company, holding 35 Stars across 26 restaurants at 21 Four Seasons hotels and resorts. Four Seasons Hotel Hong Kong held 8 MICHELIN Stars under one roof. Four Seasons Hotel George V, Paris, held six MICHELIN Stars across three restaurants.

### 113 MICHELIN Keys

Sixty-nine Four Seasons hotels and resorts held a total of 113 MICHELIN Keys, placing them among the world’s most outstanding hospitality experiences. Ten Four Seasons properties had the top designation of three Keys, while 24 properties held two Keys and 34 properties held one Key.

We are also proud to have received external recognition for our *Four Seasons for Good* efforts this year:

### World Sustainable Travel & Hospitality Awards

Four Seasons was the most-awarded brand in the 2025 World Sustainable Travel & Hospitality Awards, recognizing the following properties’ contributions to sustainable travel and tourism:

**Four Seasons Hotel George V, Paris** – World’s Leading Sustainable Supply Chain Programme

**Four Seasons Hotel Ritz Lisbon** – Sustainability Manager Mariana Domingues: the Wolfgang Neumann Sustainability Leader of Tomorrow

**Four Seasons Resort and Residences Whistler** – World’s Leading Indigenous Community Tourism Initiative

**Four Seasons Resort Costa Rica at Peninsula Papagayo** – World’s Leading Hotel or Resort Development & World’s Leading Sustainable Community Empowerment Programme

**Four Seasons Resort Mallorca at Formentor** – World’s Leading Sustainable Water & Waste Innovation

### Hotel Kitchen Champion

Four Seasons was honoured with the inaugural Hotel Kitchen Champion Award from the American Hotel & Lodging Association. Presented by the World Wildlife Fund, the award recognizes leadership in sustainable food and beverage practices.

# Our portfolio

As of year-end 2025, Four Seasons managed 135 hotels and resorts and 61 residential properties in 47 countries, with more than 60 projects planned or in development.

## OUR GLOBAL PRESENCE



# About *Four Seasons for Good*

At Four Seasons, we’ve always been guided by the Golden Rule – to treat others how we want to be treated. We continue to extend our strong history of supporting communities and protecting the environment. Through *Four Seasons for Good*, we seek to preserve the beautiful places in which we operate, and to support the communities where we live and work in positive, enduring ways.

*Four Seasons for Good* is centred around two pillars: Planet (environmental priorities) and People (social priorities), as defined and described in more detail in this report, and as implemented by each of our properties based on their circumstances and priorities.

## OUR PLANET PILLAR

Designing for sustainability



Reducing our environmental footprint



Connecting to the environment locally



## OUR PEOPLE PILLAR

Creating life-changing opportunities



Protecting and empowering our community



Giving back locally



## GOVERNANCE

Our Planet and People pillars are underpinned by our Governance efforts, including our commitment to lawful and ethical operations, and robust oversight of our *Four Seasons for Good* program.

# Performance highlights

## PLANET

64

Number of properties with sustainability certifications – a 128% increase from our previous reporting period (see [page 14](#)).

670+

Number of metric tons of food waste estimated to have been avoided through the use of Winnow, KITRO and Lumitics food waste measurement tools (see [page 20](#)).

-2.8%

Reduction in energy consumption per square metre (2025 vs. 2024) (see [page 16](#)).

-2.1%

Reduction in water consumption per square metre (2025 vs. 2024) (see [page 21](#)).

97%

Share of hotels and resorts that have eliminated single-use plastic water bottles (see [page 19](#)).

## PEOPLE

87

2025 global employee engagement score, our highest score to date (see [page 28](#)).

\$4.3M+

Amount raised to fight cancer globally (see [page 34](#)).

127

Team members supported through the Four Seasons Golden Rule Relief Fund (see [page 36](#)).

\$5.8M+

Amount raised for all charitable causes globally (see [page 33](#)).

17,292

Total team member volunteer hours (see [page 33](#)).

# Collaborating for good

As we advance *Four Seasons for Good*, we collaborate with fellow sustainability leaders, aiming to share leading practices and drive positive change in a range of areas – from waste reduction to human rights protection.

**AMERICAN HOTEL & LODGING ASSOCIATION (AHLA)**  
Four Seasons is an active member of AHLA's Sustainability Committee and its Safety and Security Committee. Through this work, we support the Association's Responsible Stay initiative, which focuses on energy and water conservation as well as waste reduction and responsible sourcing. We have committed to AHLA's 5-Star Promise, a voluntary commitment to enhance policies, trainings and resources to combat human trafficking (see [page 31](#)).

**CORPORATE ECO FORUM (CEF)**  
Since 2021, we have been part of this invitation-only membership group that meet CEF's criteria, including demonstrated engagement with sustainability-related business strategy and initiatives.

**US DEPARTMENT OF STATE'S OVERSEAS SECURITY ADVISORY COUNCIL (OSAC)**  
We are a member of OSAC's Hotels and Lodging Sector Committee, which monitors a broad range of security concerns in the hospitality industry, including but not limited to human trafficking and forced labour. OSAC is a Federal Advisory Committee promoting security cooperation between American business and private sector interests worldwide and the US Department of State.

**WORLD SUSTAINABLE HOSPITALITY ALLIANCE ("THE ALLIANCE")**  
As a member of this charitable organization since 2012, Four Seasons has supported the development of industry guidelines and resources aimed at supporting action on key sustainability issues. Our [Human Rights Policy](#) incorporates the Alliance's Principles on Forced Labour.

**United Nations Sustainable Development Goals (UN SDGs)**  
Four Seasons is proud to join other leading global businesses in contributing to the **UN SDGs**. The SDGs align with our interpretation of "sustainable," which is an approach to planning and development that attempts to balance environmental, social and economic needs.

**Stakeholder engagement**  
Our network of stakeholders, whom we engage through formal and informal channels, shapes our approach to *Four Seasons for Good*.

**How we engage:** As a company that strives for service excellence, we take all the feedback we receive to heart – whether it comes from people who make their homes with us throughout the year or those who choose Four Seasons hotels and resorts as the setting for vacations, retreats or professional engagements. We solicit guest feedback through post-stay surveys and informal conversations with team members on-site, and keep in regular touch with residents through meetings, newsletters and other channels. We seek team member feedback through departmental conferences across regions, digital channels, regular surveys, occasional focus groups and informal conversations.

**Our stakeholders include:** Shareholders, guests, residents, corporate customers, owners and developers, team members, communities, business partners, and the wider industry.



- OTHER NOTABLE COLLABORATIONS**
- EarthCheck
  - Ecolab
  - ecoSPIRITS
  - Global Impact
  - Global Sustainable Tourism Council
  - Green Key Global
  - Green Key International
  - KITRO
  - Lumitics
  - Monterey Bay Aquarium Seafood Watch
  - Terry Fox Foundation
  - Winnow
  - World Central Kitchen



# Planet

**In this section**

- ▶ Designing for sustainability
- ▶ Reducing our environmental footprint
- ▶ Connecting to the environment locally

Four Seasons uses a wide range of strategies to care for the environment, from reducing our water and energy use to working alongside guests, residents, experts and neighbours to strengthen and nurture the extraordinary ecosystems that surround our properties.

# Designing for sustainability

Four Seasons seeks to create extraordinary physical environments that reflect international best practices for design, construction, operations and maintenance. In addition to reducing the environmental footprint of Four Seasons properties, we seek to promote the well-being of occupants – guests, residents, team members and partners – across our portfolio.

## Design Services Sustainability Standards

Our design and construction standards include sustainability standards for all new construction and major renovations projects signed after 2023 to achieve LEED Gold certification or higher, or an approved regional equivalent (e.g., BREEAM in Europe). Projects are also required to follow select Fitwel standards that support the health and well-being of our guests, residents and team members. In addition, our Design Services Sustainability Standards (“Sustainability Standards”) include eight required areas of focus, summarized on [page 13](#).

We are enhancing the support we provide to property owners in delivering projects aligned with our Sustainability Standards. We strengthened our approach through a structured sustainability process, a centralized project tracking framework and a curated roster of sustainability consultants.

### KEY PRIORITIES IN THIS FOCUS AREA

- Prioritize efficiency and reduce environmental impact in our design and construction.
- Create spaces that promote human health and community.

Naviva®, A Four Seasons Resort, Punta Mita, Mexico ▶



## Offices and workspaces

For several years, Four Seasons has been taking steps to adapt the principles of sustainability and well-being we apply to our properties to the physical environments where our team members work.

Two milestones of note:

- Our new 15,000 square foot corporate office space in Dubai became the first Four Seasons corporate office to achieve LEED Gold Certification (v4 ID+C: commercial interiors). In a survey, 95% of team members reported that the new Dubai office had a positive impact on their well-being.
- Our new Miami corporate office achieved a Fitwel 1-Star Rating under the Fitwel Commercial Interiors V2 Standard. Several evidence-based design elements support the well-being of our team members, including a wellness room, ergonomic office equipment and biophilic design.

## Where innovation meets residential living

The Four Seasons residential portfolio blends the comfort of home with personalized service and exceptional design, including strong sustainability performance. The design and construction of new Four Seasons Private Residences align with our broader Design Services Sustainability Standards; many residences have achieved or are in the process of pursuing rigorous sustainability certifications.

Many of our residential offerings combine thoughtful design and innovative technology to reduce energy and water consumption, emissions and waste, while supporting residents’ well-being and experience. In addition to using lower-impact materials and construction methods where feasible, Four Seasons residences seek opportunities to support surrounding ecosystems. The Four Seasons Private Residences Red Sea at Shura Island, for example, plans to establish marine protected areas around its archipelago, while the Four Seasons Resort and Residences Dominican Republic at Tropicalia seeks to harmonize with its surroundings, integrating passive cooling strategies and emphasizing lush landscaping using curated native species.

Four Seasons Resort and Residences Red Sea at Shura Island
 ▶



# Our sustainable design focus areas

The Four Seasons Design Services Sustainability Standards set out the core criteria for the design, construction and operation of our properties. The supplemental criteria provide additional guidance on how properties can achieve even stronger alignment with their local landscape and conditions.



Biophilic design

Introduce elements of nature for well-being of guests and team members.

FOUR SEASONS HOTEL BANGKOK AT CHAO PHRAYA RIVER

The design incorporates extensive greenery, water features and natural materials throughout interior and exterior spaces, enhancing the guest experience and contributing to higher satisfaction.



Embodied carbon and life cycle assessment

Implement strategies to reduce greenhouse gas emissions over a building's life cycle.

FOUR SEASONS HOTEL MADRID

Adaptive reuse of existing structures significantly reduces embodied carbon by minimizing new material use while preserving the building's historic character.



Sustainable sourcing

Prioritize materials used during construction and operations that reduce environmental impact and positively impact local economies.

FOUR SEASONS HOTEL MEXICO CITY

Recent renovations prioritized locally crafted materials and regional artisans throughout the project, incorporating stone, wood, textiles, ceramics and glass sourced from across Mexico.



Water efficiency

Design building systems for efficient water use and reuse during operations.

FOUR SEASONS HOTEL BAHRAIN BAY

The property promotes water efficiency through water-saving landscaping with smart irrigation, full reuse of treated wastewater for garden irrigation and aerators in guest room plumbing fixtures that reduce overall water consumption without impacting the guest experience.



Climate risk and resilience

Design projects to withstand changing climate conditions.

NAPLES BEACH CLUB, A FOUR SEASONS RESORT

Designed for climate resilience, with hurricane-resistant structures and window systems that help the property withstand extreme weather conditions and enhance long-term durability.



Efficiency, low-carbon solutions and renewable energy

Investigate opportunities for highly efficient buildings.

FOUR SEASONS RESORT MALDIVES AT LANDAA GIRAAVARU

The Resort's 3,105-panel solar installation – one of the largest in the Maldives – reduces the property's reliance on diesel fuel.



Smart building solutions

Implement innovative practices throughout a building's lifetime.

FOUR SEASONS HOTEL SEATTLE

Occupancy-based guest room thermostats automatically adjust room temperatures based on occupancy and room status, reducing unnecessary HVAC energy consumption while maintaining guest comfort.



Waste minimization

Identify and adopt infrastructure to reduce waste during design, construction and operations.

FOUR SEASONS HOTEL KUALA LUMPUR

Waste is reduced through food waste tracking technology, cooking oil recycling, cocktails emphasizing mindful ingredient use, bamboo keycards and the elimination of single-use plastics.



# Sustainability certifications

We are actively working toward every hotel and resort across the portfolio achieving an approved green building or sustainable hotel certification. To support properties in attaining and maintaining the certifications, we engage property teams and provide internal guidance, tools and resources. Our hotels and resorts have the flexibility to pursue approved sustainability certifications that are most relevant to their local context. The certifications presented on this page – LEED, BREEAM, Green Key and EarthCheck – are areas of shared focus for the Company globally. We have selected these standards based on their rigour and credibility as well as their compatibility with *Four Seasons for Good* systems and practices.

Four Seasons technical specialists participated in the most recent criteria revision process for Green Key International, shaping existing criteria and explanatory notes and suggesting new additions to this respected global standard.

64

properties with sustainability certifications.

## LEED

Leadership in Energy and Environmental Design (LEED) is the world's most widely used green building rating system. It provides a framework for healthy, efficient and cost-saving green buildings.



### Operations and Maintenance (O+M)

- **Platinum**
- Four Seasons Hotel Bengaluru at Embassy ONE
  - Four Seasons Hotel Guangzhou
  - Four Seasons Hotel Kuwait at Burj Alshaya
- **Gold**
- Four Seasons Hotel Minneapolis

### Building Design and Construction (BD+C)

- **Platinum**
- Four Seasons Hotel Philadelphia at Comcast Center
  - Four Seasons Resort and Residences Red Sea at Shura Island
- **Gold**
- Four Seasons Hotel Madrid
  - Four Seasons Hotel Mallorca
  - Four Seasons Hotel Nashville
- **Silver**
- Four Seasons Hotel at The Surf Club, Surfside, Florida
  - Four Seasons Hotel Boston at One Dalton
  - Four Seasons Private Residences at 706 Mission, San Francisco
  - Four Seasons Private Residences Los Angeles
- **Certified**
- Four Seasons Private Residences Istanbul

## BREEAM

A globally recognized sustainability assessment method for buildings and infrastructure, BREEAM evaluates a building's environmental performance across categories such as energy, water, materials and waste management.



### In-Use

#### Excellent – Management Performance and Asset Performance

- Four Seasons Hotel George V, Paris

## EarthCheck

A leading international scientific benchmarking certification for sustainable travel and tourism.



- **Platinum**
- Four Seasons Resort Sharm El Sheikh
- **Gold**
- Four Seasons Resort Maldives at Landaa Giraavaru
- **Silver**
- Four Seasons Hotel Abu Dhabi at Al Maryah Island
  - Four Seasons Hotel Cairo at Nile Plaza
  - Four Seasons Hotel Milan
  - Four Seasons Resort Dubai at Jumeirah Beach
  - Four Seasons Resort Lanai
  - Four Seasons Resort Maldives at Kuda Huraa
  - Four Seasons Resort Orlando at Walt Disney World® Resort
  - Four Seasons Resort The Nam Hai, Hoi An, Vietnam
  - Four Seasons Tented Camp Golden Triangle
  - Sensei Lanai, A Four Seasons Resort

## Green Key

Includes Green Key International and Green Key Global certifications, leading standards of excellence in the field of environmental responsibility and sustainable operation in tourism.



- Four Seasons Astir Palace Hotel Athens
- Four Seasons Hotel Amman
- Four Seasons Hotel Austin
- Four Seasons Hotel Baku
- Four Seasons Hotel Doha
- Four Seasons Hotel Dubai International Financial Centre
- Four Seasons Hotel Florence
- Four Seasons Hotel Hong Kong
- Four Seasons Hotel Kuwait at Burj Alshaya
- Four Seasons Hotel Madrid
- Four Seasons Hotel Montreal
- Four Seasons Hotel Philadelphia at Comcast Center
- Four Seasons Hotel Ritz Lisbon
- Four Seasons Hotel Seoul
- Four Seasons Hotel Toronto
- Four Seasons Resort Bora Bora
- Four Seasons Resort Chiang Mai
- Four Seasons Resort Koh Samui
- Four Seasons Resort Marrakech
- Four Seasons Tented Camp Golden Triangle
- Grand-Hôtel du Cap-Ferrat, A Four Seasons Hotel
- San Domenico Palace, Taormina, A Four Seasons Hotel

## Other approved certifications

- Four Seasons Hotel Alexandria at San Stefano – Green Star
- Four Seasons Hotel Bangkok at Chao Phraya River – Global Sustainable Tourism Council
- Four Seasons Hotel Bogota – NTS-TS 002
- Four Seasons Hotel Buenos Aires – Hoteles Más Verdes
- Four Seasons Hotel Casa Medina Bogota – NTS-TS 002
- Four Seasons Hotel Dalian – China Green Hotel
- Four Seasons Hotel Istanbul at the Bosphorus – Türkiye Sustainable Tourism Industry Criteria
- Four Seasons Hotel Istanbul at Sultanahmet – Türkiye Sustainable Tourism Industry Criteria
- Four Seasons Hotel Macao – ISO 14001
- Four Seasons Hotel Mexico City – Preferred by Nature
- Four Seasons Hotel Singapore – Global Sustainable Tourism Council
- Four Seasons Hotel Tunis – Intertek Cristal EcoCheck Standard
- Four Seasons Resort and Residences Vail – Actively Green
- Four Seasons Resort Bora Bora – SOCOTEC Certification – Sustainability Management System for the Hotel Industry
- Four Seasons Resort Peninsula Papagayo, Costa Rica – Costa Rica Certification for Sustainable Tourism
- Four Seasons Resort Seychelles – Green Globe & Sustainable Seychelles
- Four Seasons Resort Seychelles at Desroches Island – Green Globe & Sustainable Seychelles
- The Grand Suites at Four Seasons – ISO 14001

### SUSTAINABILITY CHAMPION

“Achieving the BREEAM In-Use ‘Excellent’ certification reflects our commitment to fully integrate responsible practices into the Hotel’s design and operations. We are proud to be enhancing both guest comfort and employee well-being while reducing our environmental impact, without ever compromising the quality of the experience we deliver.”

PAULINE RODRIGUEZ

ESG Project Manager

Four Seasons Hotel

George V, Paris



FOUR SEASONS FOR GOOD IN ACTION

# High environmental standards in Philadelphia’s tallest tower

## Four Seasons Hotel Philadelphia at Comcast Center

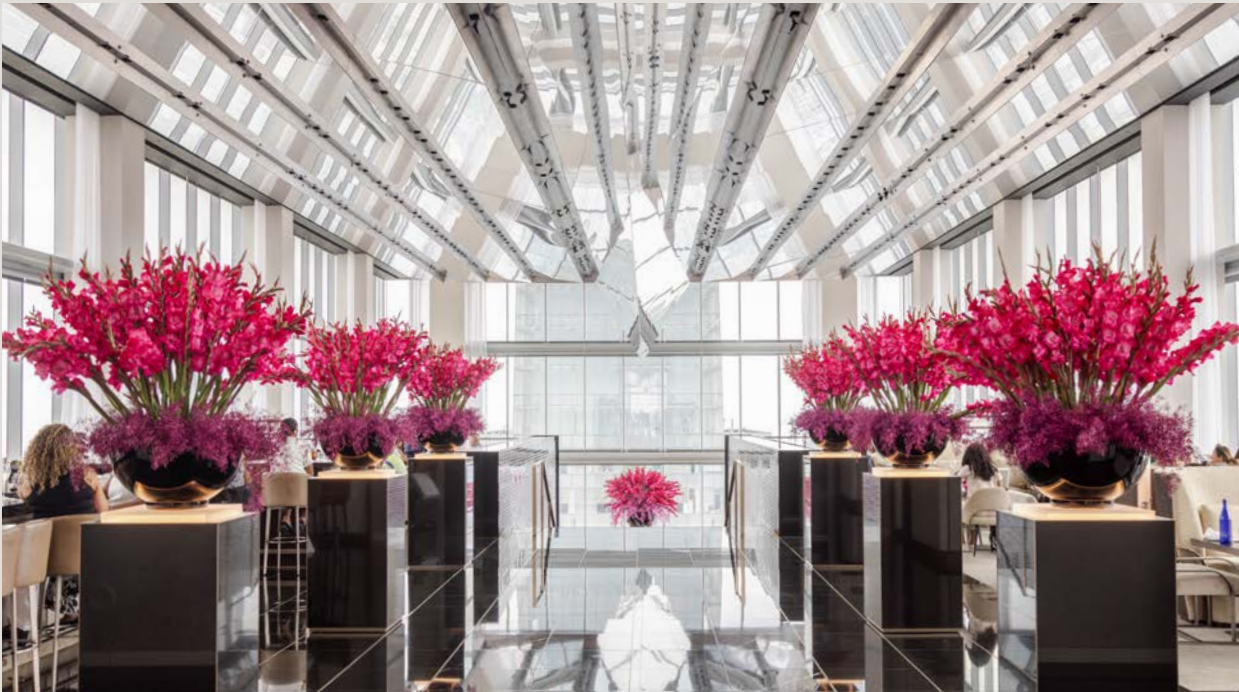
At the top of the Comcast Innovation and Technology Center, guests find the 12-storey LEED Platinum-certified Four Seasons Hotel, a serene urban escape offering unobstructed views of the historic city in all directions.

Opened in 2019, the Hotel uses a range of technologies to reduce its energy needs while promoting guest comfort. Windows equipped with daylight harvesting sensors automatically adjust light and shading as natural light fluctuates, while a double façade system helps key spaces, such as the Hotel’s sky lobby, maximize daylight and offer sweeping city views while maintaining comfortable temperatures and avoiding glare.

Chilled beam technology passes hot and cold water through ceiling pipes, efficiently moderating inside air

temperature. The “embodied” energy of the Hotel is also lower than in standard construction, thanks to the incorporation of recycled materials, while biophilic design measures such as extensive indoor plantings weave nature throughout the building.

The Four Seasons team complements these features by striving to reduce the environmental impact of its operations. The Hotel makes electric vehicles (EVs) available for guest transfers and offers bicycles and EV charging stations for guest use. The property participates in Lights Out, a program that works to reduce the risk of bird collisions during seasonal migration. And through a Power Purchase Agreement with Comcast, the Hotel aims to eventually be powered entirely by renewable energy.



# Four Seasons for Good at sea

In 2025, we prepared to launch a new experiential offering: Four Seasons Yachts. An elevated new expression of our brand, *Four Seasons I* set sail in 2026, charting inaugural voyages spanning exclusive ports across the Mediterranean, Caribbean and Adriatic. We are working to reduce energy and water consumption, emissions and waste across our operations, including Four Seasons Yachts (see [page 16](#) for our targets and progress).

- The vessel itself is designed and engineered for fuel efficiency, with hybrid propulsion and a battery energy storage system.
- Shore experiences in small groups enhance the warmth and authenticity of guests’ encounters with locals and help to ensure that *Four Seasons I* is a welcome presence in the communities it visits. Experiences will be led by local partners that meet rigorous sustainable tourism standards, with at least 70% of the offerings certified under the Global Sustainable Tourism Council Standards.
- Our procurement model is structured to prioritize local and regional sourcing wherever the yacht operates, working through suppliers at *Four Seasons I* destinations and in nearby European territories to reduce food miles. Menus are built voyage by voyage, supplier by supplier, with an emphasis on freshness and seasonality.
- Our goal is to source 100% Marine Stewardship Council or Aquaculture Stewardship Council certified seafood by the end of 2026, and our teams prepare whole fish and apply techniques to minimize waste wherever possible.
- Across all culinary categories, our onboard philosophy is “less but better” – emphasizing premium ingredients, thoughtful sourcing and menus that deliver luxury while reducing excess.
- We aim to eliminate single-use plastics, in alignment with our commitment across our global portfolio (see [page 19](#)). On the yacht, guests will encounter non-plastic water bottles, large-format bathroom amenities, water refill stations, and responsibly sourced and packaged tea and coffee.



# Reducing our environmental footprint

Four Seasons continually seeks new ways to reduce our impact on the environment while maintaining our extraordinary guest and resident experience. Our global portfolio acts as a community of practice in which participants share ideas about how to harness technical improvements and innovations, while building a culture of conservation and waste avoidance.

## Reducing energy consumption and carbon emissions

### Leadership support

Our Area Directors of Engineering Performance are key leaders in our environmental efforts, partnering with property teams to enhance their sustainability performance in areas such as energy consumption, utility management and emissions reduction. The Area Director positions complement the introduction of a new utility management platform in 2024, which collects utility data and provides analytics to guide improvement. We have since enhanced the platform, improving its dashboard and reporting functions, and made additional refinements to support property-level decision-making.

In 2025, the corporate ESG team presented at Engineering conferences in each of our three regions, engaging property-level Directors of Engineering on *Four Seasons for Good* goals such as reducing utility consumption, improving energy performance and achieving sustainability certifications.

A combination of leadership support, data-driven insights and continued collaboration delivered meaningful progress in utility consumption at Four Seasons properties, including a 2.8% reduction in energy consumption per square metre and a 3.3% reduction in Scope 1 and Scope 2 greenhouse gas (GHG) emissions per square metre relative to 2024.

### KEY PRIORITIES IN THIS FOCUS AREA

- Seek to reduce our environmental impact.
- Assess and mitigate our climate risk.
- Champion environmentally responsible sourcing and procurement.

2.8%

year-over-year reduction in energy consumption per square metre in 2025.

3.3%

year-over-year reduction in Scope 1 and Scope 2 GHG emissions per square metre in 2025.

96%

of properties report undertaking a third-party energy audit since 2022.

Four Seasons Resort Peninsula  
Papagayo, Costa Rica ▶



Progress across our portfolio

- Four Seasons for Good* benefits from a strong combination of property-level initiatives and support from our corporate teams. An important part of our corporate effort is sharing effective practices from individual properties.
- In 2025, we created a central library of effective energy conservation measures. This resource maps energy conservation projects, estimated return on investment and project status for every Four Seasons property, enabling monitoring, support and the sharing of insights.
  - In addition to reducing our global Scope 1 and 2 emissions per square metre, several Four Seasons properties performed detailed evaluations of their Scope 3 emissions (indirect emissions related to their value chain), as we continue to seek opportunities to reduce all emissions globally.
  - Property leaders, including Hotel Managers, Directors of Engineering, Directors of Finance and Directors of Residences, are financially incentivized to support the achievement of annual energy and emissions targets at their respective properties. As part of this incentive program, teams are also encouraged to increase the use of renewable energy from approved sources, such as on-site solar installations or Renewable Energy Credits.

Managing risk and regulations

We continue to map Four Seasons properties – both existing and in development – against a series of environmental and social risk indicators, including those related to climate change. This work helps us manage existing and emerging risks and inform operational decisions.

Our efforts to reduce GHG emissions across our portfolio and assess climate risk directly support our long-term operational resiliency. Additionally, jurisdictions around the world are introducing or reinforcing standards and requirements for building energy and emissions performance; Four Seasons continues to monitor and take action to ensure compliance with these requirements.

To better support our properties in managing the evolving ESG regulatory landscape, we have adopted an external regulatory monitoring tool that further enhances our ability to proactively track and manage regulatory compliance. The tool provides insights into relevant regulations at the city, state/provincial, national and regional levels, including building energy performance standards, and is used by our teams to prepare for current and future regulatory requirements.

73%

of hotels and resorts report having EV charging stations.<sup>1</sup>

654

EV charging stations are reported across our hotels and resorts.

<sup>1</sup> Excludes three island resorts where automobiles are not available.

FOUR SEASONS FOR GOOD IN ACTION

Solar energy in Hawai‘i

Four Seasons Resort Oahu at Ko Olina

Set along the lagoon-lined shores of Ko Olina on Oahu's leeward coast, Four Seasons Resort Oahu is renowned for its calm, crystal-clear waters and abundant tropical sunlight. In 2025, the property completed a major solar photovoltaic installation, mounting 478 panels on the rooftop of its Ko Olina Ballroom. A carefully considered design enabled the property to maximize the amount of energy the panels capture while simultaneously boosting the efficiency of the building's rooftop air handlers. As a result, the array is expected to generate more than 400,000 kWh of electricity annually, reducing the Resort's reliance on conventional energy sources.

On top of their environmental benefits, the new solar panels make a strong business case: they're expected to deliver more than \$90,000 in energy savings each year. After factoring in the various federal and state tax incentives that encourage the adoption of clean energy, the team expects the project to pay for itself in about six months.

The initiative has already earned recognition from the Hawai‘i State Energy Office as a leading example of sustainable innovation in the hospitality sector, demonstrating how thoughtful design and incentives can accelerate both environmental and economic value. This project is one of many ways through which the property aims to address energy consumption and reduce carbon emissions.



FOUR SEASONS FOR GOOD IN ACTION

# A simple, powerful energy reduction strategy

Four Seasons Hotel Macao

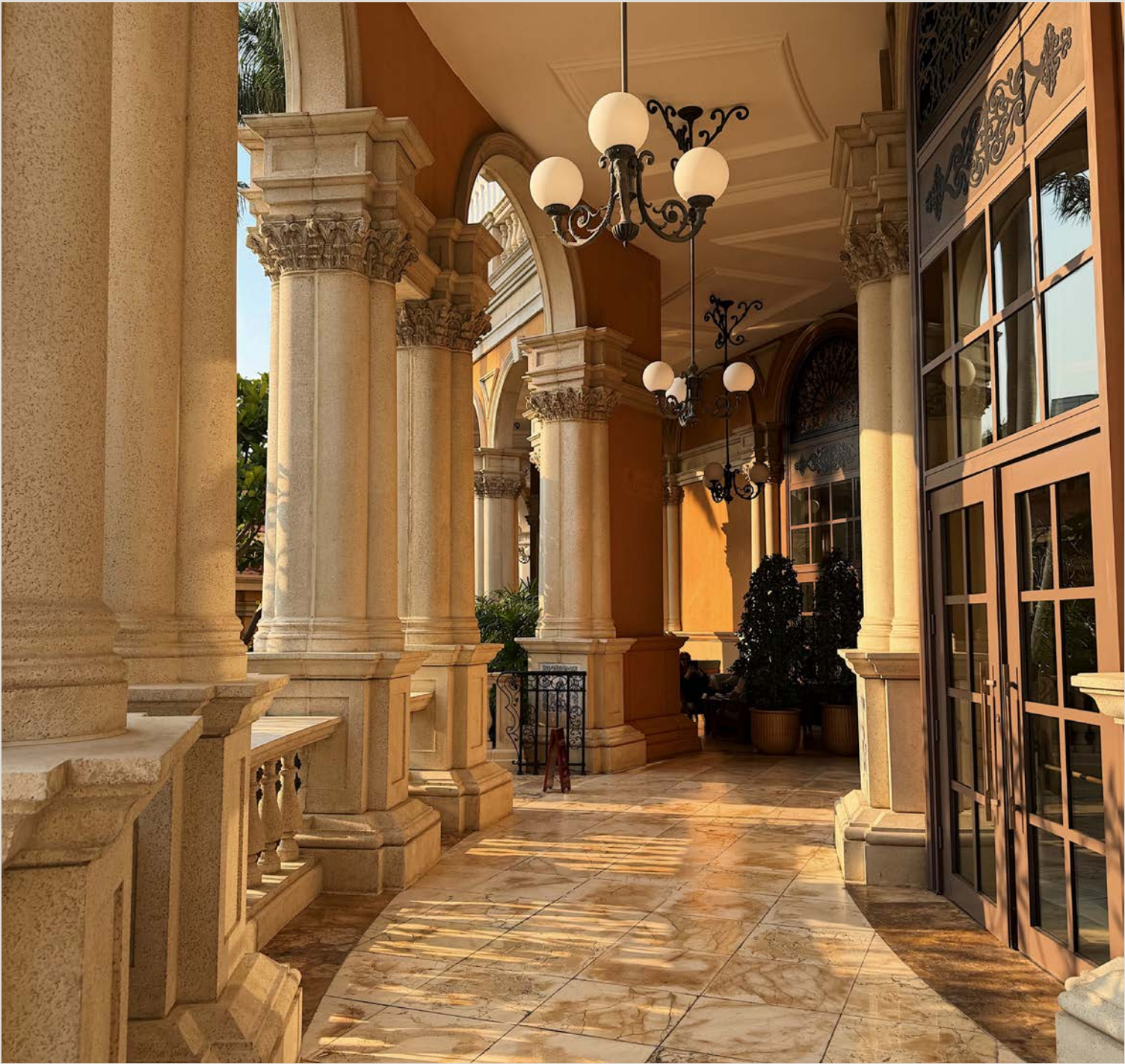
In 2025, the team at this property in one of Asia’s most luxurious destinations undertook an ambitious program to reduce its energy consumption. Rather than relying solely on large capital investments, the Hotel’s leaders intentionally explored what could be achieved through a combination of targeted equipment upgrades, proactive maintenance, team member engagement and low- or no-cost measures. The results were striking: an 18% year-over-year reduction in energy use, demonstrating the power of a holistic and disciplined approach.

Aging and inefficient kitchen and laundry equipment was replaced with more energy-efficient solutions. At the same time, the Engineering team introduced sensors and timers to ensure that power-consuming devices – from lights to Jacuzzi jets – were deactivated when not in use.

Guest room efficiency was also enhanced through the installation of Bluetooth-enabled balcony door sensors, which communicate with air conditioning systems and moderate unneeded cooling when doors are left open. This simple but effective intervention helped address a common source of energy loss without compromising guest comfort.

Teams actively encouraged colleagues to turn off equipment and electrical devices where possible, reinforcing a shared sense of accountability. Regular updates on energy performance helped sustain momentum, turning small daily actions into measurable impact.

These steps – combined with close monitoring and a commitment to ongoing improvement – came together to deliver impressive results and substantial reduction of both energy consumption and utility costs.



Reducing waste

Four Seasons uses a wide range of tools and approaches to reduce waste – from our suite of food waste reduction strategies to our global efforts to eliminate single-use plastic.

Diversion from landfill

Diverting recyclable and compostable materials from landfill is a priority across all our properties, and both strategies are in place where local infrastructure allows.

Many properties work with external organizations to compost food waste, directing the resulting material to local agricultural operations. Some properties use biodigesters or other on-site tools, allowing them to create compost for use in landscaping or herb and vegetable gardens at the property.

We are piloting solutions to recycle end-of-life linens and textiles at scale. While many Four Seasons hotels and resorts have relationships focused on upcycling or downcycling these products, we are evaluating options to turn our linen and terry products into recycled cotton fibre which can be used for new products.

Audits and analysis

We maintain detailed operational environmental standards, including requirements related to waste management, water stewardship, energy efficiency and responsible sourcing. Each hotel’s compliance with these standards is independently audited on an annual basis as part of our third-party quality assurance audit program.

We require all Four Seasons properties to carry out regular waste audits. An internal waste audit is required every two years, with an external audit by a third-party specialist recommended every four years. Both processes have helped properties identify opportunities to reduce the waste they generate, streamline their management processes, improve recycling rates and reduce the costs associated with waste handling. In addition to supporting strong waste management practices through these audits, we have enhanced our ability to measure and manage waste through improved waste data capture and analytics in our utility management platform.

Plastic waste

We continue to advance toward our goal of eliminating single-use plastic across our portfolio, both in the guest journey and in our Heart of House. The latter setting – areas of our operations that guests don’t encounter directly – has been a major recent focus, with property *Four Seasons for Good* Teams working to reduce single-use plastic in areas such as kitchen and laundry operations, team member dining areas, and shipping and receiving.

Four Seasons has made significant progress in removing plastic water bottles from our global portfolio. To date, 97% of Four Seasons hotels and resorts have eliminated plastic water bottles, instead offering water in glass, aluminum or paperboard cartons. The remaining properties have plans to finalize their transition in 2026. In addition to supporting our environmental goals, replacing plastic water bottles with alternatives provides an elevated guest experience and reduces potential exposure to microplastics.

Bathroom amenities are also important to our plastic reduction efforts. All Four Seasons properties use our large-format bathroom amenities, providing a more generous, residential-style experience to our guests while avoiding 250 metric tons of single-use plastics annually.<sup>1</sup> Other guest amenities, including toothbrushes, shaving kits and other personal care items, are designed to minimize or eliminate single-use plastics.

95%

of properties report having a recycling program in place.

97%

of hotels and resorts report eliminating single-use plastic water bottles.

11.5M+

plastic water bottles avoided in 2025.

100%

of hotels and resorts use large-format bathroom amenities.



Grand-Hôtel du Cap-Ferrat,  
A Four Seasons Hotel ►

1 Estimated relative to a baseline scenario in which small-format bathroom amenities are used.

FOUR SEASONS FOR GOOD IN ACTION

# From waste awareness to action

Four Seasons Hotel Alexandria at San Stefano

The team at this property on Egypt’s Mediterranean coast has built a strong culture of waste reduction, which is especially powerful in a jurisdiction where waste diversion infrastructure is limited. Through a combination of innovation, collaboration and behavioural change, the property has implemented a comprehensive approach to minimizing waste across its operations.

In 2021, the property opened its own on-site water bottling plant, which provides bottled drinking water for guest rooms, restaurants and bars, and team dining areas. This facility avoids roughly 180,000 plastic bottles each year – supporting our global goal of eliminating single-use plastic from Four Seasons operations.

In addition to these plastic-avoidance efforts, the Hotel works with various government-approved organizations to divert a wide range of materials from landfill.

Recycling programs cover plastic, paper, glass and metal, while organic waste is composted. Specialized partnerships also ensure the safe disposal of hazardous materials, including biowaste.

Avoiding food waste is another priority. An AI-powered Winnow system in the property’s main kitchen has helped the team adjust production based on measurements of discarded excess food. Adaptations made in response to these insights saved approximately two metric tons of food in 2025 as reported by Winnow – the equivalent of 2,080 meals and 8.7 metric tons of avoided carbon dioxide.

Through dedicated engagement in team dining areas, colleagues are encouraged to minimize food waste at the source, fostering more mindful consumption and long-term behavioural change.



93%

of hotels and resorts have AI-powered food waste measurement tools in place.

670+

metric tons of food waste estimated to have been avoided through the use of AI-powered food waste measurement tools.

81%

of hotels and resorts report having cooking oil recycling programs in place.

5,336

Food and Beverage team members trained in food waste reduction since 2022.

Food waste

Four Seasons was proud to be named as the American Hotel & Lodging Association’s (AHLA) inaugural Hotel Kitchen Champion in 2025 – a gratifying recognition of our extensive efforts to reduce food waste across our more than 600 restaurants and bars and over 100 team member dining areas.

**Training and culture.** We require all Food and Beverage (F&B) leaders, as well as team members in other select roles, to undergo dedicated training in waste reduction from the World Wildlife Fund (WWF) and AHLA’s Hotel Kitchen. We are focused on addressing food waste in all aspects of our F&B operations, from our celebrated bars and restaurants to the dining areas where team members gather for meals. Although team member dining areas represent a smaller share of the food we handle globally, education and awareness activities in these settings help to build and reinforce a culture of food waste reduction.

**Technology.** Technology is vital to our food waste reduction efforts, and our hotels and resorts use artificial intelligence (AI)–powered tools Winnow, KITRO or Lumitics to address food waste. These tools, which give detailed insight into waste patterns and provide menu and purchasing guidance to drive improvements, helped to avoid an estimated 670 metric tons of food waste in 2025, the equivalent of 1,675 metric tons of carbon emissions as reported by the companies. We are working toward full implementation of these technologies across our portfolio, with 93% of properties already equipped with one of these AI-powered food waste management solutions.

**Collaboration and contribution.** Many Four Seasons hotels and resorts around the world work with local charities and non-profits to channel high-quality excess food to people who need it. We also continue to collaborate with suppliers that share our commitment to waste reduction. One notable example is ecoSPIRITS, a supplier of premium spirits that relies on a low-waste, low-carbon, closed-loop distribution system which reduces the packaging waste associated with standard glass-bottle distribution. Through this collaboration, participating hotels and resorts eliminated over 2,209 kg of packaging waste and avoided over 2,059 kg of carbon emissions, as reported by ecoSPIRITS. Collaborations with cooking oil recyclers, some of whom use the oil to create biofuels, are also common practice in our hotels worldwide.

Conserving water

Four Seasons recognizes water as a precious shared resource. We’re committed to managing and reducing our water usage and to protecting the health of local water sources everywhere we operate – especially in water-stressed regions.

Every Four Seasons property has an annual target for reducing water usage, and in 2025 once again our overall usage per square metre declined relative to the previous year (-2.1% vs. 2024). Properties’ approaches vary depending on their operations and local environments; common strategies include daily consumption monitoring, greywater reuse and efficient irrigation systems.

Some conservation measures are required across our portfolio. For example, every Four Seasons-branded residence is expected to install leak detection technology, and our Design Services Sustainability Standards establish our requirements for all new construction and major renovations to deploy water-efficient building systems and fixtures.

Our long-standing collaboration with Ecolab continued to drive substantial reductions in our global water consumption this year. In 2025 alone, 120 million litres<sup>1</sup> of water were conserved through innovative technologies and conservation efforts, including through advanced water treatment for cooling water and boilers, water-efficient dishwashing equipment and concentrated detergents. The savings are equivalent to the drinking needs of more than 109,600 people.



<sup>1</sup> These results are specific to Four Seasons based on a comparison of our current Ecolab product selection versus typical baseline Ecolab products for this industry. The savings values are estimated by Ecolab based in part on assumptions and limitations intended to reflect typical industry practices. Results may vary for other businesses based on factors and circumstances in their operations.

2.1%

year-over-year global reduction in water usage per square metre (2025 vs. 2024).

40%

of hotels and resorts report using reclaimed water.

120

million litres<sup>1</sup> of water conserved in 2025 through innovative technologies and conservation efforts made possible by our collaboration with Ecolab.

96%

of properties have completed a water audit since 2022.

► Four Seasons Resort Seychelles at Desroches Island

FOUR SEASONS FOR GOOD IN ACTION

Protecting water resources in Mallorca

Four Seasons Resort Mallorca at Formentor

In a Mediterranean environment characterized by seasonal drought and increasing pressure on water resources, this Four Seasons property has implemented technical solutions designed to optimize water consumption and reduce its impact on the local ecosystem.

The Resort’s legacy of sustainability dates back to the 1920s, when Adán Diehl, founder of Formentor, championed an ecological vision of tourism based on respect for nature and the environment. The Four Seasons team that operates this picturesque resort today is proud to extend this heritage. In 2025, the property achieved LEED Gold Certification and was recognized with a World Sustainable Travel & Hospitality Award for world-leading water and waste innovation.

A stormwater management system at the property collects and stores rainwater from rooftops and impermeable surfaces across the Resort, directing it to an underground storage tank. The system reduces runoff and lets teams deploy the water for landscape irrigation, outdoor cleaning and other maintenance activities.

In addition to rainwater harvesting, the Resort has implemented water-efficiency measures throughout the property, such as low-flow aerators on all faucets that reduce consumption while supporting an exceptional guest experience. The property’s water management strategy is designed to ensure responsible resource use, reduce environmental pressure on its surroundings and support long-term operational sustainability.



Responsible sourcing

Our supply chain is largely decentralized, with most goods and services purchased at the regional or local property level. However, our corporate team works to bring *Four Seasons for Good* to life through our procurement decisions, both by supporting properties in accessing high-quality goods and services from responsible producers and by setting high standards for centrally sourced goods through our **Supplier Code of Conduct**. We also collaborate with experts in specific areas such as seafood to help us adopt leading practices and keep pace with concerns and opportunities relevant to our Company.

**Educating our teams.** We have developed and launched new e-learning focused on the responsible sourcing of animal protein. This training, which is mandatory for Culinary and Purchasing leaders, aims to equip decision-makers with a detailed understanding of our commitment to animal welfare – and of our expectations of our suppliers – as outlined in our Supplier Code of Conduct. Cage-free eggs, higher-welfare pork and sustainable seafood are key areas of focus for this training.

**Tracking progress.** Hotels and resorts share status updates on animal welfare topics in quarterly surveys. These surveys are accompanied by quarterly calls with F&B leaders; our corporate team follows up on action items after each call to support progress and shared understanding of the status of our initiatives.

**Sustainable seafood.** With the support of Monterey Bay Aquarium Seafood Watch, we’ve launched a Sustainable Seafood Purchasing Guide to help our F&B and Purchasing teams make optimal sourcing decisions. The guidance, updated regularly with scientific and industry insights from Seafood Watch, focuses on the most procured seafood species across Four Seasons. We actively work to avoid red-rated products as defined by Seafood Watch through Culinary team education and training and regular reviews of purchasing records and menus. In 2025, several Four Seasons chefs also visited fishery improvement projects supported or led by the Monterey Bay Aquarium,

part of a Company-wide effort to deepen our understanding of the importance of sustainable seafood and the best ways to promote good practices.

**Higher-welfare pork.** In 2024, we set the ambition to source 100% free-to-roam<sup>1</sup> whole pork products in the US, Canada and Europe by the end of 2028, planning to scale the practice globally as supply becomes available. We continue to advance toward our goal by educating global teams about higher-welfare pork and the implications of our commitment, including where product changes are necessary. Momentum in this direction is building across our portfolio.

**Cage-free eggs.** As part of our commitment to animal welfare, all Four Seasons hotels and resorts have now transitioned to serving cage-free shell eggs to guests. We continue to collaborate with NGOs, procurement organizations and industry groups to accelerate access to cost-effective cage-free eggs worldwide. This work particularly aims to address access to more consistent supply of cage-free shell eggs in certain markets, as well as liquid eggs, which 13 of our hotels have been unable to source due to a lack of availability in their local markets (primarily Asia-Pacific and the Middle East).



100%  
of hotels and resorts use  
cage-free eggs.

◀ Four Seasons Resort and Residences Puerto Rico

FOUR SEASONS FOR GOOD IN ACTION

Supporting Türkiye’s  
small producers

Four Seasons Hotel Istanbul at Sultanahmet

Thoughtful local sourcing is integral to the philosophy and practice of this Four Seasons property in Istanbul’s oldest neighbourhood, steps from the Blue Mosque and the Hagia Sophia. The Hotel’s restaurant, Avlu, which offers a contemporary interpretation of Anatolian cuisine, has built a dynamic network of trusted local partners that continues to evolve alongside the seasons and menus.

Sixty per cent of Avlu’s suppliers are small-scale producers, social enterprises or cooperatives. Through this network, the property indirectly supports approximately 10,000 farmers and producers, including numerous women-led cooperatives.

The property’s procurement approach also seeks to support rural employment. Avlu sources products from across seven regions of Türkiye, creating stable and transparent market access for small producers throughout much of the country. In all, 80% of the restaurant’s procurement budget is spent with producers who offer an additional dimension of responsibility or community benefit as determined by the restaurant, alongside exceptional quality.

To deepen accountability, the restaurant leverages a specialized sustainability data platform to produce comprehensive impact analysis reports, enabling it to measure and continuously improve the social, economic and environmental performance of its menus.

The commitment to responsible sourcing and resource use extends beyond Avlu and across the Hotel’s food and beverage and retail experiences. For example, Lingo Lingo, the Hotel’s bar and lounge, uses locally sourced ingredients and creative lower-waste techniques – from repurposed cocktail elements to garden-sourced herbs.



<sup>1</sup> Free-to-roam includes reduced gestation crate, group-housed and gestation crate-free products.

## Sustainability in spas

Our Spa and Wellness facilities are guided by the same responsible procurement approach that applies across our portfolio, integrating our *Four Seasons for Good* principles into this unique context. Our teams prioritize spa products that are made with natural ingredients, hold internationally recognized sustainability certifications and are locally sourced. In line with our commitment to animal welfare, our spas also emphasize products and brands that are not tested on animals, including those with certified cruelty-free labels.

A growing number of Four Seasons spas invite guests to extend wellness into the surrounding environment and community. For example, Four Seasons Astir Palace Hotel Athens has embarked on a collaboration with We4all, a reforestation organization that was founded after the devastating Athens wildfires of 2018. Spa guests can choose to add a community “treatment” to their package, with every gift of €30 to We4all enabling the planting of three trees. In 2025 alone, the generosity of Four Seasons guests funded the planting of 1,648 trees. Of that total, 200 have been planted next to the Hotel — the first step in creating a Four Seasons Forest.



89%

of hotels and resorts report using spa products from certified cruelty-free brands.

◀ Four Seasons Resort Maui

Four Seasons Resort The Nam Hai,  
Hoi An, Vietnam ▶



## Lower-impact stays and gatherings

In addition to expressing the priorities and commitments of our Company, *Four Seasons for Good* helps us support our guests’ and clients’ progress in their own sustainability efforts.

### A partner on your journey

Our global Meetings and Events Standards were revised in 2024 to incorporate guidance on facilitating low-impact gatherings, equipping teams to reduce the impact of on-property events. Strategies include carbon reduction, sustainable sourcing and waste avoidance strategies, as well as a range of ways to enhance the experience of event attendees and deliver benefits to local communities.

Our commitment stands out at every stage of the event experience.

### Before you book your program

- Our corporate website and each property website provide sustainability information, sharing the *Four Seasons for Good* philosophy and the property’s specific initiatives.
- Each on-site Concierge team is equipped to recommend low-impact activities on and around our hotels and resorts.

### During your event

- Our standard housekeeping and operational practices (such as energy management) are designed to minimize environmental impact without compromising quality.
- Procurement practices integrate sustainability considerations, such as the avoidance of single-use plastic, while elevating the attendee experience.
- EVs are available for guest transportation at many hotels and resorts; guests who bring their own EVs have convenient charging options at 73% of our hotels and resorts.
- Bicycles are available for free at many properties, enabling low-carbon exploration.

### Following your event

- For clients seeking to measure Scope 3 emissions from business travel, we can provide emissions calculations aligned with the World Sustainable Hospitality Alliance’s Hotel Carbon Measurement Initiative methodology.

### FOUR SEASONS FOR GOOD IN ACTION

## Hosting with purpose

### Four Seasons Hotel Toronto

This Four Seasons property in the heart of Canada’s financial capital offers corporate clients many ways to integrate sustainability considerations into their gatherings.

Menus feature locally sourced ingredients, as well as reduced-meat and plant-based options through the Balance by Four Seasons program.

Waste reduction, a priority that extends across the Four Seasons portfolio, is considered at every turn. Surplus edible food is donated to Second Harvest, Canada’s largest food rescue charity, and waste

reduction strategies are built into the food program. For example, trimmings from the catering menu’s popular beef short rib dinner are used in the braised beef sandwich on the room service menu. All food service items are reusable, both elevating the attendee experience and reducing unnecessary waste.

Beyond the table, meeting spaces are free of single-use plastics. While paper pads are available to attendees who prefer them, the property offers whiteboards and plenty of electronic options to support paper-free setups. Group programming

can also incorporate wellness and sustainability-focused experiences, including mindfulness meditation sessions, educational workshops with local beekeepers and guided market tours led by the Executive Chef.

Behind the scenes, HVAC and lighting are synced to event schedules to reduce energy use, and wooden key cards have replaced plastic throughout the property. Surplus floral arrangements are donated at the close of each event, ensuring even the decor does not go to waste.



# Connecting to the environment locally

Four Seasons properties are set in some of the world’s most vibrant places – from resorts whose surroundings teem with biodiversity to cities where nature is woven through urban life. Across our global portfolio, we seek to build rich connections between our properties and the natural environment.

## Shared principles, diverse approaches

We encourage every property and office to champion local conservation and biodiversity initiatives, and we provide detailed guidance for identifying and adopting projects that support the surrounding ecosystem. We also foster a community of practice where leaders and team members can exchange ideas and share stories of successful environmental initiatives, helping to support the adoption of good practices across our portfolio.

## Working together for biodiversity

Four Seasons properties offer residents and guests a range of opportunities to participate in local biodiversity initiatives. In addition to nurturing the local environment, these experiences provide a chance to learn from local experts about the habitats and ecosystems that surround the property – from mangroves to coral reefs to grassy dunes – and about the community efforts to protect them and help them thrive. Our activity clubs for children, Kids for All Seasons, often engage our youngest guests around these efforts.

### KEY PRIORITIES IN THIS FOCUS AREA

- Engage and educate team members in preserving our planet.
- Implement conservation programs to protect biodiversity and enhance local ecosystems.

90%

of hotels and resorts report having a biodiversity or conservation program.

Four Seasons Safari Lodge Serengeti ▶

### SUSTAINABILITY CHAMPION

“In the Serengeti, we bring our commitment to *Four Seasons for Good* to life through on-the-ground conservation action and meaningful community collaborations. By supporting efforts that protect biodiversity and strengthen local communities, we aim to contribute to the long-term health of both the natural environment and the people who depend on it.”

### AHMED ATTAS

Discovery Centre Manager  
Four Seasons Safari Lodge Serengeti



FOUR SEASONS FOR GOOD IN ACTION

# Planting mangroves in Malaysia

Four Seasons Resort Langkawi

Nestled in a UNESCO Global Geopark, Four Seasons Resort Langkawi’s verdant 48-acre (19-hectare) grounds are home to more than 46 avian species as well as several kinds of monkeys. This lush Malaysian retreat integrates low-impact tourism and environmental education into the guest experience, with engaging opportunities to learn about the delicate mangrove ecosystem, wildlife habitats and 550-million-year-old limestone formations.

Eight in ten guests of the Resort participate in the Mangroves and Eagles Safari, one of the property’s signature experiences. The Safari begins at the Geopark Discovery Centre, where informational exhibits and local naturalists with deep generational and Indigenous knowledge educate guests on biodiversity, conservation challenges, the unique role of mangroves and the area’s geological makeup. Guests then proceed on the tour, travelling in small boats along waterways edged by ancient rock formations.

In addition to ensuring that the property’s tours are conducted with the greatest respect for nature, the Resort team has been instrumental in bringing several positive changes to the UNESCO Global Geopark, including the reduction of allowable boat speeds to reduce impact to wildlife. The team also organizes mangrove and beach clean-ups and gathers annually to plant mangroves, helping remove marine debris and preserve this beautiful ecosystem.





# People

**In this section**

- ▶ Creating life-changing opportunities
- ▶ Protecting and empowering our community
- ▶ Giving back locally

People animate every aspect of Four Seasons, from the renowned warmth of our service to the powerful impact of *Four Seasons for Good*. As we work to create life-changing opportunities, help our team members fulfill their potential and give back to the communities around us, we keep human connections and genuine care at the centre of everything we do.

# Creating life-changing opportunities

To deliver the extraordinary experiences that define Four Seasons, we need to both attract and develop extraordinary team members. We are committed to fostering a culture where every team member feels that they belong and has the tools, learning opportunities and career pathways to fulfill their potential.

## Driving best-in-class employee engagement

The experiences we create for guests begin with an engaged and inspired workforce. Our people are at the heart of everything that we do, and we are committed to nurturing a culture built on care, respect and opportunity.

At Four Seasons, our employee engagement survey is a critical measure of the strength of our culture. Through listening and acting on feedback, we encourage our global employees to share their unique experiences, tell us what is working well and suggest where we can continue to improve. These insights help us shape Four Seasons as a place where employees feel highly engaged and have a sense of belonging.

We conduct the engagement survey twice per year, an employer best practice. Over the past five years, our engagement score has steadily strengthened, reflecting the ongoing efforts and focus we place on engagement, culture and employee experience. Leaders across the organization, from properties to corporate functions, use survey insights to respond to feedback and identify priorities that strengthen our employees’ everyday experiences. In 2025, we reached a new organizational high score of 87, a best-in-class score that reinforces the strength of our culture, the impact of our collective efforts and our continued focus on action planning.

### KEY PRIORITIES IN THIS FOCUS AREA

- Cultivate a culture where all team members are highly engaged and feel an authentic sense of belonging.
- Transform futures through career opportunities and development.

Employees consistently identify a shared sense of purpose, pride, authenticity and belonging as strengths that contribute to making Four Seasons a place where everyone can thrive. These dimensions are at or above the global top 10% benchmark.

## Celebrating our people

Celebrating the events and milestones relevant to our team members is one way in which we express gratitude for the unique qualities and experiences that have shaped them. We celebrate throughout the year across all our properties and offices.

Our global and regional Celebrations of Culture shine a global spotlight on the rich traditions, perspectives and cultural moments that make each region unique. Sponsored by our Area Presidents, these events, open to employees globally, foster greater understanding, connection and a stronger sense of belonging across our organization while recognizing some of the most significant cultural celebrations for our people. The strong engagement and positive feedback these events receive reflect their impact in bringing employees together, deepening appreciation for our diverse cultures and creating a workplace where everyone feels seen, valued and included.

87

2025 global employee engagement score, our highest score to date.

Four Seasons Hotel and Residences Cartagena
 ▶



## Transforming futures through learning

We prioritize hiring local talent and supporting these team members in building life-changing careers. Four Seasons provides a range of learning and development initiatives that offer talented, motivated people opportunities to begin careers in our industry, including those who might face barriers to economic participation.

We offer apprenticeship and development opportunities tailored to the local communities and economic dynamics in the various locations where we operate. These efforts support financial stability for individuals and economic development for communities – all while harnessing the capabilities of engaged, purpose-driven people. Sixty-two per cent of our hotels and resorts report that they host, run or support hospitality apprenticeship programs for local talent.

We work with educational institutions to develop next-generation talent in travel and hospitality. We also regularly participate in forums that bring together educational institutions and industry representatives to ensure that courses and programs remain aligned with the needs and priorities of companies in the travel, tourism and hospitality sector.

We have revamped our core service training program to empower team members who distinguish themselves in service excellence to share their knowledge more systematically as Certified Departmental Trainers (CDTs). The program is designed to complement CDTs’ demonstrated service excellence by equipping them with the skills they need to effectively train new hires. With more than 3,000 CDTs in 2025, the program continued to grow year over year, reinforcing our culture of continuous learning, recognition and service excellence.

In 2025, we made significant investments in our educational tools and programming. A best-in-class learning management system is now available to all employees globally, while a new in-person program, Four Seasons Leader, helps guest-facing leaders share effective practices with their teams. In addition to our in-house offerings, our global Learning and Development subsidy provides support for team members to pursue external trainings.

### SUSTAINABILITY CHAMPION

“For us, belonging is not just a principle, but something we try to bring to life every day through our choices. One of the ways we do this is through collaborations and initiatives that create pathways for neurodiverse individuals to join our teams and contribute in meaningful ways. It’s an experience that continues to shape our culture in a very real way, making us more open, more aware and ultimately more connected to each other.”

#### ELECTRA MITAKIDOU

Sustainability Analyst and Innovation Leader  
Four Seasons Astir Palace Hotel Athens



62%

of hotels and resorts report running, hosting or supporting hospitality apprenticeship programs.

### FOUR SEASONS FOR GOOD IN ACTION

## Collaborating to support career opportunities

San Domenico Palace, Taormina, A Four Seasons Hotel

At this Four Seasons property on the Sicilian coast, the team collaborates with the Employment Centre of Messina to create engaging opportunities for new team members. The Centre acts as an intermediary between community members and local businesses, facilitating both employment and training opportunities – especially for people with disabilities or other barriers to employment.

In 2025, the Hotel invited several candidates to tour the property, learn about Four Seasons and apply for positions, resulting in four individuals being hired into various teams, including Front Office and Stewarding roles. Hotel leadership also ensured that team members were equipped with the training and support needed to foster the successful integration of new hires into the workplace.

The Hotel team was invited to make a presentation on this initiative – as a case study on public-private collaboration – to the mayor and other institutional representatives of the Municipality of Messina.

Building on the success of this first cohort, the property continues to collaborate with the Employment Centre, including continued participation in local career events such as a career fair open to all candidates, and recruitment initiatives aimed at expanding inclusive hiring.

This collaboration is one of many ways the property promotes an inclusive workplace culture, including recognizing and celebrating a range of cultural and awareness days that are of personal significance to team members.



## Benefits and beyond

We are committed to supporting the health and well-being of our global workforce through flexible, comprehensive benefits programs that evolve to meet the diverse and changing needs of our team members. Beyond benefits, we strive to foster a culture of well-being where individuals feel supported, empowered and able to thrive both personally and professionally.

After several years of building a comprehensive health and well-being benefits framework, we are now focused on ensuring team members understand and can access the support available to them. In 2025, our corporate teams led a range of education and awareness activities on employee benefits, providing practical toolkits and targeted campaigns to increase the visibility and utilization of key programs. Early indicators, such as increased use of well-being resources, suggest that these efforts have been effective.

### Mental health

We are working to increase the consistency of mental health support across regions. Specifically, in 2025 we sought to improve access and the team member experience, ensuring that each region’s offerings incorporated both local context and our global standards. Targeted engagement with People and Culture leaders was an important part of our effort to increase awareness and access.

### Financial well-being

As part of our global commitment to the well-being of our team members, Four Seasons strives to help them build their long-term financial security. Our total rewards package reflects this commitment, combining market-aligned compensation, comprehensive benefits and performance-based incentives that are customized to individual roles and regional contexts.

Our pay-for-performance philosophy is designed to uphold fairness and transparency in our compensation approach by rewarding both specific achievements and the demonstration of core values.

In select regions, eligible team members have access to locally tailored retirement plans – such as Deferred Profit-Sharing Plans and 401(k)s – supported by matching contributions from Four Seasons. We also help team members prepare for retirement with financial planning resources.

A strong governance framework guides the oversight of our retirement programs. Dedicated committees regularly review and monitor the investment options available in our defined contribution plans to ensure they align with our *Four Seasons for Good* commitments. Our evaluation process prioritizes responsible investing and sustainable value creation for our team members and stakeholders.

### FOUR SEASONS FOR GOOD IN ACTION

## Prioritizing employee well-being

### Four Seasons Hotel Guangzhou

Located in a bustling metropolis in China, Four Seasons Hotel Guangzhou prioritizes employee care and the Golden Rule year-round, with a special focus during an annual Employee Well-being Month. Each June, team members are offered a range of opportunities designed to support their physical and mental well-being, foster meaningful connections and enhance the overall employee experience.

From fitness and sports activities, wellness experiences and nutrition-focused initiatives, to mental health support and community volunteering programs, employees are encouraged to invest time to prioritize their well-being.

The intention is simple yet important: to help everyone pause, recharge and reconnect with themselves and each other in a more balanced and fulfilling way.

Employee Well-being Month drives strong engagement at the Hotel, with every employee participating in some capacity. One of the program’s highlights is the annual hotel sports tournament, which features a different sport each year. Following previous competitions in basketball, badminton and table tennis, pickleball was introduced as the featured sport, providing a fun and energetic finale to the month-long wellness celebration.



# Protecting and empowering our community

At Four Seasons, genuine care extends beyond our hotels and resorts to the people, communities and business partners who help bring our brand to life. We are committed to promoting respect for human rights and health, safety and security, and supporting local artisans and small businesses whose talents enrich the guest experience and strengthen community prosperity.

## Respecting human rights

Protecting human rights is integral to our commitment to respect people and bring genuine care to everything we do. Four Seasons seeks to uphold responsible workplace practices within our Company – at every hotel, resort, residence and office – and across our supply chain. Our stakeholder engagement work, including our most recent materiality assessment, affirms that our stakeholders share our commitment to upholding human rights.

We continue to enhance and reinforce the tools and practices we use to protect human rights. We maintain our regular practice of reviewing and updating key policies, including our [Human Rights Policy](#) and [Supplier Code of Conduct](#), and of mapping human rights risks using indices developed by a third-party risk intelligence firm.

Another aspect of our regular practice is monitoring and ensuring compliance with changes in the human rights legal and regulatory landscape. To this end, we conducted an initial review of our supply chain for centrally sourced and procured goods, assessing existing human rights due diligence and risk management processes to identify and address any potential gaps.

Beginning in 2025, we introduced a requirement that any new location under consideration for a potential Four Seasons property undergo a human rights analysis (contemplating risks, regulations and mitigation measures) as part of our standard New Location Workforce Analysis process.

Also in 2025, we launched a comprehensive due diligence toolkit and checklist to support properties and corporate offices in mitigating human rights risks in third-party labour. Rollout began with labour providers in locations with heightened human rights risks and will extend to all remaining labour providers by September 2026. In cases where this due diligence work identifies heightened risk, Four Seasons may undertake additional due diligence, remediation measures, corrective action plans or enhanced oversight.

Additional details about our human rights efforts can be found in our [2026 Modern Slavery Statement](#).

### A new human rights roadmap

Four Seasons has also embarked on an important initiative to strengthen our human rights program: the development of a comprehensive three-year Human Rights Roadmap. The roadmap sets out concrete actions our Company will take to support responsible practices across our global operations and supply chain, including evaluating technology-related risks.

One early initiative set out in the roadmap was the enhancement of mechanisms for reporting human rights concerns. In a related step, we shared guidance with our teams about the multiple reporting channels available to them. All reported concerns are reviewed and addressed in a manner consistent with our policies and procedures.

#### KEY PRIORITIES IN THIS FOCUS AREA

- Promoting respect for human rights across our value chain.
- Our approach to health, security and safety.
- Empowering artisans and small businesses through local partnerships.

#### FOUR SEASONS FOR GOOD IN ACTION

## Caring for trafficking survivors in St. Louis

### Four Seasons Hotel St. Louis

A team of 12 volunteers from the Hotel collaborated with the Healing Action Network’s Center for Survivors to support its mission of fostering safety, healing and recovery for adult survivors of human trafficking and exploitation across the St. Louis region.

During a day of action, the team worked together to refresh and repaint spaces in the Center, including therapy and treatment rooms where survivors receive counselling and support.

Beyond the physical improvements, the experience provided meaningful learning opportunities for participants. Volunteers gained a deeper, localized understanding of human trafficking in the St. Louis community, including the complex challenges survivors face and the essential role of services including housing, advocacy and long-term care. The experience strengthened awareness, empathy and the team’s ability to engage thoughtfully with this critical issue.

This effort marked the first collaboration between the Hotel and the Healing Action Network. Building on this momentum, the team aims to further support survivor recovery within the community while continuing to play a role in trafficking prevention as part of the Hotel and Company’s commitment to human rights and anti-trafficking.



## Our approach to health, security and safety

Underlying the exceptional guest and resident experiences we strive to deliver at every Four Seasons property is a rigorous approach to creating safe, secure environments. Our commitment to mitigating risks and upholding leading health, security and safety standards also extends to our corporate office and to everywhere Four Seasons teams work.

**Learning together.** In 2025, our property Security and Safety teams came together for in-person conferences, offering forums where specialists in these areas could share leading practices and engage in peer-to-peer learning on emerging risks, incident management and prevention strategies, including concerns related to human trafficking. The conferences also featured recognition and rewards, promoting excellence by celebrating exceptional leaders and teams.

**Insights to drive improvement.** Also in 2025, we invested in a new digital incident and injury management platform, an important step toward enhanced data analytics, incident trending and causal analysis. The platform introduces a range of new capabilities such as assessments and audits that will support ongoing refinements in our approach to security, safety, prevention and continuous improvement.

**Building knowledge and capacity.** We are developing a comprehensive digital security and safety training program, which will offer succinct, role-relevant learning modules and progressive certification levels for Four Seasons team members globally. Scheduled for full rollout in 2026, the program builds foundational awareness for all team members, targeted training for operational roles and advanced learning for leaders seeking deeper expertise.

Lead With Care (LWC) is the framework that guides every aspect of our health, security and safety policies and practices around the world. LWC was formalized with a governance structure and standards framework in 2023. Today, it helps to reinforce operational integrity and continuous improvement in our health, security and safety program.

Other notable initiatives:

- Adoption of a risk intelligence platform from a leading provider, strengthening our ability to identify, assess and respond to emerging threats and risks across our operations.
- Implementation of a more comprehensive Corporate and Regional Crisis Management Framework, which clarifies roles, escalation protocols and decision-making authorities to enhance and accelerate support for guests and team members during serious incidents.
- Participation in a FIFA-convened security collaboration focused on potential security threats related to World Cup events in Canada, the United States and Mexico.
- Rollout of an instructional case study series called “Voice of Experience,” designed to reinforce proactive risk management and organizational learning in areas ranging from pool chemical safety to power outages.

## Empowering artisans and small businesses

We operate in some of the world’s most vibrant cultural destinations and seek opportunities to support social enterprises, artisans, makers and small businesses through our sourcing decisions and guest experiences. While many partnerships are rooted in local communities, we also collaborate with mission-driven enterprises whose products and services create positive social impact beyond the destinations where we operate. At every property, partnerships are shaped by the needs and priorities of local communities, as well as the unique cultures and traditions that define each destination.

Depending on their local context, Four Seasons properties often:

- Collaborate with social enterprises and small businesses to bring unique offerings to guests, including food and beverage items, retail products and cultural experiences.
- Source products, such as artwork and decor for guest rooms and common areas, that create meaningful social impact and/or support local artisans and entrepreneurs.
- Highlight offerings – from performances and tours to cultural products and educational offerings – by talented local creatives and subject matter experts.
- Host pop-up shops or exhibitions at the property for local artisans, makers and mission-driven enterprises.

By supporting social enterprises, small businesses and local entrepreneurship, we help create economic opportunities, contribute to positive social impact and enrich the guest experience through authentic and meaningful connections.

### FOUR SEASONS FOR GOOD IN ACTION

## Supporting employment opportunities for survivors

### Four Seasons Hotel Atlanta

Since 2024, this Four Seasons property located in Atlanta’s vibrant cultural hub has collaborated with Procure Impact, a business-to-business marketplace for social procurement, to sell hand-poured signature candles from social enterprise The Worthy Co. in the Hotel’s spa.

The Worthy Co. provides hands-on job training to survivors of trafficking and sexual exploitation in North Texas, offering them dignified wages and work experience as they handcraft candles and jewelry. As a non-profit social enterprise, every candle purchase supports survivors rebuilding their lives.

Guests have embraced the candles, drawn to both The Worthy Co.’s story and the candles’ luxurious bergamot and rosewood fragrance. Employees take pride in the initiative as well, which reflects the Hotel’s own commitment to human rights and a culture of care. To date, the Hotel has sold 153 candles, representing 88.8 hours of work for survivors.



# Giving back locally

Every Four Seasons property is rooted in its local community, connected to neighbours, team members, suppliers and partners from the surrounding area. *Four Seasons for Good* embraces grassroots efforts to engage and support local communities. We also have a long history of rallying the global Four Seasons network to advance a cause that affects almost everyone: fighting cancer.

## Striving for positive local impact

Four Seasons provides guidelines to ensure that charitable activity by property teams around the world achieves local impact while reflecting *Four Seasons for Good* values. In addition to philanthropic and volunteer activities, Four Seasons teams give back locally by engaging domestic suppliers, developing local talent and creating opportunities for guests to connect with the expertise of local people – from artists and artisans to farmers and conservationists.

### KEY PRIORITIES IN THIS FOCUS AREA

- Donate time and funds locally to those in need.
- Fight cancer in our communities.
- Support team members in times of crisis.



# 100%

of hotels and resorts report having collaborations in place to support their local community.

# \$5.8M+

in total donations in 2025 to charitable organizations reported across the Company.

# 17,292

team member volunteer hours reported in 2025.

### FOUR SEASONS FOR GOOD IN ACTION

## Kindness in many forms

**Four Seasons Hotel Kuwait**

**Four Seasons Hotel New York Downtown**

**Four Seasons Tented Camp Golden Triangle**

Four Seasons properties globally participated in 2025 World Kindness Day activities on November 13, 2025, marking the third year of celebration across the brand, with a focus on engaging children and families in acts of empathy, generosity and connection. Launched by the World Kindness Movement in 1998 to “inspire individuals and connect nations to create a kinder world,” the day takes many forms – from simple human gestures to formal fundraising activities.

At Four Seasons Hotel New York Downtown, a “giving” tree designed by local florists became the centrepiece of the lobby. From World Kindness Day through Thanksgiving, the Hotel invited visitors to extend an act of kindness to Bowery Mission, a New York City non-profit serving people experiencing homelessness and poverty.

Donors received a leaf to personalize and hang on the tree; as the tree’s leaves proliferated, it became an increasingly powerful symbol of collective giving.

In Thailand, a team of volunteers from Four Seasons Tented Camp Golden Triangle delivered donations of clothes, gifts and essential items to schoolchildren at the Baan Dek San Fan Foundation in Mae Sruai, Chiang Rai, which supports vulnerable children and their families.

The team at Four Seasons Hotel Kuwait marked the day with a wide range of activities – from the playful to the powerful. The day’s activities included visits to children at the Al Jahra Hospital and, back at the Hotel, a free yoga class for kids and parents, the exchange of anonymous kindness notes among colleagues and a range of decorative touches – from balloons in team offices to a “rose booth” that transformed the Hotel’s lobby.



# Fighting cancer

## 45 years of hope and impact

In 2025, Four Seasons joined allies around the world in celebrating the 45th anniversary of Terry Fox’s Marathon of Hope – an annual fundraising initiative that has cumulatively raised more than \$720 million for cancer research and for care and services for people living with cancer.



### A PROMISE TO TERRY

Having lost their son Christopher to cancer in 1978, Four Seasons Founder and Chairman Isadore Sharp and his wife, Rosalie, were passionate supporters of Terry Fox’s cross-Canada run in 1980 to raise funds for cancer research. When Fox’s run was cut short by the return of his cancer, Isadore Sharp promised him via telegram that an annual Terry Fox Run would be held until a cure for all cancers was found.

### TRANSFORMING CANCER CARE

For over four decades, the Terry Fox Foundation has worked to achieve Terry’s vision – a world without cancer. The Foundation and the Terry Fox Research Institute invest in innovative cancer research, including through The Marathon of Hope Cancer Centres Network, a powerful collaborative platform connecting leading cancer centres and researchers across Canada. The Network has helped expand access to precision oncology and has created one of the world’s largest cancer precision medicine datasets, enabling clinicians to match patients with the treatments most likely to work for their cancer.

### GLOBAL ACTION, LOCAL SUPPORT

While the Canada-based Terry Fox Foundation has been a focus of the Company’s philanthropic activity, Four Seasons also supports hotel and resort teams around the world as they contribute to fighting cancer in their local communities. In 2025, Four Seasons leaders attending the global International Leadership Conference gathered for a hands-on volunteer activity: building bikes for Base Camp Children’s Cancer Foundation, a Florida-based non-profit that supports kids living with cancer and their families.



### STRONGER THAN EVER

In 2025, Four Seasons achieved record participation in our commitment to fighting cancer. To mark the 45th anniversary, we launched a global campaign that inspired more properties than ever to participate. The campaign included communications as well as operational guidance on engaging teams and communities in successful fundraising events, such as runs, golf tournaments, and food and beverage activations. Four Seasons teams around the world responded, raising \$4.3 million for cancer-focused causes – exceeding our previous annual record by more than \$1.7 million. The event at Wilket Creek in Toronto, site of the Four Seasons home office and the first ever Terry Fox Run, raised more than \$720,000.

▲ Four Seasons Hotel Kuala Lumpur

### SUSTAINABILITY CHAMPION

“Addressing complex global challenges like cancer requires collective effort. Through initiatives such as our annual Cancer Care Charity Fun Run, we bring together our employees, community, guests, residents and partners to support awareness, research and care – because meaningful progress is only possible when everyone plays a part.”

**THADA WHASAGOO**  
Sustainability Manager  
Four Seasons Resort  
Koh Samui



### A LEGACY OF FIGHTING CANCER

45 years

\$720M+  
funds raised worldwide by the  
Terry Fox Foundation since 1981.

\$4.3M+  
raised by Four Seasons globally  
in 2025 to fight cancer –  
our highest total ever.

FOUR SEASONS FOR GOOD IN ACTION

# Coming together for kids with cancer

Four Seasons Resort Orlando at Walt Disney World® Resort

The third annual Four Seasons Orlando Invitational, hosted in collaboration with AdventHealth for Children, raised more than \$1.5 million to support pediatric cancer research. The sold-out two-day charity event paired a celebrity – a musician, former professional athlete or other star guest – with each of 15 golf foursomes.

Funds raised from the signature event were directed to the Head and Neck Oncology Program of AdventHealth for Children, one of the nation’s most innovative initiatives for children facing rare and aggressive cancers.

Complementing the festivity and fundraising power of the popular golf tournament, a pre-tournament reception on October 16 included a live auction featuring a range of unique and enticing prizes, including a one-night stay at Cinderella Castle at *Magic Kingdom®* Park; the opportunity to be written as a character in a novel by author James Patterson; numerous Four Seasons hotel and resort getaways, many tied to sporting events; and a golf tour package in Scotland that included access to legendary golf courses.

Attesting to the impact of participants’ generosity, patients and their families were on hand to share powerful stories of recovery. The excellent outcomes patients at the event had achieved reflect the expertise of AdventHealth’s surgical team, led by nationally recognized specialists in pediatric oncology. AdventHealth is committed to helping even more children by expanding access to care, with funds from the Four Seasons Orlando Invitational supporting increased clinical space, specialized staff and advanced surgical technologies.



## Disaster response

Four Seasons operates in diverse landscapes and climates around the world. We developed the Golden Rule Relief Fund (“the Fund”) to ensure that when our team members and communities experience local disasters, the Four Seasons community is ready to support them through the crisis and recovery process.

We have made several recent improvements to the Fund in partnership with the Fund’s independent third-party administrator, Global Impact. The changes included enhanced application processing and improved payment speed, as well as an expanded range of categories under which team members can apply for support. In Canada and the United States, team members now have the option of making regular donations to the Fund through payroll deductions.

In 2025, major disasters affected Four Seasons properties in the United States (wildfires in Los Angeles and a tornado in St. Louis) and in Asia (flooding in Hoi An, Vietnam and a fire in Hong Kong). Our corporate team provided support to regional networks and local properties as teams in these areas worked with special intensity to provide resources, practical help and encouragement to colleagues.



4  
deployments of the Golden Rule Relief Fund in 2025.

127  
team members supported in 2025.

487  
team members supported since the Fund’s initial deployment in 2023.

◀ Four Seasons Resort The Nam Hai, Hoi An

## FOUR SEASONS FOR GOOD IN ACTION Supporting wildfire recovery efforts

**Beverly Wilshire, Beverly Hills, A Four Seasons Hotel**  
**Four Seasons Hotel Los Angeles at Beverly Hills**  
**Four Seasons Hotel Westlake Village**

From January to early February 2025, a series of wildfires devastated more than 50,000 acres of the Los Angeles region, claiming 31 lives and forcing more than 180,000 people to flee their homes. With estimates of the total economic cost ranging from \$76 to \$131 billion, the event ranked among the top 20 costliest disasters to strike the United States.

Four Seasons properties in and around the Los Angeles region came together to support neighbours and team members affected by the event, providing resources and practical support in many forms – from collaborating with Cedars Sinai to organize a community blood drive to gathering supplies for local animal shelters.

Hotels with team members directly affected by fires provided emergency shelter to these team members and their families and remained closely connected with them throughout. They also compiled information about local

services, ensuring team members could provide helpful guidance to anyone seeking assistance.

Monetary donations from the properties, guests, residents and employees of Four Seasons properties totalled more than \$35,000, supporting organizations including World Central Kitchen, the Boys & Girls Clubs of Malibu and Pasadena, and the California Community Foundation.

Team members pitched in to create care packages for affected families, which included essential items and messages of support. The property teams also volunteered with the Los Angeles Regional Food Bank, helping sort more than 10,000 pounds of produce for those in need.

In addition to the efforts organized by the properties in the Los Angeles region, Four Seasons activated the Four Seasons Golden Rule Relief Fund, providing financial support to our affected team members.





# Governance

**In this section**

- ▶ *Four Seasons for Good* oversight
- ▶ Ethics, compliance and risk management
- ▶ Data privacy and security

Our *Four Seasons for Good* program is underpinned by a robust governance structure designed to ensure our program’s integration and alignment with overall corporate strategy and operational needs.

# Four Seasons for Good oversight

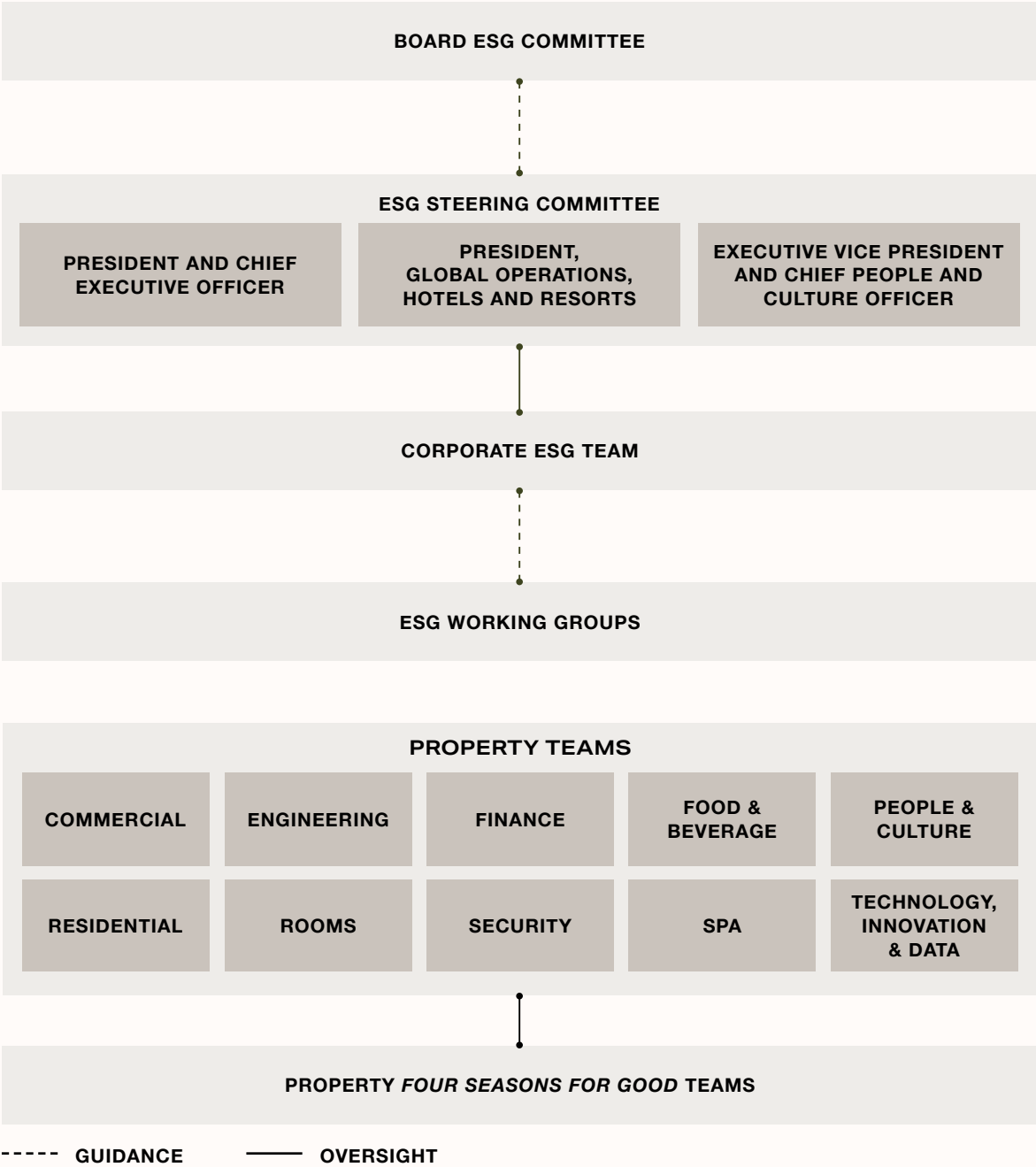
With respect to *Four Seasons for Good* and other areas, the Board and its committees provide rigorous oversight of the Company’s progress against its key objectives, while ensuring that our risk management, cybersecurity and other key practices remain aligned with leading standards and with the expectations of our stakeholders. Our Board of Directors draws on expertise in hospitality, luxury brands, sustainability and a range of related areas to provide strategic guidance to the Company.

Our governance structure, summarized and visualized on this page, draws insight and engagement from many areas of the Company – harnessing the shared commitment of leaders and teams to the principles and success of *Four Seasons for Good*.

- KEY POLICIES THAT GUIDE OUR  
FOUR SEASONS FOR GOOD PROGRAM
- [Environmental Policy](#)
- [Supplier Code of Conduct](#)
- [Human Rights Policy](#)

- **The ESG Committee of the Board of Directors.** Meets quarterly to provide oversight of our *Four Seasons for Good* program. Areas of focus include alignment with stakeholder expectations and regulatory requirements, and integration of environmental and social considerations into broader business planning.
- **ESG Steering Committee.** Includes our CEO and members of our Executive Leadership Team. Meets quarterly to oversee *Four Seasons for Good* efforts and to ensure the program’s continued alignment with other corporate strategy and operational needs.
- **Environmental and Social Working Groups.** Each of our two such groups is responsible for a core *Four Seasons for Good* strategy pillar: People and Planet. Each group includes leaders responsible for implementing programs across our global operations.
- **Property *Four Seasons for Good* Teams.** Lead the program at each Four Seasons property: implementing projects, tracking progress toward annual *Four Seasons for Good* goals, rallying colleagues and, where appropriate, engaging guests and residents around related initiatives.

## FOUR SEASONS FOR GOOD GOVERNANCE STRUCTURE



# Ethics, compliance and risk management

Four Seasons is committed to complying with applicable laws and meeting the highest ethical standards in every aspect of our business. We take steps to ensure that those who provide services to and for Four Seasons – including team members, contractors and agents – are aware of and share our commitment to an ethical culture.

## Managing risk

The Company uses well-established processes for reviewing risks, including enterprise and governance risks. Over the last few years, we have been integrating ESG-related risks more fully into our risk management tools and practices. In 2024, for example, our double materiality assessment included a comprehensive analysis of ESG-related impacts, risks and opportunities. Since 2021, we have mapped our properties – both existing and in development – against a set of risk indicators in areas such as climate change, human rights, water stress, natural disasters, waste management and biodiversity. We use the results of this continuous risk monitoring to manage existing and emerging risks, and to help inform operational decisions.

## How we apply our Code of Business Conduct and Ethics

Four Seasons has a Code of Business Conduct and Ethics (“the Code”), which has been endorsed by our Board of Directors and senior management. The Code reflects, among other things, the fundamental standards that Four Seasons requires team members, contractors and agents to abide by when providing services to or acting on behalf of Four Seasons. We expect that all parties and intermediaries we engage with will conduct themselves ethically and lawfully when acting on behalf or for the benefit of Four Seasons.

Four Seasons is committed to open communication concerning our ethical standards, and we have established procedures that are described in the Code to facilitate the submission of concerns. All new team members, including all managers, receive training on the Code as part of Embark, a proprietary Four Seasons onboarding program. All staff must refresh and upgrade their training – and have their knowledge on our ethical standards tested – at least annually.

## Fraud and risk assessment

To assist in preventing and detecting fraud and to assess the risk of non-compliance, Four Seasons maintains a system of internal controls that, among other objectives, is designed to provide reasonable assurance regarding the reliability of financial reporting. Management oversight occurs within the context

of the ethical framework established in our mission statement, which, combined with a strong compliance process, helps to ensure the integrity of our financial reporting systems and compliance with applicable law.

## Our third-party ethics hotline

Four Seasons is strongly committed to conducting its business in a lawful and ethical manner. Team members are encouraged to talk to supervisors, managers or other appropriate personnel about any illegal or unethical behaviour they observe and, when in doubt, about the best course of action in a particular situation. It is the policy of Four Seasons not to allow retaliation for good-faith reports of misconduct by others.

Four Seasons has established procedures that enable individuals to submit, on a confidential and anonymous basis (to the fullest extent possible consistent with applicable law), good-faith concerns relating to violations of our Code of Business Conduct and Ethics. Team members with a good-faith concern about illegal or unethical behaviour can report the concern through a third-party reporting services provider retained by Four Seasons. As part of our ongoing work to continually enhance our reporting and accountability tools, one focus for 2026 is the creation of a centralized team member relations team to lead the Company’s response to high-risk cases that require escalation beyond the property level to corporate review.

## Internal review and remedial action protocols

Concerns relating to fraud or ethics are reviewed by various departments including Legal, People & Culture and Internal Audit. A high-level summary of any material complaint is presented to the Audit and Finance Committee of the Board. Prompt and appropriate corrective actions are taken as warranted.

Any incidents identified through the ethics hotline are remediated by the departments responsible in collaboration with other relevant functions. In addition, responsible departments review relevant policies and processes to determine whether the incident points to any opportunities for enhancement.



Four Seasons Hotel at The Surf Club, Surfside, Florida ▶

# Data privacy and security

We’re committed to safeguarding the privacy of our stakeholders, including guests, owners, travel agents, preferred partners and visitors to our sites. Our comprehensive Privacy Program is overseen by a dedicated Privacy Office under the leadership of our Chief Privacy Officer.

Our [Privacy Notice](#) outlines the information we collect and how it is used, disclosed and protected. It also articulates our stakeholders’ rights regarding their information.

We have a dedicated Global Information Security team led by our Chief Information Security Officer. We use a variety of physical, technical and organizational security measures and technologies to help preserve the integrity and security of personal information, consistent with applicable data protection and privacy laws. A range of monitoring and governance policies guide our approach. Technical and physical access controls and encryption technologies secure assets to ensure sensitive information remains confidential. As both a service provider and merchant, we follow the Data Security Standards set by the Payment Card Industry to ensure the protection of payment information.

Other measures include but are not limited to:

**Team member education and training.** Team members are trained on security awareness annually.

**A regimented audit and governance process.** We work with third parties to regularly review our corporate and property cybersecurity and our credit card payment processing tools and protocols. We also engage third parties to conduct on-site breach simulations and to make sure our technology and our processes meet security best practices.

## Responsible use of artificial intelligence (AI)

We have established a comprehensive AI activation framework, developed and governed by a cross-functional council that includes senior leadership across the organization. This framework is designed to ensure that AI adoption does not compromise guest privacy, data security or the trust that is foundational to the Four Seasons experience. It includes defined oversight responsibilities, structured risk assessment processes for AI-enabled technologies and acceptable use standards for team members.

Our approach is guided by a formal set of Responsible AI Principles spanning fairness, transparency, accountability, human-centric design, model independence, and privacy and security, applied consistently across all AI initiatives.

We recognize that AI is evolving rapidly but are committed to leveraging its capabilities in a responsible way. We balance opportunity with intentionality and remain anchored in our dedication to an unparalleled guest experience.



# Performance data

Unless otherwise stated, data related to portfolio-level achievements are based on self-reported survey responses submitted by our hotels, resorts and residences with a March 31, 2026 deadline, and information obtained from third-party collaborators.

| Area                                   | Indicator                                                                                                                       | Performance        |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Planet                                 |                                                                                                                                 |                    |
| Designing for sustainability           | Properties with green building or sustainable accommodation certifications                                                      | 64                 |
| Reducing carbon and energy consumption | Energy consumption per square metre (2025 vs. 2024)                                                                             | -2.8%              |
|                                        | Scope 1 and Scope 2 greenhouse gas emissions per square metre (2025 vs. 2024)                                                   | -3.3%              |
|                                        | Properties that have completed an energy audit since 2022                                                                       | 96%                |
|                                        | Hotels and resorts with EV charging stations                                                                                    | 73% <sup>1</sup>   |
|                                        | Total EV charging stations                                                                                                      | 654                |
| Improving waste management             | Hotels and resorts that have eliminated single-use plastic water bottles                                                        | 97%                |
|                                        | Plastic water bottles avoided in 2025                                                                                           | 11.5+ million      |
|                                        | Hotels and resorts using large-format bathroom amenities                                                                        | 100%               |
|                                        | Properties with recycling programs                                                                                              | 95%                |
| Sustainable food and beverage          | Team members completing the online sustainable food and beverage training since 2022                                            | 5,336              |
|                                        | Hotels and resorts with cooking oil recycling programs                                                                          | 81%                |
|                                        | Properties leveraging intelligent scale technology to support food waste management                                             | 93%                |
|                                        | Food waste avoided in 2025 through Winnow, KITRO and Lumitics food waste measurement tools                                      | 670+ metric tons   |
| Conserving water                       | Water usage per square metre (2025 vs. 2024)                                                                                    | -2.1%              |
|                                        | Hotels and resorts using reclaimed water                                                                                        | 40%                |
|                                        | Water conserved in 2025 through innovative technologies and conservation efforts made possible by our collaboration with Ecolab | 120 million litres |
|                                        | Properties that have completed a water audit since 2022                                                                         | 96%                |
| Sourcing responsibly                   | Hotels and resorts using cage-free eggs                                                                                         | 100%               |
|                                        | Hotels and resorts using spa products from certified cruelty-free brands                                                        | 89%                |
| Biodiversity and conservation          | Hotels and resorts with local biodiversity and conservation programs                                                            | 90%                |

| Area                                 | Indicator                                                                             | Performance    |
|--------------------------------------|---------------------------------------------------------------------------------------|----------------|
| People                               |                                                                                       |                |
| Creating life-changing opportunities | 2025 global employee engagement score                                                 | 87             |
|                                      | Team members (as of December 31, 2025)                                                |                |
|                                      | Global                                                                                | 58,567         |
|                                      | Americas                                                                              | 28,324         |
|                                      | Europe, the Middle East and Africa                                                    | 16,967         |
|                                      | Asia-Pacific                                                                          | 13,276         |
|                                      | Hotels and resorts running, hosting or supporting hospitality apprenticeship programs | 62%            |
| Fighting cancer                      | Funds raised to support the fight against cancer in 2025                              | \$4.3 million+ |
|                                      | Hotels and resorts that activated to fight cancer in 2025                             | 83%            |
| Community engagement                 | Team member volunteer hours in 2025                                                   | 17,292         |
|                                      | Hotels and resorts with community impact collaborations                               | 100%           |
|                                      | Total donations to charitable causes in 2025                                          | \$5.8 million+ |
| Disaster response                    | Team members supported through the Golden Rule Relief Fund in 2025                    | 127            |

<sup>1</sup> Excludes three island resorts where automobiles are not available.



FOUR SEASONS

For inquiries concerning the 2025 Progress Report,  
please contact: [ESG.Team@fourseasons.com](mailto:ESG.Team@fourseasons.com)

[Fourseasons.com](https://www.fourseasons.com)

