



Better Future

Our Sustainability Report for the year ended 2024



Contents

About our company.....	3	Human rights, human trafficking and child abuse	34
Foreword from our CEO.....	5	Anti-corruption and anti-bribery	35
Chair of the Sustainability Committee: Interview with Helen Normoyle.....	6	Cyber security and customer privacy	36
Our Better Future plan.	7	Reporting and continuous improvement.....	37
Understanding our priorities: Our double materiality assessment.....	12	Charity partnerships.....	38
Our double materiality matrix	13	Conscious.....	41
Stakeholder map	14	Carbon emissions and energy use	43
Sustainability governance.....	15	2024 carbon footprint.....	50
Membership associations and partnerships	16	2024 carbon footprint and energy use.....	51
Inclusive	18	Climate risk management	52
Fair and stable-waged employment	20	Water	53
Social mobility.....	22	Nature and biodiversity	54
Training and development.....	23	Waste and circularity	55
Gender diversity.....	25	Responsible sourcing and sustainable procurement	57
Ethnic diversity	27	Sustainable stay	58
Disability inclusion	28	About this report	59
Customer accessibility	29	GRI content index	60
Caring	30	Performance data	69
Health and safety.....	32		
Wellbeing	33		

About our company

Founded in 1985, Travelodge is Britain's very first budget hotel chain and the second largest with more than 600 hotels, and over 47,000 bedrooms across the UK, Republic of Ireland and Spain.

Welcoming over 22 million guests annually, the majority of Travelodge hotels are located in major cities, towns and holiday hotspots as well as by airports and key business hubs. Travelodge is proud to offer guests across its diverse customer base a well-priced, well-located stay – whether they are travelling for business or leisure.

Travelodge continues to invest in its ongoing hotel refit programme, and has already upgraded c.60% of its estate with its new design, which includes new-look reception areas, next-generation rooms and a new restaurant concept, 85 Bar Café – offering everything a business or leisure guest needs for a comfortable and relaxing stay.

Travelodge's approach to sustainability is guided by our Better Future plan – the framework that embeds environmental and social responsibility into how we operate and grow.

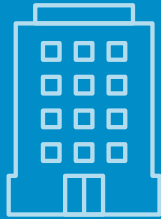
The plan ensures sustainability is integrated across our business, from governance and procurement to hotel design, colleague experience and customer services. It shapes our priorities and drives action on key issues including energy and water efficiency, waste reduction, inclusion and responsible sourcing. Through Travelodge's Better Future plan, we are building a more resilient, efficient and sustainable business for the long term.



About our company (continued)

Established in
1985

Second largest hotel brand in the UK



Over
600
hotels



Approximately
47,000
guest bedrooms



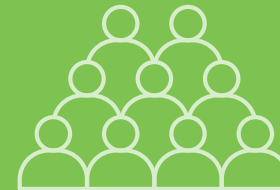
**Operating across the UK,
Ireland and Spain**



22 million
customers in 2024



Approximately
90%
of our bookings were made
through our direct channels



Over
13,000
colleagues in 2024

Foreword from our CEO

At Travelodge, our purpose is to help people to go and do their thing, by being the Brilliant Base. For our customers, this means providing a well-priced, well-located stay they can trust, and for our colleagues, creating opportunities for them to learn more, earn more and belong. We have more than 600 hotels across the UK, Ireland and Spain and employ over 13,000 colleagues, welcoming around 22 million customers a year.

We recognise the responsibility we have as a business of this scale and we care about the impact of our decisions. This is why sustainability is integral to our strategy and runs through everything we do. It helps us respond to changing expectations, stay resilient and adapt to emerging legal and regulatory requirements, including new obligations around carbon reporting and supply chain transparency. In a world where environmental and societal pressures continue to build, this has never been more important.

In 2024, the Intergovernmental Panel on Climate Change (IPCC) reinforced that the window to limit global warming to 1.5°C is narrowing. We are already seeing the impact, including severe flooding in Valencia, a city where we operate a hotel. Events like this

emphasise the importance of how we design and manage our estate, and why we are continuing to strengthen our approach to sustainable hotels.

This latest Better Future Report sets out how we are embedding sustainability across our business, making it a core part of how we operate.

Our Better Future plan is underpinned by three core pillars – Inclusive, Caring and Conscious. This year we have made good progress in all three.

We expanded flexible career opportunities and opened new routes into leadership, helping to ensure we are accessible and inclusive to all of our colleagues. We strengthened our focus on wellbeing and safety, and through our partnership with the British Heart Foundation, extended CPR training across our teams.

All new-build hotels are now designed to meet at least a BREEAM 'Very Good' rating. BREEAM is the UK's leading standard for sustainable buildings that covers energy efficiency, environmental impact and user wellbeing.

We also reduced water use across the estate, with lower consumption per

customer, driven by smart fixtures and more targeted maintenance. We have also cut down on plastics in our vending machines and our Bar Cafés.

Behind the scenes, we introduced stronger governance and completed our first double materiality assessment, helping to prioritise the issues that matter most.

But there are always opportunities to do more. Whether that means improving representation at Senior Leadership, reducing our emissions or working more closely with suppliers, our focus is on long-term progress. We are also remodelling our carbon reduction approach in line with the latest science, supported by improved data and external expertise.

Looking ahead, we will continue to embed sustainability across our decision-making, supporting inclusive growth, responsible sourcing and more circular ways of working. That is how we will build a business that delivers not just for today, but for the long term.

Jo Boydell

Chief Executive Officer

Watch Jo's message [here](#)



Chair of the Sustainability Committee: Interview with Helen Normoyle

The Sustainability Committee is key in guiding Travelodge's sustainability strategy. How has its role evolved over the past year?

Over the past year, our role has become more strategic and future-facing. Sustainability is a key consideration in how we shape business decisions and long-term planning. As a committee, we've worked closely with the Board and leadership teams to ensure our Better Future plan is not only ambitious but also grounded in what's practical and measurable. 2024 was a turning point in that respect – the double materiality assessment, the refresh of our Steering Groups, and our deepening focus on climate and supply chain impacts have all strengthened how we govern sustainability at every level.

The 2024 double materiality assessment will help shape Travelodge's sustainability priorities. What key insights have emerged, and how has the Sustainability Committee used them to inform the strategy?

The double materiality assessment gave us a clearer picture of where our greatest risks, impacts and opportunities lie, and the things that matter to our key stakeholders, both from a business and

societal perspective. What stood out for me was how much importance our stakeholders placed on transparency, carbon reduction, data privacy and security, and responsible sourcing. These insights have helped sharpen our focus. As a committee, we've used the findings to reframe our priorities and governance, ensuring our decisions are rooted in what matters most to those we impact and are impacted by.

Sustainability is a journey. What were the main successes in 2024, and what remain the key focus areas for Travelodge?

We've made solid progress, especially in improving operational efficiency through better energy management, more innovative use of resources and reducing waste across the estate. We've also rolled out more sustainable room designs and expanded programmes like Aspire that support colleague development and progression. I'm equally proud of the groundwork we've laid – better data, more transparent governance and stronger supplier engagement.

At the same time, there is no room for complacency. We need to keep the momentum in Senior Leadership

diversity, Scope 3 emissions and carbon reduction. We're taking a pragmatic but ambitious approach, supported by an operating model that gives us the flexibility to respond to evolving expectations.

What excites you most about Travelodge's sustainability journey in the years ahead?

I think it's the shift we're seeing of sustainability being a set of separate projects to becoming a fundamental part of how Travelodge operates and grows. That mindset change is powerful. I'm particularly excited about the integration of circular design principles and our work to decarbonise both new builds and our existing estate.

I'm also excited by our focus on people and progression. We've introduced more flexible management roles and are starting to examine colleagues' backgrounds more closely to help remove barriers to opportunity. Through e-learning, social mobility campaigns and broader engagement, we're building a more open, inclusive culture that reflects the diversity of our teams' backgrounds and supports long-term career growth.

If you could share one key message about sustainability with Travelodge colleagues and customers, what would it be?

Sustainability is about momentum and measurable progress. Every small improvement, every thoughtful decision, adds up. Whether you're booking a room, managing a team or working behind the scenes, your actions help shape a Better Future. And at Travelodge, we're committed to making those actions easier, more impactful and more meaningful for everyone.

Helen Normoyle

Chair of the Sustainability Committee

Watch Helen's interview [here](#)



Our Better Future plan

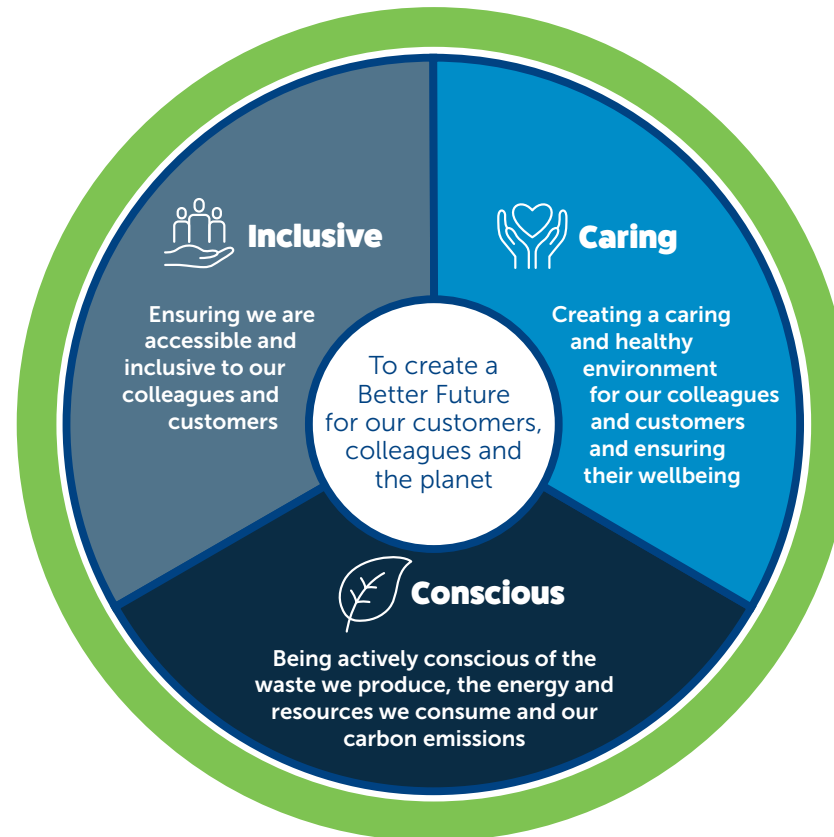
Our vision is to create a Better Future for our customers, colleagues and the planet. We're bringing this to life through our Better Future plan – a clear, actionable roadmap steering us towards a more sustainable way of doing business. The three core pillars of the plan shape how we deliver our sustainability commitments.

Travelodge is a people-first business. Since its launch, the Better Future plan has guided how we embed sustainability across our business – from hotel design and procurement to governance, operations and customer experience. It focuses on the issues that matter most to our stakeholders and the areas where we can have the greatest impact.

As part of our commitment to building a stronger, more sustainable business, we carried out a double materiality assessment (DMA) in 2024. This helped us better understand our most significant environmental and social impacts and risks so that we could refine our strategy and focus on the areas that matter most.

Throughout the year, we made progress across each of our three Better Future pillars – this was underpinned by the strengthening of our sustainability governance. The following pages summarise our progress against each pillar and how we're translating the Better Future plan into action.

- **Inclusive:** Ensuring we are accessible and inclusive to our customers and colleagues.
- **Caring:** Creating a caring and healthy environment for our colleagues and customers and ensuring their wellbeing.
- **Conscious:** Being actively conscious of the waste we produce, the energy and resources we consume and our carbon emissions.



Inclusive

- Training and development opportunities
- Customer accessibility
- Fair labour practices and decent work
- Diversity and inclusion
- Social mobility



Caring

- Data security and customer privacy
- Human trafficking and child abuse prevention
- Health, safety and security
- Charity partnerships
- Wellbeing



Conscious

- Responsible sourcing and supply chain management
- Carbon emissions and energy management
- Adapting to climate change
- Waste management and recycling
- Water consumption

Our Better Future plan (continued)

In 2024, we made meaningful strides in embedding sustainability more deeply into our day-to-day operations – Our progress across the Better Future plan's three pillars – Inclusive, Caring and Conscious – reflects how practical, focused actions are helping us build a stronger, more responsible business.



Under our **Inclusive** pillar, participation in the Aspire development programme grew significantly – demonstrating our commitment to colleague development and long-term career progression. We also continued to strengthen inclusive hiring practices, helping to increase access and visibility for candidates from underrepresented backgrounds.



Our **Caring** commitments delivered positive outcomes across the board. Engagement with wellbeing resources improved with a Your Voice survey score of 8.4, and safeguarding training remained at 100%. More than 1,000 individuals completed CPR training through our RevivR partnership – building life-saving knowledge into both customer and colleague experiences.



On the **Conscious** front, we improved energy efficiency by 4% per room sold, reduced water usage to 111 litres per customer, and ensured 97% of refit waste was diverted from landfill. We also passed a milestone with over 120 of our hotels now operating as fully electric, and strengthened our Scope 3 emissions data by engaging suppliers directly.

We have the ambition for sustainability to run through everything we do, as a guiding principle that informs decisions at every level. This ambition is already taking shape, and our evolving data and practices show how it's being put into action across the business.

Travelodge sets and reviews targets under our Better Future plan using a best practice, evidence-led approach aligned with materiality, stakeholder expectations and evolving regulatory standards. Targets are regularly reassessed and agreed with the Sustainability Committee to ensure they remain ambitious, achievable and relevant to our most significant environmental and social impacts.



Our Better Future plan (continued)



Hitting target



In progress



Target unlikely to be met



Inclusive

Target	Performance		Progress Status
	2023	2024	
Continue to achieve our targets of providing 24+ hour contracts to team members by 2025; known internally as the 'Blueprint', this is designed to help Hotel Managers give colleagues greater certainty over their hours.	+115%	+119%	
Increase the 'Your Voice' score for the question "If I want to, I know how to develop my career at Travelodge" from 7.6 (2021) to 8.5 by 2025.	7.9	8.2	
Maintain the number of Support Office roles being filled internally (excluding maintenance, Area Operations Manager and entry-level roles) to around 40% by 2025.	43%	40%	
50/50 shortlists of men and women for Senior Leadership* roles and Area Operations Manager roles.	38%	44%	
20% shortlists of candidates from minority ethnic backgrounds for Senior Leadership roles.	13%	15%	

Ensuring we are accessible and inclusive for all.

- We remain committed to fair pay and stable jobs, focusing on 24+ hour contracts and performance-based pay.
- In 2024, over 1,000 colleagues completed the Aspire development programme — five times more than the previous year — boosting internal progression and leadership capability.
- Every hotel now offers part-time management roles, supporting work-life balance and helping retain experienced leaders.
- We added social mobility questions to mandatory training, and launched a company-wide campaign to break down barriers and raise awareness.
- Structured interviews and inclusive recruitment practices led to 44% of Senior Leadership shortlists being women and 15% being from minority ethnic backgrounds, showing progress towards fair access to opportunity.

Our Better Future plan (continued)



<div><div></div>Caring</div>			
Target	Performance		Progress Status
	2023	2024	
Increase the colleague engagement survey 'Your Voice' score for the question "There are resources available to me at Travelodge to support my wellbeing" to 8.5 out of 10 by 2025.	8.0	8.4	<div></div>
Maintain 100% of hotel colleagues trained to safeguard against human trafficking and child abuse.	100%	100%	<div></div>
Maintain a phishing susceptibility rate of less than 10%.	<10%	<10%	<div></div>
Encourage a further 1,000 people to train in Cardiopulmonary Resuscitation (CPR) through our RevivR QR codes in 2024 during 2023.	>1,000	>1,000	<div></div>
<div><div>Creating a caring and healthy environment for our colleagues and customers and ensuring their wellbeing.</div><div><div></div><div><ul style="list-style-type: none">Colleague engagement with our Better Me programme grew, helping achieve a 'support my wellbeing' score of 8.4/10 in our annual Your Voice survey.All hotel colleagues completed safeguarding training in 2024, with every incident resolved – reinforcing our zero-tolerance approach to exploitation and abuse.Demonstrating our strong commitment to cyber security, over 95% of colleagues completed mandatory training in 2024 covering information security, GDPR and PCI compliance.Over 1,000 people were trained in CPR through RevivR, now embedded in onboarding and accessible to customers via in-room QR codes.Our partnership with the British Heart Foundation raised over £126,000 and supported CPR training, colleague health checks and awareness campaigns.</div></div></div>			

Our Better Future plan (continued)



<div><div></div>Conscious</div>			
Target	Performance		Progress Status
	2023	2024	
Become net zero by 2050.	Baseline in progress		<div></div>
Conclude our carbon footprint maturation by reviewing our indirect Scope 3 emissions.	✓	✓	<div></div>
Reduce energy usage per room sold by 2% annually.	2% decrease	4% decrease	<div></div>
Continue rollout of our sustainable build specification, new build UK hotels from 2025 to be A-rated EPC and BREEAM Very Good. Deals for conversion of existing buildings to use the BREEAM refurbishment standards to improve building efficiency.	✓	✓	<div></div>
Reduce water consumption to an average of 100 litres (L) per customer by 2025 from 133 litres in 2018.	116L/guest	111L/guest	<div></div>
Understand our volumes and sources of waste, and set targets to reduce these where possible.	In progress	In progress	<div></div>
Understand the climate-related risks and opportunities our business faces, and start preparation for our Task Force on Climate-related Disclosures (TCFD) requirements.	✓	✓	<div></div>
Continue to embed sustainable sourcing practices aligned with our Better Future plan into our key procurement activities during 2024.	✓	✓	<div></div>
<div><div>Reducing waste, energy use and emissions, and enhancing sustainable procurement</div><div><ul style="list-style-type: none">Smart heating, cooling and lighting controls were in place in 500+ hotels, maintaining temperatures between 18 – 24°C and reducing energy use when rooms were unoccupied.120+ fully electric hotels in operation across our estate, supporting our move away from gas. Our aim is to ensure that, from 2026, all new developments will be electric-only, and we are working hard to update older development agreements to fulfill that goal.Supplier-specific data was integrated into Scope 3 carbon footprint calculations, enhancing accuracy and supporting a more informed approach to decarbonisation.In 2024 all development deals exchanged for new hotel construction required the use of electrically powered Air to Water Heat Pump hot water generation and achievement of EPC A and BREEAM Very Good as a minimum.Estimated water use dropped to 111 litres per customer (down from 133 litres in 2018), driven by efficiency upgrades and targeted maintenance.97% of refit waste was kept out of landfill through reuse, redistribution and recycling of items such as TVs and furniture.We decreased plastic use by removing bottled water from vending machines and Bar Cafés.In partnership with our waste provider, we audited 500+ rooms to understand customer waste habits. These insights are shaping our 2025 rollout of in-room recycling.We completed our TCFD project to identify climate-related risks and opportunities that we face.ESG assessments were completed for 71 key suppliers, now covering 64% of our total spend.</div></div>			

Understanding our priorities: Our double materiality assessment

Sustainability is a core part of how we operate and grow. It shapes the decisions we make, the partnerships we build, and the way we support our customers, colleagues and communities. As we continue to embed our Better Future plan across the business, it's important that we take time to reflect on where we're making the greatest impact and where we need to go further.

In 2024, we completed a comprehensive double materiality assessment (DMA) to support this process. The DMA helped us better understand the sustainability issues that matter most to Travelodge and its key stakeholders – not only in terms of how our activities affect people and the planet, but also how social and environmental factors may influence the resilience and success of our business over time.

This approach looked at two distinct but connected perspectives. One focused on the outward impact of our operations and value chain, such as emissions, inclusion, sourcing and waste. The other considered the

potential for these issues to affect our business, whether through changing stakeholder expectations, regulation, resource availability or reputational risk. Together, these perspectives provide a clearer picture of the topics that are most important to our stakeholders and most material to our long-term performance.

DMA process

Our assessment began with a comprehensive review of sustainability topics across our operations, supply chain and customer experience. We assessed the actual and potential impact of these topics, and evaluated how they might influence the financial and operational performance of the business in the short, medium and long term.

Engaging with our stakeholders was central to the process – this way, we could better ensure that our vision of a Better Future would truly reflect the needs and aspirations of our colleagues, customers and partners. Over 53,000 individuals were invited to contribute to the assessment – including around 13,000 hotel colleagues, 40,000 customers and 500 Support Office employees –

through surveys. Additional insights were gathered through workshops and one-to-one interviews with colleagues, customers, owners, lenders, suppliers and landlords, alongside targeted engagement with developers, local councils and industry bodies. Approximately 40 in-depth interviews with internal leaders and key external stakeholders further validated our priorities and highlighted where expectations were evolving.

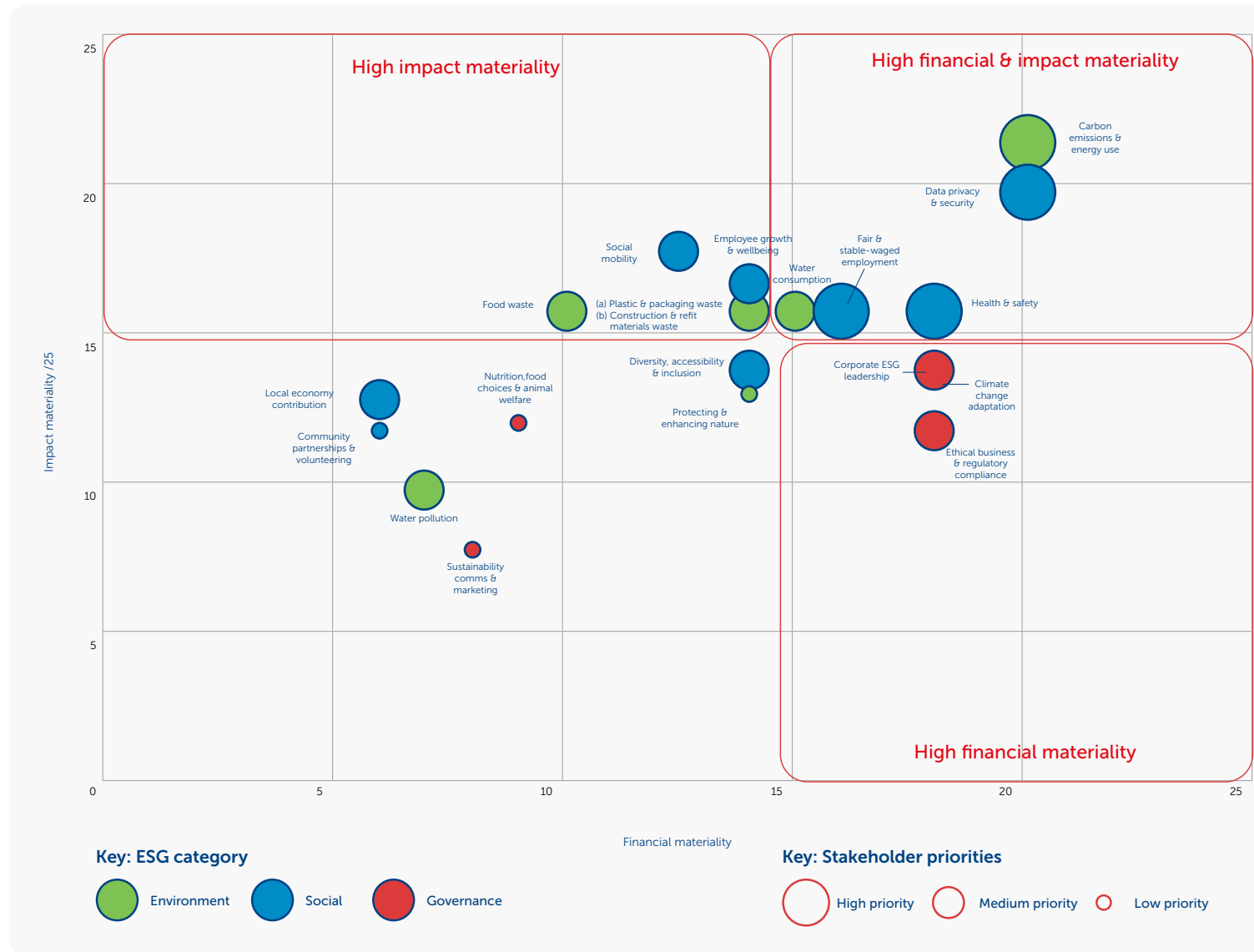


Our double materiality matrix

The results of our DMA confirmed that the Better Future strategy remains focused on the right areas. These are visualised on our double materiality matrix, where the most significant topics for our business and stakeholders feature in the top right.

Health and safety, fair and stable-waged employment, and data privacy and security continue to be viewed as critical by both the business and our stakeholders. At the same time, the assessment highlighted a growing focus on carbon emissions, biodiversity, water, and responsible sourcing – reflecting increased urgency around climate and nature, and the role businesses play in enabling a more sustainable economy.

Subsequent sections of this report delve deeper into Travelodge's most material topics, highlighting how we are progressing and acting where it matters most. The stakeholder insights from the DMA have helped us refine our focus. By incorporating these insights into our strategy, we have strengthened our governance framework to help ensure that Travelodge remains aligned with regulatory expectations and the evolving priorities of our stakeholders. This approach guarantees that sustainability is integral to how we operate and grow as a business.



Stakeholder map

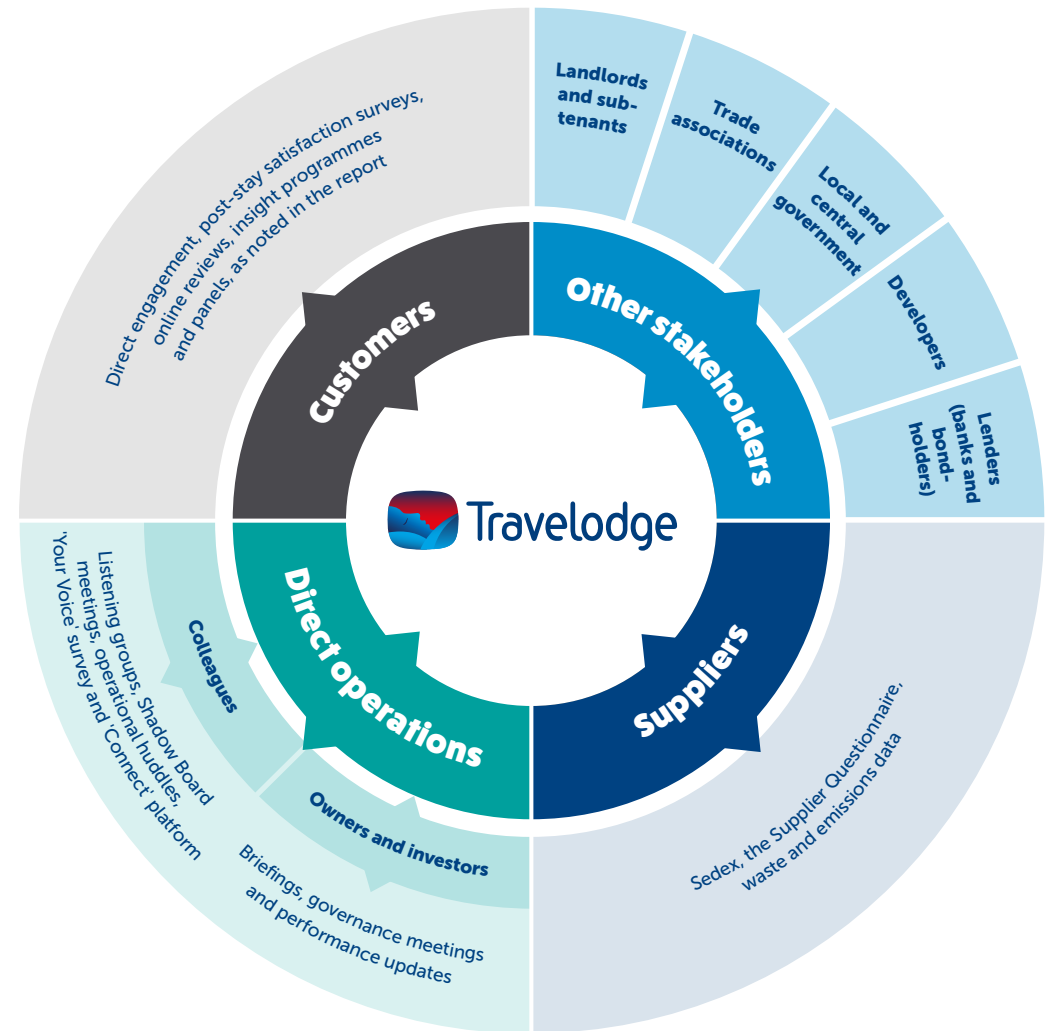
Our double materiality assessment provided a structured view of where stakeholder priorities intersect with business risk and opportunity. However, Travelodge's engagement with stakeholders extends well beyond that process – because we recognise the value in consistently listening to our stakeholders and reflecting their views in our decisions.

Customers share feedback through post-stay satisfaction surveys, online reviews and insight programmes, including dedicated panels and research on service delivery, accessibility and sustainability expectations. Colleagues contribute through the annual 'Your Voice' survey, regular listening groups and our internal platform, 'Connect', with additional input provided via Shadow Board meetings and operational huddles. Investors, owners and lenders are engaged through briefings, governance meetings and performance updates. Our suppliers are actively involved in ongoing sustainability initiatives focused on improving responsible sourcing, waste and emissions data.

These channels inform decisions across hotel operations, procurement, recruitment and policy development. For example, supplier insights supported our expanded Scope 3 emissions mapping, and customer accessibility feedback directly influenced room and website design improvements.

By keeping stakeholders' perspectives central to our planning and governance, we help ensure that our Better Future plan remains focused, commercially relevant, and aligned with the evolving expectations of the people and partners we work with. This engagement continues to underpin our governance approach, set out in the following section.

Our value chain



Sustainability governance

Our Better Future plan is supported by strong governance that helps turn commitments into action. This is essential to ensuring our strategy is delivered effectively, helping to embed accountability and drive meaningful progress. The material topics identified in our double materiality assessment are reflected in our Better Future strategy. Our governance structures have been refined to support this, including strengthened Board oversight, a dedicated Sustainability Committee, and revised Steering Groups to enable the integration of the material topics into decision-making and day-to-day operations. Clear responsibilities across the business mean colleagues are empowered to drive progress where it matters most.

Main Board

Provides strategic direction and considers sustainability within our overall corporate strategy, business plans and performance objectives.

Delegates oversight responsibilities to both the Audit Committee, which assesses sustainability-related risks, and the Sustainability Committee, which ensures the effective delivery of our sustainability strategy.

Considers sustainability as part of capital expenditure, acquisitions and performance monitoring.

Operating Board

Led by our CEO, it makes sure that sustainability is embedded within day-to-day decision-making.

Oversees the execution of our Better Future plan, monitors key performance indicators (KPIs) and supports cross-functional collaboration to meet our commitments.

Sustainability Committee

Responsible for ensuring the delivery of our Better Future plan and regular measurement of progress towards it.

Meets quarterly and is chaired by an independent non-executive director (NED), updating the Main Board after each meeting.

Reviews progress against our sustainability KPIs and our Better Future plan targets, overseeing regulatory compliance and ensuring that sustainability considerations are fully embedded in our decision-making.

Sustainability Steering Groups

Responsible for the delivery of the Better Future plan and measuring progress against it.

Act as a focus point to measure sustainability progress and propose future plans.

In 2024, our Sustainability Steering Groups were updated to comprise the following:

- Belong and social impact
- Climate and nature
- Sustainable stay and healthy choices
- Resource efficiency, circularity and supply chain sustainability
- Business ethics



Membership associations and partnerships

Delivering our Better Future plan depends on what we do within our business and the collaborations we build beyond it. In 2024, we worked with various expert partners to enhance our impact and strengthen our capabilities.

We strengthened our sustainability approach by joining two new external initiatives: the Ellen MacArthur Foundation and Sedex. These partnerships will support our Better Future plan by helping us embed circular thinking into how we design and operate our hotels and improving visibility and accountability within our supply chain. We also continued our existing partnerships with the Purpose Coalition, UKHospitality and the British Heart Foundation. We use these established relationships to support inclusive employment, social mobility, health and wellbeing, and broader sector engagement.



Ellen MacArthur Foundation

The Ellen MacArthur Foundation is a UK-based charity and a global leader in promoting the circular economy. It works with businesses, governments and academic institutions to accelerate the shift from a linear to a circular economic model – one that eliminates waste, circulates materials and regenerates nature. Through its pioneering research, collaborations and practical tools, the Foundation will help us embed circular economy principles and drive systemic change through our operations.



Sedex

Sedex (Supplier Ethical Data Exchange) is a global organisation that supports businesses in improving ethical and responsible practices within their supply chains. It provides a collaborative platform for sharing information on labour standards, health and safety, the environment, and business ethics.

Integrating this tool into our business reflects our commitment to upholding high standards of ethical, social and environmental responsibility within our operations and supply chain. It enables us to enhance transparency, effectively manage risks and align with global best practice.



Purpose Coalition

The Purpose Coalition brings together organisations committed to improving social mobility and reducing inequality. In 2024, our focus was on progressing our Levelling Up Impact Report and using the insights gained to shape our internal priorities. Our membership with the Purpose Coalition also supported Senior Leadership engagement, helping to raise awareness and promote inclusive progression across the business.



UKHospitality

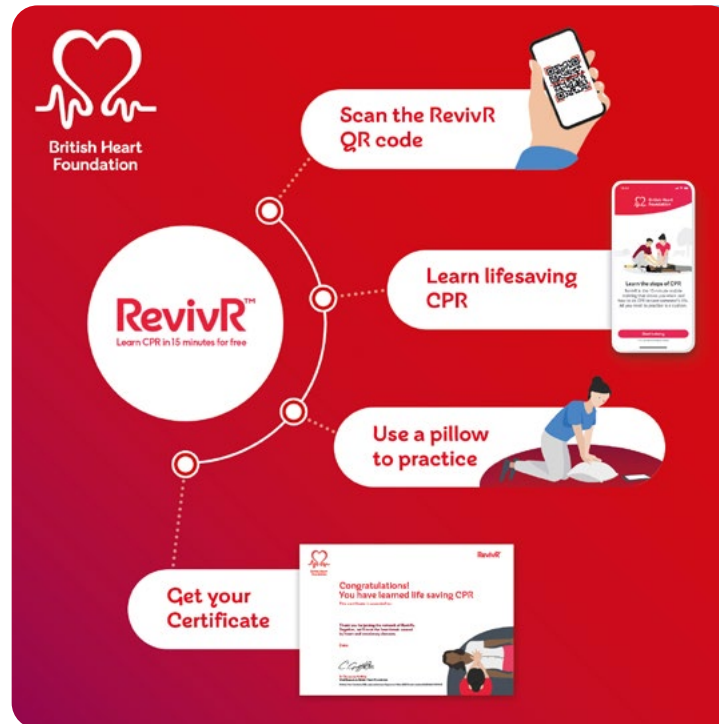
UKHospitality is the leading trade body representing the hospitality sector, offering a platform for collaboration on shared industry challenges. During 2024, we engaged in forums and events focused on workforce development, careers in hospitality and long-term sector resilience. This partnership continues to inform our thinking on inclusive recruitment and skills development in a changing labour market.

Membership associations and partnerships (continued)

The British Heart Foundation

The British Heart Foundation (BHF) is the UK's leading charity funding research into heart and circulatory diseases. Since 1961, it has supported breakthroughs in prevention, diagnosis and treatment, including the development of pacemakers and portable defibrillators. The BHF also provides practical support and health advice, helping millions of people live with and manage cardiovascular conditions.

We have partnered with the BHF since 2017, supporting fundraising, promoting heart health awareness and delivering life-saving CPR training to colleagues and customers through initiatives such as the RevivR digital tool.



Our colleagues Alan Harfield, Ryan Alcock, Luke Jones and Paul Madden rowing 60km on the River Thames in aid of the BHF

We're proud to partner with these organisations, all of which play an important role in bringing our Better Future plan to life. These collaborations help turn our sustainability commitments into meaningful action, embodying the values at the heart of our Inclusive, Caring and Conscious pillars.

The following sections outline the additional progress we are making across these pillars, starting with Inclusive.



Inclusive

Inclusive

Accessibility and inclusion are fundamental to our Better Future plan and central to how we support our customers and colleagues. We bring the Inclusive pillar to life by creating fairer opportunities for everyone, including improving gender balance, ethnic diversity, disability inclusion and social mobility. As a people-first business, we are focused on removing barriers, opening up progression and making Travelodge a place where everyone can thrive.

We are committed to employing and welcoming a diverse range of people across all business areas. We know that building a truly inclusive culture requires continuous effort and long-term commitment, and we are proud to have made progress across many aspects of diversity and inclusion. At the same time, we recognise there is more to do – particularly in increasing ethnic diversity at Senior Leadership levels and continuing to support equitable career opportunities for all colleagues.

Our initiatives are supported by clear metrics and targets, such as those for ethnic diversity and 24+ hour contracts, which help ensure transparency and accountability. With input from partners like the Purpose Coalition and the British Heart Foundation, we continue to refine our approach to deliver fair, inclusive and sustainable outcomes for our colleagues and the communities we serve.



Fair and stable-waged employment

A key part of our Better Future plan is our commitment to ensuring we are accessible and inclusive to all our colleagues. In support of this goal, we are actively working to provide decent work through fair labour practices. Ensuring equitable pay and clear pathways for career progression remains central to our approach. In 2024, we continued refining our employment practices to enhance financial stability, improve workforce flexibility, and strengthen the use of stable contracts to support long-term career opportunities for our colleagues.

Contract structure and workforce stability

We are committed to offering our colleagues certainty of hours, supporting financial stability and long-term career development. We do this by way of a blueprint which is specific to each hotel, giving the Hotel Manager an overview of how many colleagues they need and on how many contractual hours. Blueprints will change throughout the year, depending on seasonality and occupancy.

In 2024, we continued to exceed our target of 100% compliance with the blueprint for 24+ hour contracts, achieving 119% compliance compared to 115% in 2023. Being able to offer our colleagues more certainty of hours helps reduce reliance on second jobs and strengthens income stability.

Fair compensation

Fair and competitive pay is a core part of our Inclusive pillar and is central to being a great employer. We're proud to be transparent about salaries when advertising vacancies externally – a practice not yet standard across the industry. This openness supports fairness in recruitment, helps to build trust, and ensures that candidates have clear expectations from the outset.

In 2024, we refined our pay structures and annual bonus schemes to ensure they are transparent, performance-linked, and support long-term financial stability. All salaried colleagues are eligible for a company financial performance-related bonus scheme, reinforcing a culture of shared success and helping colleagues feel recognised for their hard work.

We have continued to enable our hourly paid colleagues to earn more for doing more through our variable pay schemes, including activities such as breakfast sales, sales of meal deals and exceeding cleaning times. Hotel Managers in Bar Café hotels also benefit from incentives linked to food and beverage sales. These targeted schemes continue to reward high performance and strengthen retention across our teams.



KPI

Compliance with blueprint for 24+ hour contracts

Continue to achieve a minimum of 100% compliance

Fair and stable-waged employment (continued)

Part-time management roles

We are committed to offering flexible working options that support our colleagues in achieving a healthy work-life balance while maintaining fulfilling careers. Following a successful pilot phase in 2023, all Hotel Manager and Assistant Hotel Manager roles are now advertised as both part-time and full-time positions. This option provides greater flexibility for working parents, students and those looking to balance their careers with other commitments. For Travelodge, it helps us reduce turnover and keep a strong, happy workforce.



Case study



Enhancing work-life balance through part-time management

A great example of this is Lynn Johnson, who has worked at Travelodge Whitstable for 14 years. Approaching retirement, Lynn was considering stepping away from her role, but with the introduction of the Part-time Hotel Manager initiative she found a way to continue in a leadership position while enjoying greater work-life balance. Now working part time, Lynn has more opportunity to be with her family while still leading her team and delivering great service to customers. This initiative reflects our commitment to ensuring that everyone, at any stage of their career, can learn more, earn more and belong.

In 2025, we will continue to strengthen career progression opportunities, refining our pay structures and enhancing workforce flexibility.

"Moving to a part-time Hotel Manager role has been a fantastic change for me. It means I can continue doing the job I love while also having more time to enjoy with my family. I'm grateful that Travelodge has made this flexibility possible – it's allowed me to stay in a role I'm passionate about without feeling I had to choose between work and life outside it."

– Lynn Johnson, Hotel Manager, Travelodge Whitstable

Social mobility

To create a more inclusive workplace, we must recognise our colleagues' varied backgrounds and address potential challenges they may face. Understanding the socioeconomic diversity of our workforce is crucial to identifying and overcoming barriers.

To support progress in this area, we celebrate achievements with real data and stories. Whether it is a colleague's account of overcoming hiring barriers, insights from our cultural awareness sessions, or personal stories shared during our social mobility campaign, every step contributes to making Travelodge a workplace where everyone has an equal opportunity to succeed.

In 2024, we started to normalise the conversation around social mobility by integrating a series of socioeconomic background questions into our mandatory sustainability e-learning module. These questions, developed in line with guidance from the Social Mobility Commission, provide valuable insights into our workforce and help shape our approach to inclusion, supporting more informed decision-making and targeted action. The data gathered is helping to identify where barriers exist and will inform how we

design future interventions to support progression from all backgrounds.

To support this initiative, we launched a communications campaign which featured our CEO and Senior Leadership team sharing personal social mobility stories. This shows our colleagues that everyone faces these challenges and reinforces our commitment to supporting them with theirs.

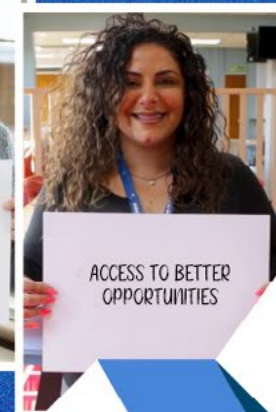
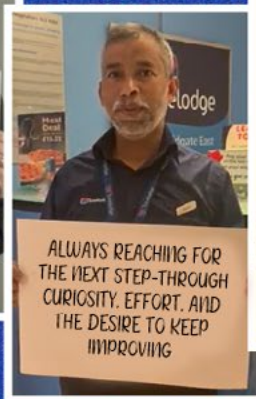
As a member of the Purpose Coalition, Travelodge is working alongside other organisations to help improve social mobility and create fairer opportunities for everyone. The Coalition brings together businesses, universities and public sector partners committed to making a real difference in people's lives. Through workshops and shared learning, we've helped shape a framework that supports businesses in understanding and improving their

impact in three key areas: Our People, Our Supply Chain, and Our Community and Customers. This partnership is helping us focus on what matters – making sure our growth benefits not just our teams, but the communities and customers we serve every day.

In 2025, we'll build on this momentum with more colleague engagement, Senior Leadership advocacy, and a spotlight on Social Mobility Month.

SOCIAL MOBILITY

LET'S UNLOCK POTENTIAL TOGETHER



Training and development

At Travelodge, training and development are central to building long-term capability and supporting career progression. Our structured learning and leadership programmes strengthen operational performance, improve colleague retention and enhance our reputation as an employer of choice – a place where people can thrive and reach their full potential.

Aspire programme

Aspire is our internal management development programme delivered in partnership with specialist training providers. It supports hotel colleagues in progressing to Senior Leadership roles through five structured levels – from foundational skills to strategic leadership. Built around core competencies in collaboration, operational excellence and leadership, Aspire has seen rapid growth, with over 1,000 colleagues completing a level in 2024 (up from 200 in 2023). In 2025, it will be expanded to include maintenance colleagues.



Case study

Chaly's journey

A standout example is Chaly Balikwisha, who progressed from a Reception Team Member role to Hotel Manager with the support of Aspire, demonstrating the programme's power to unlock potential and promote inclusive growth. Chaly's story is a testament to Travelodge's commitment to inclusive training and development. She joined Travelodge as a Receptionist at Leeds Colton in 2014 and enrolled in the Aspire programme in 2015 to build confidence, particularly as English was her second language.

Through steady progression, Chaly moved into a supervisory role, became an Assistant Hotel Manager in 2019, and ultimately secured a Hotel Manager position in 2022. In 2023, she completed Aspire Level 3, gaining a distinction grade. Her journey highlights how structured training and development can help colleagues grow and thrive within Travelodge.

"I really enjoyed the programme as it gives you the knowledge and behaviours you need to succeed when taking a managerial role. When I took this role, my most challenging area was people management. The programme helped me a lot, and now I can see the results on the annual internal survey. Now I'm looking forward to the next level!"

– Chaly Balikwisha, Hotel Manager, Travelodge Leeds Colton



Training and development (continued)

Progression for Support Office colleagues

We're also focused on enhancing career development visibility for our Support Office teams. In 2024, our 'Your Voice' survey returned a strong score of 8.2 for the question: "If I want to, I know how to develop my career at Travelodge." This score, a 0.3 percentage points increase on 2023's performance, reflects clear internal pathways and the positive impact of our expanding learning offer.

Our core programmes – 'Our People Management', 'Influencing 360', 'Art of People Management' and 'Limitless' – continued to support Middle Manager colleagues preparing for leadership roles. We also launched a new Senior Leadership programme and delivered targeted coaching and tailored team sessions to build confidence, collaboration and high performance. Through our partnership with the coaching platform BetterUp, over 120 leaders received personalised coaching to strengthen resilience and strategic thinking.

We aim to maintain internal progression for Support Office roles at around 40% by 2025, ensuring a strong balance between growing talent from within and strengthening diversity through external hires. By the end of 2024, 40% of eligible roles were filled internally, slightly lower than 43% in 2023, but fully aligned with our aims.



KPI

'Your Voice' survey results

Increase the 'Your Voice' score for the question "If I want to, I know how to develop my career at Travelodge" from 7.6 (2021) to 8.5 by the end of 2025



KPI

Internal progression

Increase the number of Support Office roles being filled internally (excluding maintenance, Area Operations Manager and entry-level roles) to 40% by the end of 2025

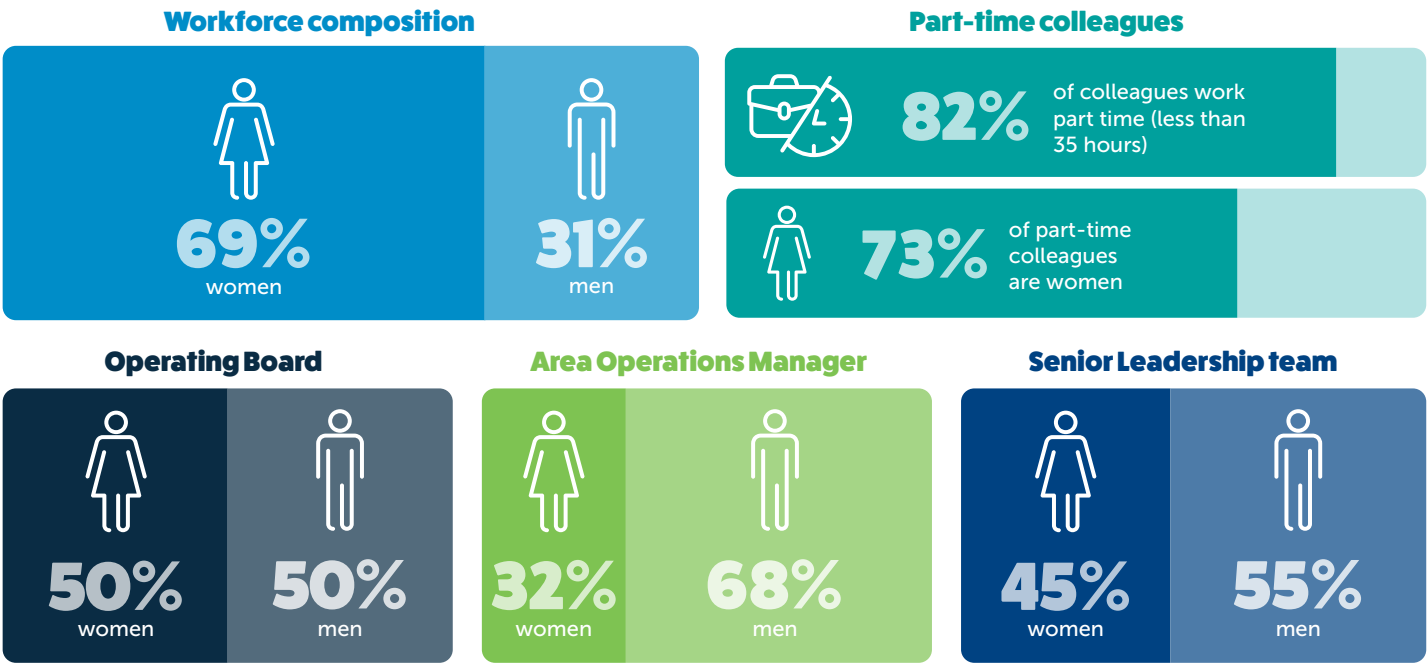
Gender diversity

We're committed to improving gender diversity at all levels of leadership. Women currently make up 69% of our workforce and, in line with our Inclusive pillar, we want to ensure that leadership opportunities reflect that balance.

To support progress, we've set a formal target for 50/50 shortlists for candidates applying to Senior Leadership roles and Area Operations Manager roles. This target is designed to improve representation through fair and inclusive recruitment. Our broader aim is to reach 50% female representation across these roles.

Between 2023 and 2024, we made positive strides. In 2024, 44% of shortlisted candidates for Senior Leadership and Area Operations Manager roles were women, up from 38% in 2023. Overall representation across Senior Leadership and Area Operations Manager roles stood at 40% at the end of 2024 (Senior Leadership representation decreased slightly from 48% in 2023 to 45% in 2024). Furthermore, 50% of our Operating Board are women, reflecting our commitment to balanced leadership and greater gender diversity at the highest level of the organisation.

2024 workforce demographics



We continue to review how we attract, support and retain women across leadership roles, ensuring we stay focused on inclusive progression and long-term change.

Attracting female talent can be affected by a range of broader market dynamics. For example, women and men often approach CV writing differently, and the way job specifications are framed can have varying appeal across genders. While these trends are not unique

to Travelodge, they highlight the importance of taking targeted action to remove barriers, strengthen career progression pathways, and present our opportunities in a way that better resonates with women.

In response, we have refined our promotion processes to address these challenges, increasing transparency with clearer guidance on leadership progression. Recruitment practices have been strengthened through

structured interviews and revised CV screening focusing on skills and competencies rather than self-promotion. We are also refining some of the language in our job advertisements to make them more inclusive to women.

We will continue to push forward in 2025, refining how we recruit, develop and support women across all levels of the business.

Gender diversity (continued)

Gender pay gap

Our 2024 gender pay gap results reflect the positive impact of ongoing efforts to promote fairness and opportunity across Travelodge. The mean gender pay gap improved by 2.1% percentage points decreasing to 6.1% in favour of men. This shows our ongoing progress in achieving a more balanced gender representation across all role levels while maintaining equal pay for equal roles.

The median gender pay gap increased slightly to 4.6%, influenced by the structure of our workforce, where 86% of colleagues are hourly paid team members earning equal pay for comparable roles. While our median gap remains well below the UK hospitality sector average, we recognise that ongoing action is needed to address broader representation patterns across different role levels.

For further details, see our [Gender Pay Gap Disclosure 2024](#) on our corporate website.

Menopause awareness

Beyond career progression, we are actively breaking down barriers in workplace culture and working to support women across all stages of life. As part of this commitment, we have introduced a range of menopause awareness initiatives. Launched in 2023, our Menopause Policy is supported by FAQ documents and resources, and we recognise World Menopause Day to increase awareness and encourage conversation.



KPI

Shortlisted candidates (women)

50/50 shortlists of men and women for Senior Leadership roles and Area Operations Manager roles



Case study

To support understanding for our colleagues, we partnered with Over the Bloody Moon, a UK social enterprise helping organisations improve menopause awareness through training, resources and experiential learning. Male Senior Leadership participated in an immersive experience using MenoVests™ that simulate hot flushes to build empathy and awareness. Additionally, we have hosted dedicated webinars – including men-only and women-only sessions – offering practical advice and support about menopause. In 2025, we have plans

to introduce bite-sized videos and manager toolkits to further equip colleagues and leaders in providing meaningful support for women experiencing menopause.

"For a long time, menopause wasn't something people talked about at work. It makes a real difference knowing that Travelodge is taking practical steps to support women through it – not by making a big deal of it, but by making it easier to ask for help when you need it."

– Claire Good, Chief Operating Officer



Ethnic diversity

Our ambition is to build a workforce that reflects the communities we serve. As part of our efforts to improve ethnic diversity in Senior Leadership, we have set a target that, by the end of 2025, 20% of shortlisted candidates for Senior Leadership roles will come from a minority ethnic background, with the aim of 10% ultimately stepping into leadership positions.

In 2024, 15% of shortlisted candidates for Senior Leadership roles came from minority ethnic backgrounds, up from 13% in 2023 – a positive step in the right direction. This progress reflects the work of our Senior Leadership group focused on race and ethnicity, and continues our focus on removing barriers, whether real or perceived, to candidates from diverse backgrounds.

However, despite improvements in shortlisting, Senior Leadership representation fell slightly from 5% in 2023 to 3% in 2024. This is due to attrition, but it underlines the importance of sustained focus and long-term action. In response, we have reaffirmed our leadership commitment and are actively reviewing how we attract, retain and support diverse talent across the business.

In addition to observing traditional national holidays such as Christmas and Easter, celebrating and recognising difference is a key part of how we strengthen our inclusive culture. Across Travelodge we observed Race Equality Week, Holocaust Memorial Day, Ramadan and Eid, Diwali, Windrush Day and Black History Month – moments that brought colleagues together, encouraged reflection and helped build awareness. These initiatives are central to our wider goal of creating a workplace where all colleagues feel valued and supported.

All these actions under the Inclusive pillar have helped integrate inclusion into our operations. By making it part of the everyday experience for colleagues and customers alike, we're demonstrating progress under the Inclusive pillar of our Better Future plan and shaping a better tomorrow.



KPI

Shortlisted candidates (ethnic minority)

20% of shortlisted candidates to be from minority ethnic backgrounds for Senior Leadership roles



Disability inclusion

At Travelodge, we believe everyone should have the opportunity to thrive at work. This includes ensuring our workplaces are inclusive, accessible and supportive of colleagues with disabilities, in line with our Better Future vision. While we've always welcomed talent from every background, we recognise that barriers to employment still exist for many people with disabilities, and we're committed to playing our part in changing that.

That's why we're working towards becoming a Disability Confident Employer – a government-backed scheme that helps organisations recruit, retain and develop colleagues with disabilities. Our journey began with achieving Disability Confident Committed status, which reinforces our focus on challenging outdated attitudes, improving awareness and increasing access to employment. In 2024, the charity Disability Positive conducted a Disability Confident Review for Travelodge, helping us strengthen recruitment and retention practices. This included reviewing workplace adjustments, embedding inclusive language into our job adverts and onboarding, and committing to interview candidates with disabilities who meet the minimum role criteria.

Our Belong and Social Impact Committee oversees our progress, ensuring accessibility and inclusion are embedded in everyday practice. We continue to work with Disability Positive to review and improve our approach while developing policies that support colleagues throughout their careers. This includes a simplified workplace adjustments process and tailored manager training, helping to build a confident, inclusive environment where everyone can thrive.

As we move into 2025, we will continue to build on the progress made this year to support meaningful career pathways for people with lived experience of disability. By maintaining this focus, we're strengthening our team and helping to create a more inclusive and diverse workplace.

disability
positive



Customer accessibility

Making all customers feel welcome and supported is central to our commitment to offering everyone a comfortable stay. We've continued to enhance accessibility across our hotels and remove barriers for customers with physical disabilities. Driven by our Better Future plan, our ambition is that customers with disability needs don't just have their needs met, but that they're provided with an enjoyable and welcoming experience.

In 2024, we introduced several improvements to accessible rooms, reflecting customer feedback and aligning with best practice for inclusive design. Newly designed headboards with integrated power and lighting enhance ease of use, as do movable bedside tables and increased surface area to support customers with reduced mobility. We have improved the design of our accessible bathroom pods to increase comfort and practicality; these updated specifications will be standard in new hotels. These enhancements have been integrated into our broader hotel refit programme, ensuring that accessibility improvements are systematically embedded as we upgrade and modernise our estate.

Collaboration with external partners remains a key part of our approach. We work closely with organisations like Disability Positive to make sure that all our accessibility improvements align with the needs of customers with disabilities and industry standards. Ongoing training empowers our colleagues to feel confident in providing support, underlining our commitment to making every customer experience as seamless and inclusive as possible.

Beyond improving our physical infrastructure, we're also taking steps to enhance the accessibility of our booking process. Clearer room descriptions and improved website filters are designed to help customers make more informed choices when selecting accommodation, supporting greater confidence when booking a room that suits their needs. In 2025, accessibility will remain a key focus, with continued improvements to room design, booking processes and colleague training.



bar cafe

Caring



Caring

Caring for our colleagues and customers is integral to how we deliver the Better Future plan. Through the Caring pillar, we focus on protecting and promoting health, safety and wellbeing, supporting ethical conduct, and strengthening the positive impact we have beyond our hotels. As a people-first business, we know that creating a safe, responsible and supportive environment is fundamental to long-term success.

In 2024, we continued to invest in maintaining our strong health and safety standards, expanded wellbeing support for colleagues, and deepened our community partnerships. At the same time, we recognise that evolving risks and changing expectations mean there is always more we can do to maintain high standards across our operations.

Clear policies, structured governance and ongoing engagement with expert partners help ensure we continue to operate responsibly and deliver meaningful outcomes for the people we work with and our valued customers.



Health and safety

Our highest priority is protecting our colleagues' and customers' health, safety and security. We take a prevention-first approach and consider safety in all operations. This is delivered through clear policies, proactive risk assessment, robust procedures and strong operational controls.

We manage health and safety through a formal safety management system aligned with established frameworks, including ISO 45001 and the Health and Safety Executive's Managing for Health and Safety guidance (HSG65). This system is applied across all business areas and is reviewed regularly to ensure it reflects operational risks, legal requirements and globally established standards.

Comprehensive health and safety training covers our safety and security policies and procedures and is delivered to colleagues across all roles. This includes e-learning, face-to-face workshops and one-to-one sessions tailored by topic and role. Training content is reviewed regularly to ensure it remains current with changes in legislation and industry best practice.

We apply our health and safety procedures across all business areas, including housekeeping, reception, kitchens, maintenance and support functions. Implementation is overseen by our central Health and Safety team, supported by nominated Safety Champions in each operational area. These Champions are operational colleagues who provide peer-to-peer coaching and practical guidance on safety-related matters.

Our hotels are subject to regular internal audits and external inspections to monitor compliance with our safety procedures, as well as all relevant food safety, fire safety and health and safety regulations. These include quarterly audits by a global public health and safety organisation. We also work in partnership with primary authorities, including the Fire Service and Environmental Health teams located near to each of our hotels, to support consistent fire and health and safety standards across our estate.

Incidents and near-misses are reported through our online system and reviewed centrally to identify trends and improvement opportunities. We measure incident rates by room bookings, an intensity metric well-suited to our industry. In 2024, we

recorded 48 reportable incidents: 19 involving employees (including 2 related to manual handling incidents) and 29 involving guests and non-guests primarily relating to slips, trips and falls. When considered in the context of 13,731,400 rooms sold during the year, this low incident rate highlights the effectiveness of Travelodge's health and safety management processes.

Our monthly Safety, Security and Risk Committee, which includes one or more Board Directors and additional members of the Operating Board, provides oversight to ensure

risks are understood, monitored and appropriately managed. A meeting summary is submitted to the Operating Board, and updates are provided to the Main Board biannually. Health and safety performance is also included in the CEO's monthly report.

In 2024, we continued to work closely with enforcement agencies and remained active members of industry groups. In 2025, we will further refine our risk assessments to address emerging challenges and ensure we continue to operate a safe, secure and compliant estate.



Wellbeing

At Travelodge, we define wellbeing as the combination of physical, emotional, financial and work health; it's a key part of how we support our people. Our initiatives focus on proactive support, training and community engagement to ensure our colleagues feel supported and empowered in all aspects of their wellbeing.



KPI

Resources to support wellbeing

Increase the colleague engagement survey 'Your Voice' score for the question "There are resources available to me at Travelodge to support my wellbeing" from 7.4 (from the 2021 survey results) to 8.5 by 2025

Better Me platform

Better Me is at the heart of our wellbeing approach. The platform supports colleagues with practical health, lifestyle and personal development resources. A dedicated hub provides guidance across four key areas of life – financial, physical, emotional and work-related wellbeing – encouraging a proactive approach to self-care. In collaboration with the British Heart Foundation (BHF), Better Me offers expert heart health advice.

In 2024, we continued to increase the resources available on our Better Me platform with the intention to support

wellbeing. This included encouraging colleagues to create, 'Better Me Moments', either individually or as part of a team, with ideas such as mindfulness sessions and team step challenges.

Throughout 2024, we placed particular emphasis on strengthening emotional and financial wellbeing support. This included expanding colleague awareness of our Employee Assistance Programme (EAP) through line manager webinars and podcasts that helped demystify the support process, alongside regular updates on our internal social platform. We also built on our financial wellbeing offer by

providing wider access to variable pay schemes, which enabled more hourly paid colleagues to earn bonuses, up from 2,644 colleagues in 2022 to 6,401 in 2024.

Feedback from our colleagues indicates that our approach is creating positive change across the business. Since 2022, scores for the 'Your Voice' survey question on available resources to support wellbeing have increased, reaching 8.4 in 2024. Looking ahead, we will continue to enhance the Better Me platform, expanding its tools and resources to support the physical, mental and social wellbeing of our colleagues.

Financial
Understanding your benefits, including pensions and how to get support with finances such as free financial education

Emotional
Resources to support our colleagues' mental health, including our Employee Assistance Programme

Physical
Discounted gym membership and resources to support physical health

Work
How to progress your career with Travelodge, including CV and interview tips and how to join the Aspire programme



BETTER ME

Human rights, human trafficking and child abuse

Respecting and protecting human rights are non-negotiable at Travelodge. Globally, the hospitality industry can be exposed to potential human rights abuses, such as human trafficking and child abuse. Acknowledging this risk, we are committed to making our hotels safe spaces for everyone. We maintain a zero-tolerance stance towards human trafficking, child abuse, forced labour and exploitation, as reinforced in our Business Conduct and Ethics Policy. All colleagues, suppliers and business partners must meet these standards, which are supported by structured accountability measures across our operations.

Through strong governance and clear policies, including our Business Conduct and Ethics Policy, we embed human rights protections throughout our business. Compliance expectations are reinforced through regular training, supplier terms and risk-based auditing processes such as safeguarding audits.

Our annual [Modern Slavery Statement](#) outlines our efforts to combat these risks. It underlines our commitment to working closely with suppliers to ensure ethical labour practices and fair working conditions throughout our supply chain.

We work closely with local authorities and police forces to help ensure the safety and security of our hotels. Our joint initiatives include safeguarding audits that assess colleague training, incident reporting and measures to prevent human trafficking, child exploitation and labour abuses. In 2024, we achieved a safeguarding audit pass rate of over 97%, up from 96% in 2023.

Safeguarding training and compliance

We know that having a well-trained team is key to protecting people and safeguarding against human rights abuses. Throughout the year, 100% of our hotel colleagues (excluding our colleagues on long-term sickness or maternity leave) completed refresher training on safeguarding, covering how to identify potential risks linked to human trafficking, child exploitation and forced labour. This training gives our colleagues the confidence to recognise and report any potential concerns.

During the year, we also collaborated with police forces to enhance our safeguarding training, contributing to the relaunch of Operation Makesafe, a national campaign that helps businesses

identify potential victims of child exploitation and report concerns early to the police.

At the end of 2024, Travelodge registered with Sedex, a platform that will support us to identify and eliminate any human rights abuses from our operations and supply chain. Further details about our Sedex partnership are outlined on page 16.



KPI

Safeguarding against human trafficking and child abuse

Maintain 100% of hotel colleagues trained to safeguard against human trafficking and child abuse



Anti-corruption and anti-bribery

Our approach in all our business dealings and relationships is to act professionally, fairly and with integrity. As set out in our Anti-Fraud, Bribery and Corruption Policy and Business Conduct and Ethics Policy, Travelodge operates a zero-tolerance approach to fraud, bribery and corruption.

We comply fully with the Bribery Act 2010, the Fraud Act 2006 and other applicable laws, applying consistent anti-bribery and anti-fraud standards across our operations, suppliers and partners. Relevant clauses are embedded in all new contracts to ensure external parties meet our ethical expectations.

Hotel management teams are required to attend training workshops on fraud and bribery risks, with the training tailored to the level of risk relevant to their role. There are clear controls in place to manage gifts and hospitality.

Facilitation payments are strictly prohibited, and we manage conflicts of interest carefully to protect the integrity of our operations. Our approach is reviewed regularly to reflect emerging risks, regulatory updates and good practice.



Cyber security and customer privacy

Travelodge is committed to ensuring that all personal data relating to our customers and colleagues is held in a safe and secure environment and used in line with ethical standards. With over 22 million customers a year and thousands of colleagues across the business, we handle a significant amount of sensitive information. Our approach combines strong governance, robust technical controls and a commitment to continuous improvement.

We make it a priority to ensure that all personal data relating to both our customers and colleagues is held in a safe and secure environment, and that it is used ethically.

Our approach to governance brings together strong oversight, solid technical controls, and a commitment to continuously improving our practices. We follow established frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the Payment Card Industry Data Security Standard (PCI DSS), and apply comprehensive privacy and security

standards across all systems, supplier contracts and CCTV or monitoring technologies. Our Information Security Policy, Surveillance Policy and Web Privacy Policies support this work.

To protect personal data, every process that involves personal information undergoes a privacy impact assessment; this ensures that we only collect data necessary to meet legal, safety or operational needs. Our Data Protection Officer provides independent oversight and accountability, maintaining an impartial safeguard for colleagues and customers. While this role is no longer legally required, we believe it remains critical to upholding strong protection in the event of any data concerns.

We maintain a public Responsible Disclosure Policy on our website, providing independent cyber security testers with clear instruction on how to report vulnerabilities responsibly. Any reports are logged and followed up internally through defined governance processes.

In 2024, we recorded zero data security breaches,¹ demonstrating the effectiveness of our proactive approach. We also maintained a phishing susceptibility rate below 10%, even after we increased the complexity of our simulated phishing attacks to




better reflect real-world risks. Regular simulations help strengthen colleague awareness of social engineering tactics, and we also provide targeted follow-up support where it is needed.

We maintain, train and support Data Privacy Champions in each of our business functions. Their role is to ensure ongoing compliance with ethical business practices with regard to our customer and colleague data.

Two significant 2024 milestones were the achievement of our cyber security maturity target under the Capability Maturity Model Integration (CMMI)

framework and the introduction of the latest PCI V4 updates to further strengthen our payment data protections. Underlining our solid commitment to cyber security, mandatory training is in place for all teams, and over 95% of colleagues completed core training on information security, General Data Protection Regulation (GDPR) and PCI compliance during the year. This high level of engagement supports our goal of reducing phishing risk and building a strong security culture.

Together, these measures help ensure that we stay ahead of emerging threats and continue to maintain trust with our colleagues, customers and partners.



KPI

Phishing click rate

Maintain a phishing susceptibility rate of less than 10%

1. A security breach is defined as a cyber event which results in the invocation of the Cyber Incident Management Process.

Reporting and continuous improvement

Travelodge is committed to creating a responsible, ethical and safe environment for our colleagues, customers and business partners. We uphold human rights, combat bribery and corruption, and protect data privacy through robust governance, clear policies and regular training at all levels of the business.

We encourage the early reporting of any suspected misconduct or policy breaches. Our Whistleblowing Policy outlines a confidential and secure channel for colleagues, suppliers and other stakeholders to report any concerns, whether related to safeguarding, fraud, bribery, corruption, data protection or other ethical breaches. All reports are logged, reviewed and used to inform improvements. Colleagues raising concerns in good faith are protected from retaliation.

In 2024, 100% of whistleblowing incidents raised were formally investigated and resolved in accordance with our procedures. All reports, across all areas, were reviewed and brought to closure through appropriate action, oversight and documentation.



Charity partnerships

At the heart of our Better Future vision is a commitment to meaningful change for our customers, colleagues and local communities, and our long-standing partnership with the British Heart Foundation is a reflection of this. Chosen by our colleagues in 2017, the partnership brings together fundraising, CPR training and healthy living advice – helping to deliver vital health resources to both colleagues and customers as part of our commitment to Being the Brilliant Base.

Training and life-saving impact

Our collaboration with the BHF has equipped colleagues and customers with essential life-saving skills via RevivR – an interactive digital tool that provides step-by-step guidance on how to respond to a medical emergency of this nature. RevivR is now embedded into our onboarding process, ensuring every new hotel colleague receives training from day one. To extend its reach, QR-coded stickers in our rooms also give customers access to the tool, helping more people gain vital life-support knowledge. We are proud to report that, each year, over 1,000 customers have gained vital life-support skills through the RevivR initiative.



Case study

Life-saving response at Travelodge Langley

In 2024, the team at Travelodge Langley responded swiftly to a serious medical emergency when someone suffered a cardiac arrest outside the hotel. Thanks to the team's training, colleagues immediately called emergency services,

performed CPR and provided critical support until paramedics arrived.

The family later shared their deep appreciation for the team's quick and compassionate actions. It was a powerful reminder of how important practical, real-life training for an emergency is – and the difference it can make when needed most.



KPI

People trained in CPR

Encourage a further 1,000 people to train in CPR by the end of 2025



Travelodge Red Day in aid of the British Heart Foundation



Charity partnerships (continued)

Fundraising and community engagement

We're proud to partner with the BHF, and fundraising plays a key role in our collaboration. Our various fundraising events bring our colleagues together for a shared purpose, and we have raised over £1.1 million for heart research and care during our partnership with the BHF. Among these activities are the summer fundraising event (Red Day), Golf Day and the Three Peaks Challenge, each helping to build a strong sense of community and engagement across the business while providing funding to this vital cause.

In addition to fundraising events, we support the BHF through two other charitable partnerships: Pennies and Sleeppeeze.

- **Pennies:** Our Pennies initiative enables customers to make 'micro-donations' to the British Heart Foundation when booking a room. In 2024, this raised approximately £96,000, further supporting heart research and care.
- **Sleeppeeze:** We have collaborated with Sleeppeeze, an award-winning bed and mattress manufacturer, to produce our exclusive Travelodge Dreamer™ bed – a project that demonstrates our commitment to comfort, local production and sustainability. An element of this partnership is that every Travelodge Dreamer™ bed sold generates a £20 donation to the British Heart Foundation, directly contributing to life-saving research. This raised £30,200 in 2024.



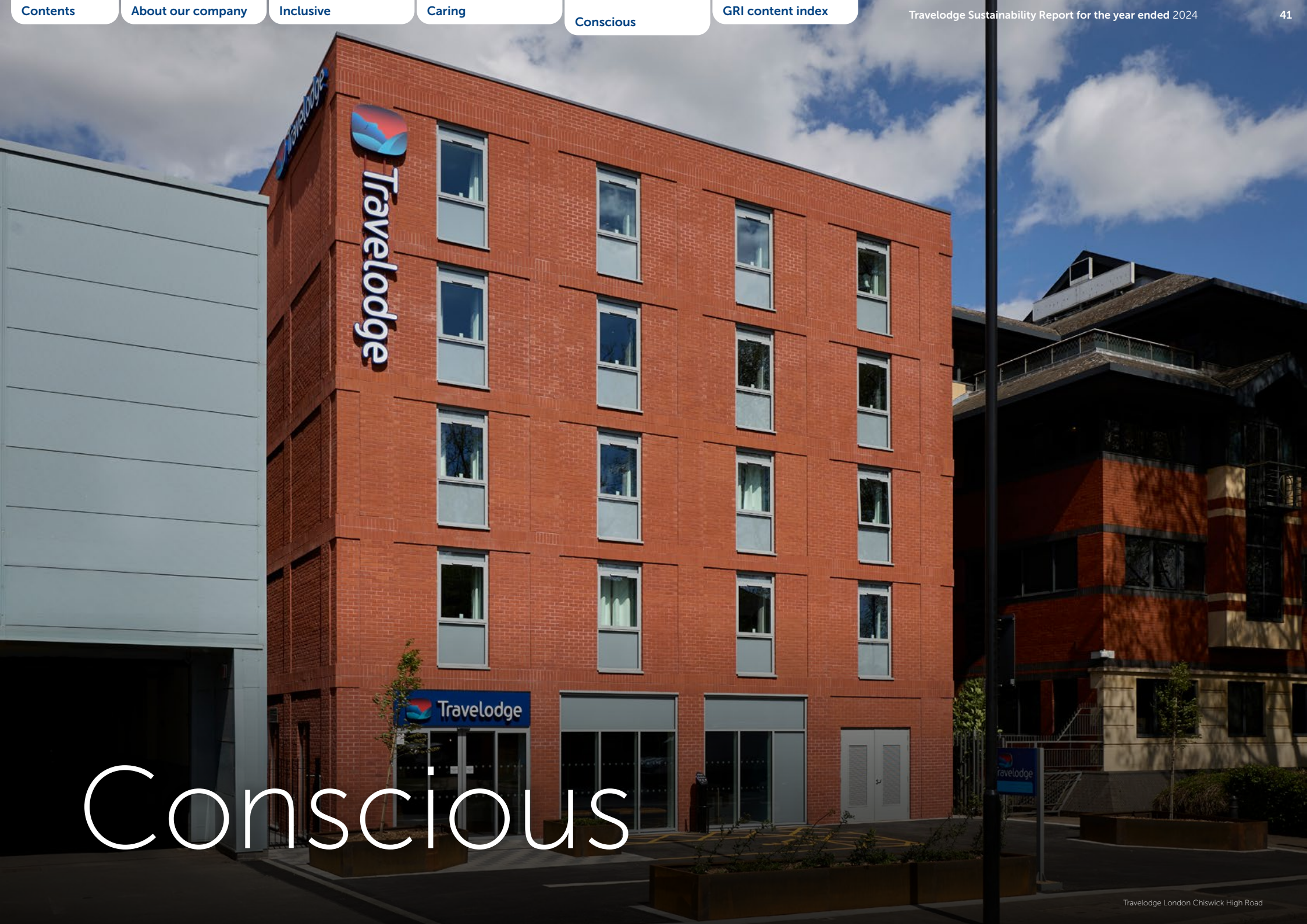
Charity partnerships (continued)

Healthy living

We strive to support our colleagues in making heart-healthy choices in all areas of life. Through our BHF partnership, we've added vital heart health information to our Better Me platform. BHF offered free health checks to our Support Office colleagues, including blood pressure, cholesterol and cardiac risk assessments, enabling faster GP referrals when needed. Across our hotels, we're engaging customers and colleagues through various health awareness posters and digital materials. The BHF heart health helpline is another fantastic resource which both colleagues and customers have access to.

In 2025, we aim to train even more of our colleagues in CPR. Our BHF partnership has had a wonderful impact to date, and we know there's even more we can do together.





Conscious

Conscious

Minimising our environmental impact by being actively conscious of the waste we produce, the resources we consume and the emissions we generate is central to the Conscious pillar of our Better Future plan. We are focused on embedding environmental responsibility into how we design, build and operate our hotels, while driving progress on carbon reduction and resource efficiency.

As a business reliant on physical assets and natural resources, we understand the need to act decisively to reduce our footprint and future-proof our operations. In 2024, we made important progress towards achieving our Better Future vision through investments in energy efficiency, sustainable design and supplier engagement. However, we recognise that continuing to focus on our environmental performance will be critical as expectations continue to rise.

Our work is underpinned by data-driven decision-making and strong collaboration with specialist partners,

supporting our ambition to operate more sustainably and deliver value over the long term.

Following the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and Scope 3 Standard, Travelodge has continued to enhance the thoroughness and transparency of its emissions reporting. These internationally recognised frameworks provide a consistent basis for measuring emissions across the value chain and play a critical part in accurately assessing our climate impact.

Emissions can be broadly categorised into three scopes, according to the GHG Protocol.

Scope 1 emissions are the direct emissions we create ourselves – for example, from gas used to heat our hotels or fuel used in company-owned vehicles.

Scope 2 emissions come from the energy we buy, such as electricity used to power lighting, lifts and air conditioning across our hotels.

Scope 3 emissions cover everything else in our value chain – including the carbon footprint of the products and services we buy, how our waste is managed, business travel, transport and more.

In 2023, we began disclosing Scope 3 emissions for the first time, marking a key milestone in aligning Travelodge

with recognised best practice and giving us a more complete picture of our emissions profile. Since then, we have continued to enhance our reporting methodology, with a stronger focus on supplier engagement and data quality, particularly in Scope 3. These improvements are helping to strengthen the foundation for our long-term emissions reduction.



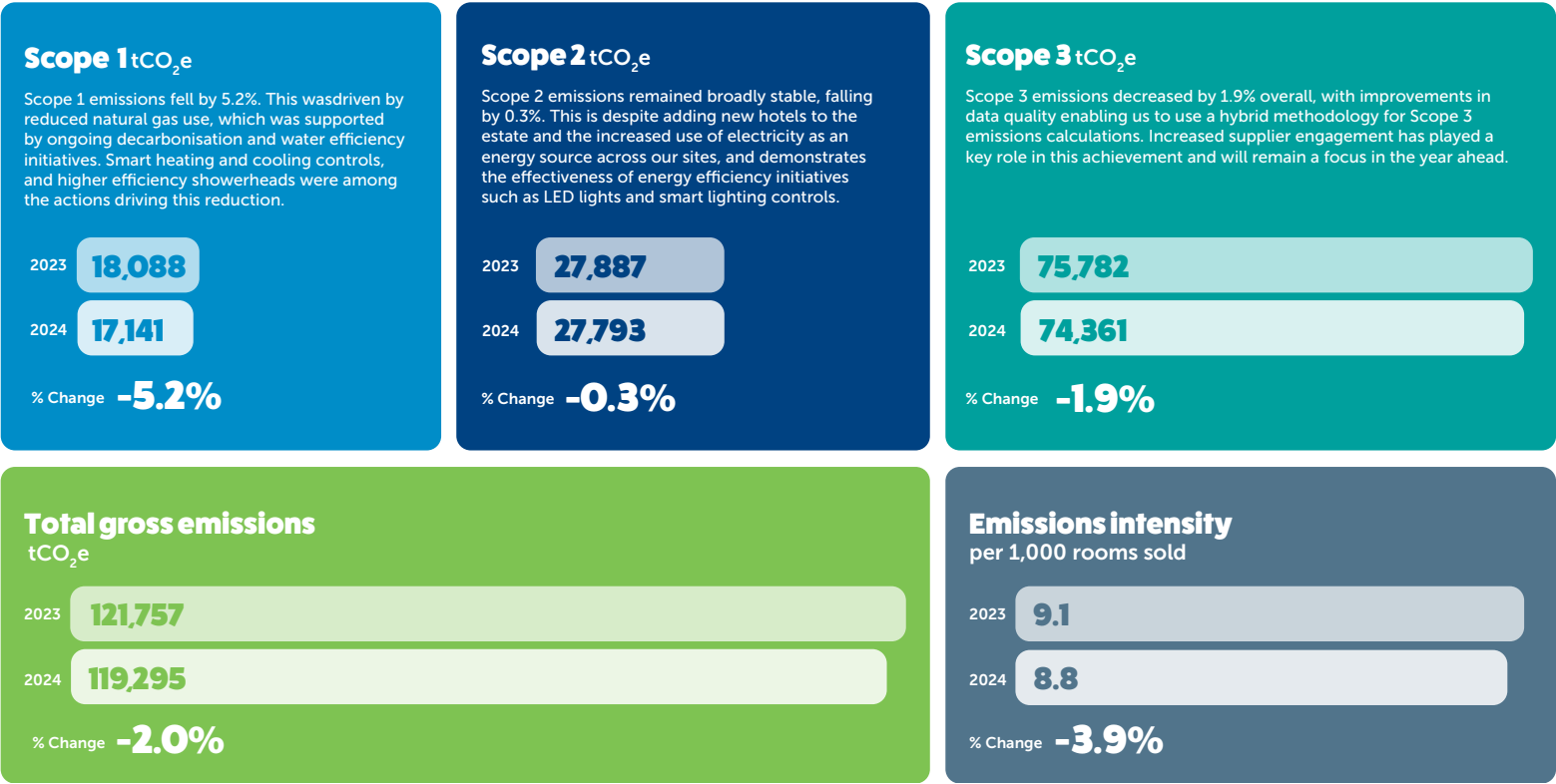
Carbon emissions and energy use

The built environment accounts for nearly 25% of UK carbon emissions, with hotels contributing through energy use, heating, cooling and construction.¹ Beyond these, other sources along our value chain – such as food and beverage, waste management and laundry services also contribute to our carbon footprint.

Accordingly, the hospitality sector plays an important role in the transition to a low-carbon built environment, requiring retrofitting, the future-proofing of properties, a reduction of operational emissions, and the rollout of more sustainable new-build practices.

At Travelodge, we recognise this challenge and our responsibility to act. As a business with over 600 hotels, we're focused on cutting emissions across our primary sources, improving energy efficiency and embedding sustainability into our infrastructure. In line with our Better Future plan, our goal is clear: reduce our environmental impact, while maintaining the affordability and comfort that our customers expect.

Emissions



In recent years, we have aligned our carbon reduction efforts with the ambition of the Paris Agreement to limit global warming to 1.5 °C. Travelodge had intended to submit emissions reduction targets for validation by the Science Based Targets initiative (SBTi); however, in light of developments within both the SBTi and the wider

industry, we are taking the time to review emerging methodologies and sectoral pathways. To support this, we have chosen a new partner and will re-establish our emissions baseline and remodel our approach throughout 2025 and 2026.

1 UKGBC-Whole-Life-Carbon-Roadmap-A-Pathway-to-Net-Zero.pdf

Carbon emissions and energy use (continued)

Our carbon and energy strategy

Travelodge's Climate and Nature Committee leads the implementation of our carbon and energy strategy. The strategy aims to support our 2050 net-zero ambition by reducing energy use and emissions while continuing to grow the business responsibly. To get there, we are supported by SMS, our energy consultants, who provide energy efficiency, carbon reduction and regulatory compliance expertise, helping us understand the costs and associated emissions reductions of various initiatives. Given the nature of our business, our opportunities to decarbonise and reduce energy consumption arise from several key areas.

New-build specifications: As embodied emissions are established during the design and construction phase of new hotels, incorporating low-carbon materials and sustainable design practices is essential to advancing our net-zero goals. Design is also critical to ensuring energy and water efficiency throughout a building's operating stage.

Maintenance and refits: Upgrading existing hotels is one of the most important – and complex – parts of

our decarbonisation journey. As most of our hotels are existing operational properties, improving efficiency through refits and maintenance is critical to reducing emissions. Our approach focuses on identifying the most effective interventions, understanding site-specific needs, and scaling proven solutions across the portfolio. By investing in smarter systems and building performance, we aim to cut energy use and lower the carbon footprint of our estate over time.

Supplier engagement: We know we can't do this alone, so collaborating with our strategic suppliers is essential to decarbonise the materials we build with, the services we procure, the food and beverages we serve, and much more. It all begins with having the right information, and we've made strong progress with supplier engagement, which is detailed later in this report.



KPI

Carbon emissions

Become net zero by 2050



Carbon emissions and energy use (continued)

Our new-build specifications

Sustainability is embedded in our new-build approach. This is why all our new developments will meet at least a 'Very Good' rating under the Building Research Establishment Environmental Assessment Method (BREEAM), aiming for 'Excellent'. BREEAM is a widely recognised sustainability assessment method for buildings, which evaluates performance across various environmental and wellbeing criteria.

Meeting these ratings means that new hotels will be designed to comply with rigorous sustainability standards, ensuring a lower environmental impact while enhancing energy and water efficiency. A 'Very Good' rating requires that certain key sustainability criteria are met, including energy use, responsible construction, water conservation and material sourcing. Specific requirements include energy and water monitoring, responsible sourcing of construction materials, and efficient commissioning and handover processes to optimise building performance.

We've also been working hard towards our 2025 target for every new-build Travelodge hotel in the UK to achieve an A-rated Energy Performance

Certificate (EPC) – the highest standard for building efficiency. Hitting this target and level of certification will help us future-proof our hotels while delivering cost and carbon savings.

We've also introduced a requirement for all our new-build hotels to be equipped with air source heat pump (ASHP) water heating, marking one of our most significant specification changes to date. Additionally, we are working to introduce specification variations for two hotels currently under construction to transition them to ASHPs where possible.



KPI

Continue rollout of our sustainable build specification

Continue rollout of our sustainable build specification, new build UK hotels from 2025 to be A-rated EPC and BREEAM Very Good. Deals for conversion of existing buildings to use the BREEAM refurbishment standards to improve building efficiency

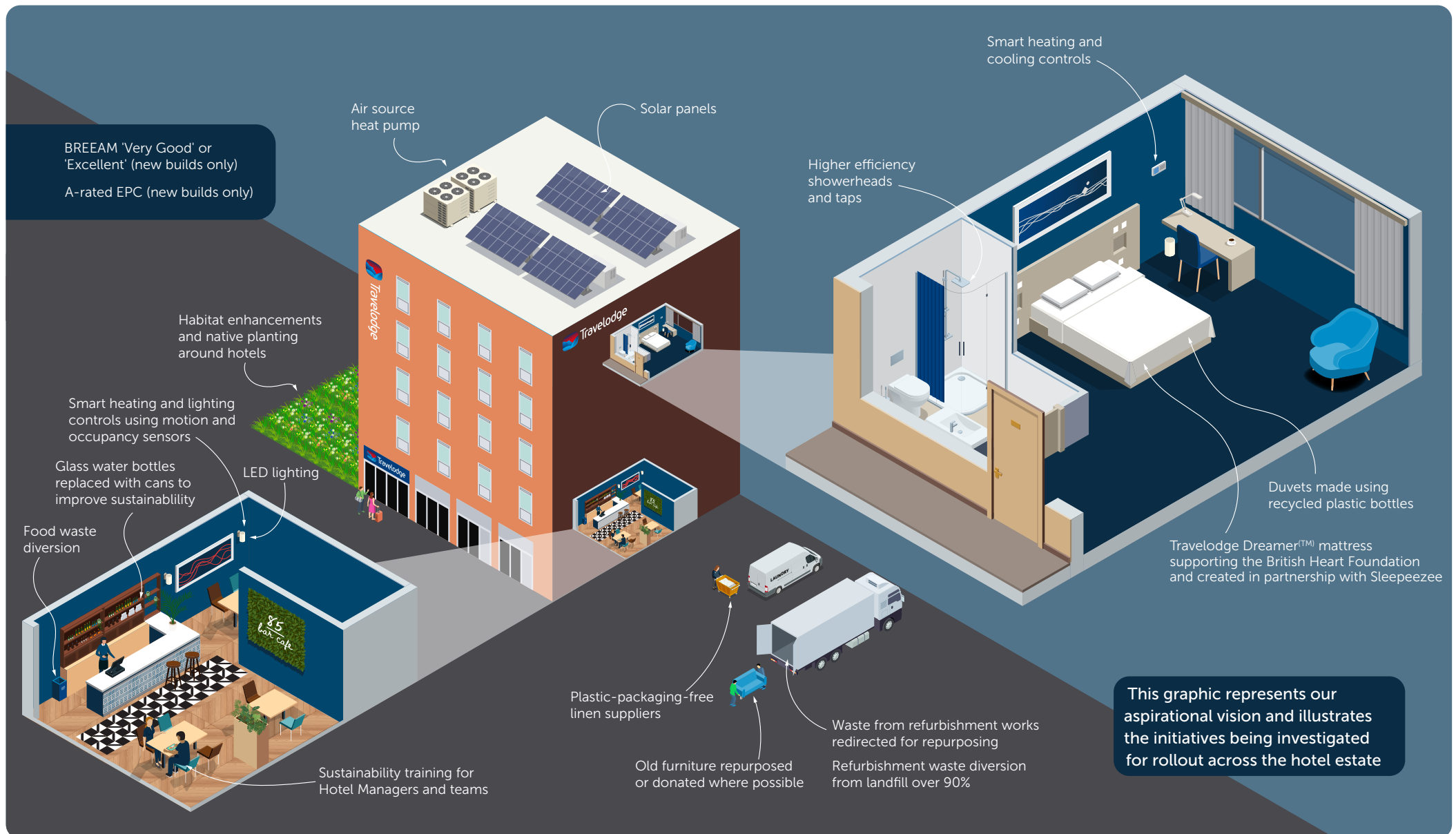
Already, over 120 hotels are fully electric, and our new hotel in Chiswick, which opened recently, is fully electric with no gas connections. Another hotel in Beckenham is set to follow in 2025.

Our aim is to ensure that, from 2026 onwards, all new-build hotels will operate entirely on electrically driven systems, reinforcing our focus on reducing carbon emissions and

improving energy efficiency. By integrating smarter design and more efficient systems, we are showing a tangible commitment to building better hotels for our customers, communities and the planet. We are working hard to update older development agreements to fulfill that goal.



Carbon emissions and energy use (continued)



Carbon emissions and energy use (continued)



Case study

Travelodge London Chiswick High Road – a model for low-carbon hotels

As part of our ongoing commitment to sustainability and customer experience, the new London Chiswick, which opened in April 2025, has been developed to BREEAM 'Excellent' standards and an EPC rating of 'A'. While all new developments must meet at least a BREEAM 'Very Good' rating, Chiswick demonstrates our ambition to go further where site conditions and design opportunities allow. The hotel also features our latest design, offering a stylish and well-designed

environment tailored to the needs of modern travellers.

This next-generation design is informed by our largest-ever consumer study, which engaged 5,000 UK business and leisure travellers to understand the needs of today's budget travellers. The findings highlight a demand for style, choice and homely touches that facilitate work, rest and relaxation – both within and beyond the customer room.

Sustainability remains at the core of our design philosophy. Key features include:

- Eco-friendly materials – The filling of our duvets is made from recycled plastic bottles. In our SuperRooms™, we provide a Lavazza Eco coffee pod machine made from recycled plastic and a drinks mat made from recycled foam from Nike's footwear manufacturing scraps. The fabrics for our curtains, cushions and desk chairs are produced from recycled polyester.

- Energy-efficient technology – The hotel utilises low-energy lighting, motion-sensing controls and aerated showers and taps, reducing both energy and water consumption without compromising customer comfort.

The London Chiswick Travelodge exemplifies our Better Future commitment – delivering high-quality, affordable stays that integrate sustainability, innovation and customer experience.



Carbon emissions and energy use (continued)

Refits and maintenance

Our refit and maintenance teams consider sustainability in the decision-making process whenever updates are made. As a priority, we're investing in energy efficiency and low-carbon technologies to reduce demand before shifting to renewables. Our approach is to model, trial and implement, which helps us make informed decisions regarding return on investment and emissions reduction.

Model: We work closely with SMS to model the expected energy and emissions impact of major investments such as solar panels and air source heat pumps. This allows us to estimate potential benefits across our estate and make informed decisions about where to invest. While the full rollout of all identified projects could lead to significant energy and carbon savings, the actual results will depend on factors such as site suitability, installation readiness and changing business priorities.



Trial: With Travelodge's well-diversified portfolio of over 600 hotels, there's no 'one size fits all' solution. We must trial different technologies at a smaller scale to understand their suitability across our business.

Implement: When trials demonstrate positive results that balance efficacy, emissions reduction and return on investment, we scale up deployment. This evidence-led approach enables us to roll out technologies more efficiently across the estate.

Carbon emissions and energy use (continued)

Energy and emissions reduction initiatives

Travelodge is investing in various energy-efficiency measures designed to reduce consumption and improve performance across the estate. These include smart temperature and lighting controls, LED lighting upgrades, solar photovoltaic (PV) installations and air source heat pumps (ASHPs). Together, these initiatives are helping to control energy demand and support progress towards our reduction target, even as the business expands. Performance is tracked regularly to assess impact and guide future investment.

Smart temperature and lighting controls: Smart energy controls are now in place across over 500 of our hotels, helping to cut energy use without compromising customer comfort. Heating and cooling systems aim to maintain a consistent temperature range of 18°C to 24°C, and default to a set temperature when rooms are unoccupied. In common areas, smart lighting with motion sensors continues to improve overall energy efficiency.

Our focus is now expanding to include smart heating and cooling systems

in communal areas to drive further savings across the estate. We've also introduced sub-metering in pilot hotels to track energy use, measure the impact of smart controls, and identify opportunities to improve performance.



LED lighting: Lighting efficiency remains a focus, with LED upgrades continuing across customer rooms. The launch of our LED refit programme in 2017, initially focused on public areas and has since become standard for customer rooms in all new and refurbished hotels.

Solar PV (photovoltaic): Solar PV panels, which generate electricity from sunlight, are currently installed at 22 Travelodge hotels with more hotels identified for future installation. Over time, as we install more of these systems, the energy they produce will help to reduce our reliance on

grid electricity and support a more sustainable energy mix. We continue to assess where further solar PV and battery storage can be installed as part of our move towards generating more renewable energy on-site.

Air source heat pumps (ASHPs): Air source heat pumps are a key part of our decarbonisation strategy. A low-carbon alternative to traditional boilers, these systems work by extracting heat from the outside air, even in cold weather, and using it to heat the building. They are energy efficient, reliable and help reduce both maintenance costs and our dependence on fossil fuels.

In 2024, we continued to install ASHPs, focusing on hotels with higher energy use and tracking performance data to guide future installations. Early results indicate strong potential for significant energy and carbon savings, supporting the case for wider adoption across our estate.

These energy and emissions reduction initiatives are already making a measurable impact across our estate. By focusing on practical, data-led improvements, we are building a more efficient, resilient, lower-carbon hotel portfolio.




2024 Carbon footprint

Following the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and Scope 3 Standard, Travelodge has continued to enhance the thoroughness and transparency of its emissions reporting. These internationally recognised frameworks provide a consistent basis for measuring emissions across the value chain and play a critical part in accurately assessing our climate impact.

In 2023, we began disclosing Scope 3 emissions for the first time, capturing emissions beyond our direct operations in areas such as purchased goods and services, transport, and waste. This marked a key milestone in aligning Travelodge with recognised best practice, and gave us a more complete picture of our emissions profile. Since then, we have continued to enhance our reporting methodology, with a stronger focus on supplier engagement and data quality, particularly in Scope 3. These improvements are helping to strengthen the foundation for our long-term emissions reduction.

Building on this progress, in 2024 we introduced a hybrid methodology for Scope 3 emissions, using supplier data alongside financial estimates for the first time. This approach has strengthened the accuracy of our footprint and reflects our commitment to improving how we measure and manage emissions across the value chain. In emissions-intensive categories such as food, beverages and refit materials, spend-based estimates were replaced with volume data where available. Enhanced supplier engagement supported these improvements and will remain a focus moving forward.

In 2024, we also refined Travelodge’s reporting boundary to include franchised hotels in Ireland. The work to include data from our Spanish operation in our reporting structure is ongoing,



KPI

Carbon footprint

Conclude our carbon footprint maturation by reviewing our indirect Scope 3 emissions

and so the data in this report does not yet include Spain.

For consistency, 2023 data has been restated to reflect this expanded boundary, ensuring that year-on-year performance remains directly comparable.

Despite Travelodge’s operational growth, total gross emissions decreased by 2.0% year on year. Emissions per 1,000 rooms sold fell by 3.9%, indicating growing efficiency across our operations.

Emissions category	2023 tonnes CO2	2024 tonnes CO2	% change
Scope 1	18,088	17,141	-5.2%
Scope 2 (location-based)	27,887	27,793	-0.3%
Scope 3 total	75,782	74,361	-1.9%
Purchased goods and services	35,102	25,625	-27.0%
Capital goods	16,814	26,067	55.3%
Fuel- and energy-related activities	11,854	11,729	-1.1%
Transport and distribution	3,016	2,449	-18.8%
Waste (including water)	4,953	4,467	-9.8%
Business travel	972	1,002	3.1%
Commuting	1,276	1,106	-13.3%
Hotel stays and working from home	198	201	1.5%
Franchises	1,597	1,715	7.4%
Total gross emissions	121,757	119,295	-2.0%
Emissions intensity per 1,000 rooms sold	9.1	8.8	-3.9%

* The emissions boundary was expanded to include franchised hotels under management contract in Ireland. 2023 data have been restated for consistency.

2024 Carbon footprint and energy use

Scope 1 and 2 emissions

Travelodge’s Scope 1 emissions fell by 5.2%, a decrease driven by a reduction in natural gas use, which was supported by ongoing energy and water efficiency initiatives. Scope 2 emissions remained broadly stable, falling by 0.3%. Despite adding new hotels to the estate, emissions remained well controlled due to energy-efficiency measures such as LED lighting, smart heating and cooling controls, and building management system upgrades.

Scope 3 emissions

Scope 3 emissions decreased by 1.9% overall, with improvements in data quality enabling more accurate disclosures across the different emissions categories. Emissions from purchased goods and services fell by 27%, supported by new supplier activity data. Conversely, emissions from capital goods rose by 55%, reflecting increased investment in refit and refurbishment activity.

These trends show that we are successfully reducing our carbon emissions as we grow. As our estate expands, we are operating more efficiently and embedding lower-impact


practices into building, refitting and managing our hotels.

We have, though, seen an increase in emissions from our franchised hotels. While engagement with franchise partners on sustainability is at an early stage, we recognise the importance of this and plan to support a more joined-up approach across our network.

These improvements are also helping us lay the groundwork for future science-based targets, with stronger supplier data and clearer insights into our value chain. We remain committed to our net-zero ambition and are building the foundations to confidently deliver on that goal.

Travelodge’s emissions reduction initiatives have had a measurable impact on our energy performance. In 2024, our total energy consumption fell by 2%, and our energy use per room sold decreased by 4%, compared to 2023 – decreases that reflect the improvements in operational efficiency and energy management across the estate. This reduction was supported by a 7% decrease in natural gas use alongside stable electricity consumption, despite the addition of new hotels. While fuel use from company vehicles and grey

fleet increased slightly, Travelodge’s overall energy performance remains positive as we continue to invest in smarter systems and lower-carbon technologies.



KPI

Energy consumption

Reduce energy use per room sold by 2% annually

Energy source	2023	2024	% change
Scope 1			
Natural gas	76,909,641	71,519,622	-7.0%
LPG	2,088,950	2,109,234	1.0%
Company vehicles	6,397,803	6,610,404	3.3%
Scope 2			
Electricity	133,226,777	132,484,114	-0.6%
PV	1,444,467	1,444,467	0.0%
Domestic heating	-	314,470	0.0%
Scope 3			
Grey fleet (business travel)	3,026,961	3,229,564	6.7%
Total (kWh)	223,094,599	217,711,875	-2.4%
Energy use per room sold (kWh)	16.7	16.0	-4.1%

* The emissions boundary was expanded to include franchised hotels under management contract in the Republic of Ireland. 2023 data have been restated for consistency.

Climate risk management

Climate risk remains a strategic priority for Travelodge and is embedded across our Better Future plan. In 2023, we took the significant step of aligning our climate-related disclosures with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), helping to assess the most material physical and transition risks to the business. Since then, our focus has shifted to strengthening the delivery of our climate risk mitigation and adaptation across the full scope of our operations – enhancing the resilience of our estate, reducing emissions where possible, and improving how we identify and manage long-term climate-related risks.

Our approach includes continued investment in energy-efficiency measures across existing hotels, incorporating low-carbon design standards into new developments, and assessing how climate-related risks could affect operational performance and long-term asset value. We are using scenario analysis to better understand potential business impacts under different climate and policy pathways, helping to inform future capital investment planning and estate strategy.

As the business grows, our ability to respond to evolving regulatory, customer and environmental expectations will remain critical. Our approach to climate risk is part of a wider effort to future-proof operations and deliver on the commitments set out in this plan. Further detail on our climate-related financial disclosures is provided in our 2024 Annual Report and Accounts.



KPI

Climate risk management

Understand climate-related risks and opportunities we face and start preparation for our Task Force on Climate-related Disclosures (TCFD) requirements



Water

Consistent with our Conscious pillar, we are committed to using water responsibly across our operations. It plays a vital role in cleaning, food production, laundry and more. Our hotels rely on water for showers, sinks, toilets, kitchens, and, at some locations, Bar Cafés. In 2018, we launched our water efficiency programme, introducing various initiatives to cut water consumption across our operations and within customer rooms. Over the past six years, we have made significant progress. We are currently in the reduction phase of our strategy, focused on driving down consumption through efficiency improvements, infrastructure upgrades and operational changes, with the longer-term aim of exploring opportunities for reuse and recycling.


A key milestone in 2024 was the rollout of efficient shower heads across our estate, an initiative that required careful planning to avoid disruption during peak periods. At the same time, our

specialist maintenance teams focused on high-usage hotels, identifying and fixing inefficiencies that were causing unnecessary water use. Installing water-saving systems in existing infrastructure has often involved extensive planning and coordination, especially in high-usage areas.

A significant hurdle to overcome has been maintaining the same level of performance and customer satisfaction while using water-saving technologies. Ensuring that our showers, taps and other systems provide the same quality experience without compromising on efficiency has required careful product selection. A feasibility study is also underway to explore a more focused bathroom maintenance programme targeting high-usage hotels for further efficiency gains.

Our close monitoring of our water efficiency programme shows strong progress towards achieving our target of 100 litres of water per customer by 2025. Water consumption was reduced from 133l per customer in 2018 to an estimated 111 litres in 2024. In 2025, we will focus on achieving and maintaining water consumption below 100 litres per customer, ensuring the reductions we’ve accomplished are sustained. At the same time, we will continue

trialling new water-saving technologies and assessing opportunities for water recycling.



KPI

Water consumption per customer (litres)

Reduce water consumption to an average 100 litres per customer by the end of 2025 from 133 litres in 2018

Our water efficiency programme

Focus area	Our actions
Technology upgrades	Installed efficient shower heads and percussion taps across our estate
Operational monitoring	Conducted site benchmarking, tracked high-usage locations and implemented proactive maintenance
Future opportunities	Exploring greywater recycling and conducting A feasibility study to explore a more focused bathroom maintenance programme



Nature and biodiversity

Biodiversity is increasingly recognised as a material issue for business, with growing regulatory and stakeholder expectations around nature-positive action. We recognise our key nature-related risks are linked to agricultural supply chains, construction materials and water use. While we do not yet have a formal biodiversity strategy in place, we are taking steps to better understand our impacts and opportunities. This aligns with our broader ambition to deliver a Better Future for the planet.

In 2025, we will begin formalising our approach to enhancing biodiversity across our estate, focusing on practical, site-appropriate measures. This will include exploring habitat improvements and native planting in non-urban locations, and green infrastructure solutions such as planters and landscaping in urban settings. As regulation evolves, we'll continue working with partners to ensure our plans are impactful, scalable and aligned with both operational needs and environmental outcomes.



Waste and circularity

From food and packaging to furniture and textiles, waste is a key challenge in hospitality. Managing it responsibly is essential to reducing our environmental impact and improving efficiency. We're working to reduce waste across our operations, improve recycling rates and embed circular economy principles that keep materials in use for longer. By strengthening how we manage resources, we're reducing our footprint, building a more resilient, responsible business and making meaningful progress towards delivering on our Conscious pillar.



KPI

Waste & circularity

Understand our volumes and sources of waste and set targets to reduce these where possible

In 2024, we took intentional steps forward to address three priority waste streams: refit and refurbishment waste, food waste, and single-use plastic waste. We also improved our processes to support our customers' efforts to reduce waste during their stay with us. We believe waste isn't just about what we throw away – it's about what we save, what we repurpose and what we prevent from becoming waste in the first place.

Refit and refurbishment

Our refit programme continues to make a significant impact by reducing

waste during hotel refurbishments. In 2024, we diverted 97% of refurbishment waste from landfill, ensuring that beds, chairs, mattresses and televisions weren't simply discarded, but instead redistributed, repurposed or donated where possible.

Collaboration between our refit and maintenance teams has been central to the success of this well-coordinated initiative. We actively work to maximise the lifespan of our products through repair and reuse, for instance through repairing broken chairs and televisions for redistribution within our hotel estate.

With over 11,000 mattresses set for replacement in 2025, we will strive to divert them from local landfill. Carpet waste is also being addressed and, with at least 1,500 rooms identified for disposal, the removed carpet will be baled for energy recovery rather than sent to landfill.

Looking ahead, we're continuing to enhance waste diversion processes across all refurbishments. This includes working directly with suppliers to ensure that the products entering our hotels are built for reuse, refurbishment and recyclability.



Waste and circularity (continued)

Food waste prevention and diversion

Food waste is a significant environmental issue, contributing to carbon emissions, resource depletion and unnecessary costs across our sector and worldwide. We're taking significant steps to reduce it at every stage, from procurement to disposal.

In 2024, we continued to reduce unnecessary packaging in our breakfast offering by switching from individually packaged cereals, jams and milk to bulk dispensers. This has significantly reduced single-use packaging. In 2025, we will train colleagues to offer cook-to-order towards the end of breakfast service to reduce food waste. This will reduce the need to keep a full buffet stocked when demand is lower, helping to minimise overproduction, decrease unnecessary waste, and maintain high food standards.

To prevent food waste from entering general waste streams, we also introduced food waste recycling across our Bar Cafés. Initial data has indicated that food waste diversion volumes are lower than expected, so we'll spend time in 2025 enhancing the training of our hotel team members

and investigating options to improve customer waste diversion.

To further reduce waste at the supply chain level, we introduced fixed-order schedules with Bidfood, one of our main suppliers, allowing us to improve forecasting accuracy, cut surplus stock and reduce transport emissions from unnecessary deliveries. We also increased the minimum shelf life on all Bidfood products to 98%. This means perishable food must be delivered with at least 98% of its shelf life remaining. This helps reduce waste caused by products expiring too soon to be used.

Beyond prevention, we want to ensure surplus food doesn't go to waste. In 2025, we donated 22,000 surplus chicken portions to charity through FareShare, the national network of food distributors. While our ambition is to prevent food waste from occurring, we're pleased that, by donating to FareShare, we were able to keep good food out of landfills and help those in need.

Single-use plastic waste

Single-use plastics are a global environmental challenge, and we are taking steps to reduce their consumption.

In our vending machines, we replaced plastic water bottles with canned water, significantly improving recyclability. Additionally, glass bottles in our Bar Cafés were phased out in favour of cans, reducing weight and improving the overall carbon footprint of transportation.

Working with our linen suppliers, we also eliminated 185 tonnes of plastic packaging per year, transitioning to plastic-free packaging, reusable hampers and optimised logistics.

Customer waste streams

In 2024, we evaluated how to improve waste diversion across our customer rooms. After trialling a range of options, we have rolled out a customer room recycling programme and will train our hotel staff to ensure proper separation of waste streams. This is just one area where colleague and customer engagement will be key to improving sustainability performance. Further details are outlined in the 'sustainable stay' section on page 58.



Responsible sourcing and sustainable procurement

Sourcing decisions directly impact carbon emissions, biodiversity and social responsibility. We are committed to responsible procurement practices that protect human rights, support fair labour conditions and reduce environmental harm.

Conscious procurement

In 2024, we built upon our progress in the previous year – when we engaged an initial group of 50 key suppliers, representing 60% of our supplier spend¹ – to pilot the development of our responsible sourcing tools. Insights from this first phase directly informed the creation of a detailed Supplier Questionnaire and a draft Supplier Code of Conduct. This year, we extended the programme to those original suppliers plus a further 21, bringing the total engagement to 71 suppliers and covering 64% of our supplier spend. This stepwise approach is helping to embed sustainability more deeply into our procurement processes.

The Supplier Questionnaire is designed to gather information on social and environmental practices, including material sourcing, waste management and ethical labour conditions. It provides a more comprehensive view of sustainability across our supply chain – from product creation to end-of-life.

In parallel, we developed our Supplier Code of Conduct, which sets out clear expectations for suppliers. This includes commitments to fair treatment of workers and the protection of human rights, environmental responsibility through waste reduction and responsible sourcing, and transparency in supply chains to uphold ethical business practices. The Supplier Code of Conduct will be formally launched in 2025, alongside supporting sourcing policies and further use of our Supplier Scorecard to monitor compliance and drive continuous improvement.

Introducing Sedex

A focus for Travelodge going forward will be on enhancing supply chain transparency through our membership with Sedex, a leading ethical supplier platform. This collaboration will enable more effective monitoring and management of supplier practices, focusing on key areas such as labour conditions, environmental impact and ethical business operations. Partnering with Sedex marks a significant step forward in our efforts to build a fairer, safer and more responsible supply chain.



KPI

Responsible sourcing

Continue to embed sustainable sourcing practices aligned with our Better Future plan into our key procurement activities during 2024



¹ Supplier spend is defined as total amount paid to third party suppliers in 2024 for goods and services, net of VAT and excluding rents, business rates, any other tax related spend and wages

Sustainable stay

Sustainability at Travelodge goes beyond how we build and run our hotels – it's also about how we help our customers make more sustainable choices during their stay. Many of our hotels are already well located for low-carbon travel, with easy access to public transport and key destinations. We're building on this by improving the information we share to support more informed, sustainable travel decisions.

In 2024, we trialled in-room recycling to make it easier for customers to reduce waste, while also refining how we communicate key messages around water and energy use. These insights are helping us shape a more sustainable customer experience – one that's simple, practical and easy to engage with. As we look ahead, we'll continue to embed sustainability into the everyday experience by supporting our customers to play their part and helping make every stay that little bit better for the planet.



About this report

Unless otherwise noted, this report contains information about Travelodge (Thame and London Limited).

This is our fourth Better Future Report, detailing our sustainability strategy, achievements and future targets as we continue integrating sustainability into our operations. We have prepared this report 'with reference to' the Global Reporting Initiative (GRI) Standards, ensuring a comprehensive picture of our most significant environmental, social and governance (ESG) topics.

The report reflects our commitment to transparency in sustainability reporting. The disclosures included are based on materiality, stakeholder engagement, and alignment with our strategic sustainability objectives. Our data collection and disclosure approach is continually being developed to enhance the quality and quantity of information available. Nonetheless, we strive to provide accurate, balanced and comparable reports.

Unless otherwise stated, this report covers the period from 1 January 2024 to 31 December 2024, in line with our financial reporting cycle.

All initiatives, targets and KPIs in this report relate to Travelodge's UK operations only, as the hotels in Spain are not yet fully integrated into our reporting frameworks. Over the coming years, we will focus on building consistent data collection and performance monitoring processes across the Spanish estate. This will support future target setting and integration of our Spanish operations into the wider Better Future plan.

Where applicable, any restatements of previously reported data will be clearly identified and explained within the relevant sections of this report or GRI content index. This report has not undergone external assurance, but we are continuously evaluating our approach to verification and may consider external assurance in the future.

Publication date: June 2025

Additional reports

2024 Annual Report and Accounts
[Download](#)

Modern Slavery Act Statement 2024
[Download](#)

Gender Pay Gap Disclosure 2024
[Download](#)

Disclaimer

The information in this report is provided for informational purposes only and does not constitute an offer to sell or a solicitation of an offer to buy any securities. All content has been prepared in good faith; however, Travelodge makes no representation or warranty as to the accuracy or completeness of the information provided. Any forward-looking statements are based on current expectations and assumptions, which may be subject to risks and uncertainties. Travelodge assumes no obligation to update or revise any forward-looking information unless required by law.

GRI content index

Statement of use.

This GRI content index has been prepared with reference to the GRI Standards 2021 and supports the Travelodge 2025 Better Future Report, which covers the reporting period 1 January to 31 December 2024.

The disclosures listed below reflect Travelodge’s most significant impacts, identified through our 2024 double materiality assessment, and are drawn from the applicable GRI topic standards. Each disclosure is cross-referenced to where it is addressed in the Better Future Report or in other publicly available documents.

For any questions regarding this GRI index or the Better Future Report, please contact:

Demi Turner, Director of Sustainability, demi.turner@travelodge.co.uk

Disclosure

Reference

GRI 2: General disclosures		
2-1	Organisational details	Travelodge Better Future Report 2025: About this report, p.59
2-2	Entities included in the organisation’s sustainability report	Travelodge Better Future Report 2025: About this report, p.59
2-3	Reporting period and frequency of sustainability reporting	Travelodge Better Future Report 2025: About this report, p.59
2-4	Restatements of information	Travelodge Better Future Report 2025: About this report, p.59; 2024 Carbon footprint, p.50
2-5	External assurance	Travelodge Better Future Report 2025: About this report, p.59
GRI 2: Activities and workers		
2-6	Activities, value chain, and other business relationships	Travelodge Better Future Report 2025: About our company, p.3; Stakeholder engagement, p.14
2-7	Employees	Travelodge Better Future Report 2025: About our company, p.3; Performance data, p.70

Disclosure

Reference

GRI 2: Governance		
2-9	Governance structure and composition	Travelodge Better Future Report 2025: Sustainability governance, p.15 https://www.travelodge.co.uk/our-business/about-us/leadership/
2-10	Nominating and selecting the highest governance body	Travelodge Better Future Report 2025: Sustainability governance, p.15; Performance data, p.69
2-11	Chair of the highest governance body	https://www.travelodge.co.uk/our-business/about-us/leadership/
2-12	Role of the highest governance body in setting purpose, values and strategy	Travelodge Better Future Report 2025: Sustainability governance, p.15
2-13	Delegation of responsibility for managing impacts	Travelodge Better Future Report 2025: Sustainability governance, p.15
2-14	Role of the highest governance body in sustainability reporting	Travelodge Better Future Report 2025: Sustainability governance, p.15 https://www.travelodge.co.uk/our-business/about-us/leadership/
2-15	Conflicts of interest	https://www.travelodge.co.uk/about/integrity-statement/
2-16	Communication of critical concerns	Travelodge Better Future Report 2025: Reporting and continuous improvement, p.37
2-17	Collective knowledge of the highest governance body	Travelodge Better Future Report 2025: Sustainability governance, p.15 https://www.travelodge.co.uk/our-business/about-us/leadership/
2-18	Evaluating the highest governance body's performance	Travelodge Better Future Report 2025: Performance data, p.69
2-19	Remuneration policies	Travelodge Better Future Report 2025: Performance data, p.69
2-20	Process to determine remuneration	Travelodge Better Future Report 2025: Performance data, p.69

Disclosure

Reference

GRI 2: Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Travelodge Better Future Report 2025: Forward from our CEO, p.5
2-23	Policy commitments	Travelodge Better Future Report 2025: Human rights and modern slavery; Responsible sourcing and sustainable procurement, p.34, p.57 https://www.travelodge.co.uk/about/slavery-statement/ https://www.travelodge.co.uk/about/integrity-statement/
2-24	Embedding policy commitments	Travelodge Better Future Report 2025: Human rights, human trafficking and child abuse, p.34; Responsible sourcing and sustainable procurement, p.57
2-25	Processes to remediate negative impacts	Travelodge Better Future Report, 2025: Reporting and continuous improvement, p.37
2-26	Mechanisms for seeking advice and raising concerns	Travelodge Better Future Report, 2025: Reporting and continuous improvement, p.37
2-27	Compliance with laws and regulations	Travelodge Better Future Report 2025: Performance data, p.72
2-28	Membership associations	Travelodge Better Future Report 2025: Membership associations and partnerships, p.16
GRI 2: Stakeholder engagement		
2-29	Approach to stakeholder engagement	Travelodge Better Future Report 2025: Understanding our priorities: Our double materiality assessment, p.12
2-30	Collective bargaining agreements	Travelodge Better Future Report 2025: Performance data, p.71
GRI 3: Material topics 2021		
3-1	Process to determine material topics	Travelodge Better Future Report 2025: Understanding our priorities: Our double materiality assessment, p.12
3-2	List of material topics	Travelodge Better Future Report 2025: Understanding our priorities: Our double materiality assessment, p.12

Disclosure

Reference

GRI 205: Anti-corruption		
3-3	Management approach	Travelodge Better Future Report 2025: Anti-corruption and anti-bribery, p.35
205-1	Operations assessed for risks related to corruption.	Travelodge Better Future Report 2025: Performance data, p.72
205-2	Communication and training about anti-corruption policies and procedures	Travelodge Better Future Report 2025: Performance data, p.72
205-3	Confirmed incidents of corruption and actions taken	Travelodge Better Future Report 2025: Performance data, p.72
GRI 206: Anti-competitive behaviour		
3-3	Management approach	https://www.travelodge.co.uk/about/integrity-statement/ Travelodge Better Future Report 2025: Anti-corruption and anti-bribery, p.35
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Travelodge Better Future Report 2025: Anti-corruption and anti-bribery, p.35; Travelodge Better Future Report 2025: Performance data, p.72
GRI 302: Energy		
3-3	Management approach	Travelodge Better Future Report 2025 Carbon emissions and energy use, p.43
302-1	Energy consumption within the organisation	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
302-3	Energy intensity	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
302-4	Reduction of energy consumption	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
GRI 303: Water and effluents		
3-3	Management approach	Travelodge Better Future Report 2025: Water, p.53
303-1	Interactions with water as a shared resource	Travelodge Better Future Report 2025: Water, p.53
303-2	Management of water discharge-related impacts	Travelodge Better Future Report 2025: Performance data, p.74
303-3	Water withdrawal	Travelodge Better Future Report 2025: Performance data, p.74
303-4	Water discharge	Travelodge Better Future Report 2025: Performance data, p.74

Disclosure

Reference

303-5	Water consumption	Travelodge Better Future Report 2025: Performance data, p.74
GRI 304: Biodiversity		
3-3	Management approach	Travelodge Better Future Report 2025: Nature and biodiversity, p.54
GRI 305: Emissions		
3-3	Management approach	Travelodge Better Future Report 2025: Our double materiality matrix, p.13; Carbon emissions and energy use, p.44
305-1	Direct (Scope 1) GHG emissions	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
305-2	Energy indirect (Scope 2) GHG emissions	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
305-3	Other indirect (Scope 3) GHG	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
305-4	GHG emissions intensity	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
305-5	Reduction of GHG emissions	Travelodge Better Future Report 2025: 2024 carbon footprint, p.50
GRI 306: Waste		
3-3	Management approach	Travelodge Better Future Report 2025: Our double materiality matrix, p.13; Waste and circularity, p.56
306-1	Waste generation and significant waste-related impacts	Travelodge Better Future Report 2025: Waste and circularity, p.56
306-2	Management of significant waste-related impacts	Travelodge Better Future Report 2025: Waste and circularity, p.56
306-3	Waste generated	Travelodge Better Future Report 2025: Waste and circularity, p.56; Performance data, p.74
306-4	Waste diverted from disposal	Travelodge Better Future Report 2025: Waste and circularity, p.56; Performance data, p.74
306-5	Waste directed to disposal	Travelodge Better Future Report 2025: Waste and circularity, p.56; Performance data, p.74

Disclosure

Reference

GRI 308: Supplier environmental assessment		
3-3	Management approach	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
308-1	New suppliers that were screened using environmental criteria	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
308-2	Negative environmental impacts in the supply chain and actions taken	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
GRI 401: Employment		
3-3	Management approach	Travelodge Better Future Report 2025: Fair and stable-waged employment, p.21
401-1	New employee hires and employee turnover	Travelodge Better Future Report 2025: Performance data, p.70
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Travelodge Better Future Report 2025: Performance data, p.71
GRI 402: Labour management		
3-3	Management approach	Travelodge Better Future Report 2025: Fair and stable-waged employment, p.21
402-1	Minimum notice periods regarding operational changes	Travelodge Better Future Report 2025: Performance data, p.71

Disclosure

Reference

GRI 403: Occupational health and safety		
3-3	Management approach	Travelodge Better Future Report 2025: Health and safety, p.32
403-1	Occupational health and safety management system	Travelodge Better Future Report 2025: Health and safety, p.32
403-2	Hazard identification, risk assessment, and incident investigation	Travelodge Better Future Report 2025: Health and safety, p.32
403-3	Occupational health services	Travelodge Better Future Report 2025: Health and safety, p.32; Wellbeing, p.33
403-4	Worker participation, consultation, and communication on occupational health and safety.	Travelodge Better Future Report 2025: Health and safety, p.32
403-5	Worker training on occupational health and safety.	Travelodge Better Future Report 2025: Health and safety, p.32
403-6	Promotion of worker health	Travelodge Better Future Report 2025: Wellbeing, p.33
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	Travelodge Better Future Report 2025: Health and safety, p.32; Performance data, p.73
403-8	An occupational health and safety management system covers workers	Travelodge Better Future Report 2025: Health and safety, p.32
403-9	Work-related injuries	Travelodge Better Future Report 2025: Performance data, p.73
403-10	Work-related ill health	Travelodge Better Future Report 2025: Performance data, p.73
GRI 404: Training and education		
3-3	Management approach	Travelodge Better Future Report 2025: Training and development, p.24
404-1	Average hours of training per year per employee	Travelodge Better Future Report 2025: Performance data, p.72
404-3	Percentage of employees receiving regular performance and career development reviews	Travelodge Better Future Report 2025: Performance data, p.72

Disclosure

Reference

GRI 405: Diversity and equal opportunity		
3-3	Management approach	Travelodge Better Future Report 2025: Inclusive, p.18
405-1	Diversity of governance bodies and employees	Travelodge Better Future Report 2025: Gender diversity, p.25 Ethnic diversity, p.27; Performance data, p.70
405-2	Ratio of basic salary and remuneration of women to men	https://travelodgecorp.wpenginepowered.com/wp-content/uploads/Gender-Pay-Gap-Disclosure-2024.pdf
GRI 406: Non-discrimination		
3-3	Management approach	Travelodge Better Future Report 2025: Inclusive, p.9
406-1	Incidents of discrimination and corrective actions taken	Travelodge Better Future Report 2025: Performance data, p.72
GRI 408: Child labour		
3-3	Management approach	Travelodge Better Future Report 2025: Human rights, human trafficking and child abuse, p.34 https://www.travelodge.co.uk/about/slavery-statement/
408-1	Operations and suppliers at significant risk for incidents of child labour	Travelodge Better Future Report 2025: Human rights, human trafficking and child abuse, p.34 https://www.travelodge.co.uk/about/slavery-statement/
GRI 409: Forced and compulsory labour		
3-3	Management approach	Travelodge Better Future Report 2025: Human rights, human trafficking and child abuse, p.34 https://www.travelodge.co.uk/about/slavery-statement/
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Travelodge Better Future Report 2025: Human rights, human trafficking and child abuse, p.34; Responsible sourcing and sustainable procurement, p.57 https://www.travelodge.co.uk/about/slavery-statement/

Disclosure

Reference

GRI 414: Supplier social assessment		
3-3	Management approach	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
414-1	New suppliers that were screened using social criteria	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
414-2	Negative social impacts in the supply chain and actions taken	Travelodge Better Future Report 2025: Responsible sourcing and sustainable procurement, p.57
GRI 416: Customer health and safety		
3-3	Management approach	Travelodge Better Future Report 2025: Health and safety, p.32
416-1	Assessment of the health and safety impacts of product and service categories	Travelodge Better Future Report 2025: Performance data, p.73
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Travelodge Better Future Report 2025: Performance data, p.73
GRI 418: Customer privacy		
3-3	Management approach	Travelodge Better Future Report 2025: Cyber security and customer privacy, p.36
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Travelodge Better Future Report 2025: Cyber security and customer privacy, p.36

Performance data

This document contains supporting information for Travelodge’s 2025 Better Future Report, covering the year ending 31 December 2024. It supports alignment with the Global Reporting Initiative (GRI) and reflects our commitment to transparent, consistent and credible sustainability reporting.

All information relates to Travelodge’s UK operations only, as the hotels in Spain are not yet fully integrated into our reporting frameworks. Over the coming years, we will focus on building consistent data collection and performance monitoring processes across the Spanish estate. This will support future target setting and integration of our Spanish operations into the wider Better Future plan.

Governance

Board nomination and performance evaluation

Metric	Response
Nomination process for Board members	No new directors were appointed in 2024. When required, a structured process is followed for appointing both executive and non-executive directors, which considers relevant expertise, diversity and independence for non-executive directors.
Board performance evaluation	Directors complete an annual Board evaluation questionnaire to review and improve performance, and the Chairman then leads a discussion with the directors to agree appropriate actions.
Remuneration process for Board and senior management	The Remuneration Committee sets pay for the Chair and the executive directors. The Board sets pay for non-executive directors. External benchmarking, role scope and, for pay reviews, performance as well as the increases being awarded across all levels of the business are considered.

Performance data (continued)

Inclusive

Colleague data

Category	Metric	2024
Workforce profile	Total employees (end of 2024) ¹	12,397
	Proportion of employees with permanent employment ²	98.7%
	Proportion of employees with guaranteed minimum hours	100%
	Part-time employees (<35 hrs/week)	10,644 (82%)
Gender	Women in total workforce	69%
	Women in part-time roles	7,734 (73%)
Ethnicity	Employees from ethnic minority backgrounds in our Senior Leadership (based on self-disclosure)	3%
Age	Employees under 30	36%
	Employees aged 30–50	46%
	Employees over 50	18%
Regionality	Regional breakdown	Not reported
Pay and incentives	Median pay ratio (P60 earnings)	192:1
	Median pay ratio (basic salary)	25:1
	Part-time vs full-time employee benefits (at equivalent level)	Same
Recruitment and turnover	Number of colleagues hired in 2024	7,590
	% of year-end workforce hired during the year	55%
	Labour turnover rate (12-month rolling, P12 2024)	54%

1. Headcount reflects the number of employees in the post as of 31 December 2024. There were no significant fluctuations in overall employee numbers during the reporting period.

2. Proportion of all Travelodge employees (salaried and hourly paid) with permanent employment as of 31 December 2024 - There are no significant fluctuations in this proportion throughout the year.

Performance data (continued)

Labour management

Metric	2024
Minimum notice period regarding operational changes	Significant safety or security-related changes are implemented immediately. Other changes are planned, with an average of 4 weeks’ notice given where possible.
Collective bargaining agreement coverage	No Travelodge employees are covered by collective bargaining agreements.

Performance and development

Metric	2024
Colleagues eligible for performance reviews ³	1,802 (15%)
Women among salaried colleagues	53%
Employees confirmed as having completed performance reviews	Not reported
Total hours of training logged	345,800
Average hours of training per employee	28

3. All salaried colleagues are eligible for a mid-year and annual performance review. Hourly paid colleagues do not have formal reviews that are tracked.

Performance data (continued)

Caring
Business ethics performance

Metric	2024
Total number of confirmed incidents of business ethics violations, including <ul style="list-style-type: none"> Human rights violations Child labour Corruption Anti-competitive behaviour Fraud 	<p>Like other hotel and hospitality providers, Travelodge can face attritional and low-value claims of non-compliance in areas such as data protection, employee rights, and health and safety, alongside low levels of fraud, both internally and externally.</p> <p>No unusual or individually significant items were noted during 2024.</p>
Total number of fines or non-compliance issues	No instances of child labour or anti-competitive behaviour were noted during 2024.
Employees dismissed due to corruption	Not disclosed
Nature of confirmed business ethics incidents	Not applicable
Policies governing business ethics	Business Conduct and Ethics Policy Whistleblowing Policy Modern Slavery Statement
Number of cases of discrimination reported ⁴	15
% of discrimination incidents fully investigated and since closed	100% of those reported in 2024
Access to anti-corruption policies	All employees can access anti-corruption policies on demand
Communication to external parties	Anti-corruption policies are not currently shared with external partners or third parties
Operations assessed for corruption	An initial risk and gap analysis has been completed. A more detailed assessment is underway, with higher-risk departments and business units now identified. A business-wide action plan is in development and will then be implemented
Anti-fraud training coverage	Hotel management teams are required to attend training workshops on fraud and bribery risks, with the training tailored to the level of risk relevant to their role. Central functions receive ad hoc training based on the relevant risks of anti-corruption and fraud. We are reviewing our existing training processes in light of the Economic Crime and Corporate Transparency Act
Training completion reporting	Formal reporting on anti-fraud training completion is not disclosed separately, as it is part of broader e-learning

4. Each case was reviewed internally, and the Audit Committee received regular updates as part of its ongoing oversight responsibilities. Where necessary, appropriate remediation actions were taken, and outcomes were monitored through established internal management processes. No cases remain open or under further review.

Performance data (continued)

Worker health and safety

Metric	2024
Number of employee RIDDOR-reportable accidents	19
Accident frequency (# accidents per room sold)	1.2×10^{-6}
Nature of accidents	Not disclosed
Number of RIDDOR-reportable incidents of ill-health ⁵	2
Nature of ill-health	Manual handling activity
Ill-health frequency (# incident ill-health per room sold)	1.5×10^{-7}
Number of fatalities due to accidents or work related ill-health	0
Approach to third-party health and safety	While on Travelodge premises, third-party contractors abide by the same processes, training and incident reporting requirements as colleagues

Customer health and safety

Metric	2024
% of product and service categories assessed for health and safety impacts	100%
Number of incidents of non-compliance with regulations	0
Number of fines or penalties	0
Number of enforcement notices	0
Participation in voluntary recognised accredited health and safety codes	None

⁵ Definition of riddor reportable ill health incident is - RIDDOR ill health incidents are incidents that are defined by RIDDOR as a reportable occupational disease, a reportable exposure to a carcinogen, mutagen or biological agent, or a work related incident that results in a health related injury (such as a musculoskeletal injury) that results in an individual being away from work, or unable to do their normal work duties, for more than 7 consecutive days as the result of their injury.

Performance data (continued)

Conscious

Waste management

Waste stream ⁶	Volume	Method of measurement
Total non-hazardous waste (tonnes)	9,797	Waste provider tracking
General waste (tonnes)	7,580	Waste provider tracking
Recycled waste (tonnes)	2,217	Waste provider tracking
Recycling rate	23%	Waste provider tracking

Water withdrawal and discharge⁷

Metric	2024
Total water withdrawn (m ³)	2,000,000
Source of water	Third-party municipal or wholesale only
Freshwater share (≤1,000 mg/L TDS)	100%
Water withdrawals from stressed areas	Unknown (formal screening not yet completed)
Measurement basis	Supplier billing and metered data
Total water discharged (m ³ , estimated)	2,000,000
Discharge destination and management	Third-party municipal sewer systems and operate sewage treatment plants for nine hotels
Direct discharge to surface/ground/seawater	None
Water discharge quality or substance data	Not available
Discharge to water-stressed areas	Unknown (formal screening not yet completed)

6. It presents operational waste only and excludes all refit and maintenance waste.

7. Travelodge's water consumption is assumed to be minimal, as most of the water withdrawn is discharged to the sewer system following guest and operational use. Water consumed on site (e.g., drinking water) has not been separately quantified.