



MANDARIN ORIENTAL  
THE HOTEL GROUP

# 2013 SUSTAINABILITY REPORT



DOING  RE  
FOR A SUSTAINABLE FUTURE

Mandarin Oriental Hotel Group  
Corporate Office  
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Causeway Bay, Hong Kong

[mandarinoriental.com](http://mandarinoriental.com)

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Mandarin Oriental, Bangkok



Mandarin Oriental, Guangzhou



The Landmark Mandarin Oriental, Hong Kong



Mandarin Oriental, Hong Kong



The Excelsior, Hong Kong



Mandarin Oriental, Jakarta



Mandarin Oriental, Kuala Lumpur



Mandarin Oriental, Macau



Mandarin Oriental, Manila



Mandarin Oriental, Sanya



Mandarin Oriental Pudong, Shanghai



Mandarin Oriental, Singapore



Mandarin Oriental, Tokyo



Mandarin Oriental, Atlanta



Mandarin Oriental, Boston



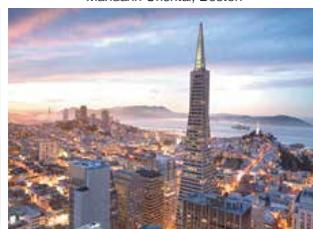
Mandarin Oriental, Las Vegas



Mandarin Oriental, Miami



Mandarin Oriental, New York



Mandarin Oriental, San Francisco



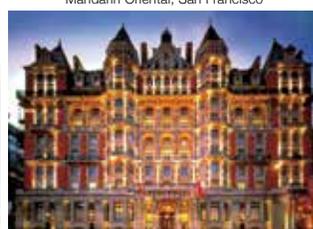
Mandarin Oriental, Washington D.C.



Mandarin Oriental, Barcelona



Mandarin Oriental, Geneva



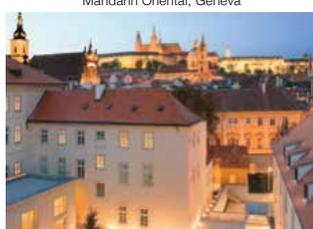
Mandarin Oriental Hyde Park, London



Mandarin Oriental, Munich



Mandarin Oriental, Paris



Mandarin Oriental, Prague

The Group now operates,  
or has under development,  
44 hotels in 25 countries

20 in Asia  
10 in The Americas  
14 in Europe, Middle East and North Africa

# About Mandarin Oriental Hotel Group

Mandarin Oriental Hotel Group is an international hotel investment and management group with luxury hotels, resorts and residences in sought-after destinations around the world. Having grown from a well-respected Asian hotel company into a global brand, the Group now operates, or has under development, 44 hotels representing close to 11,000 rooms in 25 countries, with 20 hotels in Asia, 10 in The Americas and 14 in Europe, Middle East and North Africa. In addition, the Group operates, or has under development, 13 *Residences at Mandarin Oriental* connected to its properties. The Group has equity interests in a number of its properties and net assets totalling approximately US\$3.1 billion as of 31st December 2013.

Mandarin Oriental's aim is to be recognised widely as the best global luxury hotel group, providing 21st century luxury with oriental charm in each of its hotels. This will be achieved by investing in the Group's exceptional facilities and its people, while maximising profitability and long-term shareholder value. The strategy of the Group is to open the hotels currently under development, while continuing to seek further selective opportunities for expansion around the world. For more information about the direct economic value generated and distributed by Mandarin Oriental Hotel Group, including revenues, operating costs, employee compensation and payments to providers of capital and governments, please refer to the Appendix (p. 58) of this report.

The parent company, Mandarin Oriental International Limited, is incorporated in Bermuda and has its primary listing on the London Stock Exchange, with secondary listings in Bermuda and Singapore. Mandarin Oriental Hotel Group International Limited, which operates from Hong Kong, manages the activities of the Group's hotels. Jardine Matheson Group is the parent company of Mandarin Oriental and owns a majority of the equity shares. For more information about Mandarin Oriental's corporate structure, governance or for our full financial disclosure, please refer to the Group's Annual Financial Report available on our website at [mandarinoriental.com](http://mandarinoriental.com).





With the guidance of the Group's Corporate Responsibility Committee and the commitment of hotel colleagues worldwide, we are making meaningful progress on our sustainability priorities.

## Doing More for a Sustainable Future

At Mandarin Oriental, we understand that our long-term success depends on the health and prosperity of the communities in which we do business. We're proud to embrace our corporate responsibilities with the same dedication and enthusiastic service that have distinguished our company for the past five decades.

In this our third annual Sustainability Report, we highlight the Group's collective initiatives to advance environmental sustainability and to strengthen the communities in which we operate. With the guidance of the Group's Corporate Responsibility Committee and the commitment of hotel colleagues worldwide, we made meaningful progress on our sustainability priorities, including these notable accomplishments:

- We increased energy efficiency by 13.4% and reduced greenhouse gas emissions intensity by 17.8% over the period 2007–2013. Our conservation gains were attained even as the Group expanded operations worldwide.
- We realised US\$28.8 million in cost savings from 2007 to 2013 by implementing strategic energy efficiency initiatives.
- We launched a dedicated sustainability training programme in 2013 to encourage greater awareness and engagement amongst our colleagues, who remain our most valuable resource.
- We supported many worthy causes in our communities, with a special focus on cultural heritage preservation and charitable programmes to assist those in need.

We will continue to make progress towards our goals, and in so doing, we are committed to addressing our sustainability challenges. Our waste reduction programme is in early stages, but we are ready to take on the challenge of improving our waste management processes in order to meet our goals. This highlights the importance of setting goals in order to achieve our long-term objectives. In 2013, the Group established new short-term environmental goals, which are detailed within this report, and every Mandarin Oriental hotel received individual goals to help drive their performance.

Whilst more work lies ahead, I'm confident that we will continue to make good progress on our journey towards a more sustainable future.

Edouard Ettegui  
Group Chief Executive

# About This Report

This is the Group's third annual sustainability report. Information presented in this report is consistent with Global Reporting Initiative (GRI) sustainability reporting framework 3.1, self-reported to Level C. In prior years, the report has been assured by a third party and we intend to seek assurance for future publications. A GRI Index is included at the end of this report.

## Scope and Boundaries

This sustainability report presents information from the Group's 27 hotels that operated throughout 2013. Unless otherwise specified, the report excludes two hotels which opened in 2013—Mandarin Oriental Pudong, Shanghai and Mandarin Oriental, Guangzhou. One hotel in Chiang Mai, Thailand also left the Group in 2013. No other structure changes occurred in the reporting period. Hotels under development and residences are not included in this report.

Mandarin Oriental Hotel Group selected 2007 as the base year for the

environmental data in this report and 2008 as the base year for occupational health and safety data. As structure changes occur, historical and base year data are adjusted. Economic information is presented for the past three years.

All calculations are completed in accordance with industry practices or as recommended by the GRI, and are explained within each section. There are no restatements of historical data in this report, other than to accommodate the change in the organisational structure, noted above.

## Materiality

The Group believes that the GRI aspects included in this report are material to our business. A formal process will be undertaken in 2014 to determine if additional GRI aspects are material and should be included in future reporting.

## Our Corporate Responsibility Policy:

Mandarin Oriental is committed to contributing to the communities in which we operate and responsibly managing our environmental impacts and social commitments.



# Acting with Responsibility

The foundation for Mandarin Oriental’s responsible business practices lies in our Guiding Principles, our Code of Conduct and in our governance process.

## Guiding Principles

Mandarin Oriental’s mission is to completely delight and satisfy our guests, and our mission is supported by our long-standing Guiding Principles that describe the values of our company and our colleagues. Our Guiding Principles underpin everything that we do on a daily basis, ensuring that we operate to the highest possible standards. Responsibility is a key tenet of Mandarin Oriental’s Guiding Principles: “We will actively participate in the improvement

of the environment, just as we will be responsible members of our communities and industry organisations”.

## Responsible Operating Practices

Our ethical standards are clearly set out in the company’s Code of Conduct, a set of guidelines to which every colleague must adhere. Our Code of Conduct requires that we comply with all laws of general application, all rules and regulations that are industry specific and proper standards of business conduct. The code prohibits the giving or receiving of illicit payments and requires all colleagues to be treated fairly, impartially and with respect. It also requires that all managers must

be fully aware of their obligations under the Code of Conduct and must establish procedures to ensure compliance at all levels within their organisations. The Group has in place procedures by which colleagues can raise, in confidence, matters of serious concern in areas such as financial reporting or compliance.

Mandarin Oriental has Group-wide hiring and employment guidelines as well as strict anti-harassment and anti-discrimination policies. Every colleague receives training on our employment policies upon hire.

## Governance for Sustainability

The Group Corporate Responsibility Committee (GCRC) is responsible for Mandarin Oriental’s overall



All hotels display a framed poster (available in eight languages) of the Group’s corporate responsibility policy and commitments in employee areas to promote our sustainability vision and values.

sustainability strategy, including the setting of measurable goals, programme development, and promoting and soliciting feedback on Corporate Responsibility initiatives. The GCRC is directed by our sustainability Executive Champion, Terry Stinson, Group Development Director and President of the Americas and an executive-level member of the management board.

In addition, every Mandarin Oriental property also has its own Hotel Corporate Responsibility Committee (HCRC), led by a designated Champion. Each HCRC is responsible for implementing Group and local sustainability initiatives with the support of our colleagues. The hotel Champions are responsible for raising issues identified at the hotels to their General Managers and to the GCRC, which in turn raises issues to the Executive Champion and the Board of Directors, if necessary.

In 2013, the GCRC held two meetings, and its representative conducted regional conference calls with hotel Champions twice during the year. These conference calls were created to share information related to sustainability initiatives, guidelines, challenges, and activities underway throughout the Group. Hotel Champions continue the sustainability dialogue with peers by communicating internally and driving greater colleague engagement.

### Stakeholder Engagement

We recognise the importance of engaging our stakeholders to understand their viewpoints so we can better align our business with their goals. To advance dialogue with our stakeholders, Mandarin Oriental shares both the successes and challenges of our sustainability programme.

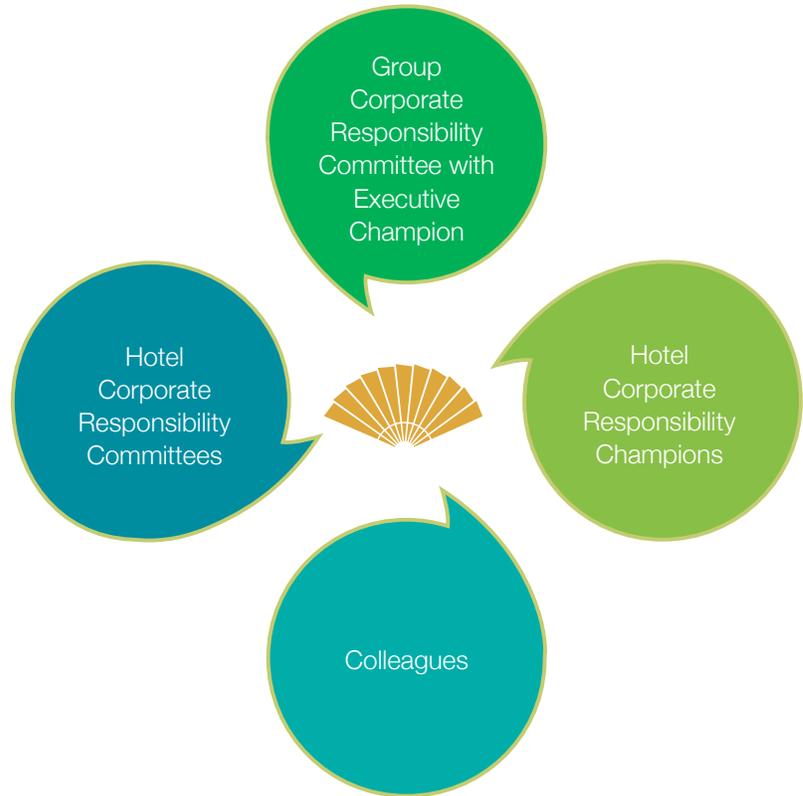
Our stakeholder engagement process has evolved over our long history rather than as a result of a formal, defined process. We have identified the following list of stakeholder groups to date:

- Guests
- Colleagues
- Hotel owners and developers
- Local communities in which we operate
- Shareholders
- Vendors, suppliers and contractors
- Industry peers and trade associations

- Journalists and media representatives
- Non-government organisations (NGOs) and outside advisors

We engage our stakeholders through various avenues of communication, including our colleague engagement and guest satisfaction and loyalty surveys, investor meetings and the publication of our annual financial and sustainability reports. We will continue to use existing processes for feedback and refine our stakeholder engagement strategy as we progress on our sustainability journey.

## Sustainability Governance Organisation



# Our Guiding Principles

Delighting our guests



We will strive to understand our client and guest needs by listening to their requirements and responding in a competent, accurate and timely fashion. We will design and deliver our services and products to address their needs. In fact, we are committed to exceeding their expectations by surprising them with our ability to anticipate and fulfill their wishes.

Working together as colleagues



We will emphasise the sharing of responsibility, accountability and recognition through a climate of teamwork. By working together as colleagues and by treating each other with mutual respect and trust, we will all contribute to the Group's overall success more productively than if we worked alone.

Promoting a climate of enthusiasm



We are committed to everyone at Mandarin Oriental by providing a caring, motivating and rewarding environment. As an industry leader, we are committed to bringing out the best in our people through effective training and meaningful career and personal development, and by encouraging individuality and initiative.

Being the best



We will be an innovative leader in the hotel industry and will continually improve products and services. We will seek from our suppliers the highest quality products and services at the best value.

Delivering shareholder value



We are committed to being a growing company. Our success will result in investment returns which are consistently among the best in the hotel industry.

Playing by the rules



We will maintain integrity, fairness and honesty in both our internal and external relationships and will consistently live up to our commitments.

Acting with responsibility



We will actively participate in the improvement of the environment, just as we will be responsible members of our communities and industry organisations.

# Commitments and Practices

As stated in our corporate responsibility policy, Mandarin Oriental is committed to contributing to the communities in which we operate and responsibly managing our environmental impacts and social commitments.

Commitments		Corporate Responsibility Practices
Delivering Excellence	Operate in an environmentally and socially responsible way	Through training and education, we are empowering our colleagues to make decisions that are environmentally and socially responsible.
		Management responsibility is assigned and resources are allocated to implement and review performance of corporate responsibility policy commitments and objectives.
	Engage and inspire others in 'Doing More for a Sustainable Future'	Stakeholders are consulted and their feedback is solicited to continuously improve our performance.
		The Group and our hotels partner with members of their local communities, the hotel and tourism sector, government and non-government organisations to achieve broader sustainability goals.
Advancing Sustainability	Publicly report our impact on the environment	The Group will effectively measure and monitor the environmental footprint of all our operations to publicly report on our progress.
	Meet or exceed all applicable environmental standards	The Group is incorporating environmental management systems and best practices into our hotel operations to continuously improve performance.
	Minimise our consumption of resources including energy, water and materials	Our properties will employ sustainable building principles throughout the life cycle of the building—siting, design, development, maintenance and refurbishment—wherever practicable.
	Reduce our greenhouse gas emissions, waste and pollution	The Group will develop sustainable supply chain management guidelines to ensure that environmental criteria are taken into account in all purchasing decisions.
Innovation and technology are used to gradually reduce our dependence on fossil fuels and improve resource efficiency in all areas of our operation.		
Championing Community	Positively impact our local communities and celebrate our cultural heritage	All colleagues are encouraged to participate in projects that contribute to the well-being of the communities in which they operate: projects that help those in need; preserve cultural heritage; conserve natural resources and restore habitats.



# Delivering Excellence

Mandarin Oriental's mission is to completely delight and satisfy our guests. We are committed to making a difference every day, continually getting better to keep us the best.

## DELIVERING EXCELLENCE

Mandarin Oriental's reputation for providing legendary service is the hallmark of our brand. Our approaches to guest satisfaction, employment, colleague development, health and wellness, responsible sourcing and safety play an important role in fulfilling our mission and distinguishing the Mandarin Oriental brand.



# Delighting our Guests

Mandarin Oriental's legendary service underpins everything that we do, and the Group is committed to exceeding guests' expectations on a daily basis. We focus on providing personalised service to every guest every day, and on the sincerity of the people who deliver it. We encourage colleagues to know our guests, to anticipate what they want, in order to surprise and delight them.

To help our colleagues on their mission, the Group has created the Legendary Quality Experiences—over 200 company guidelines, which focus on experiences rather than basic luxury standards. All hotels receive three annual audits for quality assurance, and the results are shared across the Group.

Mandarin Oriental maintains various quality measurement processes to monitor and improve performance, including the international benchmarking standards established by Leading Quality Assurance. We are also measured against other international standards, including the

American Automobile Association (AAA), the *Forbes Travel Guide* and the *Michelin Guide*. In 2013, eight Mandarin Oriental hotels achieved the Forbes "Five-Star" status and nine of our restaurants were honoured with a total of 13 Michelin stars, more than any other hotel group in the world.

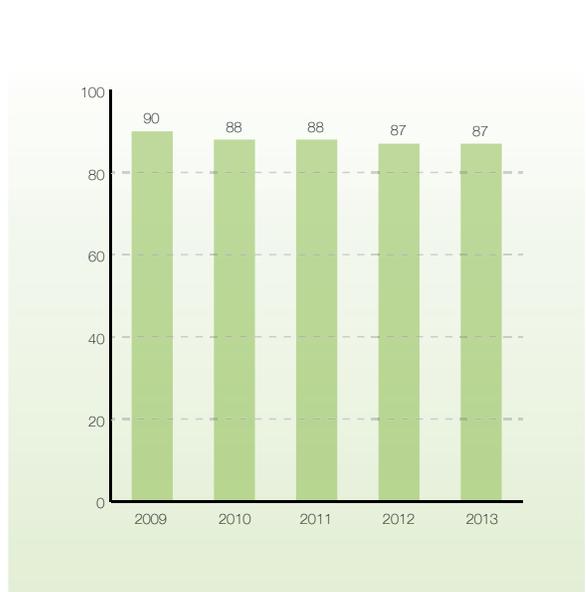
### Guest Satisfaction

Feedback from our guests is vital to our success. We conduct a customer satisfaction and loyalty survey with the help of a third-party organisation that sends an online questionnaire following a guest's stay. The Group receives over 35,000 guest satisfaction surveys annually, which are measured and analysed to help ensure constant improvement.

Mandarin Oriental's overall satisfaction ratings indicate a consistently high level of guest satisfaction and loyalty to the brand, varying less than three percentage points since 2009. In 2013, we achieved an overall satisfaction rate of 87%, consistent with last year's performance.



Guest Satisfaction and Loyalty Survey Results



DELIVERING EXCELLENCE

ADVANCING SUSTAINABILITY

CHAMPIONING COMMUNITY



## Employer of Choice

The colleagues at Mandarin Oriental are the Group's most prized asset, as they bring a quality and commitment to their work that is exceptional in the world of luxury hospitality. To attract and retain the finest hospitality professionals, Mandarin Oriental provides a motivating and rewarding environment in which our colleagues can thrive.

As a policy, Mandarin Oriental colleagues are to be treated with respect, courtesy and dignity, and they are to work in clean, pleasant and safe environments. We are committed to providing effective training and meaningful career development. We also maintain an open-door policy, creating an atmosphere of harmony and promoting a culture of fairness for all colleagues. Our 'colleague brand' promise is that each colleague will be personally valued, and this is supported by our colleague brand beliefs of Respect, Harmony, Passion and Growth.

### Our Workforce

As of December 2013, Mandarin Oriental directly employed 12,095 colleagues in its operating hotels and corporate offices. Full-time colleagues comprised 91% of the total workforce, whilst 3% were employed part time. The remaining 6% were employed on a casual (non-contract) basis. The majority of the workforce consisted of line-staff, representing 76% of the positions, including casual colleagues. Managers and executives made up the remainder of the workforce at 22% and 2%, respectively.

We measure employee satisfaction each year with our "Colleague Engagement Survey", a voluntary and anonymous online questionnaire that is issued to the entire hotel workforce. Response to our survey in 2013 was 96% and revealed an 86% favourable (excellent or above

average) rating. Since 2010, the percentage of colleagues rating Mandarin Oriental Hotel Group as favourable has increased by one percentage point year over year.

### New Hires and Turnover

Mandarin Oriental experienced a global turnover rate of 28.2% in 2013, which is below the current industry average of 29.3%<sup>1</sup>. Geographically, the Americas experienced the lowest turnover rate at 22.2% followed by Asia and Europe with 27.4% and 42.5% respectively. Colleagues over the age of 50 were the most stable age group with a turnover rate of 13.6%, followed by colleagues between 30–50 years old (23.1%) and colleagues 30 years old and younger (40.9%). Regarding employment type, colleagues working in corporate and executive positions are the most stable with a turnover rate of 13.3%.



In 2013, 267 colleagues utilised parental leave, including 112 men and 155 women. Of these colleagues, 231 returned, including all men (100%) and 119 women (76.8%). This represents an 87% return rate overall.

### Diversity and Equal Opportunity at the Core of our Company

As a global employer of choice, Mandarin Oriental values diversity and promotes opportunities for all colleagues independent of race, ethnicity, nationality and gender. Reflecting the location of our hotels around the world, the majority of our colleagues (60.7%) are based in Asia. Due to the nature of our business, most of our colleagues (74%) are local to the operation, including managers and executives (75%). Local is defined as residing near a hotel's location for six months prior to employment. Managers are defined as colleagues

directing a department or group of colleagues. Corporate leadership (including the operating committee and Mandarin Oriental Hotel Group's board of directors) is comprised of more men (63%) and European nationals (90%) than the company as a whole. Senior leadership and the individual hotels are more ethnically diverse than corporate leadership and are representative of the local population.

Women make up 46% of our total workforce and the gender balance across colleague categories is generally equal. The number of female managers increased 11% between 2012 and 2013 and represents the fastest growing colleague category.

We are proud to be a diverse company with a global footprint. In 2013, a total of 133 nationalities were represented in our workforce of over 12,000 colleagues. Chinese and U.S.

citizens comprised 35% of our total workforce. Mandarin Oriental Hyde Park, London has the most diverse workforce in the Group, with citizens from 60 countries represented.

### Comprehensive Benefits

As an industry leader, Mandarin Oriental offers competitive benefits that are in line with our commitment to provide a motivating and rewarding environment for all colleagues. Benefits to full-time colleagues, although varying by location, typically consist of: life insurance, health care, disability, parental leave and retirement. Part-time and casual colleagues receive benefits as required by local labour laws and conditions, and are generally pro-rated based on the number of hours worked.

# Colleague Development

We are passionate about the growth of our colleagues at every level of the organisation—in our hotels, corporate offices and around the globe. Our colleagues aspire to be the best and we support them all the way by providing rewarding and memorable learning experiences, as well as effective career development opportunities.

Upon commencement with the Group, new colleagues follow our extensive MOve In orientation process which introduces them to our unique company culture and our oriental heritage. A range of Learning and Development programmes are provided to address the competency requirements at each level of our organisation as well as individual learning needs.

Performance and succession management is critical to support the growth plans of our Group as well as to satisfy the career aspirations of our colleagues. Annual performance and succession planning reviews are completed at all levels of the organisation and are reviewed by the Group’s senior management team. Regular feedback processes ensure that colleagues are aware of their potential career progress.

### Training for Excellence

Leadership and personal development courses at Mandarin Oriental are conducted through the Group’s “Learning Framework”, a road map for colleague development based on their current and future career goals. Our colleagues participate in various training and development programmes, as outlined below, to help achieve their goals.

### Our Performance: Training

Training for competency rather than hours of training is our way to ensure success. While much of our training is not formally recorded, we measure very carefully whether each colleague is able to perform the tasks of his or her job to the required standard. Our training is personalised rather than a one-fits-all approach and focuses on the skills and abilities needed to perform each position.

In 2013, Mandarin Oriental Hotel Group conducted 211 Leadership Training sessions, including Train-the-Trainer, MOve Up and MOve Forward programmes. A total of 71% of Mandarin Oriental’s colleagues received performance and career development reviews during the year, with a breakdown of 73% for male colleagues and 68% for female colleagues.

## Training Programmes





### *Mandarin Oriental's Executive MBA Programme*

The pinnacle of our Learning and Development process is our in-house Executive MBA programme, offered in conjunction with the Royal Melbourne Institute of Technology (RMIT). This rigorous business development programme is available to senior colleagues who are nominated by management and endorsed by our Group Chief Executive. The Group covers tuition and travel expenses, as well as the time necessary for colleagues to complete required coursework, whether through online learning modules or face-to-face residential programmes at RMIT and other Mandarin Oriental hotels.

"It is an important strategy for Mandarin Oriental to develop and promote from within wherever possible", says Jacqueline Moyse, Mandarin Oriental's Head of Organisational Development. "Our MBA programme strengthens our talent pipeline in the organisation, supporting the growth of our senior managers by better equipping them for lifelong learning and preparing them for more senior roles with the Group in the future".

In 2013, the Group sponsored eleven colleagues in the MBA

programme and added a new course to the core curriculum entitled "Corporate Social Responsibility and the Law". As part of the coursework, participants evaluated the Group's current sustainability programme and provided feedback on ways to improve. Alex Hysbergue, Director of IT at Mandarin Oriental, Hong Kong, is among the current MBA programme participants, and he embraced the study of Mandarin Oriental's corporate responsibility efforts. "The assessment of our sustainability programme within our MBA coursework showed me how far we have come as a company and how much more we can and should do. It also opened my eyes to the different influences that stakeholders have on an organisation".

The MBA programme has a lasting professional and personal impact on its graduates, such as Jill Goh, Operations Manager, Asia. Since completing her three-year MBA programme in 2010, Jill has continued to grow within the company. "I've gained valuable skills and insights that have helped propel my work to higher levels of excellence. The MBA has broadened my perspective and also given me a confidence boost. I feel prepared for anything that comes my way".



Jacqueline Moyse,  
Mandarin Oriental's  
Head of Organisational  
Development (center)  
with the Executive  
MBA Class of 2013

## Sustainability Training

In order to operate our hotels more sustainably, we must empower our colleagues to make socially and environmentally sound decisions. We believe that empowerment begins with education. In 2013, we fulfilled our commitment to launch a dedicated Sustainability Training Programme for all colleagues. The two-and-a-half hour course is designed to improve our colleagues' knowledge of sustainability issues and reinforce the value of sustainable practices at Mandarin Oriental. All colleagues will complete the Sustainability Awareness Training programme by June 2014, and it will then become part of the mandatory MOve In orientation programme for new colleagues.

Through our sustainability training, colleagues gain a global perspective on environmental issues important to Mandarin Oriental's business and discuss issues of concern in their local communities. To build on the global and local awareness achieved during the session, colleagues leave the training

with an action plan to make a difference in the workplace, at home and in their local communities. This commitment to action is further supported by material available in the sustainability section of our company's intranet, which includes current and past sustainability reports and best practice information uploaded by fellow colleagues.

With greater awareness, colleagues are getting involved and finding creative ways to demonstrate their commitment to 'Doing More for a Sustainable Future'. As an example, colleagues at Mandarin Oriental, Kuala Lumpur held a painting contest between departments to create back-of-house murals with a corporate responsibility and environmental theme. All hotels display a framed poster of the Group's sustainability commitments (available in eight languages) in colleague workspaces to promote our corporate responsibility vision and values. Initiatives such as these help drive greater colleague engagement and further our ability to achieve our important sustainability goals.



**Sustainability Training Pamphlet (above) is designed to reinforce the Group's Sustainability guidelines and the commitment to 'Doing More for a Sustainable Future'.**





## Sourcing Responsibly

Mandarin Oriental encourages each hotel to leverage local and sustainable suppliers for their products in order to help protect the future availability of those goods. Through sustainable sourcing, we actively support and engage the communities in which we operate. From housekeeping to food and beverage, Mandarin Oriental continually develops unique opportunities for sustainable sourcing in each aspect of its daily operations. While we may not be able to source all products locally, it is enriching to find suppliers that bring local culture and flavours to our guests and help provide employment in our communities.

### Cleaners and Consumables

Through their ingredients, manufacturing process, packaging, use and disposal, cleaners have a

considerable impact on both the environment and human health. At Mandarin Oriental, we fully acknowledge the potential risks when evaluating our products, and as such, 70% of our hotels have selected Ecolab Aquanomic for use in their laundry and cleaning operations. Properties that currently utilise Ecolab Aquanomic products see reduced chemical usage, as well as up to a 40% reduction in energy and water use when compared to traditional laundry operations. These reductions are due in part to the streamlined wash process and subsequent lower water temperatures.

Housekeeping colleagues at several Mandarin Oriental properties are making strides toward use of bio-degradable chemicals over more traditional cleaners. For example,

Mandarin Oriental, Hong Kong uses Ecolab Aquanomic products for surface cleaning. Whilst each hotel currently selects cleaning products based on individual needs, an overall approach to cleaners will be considered as part of a larger program in the near future.

As a start, in the Americas region, we are delighted to partner with hospitality procurement service company Avendra to help in leveraging buying power with key suppliers of cleaners and consumables, whilst being mindful of the environment and overall quality. With a wide range of available suppliers and products, Avendra is looking at ways to help us increase the use of renewable, recyclable and eco-friendly products to support our sustainable sourcing goals.



“For us, quality is always first, and the sustainability of our suppliers is paramount to a consistent, high-quality product.”

—*Chef Richard Ekkebus*

## Food & Beverage

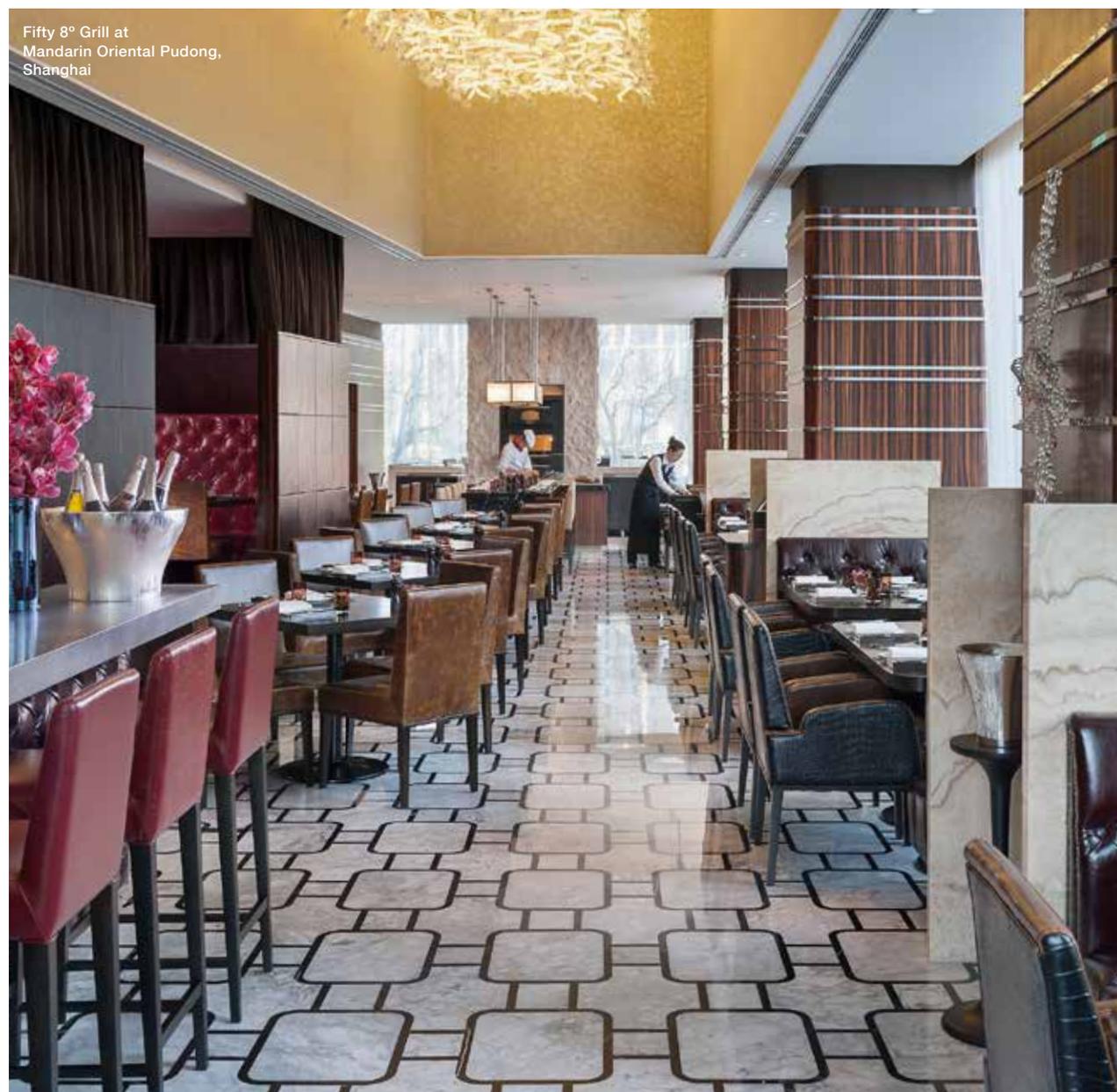
Award-winning Chef Richard Ekkebus helms the kitchens at The Landmark Mandarin Oriental, Hong Kong and is also Chef Consultant of Fifty 8° Grill at one of the Group's newest properties, Mandarin Oriental Pudong, Shanghai. The inspiration behind his innovative dining concepts focuses on fresh, high-quality ingredients, which he strives to source as close to the hotels as possible. According to Chef Ekkebus, seasonality is critical in order to offer a quality product for all guests to enjoy.

At the two Michelin-starred Amber

restaurant at The Landmark Mandarin Oriental, Hong Kong, 60% of fruits and vegetables served come from artisanal farmers at local markets. In fact, Chef Ekkebus works with a consortium of farmers who practice sustainable techniques and are committed to testing their soils for heavy metals and reducing the use of pesticides. All produce, as well as many proteins, that are not available through the consortium are sourced from proximal suppliers with quality products and consistent supply. For example, Chef Ekkebus began sourcing sustainable line-caught wild seafood from Japan, Australia and New

Zealand, rather than net harvested or farm-raised fish.

At Mandarin Oriental Pudong, Shanghai, Chef Ekkebus brings his dedication to responsible sourcing to the newly opened French restaurant, Fifty 8° Grill. Working closely with sustainable poultry and pig farmers, Chef Ekkebus aims to replicate the success of the farmers' consortium in Hong Kong at Mandarin Oriental Pudong, Shanghai. Chef Ekkebus says, "For us, quality is always first, and sustainability of our suppliers is paramount to a consistent, high-quality product".



Fifty 8° Grill at  
Mandarin Oriental Pudong,  
Shanghai

## Health and Wellness

As a leader in health and wellness, Mandarin Oriental takes pride in its ongoing commitment to promoting a balanced lifestyle for guests and colleagues alike. The Spas at Mandarin Oriental offer award-winning and highly personalised treatments that are designed to improve mind, body and spirit. Each of our innovative dining outlets strongly values the importance of nutrition in the development of recipes and preparation of meals. Moreover, we have taken steps to provide our colleagues with safe working environments and comprehensive wellness programmes that encourage healthy living.

### Spa Therapies

The multi-award winning Spas at Mandarin Oriental are havens for contemplation and discovery. Guided by our oriental heritage but influenced by local cultural diversity, the Group has created distinctive concepts with a unique sense of place in every location.

We continually develop new holistic experiences that go beyond simply delivering treatments to tired bodies. In 2013, Mandarin Oriental introduced “Calm Mind”, a 45-minute bespoke signature treatment devised to address guests’ desire for a simple and effective spa experience that can be fitted into a busy day—between meetings, during lunch

breaks or at the beginning or end of a demanding day. The experience begins with a private therapist consultation to determine the individual’s personal and current state of well-being. Guests then choose an essential oil from the Group’s signature product line, which contains natural, non-toxic ingredients and is paraben free. Only a few drops of oil are used during the treatment, but the effects are long-lasting. The massage treatment starts at the base of the spine and continues slowly over the head, neck and shoulders using small manipulations and rocking movements to reduce tension and ease the mind. The results are soothing and relaxing, leaving the body and mind grounded and in perfect harmony.



Vegan cuisine at  
Mandarin Oriental, Sanya



### Nutrition

In all of our Food and Beverage operations, nutrition is carefully considered in the development of recipes and preparation of meals. We believe the use of local, seasonal and organic ingredients enhances taste and adds unique flavour to the dining experience. In addition, recipe development has evolved to reduce sugar, salts and fats wherever possible. To better serve our guests and colleagues with special dietary needs, we provide a wide range of meal choices at our hotels, including vegan, halal, lower-fat and gluten-free.

In 2013, Mandarin Oriental developed a set of internal guidelines to support the service of alternative or special dietary meals. The initiative calls on kitchen staff to ensure that necessary and appropriate equipment is readily available for any meal that requires special preparation. For example, gluten-free meals would require chefs to use a separate knife and cutting board to avoid cross-contamination with breads containing gluten. The new guidelines are designed to help ensure that we fully meet the needs of guests and colleagues with special dietary considerations.

### Hotel Initiatives

At Mandarin Oriental, Hong Kong, Sous Chef Robin Zavou worked closely with The Spa to create the “Five Elements Menu”. The menu is rooted in Traditional Chinese Medicine (TCM) and offers guests a healthy culinary experience whilst maintaining the flavour and creativity of gourmet dishes. Menu highlights include the “Awaken” dish, which features a panzanella salad with fresh tomatoes, cucumber, spinach and seared tuna to help energise the body. For guests seeking a detoxification regimen, the hotel also offers juice boosters to aid in digestive balance and immunity.

### Workplace Wellness

As an employer of choice, Mandarin Oriental is committed to providing a caring and safe work environment and encouraging a healthy lifestyle for all colleagues. Each year, the Group develops new and creative initiatives to continually enhance colleague wellness.

For example, Mandarin Oriental, Boston established a dedicated colleague wellness room which provides a quiet and relaxing area for expectant and new mothers. For colleagues returning to the workplace after maternity

leave, the wellness room allows them to gradually readjust to the regular work routine. Additionally, the Group’s properties in Shanghai, Bangkok and Singapore built recreation rooms in the colleague residences. These wellness areas provide comfortable resting quarters, a small library and computers with internet access for personal use.

To help further encourage a healthier lifestyle, our hotels in Sanya and Washington, D.C. enhanced their colleague dining menus by introducing more nutritious offerings. At the same time, Mandarin Oriental, Miami, offers health screenings and posture training, particularly for colleagues whose duties may involve heavy lifting. In Paris and San Francisco, the hotels’ fitness instructors lead stretching sessions for housekeeping staff before the start of shifts to build muscle strength and reduce workplace injury.

Finally, the Group’s commitment to health and wellness not only extends to colleagues, but also to their families. Mandarin Oriental has organised and sponsored numerous activities for its hotels around the world, ranging from family days at the park and local cycling races to running clubs and yoga classes.

# Safe, Sound & Sustainable

The welfare of our guests and colleagues is of paramount importance to everyone at Mandarin Oriental. Our comprehensive health and safety efforts are maintained under a proprietary programme entitled “Safe, Sound & Sustainable”. Established in 2000, the programme helps our hotels comply with stringent operational guidelines related to fire, life, health, safety, security and the environment, which are based on recognised standards and international best practices.

Each fully operational hotel is audited annually to monitor their compliance with Safe, Sound & Sustainable guidelines. The audits are conducted by an independent company, PWT Environmental Consultancy, a UK-based consulting firm, and include a verification of documentation and records in place, as well as a physical inspection of the facilities. The annual audit process ensures that hotel management teams are focused on health and safety issues and prepared to manage crisis and business interruptions.

In 2013, we conducted the second year of audits against new environmental guidelines, which were added to the programme in 2012. The environmental guidelines cover the management of energy, emissions and water consumption, as well as the generation and disposal of waste. The two-year audit implementation schedule has allowed hotels to adapt to the new requirements before environmental activities start contributing to the overall audit performance score in 2014.

## An Evolving Programme

The Safe, Sound & Sustainable guidelines are continuously improved upon and updated as methods evolve and as new impacts from hotel activities are identified. In 2013, we initiated a review of the Food & Beverage / HACCP section to include guidelines for enhanced food supplier auditing and external catering. One of the overall objectives with the F&B / HACCP review is to streamline operational processes whilst maintaining the highest levels of food safety. The review

will be completed in 2014 and amendments introduced in 2015.

To ensure all colleagues are educated on the programme, Mandarin Oriental also instituted new guidelines in 2013 for managing Safe, Sound & Sustainable training across the Group. In the past, programme training was handled by individual departments, but this task is now managed more efficiently and effectively by our Learning and Development teams.

## Our Performance: Audit Results

Over the past 10 years, audit performance has remained stable, within 2% of the Group's target of 90%. In 2013, the Group's overall average audit score declined by half a percentage point to 88.3%, marginally lower than the Group's target.

Importantly, we changed our audit format in 2009, increasing the number of unannounced audits to better reflect how our operations are run on a daily basis. Hotels are eligible for unannounced audits four years after opening, allowing ample time to adapt to the programme. In 2013, 18 hotels (70% of all eligible properties) received unannounced audits, up from 12 hotels in 2012. Despite the change, there have been no significant impacts on audit scores, indicating consistency in our operations. We will continue to expand this effort, and all eligible Mandarin Oriental hotels will eventually receive unannounced audits.



## Business Continuity Planning & Risk Management

Overall Risk Management and business continuity.

*Developed on proven risk assessment and risk management methodology*



## Food & Beverage

Health and safety related to Food and Beverage operations.

*Based on the accredited international standard of Hazard Analysis and Critical Control Point standards (HACCP)*



## Fire Safety

Inspection, testing and maintenance of all fire safety related installations.

*Based on the internationally recognised National Fire Protection Association guidelines*



## Occupational Health & Safety

Health and safety topics in the workplace.

*Based on the Occupational Safety and Health Administration (OSHA) standards of the United States government*



# Scope of Safe, Sound & Sustainable Programme



## Security

Security of guests, colleagues and property.

*Based on international best practices*



## Environment

Management of the property's environmental impact.

*Based on international best practices*



## Health and Safety

Health and safety topics related to guests.

*Based on British and European standards*



## Spa, Fitness & Wellness

Health and safety related to Spa, Fitness and Wellness operations.

*Based on international best practices*

## Our Performance: Occupational Health & Safety

In keeping with Mandarin Oriental's commitment to provide a safe work environment, all work-related accidents and incidents are reported and thoroughly investigated to identify the root cause and to initiate corrective and preventive measures. We track the number of incidents and the incident severity as measured by the number of lost work hours.

In 2013, there were 2.70 incidents per 100 colleagues resulting in lost time, a slight increase from 2012. This rate increase was driven by additional lost-time incidents reported in properties in the Americas and Asia; however, despite the increase within those regions, the overall incident rate Group-wide was significantly below the United States Bureau Leisure and Hospitality safety rate of 3.90 incidents per 100 colleagues<sup>2</sup>. The incident rate of our European hotels was above the same industry average, but decreased 8% between 2012 and 2013, to 4.20.

The incident severity rate, a measure of lost days per incident, decreased 5% in 2013 to 24.90 lost days per incident per 100 colleagues. Europe and the Americas demonstrated decreasing trends, while Asia increased slightly. None of our hotels received a significant Health and Safety fine or notice of violation.

Please see the Appendix for more detailed information.

## Mandarin Oriental's Commitment to Improvement

Developed internally with the assistance of Peter and Michael Thomas of PWT, an external environmental consultancy group, Safe, Sound & Sustainable has been the framework for Mandarin Oriental's compliance and audit process for decades. The Safe, Sound & Sustainable programme is more extensive than general practice in the hospitality industry and was developed to fit the specific needs and culture of the Group.



“Mandarin Oriental Hotel Group is a company that strives for continual improvement. We have a reputation as difficult auditors, and we prefer to work with companies that are looking for more from an audit than ticking off completed tasks. Mandarin Oriental hotels take our findings seriously and always aim to implement corrective actions quickly and thoroughly”.

—Peter Thomas, PWT Environmental Consultancy



## Excellence in Action

### *Golden Fan Award: Mandarin Oriental, Washington D.C.*

The Golden Fan Award for Excellence in Sustainability was established in 2011 to recognise environmental, social and community achievements within Mandarin Oriental Hotel Group. As the 2013 Golden Fan Award recipient, Mandarin Oriental, Washington, D.C. clearly demonstrated an ongoing commitment to do more for a sustainable future. From reducing energy consumption by over 13% to donating nearly 700 hundred pounds of canned goods to a local food drive, hotel colleagues made a tremendous collective effort to advance sustainability in 2013.

Among its many achievements, Mandarin Oriental, Washington D.C. has sourced 100% of its electricity from wind power. Since 2011, the hotel has been utilising this cleaner form of renewable energy harvested from local wind farms through Washington Gas Energy Services (WGES) and its CleanSteps® WindPower programme. The goal of this initiative is to reduce carbon dioxide emissions, eliminate air pollution and ensure the economic and environmental benefits help the local community. In 2013, the hotel saved 9.3 m kWh from “dirty” sources and eliminated approximately 6.6 K metric tons of CO<sub>2</sub>.

In addition to its successful renewable energy programme, Mandarin Oriental, Washington D.C. was honoured with the Golden Fan Award for its dedication to community engagement initiatives that are truly making a difference. On 8 September 2013, hotel colleagues took to the streets for the third annual FANTastic March. The fun-filled 5K fundraiser event raised nearly US\$27,000 to support the Heart of America BuddyPack programme for students at W.B. Patterson Elementary School. Furthermore, hotel colleagues helped school staff prepare for the start of the academic year by cleaning storage



areas and applying a fresh coat of paint to the building's doors and stairwells.

Group Development Director & President, The Americas and Group Sustainability Champion Terry Stinson presented Mandarin Oriental, Washington D.C. with the 2013 Golden Fan Award at Mandarin Oriental's biennial marketing conference

in China. Mr Stinson noted, “More than ever before, it is crucial for us to take steps to help improve the environment and empower our local communities. Mandarin Oriental, Washington D.C. has fully embraced the Group's commitment to corporate responsibility values and has far exceeded its goals and objectives to do more for a sustainable future”.



# Advancing Sustainability

“As an industry, it is important to be aware of our environmental footprint. It is easy to introduce energy-efficiency mechanisms, and it makes economic sense”.

—Edouard Ettegui  
Group Chief Executive

# Advancing Sustainability

In the World Economic Forum's 2013 Global Risk Perception survey, the failure to address climate change and water scarcity were among the world's top five risks in terms of impact<sup>1</sup>. As a responsible company, Mandarin Oriental strives to help mitigate such risks by embedding sustainability strategies into our global business model.

This link can clearly be demonstrated by our continuous efforts to reduce energy consumption, which have resulted in cost savings of US\$28.2 million from 2007 to 2013. Over the same period, we also experienced a 23% increase in the electricity rates across our portfolio. Without strategies to reduce energy consumption, these increases would have significantly impacted the profitability of several hotels.

Integrating sustainability practices into our business also makes it easier to manage current and future regulatory requirements related to climate change, such as the levy of direct carbon taxes on non-renewable energy sources, as well as indirect market-based mechanisms such as cap and trade legislation. These direct and indirect taxes, as well as increased energy rates, will lead to an increase of operating expenses. Changing climate patterns can also cause an increased occurrence of natural disasters and risk affecting our infrastructure, our colleagues in their livelihoods, and our guests' travel plans.

People and process are vital to our overall success. Our colleagues' dedication and enthusiasm for our sustainability efforts makes the difference; the environmental

achievements included in this report would not be possible without their commitment. We also believe that what gets measured gets done. Goals have been clearly set to ensure that all of our colleagues are aware of our progress and can identify ways to help us improve.

As reported last year, we have established a 2020 vision with significant reduction goals based on a 2007 baseline, and interim 2016 goals to track our progress. In 2013, every hotel was also provided with individual short-term goals for the environmental aspects of their operation, including energy, emissions and water.

A full summary of our environmental performance is included in the Appendix of this report.

Our continuous efforts to reduce energy consumption have resulted in a **cost savings of US\$28.2 million from 2007 to 2013.**

## Environmental Sustainability Goals

	ENERGY INTENSITY	EMISSION INTENSITY	WASTE INTENSITY	WATER INTENSITY
<b>KPI</b>	MJ / square metre	kg CO <sub>2e</sub> / square metre	kg of waste sent to landfill / Guest Night	Litre / Guest Night
<b>2016 Goals</b>	Reduction of 15% by 2016 over 2007 levels	Reduction of 17.5% by 2016 over 2007 levels	Reduction of 10% by 2016 over 2012 levels	Reduction of 15% by 2016 over 2007 levels
	<b>ON-TRACK</b>	<b>ON-TRACK</b>	<b>OFF-TRACK</b>	<b>ON-TRACK</b>
<b>2020 Vision</b>	Reduction of 20% by 2020 over 2007 levels	Reduction of 25% by 2020 over 2007 levels	Reduction of 20% by 2020 over 2012 levels	Reduction of 20% by 2020 over 2007 levels
	<b>ON-TRACK</b>	<b>ON-TRACK</b>	<b>OFF-TRACK</b>	<b>ON-TRACK</b>
<b>Current Status (to baseline)</b>	Reduction of 13.4%	Reduction of 17.8%	Increase of 14.4%	Reduction of 13.2%



## Environmental Scope

We report on the use of energy and water, and the generation of waste and greenhouse gas emissions, for activities taking place inside the boundaries of our properties as illustrated above. We are well aware of energy consuming activities that are related to our operations but that occur outside the boundaries of our hotels. We aim to gradually include further activities in the scope of our reporting as we progress on our sustainability journey. Information about the specific methodologies used for measuring our environmental performance are included at the end of this section.

# Reducing Our Energy Consumption

Finding ways to reduce energy consumption is essential to reducing our environmental footprint. We have established three main strategies to drive our performance in this area: energy auditing; retro-commissioning and the use of innovative technology. As each Mandarin Oriental hotel is different, we strive to adapt our strategies to each hotel's individual performance, local conditions, technical structure and potential renovation plans.

## Energy Auditing

As a Group, we introduced a systematic approach to energy auditing in 2007. This strategy was further enhanced in 2012, when we included energy audits under the "Safe, Sound & Sustainable" programme, with guidelines based on ASHRAE's "Procedures for Commercial

Energy Audits". The audits are adapted to the particular requirements of each hotel and are at times targeted to specific areas, such as chilled water or hot water production. Since the strategy was introduced six years ago, 88% of our hotels have completed energy audits.

## Retro-Commissioning

We recently established retro-commissioning as an important strategy for identifying areas of improvement in our buildings' operations in order to enhance overall building performance. By optimising our existing equipment and maintenance procedures, we can enhance the efficiency results that contribute to our environmental goals. Part of our strategy includes the provision of sub-metering to continuously monitor performance

and make objective, fact-based decisions. Retro-commissioning is an important initiative, as operational standards evolve over time and our hotels frequently undergo renovations that require re-evaluation of building systems and processes. We have two retro-commissioning programmes currently underway, the results of which will assist in planning additional hotel projects.

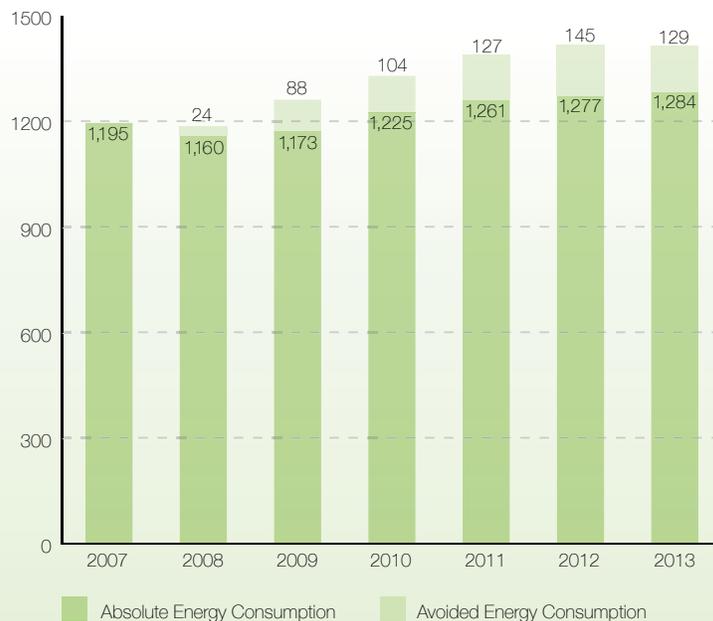
## Technology and Innovation

While optimising the efficiency of our systems and equipment, we will continue to use innovative technology to reach our goals, balanced with fundamentally sound engineering practices. Chiller optimisation, which is highlighted later in this report, is one example of how significant improvements can be achieved without

## Our Performance: Absolute Energy Consumption

Absolute energy consumption for the Group totaled 1,284 TJ in 2013, a slight increase of 0.6%, associated with a 3% increase in total floor area. By implementing energy efficiency measures, the Group avoided 129 TJ of energy consumption in 2013<sup>2</sup>. The total avoided consumption 2007 to 2013 was 616 TJ, which translates to cost savings of US\$28.2 million.

Absolute Energy Consumption 2007-2013 (TJ/year)



Managing our electricity use will have a big impact on our emissions, as electricity makes up more than half of our energy consumption.

impacting the guest experience. In other areas, we are continuing to expand our demand-based guest room control systems. In 2013, 67% of our hotels were equipped with automatic systems to reduce energy consumption when guestrooms were unoccupied. As other technologies mature, we anticipate similar rollouts throughout our hotels.

**Company Initiatives**

IT services at Mandarin Oriental are moving to the cloud. Email and software applications are migrating from on-site servers to off-site hosted computing platforms to reduce on-site energy consumption, save costs and improve overall efficiency. Raju Daryanani, Vice President of IT Infrastructure and Information Security explains, “Cloud data centres are more efficient than our own individual servers. As a result of the cloud migration completed at our data centre in 2013, on-site energy consumption has been reduced by 70%. We anticipate that each of our hotels will experience energy and cost savings, and that our overall environmental impact will be reduced”.

Mandarin Oriental’s corporate offices, data centre and 50% of hotels in the portfolio were fully migrated in 2013. The remaining hotels will be completed in 2014.



We are reducing energy consumption by migrating more on-site servers to the cloud.

Energy Consumption by Type 2013 (per cent)



**electricity**  
60%



**natural gas**  
21%



**diesel**  
9%



**heated water/steam**  
5%



**chilled water**  
4%



**propane**  
1%

## Our Performance: Energy Intensity

Energy intensity is a normalised measure of energy consumption per square metre of property. This measure allows us to evaluate our energy consumption over time, since the footprint of our company continues to change. In 2013, the energy intensity for the Group decreased slightly to 1,640 MJ/m<sub>2</sub>/year. Thanks to energy efficiency strategies, our intensity has been steadily decreasing since 2007.

Energy Intensity  
2007–2013 (MJ/m<sup>2</sup>/year)



Thanks to efficiency strategies, our energy intensity has been steadily decreasing since 2007.





# Sustainability in Action

## Chiller Optimisation

Chilled water production for air conditioning is the single most energy-intensive installation in most hotels. Indeed, in some cases, it can represent nearly a third of a hotel's total electricity consumption. For the past five years, Mandarin Oriental has used a well-defined process, as illustrated below, to help optimise chiller efficiency at a number of our fully owned properties.

### New Construction

1 Design Efficient System	2 Select & Apply Equipment	3 Automate with Proven Algorithms	4 Add Optimization Software	5 Measure, Verify & Manage	6 Maintain
Start with Sound Design Decisions			Optimize		

### Existing Buildings

1 Correct System Deficiencies	2 Correct Equipment Deficiencies	3 Automate with Proven Algorithms	4 Add Optimization Software	5 Measure, Verify & Manage	6 Maintain
Address Pre-existing Conditions			Optimize		

David Whittlesea, Head of Engineering Design at Mandarin Oriental Hotel Group, has helped to upgrade several existing chiller installations, including at The Excelsior Hong Kong, which replaced its chillers under a performance contract in 2009, and at Mandarin Oriental, Hong Kong, which replaced air cooled chillers with water cooled chillers in 2011. Due

to the upgrades, these two installations now perform at an "excellent" rating as defined by ASHRAE and in 2013, had total electricity reductions ranging from 17–22% with annual savings of US\$1.3M. During its 2010 renovation, Mandarin Oriental, Jakarta, also installed new chiller equipment to optimise efficiency with great success.

Consistently monitoring the chiller plants "Coefficient of Performance" (COP) has been a key success factor. "Not knowing your COP is like driving a car without knowing how far you'll go on a tank of gas", Whittlesea explains. "Operating a chiller plant in the 'excellent range', let's say a COP of 6.0, compared to the 'fair range', or a COP of 4.0, can save up to US\$250,000 per year for one of our Hong Kong hotels".

Showcasing an optimised chiller installation at our owned hotels has clear benefits for Mandarin Oriental, Whittlesea continues. "In addition to cost savings and lower environmental footprints at our properties, we can readily demonstrate the value of our implementation process—from design to measurement and verification—to our new development and owning partners".

With such success, the Group views chiller optimisation as a key strategy for energy and emissions reductions, which can be further deployed across the company. Additional chiller optimisation projects are already underway at Mandarin Oriental, Macau and Mandarin Oriental, Bangkok—and more to come in the future.



Monitoring chiller operations at Mandarin Oriental, Miami

## Reducing Emissions

By implementing energy efficiency measures at our hotels, we are steadily reducing our greenhouse gas emissions. In 2013, 75% of our emissions were related to electricity consumption, which underscores the need for continual conservation efforts. Emissions vary widely across our hotels as they are primarily dependent upon the emission factors of their regional utility providers.

### Industry collaboration

Emissions reduction is a key focus for the Group, and we're proud to support the goals established by the World Travel & Tourism Council (WTTC) to reduce CO<sub>2</sub> emissions by no less than 50% from 2005 levels by 2035, with an interim target of 25%

reduction by 2020<sup>9</sup>. Mandarin Oriental also participates in the Hotel Carbon Measurement Initiative (HCMI), led by the WTTC and the International Tourism Partnership, which launched a standard methodology for the hotel industry to calculate carbon emissions. The HCMI's common approach to carbon measurement provides greater clarity to guests and event planners who aim to better understand the environmental impact of a guest stay.

### New Strategies

To further reduce our carbon footprint, we aim to implement new strategies where financially feasible to assist in achieving our goals, such as clean energy technologies, or in the purchase of renewable energy certificates (RECs).

Purchasing RECs, where energy is sourced either partially or fully from renewable energy sources, is one of the most effective ways of reducing greenhouse gas emissions. Currently, Mandarin Oriental, Washington D.C. is making use of RECs, and we foresee more hotels following suit in the coming years.

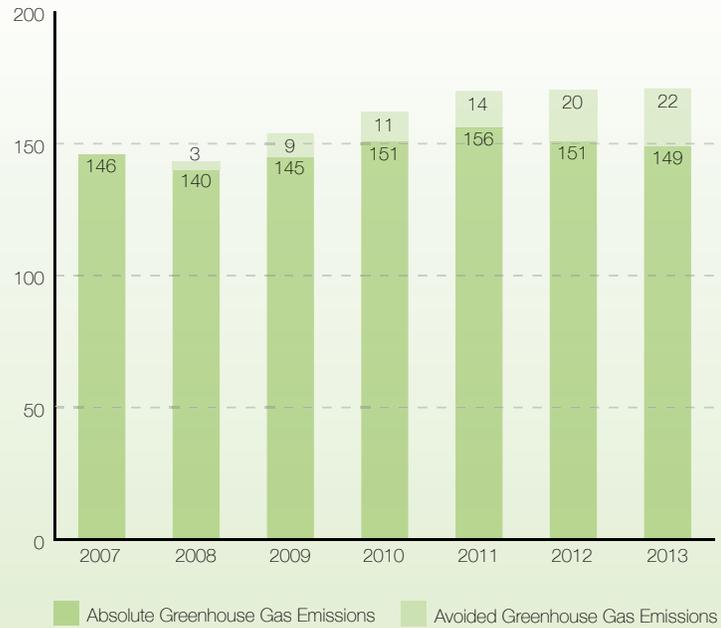
We are also gradually replacing or upgrading diesel-operated boilers with LPG or natural gas-fired boilers, which can reduce emissions by nearly 80%. Over the last two years, we reduced the number of diesel installations by 57%, and only three hotels continue to use diesel-fuelled boilers. Diesel will remain the primary fuel source for stand-by generators.



## Our Performance: Absolute Emissions

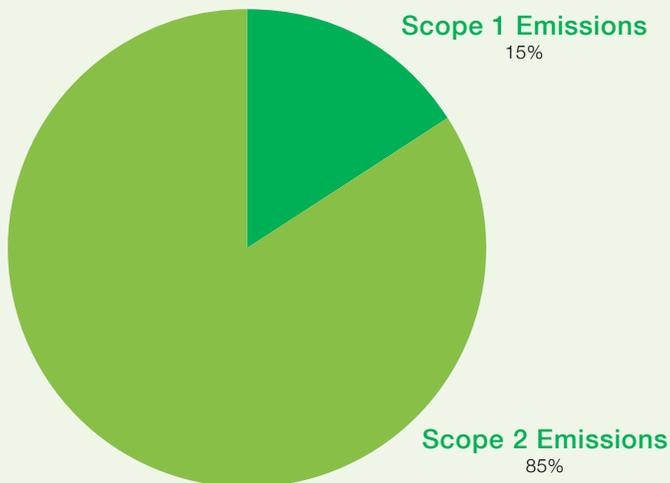
In 2013, absolute emissions generated by the Group amounted to 149,000 metric tons of CO<sub>2</sub> equivalent. From 2007 to 2013, our total avoided emissions totalled 79,000 metric tons of CO<sub>2</sub> equivalent<sup>4</sup>.

**Absolute Greenhouse Gas Emissions**  
2007–2013 (thousand t CO<sub>2</sub>-e/year)



From 2007 to 2013, our total avoided emissions totalled 79,000 metric tons of CO<sub>2</sub> equivalent. This is equivalent to taking 16,632 cars off the road<sup>5</sup>.

**Greenhouse Gas Emissions by Type**  
2013 (per cent)



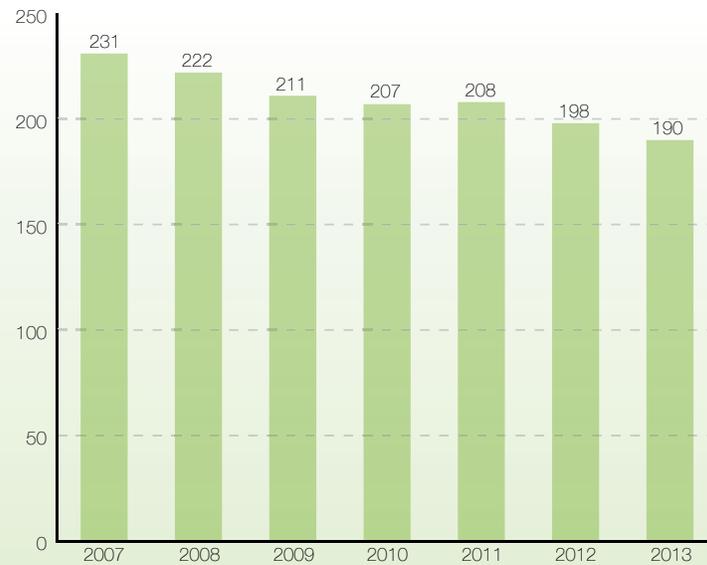
Scope 1 emissions are composed of emissions from direct energy sources, including natural gas, diesel and propane. Scope 2 emissions are the sum of emissions from indirect energy sources, including electricity generation<sup>6</sup>, chilled water<sup>7</sup> and heated water/steam<sup>8</sup>.

Due to the nature of our business, indirect emissions (Scope 2) make up the largest component of our emissions.

## Our Performance: Emission Intensity

Emissions intensity is a normalised measure of greenhouse gas emissions per square metre of property. In 2013, the Group's emissions intensity decreased by 0.5% over the prior year to 190 kg CO<sub>2</sub>-e per square metre. Between 2007 and 2013, we reduced our emission intensity by a total of 17.8%.

Greenhouse Gas Emission Intensity  
2007–2013 (kg CO<sub>2</sub>-e/m<sup>2</sup>/year)



Our emissions intensity ratio has gradually improved as a result of our energy and emissions reduction strategies. Between 2007 and 2013, we reduced our emission intensity by a total of 17.8%

### Fugitive Emissions

Fugitive emissions are emissions that are unintentionally released into the atmosphere. Fugitive emissions typically occur from leaks in refrigeration systems or while handling refrigerants. They include hydrofluorocarbons (HFCs) used in refrigeration and air conditioning equipment. We incorporated the management of refrigerants into the Safe, Sound & Sustainable programme to provide a consistent global approach, and are making good progress. Fugitive emissions in 2013 equalled 5,525 tons of CO<sub>2</sub>-equivalents, a reduction of 58% from 2012. At four of our properties, fugitive emissions are considered significant, exceeding 5% of their overall greenhouse gas emissions. We will continue our work to manage these emissions in a more systematic way, focusing on the four properties that have the greatest impact, in order to improve our performance.



## Reducing Waste

The staggering amount of waste generated by society is rapidly becoming a global issue. At Mandarin Oriental, we assume responsibility for reducing the amount of waste we generate and strive to identify resourceful ways of minimising our environmental impacts.

Two years ago, we implemented new Waste Management Guidelines as part of the Safe, Sound & Sustainable programme to develop a complete and consistent measurement process and strengthen our efforts. We've learned some important lessons along the way. Accurately measuring waste at hotels that are part of larger mixed-use developments has been challenging. Accurately measuring waste in developing countries, where the waste disposal network is under developed, has also been very labour intensive for our operations.

Despite these challenges, we're making progress. Internal waste audits have proven to be useful exercises in understanding "what" and "where" waste is generated within the hotel. We know that enhancements are required to our waste measurements in order to account for the high volume of heavy waste, such as wet waste and glass generated at our Food and Beverage operations. It has been important to "think global—act local" in order to adapt great concepts to practical processes. Recycling has provided unexpected revenues in many locations, and this has provided funding for other corporate responsibility initiatives at our hotels. Colleague engagement has proven tremendously rewarding, as our hotel teams have identified their own waste reduction opportunities well beyond expectations.

While our waste reduction programme is in early stages, we are ready to take on the challenge of improving our processes in order to meet our goals.

### Our Performance: Absolute Waste Generation

The Group generated 11,016 metric tons of waste in 2013, of which 59% was disposed of in landfills, 21% was recycled or composted, and 20% sent to incinerators<sup>9</sup>. The amount of waste recycled or composted increased from 17% in 2012 to 21% in 2013.



### Hotel Initiatives

As part of their waste reduction efforts, the restaurants at Mandarin Oriental, Miami implemented an environmentally friendly alternative to serving conventional bottled water. With the help of a new water purification system, the hotel's local water source is being transformed into high quality still and sparkling water, which is then served to guests in reusable glass bottles. Serving water in this way lowers Mandarin Oriental, Miami's carbon footprint, since the water is bottled right on property, reducing the waste associated with the manufacture, transport and disposal of conventional bottled water. The system is in place at all of the restaurants at Mandarin Oriental, Miami and contributed to the 6% reduction in waste generated per guest night between 2012 and 2013.



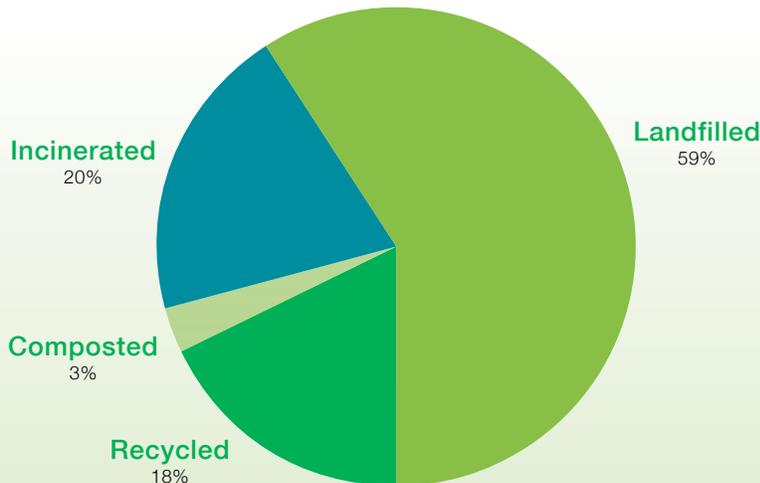
In an effort to incorporate green landscape design and encourage the composting of organic waste, Mandarin Oriental, Jakarta installed 50 biopori holes on hotel grounds. Biopori holes are installed in-ground to promote water infiltration and soil health, as food waste or other organic wastes are added to generate compost that can be used to supplement landscaping in other parts of the property.

In Germany, landfilling is not permitted by law. Therefore, Mandarin Oriental, Munich has implemented a 100% reuse or recycling program for all waste generated at the hotel. This programme requires that end-of-life disposal is considered at time of purchase to ensure that, once waste is generated, a suitable alternative to landfilling is available for disposal.

### Our Performance: Waste Intensity

In 2013, 69% of our hotels collected comprehensive waste data, an improvement of 5% (62% in 2012). The data collection process is audited annually under the Safe, Sound & Sustainable programme to ensure compliance. Waste data collection was initiated in 2012, and we refer to 3.59 kg waste sent to landfill/guest night as our 2012 baseline year measurement. In 2013, the Group assessed 4.11 kg waste sent to landfill/guest night, an increase of 14.4% over the 2012 figures. We attribute the increase to better data collection in the second year of programme. Additional data collection challenges are anticipated for the hotels not yet reporting waste data.

Waste By Disposal Method  
2013 (per cent)





## Sustainability in Action

### *Pay-Per-Print at Mandarin Oriental, Barcelona*

Mandarin Oriental, Barcelona discovered that most of its back office waste was generated by printing and copying. Indeed, the hotel was generating 650,000 paper copies per year, at a cost of nearly 27,000 Euros in printer maintenance, parts, toner and paper. So when the opportunity arose to replace old printers and copiers, hotel colleagues sought replacement options that were cost effective and environmentally friendly.

Vincent Studer, Resident Manager and hotel Corporate Responsibility Champion, along with Daniel Fernandez, Director of IT, led the charge to reduce printing volumes and costs. The team evaluated several conventional printing technologies, but needed a more sustainable approach to the problem.

As part of the solution, the team replaced all printers in the hotel through a leasing programme and adopted Solid Ink technology by Xerox for all high volume printers. Solid Ink requires no cartridges, and since its packing is minimal, it generates up to 90% less waste. The ink cubes are made of a non-toxic, resin-based polymer ink similar to a crayon, which are easy to handle, eliminate spills and leaks, and require less storage space.

On the operational side, the printers are leased with a “pay as you go” plan, so the hotel is charged only for the number and type of printouts generated. The plan features a built-in maintenance programme, so no additional costs are incurred. To track progress, the IT team set up printing accounts for each hotel department, which was a useful step toward identifying high volume functions. Printer defaults were also set to double-sided printing.

The new system has raised colleague awareness and is encouraging behavioural change. Paper usage is now included as a regular discussion point in the corporate responsibility committee meetings at the hotel. “Colleagues are becoming more aware and responsible when making copies”, notes Studer. “They think before printing and are starting to compete to reduce their usage”!

In less than one year with the new system in place, the hotel has reduced printer waste from 80 kilograms to less than two kilograms in the same time period, and it has reduced toner from 100 kilograms to less than 10 kilograms of solid ink and packaging. The volume of copies is steadily decreasing, too.



# Reducing our Water Consumption

As we are a luxury hospitality company, water is essential to the services we provide, whether in guestroom baths, spas and pools, or in our back-of-house operations. As a responsible company, we understand the importance of clean, accessible water to human health and to the economic viability of the communities where we operate.

As mentioned earlier, The World Economic Forum identified water supply crises among the most significant global risks in 2013<sup>10</sup>. To

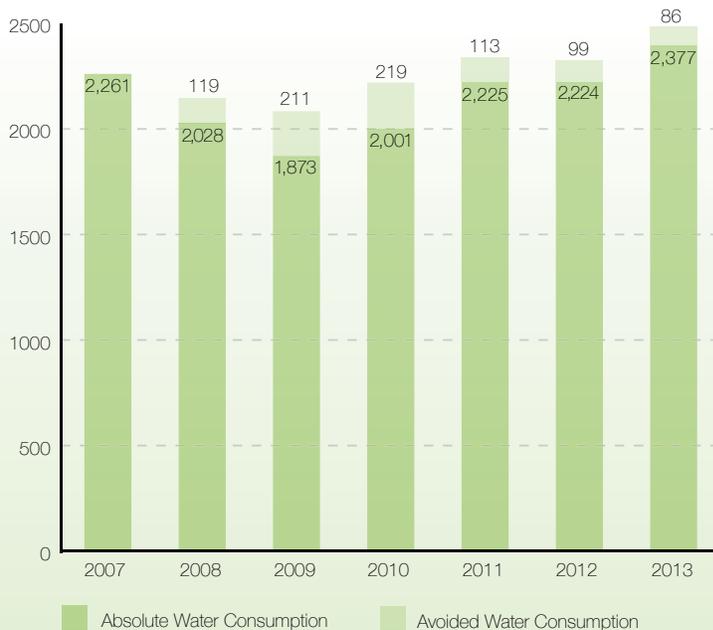
fully understand our current and future exposure, Mandarin Oriental conducts an annual review of the water supply sources, leveraging WBCSD Global Water Tool, WRI Aqueduct as well as third-party subject matter experts. This information is used to focus our efforts on specific hotels, either in operation or under development. By 2025, we estimate that one third of our hotels will be located in water scarce areas, impacted either by supply limits, quality concerns or other factors. The increased demand will also, without doubt, drive costs of water higher.

As a Group, we will continue our efforts to reduce water consumption in non-guest areas, and we believe strongly that colleague awareness and training has the most significant impact.

Municipal water supplies provide water for all Mandarin Oriental hotels with the exception of one property, which relies partially on surface water. Municipal supply accounts for 92.5% and surface water 7.5% of our total water supply.

The Group increased absolute water consumption by 5% between 2007 and 2013, whilst the number of hotels included in the calculation increased by 41% over the same period.

**Absolute Water Consumption**  
2007–2013 (thousand m<sup>3</sup>/year)



## Our Performance: Absolute Water Consumption

In 2013, the Group's absolute water consumption including irrigation, cooling towers, swimming pools and guestrooms, was 2,377,000 cubic metres<sup>11</sup>. The Group increased absolute water consumption by 5% between 2007 and 2013, whilst the number of hotels included in the calculation increased by 41% over the same period. Implementing water efficiency projects resulted in avoiding the use of 86,000 cubic metres of water at our properties in 2013.

## Our Performance: Water Intensity

To measure our water performance over time and account for company growth, we utilise water consumption per guest night as our key performance indicator. Though not all water is consumed directly by the guest, water consumption is indirectly tied to guest nights through back-of-house operations. In 2013, the Group's average water use reduction was 13.2% over 2007 levels, to our lowest consumption per guest night ever.

Water Intensity  
2007–2013 (litres/guest night)





# Championing Community

As a leader in luxury hospitality steeped in the values of the Orient, Mandarin Oriental Hotel Group understands the importance of culture and community to our brand.

## Championing Community

As a leader in luxury hospitality, Mandarin Oriental encourages each of its hotels to discover impactful ways to interact with their communities. Through outreach programmes and non-profit partnerships, we call on our colleagues to develop long, meaningful relationships with local organisations. We strongly believe that acting with responsibility involves not just our colleagues or the impact we have on the environment, but also making a difference in the communities in which we operate. As such, we participate in charitable causes ranging from cultural heritage preservation and poverty eradication to environmental protection and disaster relief.

## Cultural Heritage

At Mandarin Oriental, we take pride in our Asian heritage and recognise the importance of artistic and cultural preservation to ensure continued enjoyment for future generations. A classic, elegant and meaningful symbol of Oriental culture, the fan is an iconic emblem for Mandarin Oriental's identity. In addition to our Group logo, every Mandarin Oriental hotel has its own unique fan which reflects each property's local charm.

In keeping with this distinct tradition, Mandarin Oriental Pudong, Shanghai

selected a century-old Chinese fan to celebrate its opening in April 2013. The antique fan is believed to have been made in China's Canton province for a European collector during the 19th century, thus symbolising Shanghai's own unique heritage as a trading port connecting the East and West. The hotel fan features black lacquered ribbing, finely etched with gold. The front of the fan depicts a classic courtyard garden scene, whilst the reverse side features three large vignettes and four small framed animal portraits surrounded by floral images and colourful borders.

Mandarin Oriental, Barcelona commissioned award-winning Spanish designer Patricia Urquiola to create its signature fan. As the designer of the hotel's interior décor, Urquiola incorporated similar elements in the fan which consists of beautifully decorated perforated leaves emulating a mesh or cut leather effect. The artwork captures the spirit of the hotel's architecture and combines the elegance of Asian-inspired fans with the character of traditional fans from Spain.

**Mandarin Oriental Pudong, Shanghai selected a century-old Chinese fan to celebrate its opening in April 2013 (far left). Mandarin Oriental, Barcelona commissioned Spanish designer Patricia Urquiola to create its signature fan in 2009 (bottom).**



### The Mandarin Oriental Fellowship for Cultural Preservation with the Asian Cultural Council

As a global brand with strong roots in our Oriental heritage, Mandarin Oriental values cultural traditions and avidly supports the arts. We're proud to partner with organisations such as the Asian Cultural Council (ACC), which is dedicated to transformative cultural exchange by awarding grants to artists, scholars and organisations for creative work and study in the United States and Asia. In 2005, Mandarin Oriental established a dedicated fellowship with the ACC for the preservation of indigenous arts, cultures and traditions of Asia.

In 2013, Mr. Ronnarong Khampha ("Ong"), a Lanna dancer and a choreographer from Chiang Mai,

Thailand, was the ACC grantee of Mandarin Oriental Fellowship award. Ong has developed his own performance style using traditional Lanna dance and contemporary aesthetics and recently ventured into musical performance. The four-month Mandarin Oriental fellowship allowed Ong the opportunity to travel in the US and attend the American Dance Festival (ADF), International Choreographers Residency Programme in Durham, North Carolina, where he joined ADF's vibrant community of 415 artists and students from 24 countries.

Throughout his residency at ADF, Ronnarong worked on an original work, "My Name is Ong", which he presented and performed during the International Choreographers Showcase on July 18 at Duke University's Page Auditorium. The

work was an impressive piece performed with grace and sincerity and it touched audience members with its eloquence. On 28 July, Ong flew to New York where he spent the next two months taking classes and seeing a wide range of performances throughout the city.

"For a performing artist like me, the Mandarin Oriental ACC Fellowship was a wonderful opportunity to gain new perspective on my own cultural traditions. Seeing so many performers from all over the world during my US tour and ADF residency has definitely enriched my choreography and artistic direction. It was thrilling to present and share Lanna culture to completely new audiences in America. I'm excited for what the future holds, and very grateful to the ACC and Mandarin Oriental for this incredible experience".

Mr. Ronnarong Khampha  
("Ong"), a Lanna dancer and a  
choreographer from Thailand.

## Community Programmes

Mandarin Oriental hotels contribute to their local communities with more than philanthropic support. Our colleagues are encouraged to participate directly, whether through volunteering, fundraising or coordinating events for local charitable causes. This section highlights many of the important community initiatives from our hotel colleagues, who are helping to build a brighter future in their communities.

**Mandarin Oriental Teams Up with MINDSET for a 'Fun Day' in Hong Kong** In November 2013, Mandarin Oriental colleagues in Hong Kong participated in the annual MINDSET Fun Day, an event designed to raise awareness on mental health and to promote the value of social inclusion. MINDSET is a Hong Kong-based organisation created in 2002 by Jardine Matheson, the parent company of Mandarin Oriental Hotel Group. The organisation provides direct assistance for individuals and families facing issues with mental health. Event participants took part in fun-filled games highlighting the importance of teamwork. At the close of the event, Mandarin Oriental's Chief Marketing Officer and MINDSET Steering Committee member Michael Hobson presented prizes to the top three teams.

### Mandarin Oriental, Miami Hosts Softball Tournament to Support Local Youth Centre

Mandarin Oriental, Miami hosted a softball tournament in April 2013 to raise funds for a new computer lab at the Overtown Youth Centre. Located near Downtown Miami, the Overtown Youth Centre aims to inspire and empower youth through enrichment services and social programmes, which include academic enhancement, physical fitness, health care and nutrition, creative arts and family-oriented activities. Nearly 100 hotel colleagues and their families participated in the community event, which also included seven other area hotels. The softball tournament raised nearly US\$9,000, resulting in ten new computers for the Overtown Youth Centre.



### Mandarin Oriental, Sanya – Bright Connections

Founded in 2004, The Bright Connection Centre in Sanya, China has been a haven for children with disabilities and provides them with much needed physical and mental care. For several years, Mandarin Oriental, Sanya has been a strong supporter of The Bright Connection Centre and its annual Children's Day. Twenty-five Mandarin Oriental colleagues volunteer periodically throughout the year, and five colleagues volunteer regularly, doing laundry and cleaning the Centre, as well as feeding, bathing, and reading stories to the children. In celebration of Children's Day 2013, Mandarin Oriental, Sanya hosted a special children's performance as well as an art auction to raise money for the Centre's ongoing efforts. To showcase the wonderful work by the organisation throughout the years, the hotel created a documentary film on the history of The Bright Connection Centre, which debuted on Children's Day. The film was later shared on the Chinese social media site, Sina Weibo, which increased awareness about The Bright Connection Centre and drew donations from around the world.



## Community in Action

When it comes to making a positive change in the lives of local children and their families, there is no stopping Mrs Amanda Hyndman, General Manager of Mandarin Oriental, Bangkok, and her team of dedicated colleagues.

In 2013, Mrs Hyndman launched the FANTastic Fundraiser, a 10k run/walk to support Mercy Centre, a non-profit organisation helping disadvantaged children and their families in Bangkok. Determined to make a change in her community, Mrs Hyndman set an ambitious goal to help raise THB1 million for this charitable and worthy cause.

Since 1973, Mercy Centre has served Klong Toey and other impoverished areas in Bangkok by building and operating schools, improving family health and welfare, protecting street children's rights, combating AIDS, and providing shelters for orphans.

In preparation for the FANTastic 10k run/walk, each department

participated in friendly and creative campaigns—from bake sales to flea markets—to reach their fundraising goal. On 21 September 2013, 700 colleagues and their families descended on Lumpini Park in a sea of orange FANTastic Fundraiser shirts, with the Governor of Bangkok, Mr Sukhumbhand Paribatra, presiding over the event. Beaming with a spirit of fun and excitement, participants crossed the finish line and later enjoyed a barbeque and family-friendly activities in the park.

In the end, the hotel colleagues raised THB1.6 million (US\$54,000) for the Mercy Centre, which far surpassed the original monetary goal.

As Mrs Hyndman noted, "It was a tremendous sight to behold hundreds of my colleagues, friends and their families make strides to help create a positive impact for needy children in our community. The inspired effort illustrates our mission that together we truly can do more for a sustainable future. It is a day I will never forget".



Colleagues and their families warm up in Lumpini Park for the 2013 Fantastic Fundraiser in Bangkok.

**Mandarin Oriental and Clean the World** Since 2010, Mandarin Oriental has partnered with non-profit organisation Clean the World to help recycle soap and bottled amenities for distribution to children and families worldwide. In 2013, Clean the World expanded beyond North America by initiating operations in Hong Kong and Macau. After some early operational challenges, Clean the World is now expanding throughout the region. Mandarin Oriental remains committed to the organisation's mission: to recycle soap and bathroom amenity products for distribution to impoverished communities in an effort to reduce hygiene-related illnesses and death.

In 2013, nearly five tons of waste soap and bottled amenities were collected from eight Mandarin Oriental hotels—Boston, Las Vegas, Macau, Miami, New York, San Francisco, Washington, D.C. and The Landmark Mandarin Oriental, Hong Kong. This combined effort resulted in more than 25,000 bars of recycled soap bars and 9,500 bottles of liquid soap delivered to people in need around the world.



#### **Mandarin Oriental, Manila Aids in Typhoon Haiyan Relief Efforts**

In response to the aftermath of Typhoon Haiyan, Mandarin Oriental, Manila launched a task force to provide assistance in the rebuilding efforts following the devastating storm. General Manager Torsten van Dullemen led a contingent of hotel colleagues on a 16-day volunteer effort at Villamor Airbase in Manila, which served as a processing area for typhoon evacuees by the Philippine Department of Social Welfare. Hotel colleagues also volunteered at the Philippine Red Cross (Makati Chapter) to sort and package donations for delivery to those affected by the storm. In addition, colleagues and guests alike collected money, clothing, non-perishable food items and housewares for victims through the Philippine Red Cross. In total, the hotel raised US\$5,000 for the Typhoon Haiyan relief efforts.



## Walking with the Wounded

Founded in 2010, Walking With The Wounded (WWTW) is an organisation that raises funds to assist wounded servicemen and women returning home from the military. As part of its mission, WWTW provides veterans with access to education and training programmes in order to help them secure long term employment.

As the chosen charity of Mandarin Oriental Hyde Park, London, the hotel has collaborated on a variety of charitable events to raise awareness for the cause. In 2013, the hotel worked closely on the organisation's South Pole Allied Challenge, in which three teams of servicemen and women embarked on an expedition to the South Pole. To help promote the launch of the challenge, the hotel hosted a press event to introduce the expedition teams, which were represented by the United States, the British Commonwealth and the United Kingdom, whose team leader was WWTW patron HRH Prince Harry. In addition, Mandarin Oriental Hyde Park, London participated in WWTW's Spring Ball to help raise money for the South Pole Allied Challenge and held a post-expedition reception in which HRH Prince Harry shared his inspirational journey alongside his fellow

team members. With the help of the hotel's restaurants, Bar Boulud and Dinner By Heston Blumenthal Restaurant, a total of £5,000 was raised to support WWTW efforts.

The hotel's Director of Communications Sarah Cairns says, "We are dedicated to making a positive difference in our communities. Our involvement with WWTW allows us to create awareness of the tremendous sacrifice made by members of the armed forces and help those wounded in action achieve the necessary skills and confidence to rebuild their lives".



Mandarin Oriental Hyde Park, London General Manager Anthony McHale (right) with WWTW Founder, Ed Parker and patron HRH Prince Harry

**Mandarin Oriental, Las Vegas Helps Empower the Local Community** 'HELP of Southern Nevada' is a non-profit organisation devoted to assisting families and individuals attain self-sufficiency through direct services, training and referrals. From 28 November to 7 December, hotel colleagues at Mandarin Oriental, Las Vegas were delighted to participate in HELP's annual toy drive and fundraising event. The hotel raised a total of US\$11,902, which included an additional grant from Mandarin Oriental Hotel Group. In addition to the cash donation, 50 bicycles were also donated to the organisation.



**Mandarin Oriental, New York Volunteers with 'God's Love We Deliver'** On 7 November 2013, colleagues from Mandarin Oriental, New York volunteered with 'God's Love We Deliver', a non-profit organisation dedicated to improving the health and well-being of individuals living with terminal sickness. In addition, the organisation provides nutrition education and counselling programmes around the tri-state area. Seven hotel colleagues helped prepare and pack meals in Brooklyn, New York, for local men, women and children living with HIV/AIDS, cancer and other serious illnesses.

**Mandarin Oriental, Boston Pays Tribute to the 2013 Boston Marathon** For the past five years, Mandarin Oriental, Boston has supported Massachusetts General Hospital and its participation in the annual Boston Marathon. Each year, the hospital's running team raises funds for their children's unit and towards cancer research. In the wake of the tragic bombing at the 2013 Marathon, Mandarin Oriental, Boston and Massachusetts General Hospital rallied the local community to support marathon runners and hosted a special recognition event at the hotel for the hospital's marathon team. The event was made possible by donations from the hotel and a grant from Mandarin Oriental Hotel Group.

### The Landmark Mandarin Oriental, Hong Kong Participates in Annual Beach Clean-up

Stanley Beach in Hong Kong attracts tens of thousands of volunteers each year to take part in the Hong Kong Clean-up Challenge. In 2013, 15 colleagues from The Landmark Mandarin Oriental, Hong Kong spent the day at Stanley Beach collecting plastic bottles and debris along the shore. The Hong Kong Clean-up Challenge took place from 21 September to 1 November drawing more than 45,000 participants and collected a total over 1.2 million kilograms of trash.



**Mandarin Oriental, Geneva and Orchestre de la Suisse Romande** Founded in 1938, The Orchestre de la Suisse Romande (OSR, or Orchestra of French-speaking Switzerland) is a symphony orchestra based in Geneva, Switzerland. The orchestra's objective is to encourage new and developing artists and help them gain experience and exposure in the music field. In 2013, Mandarin Oriental, Geneva supported the orchestra's largest event, The Concert de l'An. In addition, the hotel hosted an after-concert celebration and fundraising event for the orchestra.

**Mandarin Oriental, Tokyo and The Ecocap Movement** Since 2009, Mandarin Oriental, Tokyo has been an active supporter of The Ecocap Movement, a non-profit organisation that raises funds for the Japan Committee for Vaccines for the World's Children (JCV) through the recycling of bottle caps. In 2013, colleagues at Mandarin Oriental, Tokyo collected more than 100 kilograms of bottle caps which provided much needed polio vaccines for nearly 70 children. Since the beginning of its partnership with JCV, Mandarin Oriental, Tokyo has recycled bottle caps to vaccinate more than 400 children in developing countries.



# FUTURE DIRECTIONS

The more we learn about sustainability, the more we realise that we have just commenced our journey. We are obviously encouraged by our environmental achievements over the past few years and it is truly inspiring to see our colleagues' commitment to continuous improvement.

We will maintain our systematic approach to environmental management, including our key strategies and the development of tailored programmes to improve in areas of concern. During our initial journey, our colleagues' dedication to detail and quality has proven invaluable. We believe we can do more to develop their knowledge and understanding of the wider aspects of sustainability.

We also recognise that we must strengthen our stakeholder engagement, gaining a better understanding of the expectations of our guests and other stakeholders. Such feedback supports our on-going efforts to improve our performance and to provide more transparent communication. If you'd like to share your views on our sustainability progress and on this report, please contact our corporate responsibility team at [sustainability@mohg.com](mailto:sustainability@mohg.com).



# Sustainability Awards and Certifications

## AWARDS

### MANDARIN ORIENTAL, JAKARTA

*Top 5 Green Hotel in Indonesia by the National Green Hotel Awards 2013  
Ministry of Tourism and Creative Economy  
Republic of Indonesia*

### MANDARIN ORIENTAL, KUALA LUMPUR

*Green Award 2013-2015  
Malaysian Ministry of Tourism*

### MANDARIN ORIENTAL, MIAMI

*Palm Award  
Florida Green Lodging Program*

### MANDARIN ORIENTAL, SANYA

*Five Gold Leaf Grade "China Green Hotel"  
National Green Hotel Committee and China Association*  
Only eight hotels in Hainan received this award for 2010–2014, which is awarded for a hotel's priorities on environmental conservation, green programmes, food safety and hygiene, and energy efficiency in its longstanding commitment to the environment.

### MANDARIN ORIENTAL, WASHINGTON D.C.

*Award for Community Service  
2013 Stars of the Industry Awards  
Hotel Association of Washington D.C.*  
Awarded for programmes that demonstrate that the individual property is responsive to the local community. Examples include campaigns to benefit local or national service organisations or charities, service to any part of the community through a special project, and joint undertakings with community groups for the benefit of the area.

## CERTIFICATIONS

### MANDARIN ORIENTAL, GUANGZHOU

*Green Food Certificate*

### MANDARIN ORIENTAL, KUALA LUMPUR

*ISO 14001  
Certified since December 2003*

### MANDARIN ORIENTAL, LAS VEGAS

*GOLD LEED Certified*  
LEED Gold Certification after third-party verification of the buildings' green design and performance in multiple categories.

### MANDARIN ORIENTAL, PARIS

*HQE Certified*  
First hotel to get the operational HQE certification. The certification builds on 14 criteria of eco-design, eco-management, comfort and health.

### THE EXCELSIOR, HONG KONG

*ISO 22000, certified since December 2012  
HACCP Certificate*

### MANDARIN ORIENTAL, TOKYO

*Together with the Mitsui Nihonbashi Tower, are currently in the "Top 30 Low Carbon Buildings in Tokyo"*  
Certification awarded in April 2011 to buildings with least energy consumption. Items were checked in relation to the energy performance, operation and management of the facilities and building.

# GRI Index

KEY  FULL COVERAGE  PARTIAL COVERAGE

INDICATOR	DESCRIPTION	STATUS	LOCATION
1.1	Statement from the most senior decision-maker of the organisation.		Introduction (p. 4)
2.1	Name of the organisation.		Introduction (p. 3)
2.2	Primary brands, products, and/or services.		Introduction (p. 3)
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.		Introduction (p. 3)
2.4	Location of organisation's headquarters.		Introduction (p. 3)
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		Introduction (p. 3)
2.6	Nature of ownership and legal form.		Introduction (p. 3)
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		Introduction (p. 2,3)
2.8	Scale of the reporting organisation.		Introduction (p. 3)
2.9	Significant changes during the reporting period regarding size, structure, or ownership.		Introduction (p. 5)
2.10	Awards received in the reporting period.		Appendix (p. 55)
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		Introduction (p. 5)
3.2	Date of most recent previous report (if any).		Introduction (p. 5)
3.3	Reporting cycle.		Introduction (p. 5)
3.4	Contact point for questions regarding the report or its contents.		Future Directions (p. 54)
3.5	Process for defining report content.		Introduction (p. 5)
3.6	Boundary of the report.		Introduction (p. 5)
3.7	State any specific limitations on the scope or boundary of the report.		Introduction (p. 5)
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.		Annual Financial Report (p. 36), Appendix (p. 58)
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.		Introduction (p. 5)
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).		Introduction (p. 5)
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		Introduction (p. 5)
3.12	Table identifying the location of the Standard Disclosures in the report.		GRI Index (p. 56)
3.13	Policy and current practice with regard to seeking external assurance for the report.		Introduction (p. 5)
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.		Annual Financial Report (p. 87–91)
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		Annual Financial Report (p. 87)
4.3	For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.		Annual Financial Report (p. 87)
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		Annual Financial Report (p. 92)
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		Annual Financial Report (p. 89)
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.		Introduction (p. 6)
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		Annual Financial Report (p. 91)
4.14	List of stakeholder groups engaged by the organisation.		Introduction (p. 7)
4.15	Basis for identification and selection of stakeholders with whom to engage.		Introduction (p. 7)

KEY  FULL COVERAGE  PARTIAL COVERAGE			
INDICATOR	DESCRIPTION	STATUS	LOCATION
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		Appendix (p. 58)
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.		Advancing Sustainability (p. 30)
EC3	Coverage of the organisation's defined benefit plan obligations.		Annual Financial Report (p. 41), Delivering Excellence (p. 15)
EC4	Significant financial assistance received from government.		Appendix (p. 58)
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		Delivering Excellence (p. 15)
EN3	Direct energy consumption by primary energy source.		Advancing Sustainability (p. 32–33)
EN4	Indirect energy consumption by primary source.		Advancing Sustainability (p. 32–33)
EN5	Energy saved due to conservation and efficiency improvements.		Advancing Sustainability (p. 32–34)
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.		Advancing Sustainability (p. 36)
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.		Advancing Sustainability (p. 32)
EN8	Total water withdrawal by source.		Appendix (p. 62)
EN16	Total direct and indirect greenhouse gas emissions by weight.		Appendix (p. 62)
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.		Advancing Sustainability (p. 36)
EN22	Total weight of waste by type and disposal method.		Appendix (p. 62)
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		Advancing Sustainability (p. 33)
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.		Appendix (p. 59)
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.		Appendix (p. 60)
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.		Delivering Excellence (p. 15)
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.		Appendix (p. 61)
LA11	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.		Delivering Excellence (p. 16)
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.		Delivering Excellence (p. 16)
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.		Delivering Excellence (p. 15)
LA15	Return to work and retention rates after parental leave, by gender.		Delivering Excellence (p. 15)
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		Delivering Excellence (p. 16)
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.		Delivering Excellence (p. 16)
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.		Delivering Excellence (p. 26)
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		Delivering Excellence (p. 24)
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		Delivering Excellence (p. 13)

## Direct Economic Value Generated and Distributed

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED (US\$ MILLION)	2011	2012	2013
Combined Total Revenue <sup>1</sup>	1196.4	1283.3	1360.8
EBITDA <sup>2</sup>	161.2	172.6.6	208.7
Direct Value Generated (Revenue)	614.2	648.3	668.6
Cost of sales	377.3	415.2	408.4
Employee wages & benefits <sup>3</sup>	225.6	244.5	253.4
Payments to providers of capital (dividends & financing)	61.8	71.0	86.0
- Dividends paid	49.8	59.9	70.2
- Financing	12	11.1	15.8
Payments to governments <sup>4</sup> (including taxes)	18.7	17.3	19.8
Community Investments <sup>5</sup>	-	-	-

<sup>1</sup> Combined revenue includes turnover of the Group's subsidiary hotels in addition to 100% of revenue from associate and managed hotels

<sup>2</sup> EBITDA of subsidiaries plus the Group's share of EBITDA of associates, both 2011 and 2012 were restated

<sup>3</sup> Both 2011 and 2012 were restated

<sup>4</sup> No governments are significant stakeholders in the shares of the Group, both 2011 and 2012 were restated

<sup>5</sup> Not yet tracked

## Total Workforce

TOTAL WORKFORCE	MALE	%	FEMALE	%	TOTAL	%
<b>By Region</b>	<b>6,658</b>	<b>54%</b>	<b>5,509</b>	<b>46%</b>	<b>12,095</b>	
Asia	4,081	56%	3,255	44%	7,336	61%
Europe	954	55%	789	45%	1,743	14%
The Americas	1,501	52%	1,372	48%	2,873	24%
Corporate	50	35%	93	65%	143	1%
<b>By Employment Contract</b>						
Full-time	6,113	56%	4,839	44%	10,952	91%
Part-time	139	33%	282	67%	421	3%
Casual	334	46%	388	54%	722	6%
<b>By Colleague Category</b>						
Line Staff	4,821	54%	4,033	46%	8,854	73%
Management	1,450	56%	1,159	44%	2,609	22%
Executive	172	63%	102	37%	274	2%
Other (Casual)	143	40%	215	60%	358	3%
<b>By Age Group</b>						
Under 30	2,179	50%	2,171	50%	4,350	36%
30 to 50	3,417	56%	2,632	44%	6,049	50%
Over 50	990	58%	706	42%	1,696	14%
<b>By Nationality</b>						
Asia	4,178	55%	3,484	45%	7,662	63%
Europe	950	56%	755	44%	1,705	14%
North America	1,011	53%	887	47%	1,898	16%
South America	237	51%	227	49%	464	4%
Africa	100	62%	61	38%	161	1%
Oceania	26	65%	14	35%	40	1%
Other	84	51%	81	49%	165	1%
<b>EXECUTIVE TEAM &amp; BOARD OF DIRECTORS<sup>1</sup></b>	<b>MALE</b>	<b>%</b>	<b>FEMALE</b>	<b>%</b>	<b>TOTAL</b>	<b>%</b>
<b>By Age Group</b>						
Under 30	-	-	-	-	-	-
30 to 50	5	100%	0	0%	5	36%
Over 50	7	78%	2	22%	9	64%
<b>By Nationality</b>						
Europe	9	90%	1	10%	10	72%
North America	2	67%	1	33%	3	21%
Oceania	1	100%	0	0%	1	7%

<sup>1</sup> Executive Team & Board of Directors are also included in the total workforce values.

# Turnover

NEW EMPLOYEES	MALE	%	FEMALE	%	TOTAL	% OF TOTAL
<b>Employees by Age Group</b>	<b>1,739</b>	<b>54.0%</b>	<b>1,509</b>	<b>46.0%</b>	<b>3,248</b>	<b>26.9%</b>
Under 30	1,048	51.0%	994	49.0%	2,042	62.9%
30 to 50	624	58.0%	452	42.0%	1,076	33.1%
Over 50	67	52.0%	63	48.0%	130	4.0%
<b>Employees by Region</b>	<b>1,739</b>	<b>54.0%</b>	<b>1,509</b>	<b>46.0%</b>	<b>3,248</b>	<b>26.9%</b>
Asia	991	56.0%	775	44.0%	1,766	54.4%
Europe	433	52.0%	396	48.0%	829	25.5%
The Americas	311	49.0%	326	51.0%	637	19.6%
Corporate	4	25.0%	12	75.0%	16	0.5%
TOTAL TURNOVER	MALE	%	FEMALE	%	TOTAL	% OF TOTAL
<b>Separations by Age Group</b>	<b>1,827</b>	<b>54.0%</b>	<b>1,581</b>	<b>46.0%</b>	<b>3,408</b>	
Under 30	925	52.0%	852	48.0%	1,777	52.1%
30 to 50	775	55.0%	625	45.0%	1,400	41.1%
Over 50	127	55.0%	104	45.0%	231	6.8%
<b>Separations by Region</b>	<b>1,827</b>	<b>54.0%</b>	<b>1,581</b>	<b>46.0%</b>	<b>3,408</b>	
Asia	1,106	55.0%	904	45.0%	2,010	59.0%
Europe	409	55.0%	332	45.0%	741	21.7%
The Americas	305	48.0%	333	52.0%	638	18.7%
Corporate	7	37.0%	12	63.0%	19	0.6%
<b>Turnover Rate by Age Group</b>		<b>27.7%</b>		<b>28.7%</b>		<b>28.2%</b>
Under 30		42.5%		39.2%		40.9%
30 to 50		22.7%		23.7%		23.1%
Over 50		12.8%		14.7%		13.6%
<b>Turnover Rate by Region</b>						
Asia		27.1%		27.8%		27.4%
Europe		42.9%		42.1%		42.5%
The Americas		20.3%		24.3%		22.2%
Corporate		14.0%		12.9%		13.3%

## Health & Safety Incidents: Audit Results

PERFORMANCE INDICATOR	UNIT	REGION	2009	2010	2011	2012	2013
<b>Safe Sound &amp; Sustainable</b>							
Audit Results	% Compliance		90.0	89.3	90.3	89.8	88.3
Lost Time Incident Rate	Lost time Incidents / 100 employees	ALL	3.21	2.73	2.90	2.46	2.70
		Asia	2.99	2.86	3.04	2.40	2.83
		Europe	4.20	2.27	3.91	4.58	4.20
		The Americas	3.46	2.56	1.90	1.16	1.82
Lost Time Incident Severity Rate	Severity of incidents / 100 employees	ALL	25.25	19.49	24.27	24.59	24.20
		Asia	22.44	17.62	23.54	23.05	27.50
		Europe	45.87	29.18	36.37	42.49	40.42
		The Americas	24.83	20.40	20.57	16.96	11.38

# Environmental Performance Summary

PERFORMANCE INDICATOR	UNIT	2007	2008	2009	2010	2011	2012	2013
<b>Energy</b>								
Absolute Energy Consumption (Actual)	GJ	1,195,232	1,160,010	1,172,807	1,224,812	1,261,115	1,276,889	1,284,191
	MMBTU	1,132,862	1,099,477	1,111,607	1,160,898	1,195,307	1,210,257	1,217,179
Absolute Energy Consumption (Baseline)	GJ	1,195,232	1,184,388	1,260,618	1,328,380	1,388,100	1,421,429	1,412,807
	MMBTU	1,132,862	1,122,583	1,194,835	1,259,061	1,315,665	1,347,254	1,339,082
Energy Intensity (Actual)	MJ / m <sup>2</sup>	1.894	1.836	1.710	1.679	1.687	1.677	1.640
	MMBTU / ft <sup>2</sup>	0.167	0.162	0.151	0.148	0.149	0.148	0.144
<b>Emissions</b>								
Absolute Emissions (Actual)	tons (metric) of CO <sub>2</sub> -e	145,536	140,089	144,726	150,757	155,773	150,896	148,514
	tons (US) of CO <sub>2</sub> -e	160,424	154,420	159,531	166,179	171,709	166,333	163,707
Absolute Emissions (Baseline)	tons (metric) of CO <sub>2</sub> -e	145,536	142,685	153,630	161,507	169,787	171,492	170,674
	tons (US) of CO <sub>2</sub> -e	160,424	157,282	169,346	178,029	187,156	189,036	188,134
Emission Intensity (Actual)	kg CO <sub>2</sub> -e / m <sup>2</sup>	231	222	211	207	208	198	190
	lb CO <sub>2</sub> -e / ft <sup>2</sup>	47.2	46.3	45.9	42.3	42.7	40.6	44.6
<b>Water</b>								
Absolute Water Consumption (Actual)	m <sup>3</sup>	2,261,096	2,028,078	1,873,433	2,001,394	2,224,643	2,224,456	2,376,787
	million gallons (US)	597	536	495	529	588	588	628
Absolute Water Consumption (Baseline)	m <sup>3</sup>	2,261,096	2,147,268	2,083,968	2,220,417	2,337,591	2,323,201	2,462,525
	million gallons (US)	597	567	551	587	618	614	651
Water Intensity	litres / guest night	988	970	971	885	907	901	857
	gallon (US) / guest night	261	256	257	234	240	238	227
<b>Waste</b>								
Total Waste	kilograms						7,876,669	11,016,478
	pounds						17,365,083	24,287,176
Diverted Waste	kilograms						1,363,523	2,301,241
	pounds						3,006,054	5,073,367
Waste Landfill Intensity	kilograms / guest night						3.59	4.11
	pounds / guest night						7.91	9.06
Diversion Rate	percent						17%	21%
<b>Operational Data</b>								
Total Air Conditioned Area	m <sup>2</sup>	631,003	631,757	686,049	729,529	747,429	761,249	783,215
	ft <sup>2</sup>	6,792,050	6,800,166	8,065,853	8,533,867	8,045,248	8,194,005	8,430,445
Total Guest Nights		2,288,945	2,091,036	1,929,171	2,260,673	2,453,061	2,468,569	2,771,954

Mandarin Oriental, Las Vegas is not included in energy and greenhouse gas emission figures, due to incomplete data. The majority of the energy consumption is part of a major mixed used facility and we are currently unable to extract the data relevant to the hotel.

Mandarin Oriental, Bangkok and Mandarin Oriental, Sanya have been excluded from water consumption data. In general, properties have been excluded if the data is distorted by major changes or abnormally high values (where, for example, irrigation is included).

Mandarin Oriental, Manila, Bangkok, Sanya, Las Vegas, San Francisco, Atlanta as well as The Landmark Mandarin Oriental and The Grand Lapa, Macau are not included in waste figures, due to incomplete data.

Waste data in 2012 was restated due to the identification of an improper unit of measure for one hotel.

# Endnotes

## Delivering Excellence

- 1 Compensation Force “2013 Turnover Rates by Industry,” 2013.  
[www.compensationforce.com/2014/02/2013-turnover-rates-by-industry.html](http://www.compensationforce.com/2014/02/2013-turnover-rates-by-industry.html)
- 2 United States Bureau of Labor Statistics “Work-related Fatalities, Injuries, and Illnesses”, 2012.  
[www.bls.gov/iag/tgs/iag72.htm](http://www.bls.gov/iag/tgs/iag72.htm)

## Advancing Sustainability

- 1 World Economic Forum “Global Risks 2013” 8th Edition, 2013. [reports.weforum.org/global-risks-2013](http://reports.weforum.org/global-risks-2013)
- 2 Reductions—in energy use, greenhouse gas emissions and water use—are calculated as the difference between the absolute performance in the current year and a “baseline” value, which assumes that no measures have been taken to increase efficiency since the reference year 2007. The baseline is corrected for variable factors such as occupancy, weather or number of meals served, to ensure that data is comparable from year to year. The method we developed follows the guidelines established by the International Performance Measurement and Verification Protocol (IPMVP).
- 3 World Travel & Tourism Council “Leading the Challenge on Climate Change” 2009.  
[wttc.org/site\\_media/uploads/downloads/leading\\_the\\_challenge\\_on\\_clima.pdf](http://wttc.org/site_media/uploads/downloads/leading_the_challenge_on_clima.pdf)
- 4 Renewable Energy Certificates (RECs) are included in the emission calculations, Annual average greenhouse gas emissions per passenger vehicle is 5.10 t CO<sub>2</sub>-e per year as in [www.epa.gov/cleanenergy/energy-resources/refs.html](http://www.epa.gov/cleanenergy/energy-resources/refs.html). Emissions from stationary combinations, such as boilers, have been based on the Greenhouse Gas Protocol Cross Section Tools.
- 5 [www.epa.gov/cleanenergy/energy-resources/refs.html](http://www.epa.gov/cleanenergy/energy-resources/refs.html)
- 6 Electricity emission factors for properties outside the US have been obtained from the International Energy Agency. Electricity emission factors for US properties have been based on the eGrid of the US Environmental Protection Agency (EPA).
- 7 Chilled water purchased from external sources such as district or centralised cooling has been converted to energy and emissions using the simplified approach for electric-driven compressor and a COP of 4.2 as defined by California Climate Change Registry.
- 8 Steam or heating purchased from external sources such as district or centralised heating has been converted to emissions using Energy Information Administration, Voluntary Reporting of Greenhouse Gases, Appendix N.
- 9 Mandarin Oriental, Manila, Sanya, Bangkok, Atlanta, San Francisco and Las Vegas as well as The Grand Lapa, Macau and The Landmark Mandarin Oriental, Hong Kong are not included in the waste figures due to inconsistencies in data collection methodology. We are striving to correct these processes.
- 10 World Economic Forum “Global Risks 2013” 8th Edition, 2013. [reports.weforum.org/global-risks-2013](http://reports.weforum.org/global-risks-2013)
- 11 Mandarin Oriental, Sanya and Mandarin Oriental, Bangkok are not included in water consumption figures due to inconsistent data. We are striving to correct these processes.







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