



MANDARIN ORIENTAL  
THE HOTEL GROUP

# SUSTAINABILITY REPORT 2020

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# INTRODUCTION



# ABOUT THIS REPORT

This is Mandarin Oriental Hotel Group (MOHG or the Group)'s tenth Sustainability Report covering the 2020 calendar year, January 1st to December 31st.

Having grown from its Asian roots into a global brand, the Group currently operates 35+ hotels and seven residences in 24 countries and territories. The Group continues to expand its global presence with a strong pipeline of hotels and residences under development.

This Report covers MOHG's operations, including owned and managed hotels, resorts and residences in key destinations around the world. In the interest of continual improvement and greater transparency, the progress of sustainability initiatives has also been monitored and reviewed. To enhance the comparability of data, only those hotels with complete full-year data are included in the performance summary and analysis.

The information presented in this report makes references to the Global Reporting Initiative (GRI) Standards: Core option. Key material sustainability issues were identified through different stakeholder engagement exercises and are discussed in forthcoming sections. As a supporter of the United Nations Sustainable Development Goals (UN SDGs), this Report demonstrates our commitment to them through our various sustainability initiatives.

\* As of August 2021





## MESSAGE FROM THE CEO

Our goal is to make Mandarin Oriental *Naturally Better* – for our Planet, Guests, Colleagues and Communities. In October 2020, we launched our Naturally Better framework, which aligns our commitments with the United Nations Sustainable Development Goals whereby we focus on reducing environmental impact, procuring responsibly, increasing social impact, and embedding diversity and inclusion.

2020 was a year of unprecedented challenges due to the COVID-19 pandemic, but it also taught us that obstacles can be overcome with teamwork. During the year, we made great strides toward our ambitious goal of eliminating single-use plastics by March 2021 and we showed that safety does not have to come at the expense of our planet. The pandemic has accentuated the global demand for disposable plastic items such as face shields, gloves, and takeaway containers, causing a surge in plastic use and marine plastic pollution. While many organisations may use this as a reason to relax their sustainability focus, we have not.

Despite the pressure on our business, we remained true to our guiding principles, delivering service excellence to our guests, supporting the development of our colleagues, serving the communities where we operate and acting with responsibility for our planet.

As we look forward, we aim to enhance our efforts to limit the impact we and our operation have on the world around us through our new sustainability roadmap for 2021-2023. We will continue to work towards procuring responsibly across the Group for example. We also strive to foster a culture that embraces diversity and promotes equality and inclusion, thereby supporting our colleagues and our communities.

Our sustainability achievements in 2020 are the fruits of labour of the Group's 10,298 colleagues. I thank all of them for their continuing dedication, hard work and professionalism. At Mandarin Oriental we look forward to continuing our holistic and action oriented approach to sustainability to ensure a positive impact on our planet and those around us.

**James Riley**

*Group Chief Executive*

# CORPORATE PROFILE

Recognised for creating some of the world’s most sought-after properties, the Group offers contemporary luxury with its signature oriental charm and has a global presence, operating in major cities and resort destinations.

## ASIA-PACIFIC

Bangkok • Beijing • Guangzhou • Hong Kong  
 Jakarta • Kuala Lumpur • Macau • Sanya  
 Shanghai • Singapore • Taipei • Tokyo

## EUROPE, MIDDLE EAST & AFRICA

Abu Dhabi • Barcelona • Bodrum • Doha  
 Dubai • Geneva • Istanbul • Lake Como  
 London • Madrid • Marrakech • Milan • Munich  
 Paris • Prague • Riyadh

## AMERICA

Boston • Canouan • Miami • New York  
 Santiago • Washington DC



**35<sup>+</sup>**

Hotels

<sup>+</sup> As of August 2021

**7**

Residences

**24**

Countries/  
Territories

**8,613**

Rooms

**10,298**

Colleagues

# PERFORMANCE HIGHLIGHTS

Mandarin Oriental's sustainability journey began nine years ago. Since 2012, Corporate Responsibility Committees and Champions have been designated at every hotel, and they continue to be a main pillar of the Group's overall sustainability strategy today. During this early phase of our sustainability journey, programmes were largely bottom-up, driven by passionate Champions and colleagues at the property level.

In 2018, we updated our sustainability governance, strategy and approach to implementation. We replaced the term used earlier – 'Corporate Responsibility' – by the term 'Sustainability' as we shifted our outlook from contributing to society out of responsibility to thoroughly reshaping our operational strategy for a more sustainable future. A four-tiered governance structure was created, composed of an Executive Advisory Panel, a Leadership Council, thematic Working Groups, and our former Corporate Responsibility Committees and Champions renamed as Sustainability Committees and Champions.

Over the last year, we have refreshed our Working Groups, adding new topics and providing colleagues with training and support, to ensure they maximise their impact on introducing positive changes throughout the Group with best practice, resource management, recommendation of short and long-term goals and awareness campaigns. With the addition of three new Working Groups last year, the full complement now spans Environmental Impact, Food & Beverage Impact, Green Spas, Green Development, Hotel Sustainability Committee Support, Human Rights and Inclusiveness, Marketing and Communications, and Residences.

Mandarin Oriental is committed to being *Naturally Better* for our planet, guests, colleagues, and communities. Launched in October 2020, our Naturally Better framework aligns our efforts with the United Nations Sustainable Development Goals, resulting in our commitment to the advancement of our sustainability priorities, focussed on reducing environmental impact, responsible procurement, increasing social impact, and diversity and inclusion.

With a view to further embed sustainability within the culture of Mandarin Oriental, we are launching a renewed strategy for 2021-2023. This strategy will enhance Groupwide Sustainability Governance to engage more colleagues at all levels and functions, enabling efficiency and effectiveness in carrying out sustainability commitments; driving sustainability commitments that align with the UN SDGs and fit under our four pillars; and further drilling down areas of focus to specific commitments that colleagues are accountable for on a routine basis.



## Impact of COVID-19

2020 was a year with considerable challenges. The global pandemic continues to have a significant impact on our industry, business, colleagues, and guests. Throughout 2020 we took decisive actions in response to COVID-19, intended to ensure Mandarin Oriental's long-term future by protecting our guests and colleagues and strengthening our financial position.

In 2020, the Group reported substantial financial losses at an underlying trading level of US\$206 million. While the reported financial loss was significant, the Group remains in a strong financial position, underpinned by low levels of debt and considerable cash and committed debt facilities that ensure Mandarin Oriental can withstand losses arising from the pandemic. Further details of the Group's financial performance in 2020, and the actions taken in response to the pandemic, can be found in our 2020 Annual Report.

PERFORMANCE HIGHLIGHTS *Continued*

## NATURALLY BETTER FOR THE PLANET

We have been striving to reduce our environmental footprint by setting bold energy, emissions, waste and water targets. In the nine years to 2020, we aimed for reductions of 20–25% across these targets.

Against these targets we have been able to report favourable results in meeting reduced energy consumption and emission targets and have made good progress in waste despite falling short of our goals. We have faced some challenges related to waste management, as waste treatment and recycling capabilities vary between countries. Water consumption has also been a challenging area in which we made considerable progress but again have been somewhat short from the original target, due to the addition of a number of water intense resort properties in recent years. A summary of our nine-year performance is outlined below:

Due to the temporary closure of many hotels during 2020 and reduced business levels because of Covid-19, it would be misleading to compare environmental data around carbon, energy, water, and waste reduction for the year 2020. There was a reduction in our environmental consumption, but this was largely due to fewer hotel guests. In 2021, each hotel will set new individual 5 and 10 year environmental performance targets, with the intention of making demonstrable progress across the Group.

### Single Use Plastic Free

In 2019, Mandarin Oriental set a bold goal; to eliminate single use plastics (SUPs) across its hotel portfolio by March 2021. Great progress was made towards this target, but slow stock depletion due to the pandemic caused some hotels to be delayed in their achievement of the March 2021 target. By the end of Q1 2021, the Group had achieved nearly 70% reduction in its annual plastic footprint, avoiding 930 tonnes of plastic waste each year. All hotels will have SUPs eliminated by the end of Q1 2022.



### Responsible Procurement

Our Responsible Procurement Policies and colleague training and tools, embed responsible procurement principles into our purchasing decisions and include a robust Supplier Code of Conduct that extends to our suppliers' own subcontractors and suppliers.

We continue to make procurement choices that promote human rights, accentuate fair working conditions, and protect the environment. From 2018 onwards, we have been advancing our procurement of responsible coffee, tea, vanilla, cocoa, where our goal is to ethically source 100% of these items. The focus has now been expanded to include paper and seafood, where the goal is to 100% use sustainably certified corporate-use paper and to increase procurement of sustainable seafood.

We have identified that we need to develop our procurement systems to improve on our ability to effectively capture and measure data, allowing us to further expand our positive impact in the long term by driving consistency. Due to the nature of our business, each of our hotels are responsible for managing their procurement needs locally, which can lead to challenges in procuring responsibly, particularly in developing markets. The Group remains committed to ensuring standards are applied consistently across its portfolio.

Key Performance Indicators	Energy kWh / m <sup>2</sup>	Emissions Kg CO <sub>2e</sub> / m <sup>2</sup>	Water Litre / Guest	Waste kg landfilled / Guest
2012 Goals	10% Reduction	10% Reduction	10% Reduction	N/A
	Achieved 10.6%	Achieved 13%	Not Achieved 8.8%	
2016 Goals	15% Reduction	17.5% Reduction	17.5% Reduction	10% Reduction
	Achieved 20.3%	Achieved 22%	Not Achieved 13.9%	Not Achieved +2%
2020 Goals	20% Reduction	25% Reduction	20% Reduction	25% Reduction
2019 Actual	19.6% Reduction	27% Reduction	16.4% Reduction	21.3% Reduction

• Energy, emissions and water measured against 2007 data. Waste against 2012 data. • Renewable Energy Certificates (REC's) included in emission data.

PERFORMANCE HIGHLIGHTS *Continued*

## NATURALLY BETTER FOR GUESTS

We continued to evolve our Safe and Sound programme, our proprietary Fire, Life, Health and Safety program, where we work with a reputable third-party auditor to ensure each hotel's compliance with stringent fire safety, security, food safety, and business continuity management guidelines. The same auditors verified our **WE CARE** programme, which was created in response to Covid-19, introducing a heightened set of health and safety protocols for guest and colleagues to combat the risks and threats of the pandemic.



The wellness of our guests is a top priority. The Group has developed Mindful Meetings and Meeting with Purpose, two innovative wellness offerings that enhance traditional meeting offerings. Members of Fans of M.O. also have access to a range of online wellness offerings that can be enjoyed at home or when travelling.

## NATURALLY BETTER FOR COLLEAGUES

In early 2020 (pre-pandemic), we began to redesign our approach to the overall MO colleague experience, with the objective of enhancing multiple facets of it. Changes are planned to improve the onboarding experience for new hires through to enhanced learning and development opportunities. The new Forever Fans initiative was launched in 2020. This unique network for former colleagues within the Group to reconnect will increase opportunities for former colleagues to return to work for the Group. An increased focus on Diversity and Inclusion is aligned with our vision to build a World of Fans. These initiatives support our efforts to nurture hospitality talent across the industry and position ourselves as an employer of choice.

In September 2020, we held our fifth annual Colleague Wellness Week. From yoga and sound baths to workouts and culinary competitions, a variety of activities took place, either in person or remotely, to help develop teamwork and cooperation and raise awareness of the importance of wellbeing for our colleagues around the world.

The impact of the pandemic across the world was devastating on our hotel revenues, which collapsed. In response, the Group reviewed staffing levels across the portfolio of hotels as well as the corporate organisation. In some countries, government financial support was available which helped to partially reduce salary costs. An assessment of the impact of the pandemic on both the hospitality industry as well as individual Mandarin Oriental hotels, meant that staffing levels had to be reduced, in most cases on a temporary basis although some redundancies were also necessary. At the end of 2020, the Group had 10,298 colleagues, a reduction of approximately 20% from the beginning of the year.

## NATURALLY BETTER FOR THE COMMUNITIES

We proudly reflect on more than ten years of community service activities and continued outreach and philanthropy efforts. While this year presented numerous challenges to our annual fundraising and community engagement, around 6,000 volunteer hours were contributed by colleagues in 2020. Beyond continued volunteering efforts, in recognition of the trying times that many communities have faced due to the pandemic, hotels created a number of programmes and generated donations to support those most affected. In support of the local hospitality industry, Mandarin Oriental Hyde Park, London donated GBP 20,000 to Hospitality Action, which offers help with mental and physical health, employment and financial aid to hospitality workers in need; while Mandarin Oriental, Hong Kong, in partnership with Oxfam Hong Kong, packed 16,680 masks and 11,500 bottles of hand sanitisers that were given to more than 250 underprivileged families and 1,300 street cleaners.



# SUSTAINABILITY APPROACH

We live in a time where the need for action against the climate crisis and sustainable development challenges has never been more pressing. As an award-winning global luxury hospitality group, we are committed to delivering hospitality excellence in a sustainable manner that is Naturally Better for our Planet, Guests, Colleagues and Communities.

# NATURALLY BETTER

In October 2020, the Group launched its Naturally Better campaign to highlight our sustainability initiatives and the many ways our properties strive to have a positive impact on the environment, their local communities and our guests. The campaign ran across our digital platforms and featured initiatives under three Naturally Better topics: ‘For the Planet’; ‘For Communities’ and ‘For You’.

The Naturally Better framework provides a simple structure for us to deliver a key message to all our stakeholders – that we are on a journey to make things Naturally Better for the planet, for communities, and for our guests and colleagues. As we renew the Group Sustainability Strategy in 2021, we will be setting up our new approach around the Naturally Better framework, while continuing to align our objectives with the UN SDGs.



## PLANET

Address broader planetary problems (e.g. climate change, resource depletion)

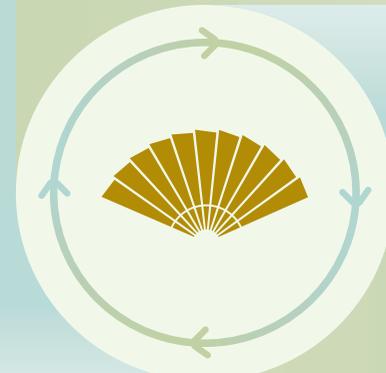
## COLLEAGUES

Embed sustainability values & practices



## GUESTS

Enable guests to participate in making a positive impact



## COMMUNITY

Promote local economies, cultural values & environmental protection



# SUSTAINABILITY GOVERNANCE

Our Sustainability Governance Structure consists of 4 tiers :



In 2020, we made several changes to our Sustainability Working Groups to enhance their effectiveness in response to changing sustainability needs:

- **Marketing and Communications Working Group**  
 Activated to address the increasing demand for internal and external sustainability communications
- **Environmental Impact Working Group**  
 Activated to drive our overall environmental performance
- **Measurement and Reporting Working Group**  
 Deactivated with focus actions dispersed into the two Working Groups above
- **Guest Engagement Working Group**  
 Merged with HSC Support Working Group to increase guest engagement on sustainability matters at the property level
- **Responsible Procurement Working Group**  
 Dissolved with focus actions dispersed across all relevant existing Working Groups and two temporary taskforces with specific focus on effective tracking and reporting of our responsible procurement activities
- **Residences Working Group**  
 Activated to advance sustainability across our growing collection of Residences

Working Group	Focus Areas 2020
 Environmental Impact	Develop guidance for the management of energy, water and waste
 Food & Beverage Impact	Eliminate single-use plastic and identify responsible procurement opportunities in Food & Beverage
 Green Spas	Eliminate single-use plastic and identify responsible procurement opportunities in Spas
 Green Development	Develop guidance for the integration of sustainability throughout property development, design, and pre-opening phases
 Hotel Sustainability Committee (HSC) Support	Empower Sustainability Champions in developing sustainability best practices and engaging colleagues and guests
 Human Rights and Inclusiveness	Advance modern slavery training and awareness activities for colleagues and identify opportunities to promote diversity and inclusion
 Marketing and Communications	Roll out the Naturally Better campaign and establish sustainability webpages for all properties
 Residences	Review sustainability baseline and identify ways to become a sustainability resource for residents

# 2020 AT A GLANCE



Implemented **WE CARE** Programme of elevated health and safety protocols across all properties



Broadened responsible sourcing commitments to include **coffee, tea, cocoa, vanilla, paper and seafood**



Distribution of We Care packages, including **quality fabric masks**, to protect the health and safety of guests and colleagues



Phasing out use of **bioplastic and synthetic materials made from plastic fibres**, in fight against plastic pollution beyond March 2021

**7.7 million plastic water bottles eliminated on an average year** through solutions such as installation of on-site water filtration systems



Conducted dialogue session and workshop with senior management on **unconscious bias and inclusive leadership** as a start to a multi-phased plan for Diversity and Inclusion



Achieved **70% reduction in its annual plastic footprint**



Roll out of **responsible procurement and modern slavery awareness training** to colleagues

# 2020 AT A GLANCE

Over 500 creative ideas sparked from Engaging Better Together initiative to keep colleagues engaged and motivated



Activation of **three new Sustainability Working Groups** in response to changing needs



Adopted **38 new beehives** at our properties, in support of the fuzzy pollinators and beekeeping

**15<sup>th</sup> anniversary** of our annual support for the Asia Cultural Council, via the Mandarin Oriental Fellowship for Cultural Heritage Preservation



**14 properties** granted Forbes' 'Five Star Spa' award, matching record in 2019



Launched **Inner Strength-Outer Strength Course** to boost colleagues' physical health and mental resilience



**Around 6,000 volunteer hours** were contributed by colleagues



**Donated almost USD 300,000** to support social and environmental causes close to the hearts of our colleagues

# NATURALLY BETTER FOR THE PLANET

“Amidst the Covid-19 pandemic, the world is using more single-use plastic than ever, contributing to the growing plastic pollution crisis. Plastics, or microplastics, which take hundreds of years to break down, have become omnipresent in our environment, food, and water. They pose adverse consequences for our wildlife, ecosystems, food supplies and livelihoods. Mandarin Oriental has therefore taken a bold stance against single-use plastic and is implementing eco-alternatives which balance our requirements of safety, luxury and sustainability.”

**Christoph Mares**  
*Chief Operating Officer*



# ENVIRONMENTAL STEWARDSHIP

Our natural resources are finite and as populations grow and urbanisation spreads, the world’s resources are put under increasing pressure. Resource scarcity, coupled with climate change, will have a devastating environmental and socio-economic impact. It is clear that urgent global action is needed to safeguard our environment.

Mandarin Oriental complies with environmental laws and regulations, setting goals and monitoring our progress toward energy, carbon, water and waste reduction, as well as responsible procurement. Since 2012, we have been driving internal changes, adopting industry best practices, and embracing innovation to enhance operational efficiency. We currently utilise a dedicated online sustainability data management system to streamline our data collection and monitor progress in real-time. In 2019, we reported a significant reduction of approximately one fifth of our environmental footprint intensities when compared to our baseline years.



## 2020 Environmental Targets

### ENERGY INTENSITY REDUCTION<sup>1</sup>

GOAL: 20%

**19.6%**



### CARBON INTENSITY REDUCTION<sup>2</sup>

GOAL: 25%

**27%**



### WATER INTENSITY REDUCTION<sup>3</sup>

GOAL: 20%

**16.4%**



### WASTE INTENSITY REDUCTION<sup>4</sup>

GOAL: 25%

**21.3%**



<sup>1</sup> Energy intensity reduction per square metre from 2007 baseline  
<sup>2</sup> Carbon intensity reduction per square metre from 2007 baseline

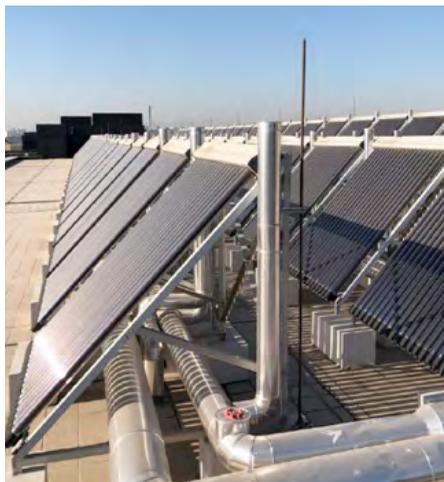
<sup>3</sup> Water intensity reduction per square metre from 2007 baseline  
<sup>4</sup> Waste intensity reduction per guest night from 2012 baseline

This year completes our 2020 Environmental Targets established in 2012. Due to Covid-19’s severe impacts on occupancy levels, energy, carbon, water and waste intensities have fallen drastically in 2020. Factoring in 2020’s performance figures would overstate the efficiency reductions the Group has achieved through our efforts, thus they are excluded in the evaluation of our overall performance against 2020 Environmental Targets. Nonetheless, we are disclosing our 2020 performance figures in Appendix A for transparency in communicating our environmental footprint. We are encouraged by the success we have achieved and next year, we will continue to advance our environmental efforts with a new set of bold goals.

# CARBON AND ENERGY

The United Nations Environmental Programme's Emissions Gap Report 2020 revealed that the world is heading for 3°C of warming this century, well above the goal of 2°C that nations pledged to work towards in the Paris Agreement. We are conscious that climate change poses a range of risks for our business. These include physical risks of extreme weather events that could affect our operations and supply chains, regulatory risks of increased carbon pricing and market risks of changing consumer behaviour and preferences toward sustainability-minded businesses.

We believe that these risks are also opportunities to be harnessed. They compel us to be proactive in preparing for climate-related physical risks and reducing our carbon footprint. At every hotel, energy consumption patterns are actively monitored by the Director of Engineering. It is recommended that every property performs an energy audit once every three years. These audits yield insights about energy performance, recommended strategies for areas of improvement and also influence hotel-specific environmental goal setting. The audit is based on guidelines from the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)'s Procedures for Commercial Energy Audits. Re-commissioning or retro-commissioning is conducted to supplement energy audits, or when major changes are to be made to the operation, due to renovations or property extensions.



Green roofs of Mandarin Oriental, Bodrum

## Renewable Energy and Nature-based Solutions

We continuously identify opportunities to increase the share of renewable energy used across our operations. At Mandarin Oriental hotels in Washington D.C., Munich and Milan, operations run on electricity generated by renewable energy sources. Solar thermal panels are installed for water heating at many of our hotels, including Barcelona, Bodrum, Doha and Dubai. Our hotels in Doha and Beijing have also installed solar photovoltaic (PV) panels that help to cover part of the hotels' electricity needs.

Across our hotels, we also adopt solutions inspired by nature to reduce our energy and carbon footprint. A number of our hotels, including Mandarin Oriental, Bodrum, have green roofs or walls that help to reduce the impact of summer heat while improving thermal insulation, thereby improving energy efficiency. These green infrastructures also serve as potential habitat area for urban biodiversity including bees, butterflies, and birds.

## Energy Efficiency

One of the most significant areas of energy use is lighting. Over the years, we have made consistent effort to switch to energy-efficient light-emitting diode (LED) lighting. Currently, 68% of our lighting needs are fulfilled by LED lighting. Compared to 2019, progress has fallen by 3%, as a result of taking over the management of properties where LED lighting accounts for as little as 15% of total lighting. Some LED installation plans in 2020 have also been affected by temporary property closures and reduced business levels. Nonetheless, the conversion to 100% LED lighting remains a key focus and installation projects will continue to be rolled out in conjunction with renovation programmes.

To reduce unnecessary electricity consumption, Emirates Palace hotel in Abu Dhabi has installed energy-efficient control systems that have features such as manual occupancy-linked controls, time scheduling and daylight responsive controls and sensors. Similarly, at other hotels including Dubai and Beijing, motion and light sensors are in place to save electricity. At Mandarin Oriental, Prague, the cooling system is simultaneously used to heat water, an initiative that has contributed to a 30% fall in gas consumption.



## Sustainability Excellence at Doha

In recognition of its all-rounded sustainability excellence, Mandarin Oriental, Doha, has been awarded two prominent sustainability certifications – the Leadership in Energy and Environmental Design (LEED) Gold Certification and Green Key Certification. LEED is an influential rating system developed by the U.S. Green Building Council that evaluates green building design, construction, operations and performance, and Gold is one of the top rating levels that a building can achieve. The hotel is part of the ambitious sustainable Msheireb Downtown Doha development which has one of the greatest concentrations of LEED-certified buildings in the world. Complementary to LEED, is the Green Key Certification

which stands for excellence in environmental responsibility and sustainable operation within the tourism industry. Mandarin Oriental, Doha's ongoing commitment to sustainability excellence is verified through the rigorous documentations and regular audits by the Qatar Green Building Council.

Mandarin Oriental, Doha makes the most out of its geographic position, which offers it great access to solar energy. A total of 29 solar thermal panels fulfils up to 80% of the hot water needs of guestrooms. In addition, the hotel has 49 solar PV panels which produce around 16,560 kWh of electricity each year.

## Green Transportation

Beyond direct operations at our hotels, we are aware that carbon emissions also arise from our guests and colleagues' travel, as well as the carbon footprint associated with the entire lifecycle of goods we procure, from raw material extraction to transportation. While these carbon emissions are not reported as part of our annual carbon footprint, we are implementing various measures to address them.

At Mandarin Oriental, Dubai, guests are offered transportation in the highly energy-efficient Tesla X electric vehicle. At Mandarin Oriental hotels in Macau and Geneva, electric vehicle charging stations have been installed for guests. Mandarin Oriental, Geneva also offers guests complimentary public transportation and complimentary electric bikes to explore the city in order to reduce their carbon footprint.

To further reduce our transportation footprint, we aim to procure locally wherever possible. Our responsible procurement process indicates a preference for suppliers who have a smaller transportation footprint, achieved through measures such as reducing the number of trips per week and by transporting in greater quantities.

Carbon emissions are also embedded in the food we eat. Meat is one of the greatest contributors of methane, a potent greenhouse gas, and a shift toward plant-based diets holds another key to significantly reducing our agricultural carbon footprint. At Mandarin Oriental hotels in Bangkok and Taipei, colleagues are encouraged to consume less meat and dairy products through the introduction of vegan menus at staff canteens. A growing variety of vegan and vegetarian options feature on the menus of all our hotel restaurants, in response to growing customer preference.



Electric vehicle charging station at Mandarin Oriental, Geneva

# WATER

Fresh water is a natural resource that is impacted by urbanisation, population growth, pollution and climate change. Water scarcity is one of the top five global risks according to the Global Risks Report 2020. The Group monitors progress towards water conservation goals, adopting water-saving practices, and holding regular performance reviews. Regular recording of water consumption data from individual meters enables us to understand water consumption patterns and trends across different areas of the property. In high water intensity areas, such as the kitchen and laundry, the conduct of water audits helps us to effectively identify water saving opportunities. These opportunities include the optimisation of current practices, processes and procedures, and upgrades or modifications to existing equipment.

Most of our hotels are fully dependent on municipal water supplies, and we rely partially on other sources of water including surface water, groundwater and desalinated water. Through the use of a desalination plant, Emirates Palace, Abu Dhabi does not draw from the municipality supply, but converts sea water into water for irrigation.

Our hotels have been early adopters of water conservation technology, including the installation of water-efficient fixtures and recycling of treated greywater for non-potable uses. More recently, we have also started adopting smart technology to further improve our water savings. Mandarin Oriental, Miami has installed an Internet of Things (IoT) – a smart irrigation system which can save up to 6.8 million litres of water per year by operating based on local weather forecasts, rain sensors and through the use of high-efficiency nozzles.



Mandarin Oriental, Miami

Laundry is one of the most significant areas of water use at a hotel. Apart from water conservation technology, human attitudes and behaviour can also play a part in improving water conservation. We promote awareness amongst colleagues of the importance of water conservation and share best practice across our hotels, including detailed case studies shared on quarterly

Sustainability Champion calls. Guests are encouraged to take part in our water conservation efforts by opting to reduce their linen and towel reuse. As a token of appreciation, guests are presented with thoughtful gifts, such as bags of lavender, freshly harvested from on-site gardens at Mandarin Oriental, Prague.

# WASTE

In a world that faces increasing scarcity of resources, we recognise that the old “take-make-waste” approach is not sustainable. Our strategy of “Reduce, Reuse, Recycle and Upcycle” supports the transition to a circular economy and is naturally better.

Waste monitoring is a key aspect of our waste management, as what gets measured gets managed. To better divert waste from landfill, waste is segregated into more than 30 categories. Waste figures are recorded by each property on a monthly basis and two waste metrics – waste intensity and waste diversion rate – are monitored at both the property and Group level. Best practices are shared across hotels through our internal platforms, including our sustainability site and social app MyMO, driving improvements in our waste management efforts. In 2020, one of the Group sustainability goals was to implement a waste management initiative with circular economy thinking in mind. Although Covid-19 posed disruptions to achieving this goal, two-thirds of our hotels successfully implemented initiatives.

Food waste is a prominent problem for the hospitality industry and negatively impacts the growing, processing, manufacturing, and transporting of food. We prevent food waste through initiatives such as colleague educational campaigns, donating edible excess food and diverting what is left through anaerobic bio-digestors, compost and conversion to green energy, animal feed and fertilisers. Our plans to trial an artificial intelligence (AI)-powered food waste monitoring system have been postponed due to the Covid-19 situation and we intend to revisit them when business volumes recover.

(Top & bottom) Anti-food waste campaigns of Mandarin Oriental, Guangzhou and Doha



To raise colleague awareness, our hotels in Doha and Guangzhou conducted anti-food waste campaigns that highlighted their food waste footprint. Mandarin Oriental, Doha organises a No Bin Lunch every Tuesday where the staff canteen serves boneless and seedless meals and colleagues are encouraged to leave no leftovers. Mandarin Oriental, Paris has taken a bold step to replace breakfast buffets with a la carte menus. Within guestrooms, the property has also taken steps to reduce food waste by removing minibar items with short expiration dates and using



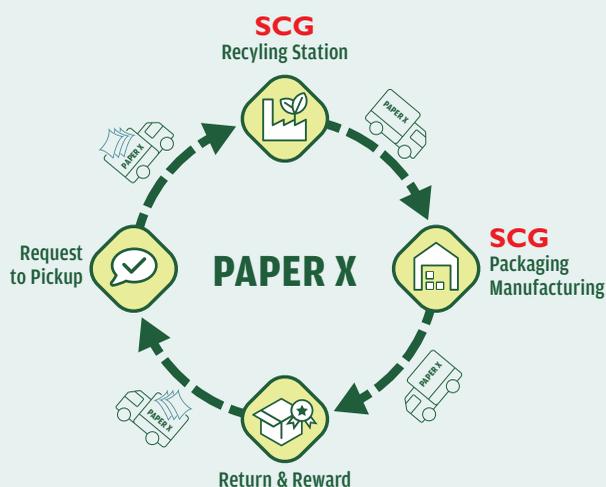
in-room fresh fruits that are overripe in smoothies or cut fruits, instead of discarding them.

Across our operations, digitisation has been another way that we are reducing wastage, particularly printed materials. Mandarin Oriental, Bodrum now offers an online In-Room Directory and other guest materials which can be easily accessed by scanning QR codes. Mandarin Oriental, Taipei has fully implemented e-contracts with local corporate clients, reducing paper usage for contracting by 80% and helping to speed up the contracting process. Mandarin Oriental, Singapore has digitised all report archives and only prints on recycled paper in their Revenue Department.

## Circular Economy Approach to Paper Use

Hotels were challenged to rethink waste management through the lens of the circular economy, looking for ways to remove wastage and keep products and materials in use for as long as possible. Paper is one of the most common materials used and our hotels have been reducing their paper footprint by digitisation processes, sourcing of sustainably certified paper, and recycling of paper waste.

To further improve circularity, Mandarin Oriental, Bangkok collaborated with their supplier, SCG, to implement a take-back recycling programme called Paper X Project. Through this programme, used paper and cardboard waste is sent back to the supplier to be recycled into new paper products, which are in turn supplied to the property once more, closing the resource loop. By participating in this programme, the property is also rewarded with complimentary paper for their efforts. In an average year, more than 3,500kg of used paper is recycled with the supplier, providing approximately 78 reams of recycled paper, worth nearly 7,000 THB. The more paper is recycled, the greater the cost savings – reaping benefits not just for the environment but also the bottom line.



### Reduce

Minimising Resource Wastage

- e-Newspaper, paperless guest communications and marketing materials
- Food donation to local charities
- Reduction of food waste using bio-digesters
- Anti-food waste campaigns
- Single-use plastic elimination programme

### Reuse/Repair

Giving a Second Life to Resources

- Supplier take-back programmes
- Donation of reusable items including mattresses, linens, towels and furniture to colleagues, communities and charity partners
- Donation of used soap and bottled amenities to Clean the World and Soap Cycling for sanitisation and repackaging before distribution to people in need

### Recycle

Cradle-to-Cradle

- Coffee capsule recycling
- Bottle cork recycling
- Local partnership for recycling of electronic and other hazardous wastes
- Metal, paper, plastic, and glass bottle recycling via local partners

### Upcycle

Transforming Waste Into Material

- Fabric masks recycled for pet beds
- Upcycling of curtains and cushions for bed headboards
- Repurposing of used flowers as sustainable gifts for our guests
- Upcycling of used cooking oil into biofuel
- Food and green waste composting and donation as farm feed or fertiliser
- Upcycling old uniforms and linen into recycled fibres



# SINGLE-USE PLASTIC ELIMINATION

Our world is choking on plastic. It is estimated that by 2040, plastic waste that enters our oceans each year will triple to nearly 29 million metric tons<sup>5</sup>. Amidst the Covid-19 pandemic, the world is using more single-use plastic than ever, from face shields and gloves to takeaway food containers and plastic packaging for online shopping. These non-biodegradable plastics are a threat to our oceans and wildlife, while the presence of microplastics in our air, water and food has a potential negative impact on human health. Mandarin Oriental has committed to leading the community-at-large in plastic reduction efforts. In 2018, we committed to an ambitious goal of eliminating single-use plastic across the entire portfolio by March 31, 2021. By the end of Q1 2021, the Group had achieved nearly 70% reduction in its annual plastic footprint, avoiding 930 tonnes of plastic waste each year. All hotels will have SUPs eliminated by the end of Q1 2022. Covid-19 has posed difficulties in achieving our goals within our targeted timeframe, but we continue to make progress.

We tackled our ambitious goal by first identifying the top single-use plastic items that are common across the Group and then creating a Groupwide checklist for 60 standard items with recommended alternatives. Colleagues were then equipped with guidelines, training and sharing of best practices and solutions over quarterly Sustainability Champion calls, case studies and via the internal social app, MyMO. We collaborated closely with our suppliers in the sourcing of eco-alternatives. Where quality solutions are not yet available in the market, we conducted trials with potential partners to improve products to meet our quality requirements, such as home-compostable bioplastic cling film and sous-vide vacuum bags.

## Key aspects of our initiative include:

- **Eliminating unnecessary single-use plastic** through changes in standard operating procedures. Our goal has challenged us to think out of the box. We evaluated our old status quos and developed new operating procedures, from re-engineering drinks without straws and eliminating guestroom garbage bags.
- **Replacing with eco-alternatives** that are reusable, recyclable (not single-use plastic) or made of natural fibres and verified biodegradable materials. We also opt for post-consumer recycled and certified sustainable materials wherever possible, such as the use of FSC-certified paper packaging for room amenities.



- **Increasing on-site waste management facilities**, such as anaerobic bio-digesters and composts, to help close the waste loop at our hotels. End-of-life considerations are incorporated into guidance and training for colleagues so they may choose the best eco-alternatives for their local context.
- **Regularly tracking and communicating our elimination progress**, both internally and externally. Progress is discussed during quarterly meetings by the Executive Advisory Panel, Sustainability Leadership Council and Sustainability Champions. The driving force behind the Group's ambitious goal is a dedicated Sub-Committee made up of key Working Group leaders and Rooms and Quality representatives who comb through eco-alternatives chosen and address obstacles faced.
- **Collaborating with suppliers** to eliminate unnecessary packaging, develop solutions free of single-use plastic and adopt reusable delivery packaging and systems. A range of room amenities that are free from single-use plastics has been developed with the supplier, Palatino, and we have made advancements such as reducing the plastic content of toothbrush bristles. Eco cling film and sous vide vacuum bags that are home-compostable have been improved with our feedback and subsequently adopted into our operations as we lead industry change on replacing traditionally challenging items.
- **Raising awareness of the issue** through our engagement with guests, outreach activities with local communities, and knowledge-sharing at industry conferences, such as the Phuket Hotels for Islands Sustaining Tourism (PHIST) virtual conference. Guests can also play a part through the Fans of M.O. programme by indicating their preference to bring their own toiletries.

<sup>5</sup> Pew Charitable Trusts and Systemiq (2020). Breaking the Plastic Wave. [https://www.pewtrusts.org/-/media/assets/2020/10/breakingtheplasticwave\\_mainreport.pdf](https://www.pewtrusts.org/-/media/assets/2020/10/breakingtheplasticwave_mainreport.pdf)



In alignment with our single-use plastic elimination goal, we worked to identify sustainable alternatives for our Personal Protective Equipment. Clearly during the pandemic, our guests' and colleagues' health and safety remain of paramount importance. We further demonstrated our care for our guests through complimentary "We Care" packages featuring quality fabric masks and multi-use aluminium bottled hand sanitisers. To avoid wastage, these packages are only offered upon request. Our colleagues are also offered masks made of quality fabric and are encouraged to use them.

Beyond March 2021, we will continue to tackle supplier packaging. These plastics are typically disposable packaging that is delivered to the property along with the goods. Given how ubiquitous plastic has become in this area, over which we have no direct control, we recognise that this an ongoing challenge. Nonetheless, we have initiated a process of engagement and collaboration with our suppliers to implement take-back programmes for reusable delivery containers, as well as other more sustainable alternatives ideas. For example,

at Mandarin Oriental, Bangkok, fruits and vegetables are being delivered from suppliers in banana leaf and reusable baskets.

We are constantly reviewing the best eco-alternatives and beyond March 2021, we will be phasing out synthetic materials made with plastic fibres as they can contribute to microplastics in the environment. We will also be phasing out bioplastics wherever better eco-alternatives are available. Most commercially available bioplastics such as PLA, although biodegradable, take a long time to break down in the absence of the right composting conditions. Suitable composting facilities are not commonly available, and it is also difficult to sort out bioplastic refuse since they are indiscernible from plastic. Only for selected items, where there is an opportunity for closed loop recycling on-site, have we identified home-compostable grade bioplastic as an alternative. These items include sous-vide vacuum bags, cling film, and garbage bags for wet food waste which may be sorted with food waste into on-site biodigesters and compost sites.



CASE STUDY

### Water Bottles

**Avoided plastic footprint per average year:  
7.7 million bottles**

Plastic water bottles are one of the most heavily used single-use plastic items in a hotel. We have replaced plastic bottles with either glass or aluminium bottles across all operational areas from restaurants and bars, meeting venues, guestrooms, spa and fitness areas to airport-hotel transfer vehicles and back-of-house areas. Over a third of our hotels have implemented in-house water bottling using premium water from quality water filtration systems such as Nordaq and Natura. Bottling our water in-house helps to cut the plastic waste and transportation footprint associated with transporting water bottles.



As one of the forerunners implementing in-house hotel water bottling in China, Mandarin Oriental was faced with the challenge that no clear regulatory rules have been developed in this area. Working with our partner Nordaq, we identified a solution that involves changes to standard operating procedures and implementation of regular hygiene audits. The solution is now being trialled at Mandarin Oriental Wangfujing, Beijing before being rolled out to all our hotels in mainland China.

CASE STUDY

### Garbage Bags

**Avoided plastic footprint per average year:  
294 tonnes of garbage bags**

Garbage bags are another significant source of plastic use at hotels. We challenged the status quo that garbage bags were necessary in guestrooms and eliminated their use through a new empty-and-sanitise procedure wherever feasible. Our hotels are adopting this new operating procedure for smaller in-room bins in our Spas and guestrooms.

To maintain our high standards of hygiene for the disposal of wet food waste, our preferred choice is home-compostable bioplastic garbage bags. These provide an opportunity to close the waste loop on-site, via an anaerobic bio-digester or on-site compost. Home-compostable bioplastic bags are priced at a premium compared to conventional plastic bags, and quality choices that met the Group's standards are difficult to source. However, through ongoing sourcing and trialling efforts, we have conducted a successful trial for BIO STARCHWARE garbage bags with the distributor Plastic Conscious.

For all remaining areas where garbage bags are necessary, such as housekeeping, we are switching to home-compostable bioplastic bags as a better alternative to plastic. We continue to identify ideas and work with other stakeholders to tackle the elimination of larger garbage bags used in our bulk bins, especially where local waste regulations require the use of specific plastic garbage bags, but we will strive to adopt sustainable alternatives within our operational control.



CASE STUDY

### Guestroom Bath Amenity Bottles

**Avoided plastic footprint per average year:  
4.9 million bath amenity bottles**

In the hospitality industry, bulk amenity dispensers for items such as shower gel and shampoo are traditionally associated with low-budget properties, while elegant single-use bottles are seen as their luxurious counterparts. However, these small bottles constitute a significant amount of plastic waste and, while they may be recycled once or twice, they are disposed of in landfills or incineration plants eventually.



Consequently, we are taking the lead in changing perceptions for the luxury hospitality sector. We have carried out successful pilot tests for wall mounted dispensers filled with high quality, chemical-free products from luxury brands such as Diptyque. To prevent any potential contamination, we are using refillable cartridges and tamper-proof bulk bottle dispensers. The Covid-19 pandemic has slowed the depletion of our existing stocks of small amenity bottles but once these stocks are depleted, our new solution will be rolled out across all hotels in the Group over the year of 2021.

## RESPONSIBLE PROCUREMENT

In our day-to-day operations we are very conscious that our purchasing decisions of many products and services have an impact on broader society and the environment. One of our Guiding Principles is 'Acting with Responsibility', and we aim to make procurement choices that promote human rights and fair working conditions, and also protect the environment.

In 2019, we initiated a formal Responsible Procurement strategy and roadmap to improve our sourcing practices. We established a Groupwide Responsible Procurement Policy to embed responsible procurement principles into our purchasing decisions. The policy includes a Supplier Code of Conduct which not only sets out principles and minimum standards that the Group expects its suppliers to comply with, but also ensures that they hold their own suppliers and subcontractors accountable. The Group maintains a whistle-blower policy where colleagues and suppliers may report any concerns about malpractice.

Training on Responsible Procurement was introduced to equip hotels with the knowledge and tools to procure responsibly. Sustainability Champions and procurement colleagues received the training first in 2019, while the training content was later adapted for all colleagues in 2020. Colleagues are also encouraged to make responsible purchasing decisions in their daily lives. To support the training, Responsible Procurement Guidelines were established in 2020, offering more detailed instruction and guidance. Best practices in responsible procurement were discussed and shared across hotels through internal platforms including Sustainability Champion meetings, the Group's sustainability site and social app MyMO.



Coffee, tea, vanilla, cocoa, paper and seafood are priority categories that we have focused on in 2020, as we believe these are items where we can make the greatest impact. Goals were set for each key category and progress was monitored at both property and Group level. Disruptions to business posed by the pandemic were a major challenge, but Mandarin Oriental has kept pushing ahead with this important goal. In support of animal welfare, we are also driving actions across our operations to attain 100% global compliance with cage-free eggs by 2025. Currently, our performance data for responsible procurement is based on as-reported figures from our hotels and we are working on generating more robust data. Dedicated Task Forces have been working to develop improved ways of leveraging our existing procurement systems for responsible procurement data. When the objectives of the Task Forces are met in 2021, we intend to publicly share this responsible procurement progress.



Key Category

Description

Coffee, tea, vanilla & cocoa



**GOAL 100% Ethically sourced**

- All suppliers or distributors are required to provide assurances or certifications that their produce meets our standards of being fair, equitable and sustainable
- We do not tolerate any violation of human rights including child labour and forced labour, and support the better distribution of value to producers

Paper



**GOAL 100% Sustainably-certified corporate-use paper**

- Our current focus is on corporate-use paper, which includes printing paper and facial tissue, that has the highest paper footprint within our hotels
- We are digitalising processes such as shifting to e-payslips, and procuring paper that is marked sustainable by recognised certification schemes such as the Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC)

Seafood



**GOAL Increase procurement of sustainable seafood and avoid procurement of endangered seafood**

- We are promoting the procurement of sustainable seafood from reputable certifications recognised by the Global Sustainable Seafood Initiative (GSSI), such as the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC) certifications
- We have committed towards not serving the following endangered species:
  - o Sharks
  - o Marine mammals
  - o Sea turtles
  - o Wild-caught eels
  - o Chilean wild-caught sea bass, unless MSC certified
  - o Orange roughy
  - o Wild-caught sturgeon (caviar), especially if originating from Caspian and Black Seas
- As a member of the Hong Kong Sustainable Seafood Coalition, we contribute to strategic industry dialogues and our sustainable seafood initiative is informed by the latest findings from industry experts



**Supporting Local Business and On-site Fresh Produce**

Supporting local produce strengthens the local economy, reduces transportation emissions and offers guests an authentic local experience. In our Beijing hotel, the purchasing team conducts ongoing market research to increase local procurement of seafood, poultry, milk and dairy products, fruit and packaged beverages.

Organic herb and vegetable gardens have been created in many of our hotels, including Dubai, Jakarta and Lago di Como, and offer a farm-to-table dining experience for guests, ensuring the freshness of produce. At Mandarin Oriental, Jakarta fresh garden produce is also donated for a good cause. This year, fruits were donated to Emmanuel Foundation, a non-profit which provides support to infants, children with disabilities, malnourished children, poverty-impacted and scavenger communities.

Emirates Palace, Abu Dhabi has also kick-started efforts to become one of the first hotels in the world to have a desert vegetable garden. Seed varieties that are home-grown, heat-resilient, low in water consumption and full of flavour and nutrients are utilised, while the drip-irrigation method is employed to further minimise water usage. Through this initiative, the hotel hopes not only to engage guests but also raise broader awareness about the importance of growing sustainable organic vegetables that are adapted to the local climate.

# BIODIVERSITY CONSERVATION

## Beekeeping

Bees play a pivotal role in food production and vibrant ecosystems, pollinating 75% of our food crops and nearly 90% of wildflowers<sup>6</sup>. Habitat loss due to increasing urbanisation, climate change, chemical pesticides, dangerous pathogens and invasive species are taking a toll on the global bee population. With bee populations fast declining, Mandarin Oriental is committed to raising awareness and playing a part in boosting bee populations. Our goal is for all our hotels to either invest in their own beehives or work with a local beekeeper. The original target date of late 2020 has been postponed to the end of 2021 due to Covid-19. Around 30% of our hotels have successfully invested in beekeeping and the remaining hotels have their beekeeping projects planned.

Despite the disruptions caused by Covid-19, we are proud of the efforts of two of our hotels in Abu Dhabi and Miami, which have invested in a total of 38 new beehives on-site in 2020. At Mandarin Oriental, Miami each bee colony currently hosts around 50,000 bees. At Emirates Palace, Abu Dhabi beekeeping complements the organic desert vegetable garden, helping with the pollination of vegetables. Across our hotels that support beekeeping, freshly harvested local honey is used in a variety of restaurants and bars, while beeswax is used to make candles and soap. By offering these value-added products to guests, we are able to spread awareness of our beekeeping efforts. The revenue generated from these products contribute to the continued maintenance and support of our beehives.

<sup>6</sup> Pollinators, Pollination and Food Production The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)



## Wildlife and Habitat Conservation

Habitat loss is one of the main drivers of biodiversity loss. Coral reefs are amongst the most diverse habitats on the planet, as well as the most endangered. They are crucial for life under water, protect the shoreline against waves and storms and provide for the livelihoods of millions in the fishing industry. Mandarin Oriental, Jakarta contributes to Livingseas Asia's efforts in protecting and restoring coral reefs in Bali and colleagues who are keen divers also take part in coral planting.



# NATURALLY BETTER FOR GUESTS

“As a Hong Kong-based company we experienced the 2003 SARS epidemic, and so already had some of the world's most stringent safety and cleanliness measures in place. Since Covid-19, we have enhanced those measures even further under our global ‘We Care’ initiative. Our guests already know our reputation for quality, service and cleanliness and we have worked hard to ensure that we continue to maintain the exceptional standards which they expect and trust.”

**Jeremy McCarthy**

*Group Director of Spa & Wellness*



# HEALTH, SAFETY AND SECURITY

The Covid-19 pandemic unfolded at an unprecedented pace across the world in 2020 and continues to evolve. At Mandarin Oriental, the health and safety of our guests is of paramount importance. In response, we took swift action to elevate our existing high standards of health and safety by introducing the 'We Care' programme.

## We Care

The programme follows the World Health Organisation's recommendations and leading international standards and best practices. Across all our locations, best practices are adapted according to local advice from health experts and government authorities. We also partnered with global wellness specialist Delos to identify and implement top innovations and technologies that have proven effective in combating Covid-19.

To ensure that all grounds are covered, we have a monitoring team made up of representatives from across all departments who oversee the review and alignment of existing standards and procedures under the 'We Care' programme. A complete repository of 'We Care' resources by department – updated guidelines, standard operating procedures, training materials and recommended health and safety products – is shared through the groupwide intranet. Colleagues are fully trained on elevated health and safety standards and procedures and the maintenance of good personal health and hygiene.

An internationally recognised independent assessor, Lloyds Register, audits our annual Safe and Sound programme and has verified these new methods in place as part of 'We Care'. In 2021, our 'We Care' programme will be re-verified for a further 12-month validity to ensure both international and local health, safety and hygiene standards are maintained at the highest of levels during the pandemic and beyond.

Our 'We Care' initiatives include the following ([see full list here](#)):

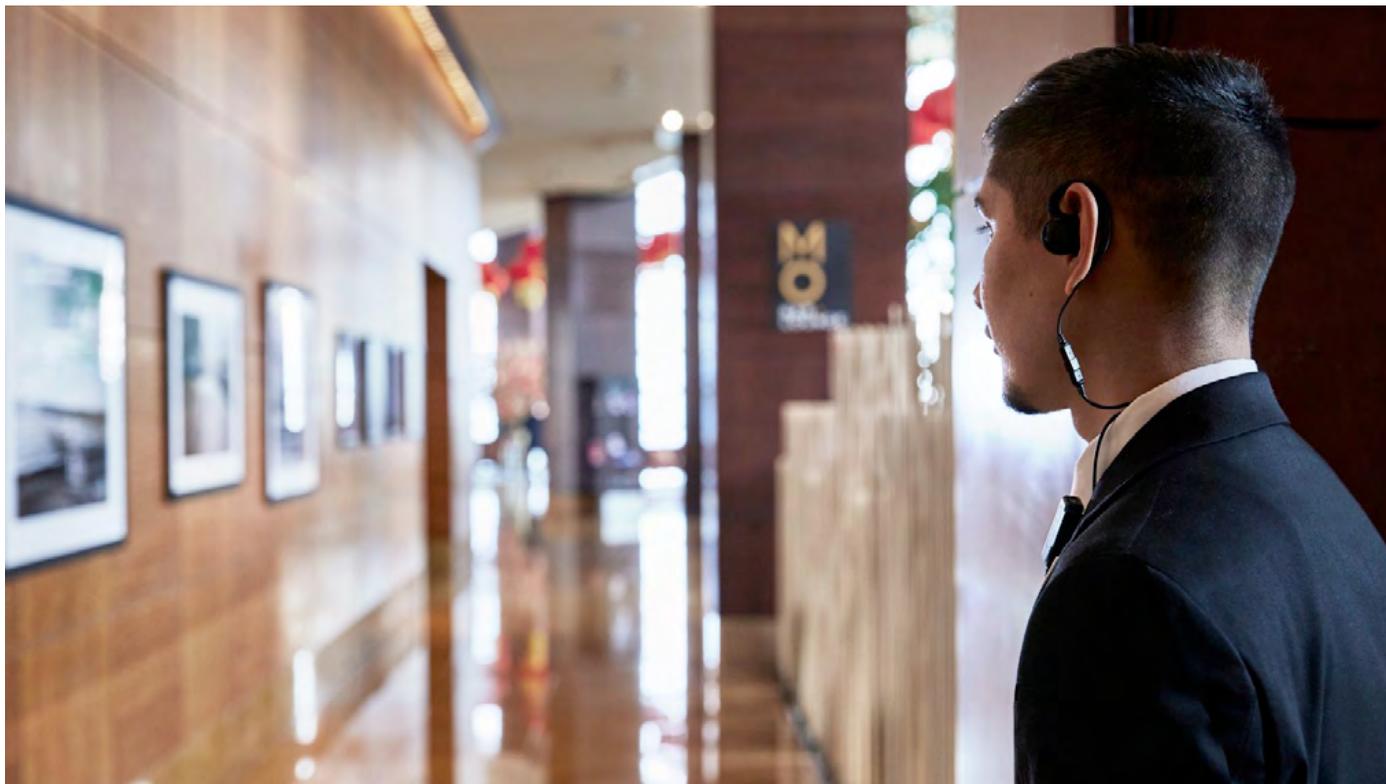
- **Pre-arrival record of guests' personal preferences**  
Guests can indicate their preferred level of service and interaction prior to arrival
- **Personal protective equipment (PPE)**  
Mandarin Oriental-branded 'We Care' PPE for all guests, including masks and disinfectant hand sanitisers
- **Travel and health declarations**  
On arrival, travel and health declaration forms are completed as per local requirements
- **Temperature monitoring**  
Body temperature checks are a standard protocol for all those entering our properties and high-quality thermographic CCTV cameras installed at entrances alert security teams in real time
- **Increased cleaning and sanitisation**  
The levels and frequency of cleaning and sanitisation have been enhanced, especially for air purification systems and high-touch surfaces; self-disinfecting anti-microbial (titanium dioxide) coatings are used on high-touch surfaces like lift buttons for further assurance



# WE CARE

- **Contactless technology and physical distancing**  
Contactless technologies for a range of services such as payment, check-in/out and guest requests are being introduced in phases; physical interaction is reduced through physical distancing measures and staggered schedules for colleagues, guests and suppliers
- **Rapid response and incident reporting**  
Through a mobile app, colleagues are able to report potential Covid-19 incidents and retrieve recommended actions immediately





The 'We Care' programme enhances the Group's rigorous Safe and Sound programme which covers fire safety, security, risk management and food safety, in addition to health and safety. We conduct annual Safe and Sound audits to stay well prepared for any potential crises and business disruptions, and the results of these audits affect executive compensation. This year, we put ourselves to the test with unannounced audits, as opposed to the announced audits in previous years. Where physical inspection of our facilities was challenging due to city lockdowns and other travel restrictions, equally rigorous remote audits were conducted using digital tools such as video conferencing platforms. We are pleased to share that Safe and Sound audit performance in 2020 has remained stellar, and the Group's overall average score is 91.8%.

### Data Privacy and Security

In a world that has grown increasingly digital, we also recognise that data privacy and security must be treated seriously. Our Data Privacy Policy clearly illustrates our commitment in handling personal data with the highest levels of integrity, security, and care. We implement administrative, organisational, and technical safeguards and security measures to protect personal information within our control from unauthorised access, acquisition, disclosure, destruction or alteration, accidental loss, misuse, or damage. These safeguards and measures are regularly reviewed and monitored, and all colleagues receive annual training on data privacy and security.

### CASE STUDY

#### Emirates Palace, Abu Dhabi

The Covid-19 pandemic has highlighted the importance of early detection and intervention in fighting the virus. At Emirates Palace, Abu Dhabi, bi-weekly Covid-19 PCR screening for all colleagues is conducted under the support of the local government. This regular screening helps to ensure early identification of Covid-19 positive cases, whether symptomatic or not. In the next phase, the hotel will be offering free Covid-19 vaccinations to colleagues.

All parties entering hotel premises have to comply with the same arrival process as colleagues reporting for work, including temperature screening and hand hygiene. For suppliers, delivery times have been staggered to ensure sufficient time for the sanitisation of the receiving area. In addition, as much of the hotel's procured goods arrive from Dubai, suppliers are required to present a negative Covid-19 PCR test result when travelling into Abu Dhabi. These added layers of stringent health and safety measures help to reassure the safety of our colleagues and guests.

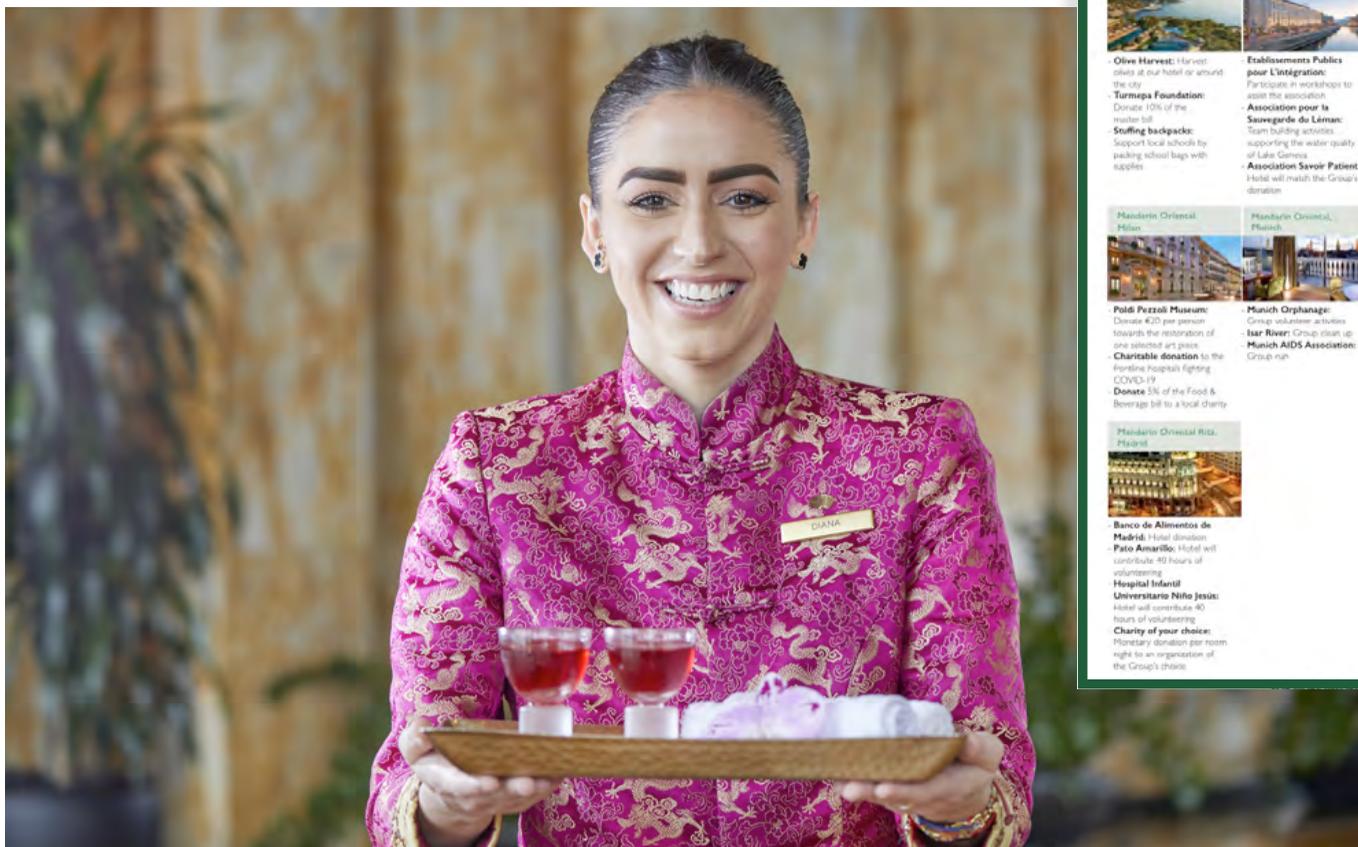


# HOLISTIC WELLNESS

The Covid-19 pandemic has brought about drastic changes in the way we work, learn and live. To help us cope with the changes taking place, it is important to focus on physical, mental, and emotional wellness.

Maintaining the wellness of our guests is one of our top priorities. We show how much we care through enhanced safety measures and personalised recognition of guests' preferences and needs. Our goal is not only to always keep our guests safe, but also to help them become even healthier in the time that they spend with us. At our Spas, guests are able to enjoy award-winning

spa concepts that integrate our Oriental heritage and unique local cultures. Each Spa at Mandarin Oriental is individually designed to offer the finest combination of traditional holistic healing experiences, results-driven beauty treatments and personalised fitness and wellness assessments. A range of immunity boosting drinks and snacks are also offered at our Spas. Our commitment to truly exceptional Spa and wellness experiences is recognised by international standards. In 2020, we maintained the top spot amongst the Forbes' 'Five-Star Spa' awards with the highest number of hotel awardees, achieving a new record of 14.



## Mindful Meetings and Meeting with Purpose

With our 'We Care' programme of stringent health and safety protocols in place, guests may book meeting venues with confidence. We bring traditional meetings to new heights with our innovative wellness offerings through Mindful Meetings. These events allow attendees to experience the elements of nourishment, movement, stillness, connection and well-being. Combined with meeting venues ranging from rooftops to Michelin-starred restaurants, alfresco gardens or even beachfront settings, Mindful Meetings seek to inspire attendees. Attendees may also opt for more natural, environmentally friendly, and low-carbon elements such as infused water, fresh local food and vegan menus. This innovative approach is designed to improve engagement, promote productivity, reduce stress and enhance well-being of attendees so they can deliver the results that matter.

This year, we also launched our 'Meeting with Purpose' initiative. This initiative offers meeting planners a selection of corporate social responsibility experiences that can be incorporated into a meeting agenda, with the aim of providing attendees purposeful involvement in home-grown sustainability efforts. At Mandarin Oriental Hyde Park, London, guests can donate their time by joining the hotel's chefs in the

kitchen to prepare, cook and pack food for collection and delivery to those in need.

**Meeting with Purpose**

EUROPE			MIDDLE EAST
<p><b>Mandarin Oriental, Barcelona</b></p> <ul style="list-style-type: none"> <li><b>Olive Harvest:</b> Harvest olives at our hotel or around the city</li> <li><b>Turmeqa Foundation:</b> Donate 10% of the master bill</li> <li><b>Stuffing backpacks:</b> Support local schools by packing school bags with supplies</li> </ul>	<p><b>Mandarin Oriental, Geneva</b></p> <ul style="list-style-type: none"> <li><b>Establishments Publics pour l'Intégration:</b> Participate in workshop to assist the association</li> <li><b>Association pour la Sauvegarde du Léman:</b> Team building activities supporting the water quality of Lake Geneva</li> <li><b>Association Savor Patient:</b> Hotel will match the Group's donation</li> </ul>	<p><b>Mandarin Oriental Hyde Park, London</b></p> <ul style="list-style-type: none"> <li><b>Feed the Community:</b> Work with our chefs to prepare, cook and pack food for collection and delivery to those in need</li> <li><b>Oxfam:</b> Donate linen sorting and shipping retail items at the many stores throughout London</li> </ul>	<p><b>Emirates Palace, Abu Dhabi</b></p> <ul style="list-style-type: none"> <li><b>Companies for Good:</b> Tree planting program</li> <li><b>Buy a meeting room and feed a family:</b> Food donation</li> </ul>
<p><b>Mandarin Oriental, Milan</b></p> <ul style="list-style-type: none"> <li><b>Poldi Pezzoli Museum:</b> Donate €20 per person towards the restoration of one selected art piece</li> <li><b>Charitable donation to the Aspinia Hospital</b> fighting COVID-19</li> <li><b>Donate 5% of the Food &amp; Beverage bill to a local charity</b></li> </ul>	<p><b>Mandarin Oriental, Moscow</b></p> <ul style="list-style-type: none"> <li><b>Munich Orphanage:</b> Group volunteer activities</li> <li><b>Isar River:</b> Group clean up</li> <li><b>Munich AIDS Association:</b> Group run</li> </ul>	<p><b>Plaza Hotel, Paris</b></p> <ul style="list-style-type: none"> <li><b>PJR Project:</b> Contribute to environmental protection</li> <li><b>La Soupe Saint-Eustache:</b> Food donation</li> <li><b>A. Chacun son Everest:</b> Donate 1% of the event final check</li> </ul>	<p><b>Mandarin Oriental, Dubai</b></p> <ul style="list-style-type: none"> <li><b>Beach clean up</b></li> <li><b>Qatar Charity:</b> Donate to various ongoing initiatives and projects</li> </ul>
<p><b>Mandarin Oriental Ritz, Madrid</b></p> <ul style="list-style-type: none"> <li><b>Banco de Alimentos de Madrid:</b> Hotel donation</li> <li><b>Pato Amarillo:</b> Hotel will contribute 40 hours of volunteering</li> <li><b>Hospital Infantil Universitario Niño Jesús:</b> Hotel will contribute 40 hours of volunteering</li> <li><b>Charity of your choice:</b> Monetary donation per room night to an organisation of the Group's choice</li> </ul>			<p><b>Mandarin Oriental, London, Dubai</b></p> <ul style="list-style-type: none"> <li><b>Emirates Bio Farm:</b> Tree planting program</li> <li><b>Mawahib from Beautiful People:</b> Create joint artwork</li> </ul>



### Wellness at Home

During these times of restricted travel and quarantining, technology has helped us connect our guests, colleagues and communities to a variety of wellness activities. Our Spas have been offering a global calendar of live-streamed wellness classes that are free and open to all. Through our guest recognition programme, known as Fans of M.O., guests are extended complimentary access to Grokker®, a digital wellness platform featuring thousands of expert-led wellness videos offering classes in yoga, fitness, meditation, and healthy cooking. We also shared with our clients a special edition of Wellness at Home online resources, which include guided meditation videos and Mindfulness colouring books, among others.

Every year on Global Wellness Day, we open the doors of our facilities to our local communities with a day of

complimentary wellness activities designed to help people prioritise a healthy lifestyle. This year, many of our hotels were closed in June during Global Wellness Day, thus we offered '24-hours of Wellness' instead, featuring a programme of 24 different wellness activities that were offered live every hour on our Instagram account.

Likewise, this year's annual Silent Night event incorporated workshops on Instagram featuring our Head of Group Spa Operations, Andrea Lomas-Gong and a mindfulness and meditation teacher from Mandarin Oriental Hyde Park, London, Andrew Johnson. The theme of this year's event was to take time for stillness, to reflect on the events of the past year and to help us process all we have been through.



### Championing Sustainability in the Industry

Apart from advancing the sustainability of our Spas, we are also committed to driving wider positive change across the industry. Over the past year, we have connected with like-minded non-profit organisations, such as the Green Spa Network and The Sustainable Spa Association and look forward to exploring potential collaborations for the future of the industry.

We encourage and collaborate with our suppliers on responsible procurement and are proud to share that our long-time partner for spa and wellness products, Aromatherapy Associates, has successfully achieved its ethical B Corp certification in 2020. We believe in sourcing ingredients that are naturally better and will continue our collaboration with suppliers and other partners who share our goals to bring more sustainable products to the spa industry.

# GUEST SATISFACTION AND SUSTAINABILITY

We are committed to exceeding customers' expectations by surprising them with our ability to anticipate and fulfil their wishes. As part of our 'We Care' initiative, we developed Guest and Colleague Journeys to tailor guest experiences based on their preferred level of service and interaction under Covid-19. Across all areas of the hotel, we have enhanced cleaning and sanitisation, including the sanitisation of guest registration iPads after every use. We are also introducing a phased rollout of contactless technologies. Through our helloMO mobile app, guests may simply message from their own phone to make enquiries or reservations. This is currently in place at 23 hotels. At Mandarin Oriental, Boston guests who wish to have a contactless check-in can opt to be escorted to their guestroom by MOBI, the hotel's robot butler. MOBI integrates with the elevator system so he can call the lift himself to escort guests to their rooms or deliver items in a socially distanced way.

Even as health and safety issues take precedence, we continue to strive to create remarkable experiences for our guests, as guided by our Legendary Quality Experiences (LQEs) standard. In 2021, we will be rolling out a set of LQEs that is centred around our 'Naturally Better' vision of the planet, colleagues, guests and communities. These sustainability LQEs represent our promise to maintain sustainability initiatives and awareness. The Group believes that pulse checks are important to monitor and maintain our hotels' service performance if we are to be recognised as a leader in luxury hospitality. Apart from LQEs, Mandarin Oriental



Mandarin Oriental, Boston

utilises various quality benchmarking processes to monitor and improve performance, including the international benchmarking standards established by Leading Quality Assurance (LQA). As of late 2019, in addition to service quality, we also gather guest feedback on our sustainability performance through guest surveys. In 2020, 83.6% of guests who took the survey are either very satisfied or satisfied with the overall efforts that our hotels put towards sustainability and 80.9% strongly agree or agree that Mandarin Oriental makes it easy to make sustainable choices. Our hospitality excellence has been recognised consistently by influential global publications, including the American Automobile Association, Restaurant Magazine – Asia's 50 Best Restaurants, Condé Nast Traveller, Forbes Travel Guide, Sina Weibo Taste and the Michelin Guide.

## Fans of M.O.

We endeavour to offer truly personalised recognition to our loyal guests through our guest recognition programme. Fans of M.O. enjoy greater personalisation of their hotel stay, and the convenience of faster booking, complimentary WiFi and exclusive members-only offers from our hotels and partners around the world. This year, we introduced preference options for service and interaction levels in light of Covid-19, as well as options related to sustainability attributes. Prior to their arrival, Fans of M.O. are now able to opt for linen and towel reuse, to bring their own toiletries and request accessible rooms.



# NATURALLY BETTER FOR COLLEAGUES

The engagement and retention of colleagues is critical to the Group's success as we work towards our new vision 'A World of Fans'.

We strive to deliver a compelling work experience for colleagues at all levels to drive talent engagement and retention, with an approach that is relevant to our multi-generational workforce. We are also ensuring that processes are in place to listen to colleagues so that we can respond appropriately, and we are strengthening colleague engagement through holistic communications approaches and initiatives and establishing relevant platforms to enable colleagues to communicate with one another.

In 2020, reduced business levels resulting from the Covid-19 pandemic led to difficult decisions being made with an approximate 20% reduction in colleague headcount across the Group. In addition, many other colleagues were placed on furlough or part-time work and salary measures were introduced for those still working. During this period, the engagement of our colleagues became even more important. Ongoing internal communication was critical and colleagues were kept engaged through a wide variety of activities including online learning, wellness initiatives and virtual town hall sessions.



# ENGAGING BETTER TOGETHER

The 'Engaging Better Together' initiative was launched in the early part of the year, to help colleagues better utilise their time for self-development during the periods that they were on furlough or part-time work. A task force of over 40 Human Resources and Learning & Development colleagues conducted virtual sessions and shared over 500 creative topics and best practices to keep our colleagues engaged and motivated.

Whether related to skills at work, health and wellness, or hobbies and interests, a vast amount of specially curated content was thoughtfully delivered to colleagues through innovative use of technology. The Group-wide "Self-Development Series" through live webinar sessions were especially well-received, colleagues were also able to revisit recorded sessions during their own time. Sessions included panel discussions with Corporate Colleagues and Hotel General Managers on topics such as building careers in hospitality as well as content as varied as festive wine knowledge, clearing clutter and teambuilding techniques. Through the use of virtual breakout rooms, participating colleagues were able to exchange thoughts and ideas in smaller intimate settings. In addition to the Group's self-development initiatives, our parent company Jardine Matheson Group extended complimentary training through its Silver Lining Academy benefitting over 500 colleagues.

The pandemic may have kept colleagues apart physically but, with creative ideas and innovative use of technology, colleagues from all parts of the organisation and across the globe were brought together even closer than before. Our internal social app MyMO became a key platform through which colleagues could connect virtually and opened lines of communication which did not previously exist. Weekly CEO posts as well as monthly 'Ask Me Anything' sessions were very well appreciated and received the most likes from colleagues .



## Self-Development Series



# HEALTH, SAFETY AND WELL-BEING

“We value the health and safety of our colleagues and maintain high occupational safety standards at our hotels. In 2020, there were 6.98 incidents per 100 colleagues resulting in lost time, relatively similar to 2019, with the majority of these incidents being minor injuries. There were however regional differences in lost time incident figures, with locations that were in lockdowns due to Covid-19 having reduced number of incidents. We will continue to enhance associated training programmes, monitor progress and implement actions to improve workplace health and safety.”

**Paul Clark**

*Chief Human Resources Officer*

‘We Care’ became a rallying cry for the Group during 2020. We made every effort to help our colleagues cope, and have provided well-being and training opportunities during times when colleagues were unable to work. As colleagues returned to work, we provided them with a ‘We Care’ package which included embroidered cloth masks that matched their uniforms, a mask pouch as well as a cross-body bag with easily accessible disinfectant wipes. MOve Back In Workshops were conducted for returning colleagues and included new safety standards for both colleagues and guests and refresher training on all service standards. Sessions were also held to explore colleague sentiments and issues that colleagues were facing.

We value the health, safety and well-being of our colleagues, and devote considerable time and resources to cultivating a corporate culture of well-being. Numerous programmes were initiated across the Group. In particular, our Group-wide **Inner Strength — Outer Strength Course**, a four-week wellness course, designed to help colleagues use the time of disruption to develop new positive habits that would enable them to return to work feeling physically healthy and mentally resilient. The course focused on three areas:



- **Vitality** including fitness, exercise, yoga, nutrition and other practices to help our colleagues be physically healthy, vibrant and resistant to illness.
- **Mindfulness** including meditation and other practices to help our colleagues to be resilient to stress and to remain focused on positive solutions.
- **Authenticity** featuring exercises based on Positive Psychology to help colleagues become more aware of their own character strengths and how they can use them every day in pursuit of their highest values and goals.

In 2020 we launched the fifth iteration of our annual Colleague Wellness Week, which has become a mainstay event for the Group. Throughout the week of September 14, a variety of colleague wellness activities were conducted at every hotel. Where physical events could not be held, colleagues were engaged in live stream and pre-recorded wellness events. The events ranged



Mandarin Oriental, Lago di Como



Mandarin Oriental, Guangzhou



Mandarin Oriental, Macau

from meditative activities like yoga and sound bathing to combat stress, to intense workouts such as HIIT classes and tennis drills to boost adrenaline levels. For example, at Mandarin Oriental, Guangzhou, a total of six different activities were held, including a cook-off competition where colleagues from non-culinary departments showcased their culinary skills and a fierce game of tug-of-war that offered fun and excitement while developing teamwork and cooperation.

# ELEVATING THE COLLEAGUE EXPERIENCE

In early 2020, we embarked on a journey to redesign our approach to enhancing our colleague experience. In order to attract, engage and retain the ‘right talent’. This initiative has become even more important given the impact of COVID-19 and the need to focus on re-integration of colleagues to the workplace and, in some cases, to re-gain trust. This is a key pillar of our HR strategy.

Willis Towers Watson’s High-Performance Employee Experience (HPEX) Model is being used as a framework to drive this critical focus. The key drivers of the model are:

<b>PURPOSE</b>	UNDERSTANDING	INCLUSION	INSPIRATION
<b>WORK</b>	ORGANISATION	VOICE	INNOVATION
<b>MY SUCCESS</b>	RECOGNITION	CAPABILITY	GROWTH
<b>PEOPLE</b>	SUPPORT	COLLABORATION	TRUST

A series of virtual workshops commenced in early October during which teams from each hotel were familiarised with the HPEX model, they performed an initial analysis of their colleague experience today and shared thoughts for the future. The process will also be completed within the corporate organisation. A Colleague Experience Survey will then be launched to all MOHG colleagues in 2021.

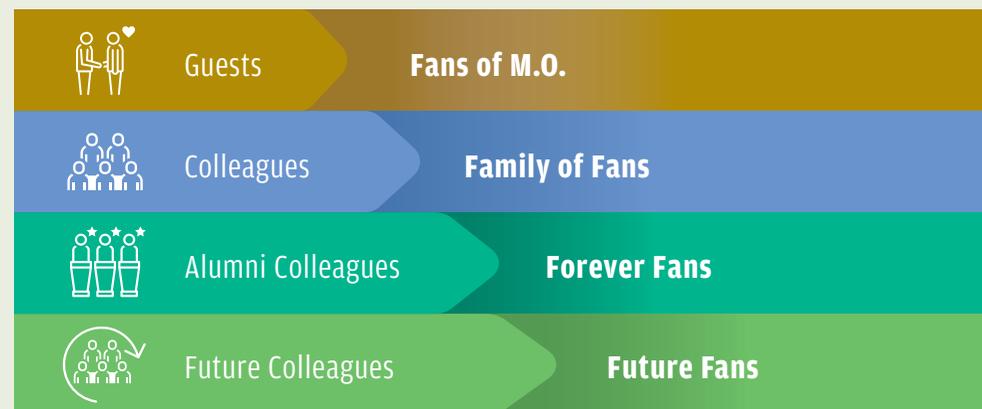
This critical initiative will be led by the Group’s management team with actions related to the key drivers being articulated and implemented throughout the organisation.

## A WORLD OF FANS

“Over the last half decade, Mandarin Oriental has achieved its vision of becoming one of the best luxury hospitality groups in the world. As the Group looks forward, we will be pursuing a new vision – to create A World of Fans. Through this vision, we are extending our commitment to hospitality excellence to all the contacts and connections we make across the world.”

**Jacqueline Moyse**

*Vice President of Organisational Development*



## Family of Fans

The right people can make the most ordinary things extraordinary. Our colleagues from all our hotels throughout the world make up our Family of Fans who help to deliver amazing experiences and create beautiful memories for guests. We are committed to treating our Family of Fans respectfully and creating an environment where they can work harmoniously, passionately, grow continually and feel personally valued. To elevate the colleague experience, we invited colleagues to tell us areas where we can improve. As a start, colleagues from 24 properties have taken part in a preliminary feedback session.

We continue to strive to provide a Mandarin Oriental ‘Colleague Journey’ that exceeds colleague expectations, from the initial interview process to the comprehensive MOve In Orientation and on to our numerous Learning and Development programmes. As the pandemic accelerates the world’s adoption of digital technologies, we are also shifting our Learning and Development approach to groom A World of Next Generation Fans. We will provide learning experiences that feature contemporary and relevant content and delivery methods in modern learning spaces, including the online environment.

To provide the highest service standards for our guests, colleagues are well-trained in their scope of work and knowledgeable about their respective properties and our brand. At every hotel opening, a different group of experienced Mandarin Oriental colleagues act as Cultural Exchange Ambassadors (CEAs), sharing the brand’s culture with new colleagues whilst training them on comprehensive Standard Operating Procedures that are tailored to the local context. This year, for the very first time, we conducted our comprehensive pre-opening training virtually for properties due to open in 2021. The training format may have changed, but our trainers are paying the same keen attention to ensure training of the same high quality.

Upon joining the Mandarin Oriental family, new colleagues undergo our mandatory MOve In Orientation programme where they familiarise themselves with all aspects of the brand, from culture and heritage to sustainability. Colleagues are empowered to take charge of their career growth through an online performance management system which tracks performance, training and overall professional development. This year, the Group also launched the PROFILE app that enables performance reviews to be completed easily, even on the go. Advancing on their ‘Colleague Journey’, colleagues learn and grow through our signature MOve Up, MOve Forward and MBA Executive programmes. The MOve Up programme focuses on supervisors and junior managers, while the MOve Forward programme is dedicated to experienced managers and during 2020, much of the content was delivered online. A total of 28 colleagues participated in the virtual training format, and for the first time, training was merged between the regions of Asia and EMEA, allowing for a more diverse exchange of perspectives. Our MBA Executive programme is a unique in-house programme that helps us groom future leaders as part of our succession planning. In 2020, 11 senior management colleagues commenced their MBA studies.

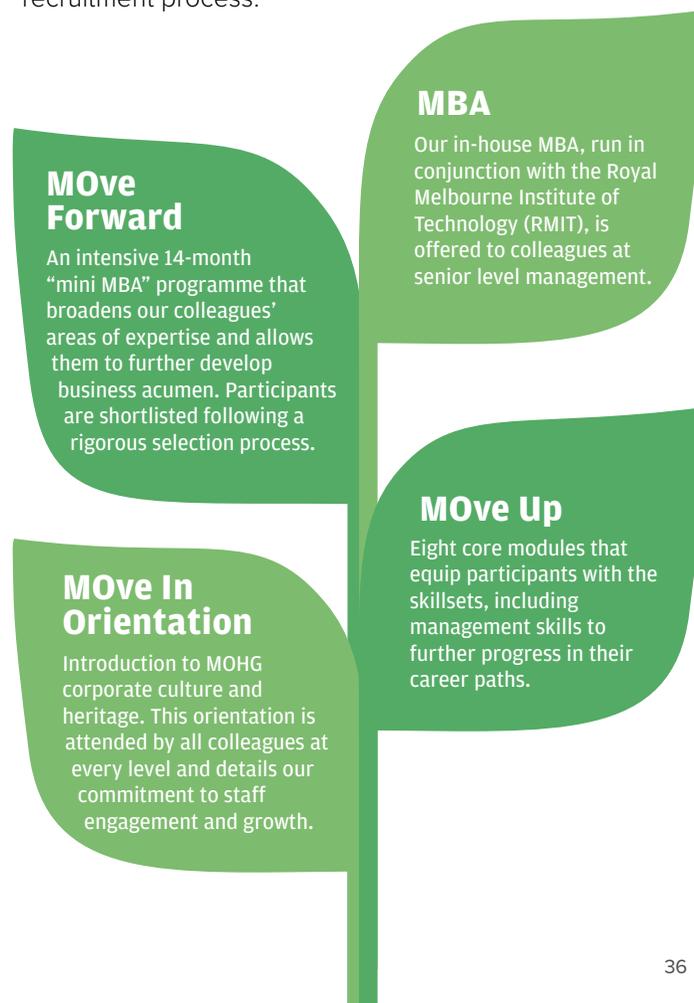
To further facilitate the personal growth and career development of colleagues, we launched the MOHG Mentoring Programme in 2019. We believe that nurturing relationships between mentors and mentees also enhances our organisational culture. In December 2020, we introduced a talent development programme, MOsaic Mentoring, where 20 high potential colleagues were identified, and following ‘Chemistry chats’, matched with a mentor.

## Forever and Future Fans

As we broaden our vision to create A World of Fans, a new focus is shined on forming deeper connections with our alumni and future colleagues. Our alumni community are our Forever Fans. Introduced this year, the Forever

Fans initiative has been well received by former colleagues. It offers access to the latest Group news on growth, development and appointments, a Knowledge Portal for learning and development, and a unique space to connect with Forever Fans across the globe, among others.

We are also placing an emphasis on the recruitment of young talent, who are our potential Future Fans. Over the years, we have built close relationships with many educational institutions in the hospitality field to help nurture future talent at Mandarin Oriental and across the industry. We will continue to maintain and further these strong connections, while enhancing all aspects of our recruitment process.



# HUMAN RIGHTS AND INCLUSIVENESS

## Human Rights

At Mandarin Oriental, 'Acting with Responsibility' is a core guiding principle. We believe that it is essential to operate our business in a way that respects the dignity, well-being and human rights of our colleagues, the people involved in supporting our supply chain and the communities where we operate. Our approach is informed by the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Fundamental Conventions, with regard to child and forced labour, wages and working hours, health and safety, freedom of association and non-discrimination.

To ensure that ethical business practices are robust and effectively implemented across the Group and along the supply chain, our Code of Conduct is incorporated into every colleague employment contract. It requires that all operations comply with all applicable laws and regulations and that proper standards of business conduct are maintained. The Group's Responsible Procurement Policy helps to ensure that purchasing decisions are made respecting human and labour rights. It also includes our Supplier Code of Conduct, which sets out the principles and the minimum standards that the Group expects its suppliers to comply with, and to which they must hold their own suppliers and subcontractors accountable.

Our approach is continuously enhanced by our Human Rights and Inclusiveness Working Group, in line with international standards and evolving best practices in the industry. In 2020, responsible procurement and modern slavery awareness training was rolled out to colleagues to promote understanding of the risks of modern slavery



and labour exploitation in our business and supply chain. Training was rolled out for all colleagues across our hotels and corporate offices in 2020. This training complements our anti-human trafficking measures that are in place as part of the Group's Security Policies & Procedures Manual. We publish an annual statement on modern slavery in support of the objectives of the UK's Modern Slavery Act and the latest version can be found under Appendix D.



## Diversity & Inclusion

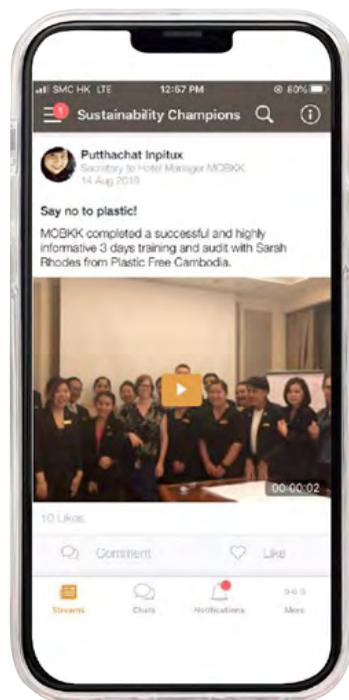
Diversity and inclusion is at the heart of our organisational culture and underpins the Group's new vision of A World of Fans. The goal of our colleague brand is to create a harmonious, respectful, passionate and nurturing culture in which everyone feels personally valued. We prohibit any form of workplace harassment or discrimination based on visible or underlying differences including race, colour, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, and veteran status. At our properties we hire people with disabilities across various disciplines and strive to provide an inclusive and enabling work environment where all can thrive.

As our business grows and our guest portfolio becomes ever more diverse, evolving our colleague culture will stay a priority. We will continue to deliberately foster an inclusive and empowered culture, where colleagues feel comfortable in being themselves and in voicing their ideas. In a multi-phased process, we are deep diving into how diversity and inclusion is embedded within our business, so that we may identify opportunities to improve our current approach. This process is driven by the D&I Council. As a start, dialogue sessions and a workshop with senior management have been conducted on unconscious bias and inclusive leadership.

# CHAMPIONS OF SUSTAINABILITY

Our colleagues are the driving force behind our sustainability success. At every property, a passionate Sustainability Champion and a dedicated Sustainability Committee lead colleagues in identifying impactful ways to support their local community and environmental needs. The Group supports colleagues with tools and resources, including an online sustainability data management system for efficient and effective performance monitoring, and a range of curated training and guidance materials.

At Mandarin Oriental, sustainability is everyone's responsibility. From the moment that colleagues join the family, as part of their Move In Orientation, they complete a Sustainability Training Programme that features the Group's sustainability commitment and approach. All colleagues also participate in an annual Sustainability Awareness Training Programme that features different selected sustainability topics each year. Adapted from a more in-depth training that Sustainability Champions and Procurement colleagues received in 2019, 2020's training covered responsible procurement and modern slavery, relevant to general hotel operations, as well as the personal lives of colleagues. Further programmes will be rolled out through 2021. Local case studies were also incorporated to help colleagues realise that acts of modern slavery could be happening closer than they think.



The disruptions caused by the pandemic posed difficulties to conducting training, but our Learning & Development colleagues found innovative ways to overcome them. At our hotels in Munich and Prague, the Sustainability Awareness Training content was broken down to smaller sections and shared with colleagues working from home through short dial-ins lasting two to three minutes. Creative and engaging approaches like this have been initiated by our Learning & Development colleagues over the years.

In addition to formal training, the Group is developing Sustainability Guidelines through which properties can seek step-by-step advice and be empowered to implement localised actions. The first sections, covering sustainability governance and responsible procurement, were launched in 2020 and further topics will be added in 2021. Across sister properties, the exchange of sustainability best practices is facilitated by quarterly Sustainability Champion meetings and

through digital and social media platforms, including MyMO app and our internal sustainability website. Internally, properties drive their respective tailored sustainability awareness campaigns, with messages delivered through training classes, via videos, competitions, posters and other interactive mediums.



## A Champion of Sustainability

Anne Ng, Director of Business Management Systems and Sustainability Champion at Mandarin Oriental, Kuala Lumpur is retiring after more than 20 years of dedicated service. For nine of those years, she has been driving sustainability efforts of the hotel and the Group. Before her departure, she shares her experiences of how her hotel went from ground zero to gaining a reputation as one of Kuala Lumpur’s most sustainable hotels. She also offers words of advice and encouragement for her fellow colleagues.

Mandarin Oriental, Kuala Lumpur maintains a high level of environmental management standards that is internationally recognised by the ISO 14001 certification and is a frequent recipient of the ASEAN Green Hotel Award, an initiative dedicated to promoting sustainable tourism practices across the region. Adding to its list of green credentials is their latest strategic



partnership with WWF to work on key sustainability issues for the hospitality sector, including single-use plastic, food waste and sustainable seafood.

Anne recounts that in the early days, the concept of sustainability was occasionally confusing. Due to her experience with overseeing ISO standards, she was selected to be the first Sustainability Champion at the hotel. Speaking candidly, Anne admitted that being a Champion was “not an easy job” and the journey to being a sustainable hotel was “an uphill climb”. The biggest challenge, she cites, is “to get our colleagues to understand why we needed to be a sustainable organisation. For them to appreciate and be part of the journey”. Over the years, Anne and her Sustainability Committee have gone through “every conceivable idea” from planting trees to cleaning up wetlands, refurbishing a children’s

home, organising fundraising, running events and even performing sketches. The times that she had spent with her colleagues in trying to make a difference, have made her work “fun, (and) rewarding” despite the challenges.

From her experience, Anne states that the key factors in moving the needle for sustainability include strong leadership commitment, collaborative action across sister properties toward common Group goals, and decision-making with sustainability in mind across all aspects.

She attributes much of her success as a Sustainability Champion to a great team and a very supportive General Manager who truly believes in sustainability and influences the executive committee and colleagues to jump onto the sustainability bandwagon. To her fellow Sustainability Champions, she encourages them to be “committed, creative, organised, (and) strong in execution”, stressing determination as key. “Continual improvement is key – find ways and means to overcome hurdles,” she says, “Nothing is impossible.”



# NATURALLY BETTER FOR THE COMMUNITIES

“Covid-19 has affected us all, and we need to continue to support one another through recovery. Amidst the pandemic, our colleagues have risen to the challenge, volunteering time and resources in creative and safe ways to meet community needs.”

**Franck Droin**

*Leader of Hotel Sustainability Committee  
(HSC) Support Working Group*



# SERVING COMMUNITIES

We are deeply aware and appreciative of the sacrifices that our essential workers at the frontline have made to protect public health and ensure that essential services keep functioning. We are also conscious that disadvantaged and marginalised groups need more support now than ever before. The Group's focus for the year is to promote social inclusion in a manner that will engage colleagues and the community to the fullest. Although Covid-19 local regulatory restrictions have prevented us from conducting initiatives in the same way as in previous years, our colleagues have continued to lend a helping hand wherever they can in creative and safe ways. Two-thirds of our hotels successfully implemented community initiatives to support a more inclusive society this year.

The US based Mandarin Oriental Foundation continues its support for the Asian Cultural Council and the FANTastic Match programme in the U.S, which matches the contribution that hotels make to local charities. This year, USD 68,000 was donated to the U.S. hotels' designated charities – Franciscan Children's Charity, Voices for Children, City Harvest and Anacostia Riverkeeper.

## Protecting Health

Playing our part in the battle against Covid-19, our colleagues distributed care packages to vulnerable and disadvantaged groups. Mandarin Oriental, Hong Kong, in partnership with Oxfam Hong Kong, packed 16,680 masks and 11,500 bottles of hand sanitisers that were given to more than 250 underprivileged families and 1,300 street cleaners.

During these trying times, we also showed our support for the healthcare institutions and workers. Mandarin Oriental, Canouan provided much needed support to



Hong Kong



Marrakech

a village clinic, including the donation of gloves, and the photocopying of Covid-19 test request forms for documentation purposes. Mandarin Oriental, Marrakech tailor-made reusable fabric masks for local hospitals and brought healthcare workers bouquets of roses to show their support and appreciation. Our hotels in Kuala Lumpur, Miami and Singapore also delivered hot meals, cookies, and care packages which contained personal hygiene products to healthcare workers.



Canouan



Barcelona

Being accurately informed about the Covid-19 pandemic can help save lives. Mandarin Oriental, Barcelona raised funds to support La Marató 2020, a charity programme on local radio and television, which promotes awareness about Covid-19 and contributes to biomedical research on the disease. Mandarin Oriental, Jakarta conducted several 'We Share' virtual lectures with over 600 students from universities and a hotel vocational school to share knowledge about the Covid-19 disease, personal hygiene and the elevated health and safety measures implemented by Mandarin Oriental.

## Fighting Hunger

The economic impact of Covid-19 has resulted in a loss of jobs and reduction in earnings for many, which has led to an increasing number of people struggling to support their families. Partnering with charities and social enterprises, Mandarin Oriental is helping to fight hunger.

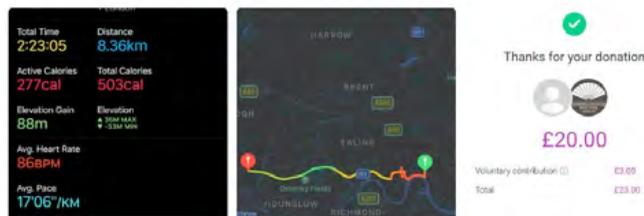
Mandarin Oriental, Tokyo donated nearly JPY 400,000 worth of food and beverages to the nation's largest food bank, Second Harvest, which distributes food to children's homes, single-mother shelters, centres for the disabled and others in need.

Mandarin Oriental Hyde Park, London raised a total of GBP 10,000 for their food distribution charity, Felix Project, as they clocked up wellness hours in response to the '3RC Challenge' of 'Reimagining' and 'Reinventing' ways of 'Connecting' to their community.

### Felix Fundraiser Challenge #3RC

Felix #3RC

[See Translation](#)



Mandarin Oriental, Miami packed hundreds of meals for hunger-relief organisation, Feeding South Florida, which serves the needs of a quarter of the state's food insecure population.

Mandarin Oriental, Munich donated various food and beverages to the Munich orphanage, a home for 140 children and young people from different social and cultural backgrounds.

## Enabling Education and Skills Development

Home-based learning poses a potential digital divide as some underprivileged students cannot afford laptops and may lag behind their peers in learning. To bridge this divide, colleagues from Mandarin Oriental, Hong Kong helped to refurbish used laptops in support of students from low-income families at Crossroads Foundation.



Due to Covid-19 regulatory restrictions and safety considerations, some of our properties have also taken their initiatives online. Mandarin Oriental, Miami initiated 'WOW Center' virtual sessions, which aim to meaningfully engage individuals with developmental disabilities, helping them to explore their potential, develop a sense of community and pursue independence and jobs, as appropriate. Some of these sessions included singing bowls and meditation, table etiquette, bed making 101, how to communicate with a mask and top tips for a successful interview.

At The Landmark Mandarin Oriental, Hong Kong, through the Ebenezer x LMO Training initiative, the visually impaired are offered a chance to learn and practice professional spa massages. The long-term vision of this initiative is to provide job opportunities for the visually impaired and offer blind massage service within the hotel's Spa.

In support of employment of workers with disabilities, Mandarin Oriental, Barcelona purchases ingredients from Cuina Justa, a food catering social enterprise. Colleagues also volunteer at the social enterprise and help with the harvesting of fresh produce and preparations for food delivery.



## Caring for All

The hospitality industry is amongst the most severely affected by the pandemic. With a fall in business levels, many properties have had to let go of contract staff and part-timers. To support these workers, our colleagues at Mandarin Oriental, Kuala Lumpur donated food supplies every month to them. In support of the local hospitality industry, Mandarin Oriental Hyde Park, London donated GBP 20,000 to Hospitality Action, which offers help with mental and physical health, employment and financial aid to hospitality workers in need.

As city lockdowns and tightened travel restrictions took a toll on the livelihoods of taxi and private hire drivers, our colleagues also lent a helping hand. During the nation's Circuit Breaker period, Mandarin Oriental, Singapore supported these drivers with complimentary freshly baked breakfast and coffee sets.

During these difficult times, the welfare of children remains a paramount concern to our colleagues. Mandarin Oriental, Milan hosted charity dinners and lunches to raise awareness and funds for Associazione Onlus l'Abilità, a charity that supports families and children affected by disabilities. Mandarin Oriental Wangfujing, Beijing visited the Sun Village, which takes care of children of Chinese convicts, and donated food, kitchen utensils and toys. Mandarin Oriental, Jakarta brought joy to children when they delivered toys and books to Cigobang, Banten of West Java, an area hit by a landslide in 2020.



Mandarin Oriental, Jakarta

## Environmental Conservation and Animal Welfare

Healthy environments with strong biodiversity are essential for our well-being as they support vital ecosystem services that provide us with clean air, water, and food. The record-breaking Australian bushfire burnt up to 19 million hectares of land and impacted three billion animals, putting the survival of the country's endangered species at great risk. In response to this crisis, colleagues at Mandarin Oriental, Dubai took part in the Desert Warrior Challenge in association with WWF Emirates Nature and raised AED 8,000 to care for wildlife injured and affected by the Australia bushfires. Environmental pollution does not stop even as we grapple with the pandemic, and we continue to play our part to protect the environment where local conditions permit. Our colleagues from properties including Hong Kong, Macau, Miami and Paris travelled to remote beaches, hiked forest trails and hit the streets for clean-up activities.



Mandarin Oriental, Taipei



Mandarin Oriental, Macau



Mandarin Oriental, Dubai

At Mandarin Oriental, Taipei, in support of programmes to protect the endangered Formosan black bear and leopard cats in Taiwan, 'MOre Love' black bear and leopard cat cookies and stuffed toys were rolled out. Net proceeds were donated to the Taiwan Black Bear Conservation Association and Leopard Cat Association of Taiwan.





### Cultural Heritage Preservation

The symbol of Mandarin Oriental Hotel Group is an eleven-bladed fan that ties together the Group's hotels into a single identity. Each of the Group's hotels has its own fan, chosen to reflect the hotel's unique personality. As an example, Mandarin Oriental, Lago Di Como's unique European, antique fan from circa 1880 is reflective of the hotel's sophistication and elegance. It was chosen for its striking design of garlands of golden flowers and silver foliage which reference the beautiful shores of Lake Como.



Mandarin Oriental, Lago Di Como's Signature Fan



Mandarin Oriental Bosphorus, Istanbul's Signature Fan



Mandarin Oriental Ritz, Madrid's Signature Fan

## Mandarin Oriental Fellowship with the Asian Cultural Council

Founded in 1963, the Asian Cultural Council (ACC) is a non-profit organisation that seeks to reinforce international respect and understanding for Asian cultural arts through the provision of grants to artists, scholars and organisations from the U.S. and Asia. Since 2005, the Group has been a partner of ACC with a dedicated ACC Mandarin Oriental Arts Fellowship programme that focuses on preserving the indigenous arts, cultures, and traditions of Asia.

In response to the impact of Covid-19 on international travel and on the livelihood of arts communities, the 2020 Mandarin Oriental Fellowship benefited a constituency of artists in Asia responsible for the conservancy and vitality of dance (SEACN), instead of a single individual recipient. In 2017, a group of ACC Mandarin Oriental Fellows from Indonesia and Thailand, along with dancers and arts professionals from Cambodia and Vietnam, formed the Southeast Asian Choreographers Network Program (SEACN). The programme supported 45 individual dance artists and arts professionals from Indonesia, Thailand, Vietnam, Singapore and Cambodia.



# APPENDICES



## APPENDIX A: PERFORMANCE DATA

## Total Workforce

Total Workforce	Male	%	Female	%	Total	%
<b>By Region</b>	<b>6,077</b>	<b>59%</b>	<b>4,221</b>	<b>41%</b>	<b>10,298</b>	
Asia-Pacific	3,072	56%	2,418	44%	5,490	53%
Europe, Middle East & Africa	2,226	66%	1158	34%	3,384	33%
America	673	57%	500	43%	1,173	11%
Corporate	106	42%	145	58%	251	2%
<b>By Employment Contract</b>	<b>6,077</b>	<b>59%</b>	<b>4,221</b>	<b>41%</b>	<b>10,298</b>	
Full-time	5,820	60%	3,944	40%	9,764	95%
Part-time	48	32%	101	68%	149	1%
Casual	209	54%	176	46%	385	4%
<b>By Colleague Category</b>	<b>6,077</b>	<b>59%</b>	<b>4,221</b>	<b>41%</b>	<b>10,298</b>	
Line Staff	3,178	59%	2,246	41%	5,424	53%
Management	2,557	60%	1,724	40%	4,281	42%
Executive	161	64%	89	36%	250	2%
Other (Casual/Trainee)	181	53%	162	47%	343	3%
<b>By Age Group</b>	<b>6,077</b>	<b>59%</b>	<b>4,221</b>	<b>41%</b>	<b>10,298</b>	
Under 30	1,775	55%	1,449	45%	3,224	31%
30 to 50	3,388	62%	2,091	38%	5,479	53%
Over 50	914	57%	681	43%	1,595	15%
<b>Executive Team and Board of Directors</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	1	100%	0	0%	1	9.1%
Over 50	8	80%	2	20%	10	90.9%
<b>By Nationality</b>						
Europe	7	88%	1	13%	8	72.7%
North America	1	50%	1	50%	2	18.2%
Oceania	1	100%	0	0%	1	9.1%

APPENDIX A: PERFORMANCE DATA *Continued*

## Turnover

New Hires	Male	%	Female	%	Total	% of Total
<b>Hires by Age Group</b>	<b>1,265</b>	<b>57%</b>	<b>972</b>	<b>43%</b>	<b>2,237</b>	
Under 30	786	53%	685	47%	1,471	65.8%
30 to 50	425	64%	243	36%	668	29.9%
Over 50	54	55%	44	45%	98	4.4%
<b>Hires by Region</b>	<b>1,265</b>	<b>57%</b>	<b>972</b>	<b>43%</b>	<b>2,237</b>	
Asia-Pacific	590	53%	524	47%	1,114	49.8%
Europe, Middle East & Africa	595	61%	381	39%	976	43.6%
America	71	55%	58	45%	129	5.8%
Corporate	9	50%	9	50%	18	0.8%
Total Turnover	Male	%	Female	%	Total	% of Total
<b>Separations by Age Group</b>	<b>2,975</b>	<b>57%</b>	<b>2,268</b>	<b>43%</b>	<b>5,243</b>	
Under 30	1,379	53%	1,202	47%	2,581	49.2%
30 to 50	1,339	61%	858	39%	2,197	41.9%
Over 50	257	55%	208	45%	465	8.9%
<b>Separations by Region</b>	<b>2,975</b>	<b>57%</b>	<b>2,268</b>	<b>43%</b>	<b>5,243</b>	
Asia-Pacific	1,098	52%	1,008	48%	2,106	40.2%
Europe, Middle East & Africa	1,409	66%	718	34%	2,127	40.6%
America	439	48%	483	52%	922	17.6%
Corporate	29	33%	59	67%	88	1.7%
<b>Turnover Rate by Age Group</b>		<b>49.0%</b>		<b>53.7%</b>		<b>50.9%</b>
Under 30		77.7%		83.0%		80.1%
30 to 50		39.5%		41.0%		40.1%
Over 50		28.1%		30.5%		29.2%
<b>Turnover Rate by Region</b>						
Asia-Pacific		35.7%		41.7%		38.4%
Europe, Middle East & Africa		63.3%		62.0%		62.9%
America		65.2%		96.6%		78.6%
Corporate		27.4%		40.7%		35.1%

**APPENDIX A: PERFORMANCE DATA** *Continued***Health & Safety Incidents**

Performance Indicator	Unit	Region	2018	2019	2020
<b>Safe, Sound &amp; Sustainable</b>					
Audit Result	% Compliance		88.4	92.7	91.8
Lost Time Incident Report	Lost time incidents / 100 employees <sup>1</sup>	ALL	6.03	6.82	6.98
		Asia-Pacific	2.67	2.67	3.28
		Europe, Middle East & Africa	9.38	11.02	11.26
		America	15.62	15.84	11.38
	Severity of incidents / 100 employees <sup>2</sup>	ALL	27.88	28.04	37.43
		Asia-Pacific	20.12	13.62	25.82
		Europe, Middle East & Africa	41.74	47.38	59.29
		America	42.81	53.31	19.02

<sup>1</sup> Calculated as the number of incidents per 100 employees<sup>2</sup> Calculated as the number of lost working days per 100 employees

**APPENDIX A: PERFORMANCE DATA** *Continued***Environmental Performance Summary**

Performance Indicator	Unit	2018	2019	2020
<b>Energy</b>				
Absolute Energy Consumption (Actual)	GJ	1,416,255	1,375,293	1,369,612
	MMBTU	1,342,351	1,303,526	1,298,142
Energy Intensity (Actual)	MJ/m <sup>2</sup>	1,576	1,700	1,122
	MBTU/ft <sup>2</sup>	139	150	99
Scope 1	Percentage	32%	31%	22%
Scope 2	Percentage	68%	69%	78%
<b>Emission</b>				
Absolute Emissions (Actual)	tons (metric) of CO <sub>2</sub> -E	158,426	143,466	166,397
	tons (US) of CO <sub>2</sub> -E	174,633	158,143	183,420
Emission Intensity (Actual)	kg CO <sub>2</sub> -E/m <sup>2</sup>	176	177	136
	lb CO <sub>2</sub> -E/ft <sup>2</sup>	36	36	28
Scope 1	Percentage	16%	16%	10%
Scope 2	Percentage	84%	84%	90%
<b>Water</b>				
Absolute Water Consumption (Actual)	m <sup>3</sup>	3,491,723	3,315,303	4,497,287
	million gallons (US)	923	876	1,188
Water Intensity	liters/guest night	952	951	1831
	gallon (US)/guest night	251	251	484
<b>Waste</b>				
Total Waste	metric tons	12,914	12,122	8,382
	kilopounds	28,471	26,724	18,478
Diverted Waste	metric tons	4,600	5,362	2,563
	kilopounds	10,141	11,821	5,651
Waste Landfill Intensity	kilograms/guest night	3.03	2.94	5.60
	pounds/guest night	6.68	6.49	12.35
Diversion Rate	percent	36	44	31

Emirates Palace, Abu Dhabi, Mandarin Oriental Bodrum, Canouan, Marrakech and Sanya have been excluded from water intensity measures. In general, properties have been excluded if the data is distorted by major changes or abnormally high values (where, for example, irrigation is included).

Emirates Palace, Abu Dhabi, Mandarin Oriental Canouan, Doha, Lake Como and Sanya have been excluded from the waste figures due to incomplete data.

Past data have been restated due to:

- Updated emission factors used for 2019 and for purchased chilled water across all years
- Exclusion of Mandarin Oriental, Bangkok from all intensity measures in 2018 due to partial closure
- Exclusion of Mandarin Oriental, London from all intensity measures in 2018 and 2019 due to partial closure
- Improvements in accuracy of data collected from hotels

## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

This report has been prepared following the Global Reporting Initiative (GRI) Standards, an internationally recognised set of indicators for economic, environmental and social aspects of business performance. Details of the GRI Standards can be found at [www.globalreporting.org/standards](http://www.globalreporting.org/standards).

In the GRI Index, we provide references to locate content in this report as well as provide direct answers to indicators and direct readers to external sources on our corporate website.

### I. General Disclosures:

Indicator	Description	Location and/or Direct Answer
<b>Organisational Profile</b>		
102-1	Name of the organisation	About this Report (p. 2)
102-2	Activities, brands, products, and services	Corporate Profile (p. 4)
102-3	Location of headquarters	Hong Kong, SAR
102-4	Location of operations	Corporate Profile (p. 4)
102-5	Ownership and legal form	<b>2020 Annual Report</b> (p. 2 of PDF)
102-6	Markets served	Corporate Profile (p. 4)
102-7	Scale of the organisation	Corporate Profile (p. 4)
102-9	Supply chain	<p>Mandarin Oriental Hotel Group supports a large supply chain with thousands of suppliers working with our hotels and corporate office.</p> <p>Our approach to managing procurement and vendor relationships is mostly decentralised with properties directly selecting and purchasing most of the items used to support daily operations – most notably food, cleaning and spa products.</p> <p>Beyond our regular and ongoing purchases of items required for daily operations, our Group also procures building materials, information technology, furniture, fixtures and equipment for our hotels and residences.</p>
102-10	Significant changes to the organisation and its supply chain	The Group took over the management of Emirates Palace, Abu Dhabi in 2020.
102-11	Precautionary Principle or approach	<p>Health, Safety and Security (pp. 27-28)</p> <p>Mandarin Oriental supports the precautionary approach to environmental challenges. (pp. 14-15)</p> <p>Human Rights and Inclusiveness (p. 37)</p> <p>Modern Slavery Statement (p. 62)</p> <p>Responsible Procurement (pp. 23-24)</p>
102-12	External initiatives	UN Sustainable Development Goals Index (pp. 60-61)
102-13	Membership of associations	<p>Mandarin Oriental actively participates in local stakeholder groups including:</p> <ul style="list-style-type: none"> <li>• Hotel Associations</li> <li>• Chambers of Commerce</li> <li>• Business Development Councils</li> <li>• Convention and Visitors' Bureaus and Promotion Organisations</li> <li>• Travel and Tourism Associations</li> <li>• Community Benefit Organisations</li> <li>• Employer Organisations and Professional Associations</li> </ul>

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## I. General Disclosures:

Indicator	Description	Location and/or Direct Answer
<b>Strategy</b>		
102-14	Statement from the most senior decision-maker about the relevance of sustainability and organisation's strategy	Message from the CEO (p. 3)
102-15	Key impacts, risks, and opportunities	Naturally Better (p. 9)
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Naturally Better (p. 9) Guest Satisfaction and Sustainability (p. 31) Health, Safety and Security (pp. 27-28) Human Rights and Inclusiveness (p. 37) Responsible Procurement (pp. 23-24)
102-17	Mechanisms for advice and concerns about ethics	<p>The Group conducts its global business in a highly professional and ethical manner. Our 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 applicable laws and regulations, and proper standards of business conduct.</p> <p>We maintain whistleblowing policies and procedures to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.</p> <p>The Group's Employment Policy also prohibits all forms of harassment and discrimination, such as impeding movement or creating an intimidating, hostile or offensive work environment, and provides procedures by which colleagues can raise, in confidence, any matters of serious concern such as suspected non-compliance or illegality.</p>
<b>Governance</b>		
102-18	Governance structure of the organisation, including committees of the highest governance body and those responsible for decision-making on economic, environmental and social impacts.	<p>Sustainability Governance (p. 10)</p> <p>Our CEO-chaired Sustainability Executive Advisory Panel is responsible for Mandarin Oriental's overall sustainability strategy including the establishment of measurable goals, developing programmes, and promoting and soliciting feedback on sustainability initiatives.</p> <p>With oversight from the Group's Risk Management Committee, enterprise risks are also assessed and reviewed annually and shared with the Board's Audit Committee.</p> <p>(Additional information on our Board of Directors and governance structure can be found in the "<a href="#">Investors</a>" section of our corporate website.)</p>

**APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX** *Continued***I. General Disclosures:**

<b>Indicator</b>	<b>Description</b>	<b>Location and/or Direct Answer</b>
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Mandarin Oriental Hotel Group serves a diverse group of stakeholders, which includes our guests; colleagues; owners and developers of our properties; local communities in which we operate; shareholders; suppliers, vendors and contractors; industry associations and non-government organisations.
102-41	Collective bargaining agreements	Data is not consolidated at the Group level for the reporting period.
102-42	Identifying and selecting stakeholders	Stakeholders are identified based on our respective economic, social and environmental impacts in the context of our value chain.
102-43	Approach to stakeholder engagement	<p>Primary engagement methods among key stakeholder groups include:</p> <ul style="list-style-type: none"> <li>• Guests: Guest Satisfaction Surveys, Solicitation of Direct and Targeted Feedback to Inform Quality Programmes</li> <li>• Colleagues: Colleague Engagement Surveys, Career Development Plans and Performance Reviews, Hotel Sustainability Committees, Safe and Sound Programme, training</li> <li>• Owners and Developers: Close partnerships and regular communications throughout design, development, construction and management of properties</li> <li>• Local Communities: Participation in local Hotel Associations, Chambers of Commerce, Business Development Councils, Community Benefit Organisations, local Heritage Preservation Initiatives, local Talent Retention and Training Organisations and local Recycling Organisations</li> <li>• Shareholders: Ongoing and routine discussions with our controlling shareholder Jardine Matheson Group on Financial Performance, Risk Management and other current issues; Financial and Sustainability Reporting; Shareholder Feedback Mechanisms</li> <li>• Vendors, Suppliers and Contractors: Supplier Meetings to discuss sustainable sourcing opportunities; Food &amp; Beverage Conference; partnerships with local farmers, ranchers and fisheries</li> <li>• Industry Peers and Trade Associations: Participation in Industry Hotel Carbon and Water Measurement Initiatives; Monitoring and Evaluating Industry Corporate Responsibility Initiatives</li> <li>• NGOs and Outside Advisors: Interviews and Panel Discussions to discuss opportunities to improve Sustainability Programmes and Reports</li> </ul>

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## I. General Disclosures:

Indicator	Description	Location and/or Direct Answer
<b>Stakeholder Engagement</b>		
102-44	Key topics and concerns raised	<p>Identified topics of concern through stakeholder engagement among key stakeholder groups include:</p> <ul style="list-style-type: none"> <li>• Guests: Guest Wellness, Food Safety, Information Protection</li> <li>• Colleagues: Compensation and Benefits, Professional Development, Occupational Health and Safety, Sustainability, Community Engagement</li> <li>• Owners and Developers: Economic Performance, Energy Efficiency, Risk Evaluation and Monitoring</li> <li>• Local Communities: Economic Presence and Participation, Local Talent Acquisition and Retention Skills Training, Culture and Heritage Protection</li> <li>• Shareholders: Corporate Governance, Economic Performance, Customer Satisfaction, Environmental Performance, Risk Evaluation and Monitoring</li> <li>• Vendors, Suppliers and Contractors: Economic Performance, Operational Eco-Efficiency, Climate and Water Risk, Sustainable Food, Human Rights in the Supply Chain</li> <li>• Industry Peers and Trade Associations: Carbon Emissions Reduction Targets, Human Rights in the Supply Chain and Tourism Industry</li> <li>• NGOs and Outside Advisors: Energy, Water, Waste, and Greenhouse Gas Emissions, Colleague Training and Skills Development, Guest Engagement on Sustainability, Human Rights in the Supply Chain and Tourism Industry, Biodiversity, Supply Chain Responsibility</li> </ul>
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	<a href="#">2020 Annual Report</a> (“Principal Subsidiaries, Associates, Joint Ventures and Managed Hotels”, p. 77)
102-46	Defining report content and topic boundaries	<p>About this Report (p. 2)</p> <p>The key material issues identified through the materiality assessment built the foundation of the material topics that are discussed in this report. Additional key sustainability issues covered during on-going internal and external stakeholder engagement exercises have also been weaved into different report sections to demonstrate how we are integrating these engagements into business actions.</p> <p>The materiality assessment was facilitated by a third-party consulting firm, Greenview, where the Group Sustainability Committee evaluated a series of sustainability topics based on the degree of the Group’s economic, social and environmental impacts (both actual and potential) and the level of stakeholder concern for each topic. We also considered issues that are specific to the travel and tourism industry.</p> <p>To validate and enhance the Committee’s preliminary assessment, we convened a stakeholder panel which incorporated perspectives from internationally recognised organisations.</p>

**APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX** *Continued***I. General Disclosures:**

<b>Indicator</b>	<b>Description</b>	<b>Location and/or Direct Answer</b>
<b>Reporting Practice</b>		
102-47	List of material topics	UN Sustainable Development Goals Index (pp. 60-61)  Also, please refer to the Management Approach Disclosures in this GRI Content Index, where we have provided disclosures on selected economic, environment and social topics.
102-48	Restatements of information	None during the reporting period.
102-49	Changes in reporting	None during the reporting period.
102-50	Reporting period	Our reporting period is calendar year 2020.
102-51	Date of most recent report	<u><a href="#">2019 Sustainability Report</a></u>
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	<u><a href="mailto:sustainability@mohg.com">sustainability@mohg.com</a></u>
102-55	GRI content index	Appendix B: Global Reporting Initiative Index
102-56	External assurance	We did not seek external assurance during the reporting period.
<b>Management Approach</b>		
103-1	Explanation of the material topic and its Boundary	Please refer to the Management Approach Disclosures in this GRI Content Index, where we aim to frame our disclosures with an explanation of each topic's importance to the organisation and our stakeholders, as well as the scope of our impacts.
103-2	The management approach and its components	Please refer to the Management Approach Disclosures in this GRI Content Index, where we discuss policies, procedures and practices in addition to goals and objectives for material topics.
103-3	Evaluation of the management approach	Please refer to the Management Approach Disclosures in this GRI Content Index, where we aim to report on challenges and opportunities in a balanced manner and identify future plans.

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## II. Specific Disclosures: Management Approach Disclosures and Indicators

Material Aspects	GRI Indicators	Location and/or Direct Answer
<b>ECONOMIC</b>		
Economic Performance	201 Management approach disclosure	<u>2020 Annual Report</u>
	201-1 Direct economic value generated and distributed	<u>2020 Annual Report</u> (Financial Statements, pp. 32-100)
	201-2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	<p>In the World Economic Forum's Global Risks Report 2021<sup>3</sup>, risks associated with climate change were named among the world's top five risks in terms of likelihood and potential impact.</p> <p>Changing climate patterns may cause an increased occurrence of droughts, hurricanes and typhoons, risks affecting our infrastructure, our colleagues in their livelihoods, our guests' travel plans and the health of our communities.</p> <p>With oversight from the Group's Risk Management Committee, enterprise risks are assessed and reviewed annually and shared with the Board's Audit Committee. In addition to enterprise risks, local risk assessments are conducted by each property. Based on these risk assessments, business continuity plans are updated for each property. Business continuity plans consider a series of property-specific risks, which includes terrorism, contagion and extreme weather events.</p>
	201-3 Coverage of the organisation's defined benefit plan obligations	<u>2020 Annual Report</u> (Pension plans, pp. 58-61)
Indirect Economic Impacts	203 Management approach disclosure	Naturally Better (p. 9) Responsible Procurement (pp. 23-24) Serving Communities (pp. 41-45)
	203-1 Infrastructure investments and services supported	2020 At a Glance (pp. 11-12) Serving Communities (pp. 41-45)
Anti-Corruption	205 Management approach disclosure	<p>Bribery and corruption are explicitly prohibited in our Code of Conduct, with oversight from our Group Finance and Risk Management functions. Internal Control Audits are also conducted at the Group's hotels and corporate offices in Asia Pacific, Europe and the Middle East. In the United States, a third-party audit firm conducts the audits. Additionally, we conduct background checks on prospective partners.</p> <p>We maintain whistleblowing policies and procedures to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.</p>
	205-3 Confirmed incidents of corruption	Mandarin Oriental has not identified any confirmed incidents of corruption within the Group and with business and actions taken partners.

<sup>3</sup> World Economic Forum. "The Global Risks Report 2021" January 2021. <https://www.weforum.org/reports/the-global-risks-report-2021>

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## II. Specific Disclosures: Management Approach Disclosures and Indicators

Material Aspects	GRI Indicators	Location and/or Direct Answer
<b>ENVIRONMENTAL</b>		
Energy	302 Management approach disclosure	Environmental Stewardship (p. 14) Carbon and Energy (pp. 15-16)
	302-1 Energy consumption within the organisation	Performance Data: Environmental Performance Summary (p. 50)
	302-3 Energy intensity	Performance Data: Environmental Performance Summary (p. 50)
Water	303-1 Interactions with water as a shared resource	Water (p. 17)
	303-2 Management of water discharge-related impacts	Wastewater discharge is monitored on a regular basis and we are compliant with the local environmental regulations and standards.
	303-3 Water withdrawal	Performance Data: Environmental Performance Summary (p. 50)
Biodiversity	304 Management approach disclosure	Biodiversity Conservation (p. 25) Serving Communities (pp. 41-45)
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity Conservation (p. 25)
Emissions	305 Management approach disclosure	Carbon and Energy (pp. 15-16)
	305-1 Direct greenhouse gas (GHG) emissions (Scope 1)	Performance Data: Environmental Performance Summary (p. 50)
	305-2 Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Performance Data: Environmental Performance Summary (p. 50)
	305-4 Greenhouse gas (GHG) emissions intensity	Performance Data: Environmental Performance Summary (p. 50)
Waste	306-1 Waste generation and significant waste-related impacts	Waste (pp. 18-19)
	306-2 Management of significant waste-related impacts	Waste (pp. 18-19)
	306-3 Waste generated	Performance Data: Environmental Performance Summary (p. 50)
Environmental Compliance	307 Management approach disclosure	Environmental Stewardship (p. 14)
	307-1 Non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for non-compliance were recorded in 2020.
Supplier Environmental Assessment	308 Management approach disclosure	Responsible Procurement (pp. 23-24)
	308-1 New suppliers that were screened using environmental criteria	Responsible Procurement (pp. 23-24)

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## II. Specific Disclosures: Management Approach Disclosures and Indicators

Material Aspects	GRI Indicators	Location and/or Direct Answer	
<b>SOCIAL</b>			
Employment	401	Management approach disclosure	Naturally Better for Colleagues (pp. 32-39)
	401-1	Employee turnover	Naturally Better for Colleagues (pp. 32-39) Performance Data: Turnover (p. 48)
Occupational Health and Safety <sup>4</sup>	403	Management approach disclosure	Health, Safety and Security (pp. 27-28) Health, Safety and Well-being (p. 34)
	403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	Health, Safety and Well-being (p. 34) Performance Data: Health and Safety Incidents (p. 49)
Training and Education	404	Management approach disclosure	Engaging Better Together (p. 33) A World of Fans (p. 35) Champions of Sustainability (pp. 38-39)
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Engaging Better Together (p. 33) A World of Fans (p. 35)
	404-3	Percentage of employees receiving regular performance and career development reviews	All colleagues receive regular performance reviews. We have an established online performance management system, which gives colleagues and their managers the ability to track performance, training and overall professional development in real-time. The system also promotes more frequent manager interaction by supplying tools for providing relevant feedback.  Colleagues and managers can add developmental or coaching comments at any time during the year. All managers also complete a two-day training programme called “Managing Performance and Development” to provide them with the skills and knowledge to complete effective performance reviews with their colleagues.
Diversity and Equal Opportunity	405	Management approach disclosure	Human Rights and Inclusiveness (p. 37)
	405-1	Diversity of governance bodies and employees	Performance Data: Total Workforce (p. 47)  (Additional information on our Board of Directors can be found in the “ <a href="#">Investors</a> ” section of our corporate website.)
Human Rights Assessment	412	Management approach disclosure	Human Rights and Inclusiveness (p. 37) Responsible Procurement (pp. 23-24)
	412-2	Employee training on human rights policies or procedures	Human Rights and Inclusiveness (p. 37) Modern Slavery Statement 2020 (p. 62)

<sup>4</sup> We report against GRI 403: Occupational Health and Safety 2016 in this report and will report against GRI 403: Occupational Health and Safety 2018 from the next report onwards.

APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX *Continued*

## II. Specific Disclosures: Management Approach Disclosures and Indicators

Material Aspects	GRI Indicators	Location and/or Direct Answer
<b>SOCIAL</b>		
Local Communities	413	Management approach disclosure
		Serving Communities (pp. 41-45)
	413-1	Operations with local community engagement, impact assessments, and development programmes
		All operations had local community engagement programmes during the reporting period.
Supplier Social Assessment	414	Management approach disclosure
		Human Rights and Inclusiveness (p. 37) Responsible Procurement (pp. 23-24)
	414-1	New suppliers that were screened using labor practices criteria
		Human Rights and Inclusiveness (p. 37) Responsible Procurement (pp. 23-24)
Customer Health and Safety	416	Management approach disclosure
		Health, Safety and Security (p. 27) Holistic Wellness (pp. 29-30)
	416-1	Assessment of the health and safety impacts of product and service categories
		Health, Safety and Security (p. 27) Holistic Wellness (pp. 29-30)
Customer Privacy	418	Management approach disclosure
		Health, Safety and Security (p. 27)
		Mandarin Oriental's Data Privacy Policy provides guidance on information protection practices, which is focused on maintaining the confidentiality, availability and integrity of guest and colleague information.
		The information protection programme is designed to align with our Guiding Principles and leverage the strength of our company's culture. Policies and best practices are based on the ISO 27001 and 27002 standards for information security, and globally accepted principles for the privacy of personal information.
		Our Group Risk Management Committee governs the programme, with actions and responsibilities cascading to each of our properties.
		In the face of escalating threats to businesses over the past few years, the Group has made a strong commitment to information security with a focus on continuous improvement, so that we can identify and appropriately mitigate our risks and potential exposures to specific threats.
	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data
		MOHG has not identified any substantiated complaints concerning breaches of customer privacy. We continue to maintain and update a formal incident response plan in the event of a breach.

## APPENDIX C: UN SUSTAINABLE DEVELOPMENT GOALS INDEX

Mandarin Oriental Hotel Group aims to align its sustainability strategies, programmes and reporting with the UN Sustainable Development Goals — a plan of action for sustainable development that emphasises people, planet, prosperity and partnerships.

The UN Sustainable Development Goals include 17 goals and 169 targets. For additional information, please visit: <https://sustainabledevelopment.un.org/sdgs>.

To assist readers, the UN Sustainable Development Goals Index provides page references to corresponding stories and information that can be found in our 2020 Sustainability Report.

Goal	Topic	Location
Goal 1	No Poverty	Responsible Procurement (pp. 23-24)
Goal 2	Zero Hunger	Waste (pp. 18-19) Serving Communities: Fighting Hunger (p. 42)
Goal 3	Good Health and Well-Being	Health, Safety and Security (pp. 27-28) Holistic Wellness (pp. 29-30) Health, Safety and Well-being (p. 34) Serving Communities: Protecting Health (p. 41)
Goal 4	Quality Education	Engaging Better Together (p. 33) A World of Fans (p. 35) Champions of Sustainability (pp. 38-39) Serving Communities: Enabling Education and Skills Development (p. 42)
Goal 5	Gender Equality	Human Rights and Inclusiveness (p. 37)
Goal 6	Clean Water and Sanitation	Water (p. 17)
Goal 7	Affordable and Clean Energy	Carbon and Energy (pp. 15-16)
Goal 8	Decent Work and Economic Growth	Health, Safety and Well-being (p. 34) Responsible Procurement (pp. 23-24) Serving Communities (pp. 41-45)
Goal 9	Industry, Innovation and Infrastructure	Guest Satisfaction and Sustainability (p. 31) Serving Communities: Enabling Education and Skills Development (p. 42)
Goal 10	Reduced Inequalities	Human Rights and Inclusiveness (p. 37)
Goal 11	Sustainable Cities and Communities	Carbon and Energy (pp. 15-16) Waste (pp. 18-19) Biodiversity Conservation (p. 25) Cultural Heritage Preservation (p. 44) Mandarin Oriental Fellowship with Asian Cultural Council (p. 45)
Goal 12	Responsible Consumption and Production	Carbon and Energy (pp. 15-16) Water (p. 17) Waste (pp. 18-19) Single-use Plastic Elimination (pp. 20-22) Responsible Procurement (p. 25)

**APPENDIX C: UN SUSTAINABLE DEVELOPMENT GOALS INDEX** *Continued*

Goal 13	Climate Action	Carbon and Energy (pp. 15-16)
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## APPENDIX D: MODERN SLAVERY STATEMENT 2020

### MOHG Modern Slavery Statement

This statement is made by Mandarin Oriental (UK) Limited and Mandarin Oriental Hyde Park Limited (“MOUK”) pursuant to the UK’s Modern Slavery Act 2015 for its financial year ending 31 December 2020. MOUK is part of the Mandarin Oriental Hotel Group (the “Group”) and its ultimate parent company, Mandarin Oriental International Limited, is incorporated in Bermuda and has a standard listing on the London Stock Exchange, with secondary listings in Bermuda and Singapore, and is a member of the Jardine Matheson Group. The Group is an international hotel investment and management group which owns, manages and operates 35+ hotels and 7 residences in 24 countries and territories in Asia-Pacific, Europe, Middle East and the Americas.

The statement provides the measures taken by MOUK to ensure that its business and supply chain remain free from modern slavery and human trafficking. MOUK does not operate a UK website, and this statement will be included in the Group’s Annual Sustainability Report published each year on the Group’s website operated by Mandarin Oriental Hotel Group Limited, the operating entity of its office headquarters based in Hong Kong. This statement has been approved by the board of directors of MOUK on 25 August 2021.

The Group aims to operate in a manner consistent with the United Nations (UN) Universal Declaration of Human Rights and with the International Labour Organization’s Fundamental Conventions regarding child and forced labour, wages and working hours, health and safety, freedom of association and non-discrimination. The UN’s Sustainable Development Goals serve as an important reference point for the Group as we execute our sustainability policy and programmes.

The following policies demonstrate the Group’s commitment to the above:

- The Code of Conduct incorporated into every employee’s employment contract requires all hotels, regional offices and corporate offices to comply with all applicable laws and regulations and to maintain proper standards of business conduct.
- The Group has established a Responsible Procurement Policy to ensure purchasing decisions are made respecting human and labour rights. The policy also includes a Supplier Code of Conduct, which sets out the principles and the minimum standards that the Group expects its suppliers to comply with and to hold their own suppliers and subcontractors accountable, including ethical practices and compliance with all applicable legislation such as the Modern Slavery Act in the UK.
- In support of the Group’s Code of Conduct and Supplier Code of Conduct, the Group has established whistleblowing policies to facilitate employees and suppliers to report their concerns, including a “Speak Up” platform operated by Deloitte which offers three channels for reporting serious and genuine concerns about malpractice at the earliest practicable stage so we can take appropriate action: – dedicated toll-free whistleblowing telephone lines; website

<sup>†</sup> As of August 2021

(<https://secure.deloitte-halo.com/MOHGSpeakUp>); and email. The MOHG Speak Up website is available in 12 languages and toll-free telephone lines are available in 24 locations and 10 languages.

- All hotels are required to comply with Group Policies and Procedures, including the Group Security Operations Manual which sets out indicators of potential victims of human trafficking and suggested responses.

The Group’s initiatives on human rights including modern slavery are overseen by our 4-tiered Group Sustainability Governance Structure, headed by the Executive Advisory Panel consisting of the Group’s CEO and key senior management personnel. They define the key priorities for the Group and provide both resources and accountability mechanisms, while regular Panel meetings are held to review progress in our sustainability priorities. Next, a Sustainability Leadership Council, consisting of colleagues at the Group and property levels, leads working groups with thematic priorities. The Working Group on Human Rights and Inclusiveness which focuses on modern slavery (and Diversity & Inclusion) is responsible for considering modern slavery related initiatives in the Group.

In 2020, we rolled out a mandatory modern slavery awareness training across the globe, covering both hotels and corporate offices, featuring the areas of risk within the hospitality sector, and how to identify, and help fight, modern slavery and human trafficking across our operations and supply chain. This important training will be a recurring annual training for MOUK and all new colleagues will undergo modern slavery awareness training as part of their onboarding induction. Externally, we work closely with a number of NGOs both locally and on a Group-wide level, including the Mekong Club and participate in its regular Hospitality Roundtable meeting to discuss initiatives to combat modern slavery with industry peers. Our colleagues also benefit from the virtual training sessions conducted by experts from the Mekong Club team. Leveraging on Mekong Club’s materials and tools, we will be initiating critical discussions at the General Manager-level that will shape our next steps.

Mandarin Oriental Hotel Group is strongly opposed to all forms of modern slavery, and as part of our sustainability initiatives we will continue to enhance our awareness training and collaborate with external experts to identify risks and implement solutions to tackle the evil of human trafficking.



**JAMES RILEY**

*Chief Executive Officer*

*25 August 2021*

*Mandarin Oriental Hotel Group*