

Sustainability Report

2023

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Mandarin Oriental Hyde Park, London



Introduction

ABOUT THIS REPORT

Welcome to our 13th year of official sustainability reporting — as ever, we aim to be as transparent about our progress as possible. Our vision is to boldly advance sustainability benchmarks in luxury hospitality. Collaboration is more important than competition these days. By sharing our own data and stories of sustainability in action, we hope to open-source some of our practices and empower others to take action. This report is a rallying cry to all stakeholders — guests, communities, colleagues, owners, shareholders, advisors, suppliers and the media — to join us on the journey to climate-friendly operations.

Executive Summary

HIGHLIGHTS OF MANDARIN ORIENTAL'S 13TH SUSTAINABILITY REPORT

At our 38 hotels and nine residences in 24 countries and territories around the globe, sustainability is about doing the right thing by ourselves, by our colleagues, by our families, and by the planet.

GSTC-COMMITTED

Based on Mandarin Oriental's strong commitment to sustainability and by applying the GSTC Criteria, we achieved this status with Global Sustainable Tourism Council. With 11 Mandarin Oriental hotels accredited with GSTC Certification in 2023, we have an ambitious goal to get all our hotels across the portfolio certified by 2025.

ENERGY AND EMISSIONS

While our overall combined energy use and emissions rose in 2023 from a 2012 baseline, due to the growth in the number of hotels, our energy intensity per square metre fell by 22% from a 2012 baseline, and our renewable energy use rose from 4% to 8% over the same period.

SINGLE-USE PLASTIC ELIMINATION

By the end of 2022, we had eliminated 99% of single-use plastic from Mandarin Oriental hotels and we're working hard to weed out the remaining 1%. Some single-use plastics are difficult to avoid, given limitations in alternatives and the lack of control over all packaging used by suppliers. As a group, we have always pushed for 100% eradication and thanks to this dedication we have avoided the equivalent of just under 1,000 metric tons of plastic waste every year.



WORLD SUSTAINABLE HOSPITALITY ALLIANCE

Mandarin Oriental has a goal to reduce carbon by 50% by 2030, and they are helping the whole industry progress by supporting development of the Net Zero Methodology.

SUSTAINABILITY CHAMPIONS

Each of our hotels and residences has a sustainability champion who brings determination and drive to advance Mandarin Oriental's mission. They are supported by our robust sustainable governance structure and provided with an array of toolkits and resources.

RESPONSIBLE SOURCING

By 2023, all of our coffee, tea, vanilla, cocoa, paper and sugar is LRQA-verified responsibly sourced, and all 19 types of endangered seafood species avoided as listed on our Endangered Seafood Avoid List, aligned with the latest WWF Endangered Seafood Guide. We sourced almost 92% of our eggs from cage-free chickens as a minimum welfare standard and strive for 100% by 2024.

DEVELOPING ECO-FRIENDLY AMENITIES

We have worked with leading suppliers to design a full range of bespoke guest room amenities, including toothpaste sachets. Thinking outside of the box – literally – we worked with our dry amenities supplier to create sachets that almost entirely eliminate plastic (save a very thin PLA protective lining) and plastic-free options for sanitary bags, shower caps, and shavers.

SUSTAINABILITY SURVEY RESULTS

As part of the post-stay survey, we ask guests to rate their satisfaction with the hotel's sustainability practices. 2023's year-end result found 88% of guests were satisfied overall (out of almost 34,500 responses).

FOOD WASTE REDUCTION WITH WINNOW

This food-waste-management technology uses data analysis to inform optimisation of menus and portions and this award-winning AI-powered system is being rolled out across all our kitchens. A stand-out challenge across hospitality, organic waste contributes up to 10% of global greenhouse gas emissions, according to the UNEP Food Waste Index 2021.

VOLUNTEERING DAYS

In 2023, we rolled out a group-wide commitment to ensure a paid day-off for colleagues to devote to volunteering. We saw a 150% increase in volunteer hours year on year, arising from this group-wide initiative.

COMMITMENT TO DIVERSITY & INCLUSION

We believe diverse perspectives – combined with an inclusive culture and equitable opportunities – stimulate innovation, increase organisational agility and strengthen resilience to disruption. We are proud that our workforce represents more than a hundred different nationalities. We deliberately foster a workplace where all colleagues can freely express themselves and their backgrounds without fear of discrimination or harassment.

UNIVERSAL DESIGN

Blending form with function in a way that everyone regardless of age or disability can enjoy time in our non-discriminatory spaces, we follow product standards and guidelines which consider the needs of all abilities. There's the official promise to comply with the ADA (Americans with Disabilities Act) and the equivalent regulations in all regions. This covers many considerations from having at least one lift each to guestroom floor and public area, accessible swimming pools, restaurants and bars which can be accessed by wheelchair and handles, pulls, latches and locks that are all easy to grasp.



Group Chief Executive's Vision

Sustainability is not just a responsibility, but a cornerstone of excellence for luxury. As stewards of some of the most beautiful and sought-after locations in the world, we are committed to continuing to innovate while setting the highest standards in luxury hospitality, from the unique experiences we create for our guests, to the impact we have on the planet and the communities where we operate.



Group Chief Executive - Laurent Kleitman

Natural beauty and cultural heritage have been at the heart of the Mandarin Oriental experience since our founding. The actions we are taking today, and which are detailed in this report, are essential to ensuring that we continue to reduce our impact on the planet so that future Fans will be able to enjoy the same natural beauty and cultural treasures that our guests do today.

We have been transparent about our commitment to driving progress in our sustainability agenda for over a decade. Our strategy is grounded in the belief that sharing innovation, insights and learning is critical to making collective progress against the reality of climate change — the single most defining challenge of our time.

I am pleased to say that the luxury hospitality sector has made significant strides in recent years. And yet, there is still more work to do, especially now that we are approaching 2030 in a few years and the critical milestone to meet the UN Sustainable Development Goals. To make it happen, we must work as a team.

Since joining Mandarin Oriental as Group Chief Executive last year, I have been struck by the excellence of our colleagues in everything they do. Their desire to always do the right thing for each other, the planet, and the communities where we operate, has been inspiring to witness.

This includes our Sustainability Champions, many of whom I have had the pleasure of meeting — a colleague at each of our hotels and residences who champions efforts to push forward our mission.

Looking ahead, as we set our sights on accelerated growth over the next ten years, so too will we continue to extend our commitment to exceptional hospitality to all the people and places where we operate. This includes driving sustainable action across our energy and emissions, the elimination of single-use plastics, responsible sourcing, sustainable design practices and waste reduction, to name just a few areas of focus — ensuring we are scaling our positive impact as we grow. For example, our energy intensity per square meter fell by 22% from a 2012 baseline and our use of renewable energy use rose from 4% to 8% in the same period.

With each new property that we open, we have the chance to innovate and refine our sustainability strategies even further, by incorporating cutting-edge technologies and local insights to create environmentally responsible and culturally sensitive operations. Our growth will enable us to forge stronger and new partnerships, plan for the long-term, and make meaningful contributions to communities where we can have the greatest impact — all essential tenets of luxury hospitality.



Mandarin Oriental, Marrakech

And with every new Mandarin Oriental that opens, we will both seek to elevate the guest experience and become part of new local communities. As a global brand we know that we have an important responsibility to preserve, to care and be extremely mindful of our local impact – from revitalising local economies to supporting local culture and craftsmanship. Mandarin Oriental can offer huge opportunities and that is why I have been thrilled to see the impact of initiatives like our groupwide #MOgiving, through which more than 52,000 volunteer hours have been dedicated by colleagues to their local communities in the past year alone.

For me, sustainable and enduring luxury is about creating the time and space for the most precious experiences and relationships – with the world and with each other.

Mandarin Oriental's world of beauty, legendary service, and exceptional experiences depend on the prosperity of the natural world and the vibrancy of the communities who help us bring our properties to life so that we can attract our Fans from around the world.

I am truly grateful to every colleague, every guest, every partner and every stakeholder who shares in our ambition to set new standards for sustainability in luxury hospitality. As a Group, we are making the changes that we all would like to see across our industry. And I am certain: our best days are still to come.

Thank you,

LAURENT KLEITMAN
Group Chief Executive



*Group Director of Sustainability, Area Vice President,
Operations - Torsten van Dullemen*

“We’ve now got 40¹ hotels and we want to grow further without increasing our carbon footprint.”

Group Director of Sustainability’s Mission

Welcome. I am very pleased to be able to update you all on our sustainability journey.

As I often tell people, “Sustainability is about doing it,” and I’m happy to be able to share not only what we have been doing but also some of our plans for the future.

Last December, we achieved GSTC-Committed status from the Global Sustainable Tourism Council (GSTC) ensuring our hotels meet rigorous benchmarks. By working with competitors and supply lines, we help set industry guidelines and reporting standards, thus enabling legislation. The more you can measure something, the easier it is to build education around it. Our primary goal over the next year is to ensure that any inefficiencies in the system aren’t replicated. We’re maintaining our current commitments – such as being 99.9% single-use plastic-free – and we want to grow without increasing our carbon footprint. We’re investing in understanding our supply chains and construction methods. Truly understanding our carbon footprint and where we can make the biggest impact is crucial.

Sustainability must be part of governance and finance. We are setting aside capital for sustainable investments to future-proof our business and meet anticipated legislation. Our 5, 10, and 15-year plans include capital expenditures for operational efficiency improvements, such as sustainable building materials, energy sources, and new technologies.

For example, at Mandarin Oriental Hyde Park, London last year we replaced two boilers with six smaller ones that operate based on occupancy, and we’re installing solar water heating tubes on our roofs.

Success for us is about more than just money. It is about doing the right thing. Sustainability drives every decision we make. We source organic food, local fish, vegetables, fruits, seasonal products and we will buy items suppliers struggle to sell such as less popular pieces of meat and fish. Our chefs incorporate these into our menus, reducing waste and supporting local suppliers. Our high-quality bed linens are responsibly sourced, and there is no hint of modern slavery in our supply system.

Sustainability is good for business. Recruitment becomes easier, and some organisations award contracts only to companies with proven sustainable practices. They appreciate our willingness to go the extra mile to ensure we have a positive impact on people and the planet. Last year, each colleague received a fully paid day to work on a charitable cause, resulting in 52,000 man-hours donated to charity. As we grow, we will continue to support this initiative and grow our community giving efforts.

Artificial intelligence is already proving to be an enormous enabler. As a trial in four hotels, we have now installed an AI programme that measures what is thrown away in terms of food waste and quantity. We review the data each week and discuss these findings with the chefs to identify the reasons behind it and consider changing ingredients, presentation, or portion sizes. So far, we've implemented this system in four of our hotels and, on average, reduced waste by 45% as a percentage of food costs in installed kitchens. In addition to saving a significant amount in food production, it financially benefits us, and we've decided to expand this programme to all our hotels.

Our planet's ecosystem is so finely balanced. Whether you're an organisation or a person, being consciously aware of this when making any decision can have an enormous positive impact. Of course, working together makes this impact even stronger.

I look forward to continue collaborating with you and supporting the wider industry on this journey.

Thank you,

TORSTEN VAN DULLEMEN

Group Director of Sustainability /
Area Vice President, Operations



*Group Sustainability Team (L to R):
Angelica Klein - Sustainability Coordinator / Florence Kwan - Sustainability Project Manager
/ Iris Lam - Director of Sustainability, Global Development*

Good news from the wider world in 2023

Feb 2023:

China's three major stock markets – the Shanghai Stock Exchange (SSE), Shenzhen Stock Exchange (SZSE) and Beijing Stock Exchange (BSE) – announced the publication of new sustainability reporting guidelines for listed companies.

Sep 2023:

The EU parliament announces rules that cut down on greenwashing. Generic terms such as 'environmentally friendly', 'natural', 'eco' and 'climate neutral' are banned without recognised proof.

Nov 2023:

The Financial Conduct Authority publishes new eco-finance measures in the UK including product labels that help investors understand what their money is actually being used for.

Corporate Profile

Mandarin Oriental's acclaimed collection of luxury hotels and residences are found in the world's most esteemed and desirable destinations. Our vision is to extend our commitment to exceptional hospitality to all our customers, colleagues and communities.



38
HOTELS



09
RESIDENCES



13,615
COLLEAGUES



24
COUNTRIES/
TERRITORIES



1,015
RESIDENCE
ROOMS & VILLAS



8,275
ROOMS & SERVICED
APARTMENTS

ASIA

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

AMERICAS

Boston
Canouan
Miami
New York
Santiago

EUROPE, THE MIDDLE EAST & AFRICA

Abu Dhabi
Barcelona
Bodrum
Costa Navarino
Doha
Dubai
Geneva
Istanbul
Lake Como
London
Luzern
Madrid
Marrakech
Milan
Munich
Paris
Prague
Riyadh
Zurich

2023 Global Workforce

GENDER



59.3%
MALE



40.7%
FEMALE

AGE

UNDER 30

32.0%

30 TO 50

54.2%

OVER 50

13.8%

EMPLOYMENT CONTRACT



Performance Highlights








Mandarin Oriental seeks to reduce environmental impacts while maximising social and economic benefits for the communities where we operate — as should be the focus of sustainability strategies. We have been expanding our commitments to cover all aspects of sustainability within our operations and across our supply chains. We have remained steadfast in pursuing them with great passion shown by our corporate team and property-level colleagues.

*Goals are applicable across all Mandarin Oriental operations.
















Mandarin Oriental Hyde Park, London




For Our Planet

CATEGORY & SDGS	GOALS	2023 PROGRESS
Climate & Carbon Energy   	<p>By 2030:</p> <p>Reduce energy intensity by 30%</p> <p>Reduce carbon intensity by 50%</p> <p>Achieve at least 15% renewable energy use</p>	<p>Energy audits in our hotels at three-year intervals provide insights into hotel operations, which inform strategies and efficiency. 18 energy audits were performed between 2022 and 2023, in line with guidance from the American Society of Heating, Refrigerating and Air-conditioning Engineers Procedures for Commercial Energy Audits.</p> <p>29% carbon reduction per sq m, 22% energy intensity per sq m against 2012 baseline.</p> <p>8% use of renewable energy of our total energy use.</p>
Water  	<p>By 2030, reduce water intensity by 40%</p>	<p>12% water intensity reduction against 2012 baseline.</p>
Waste  	<p>By 2030, reduce waste intensity by 50%</p>	<p>34% waste intensity reduction against 2012 baseline.</p>


For Our Planet

CATEGORY & SDGS	GOALS	2023 PROGRESS
Environmental Project     	<p>100% of hotels continue to implement at least one environmental project with measurable energy, carbon, water or waste performance improvements.</p>	<p>90% of our hotels offer electric or hybrid hotel cars.</p> <p>Over 63% of our hotels are engaged with on site or off site composting.</p> <p>100% of our hotels implemented at minimum a single stream sorting system for waste.</p>
Single-use Plastic   	<p>Maintain elimination of 99% single-use plastics items in all areas.</p>	<p>Actively eliminated single-use plastics where possible across our hotels with LRQA's verification.</p>
Responsible Procurement     	<p>Uphold 100% responsibly sourced coffee, tea, vanilla and cocoa.</p> <p>Uphold 100% sustainably certified paper.</p> <p>Maintain 100% avoidance of Mandarin Oriental's Avoid List of endangered seafood species and increase sourcing of sustainably certified seafood.</p> <p>By 2023, 100% cage-free eggs and 100% responsibly sourced sugar.</p>	<p>Achieved 100% LRQA-verified responsibly sourced coffee, tea, cocoa, vanilla, sugar and paper.</p> <p>Innovative digital processes continued to significantly reduce paper usage across operations.</p> <p>Avoided serving 19 types of endangered seafood species which are listed on Mandarin Oriental's Endangered Seafood Avoid List, aligned with the latest WWF Endangered Seafood Guide.</p> <p>Sourcing of cage-free eggs (both shelled and liquid) is in progress across our hotels, expected to be completed in 2024.</p>


















For Our Guests

CATEGORY & SDGS	GOALS	2023 PROGRESS
Health, Safety & Security  	<p>Maintain world-class health, safety and security standards.</p>	<p>Ongoing implementation of WeCare programme of enhanced health and safety protocols across our portfolio.</p>
Guest Satisfaction & Sustainability 	<p>Engage guests more effectively in sustainability.</p>	<p>Guest Satisfaction Surveys to rate overall satisfaction with the hotel's suitability practices.</p> <p>Solicitation of direct and targeted feedback to inform quality programmes.</p>

For Our Colleagues

CATEGORY & SDGS	GOALS	2023 PROGRESS
Health, Safety & Security  	Promote colleague health, safety and well-being.	Organised a series of annual 'Inner Strength-Outer Strength' activities on Global Wellness Day to boost colleagues' physical health and mental resilience.
Learning & Development 	Support colleague learning of relevant sustainability issues.	<p>Rolled out a mandatory sustainability training for all colleagues with a focus on waste management through online and in-classroom sessions.</p> <p>24 Mandarin Oriental colleagues completed an eLearning course via GIFT.ed, on sustainability. The course provided sustainability champions at the hotels with sustainability related topics regarding sustainable economics, supply chain and resource use.</p>
Diversity & Inclusion (D&I) 	Embed diversity and inclusion in our culture.	<p>Continued to support a cultural shift that proactively encourages diversity and inclusion. Ongoing actions are focused on raising awareness and education particularly with senior leadership and executives, listening and engaging with colleagues on the topic and weaving D&I into the workplace experience.</p> <p>At Mandarin Oriental, we're proud to foster a culture of inclusivity, empowerment and equal opportunity for all. Ensuring gender equity is a clear priority, there are currently thirteen female General Managers and Hotel Managers and more than a third of our management and above across the Group are female as we continue to nurture a diverse new generation of leaders for the future.</p>

For The Communities

CATEGORY & SDGS	GOALS	2023 PROGRESS
Social Impact               	<p>100% of hotels to implement at least two social projects with measurable impact.</p> <p>Double benefit to US-based charities supported by hotels through fund matching programme, FANtastic Match.</p>	<p>In recognising the groupwide #MOgiving initiative, all colleagues are offered one-paid day volunteering from 2023. Collectively we have clocked up more than 52,000 hours. In-kind donations of US\$196,000 and cash contributions of US\$413,000 were raised to support diverse social segments in various communities.</p> <p>More than 500 initiatives conducted by colleagues in support of local causes chosen by our colleagues. Initiatives include blood donation drives, mental health awareness, environmental clean-ups, food supplies and other in-kind donation, and training opportunities for people with disabilities and special needs.</p>
Culture  	Promote cultural preservation by maintaining strong financial support for the Asia Cultural Council (ACC).	We have reached 18 years of support for the ACC's Mandarin Oriental Fellowship for Cultural Heritage Preservation.

Green Key Certification

STORY HIGHLIGHTS ACROSS THE COMPANY

Mandarin Oriental, Doha and Mandarin Oriental, Bodrum have continued to be certified with Green Key. What does this mean? For our hotels which have chosen to apply for this eco-label it denotes outstanding performance in environmental stewardship and sustainable practices within tourism and it means they are upholding criteria outlined by the Foundation for Environmental Education.

World's Best Luxury Hotel Brand 2023

As Luxury Travel Intelligence explained this award: 'Mandarin Oriental has always performed well in our annual report. This year, they have improved further across all our touch points, placing them at number one. It is an engaging brand with a loyal and growing following, who appreciate its commitment to excellence.'

Forbes 5-Star Awards by Forbes Travel Guide

24 of our hotels and 16 spas at Mandarin Oriental have been awarded this signifier of excellence. Forbes Travel Guide, says: 'We are the only independent, global rating system for luxury hotels, restaurants, spas and ocean cruises. Our incognito inspectors visit every property we rate, evaluating based on up to 900 objective standards.'

What are the Sustainable Development Goals?

The SDGs are a set of 17 global objectives adopted by the United Nations' 193 Member States to address various social, economic, and environmental challenges. Their aim is to end poverty, protect the planet and ensure prosperity for all. The deadline? 2030. These goals cover a wide range of issues including poverty, hunger, health, education, gender equality, clean water, renewable energy and climate action.



Isn't 2030 getting very close?

The SDGs or Global Goals act as a blueprint for a greener, fairer world for all. They're interconnected, actionable and crucially include 169 measurable targets. Last year was the half-way point to 2030 – and only 15% of the goals were on track.

Achieving the terms laid out in the Paris Agreement – to keep the average global temperature as close as possible to 1.5C above pre-industrial levels is crucial if sustainable development is ever to be a reality. However, the global average temperature has already increased by around 1C. If current rates of carbon dioxide emissions continue, we're set to reach 1.5C by 2029.

The good news is that the luxury hospitality industry has woken up to the significance of the goals. Many hotel groups now draw on them to inform their sustainability policies.

At Mandarin Oriental, we support and align all our operational sustainable commitments with the SDGs, and our sustainable development with Goal 11: sustainable cities and communities, which we're addressing across six main areas – siting, energy and water, materials and resources, indoor environmental quality, emissions and effluents, and waste.

While significant strides have been made, challenges remain: progress towards achieving the SDG's varies depending on the goal, region and timeframe. With just six years left until 2030, we require more measurable changes in our sector, ongoing innovation, and a more strategic and consistent approach to reporting. Cooperation between governments, businesses, civil society and individuals worldwide are essential, as are regular monitoring, evaluation, and adaptation of strategies.



Mandarin Oriental, Miami

How can we consider the SDGs in our travels?

AUTHOR OF "THE ETHICAL TRAVELLER: 100 WAYS TO ROAM THE WORLD" IMOGEN LEPERE, SUGGESTS:

'Some people find the scope of the SDG's vision overwhelming. Yes, they're ambitious, but big challenges require bold actions to overcome them. And the human species is good at big actions. Between 2000 and 2015 we cut world poverty in half – why shouldn't we be able to finish the job?

Although travel and flying, in particular, do release carbon emissions, they also present many opportunities to help hit that 2030 target. Taking action can begin before you've even left the house and includes all planning considerations down to booking hotels with sustainability policies rooted in the SDGs.'



Sustainability Impact & ESG



Mandarin Oriental, Bangkok



Certifications



As part of a strategy to seek external validation of our commitment to responsible business practices, we are delighted to have achieved Global Sustainable Tourism Council's GSTC-committed status. With 11 Mandarin Oriental hotels accredited with GSTC Certification in 2023, we have an ambitious goal to get all our hotels across the portfolio certified by 2025.

Enhancement of ESG Policies



Faced with the complex, interlinked challenges of climate change and social equity, the Environmental, Social and Governance framework has helped us shape group policies within our destinations and supply chains. Compliance driven, reporting in ESG terms speaks to where we stand in maximising our environmental and social impact. Our policies are published on our company sustainability site – testament to us veraciously standing behind our deepened commitments and goals.

Environmental Impact



We updated our Code of Conduct to incorporate sustainability into every level of decision-making in 2022. We adopted an Environmental Policy centred around our green commitments – including improving energy, water and material sourcing efficiency, reducing waste, and engaging stakeholders in sustainability efforts. We also continued to disclose climate-related financial risks in our second Task Force on Climate-related Financial Disclosures (TCFD) report as published in our Annual Report 2023, as part of our commitment to measure and manage how climate change will likely impact our business.

While our overall combined energy use and emissions rose in 2022 from a 2012 baseline, due to the growth in the number of hotels, spanning a conditioned floor area of 574,935 sq m in 2012 to more than double at 1,315,800 sq m by 2023, our energy intensity per sq m fell by 22% from a 2012 baseline, and renewable energy use rose from 6.7% to 8% over the same period.

In line with our industry's pace, we are not yet reporting our Scope 3 emissions, but we play an active role as advisory members in the development of the hotel industry-specific Net Zero Methodology for Hotels – a joint initiative with a wide range of stakeholders, launched as part of the Glasgow Declaration at COP 26 in Glasgow. We actively monitor and pursue action to reduce greenhouse gas emissions, and manage climate-related risks and opportunities. Our disclosures are consistent with TCFD's All Sector Guidance with two areas pending further advancement – scenario analysis and Scope 3 assessment. The complexities and uncertainties in Scope 3 measurement pose challenges to deriving meaningful and comparable figures. We have started developing an action plan for assessing and addressing Scope 3 emissions, which includes a Scope 3 mapping exercise in 2024 to understand the type of data, resources, and enhancements in current systems and processes required. A breakdown of our environmental performance can be found in the appendix.



Social Impact



Our Diversity & Inclusion Policy is centered on fostering a diverse and inclusive working environment, fair People and Culture practices, and career support for colleagues. We have always acted against modern slavery and human trafficking, but our Human Rights Policy promotes understanding of these key issues among our suppliers. This, together with the newly instituted Supplier Code of Conduct, outlines (see page 19) our intention to work with suppliers who meet our responsible procurement criteria and take social sustainability practices seriously.

SPOTLIGHT ON



Samantha Furlong Group Director of Rooms

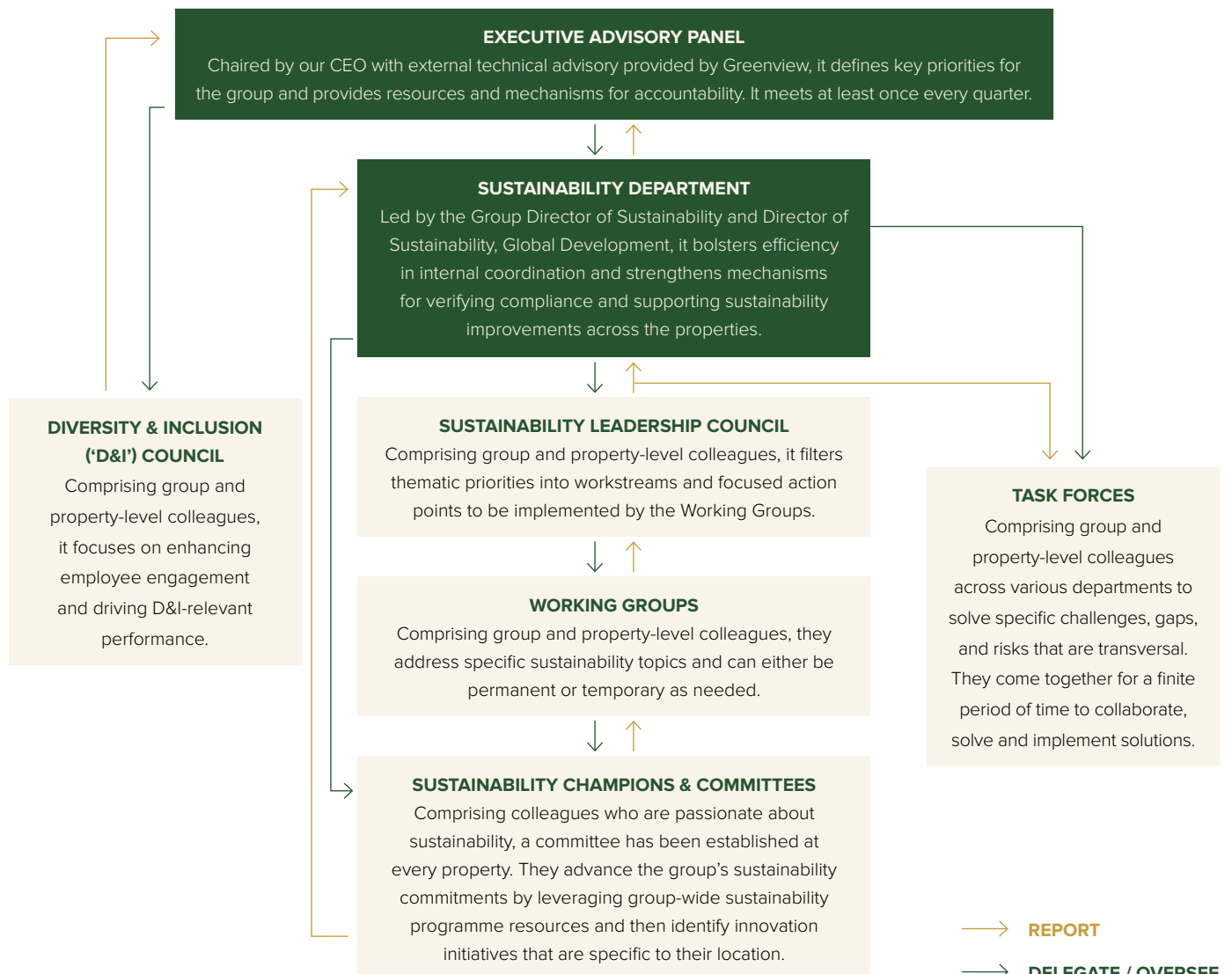
A key member of our Sustainability Leadership Council and driving our single-use-plastic-free amenities solutions in our guest rooms, some of which are industry firsts, Samantha has been the pivot of identifying eco-alternatives that meet our sustainability requirements. Having closely worked with key suppliers, Samantha remains steadfast in spearheading sustainable guest amenities solutions. After studying and gaining experience with luxury hotels in Asia and Europe, Samantha joined Mandarin Oriental, Miami in 2004 and relocated to the Hong Kong corporate office in 2007, overseeing all aspects of Rooms Division, including Front Office, Housekeeping, and Guest Services.

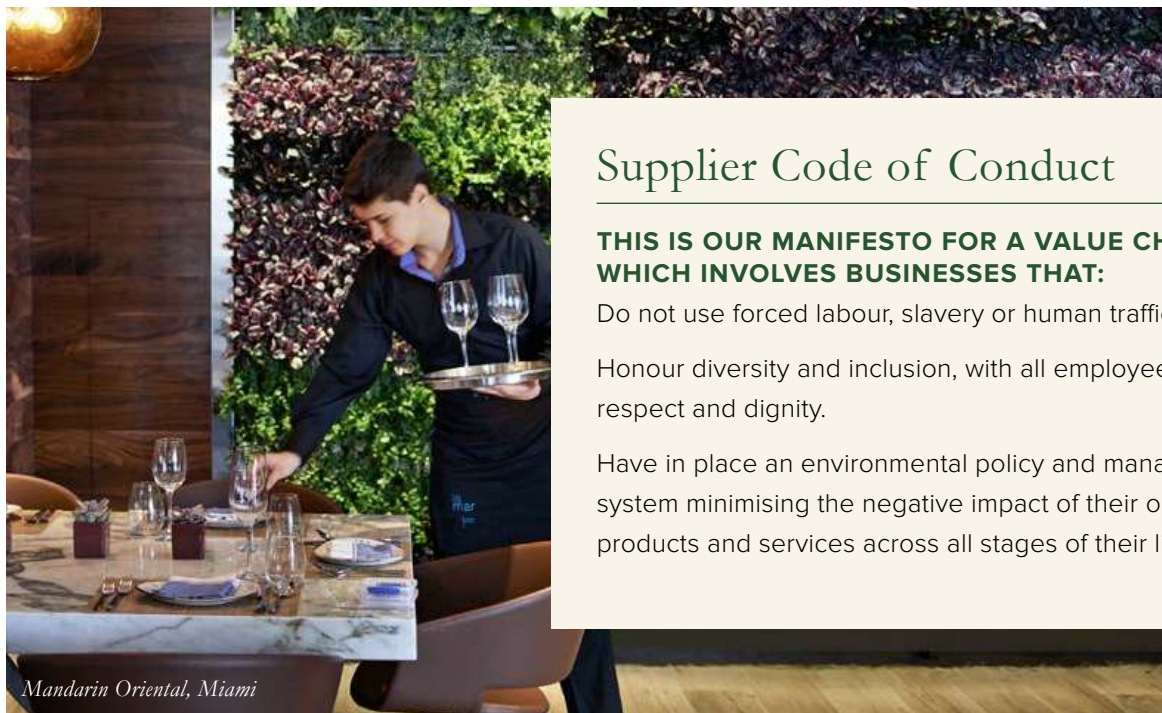




Governance

Our sustainability governance structure contains five tiers, comprising seven groups, namely the Executive Advisory Panel, Sustainability Department, Sustainability Leadership Council, Diversity & Inclusion Council, Task Forces, Working Groups and Sustainability Champions and Committees. This structure enables us to collaborate effectively and harness synergies across the group. We hold discussions with our Sustainability Executive Advisory Panel (EAP), chaired by our Group Chief Executive, at least once every quarter on sustainability progress, challenges and directions. Greenview, a leading provider of sustainability and data management for the sector, sits on the EAP as our technical advisor. Our colleagues are encouraged to communicate and share best practices and solutions over quarterly Sustainability Champions calls. Q&A sessions and forums are set up involving the key internal stakeholders such as General Managers when we roll out group-wide programmes, for both transparency and feedback.





Supplier Code of Conduct

THIS IS OUR MANIFESTO FOR A VALUE CHAIN WHICH INVOLVES BUSINESSES THAT:

Do not use forced labour, slavery or human trafficking.

Honour diversity and inclusion, with all employees treated with respect and dignity.

Have in place an environmental policy and management system minimising the negative impact of their operations, products and services across all stages of their lifecycle.

What is the GSTC?

We have aligned with the industry criteria set by Global Sustainable Tourism Council. The GSTC is a non-profit which came about as an offshoot of the United Nations as a global standard for sustainable travel and tourism initiated by a coalition of UN agencies UNEP and UNWTO.

THE GSTC CRITERIA COVER FOUR MAIN THEMES:

1 Sustainable Management

In summary, about effective management of tourism destinations, including governance, planning, stakeholder engagement, and monitoring of environmental, social, and economic impacts.

2 Socioeconomic Impacts

A key aspect of evaluating the impact of tourism is whether visitors are contributing in a positive way to local communities, economies, and cultures, ensuring benefits are fairly distributed and tourism activities respect and enhance local livelihoods.

3 Cultural Heritage

The preservation and promotion of cultural heritage, including sites, traditions, and Indigenous knowledge is a key part of responsible travel. Respecting local cultures and traditions while promoting cross-cultural understanding is not only vital for businesses but valuable for engaging visitors with history, tackling myopia.

4 Environmental Protection:

Explaining the how and why of saving natural resources, minimising negative environmental impacts such as pollution, habitat destruction, and promoting biodiversity conservation and climate change mitigation.



'Based on Mandarin Oriental's strong commitment to sustainability and by applying the GSTC Criteria, we were honored to recognise your organisation as GSTC-Committed. You have accomplished much and your leadership is committed to continual improvement.'

— RANDY DURBAND, CEO OF THE GLOBAL SUSTAINABLE TOURISM COUNCIL



Our Working Groups & Focus Areas



Diversity & Inclusion Council

Supports a cultural shift that proactively encourages D&I through leadership commitment and accountability, group-wide awareness and engagement activities, aiming for more diversity in leadership.



Environmental Impact

Develop group and property-level energy, carbon, water and waste inventory management plans, which serve as the basis for progressing towards 2030 environmental targets.



Green Spas

Engage guests and the wider community in health and wellness activities, go paperless with digital innovations and continue to eliminate single-use plastic, and identify responsible procurement opportunities in our spas.



Residence

Develop sustainability best practice sharing across residences and identify ways to become a sustainability resource for residents and host a greener way of living.



Green Development

Develop and roll out internal guidance on integrating sustainability across property development, design, and pre-opening phases, balancing growth with scaling sustainable solutions.



Food & Beverage Impact

Eliminate single-use plastic and identify responsible procurement and waste management opportunities across our F&B.



Marketing & Communications

Strengthen internal sustainability communication processes and develop creative resources for external communication with guests and spark long-lasting behavioural change internally and externally.



Rooms & Quality

Introduce new sustainability Legendary Quality Experiences, go paperless with digital innovations and continue to eliminate single-use plastic and identify responsible procurement opportunities in our rooms and quality.



DOING THE RIGHT THING

For Our
Planet










Can luxury travel be responsible?

It has to be.

We have been monitoring and measuring our impact for many years. Gathering, calculating and maintaining data on our energy, carbon, water and waste in a group-wide Inventory Management Plan started in 2022. In 2023, we took this one step further. As we work towards our 2030 Environmental Targets and weigh up ways we can improve across our operations, we aim to demonstrate how better efficiencies can contribute to long-term profitability.

We commit to regular, annual reporting on environmental issues to internal and external stakeholders. Our annual sustainability reports, ad hoc press releases and social media campaigns are our main formats of communicating with external stakeholders, and we have an intranet system in place to share reports and communicate regularly with internal stakeholders.

Reconciling responsibility with world-class spas, fine dining and rooms with every comfort is our ongoing mission.

2030 ENVIRONMENTAL TARGETS (from 2012 baseline)	 Energy	 Carbon	 Water	 Waste	 Renewable Energy
2030 TARGETS	30% intensity reduction	50% intensity reduction	40% intensity reduction	50% intensity reduction	15% increase in use
2023 PROGRESS	22% down per sq m	29% down per sq m	12% down per sq m	34% down per sq m	8% use

Climate & Carbon

A long-standing group environmental protocol has let us manage anticipated climate-related physical risks and reduce our carbon footprint.



Mandarin Oriental, Marrakech

SPOTLIGHT ON:



Greenview Portal

Our sustainability management system

We've tracked energy, emissions, water, and waste since 2012, and since 2019 we've uploaded our data in the Greenview Portal. Greenview works well to support Mandarin Oriental's strategies to align with Global Sustainable Tourism Council (GSTC) Criteria, and monitor progress at each hotel and at a group level. We share environmental goals and updates via reports, press releases, social media, calls, and through our intranet.

'We are glad to support Mandarin Oriental in their GSTC certification preparation process through our GSTC Recognized Greenview Portal. The GSTC Criteria underscore the fundamentals for a robust sustainability management system, with 42 criteria spanning from staff engagement and protecting cultural heritage to local and sustainable purchasing and biodiversity conservation. Given the numerous criteria to fulfil, understanding and consolidating efforts and evidence for

GSTC certification can be challenging and time-consuming. With this in mind, we have integrated guidance, features and functionalities into our platform to aid users on their GSTC journey. Tracking relevant data and initiatives, monitoring progress towards targets, and uploading supporting documentation are all facilitated within one convenient location.'

**— ERIC RICAURTE
FOUNDER & CEO, GREENVIEW**



What is the ‘greenhouse effect’?

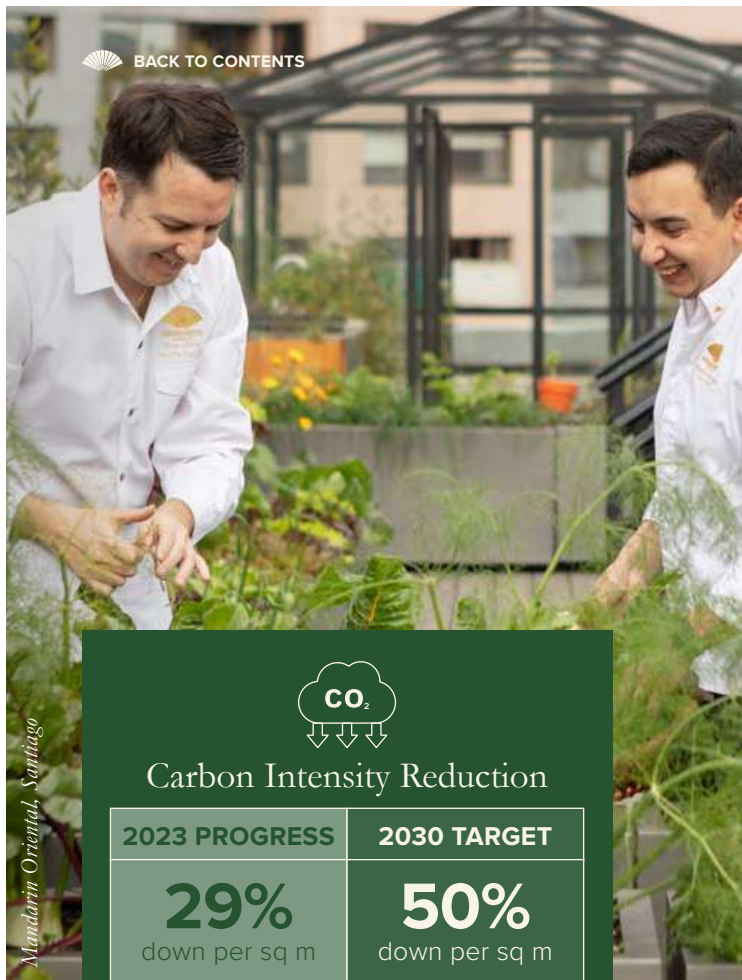
Glenn Thomas Trewartha, assistant professor of geography at the University of Wisconsin, described the heating up of the Earth as far back as 1937. Today’s global warming results from an increase in the sunlight-trapping globe-swaddling layer of greenhouse gases in the Earth’s atmosphere. Like a lot of topics in sustainability, it’s complicated in some ways, and at the same time also pretty simple. Plundering the planet for fossil fuels, then burning coal, oil, and natural gas while we lose carbon-sucking forests means nature is out of balance, as global average temperatures continue to rise. Proceedings of the National Academy of Sciences (2024), researchers from Oregon State University and the University of St Andrews carried out a detailed chemical analysis of ancient Antarctic ice and found that the rate of atmospheric carbon dioxide increase is currently 10 times faster than at any point in the past 50,000 years.

SPOTLIGHT ON



The CHSB Index

We are an advisory council member of the the Cornell Hotel Sustainability Benchmarking Index (CHSB), an industry-led initiative to develop global benchmarking data on energy, water, waste and carbon emissions. Led by Cornell University’s Center for Hospitality Research, the CHSB initiative collects and analyses data from hotels worldwide to benchmark sustainability metrics such as energy use, water consumption, and carbon emissions. Through this, hotels gain insights to improve efficiency and reduce environmental impact, fostering collaboration and continuous improvement in sustainable operations within the hospitality industry.



Mandarin Oriental, Santiago

Risk Management Framework

ISO AND COSO — THIRD-PARTY ASSESSMENTS

In addition to self-monitoring across all properties, in 2022, we engaged Greenview, a third-party consultant to conduct a sustainability risk assessment for our portfolio. This highlighted individual hotels' exposure to climate, water, biodiversity, socioeconomic and sustainability related regulatory risks.

Aligning with the ISO 31000 and COSO principles helped identify, assess, and define strategies to monitor and consider location-specific mitigation measures for climate-related risks, including insurance plans for natural disasters, increased use of renewable energy, and energy and water efficiency initiatives.

The evaluations analysed acute (floods, droughts and cyclones) and chronic (change in long-term precipitation, temperature and sea level rise) physical risks, as well as transition risks (change in sustainability-related policies).

CASE STUDY

Hotel Green Awards in 2023

Mandarin Oriental, Singapore

Singapore Hotel Sustainability Award 2023

This award recognises hotels taking the lead in championing green practices and initiatives in the workplace. Aligned with the GSTC certification requirements, it attests to effective sustainability management and initiatives benefiting the environment and local community.

ASEAN Green Hotel Standard

(Association of South East Asian Nations, 2022 through 2024).

BCA Green Mark Certification

(Green building rating system, 2022 through 2025).

Mandarin Oriental, Bodrum

Blue Flag Beach Accreditation

This eco-label awarded achievements of their rigorous standards for water quality, sustainable development in freshwater and marine areas for a consecutive year.



Mandarin Oriental, Macau

2022, 2024 Macao Green Hotel Award — Silver

The Environmental Protection Bureau with the Macau Government Tourism Office gave this in recognition of the commitment and achievements in environmental management: energy conservation, protection of water resources, waste recycling, green procurement and noise control.

Energy

As a sector, science is what informs the most impactful changes. Energy audits in our hotels at three-year intervals provide insights to hotel operations, which inform recommended strategies and efficiency projects. 18 energy audits were performed between 2022 to 2023 in line with guidance from ASHRAE's Procedures for Commercial Energy Audits.



RENEWABLE ENERGY

To tackle the effects of and reduce the causes of climate change, we must all do our part in transitioning from the world's reliance on fossil fuels to a greater use of clean energy. Our use of renewables increased year-on-year, reaching 8% of our total energy use in 2023. We intend to continue working towards reaching our 15% goal by 2030. Fewer properties than many might appreciate are suited to solar panel installations, so we encourage properties to select sources that suit their needs. A total of nine properties are procuring Renewable Energy Certificates for their energy supply.

GREEN TRANSPORT

We have invested greatly in the necessary infrastructure such as charging stations, and 90% of our hotels offer electric or hybrid hotel cars, which is a 19% increase since 2022.



Renewable Energy

2023 PROGRESS	2030 TARGET
8% USE	at least 15% USE

(from 2012 baseline)

ENERGY CASE STUDY

In 2023, Mandarin Oriental, Paris focused on the reduction of energy and optimisation of machinery in the property. This 135-room grande dame on Rue Saint-Honoré focused on optimising air handling units in front-of-house and back-of-house areas, allowing for more control over the operation of these units. They also fine-tuned fan coils and lighting in the administrative office spaces, to improve energy usage.


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Mandarin Oriental Hyde Park, London



Energy Intensity Reduction

2023 PROGRESS	2030 TARGET
22% down per sq m	30% down per sq m

(from 2012 baseline)

SPOTLIGHT ON



Driving sustainability with an electric fleet Mandarin Oriental, Lago di Como

On top of the eight on-site charging stations, the resort has debuted the complimentary shuttle service with the first fully electric Volkswagen van, ID Buzz, to ferry guests into the heart of historic Como. These eco-friendly mobility options elevate the guest experience while minimising the resort's environmental impact.

CASE STUDY

Carbon Neutrality Month Mandarin Oriental, Santiago

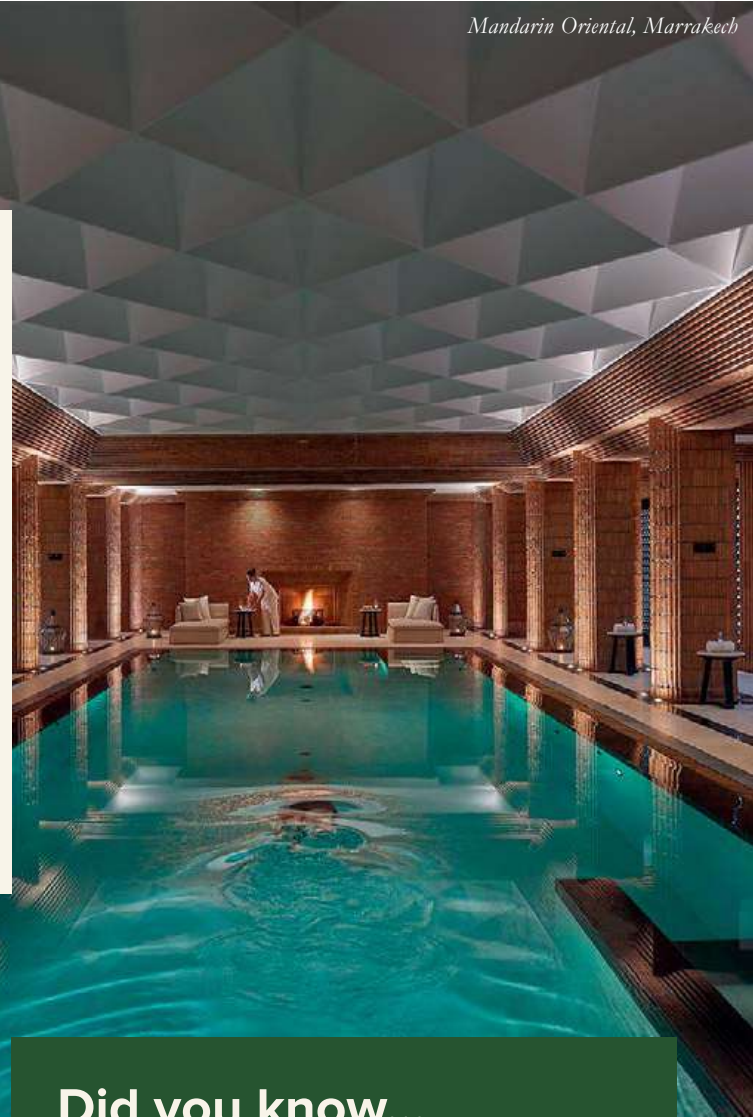
During November, hotel guests were invited to try different 'zero carbon emissions' experiences. Transfers were offered in electric vehicles, and organic food provided in the high-altitude garden, **Azotea Viva** which includes a high-rise orchard, a beehive, greenhouse and photovoltaic system at the hotel. The hotel worked with Enel X throughout November 2023, to calculate all carbon emissions generated through guest activities. While retaining an emphasis on strengthening energy efficiency and waste reduction measures, this was shared on check-out along with details of relevant carbon credits as offsets.



Mandarin Oriental, Santiago

Water

At Mandarin Oriental, we have an eye for conservation innovations and have trained our colleagues on the importance of water-saving initiatives. The Group Sustainability Department collaborates closely with Group Engineering Operations to ensure that all properties have in place achievable targets for water reduction. The group water targets are based on regular water audits. Regular reporting of these statistics allows us to see real-time data and adjust our operations where needed. A water risk assessment is conducted every two to three years, at our properties.



Did you know...

Tourists can sometimes use more than eight times more water per person than the local population — and often in water-scarce destinations. According to the World Hospitality Alliance, hotels guzzle an average of 1,500 litres per room per day. Low-flow bathroom fixtures, drip irrigation, and greywater recycling systems are a few ways hotel heroes are fighting back.

CASE STUDY

Water Circularity Mandarin Oriental, Guangzhou

A new water tank collects condensation water from the air handling units is used for garden irrigation, with an expected annual water saving of 300 cubic meters.



Mandarin Oriental, Canouan



Water Intensity Reduction¹

2023 PROGRESS	2030 TARGET
12% down per sq m	40% down per sq m

(from 2012 baseline)

¹Irrigation water usage is excluded from total water usage metrics due to its significant variability across properties and its potential to distort average water use intensity, ensuring a more accurate comparison of core operational water use.



Waste

BETTER MEASUREMENT ALLOWS BETTER MANAGEMENT

We aim to halve our waste by 2030, which has meant upping out action plans to better segregate and divert waste from landfill. ‘Reduce, Reuse, Recycle and Upcycle’ is our mantra in transitioning to a circular economy. The Group Sustainability Department is working with Group Engineering Operations to ensure achievable targets are in place across the Group.

WHAT DOES SEGREGATION INVOLVE?

We sort waste across 20 categories, including food, paper, glass, plastic, organics, and metals. Each property records waste figures every month using the intensity and waste diversion. Best practices are shared through internal platforms, including our sustainability site and social app MyMO, driving our transition to a circular economy across the board.



Mandarin Oriental, Jakarta

FOOD WASTE

A stand-out challenge across hospitality, this is especially important to tackle since organic waste contributes up to 10% of global greenhouse gas emissions, according to the UNEP Food Waste Index 2021. We consider the growing, processing, manufacturing, and transportation of all food in our ecosystems. Our initiatives include colleague educational campaigns, donating excess edible food and diverting what’s left to anaerobic biodigestors, creating compost and converting to green energy, animal feed and fertilisers.

Celebrating food provenance

Where our food originates from, how it was grown or produced, and transported are all considered aspects of its “food provenance.” Understanding a product’s food origin helps consumers make informed decisions about the environmental and social implications of its production, processing, and distribution. Consumers are asking more questions and becoming more conscious of the source of their food, which is resulting in more responsible consumption practices. This in turn is driving important conversation and demand for traceability and transparency from suppliers within our complex food system.

SPOTLIGHT ON:

Winnow

This award-winning AI-powered system is being rolled out across all of our kitchens as of 2024 after a successful trial spanning four properties representing each of our major operating regions. This food-waste-management technology uses data analysis to inform those prepping the servings to optimise menus and portions. Less leftovers swerves a load of greenhouse gases, since organic waste as it decomposes, pumps out methane which is 28 times more potent than carbon dioxide (although it leaves the atmosphere faster).

‘Between 5 and 15% of the food purchased by kitchens goes to waste – but chefs can’t be expected to tackle that unless they’re equipped with the data to understand what’s being wasted, and when. Mandarin Oriental has understood this from the start of our partnership, and we’re thrilled to see that Winnow’s AI is already supporting such significant results. By optimising food preparation and reducing waste, Mandarin Oriental is not just saving resources but significantly cutting greenhouse gas emissions. This partnership is a powerful example of a luxury brand pioneering technological innovation to drive real, sustainable change.’

— **MARC ZORNES, FOUNDER AND CEO OF WINNOW**

Winnow reported an estimated annualised total reduction at the four pilot hotels of:



US\$207,000

net savings after
Winnow cost



66
TONNES

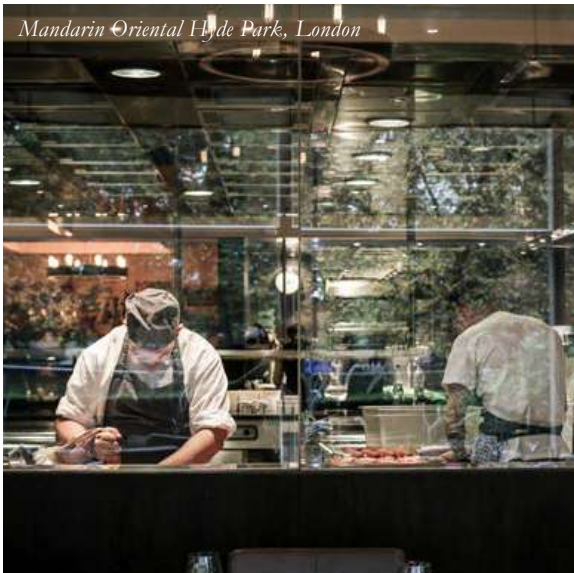
food waste
weight reduced



289
TONNES

CO2e offset

Mandarin Oriental Hyde Park, London



MANDARIN ORIENTAL HYDE PARK, LONDON

Michelin-starred Zero-waste Menu

The Luncheon menu at Dinner by Heston Blumenthal alchemises what might otherwise be off-cuts or food waste. Chef Adam Tooby-Desmond’s future-forward past-appreciating cunning includes Ragoo of Pigs Ear on toast and forced artichoke and pineapple and cardamom tart. Modelling circularity, and storytelling around centuries-old recipes, all while overlooking the royal park opened to the public by Charles I in the 17th century, previously Henry VII’s private hunting grounds.

MANDARIN ORIENTAL, BANGKOK

Organic and Closed Loop Growing

In Kamphaeng Phet, the hotel works closely with Les Fermiers to convert food waste (eggshells and coffee grounds) into fertiliser in a dedicated greenhouse. The hotel has sent around 2,400 kg of eggshells, 2,200 kg of coffee, and over 260 kg of compost as of December 2023.

Mandarin Oriental, Bangkok





THE LANDMARK MANDARIN ORIENTAL, HONG KONG

Bread to Beer

Local brewery Young Master has created a dark toast wild ale for Amber through their wild yeast fermentation programme, using the hotel's leftover and overtoasted sourdough bread.



MANDARIN ORIENTAL, GENEVA

Minibar Mastery

Room Service has created a best-before-date system for minibar items using software to track expiration dates. By moving products nearer their expiry to high consumption areas the team estimates that it is saving around 2,000 CHF to 3,000 CHF a year.

THE LANDMARK MANDARIN ORIENTAL, HONG KONG

Limited-edition Upcycled Lychee Ale

Our restaurant Amber has also collaborated with regenerative organic farming co-op Farmhouse Productions for Amber Lychee Wild Ale artisanal brew. This is made from the surplus harvest of Hong Kong organic lychee which would otherwise rot in landfills.



Waste Intensity Reduction

2023 PROGRESS

34%

down per sq m

2030 TARGET

50%

down per sq m

(from 2012 baseline)

Design

The built environment accounts for an eye-watering percentage of overall global CO₂e — according to the World Green Building Council, it's around 39% of all carbon emissions. Recognising that the buildings in which we operate have a footprint, our Development and Technical Services teams collaborated with our Product Standards & Guidelines (PS&G) to create our Responsible Hotel Development (RHDG) in 2021.

Emissions from construction, operation, the demolition of buildings can vary greatly depending on location, building materials, and energy sources — this RHDG documentation is a guide for all colleagues, owners and designers working in design and construction. We strive for balance in considering and integrating sustainability principles during all phases of new developments and major refurbishments, and to find areas of improvement in current operations. We are integrating biodiversity considerations into analytical tools, such as environmental site impact assessments. The RHDGs are continually reviewed to ensure we keep up with new technologies, policy changes and guest expectations.

UNIVERSAL DESIGN

Blending form with function in a way that everyone regardless of age or disability can enjoy time in our non-discriminatory spaces, we follow product standards and guidelines which consider the needs of all abilities. There's the official promise to comply with the ADA (Americans with Disabilities Act) and the equivalent regulations in all regions. This covers many considerations from having at least one lift each to guestroom floor and public area, accessible swimming pools, restaurants and bars which can be accessed by wheelchair and handles, pulls, latches and locks that are all easy to grasp.



MANDARIN ORIENTAL SAVOY, ZURICH

Working with ewz, the municipal electric utility in Zurich, to heat and cool the hotel, using water from Lake Zurich. Heat is extracted from the lake in winter to power energy-efficient electric heat pumps. In summer, the system works in reverse, with the lake water acting as a heat sink so that the heat pump can cool the hotel. When lake temperatures allow, free cooling saves heat pump energy.

MANDARIN ORIENTAL, KUALA LUMPUR

Recognised by the ISO14001 certification since 2003 and awarded the ASEAN Green Hotel Standard Award.



Single-use Plastic Elimination

Some single-use plastics are difficult to avoid, given limitations in alternatives and the lack of control over all packaging used by suppliers. As a group, we have always pushed for 100% eradication and thanks to this dedication we have avoided the equivalent of just under 1,000 metric tons of plastic waste every year. And in terms of saved energy from that elimination of plastic, that's equivalent to about 10,000 barrels of oil.



Mandarin Oriental, Singapore

Our commitment to eliminating single-use plastics extends to all areas of our hotels, including rooms, spa, transport, restaurants and bars, as well as in back-of-house areas which are not visible to guests, such as offices, colleague areas and kitchens. In the past few years, we have been tracking our single-use plastic progress via internal processes. Our Group Sustainability Department collaborates with all departments from the Group Rooms, Group Spa and Group F&B to ensure that all properties have achievable targets for single-use plastic elimination.

We have been tracking our single-use plastic progress over the past few years. We engage an independent third party, LRQA, to verify our hotels' single-use plastic elimination status.

We also use the Greenview Portal as our sustainability management system. While our relatively small footprint limits our contribution to global plastic reduction, we are in a strong position to inspire important changes in the industry, such as normalising plastic-free supplier packaging.

Our colleagues were encouraged to identify single-use plastic items and solutions. They are equipped with sample checklists, guidelines, training, and sharing of best practices and solutions over quarterly Sustainability Champions calls, case studies and via the internal social app, MyMO.

Not-so-fun plastic facts.

A colossal 8.3 BILLION Metric Tons of plastic has been produced since the controversial material was introduced in the 1950s. A terrifying 79% of it still sits in landfills or the natural environment. By the end of 2022, we had eliminated 99% of single-use plastic from Mandarin Oriental hotels. We continue to work on the remaining 1%, largely due to supplier packaging.



Mandarin Oriental, Singapore

BIG WINS FOR PLASTICS AVOIDED EACH YEAR



7,700K
Water
Bottles



4,900K
Bath Amenity
Bottles



1,800K
F&B Takeaway
Items



**294 METRIC
TONNES**
Garbage
Bags



**168 METRIC
TONNES**
Cling Film and
Food Vacuum Bags

**estimated from a sizing exercise conducted*



Mandarin Oriental, Singapore

CASE STUDY

Fruit Juice Triumph Mandarin Oriental, Doha

We worked with suppliers to switch from plastic bottles to glass, which were collected, sent back, washed, refilled and reused. Anticipated savings are around 31,000 plastic bottles a year based on previous consumption patterns.



Mandarin Oriental, Hong Kong

Eco Solutions

EARTH-FRIENDLY AMENITIES

We love seeking out eco alternatives, and we have designed alongside key suppliers a full range, including toothpaste sachets which have received lots of positive feedback. Certified ISO 14001 and ISO 9001, these products are certified by international laboratories such as Intertek and SGS. The cotton used is certified GOTS, while papers and woods are all certified FSC.

We do our best to stipulate that suppliers must find eco-friendly solutions — and welcome any ideas and innovations — but the hygiene mandates of local authorities can be restrictive. Small-scale purveyors can also be fiddly to deal with, but we are collaborating wherever we can to identify solutions and adapting standard operating procedures to drive changes in the industry.

CASE STUDY

Plastic Bottles get the Heave-ho Mandarin Oriental, Hong Kong

Single-use water bottles have been eliminated by a takeback programme for locally sourced glass alternatives. An annual CO₂e reduction of 264 tonnes, equates to planting 10,565 trees, is expected. This reduces the overall carbon footprint by editing out overseas shipping and sending used glass bottles to landfill and more reliable local stock control. We have worked with Swire Coca-Cola HK, the authorised bottler and distributor of the Coca-Cola Company, and BonAqua, Hong Kong's leading bottled water brand, on this takeback programme.

Suppliers and Procurement

Our commitment to responsible procurement is shared with everyone in our supply chain. Our guidelines ensure ingredients are grown using sustainable practices, and farmers receive fair wages. We strictly oppose forced and child labour, and poor working conditions, as outlined in our Modern Slavery Statement on our website.

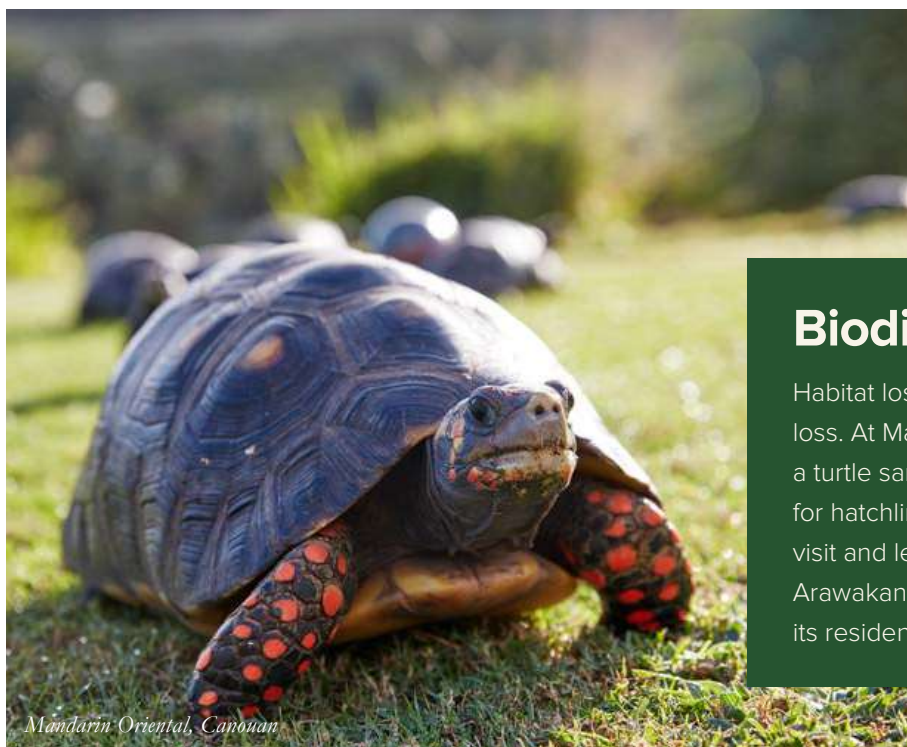


Mandarin Oriental, Marrakech

At Mandarin Oriental, we are dedicated to ethical sourcing. We ensure our coffee, tea, vanilla, and cocoa are responsibly sourced, and we avoid serving endangered seafood, following the WWF Endangered Seafood Guide. Our sustainability efforts extend to using 100% sustainably-certified paper throughout. In 2023, we expanded our commitments to include 100% responsibly sourced sugar and 100% cage-free eggs.

All our hotels are required to self-monitor their responsible procurement practices and undergo independent verification. LRQA, our third-party auditors, ensure our suppliers meet our fair, equitable, and sustainable standards. We actively participate in strategic industry sessions, such as the Hong Kong Sustainable Seafood Coalition, and keep our sustainable seafood program updated with the latest expert insights.

Our restaurants' sustainability efforts are gaining recognition. Amber at The Landmark Mandarin Oriental, Hong Kong, maintained a Green Star for a consecutive year in the 2023 Michelin Guide, adding to its two Michelin stars, which it has held for 15 consecutive years since 2008, in acknowledgment of its commitment to sustainability.



Mandarin Oriental, Canouan

Biodiversity Conservation

Habitat loss is one of the main drivers of biodiversity loss. At Mandarin Oriental, Canouan, we have created a turtle sanctuary with an elevated platform to care for hatchlings that need help and welcome guests to visit and learn more. 'Canouan' is derived from the Arawakan word for turtle and the island is famous for its resident red-footed tortoises.

SPOTLIGHT ON



Chef Richard Ekkebus

Director of Culinary Operations and F&B
The Landmark Mandarin Oriental, Hong Kong

Awarded the Distinguished Sustainability Leadership Award by the Hong Kong Management Association in recognition of Chef Ekkebus' success in raising awareness of the importance of sustainability in the business community. Receiving this distinction, Chef Ekkebus said:

“It is a great honour to be recognised for our sustainability journey. None of this would have been possible without a committed and creative team that has been supporting my vision from day one, or without the support from Mandarin Oriental Hotel Group. We will continue offering modern fine dining experiences that combine culinary excellence with ethical and eco-friendly commitments, an inspiration for keen foodies and the hospitality industry.”

Our Sustainable Honey Programme

Protecting and enhancing beehive populations is more important than ever: bees are vital for pollinating plants, vegetables and fruit and for playing a part in supporting biodiversity and food security. We've been running programmes across our properties for more than five years. Urban bee houses and resting points are safe havens for bees and other pollinators and beekeeping is incorporated into operations whenever we launch new hotels, on site and off.



Mandarin Oriental, Guangzhou



Working with suppliers

Thinking outside of the box (literally), we've worked with our dry amenities supplier to create a toothpaste sachet that almost entirely eliminates plastic (save a very thin PLA protective lining) and plastic-free options for sanitary bags, shower caps, and shavers. These aren't readily available in the market, or products along these lines are not typically fit for a luxury hotel — but we've loved elevating eco options for all.

What are 'cage-free eggs'?

This is when egg-laying hens can roam freely, and the chickens are housed in a hen house or space with access to food and fresh water. This status is a minimum requirement at all our properties, although procurement aims to go beyond and we seek to source from best-quality farming conditions.



What does 'responsibly sourced' mean?

Since 2019, we have sourced sugar, coffee, tea, cocoa, vanilla and paper which has been grown, harvested, traded and manufactured in an ethical way with a fair treatment of workers. Eco-labels we rely on are Fairtrade, Rainforest Alliance, UTZ Certified or equivalent, and Bonsucro. Third-party assurances include Ethisphere, EcoVadis, DNV Business Assurance and equivalent verification reports.



DOING THE RIGHT THING

For Our
People



Legendary service is the hallmark of Mandarin Oriental.

We dedicate ourselves to delivering service excellence, exceeding expectations each day. Guests can rest assured that their comfort, health and safety are well taken care of during their stay with us.



Our Stakeholders

At Mandarin Oriental, our sustainability commitments go beyond the environment as we strive to ensure socio-economic benefits for all the people and communities our work touches.



GUESTS

We promote guest awareness of sustainability issues, enabling them to partake in our initiatives such as the green linen standard. We also offer Mindful Meetings and Meetings with Purpose, which include green transportation, and invite guests to indicate sustainability preferences for a greener stay through Fans of M.O. programme. We conduct guest satisfaction surveys to improve our service quality and sustainability programme.



LOCAL COMMUNITIES

We engage with residents by participating with organisations, cultivating local talent and supporting initiatives that benefit our immediate society. Our colleagues engage in community and giving activities, which they are passionate about.



INDUSTRY PEERS AND TRADE ASSOCIATIONS

We participate in industry sustainability initiatives, such as the Net Zero Methodology for Hotels, Cornell Hotel Sustainability Benchmarking Index and Green Lodging Trends Report, to advance industry sustainability and gain insights into our hotels' performance against industry peers.



COLLEAGUES

We listen to the voices of our colleagues across channels, including engagement surveys. Our Safe and Sound programme checks health and safety, and we develop talents through career development plans, performance reviews and training programmes. Under our sustainability governance framework, colleagues are also engaged and empowered to advance the Group's sustainability efforts.



SHAREHOLDERS

We conduct ongoing and routine discussions with our controlling shareholder, Jardine Matheson Group, on financial performance, risk management (including sustainability and climate risks) and other current issues. We also conduct annual financial and sustainability reporting and have feedback mechanisms for our shareholders.



NGOS AND OUTSIDE ADVISORS

We discuss our sustainability programme with key thought leaders across the travel and tourism industry and the broader sustainability field. Greenview, a leading sustainability research and consulting firm, sits on our Sustainability Executive Advisory Panel (EAP) as an advisor. We also partner with international and local NGOs.



OWNERS AND DEVELOPERS

We maintain close partnerships and regular communications with owners and developers, from design and development to construction and property management. Sustainability is a key consideration across all of these phases.



VENDORS, SUPPLIERS AND CONTRACTORS

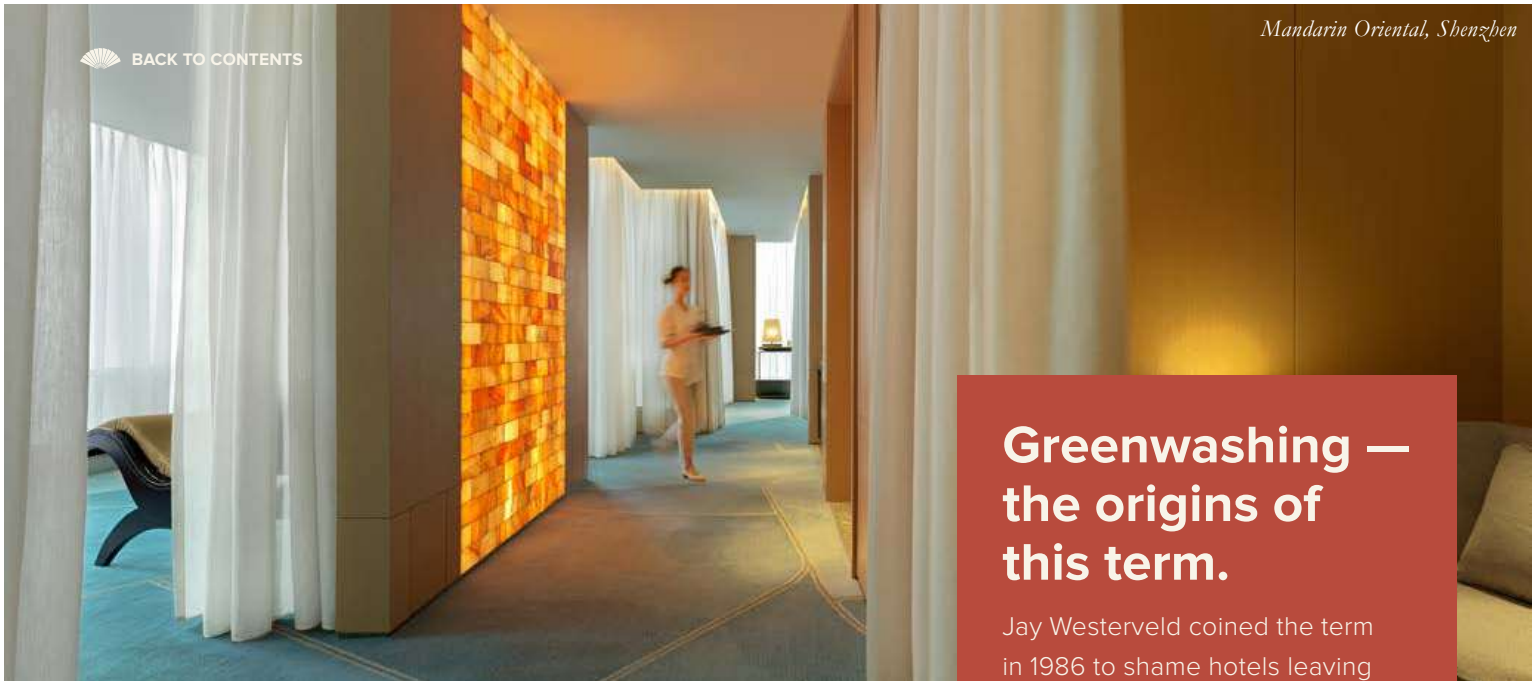
We conduct meetings with vendors, suppliers, and contractors to discuss responsible procurement opportunities and promote supplier awareness of sustainability — such as the types of endangered seafood to avoid. As part of our efforts to source locally, we also have partnerships with local farmers, beekeepers, aquaculture farms, and fisheries.



Mandarin Oriental, Miami

Our Guests

Legendary service is a longstanding hallmark of Mandarin Oriental — and it is at the heart of our luxury hospitality. As well as we are well recognised for delivering service excellence and operating our hotels and residences in responsible and sustainable way, we invite guests to join us in the pursuit of a more responsible approach to luxury.



Greenwashing — the origins of this term.

Jay Westerveld coined the term in 1986 to shame hotels leaving eco-conscious notes for guests. He proposed that asking guests to reuse their towels as an act of environmentalism was masking their real motivation: reducing their laundry and housekeeping costs as a money saver. So we're careful to go above and beyond inviting guests to opt in and out of extra laundering...

Activation and Communication

A 'green linen' standard is a basic protocol today. Our in-room card explains that we change the bed and bathroom linens every other day, unless the guest places the card in such a way as to request a daily refresh. This is aligned with other luxury brands with an aim to reduce water, energy, and detergent usage in all our hotels. Mandarin Oriental guides each department to take ownership of its sustainability standards, training colleagues to feel confident in talking to our guests about why we have our initiatives in place.

SPOTLIGHT ON:



Jill Goh
General Manager
of Mandarin Oriental,
Singapore



Jill Goh, General Manager of Mandarin Oriental, Singapore, is always eager to celebrate the benefits of talents with different backgrounds, genders, and ethnicities — as profiled in Travel Weekly Asia:

A seasoned veteran with over 30 years in global luxury hospitality, Goh started her career with the Group in 1993.

She has expanded her leadership roles throughout the years in London, Macau and Hong Kong. Her recent tenure at The Landmark Mandarin Oriental was particularly noteworthy, as she was recognised as Hong Kong's Best General Manager for two consecutive years at the Travel+Leisure Luxury Awards in 2022 and 2023.

Health, Safety and Security

Having learned how to adapt to an ever-changing landscape due to Covid, we are well-versed in acting swiftly to keep our guests and colleagues safe. Our rigorous safety standards and ongoing implementation of our WeCare programme ensure that international and local health, safety and hygiene standards are maintained. In 2023, we achieved an average group score of 94.6% for our Safe and Sound audit, an increase of 1.2% from 2022 – a solid achievement given the number of new properties undergoing their first formal FLHSS audits, supported by our guidelines and resources available to all colleagues on our company intranet. Our Data Privacy Policy, meanwhile, ensures the highest levels of integrity to protect personal information within our control. We also treat all data with extreme sensitivity.



WeCare Pack, Mandarin Oriental, Munich

Holistic Wellness

Our Intelligent Movement Programme continued to support guests around posture and mobility affected by a tech-driven lifestyle to address modern-day tendencies toward a head-forward posture, internally rotated shoulders, anterior pelvic tilt and tight hamstrings.



Oriental Sound Bath Ceremony, Mandarin Oriental, Bangkok

The Wellness Music Programme has been curated to draw on regional cultures and philosophies with healing traditions in their music. Launched on Global Wellness Day, sound healing events were offered to all, in all our spas.

We took home the title of World's Best Hotel Spa Brand for the second year at the World Spa Awards in 2023, as an acknowledgement of our team's dedication to our guests' wellbeing, personalised holistic treatments and carefully curated fitness and wellness.

Forbes Travel Guide Star Awards are some of the most important in the hotel industry, and we are proud to continue our lead with 15 Five-Star Spas.



Mandarin Oriental, Bangkok

SUSTAINABILITY SURVEY RESULTS

As part of the post-stay survey, we ask guests to rate their satisfaction with the hotel's sustainability practices.

2023's year-end result found 88% of guests were satisfied overall.

*2023 Guest Survey (34,379 responses)

CASE STUDY

The Oriental Spa Mandarin Oriental, Bangkok

Since its founding in September 1993, The Oriental Spa has been a trailblazer. As we celebrate its 30th year, Thailand's first hotel spa, and the first high-end spa on the Chao Phraya River demonstrated its enduring commitment to blending luxurious wellness experiences with traditional Thai healing arts. For the anniversary, wellness activities, such as Step Dance, Aqua Yoga, and Sound Bathing, were available to hotel guests and the public. These events not only showcased our dedication to holistic health but aimed to elevate the health and appreciation of wellbeing of our wider community.



Mandarin Oriental Hyde Park, London

Sustainability Brand Standards, Legendary Quality Experiences (LQE)

Our LQEs follow our philosophy of 'doing the right thing' — for the planet, colleagues, guests, and communities — offering guidance to our hotels to act by our standards. The sustainability LQEs represent our promise to maintain sustainability initiatives and awareness at our properties. It's important to ensure our standards are met, and we follow approaches such as mystery shop audits, internal inspections, and care of guest satisfaction surveys. It's vital to be aware of areas for improvement and what deserves to be celebrated as we strive to do our best in every way possible.



Our Colleagues

Our colleagues are at the heart of delivering exceptional guest experiences in the hospitality industry, and their health and wellbeing are also priorities. Our annual colleague experience survey allows for continuous improvement in training, development, mentoring and other key services designed for our team members. The anonymous poll welcomes genuine feedback and concerns, creating an open, aware culture.

At Mandarin Oriental, we're proud to foster a culture of inclusivity, empowerment, and equal opportunity for all. As we continue to build a diverse and equitable team, we aim to better spotlight our passionate ambassadors of Mandarin Oriental, and role models who share our intention of inspiring a greater number of leaders.

Health and Wellbeing

As part of our stringent WeCare protocols, the group hosted a four-week-long Inner Strength Outer Strength course for a fourth consecutive year in 2023 to provide resources and tools for colleagues' mental and physical health. We also held our eighth annual Colleague Wellness Week, designed to boost everyone's physical health and mental resilience.



MOve Forward cohort

Training and Development

Mandarin Oriental values and encourages continuous learning for colleagues, focusing on sustainability and career progression. All colleagues completed a series of learning in 2023, including the annual sustainability colleague training on waste management and minimisation. Our colleagues also completed ongoing learning about Information Security, Code of Conduct and Hotel Safety.

In 2023, we were proud to launch The Loop, a digital learning system that made a holistic, contemporary learning experience accessible to all colleagues. Our Colleague Journey is curated to support different individual skill sets and learning styles. Our learning and development team takes great pride in ensuring their educational journey is smooth from the moment they join, with a series of curated in-person programmes such as MOve Up, MOve Forward, MOve Ahead Leadership Development Programmes, and MBA Executive Programmes.

Mentoring

Learning from others is a valuable way for our colleagues to advance their careers with Mandarin Oriental. In addition to our global mentoring programme, we refreshed our hotel mentoring programme in 2023, with all hotels participating. This programme brings colleagues together in structured conversations and development activities.



Leading a Safe, Respectful, and Inclusive Mandarin Oriental Workshop:

In 2023, the D&I Council hosted leadership training workshops with all the general managers, hotel executives, and corporate office senior executives. The workshop highlighted various themes that contribute to creating a safe and inclusive environment and examined these through realistic and practical case studies from the industry. Following a successful first phase with resoundingly positive feedback, a similar eLearning module will be rolled out to all colleagues across the group in 2024.

Hiring with Impact

In collaboration with the People and Culture team, the D&I Council rolled out this Hiring with Impact initiative in 2023. The intention is to make the group's hiring practices more inclusive by delivering unconscious bias in hiring workshops to all people and culture directors and hiring managers. This initiative is being fully rolled out to colleagues involved in hiring new talent. It inspires hotels to replace reactive, traditional recruitment methods with proactive, targeted strategies for identifying talent, prizing diversity, inclusion, avoiding unconscious bias.



Mental Health First Aid

We are proud to have had over a hundred colleagues certified as Mental Health First Aiders. They are trained to spot the triggers and signs of mental health and encourage good mental health by signposting to the right type of support.



CASE STUDY

Mandarin Oriental, Macau

At The Pontiac Celebrate Diversity and Inclusion event at the Vida Rica bar, Beckaly Franks of The Pontiac celebrated her all-female team winning the Altos Bartenders' Bartender Award 2023. The top peer-voted bartender by Asia's 50 Best Bars, the co-founder gave a powerful speech of gratitude to Mandarin Oriental, Macau for amplifying their message of inclusivity and embracing the Pontiac community through their inclusive and progressive bar.



Celebrating global D&I-themed events

The D&I Council was delighted to partner with the brand and communications team in 2023 to celebrate several global D&I-related events. The group ran a dedicated International Women's Day campaign on internal and external communication platforms in line with IWD 2023's theme of #EmbraceEquity. Pride month was celebrated globally within local contexts, with purpose-designed rainbow fan pins, back-of-house events for participating colleagues, and external social media coverage. Annual D&I-related event celebrations will be expanded in 2024 with a continued group-wide approach.

Commitment to Human Rights

Mandarin Oriental is always committed to upholding human rights at all hotels and residences and along our supply chain. Our Supplier Code of Conduct sets forth our principles and minimum standards for procurement compliance while holding their suppliers and subcontractors accountable and opening channels to report any concerns. Our approach to child and forced labour, wages and working hours, health and safety, freedom of association and non-discrimination is informed by the United Nations Universal Declaration of Human Rights and the International Labour Organization's Fundamental Conventions.



Emirates Palace Mandarin Oriental, Abu Dhabi

Commitment to Diversity & Inclusion

We believe diverse perspectives – combined with an inclusive culture and equitable opportunities – stimulate innovation, increase organisational agility and strengthen resilience to disruption. More than a hundred different nationalities represent our workforce. We deliberately foster a workplace where all colleagues can freely express themselves and their backgrounds without fear of discrimination or harassment. We also support advancing social equity and removing barriers to prospects for all colleagues. Our ongoing actions are driven by our D&I Council and the Mandarin Oriental Diversity & Inclusion Policy, which maintains education among senior leadership and executives and awareness among colleagues.

Health, Safety and Wellbeing

Our top priority is ensuring our colleagues' physical health through our stringent WeCare protocols. We held our eighth annual Colleague Wellness Week, continuing our guarantee to bring everyday wellness for all. Activities during the week ranged from boosting colleagues' physical health to increasing mental resilience.



Mandarin Oriental Wangfujing, Beijing

Sustainability Champions

A colleague is chosen at each of our hotels, thanks to their determination and drive to push forward our mission. They are supported by our robust sustainable governance structure and provided with an array of toolkits and resources accessible through our intranet to engage colleagues and help all stay alert to solutions and innovations.

What being a Sustainability Champion means to me...



Sebastian Chung
Mandarin Oriental, Singapore

DIRECTOR OF SAFETY, HEALTH, HYGIENE & ENVIRONMENT

‘Climate change and waste management are my main passions. My push to help raise awareness spans: sharing sustainability practices such as recycling and saving electricity with guests, colleague engagement activities like beach clean-ups and giving talks to students, as well as reminding friends and family that they too can make a contribution. I advocate energy-saving practices and how we can reduce plastic waste by using reusable bottles. My nickname in the hotel is ‘Mr Sustainability’ and my proudest moment was when our recycling rate improved by 20% since 2012. We’ve won lots of local and regional sustainability awards and have been invited to share our best practices in seminars and publications.’

Putthachat Inpitux
Mandarin Oriental, Bangkok

EXECUTIVE PERSONAL ASSISTANT TO GENERAL MANAGER

‘Being a sustainability champion allows me to support the team, which works hard at implementing sustainable practices throughout the group. It is a great opportunity to see the world of sustainability from a different angle and learn to understand people’s perceptions and approaches to sustainability. I incorporate sustainability adaptations into my daily life by only buying what I need and fully using the items I buy to reduce waste daily.’



Irina Kurbatova

Emirates Palace Mandarin Oriental, Abu Dhabi

DIRECTOR OF HEALTH SAFETY

'Sustainability has become integral to my life. Once you become passionate, it becomes routine. I want to protect nature, support strained ecosystems, and create a more favourable world, balancing environmental responsibility with self-motivation. Since 2012, I've been involved with People of Determination from the Zayed Higher Organization. As a volunteer, I help educate students and have improved the cooking-class facilities. I hope by showing leadership skills, resilience, and determination, I will inspire others to develop their career aspirations. Through mentorship, I am also helping cultivate the next generation of female talent. Recognitions include Sustainability Leader 2022 from Luxury Lifestyle Award, and Hotelier ME has selected me to be part of their Women in Hospitality 2024 List.'



Paul Roquebert

Mandarin Oriental, Paris

FINANCE PROJECT MANAGER, RISING FAN

'For me, being a sustainability champion is the bridge between the Mandarin Oriental Hotel Group and the property I work at. It also means being a voice for my colleagues when communicating with management or the corporate office. Being a sustainability champion places me at the heart of hotel life, allowing me to connect colleagues with diverse backgrounds and opinions on sustainability as we work towards a common goal and a greener future.'

In addition to implementing new policies, I have overseen multi-level projects on the property, from educating colleagues on the benefits of recycling in the staff canteen to implementing a water solution to produce bottled water on-site, reducing our carbon footprint and waste production. This experience has taught me the broader meaning of sustainability and provided a better understanding of what a hotel can achieve when a dedicated team drives progress.'

Nagihan Görür

Mandarin Oriental, Bodrum

FIRE LIFE HEALTH SAFETY AND SECURITY MANAGER

'We create a wide-scale impact by sharing Mandarin Oriental's responsible practices with local businesses and charities such as Bodrum Health Foundation. We also share environmental activities with Bodrum municipality, such as preserving endemic species and fishing invasive ones. Take lionfish. By including it on our menu we help raise awareness with locals, as well as removing some of these troublesome specimens from our reefs. We also run special events at our mosaic and ceramic atelier that are aimed at including those with different physical and mental abilities.'



SPOTLIGHT ON:

The Change Leadership Forum at Mandarin Oriental, Bangkok

At the start of 2024, this event in Thailand brought together colleagues from around the world. Together, we celebrated:

Charity success: over a decade of supporting the Baan Nokkamin Foundation, which provides a home for orphans and street children, our fundraising across the group has raised a total of about US\$200,000.

A dozen exceptional colleagues were also commended at this iconic hotel, including **Khun Somkiat**, who joined The Oriental in 1983 as a waiter, and now, 41 years later, is F&B Ambassador at The Veranda, having served the King and Queen of Thailand, Queen Elizabeth II, Princess Diana and His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah from Brunei, through to **Khun Wanalee** who's been in service 14 years, and as Sous Chef, she has already prepared about 400,000 dishes.



Heroes from around the world, included

Janice Lee from Mandarin Oriental, Hong Kong, started as a clerk in 1996 and is now an Assistant Housekeeper. Always willing to help, whether assisting in F&B or the Flower Shop, a team player, she sparks a true sense of camaraderie. Her volunteer work spans supporting the Animal Adoption Centre and demonstrating a caring nature in her personal life and through her community activities.

Malik Dawouda from Mandarin Oriental, New York, and came to the US from Togo in 1985. He had enrolled to study medicine, but when his wife became unwell, he had to leave his studies to take care of her. While working as a much-loved spa facilitator, he put his daughter through medical school.

Teddy Hale from Mandarin Oriental Hyde Park, London always goes above and beyond to support those less privileged. For example Habte, who arrived in the UK as an asylum seeker and now works as a kitchen porter. Touched by his story, Teddy dedicated his time to help him find housing, set up a bank account and get a mobile phone. On seeing a colleague called Alfa upset after payday, Teddy realised she had been overpaying large amounts in child support and was due a substantial repayment. He personally chased the tax department to bring the payment forward, which meant Alfa got a lump sum that allowed him to visit his elderly mother in Guinea-Bissau, a trip he described as 'life-changing'.

Nisha Premsingh Rawat from Mandarin Oriental, Doha, **Junaidah Binti Abd Karim from Mandarin Oriental, Kuala Lumpur**, and **Jasmine Fu from Mandarin Oriental Pudong, Shanghai** were also recognised as Unsung Heroes for the Group.

DOING THE RIGHT THING

For Our
Communities



Our Collective Impact

We believe our presence in a destination should positively impact the communities in which we operate.

In recent years, the language and narrative around positive impact for people in the places where luxury travel brings guests to have evolved greatly — and it needs to. Box-ticking and lip service aren't enough — and a deeper consideration of what truly benefits communities must be meaningful and measurable. At Mandarin Oriental, we serve all citizens by providing education and skills development opportunities for disadvantaged youth and adults, disaster relief efforts, fighting hunger, and promoting interconnected environment and animal welfare goals.



Mandarin Oriental Pudong, Shanghai visit to a nursing home



Mandarin Oriental, Macau partaking a bakery workshop for Special Olympics

Collective social impact globally



529
INITIATIVES
conducted by
colleagues



Over
52,000
VOLUNTEER HOURS
dedicated by
colleagues



Over
US\$651,000
DONATIONS RAISED
from colleagues and the
Mandarin Oriental Foundation



Mandarin Oriental, Marrakech volunteering for village affected by the earthquake

In 2023, we rolled out a group-wide commitment to ensure one day paid leave for colleagues to devote to volunteering. Knowing we can make a greater social impact by making volunteering more accessible, we encourage properties, residences, and corporate offices to take part in this commitment moving forward.

‘What is the essence of life? To serve others and to do good.’

—ARISTOTLE

It's been heart-warming to see such huge support from our colleagues, with a 150% increase in volunteer hours year on year. As we popularise this impactful outreach, we are excited to see the desire to get involved grow, throughout our group.

#MOgiving



MANDARIN ORIENTAL, MILAN

Adecco Foundation

The Adecco Foundation's RITA project for equal opportunities supported women in disadvantaged situations who, due to the pandemic, had lost jobs or were at risk of losing them. Upskilling and reskilling were provided through this personalised and specialised training activation.



MANDARIN ORIENTAL HYDE PARK, LONDON

Age UK

Working with this charity, colleagues provided services and support for older people. The hotel invested £6,120 for running costs and raised a further £5,206 through raffle sales.



MANDARIN ORIENTAL, DOHA

Warm Hearts Campaign

For our cake box design collaboration from Qatar National Day, Qatar Academy Msheireb students helped raise QAR 10,000 for a winter charity campaign delivering aid to more than 1.2 million people, including internally displaced persons.

Our Collective Impact

Mandarin Oriental, Macau

Internship opportunities given to three students with learning disabilities.

Mandarin Oriental, Hong Kong

To celebrate the hotel's 60th Anniversary in 2023, the hotel committed to 'giving back to Hong Kong' through 60 social impact MOments including a cocktail event with Mekong Club promoted insights on human trafficking. Colleagues contributed 88 hours and US\$2,200 to make the event a success.



Mandarin Oriental, Hong Kong



Mandarin Oriental, Marrakech

Mandarin Oriental Bosphorus, Istanbul

Just over US\$10 was donated for every room night booked to Disaster and Emergency Management Authority of Turkey for post-disaster humanitarian assistance, totalling US\$214,000 in 2023.

Mandarin Oriental, Marrakech

By selling animals from our farm, US\$1,700 was raised to support families impacted by the earthquake.



Culture and Heritage

Our iconic symbol is an 11-bladed fan, which ties together the group's hotels into a single identity. Each Mandarin Oriental has its own fan, and every fan thoughtfully reflects the hotel's unique personality, location, and cultural heritage.

Three signature fans from:



MANDARIN ORIENTAL, COSTA NAVARINO

Greek artist Dimitris Papaioannou was inspired by the splendour of ancient art and the glorious past of Ancient Messene — where the resort resides. A merging of Greek and Asian cultures, the design derives from abstract pictorial scenes on ancient pottery and draws from the tranquil surrounding colours. Dark green represents the olive groves, while brown and terracotta tones honour the earth. As an ode to the sky, earthy pink and yellow depict the mesmerising sunsets and a light blue conjures the morning ether.



MANDARIN ORIENTAL AL FAISALIAH, RIYADH

Designed by Her Royal Highness Princess Nourah Al Faisal, this signature fan takes inspiration from the rich history of Saudi Arabia, its dynamic present and its compelling future. The 13 circular panels of embroidered fabric — denoting the Kingdom's 13 provinces — represent the cultural heritage and diverse traditions. Quartz, freely found in the desert dunes and fondly called 'desert diamonds', signifies the present, while the prominent Saudi green colour symbolises a prosperous future.



MANDARIN ORIENTAL SAVOY, ZURICH

Created by Parisian interior designer Tristan Auer in collaboration with renowned fan-makers Duvelleroy, this fan reflects the city's urban lines and the hotel's modern design. Playing with the triangular shapes of the palmettes, the designer recalls his kinetic and layering sensations in Zurich, acknowledging the sobriety of Swiss architecture. During Auer's initial discoveries of Zurich, the designer was struck by the colour palette: the variations of grey, the touches of blue on the church rooftops, and the myriad shades of blue and green of the lake, mountains, and sky.

Mandarin Oriental Fellowship with the Asian Cultural Council (ACC)

Since 2005, we have partnered with the ACC. This non-profit supports the preservation of indigenous arts, culture, and traditions in Asia through grants to artists, scholars, and organisations in the USA and Asia.

Mandarin Oriental Wangfujing, Beijing — showcasing Hua Qing's work

Beijing-based contemporary artist Hua Qing was born in Huaibei City, Anhui Province and his Chinese contemporary art, exhibited in the hotel in 2023, blends traditional ink painting techniques and modern expressionism.



Appendices and Miscellaneous



Performance Data

Total Workforce

TOTAL WORKFORCE	MALE	%	FEMALE	%	TOTAL	%
By Region	8,070	59.3%	5,545	40.7%	13,615	
Asia	3,331	55.3%	2,689	44.7%	6,020	44.2%
Europe, Middle East & Africa	3,751	65.7%	1,957	34.3%	5,708	41.9%
The Americas	874	54.7%	723	45.3%	1,597	11.7%
Corporate	114	39.3%	176	60.7%	290	2.1%
By Employment Contract	8,070	59.3%	5,545	40.7%	13,615	
Full-time	7,992	59.7%	5,402	40.3%	13,394	98.4%
Part-time	78	35.3%	143	64.7%	221	1.6%
By Colleague Category	8,070	59.3%	5,545	40.7%	13,615	
Line Staff	4,276	58.7%	3,005	41.3%	7,281	53.5%
Management	3,591	59.5%	2,440	40.5%	6,031	44.3%
Executive	203	67.0%	100	33.0%	303	2.2%
By Age Group	8,070	59.3%	5,545	40.7%	13,615	
Under 30	2,374	54.5%	1,978	45.5%	4,352	32.0%
30 to 50	4,582	62.0%	2,803	38.0%	7,385	54.2%
Over 50	1,114	59.3%	764	40.7%	1,878	13.8%
By Generation	8,070	59.3%	5,545	40.7%	13,615	
Gen Y	4,215	61.0%	2,697	39.0%	6,912	50.8%
Gen Z	1,502	54.8%	1,240	45.2%	2,742	20.1%
Other	2,353	59.4%	1,608	40.6%	3,961	29.1%
Executive Team and Board of Directors	Male	%	Female	%	Total	%
By Age Group	10		5		15	
Under 30	-	-	-	-	-	-
30 to 50	3	75.0%	1	25.0%	4	26.7%
Over 50	7	63.6%	4	36.4%	11	73.3%
By Nationality	10		5		15	
Europe	7	63.6%	4	36.4%	11	73.3%
North America	1	50.0%	1	50.0%	2	13.3%
Oceania	2	100.0%	0	0.0%	2	13.3%
New Hires	Male	%	Female	%	Total	% of Total
Hires by Age Group	2,577	56.7%	1,969	43.3%	4,546	33.4%
Under 30	1,294	54.5%	1,079	45.5%	2,373	52.2%
30 to 50	1,152	59.7%	778	40.3%	1,930	42.5%
Over 50	131	53.9%	112	46.1%	243	5.3%

New Hires Continued	Male	%	Female	%	Total	% of Total
Hires by Region	2,577	56.7%	1,969	43.3%	4,546	33.4%
Asia	1,096	54.1%	929	45.9%	2,025	44.5%
Europe, Middle East & Africa	1,171	60.8%	754	39.2%	1,925	42.3%
The Americas	286	53.0%	254	47.0%	540	11.9%
Corporate	24	42.9%	32	57.1%	56	1.2%
Total Turnover	Male	%	Female	%	Total	% of Total
Separations by Age Group	2,212	57.3%	1,650	42.7%	3,862	
Under 30	933	55.0%	763	45.0%	1,696	43.9%
30 to 50	1,105	59.7%	745	40.3%	1,850	47.9%
Over 50	174	55.1%	142	44.9%	316	8.2%
Separations by Region	2,212	57.3%	1,650	42.7%	3,862	
Asia	915	55.2%	743	44.8%	1,658	42.9%
Europe	1028	60.4%	674	39.6%	1,702	44.1%
The Americas	257	55.0%	210	45.0%	467	12.1%
Corporate	12	34.3%	23	65.7%	35	0.9%
Turnover Rate by Age Group		27.4%		29.8%		28.4%
Under 30		39.3%		38.6%		39.0%
30 to 50		24.1%		26.6%		25.1%
Over 50		15.6%		18.6%		16.8%
Turnover Rate by Region		27.4%		29.8%		28.4%
Asia		27.5%		27.6%		27.5%
Europe, Middle East & Africa		27.4%		34.4%		29.8%
The Americas		29.4%		29.0%		29.2%
Corporate		10.5%		13.1%		12.1%
Employee Training Hours			2022		2023	
Average training hours by employee category						
Manager			26.7		28.8	
Non-Manager			23.5		26.3	
Average training hours by gender						
Male			23.1		26.3	
Female			26.0		27.5	
Average training hours per employee			24.3		26.9	

Health & Safety Incidents

Performance Indicator	Unit	2021	2022	2023
Safe, Sound & Sustainable				
Audit Results	% Compliance	92.7	93.3	94.56
Work-Related Injuries ¹	Fatality rate	0	0	0
	Rate of high-consequence work-related injuries	0.01	0	0.02
	Rate of recordable work-related injuries	6.83	7.10	5.49

1. Calculated based on 200,000 hours worked.

Environmental Performance Table 2023

PERFORMANCE INDICATOR	UNIT	2012	2021	2022	2023
Energy					
Absolute energy consumption (actual)	GJ	1,045,228	1,520,954	1,739,819	1,871,590
	MMBTU	990,685	1,441,586	1,649,030	1,773,925
Energy intensity (actual)	MJ/sq m	1,812	1,243	1,323	1,422
	MBTU/sq ft	160	109	117	125
Direct energy	percentage	31%	23%	24%	24%
Indirect energy	percentage	69%	77%	76%	76%
Energy from renewables	percentage	4%	3%	7%	8%
Emission					
Absolute emissions (actual)	tons (metric) of CO₂e	120,195	179,428	192,599	203,660
	tons (US) of CO₂e	132,492	197,786	212,304	224,496
Emission intensity (actual)	kg CO₂e / sq m	208	147	146	155
	lb CO₂e/ sq m	43	30	30	32
Scope 1	percentage	16%	11%	12%	12%
Scope 2	percentage	84%	89%	88%	88%
Water					
Absolute water consumption (actual)	Cu m	2,563,907	4,538,336	4,901,791	5,172,150
	million gallons (US)	677	1199	1295	1366
Water intensity	litres/ sq m	4445	3708	3728	3931
	gallons (US)/sq ft	109	91	91	96
Waste					
Total waste	metric tons	5,176	10,879	15,549	17,356
	kilopounds	11,411	23,985	34,280	38,262
Diverted waste	metric tons	906	3,713	5,740	6,976
	kilopounds	1,998	8,187	12,655	15,378
Non-diverted waste intensity	kilograms/ sq m	12.62	6.13	7.86	7.89
	pounds/ sq ft	2.58	1.26	1.61	1.62
Diversion rate	percentage	18%	34%	37%	40%

NOTES:

- » Greenhouse gas emissions are calculated using GHG Protocol's market-based method. The group's 2023 location-based GHG emissions was 218,891 metric tons CO₂e.
- » GHG emissions are not inclusive of fugitive emissions from refrigerants. In 2023, this was 3,494 metric tons CO₂e.
- » Mandarin Oriental, Bosphorus Istanbul and Mandarin Oriental, Canouan have been excluded from waste figures due to incomplete data.
- » Mandarin Oriental, Singapore was excluded from all figures as it was under renovation for five months in 2023 and had incomplete data.

Global Reporting Initiative Index

Mandarin Oriental Hotel Group has reported the information cited in this index for the period from 1 January to 31 December 2023 with reference to the Global Reporting Initiative Standards. The GRI Standards are an internationally recognised set of indicators for economic, environmental and social aspects of business performance. Details of the GRI Standards can be found at globalreporting.org/standards.

In the 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.

GRI Standard	Disclosure	Response and / or Location
GRI 2: General Disclosures 2021		
2-1	Organisational details	About this Report Corporate Profile 2023 Annual Report (page 2)
2-2	Entities included in the organisation's sustainability reporting	About this Report Corporate Profile
2-3	Reporting period, frequency and contact point	1 January to 31 December 2023. Annual. sustainability@mohg.com
2-4	Restatements of information	None during the reporting period.
2-5	External assurance	We did not seek external assurance during the reporting period.
2-6	Activities, value chain and other business relationships	Mandarin Oriental Hotel Group supports a large supply chain with thousands of suppliers working with our hotels and corporate office. 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. 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.
2-7	Employees	Performance Data: Total Workforce and Turnover
2-9	Governance structure and composition	Sustainability Governance 2023 Annual Report (Corporate Governance page 110–128; TCFD Response, page 22)
2-10	Nomination and selection of the highest governance body	2023 Annual Report (Board composition and operational management, page 115–124)
2-11	Chair of the highest governance body	2023 Annual Report (Chairman's Statement, page 6–7)
2-12	Role of the highest governance body in overseeing the management of impacts	2023 Annual Report (The Board, page 112–118)
2-13	Delegation of responsibility for managing impacts	2023 Annual Report (Corporate Governance, page 110–124)
2-14	Role of the highest governance body in sustainability reporting	2023 Annual Report (Corporate Governance, page 110–124; TCFD Response, page 22)
2-15	Conflicts of interest	2023 Annual Report (Principal Risks and Uncertainties, page 134–140)
2-16	Communication of critical concerns	2023 Annual Report (Whistleblowing Policy, page 125)
2-19	Remuneration policies	2023 Annual Report (Remuneration Report, page 126–129)

GRI Standard	Disclosure	Response and / or Location
GRI 2: General Disclosures 2021 continued		
2-20	Process to determine remuneration	2023 Annual Report (Remuneration Report, page 126–129)
2-22	Statement on sustainable development strategy	Group Chief Executive's Vision
2-23	Policy commitments	Enhancement of ESG Policies ESG Policies Modern Slavery Statement
2-24	Embedding policy commitments	Enhancement of ESG Policies Guest Satisfaction and Sustainability Health, Safety and Security Commitment to Human Rights Commitment to Diversity and Inclusion Responsible Procurement
2-25	Processes to remediate negative impacts	Human Rights Policy Modern Slavery Statement
2-26	Mechanisms for seeking advice and raising concerns	MOHG Speak Up platform operated by Deloitte: https://secure.deloitte-halo.com/MOHGSpeakUp
2-27	Compliance with laws and regulations	In 2023, there were no known instances of non-compliance with laws and regulations.
2-28	Membership associations	<p>Mandarin Oriental is a member of the Global Sustainable Tourism Council.</p> <p>We actively participate in local stakeholder groups including:</p> <ul style="list-style-type: none"> • Hotel Associations • Chambers of Commerce • Business Development Councils • Convention and Visitors' Bureaus and Promotion Organisations • Travel and Tourism Associations • Community Benefit Organisations • Employer Organisations and Professional Associations <p>See further details under Stakeholder Engagement.</p>
GRI 2: General Disclosures 2021 continued		
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Data is not consolidated at the Group level for the reporting period.
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	<p>The key material issues identified through a 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 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>In 2023, we engaged key thought leaders from internationally recognised organisations to share their perspectives, to both validate and enhance our scope of material topics.</p> <p>See further details under Stakeholder Engagement.</p>

GRI Standard	Disclosure	Response and / or Location
GRI 201: Economic Performance 2016		
3-3	Management of material topics	2023 Annual Report
201-1	Direct economic value generated and distributed	2023 Annual Report (Financial Statements, page 38-39)
201-2	Financial implications and other risks and opportunities due to climate change	2023 Annual Report (TCFD Response, page 22)
201-3	Defined benefit plan obligations and other retirement plans	2023 Annual Report (Pension plans, page 63–66)
GRI 203: Indirect Economic Impacts 2016		
3-3	Management of material topics	Supplier Code of Conduct Suppliers and Procurement Doing The Right Thing for Our Communities
203-1	Infrastructure investments and services supported	Performance Highlights Doing The Right Thing for Our Communities
GRI 205: Anti-corruption 2016		
3-3	Management of material topics	<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 and actions taken	MOHG has not identified any confirmed incidents of corruption within the Group and with business partners.
GRI 302: Energy 2016		
3-3	Management of material topics	Environmental Impact Climate & Carbon Energy
302-1	Energy consumption within the organisation	Performance Data: Environmental Performance Table 2023
302-3	Energy intensity	Performance Data: Environmental Performance Table 2023
302-4	Reduction of energy consumption	Climate & Carbon Energy Performance Data: Environmental Performance Table 2023
GRI 303: Water and Effluents 2018		
3-3	Management of material topics	Environmental Impact Water
303-3	Water withdrawal	Water Performance Data: Environmental Performance Table 2023
GRI 304: Biodiversity 2016		
3-3	Management of material topics	Suppliers and Procurement Sustainability Risk Assessment
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability Risk Assessment

GRI Standard	Disclosure	Response and / or Location
GRI 305: Emissions 2016		
3-3	Management of material topics	Climate & Carbon Energy Design
305-1	Direct (Scope 1) GHG emissions	Performance Data: Environmental Performance Table 2023
305-2	Energy indirect (Scope 2) GHG emissions	Performance Data: Environmental Performance Table 2023
305-4	GHG emissions intensity	Performance Data: Environmental Performance Table 2023
305-5	Reduction of GHG emissions	Climate & Carbon Energy Design Performance Data: Environmental Performance Table 2023
GRI 306: Waste 2020		
3-3	Management of material topics	Waste Single-use Plastic Elimination
306-3	Waste generated	Performance Data: Environmental Performance Table 2023
306-4	Waste diverted from disposal	Performance Data: Environmental Performance Table 2023
306-5	Waste directed to disposal	Performance Data: Environmental Performance Table 2023
GRI 308: Supplier Environmental Assessment 2016		
3-3	Management of material topics	Eco Solutions Suppliers and Procurement
308-1	New suppliers that were screened using environmental criteria	Suppliers and Procurement
GRI 401: Employment 2016		
3-3	Management of material topics	Our Colleagues
401-1	New employee hires and employee turnover	Our Colleagues Performance Data: Total Workforce
GRI 403: Occupational Health and Safety 2018		
3-3	Management of material topics	Health, Safety and Security Health Wellbeing Mental Health First Aid Health, Safety and Wellbeing
403-9	Work-related injuries	Training and Development Performance Data: Health & Safety Incidents
GRI 404: Training and Education 2016		
3-3	Management of material topics	Training and Development Mentoring Sustainability Champions
404-1	Average hours of training per year per employee	Performance Data: Employee Training Hours
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development Mentoring Leading a Safe, Respectful, and Inclusive Mandarin Oriental Workshop
404-3	Percentage of employees receiving regular performance and career development reviews	All hotel 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 prompts managers to have an annual conversation about colleagues' career aspirations and to establish a Personal Development Plan, in collaboration with each colleague.

GRI Standard	Disclosure	Response and / or Location
GRI 405: Diversity and Equal Opportunity 2016		
3-3	Management of material topics	D&I Policy Social Impact Leading a Safe, Respectful, and Inclusive Mandarin Oriental Workshop Hiring with Impact Celebrating global D&I-themed events Commitment to Human Rights Commitment to Diversity & Inclusion
405-1	Diversity of governance bodies and employees	Performance Data: Total Workforce (Additional information on our Board of Directors can be found in the ' Investors ' section of our corporate website.)
GRI 408: Child Labor 2016		
3-3	Management of material topics	Human Rights Policy
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights Policy Social Impact Suppliers and Procurement
GRI 409: Forced or Compulsory Labor 2016		
3-3	Management of material topics	Human Rights Policy
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Social Impact Commitment to Human Rights Commitment to Diversity & Inclusion Modern Slavery Statement
GRI 413: Local Communities 2016		
3-3	Management of material topics	Our Stakeholders Doing The Right Thing for Our Communities
413-1	Operations with local community engagement, impact assessments, and development programs	Doing The Right Thing for Our Communities
GRI 414: Supplier Social Assessment 2016		
3-3	Management of material topics	Social Impact Commitment to Human Rights Commitment to Diversity & Inclusion Suppliers and Procurement
414-1	New suppliers that were screened using social criteria	Suppliers and Procurement
GRI 416: Customer Health and Safety 2016		
3-3	Management of material topics	Health, Safety and Security Holistic Wellness
416-1	Assessment of the health and safety impacts of product and service categories	Health, Safety and Security Holistic Wellness

GRI Standard	Disclosure	Response and / or Location
GRI 418: Customer Privacy 2016		
3-3	Management of material topics	<p>Health, Safety and Security</p> <p>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.</p> <p>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.</p> <p>Our Group Risk Management Committee governs the programme, with actions and responsibilities cascading to each of our properties.</p> <p>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.</p>
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>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.</p>

Sustainability Risk Assessment

GREENVIEW ANALYSIS

In 2022, the Group engaged sustainability research and consulting firm, Greenview, to conduct a sustainability risk assessment for its portfolio of 36 properties. For each property, sustainability risks with regards to climate, water, socioeconomic, biodiversity and regulations were assessed through the below listed metrics/indicators. The assessment was conducted based on data from several public sources such as WRI Aqueduct, Ecolab Water Risk Monetizer and Cornell Hotel Sustainability Benchmarking Index.



Water Risk

- » Baseline Water Stress
- » Seasonal Variability
- » Future Water Stress 2030
- » Future Water Demand 2030
- » Future Water Supply 2030
- » Incoming Risk Likelihood
- » Water Risk Premium
- » Relative Market Water Intensity
- » Untreated Connected Wastewater
- » Coastal Eutrophication Potential



Socioeconomic Risk

Over 20 indicators including:

- » Youth Not in Employment, Education or Training (NEET)
- » Gender Wage Gap
- » Population with access to basic drinking water services (%)
- » Population with access to basic sanitation services (%)



Biodiversity Risk

- » Protected Areas within 20 km radius
- » Threatened Species within 50 km radius



Climate Risk

- » Drought Risk
- » Flood Risk
- » Cyclone Risk
- » Precipitation Change
- » Temperature change
- » Sea Level Rise
- » Relative Market Carbon Intensity



Regulatory Risk

Local ESG Regulatory Policies, including:

- » Climate Action and Carbon Reduction
- » Water
- » Waste and Circular Economy
- » Plastic
- » Green Building Standards
- » Reporting and Disclosure

Key Findings

RISK AREA	KEY FINDINGS	OPPORTUNITIES IDENTIFIED
 Water	<ul style="list-style-type: none"> » For both baseline and future water stress, at least 50% of portfolio (by floor area) have high or very high risks. » Over 70% of portfolio is highly likely to see increased operating costs in the next five years as a result of water risks. 	<p>Understanding property-specific climate and water risk levels allows us to better prioritise investments, assess insurance coverage adequacy and implement preventive maintenance and adaptation action plans.</p>
 Climate	<ul style="list-style-type: none"> » At least a third of the portfolio will be affected by high or very high long-term precipitation and temperature changes. » At least one-tenth of the portfolio is identified as having high vulnerability to sea level rise. 	<p>Each year, every property is expected to identify and implement an environmental efficiency project that contributes to measurable improvements in the areas where they are most lacking, and this includes energy, water and waste.</p>
 Biodiversity	<ul style="list-style-type: none"> » One in two properties are located within 5 km of a recognised protected area and over 70% of the properties are located within 20 km of a recognised protected area. » All properties are within 50 km of an endangered or critically endangered species identified by IUCN Red List Criteria 	<p>Based on the findings, there are opportunities to promote responsible visitation of nearby protected areas and species to guests and provide training to relevant staff on their significance.</p>
 Socioeconomic	<ul style="list-style-type: none"> » Youth not in employment is a risk for at least 35% of the properties. 	<p>Understanding the local context allows us to better engage with the community and play our part in addressing local socioeconomic issues.</p> <p>As a hospitality business, we are well positioned to engage local youth through hospitality training and employment opportunities.</p>
 Regulatory	<ul style="list-style-type: none"> » Climate related regulations are increasingly common across the locations where we operate, ranging from carbon taxes to phase-outs of fossil fuel vehicles. » Plastic use restriction is another common ESG regulation. They typically include plastic bag and straw bans, but are more stringent in some locations, extending to various other mini toiletry bottles and other single-use plastic items. 	<p>By understanding current and forthcoming ESG regulations relevant to the locations where we operate, we can take proactive action to mitigate ESG risks.</p> <p>Some of our climate actions include encouraging properties to increase renewable energy use and increasing the use of green transportation modes, such as electric vehicles.</p> <p>With regards to plastic reduction, the Group has embarked on its single-use plastic elimination journey since 2018, well ahead of relevant regulations.</p>



LRQA Independent Verification Statement

Relating to Mandarin Oriental Hotel Group

This Verification Statement has been prepared for Mandarin Oriental Hotel Group in accordance with our Sustainability contract.

Terms of Engagement

LRQA was commissioned by Mandarin Oriental Hotel Group (MOHG) to provide independent verification of its sustainability management and statements to the market.

Our verification covered MOHG's global operations and activities for areas identified in the following areas:

- Seafood – Endangered Species
- Ethical Sourcing (Responsible Procurement)
- Single Use Plastics
- Waste / Food Waste Management

This is completed by on-site audits, to verify how each property is operating in this market.

LRQA's responsibility is only to MOHG. LRQA disclaims any liability or responsibility to others as explained in the end footnote. MOHG responsibility is for providing access to the data needed. Ultimately, the reports have been approved by, and remain the responsibility of MOHG.

LRQA Opinion

Based on LRQA'S approach, nothing has come to our attention that would cause us to believe that MOHG is not working towards or has achieved the standards it has set for its estate.

The opinion expressed is formed on the basis of a review of the reports generated in 2023 and is the professional judgement of the verifier.

LRQA's Approach

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training, and experience. The outcome of all verification is then internally reviewed by the Global Technical Manager to ensure that the approach applied is rigorous and transparent.

Signed

Dated: 11th June 2024



Nigel S.L. Maud
Global Head of Retail & Hospitality
On behalf of LRQA

LRQA Group Limited, its affiliates and subsidiaries, including LRQA Ltd and their respective officers, employees or agents are, individually and collectively, referred to in this clause as LRQA. LRQA assumes no responsibility and shall not be liable to any person or any loss, damage or expense caused by reliance on information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant Lloyd's Register entity for the provision of this information or advice and in that cause any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance statement is the only valid version. LRQA Group Limited assumed no responsibility for versions translated into other languages.

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And Finally...



Mandarin Oriental, Paris

The Anatomy of a Digital Report

CONSIDERING THE FOOTPRINT OF THIS REPORT

What makes a digital document more responsible?

We don't print the report, we only publish it as a PDF — a Portable Document Format — which is emailed and available through our website. This means a significant reduction on resources since no paper, water or ink is used, and plays into our efforts towards a paperless office and the reduction of associated consumables. It also means an elimination of transportation emissions through distribution, and avoids waste associated with printing, minimising in plastics, papers and metals going to landfill.

A considered approach to content and design

We have been mindful of minimising our digital footprint and have kept the document under 7MB — so, crucially, it can be easily sent via email. To further compress the PDF, we have avoided overlaying text on imagery, as this can impede visibility and amount of memory required to load and save.

All images are JPEGs, and we have borrowed from best practices in web design by resizing images to their specific report dimensions, ensuring the smallest file size possible. Smaller file sizes require less energy to transmit and store: this can mean a slight reduction in image quality/crispness, but we hope you don't mind a tiny bit of pixelation if you zoom in, since it saves on space.

All text has been reworked and professionally edited to share our stories as succinctly as we can, and to reduce word count without losing key information.

Accessibility & Inclusivity

Throughout the report, we have increased text size from the standard 8pt found in many documents, to 10pt. Keeping a light background and dark text for the bulk of the document makes it clearer and easier to read.

By increasing the typeface and using muted colours, we offer our executive summary in an accessible format on our website.

The highlights of this report are also available as an audio recording for those who are visually impaired or for those who are neurodiverse, and who prefer to receive information aurally rather than visually.

Have we considered the eco-friendliness and accessibility of this very document you are reading?

In short, yes. We have been sensitive to the impact of this document's tighter text and lighter, brighter look and leaner, greener formatting.

Think before you download?

Downloading and storing this Sustainability Report digitally, still has an environmental impact — a cloud requires energy-powered and water-cooled servers somewhere to store the files. We suggest bookmarking the page rather than downloading it, whenever possible.

Really need a printed version?

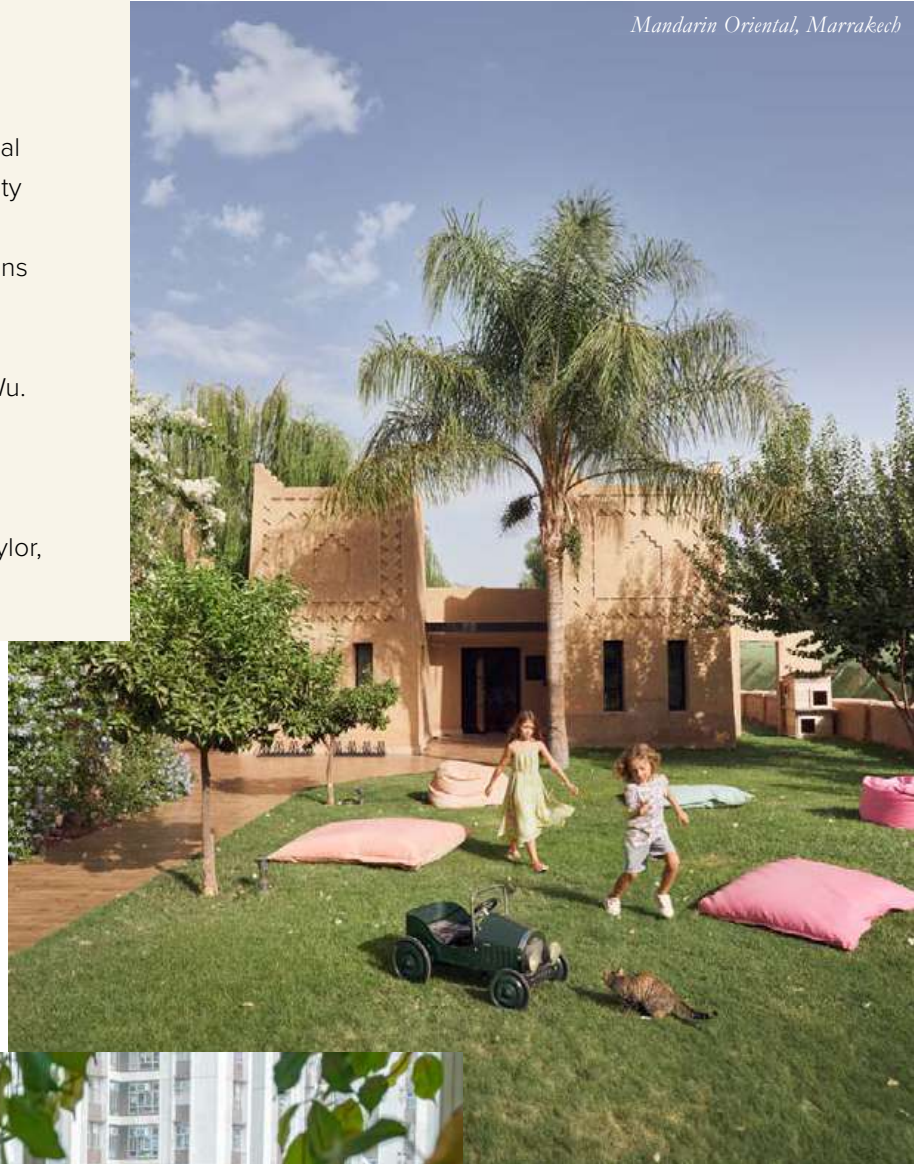
For those who want a printed copy of the report, in order to minimise paper, we have created an executive summary distilling the report highlights into a single-page document.

Credits and Thank You

Thank you to everyone who helps contribute to Mandarin Oriental's positive impact.

This report has been put together by the Sustainability Department spearheaded by Iris Lam, Director of Sustainability, Global Development, Florence Kwan, Sustainability Project Manager, and Angelica Klein, Sustainability Coordinator, with contributions from our Sustainability Champions, across the group, supported by Group Brand, Chris Orlikowski, Winnie Chiu, and Alice Wu. Authored by Juliet Kinsman of Bouteco, with contributions from Imogen Lepere and Lysanne Currie of Meet the Leader. Design is by Concrete Creative, Alana Naylor, graphic designer and digital illustrator.

Mandarin Oriental, Marrakech



Group Sustainability Team and Group Brand Team (missing Chris Orlikowski).

Glossary

Terms and acronyms featured in the
Mandarin Oriental Sustainability Report 2023



A

ACC – Asian Cultural Council is a non-profit that promotes a deeper respect and understanding of Asian cultural arts.

ASEAN Green Hotel Standard – The Association of Southeast Asian Nations (ASEAN) was established with Member States include Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam. The standard is to increase environmentally-friendly and energy-conservation practices in the ASEAN accommodation industry.

ASHRAE – we follow guidelines from the American Society of Heating, Refrigerating and Air-Conditioning Engineers procedures for commercial energy audits.

B

BCA Green Mark Certification – is an internationally recognised green building scheme for tropical climates.

Blue Flag Beach Accreditation – an award presented to well-managed beaches with excellent water quality and environmental education programmes.

C

Carbon Calculator – the group's focus is reducing emissions rather than offsetting through a third party. For hotel guests that opt to independently calculate their carbon offsets, our hotels will reference the Hotel Carbon Measurement Initiative (HCMI) metric output, which is an industry standardised metric for the carbon footprint of a room night.

CHSB – Cornell Hotel Sustainability Benchmarking is an industry-led global data collection and benchmarking initiative.

CO2e – carbon dioxide equivalent: the number of metric tons of CO2 emissions with the same global warming potential as one metric ton of another greenhouse gas.

COSO Framework – an acronym for the Committee of Sponsoring Organizations, this system is used to establish internal controls to be integrated into business processes.

D

Diversity & Inclusion – diversity refers to the representation of people with different characteristics, including but not restricted to race, ethnicity, gender, sexual orientation, age, disability, socioeconomic background, and religious beliefs. Inclusion focuses on creating an environment where all individuals feel welcomed, respected, and invited to contribute fully.

E

Embodied carbon – the total amount of greenhouse gas emissions associated with production, transportation, and disposal of a building or product over its entire life cycle, typically used in the construction sector.

ESG – Environmental, Social, and Governance: criteria used to assess a company's performance in these areas.

F

FLHSS – our hotels have undergone the Fire Life Health Safety & Sustainability audit and achieved an average Group score of 93.37% for our Safe and Sound audit.

G

GHG – greenhouse gas emissions are calculated using GHG Protocol's most widely used market-based method and accounting standards.

GLTR – Green Lodging Trends Report is the leading global benchmarking study on sustainability best practices in hotels.

Green Key Award – this eco-label indicates a hotel has met a significant set of environmental criteria.

Greenview – this sustainability consultancy provides the platform and portal through which we measure and analyse the data from all our hotels.

GSTC – The Global Sustainable Tourism Council manages the global standards for sustainable travel and tourism.

H

Heat pump systems – energy-efficient devices that transfer heat from a lower temperature source to a higher temperature sink, providing both heating and cooling capabilities for buildings.

I

ILO Convention 138 – also known as the Minimum Age Convention, this treaty adopted by the International Labour Organization in 1973 sets out the minimum age at which children can be employed.

IMP – our Inventory Management Plan outlines policies, procedures, to inform an efficient operations through gathering, calculating and maintaining our energy, carbon, water and waste data.

IPCC – The Intergovernmental Panel on Climate Change is a body established by the United Nations and the World Meteorological Organization, informed by thousands of scientists who share and assess the latest scientific research on climate to provide policymakers with objective assessments, impacts, and adaptation and mitigation options when it comes to the climate crisis.

ISO – International Organization for Standardisation develops standards to ensure the quality, safety and efficiency of products, services and systems.

IUCN – The International Union for Conservation of Nature is an international organisation working in the field of nature conservation and sustainable use of natural resources.

J

Jardine Matheson Group – Mandarin Oriental Hotel Group is a member of this diversified Asian-based group founded in China in 1832.

K

Kitchen waste – organic waste which we measure through Winnow's artificial-intelligence-powered food waste monitoring system.





L

LRQA — an independent third party providing independent assurance services to companies to improve their management systems and processes by assessing and verifying them against international standards such as ISO 9001.

LQEs — Legendary Quality Experiences (LQEs) are the guidelines focus on experiences rather than basic luxury standards, and are regularly reviewed in response to guests' ever-changing requirements.

M

Michelin Green Star — this is given to restaurants in recognition of their commitment to sustainable practices (in terms of ingredient sourcing, waste management, energy usage, overall environmental impact) and is separate to the Michelin Guide's traditional star system which salutes culinary excellence.

MOTAC Asean Green Hotel Standard — a Malaysian certification that a hotel adheres to green and sustainable practices and adopts energy conservation measures.

Net Zero Methodology for Hotels — this practical guide aims to define net zero for the hotel industry, travel and tourism.

O

Oscillation — we're seeing more fluctuations in climate systems, such as the El Niño-Southern Oscillation, than ever, and we are guided by the change in global weather and climate patterns to adapt our operations.

P

PPAs — our hotels have initiated Power Purchase Agreements with local utility companies, for the exclusive purchase of renewable energy.

Q

Qualitative analysis — our new dedicated sustainability department is ever evaluating the social and environmental impacts of our operations, and exploring ways to improve how our hospitality is having wider negative or positive results in ways that are not easily quantified.

Quality — we have a long-standing reputation for excellent guest service. This focus on quality management and continuous improvement has led the Group to develop systems and processes which guide generations of management in their efforts to pursue excellence.

R

RECs — our hotels have been purchasing Renewable Energy Credits to complement their move to cleaner, renewable energy.

RHDG Responsible Hotel Development Guidelines — the supporting documentation we provide to all colleagues and external owners and designers to refer to when addressing sustainability in design and construction.

S

Safe and Sound – Mandarin Oriental’s comprehensive Fire, Life, Health, Safety and Security guidelines programme for all properties, supported by an annual audit process conducted by a third-party assessor.

Scope 1 emissions – the greenhouse gases produced from sources that an organisation owns or directly controls because of its activity.

Scope 2 emissions – the gases which an organisation indirectly causes, produced from where the energy is purchased and used.

Scope 3 emissions – these are the emissions not produced by the organisation itself or the result of activities from assets owned or controlled by them, but by those that it’s indirectly responsible for, upstream and downstream, so that the footprint of the organisation’s entire value chain can be measured; this scope is usually the hardest to calculate.

SDGs – The United Nations Sustainable Development Goals are the set of 17 goals established by the UN in 2015 to address global challenges and guide efforts towards sustainable development by 2030, covering poverty, hunger, education, gender equality, clean energy, climate change, and more, helping to provide a framework for governments, organisations, and individuals to take action for a more inclusive, equitable, and sustainable future for all.

T

TCFD – Task Force on Climate-related Financial Disclosures is an initiative from the Financial Stability Board and a framework we use to disclose climate-related risks.

U

UNWTO – The United Nations World Tourism Organisation promotes responsible tourism worldwide.

V

Veganism – we honour and facilitate the practice of eating food in no way derived from animals and we support those who choose lifestyles that avoid the use of animal products in their diets.

W

Water Conservation – various group-wide initiatives exist to allow for water intensity reduction, the rate at which water is used within a given area.

Waste Management – we are continually advancing our systems devoted to reducing the generation, characterisation, minimisation, collection, separation, treatment, and disposal of any refuse.

World Sustainable Hospitality Alliance – a global membership organisation of hospitality businesses.

WWF Endangered Seafood Guide – a science- and research-based list published by the World Wildlife Fund, regularly updated to reflect changes in the status of species. We follow this colour-coded system, which means avoiding any fish with a red rating, which means it is endangered, only serving species which are well- managed, and responsibly caught or farmed using marine-friendly methods.

X

X-ray vision – this is representing what we encourage in all when it comes to scrutinise all sustainability claims.

Y

Yield – there is an undeniable tension between the growth of our business and sustainability, but we hope that as we expand, we can also scale a more responsible approach to luxury hospitality and yield more positive impact.

Z

Zero Emissions – this is the goal of eliminating the release of all greenhouse gases into the atmosphere, and while this is an impossible take, we work closely with the Net Zero Methodology to monitor and reduce our emissions where we can.



[MANDARINORIENTAL.COM/SUSTAINABILITY](https://www.mandarinoriental.com/sustainability)

An audio version with highlights from the Sustainability Report is also available online.

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