



MANDARIN ORIENTAL  
THE HOTEL GROUP

# SUSTAINABILITY REPORT 2021

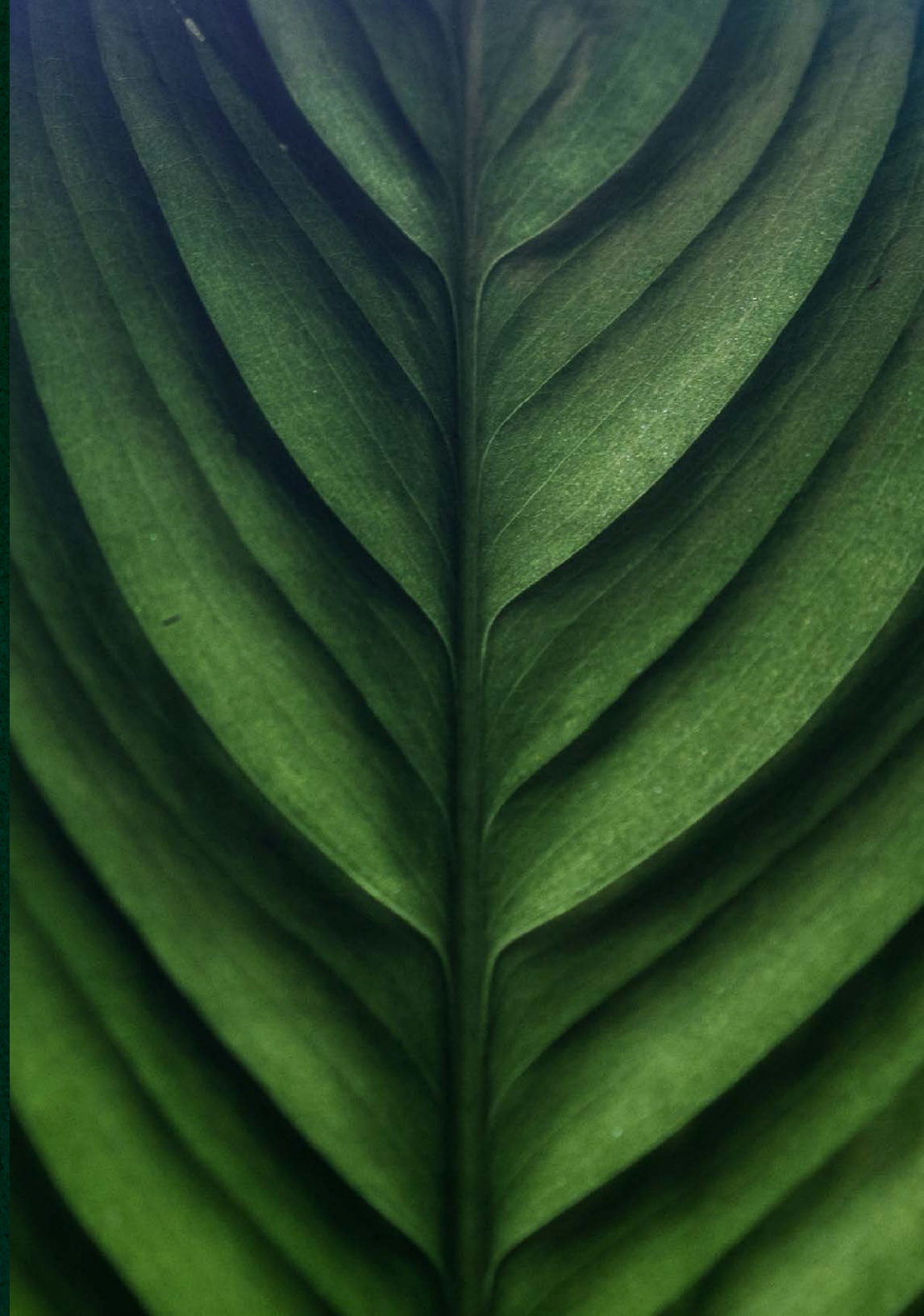


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# INTRODUCTION





# ABOUT THIS REPORT

This is Mandarin Oriental Hotel Group ('MOHG' or the 'Group')'s eleventh Sustainability Report covering the 2021 calendar year, January 1st to December 31st.

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

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







## MESSAGE FROM THE CEO

Mandarin Oriental embarked on our sustainability journey in 2007, starting with a focus on improving our environmental footprint across operations. This was the same year the Intergovernmental Panel on Climate Change ('IPCC') declared that warming of the climate system was unequivocal and very likely driven by human activities. The impacts of climate change and other environmental issues may not have been as well established and understood back then as they are now, but it did not stop us from taking the first steps toward improving the sustainability of our business. This initial focus on resource efficiency was both in line with our core Guiding Principle of 'Acting with Responsibility' and a pragmatic move that benefits our bottom line.

Our experience in advancing environmental sustainability over the past decades has positioned us well as one of the pioneers in sustainable luxury hospitality. In the face of mounting global societal, economic and environmental risks, we believe sustainability is central to enduring success and resilience. We have thus been actively expanding our sustainability programme to encompass a good balance of environmental, social and governance components and deepening our commitments and goals.

In 2021, we renewed our sustainability strategy with three main areas of focus. First, we identified ways to improve the robustness of our governance structure and processes. Second, we evaluated opportunities to expand our programme, commitments, and goals in alignment with the Group's Naturally Better pillars of Planet, Guests, Colleagues and Communities and the UN Sustainability Development Goals ('SDGs'). Third, we sought improvements in our approach of engaging and empowering colleagues to drive sustainability action in their respective areas of work.

The Group has also set new 2030 Environmental Targets to replace our 2020 Environmental Targets that have ended. Our past approach of setting a common target for all hotels is now replaced by a new paradigm. We aim to achieve the best possible environmental performance across all of our hotels by setting differentiated targets that consider the unique circumstances and priorities of every hotel and its location. To achieve these targets, every hotel will implement at least one efficiency initiative which contribute to measurable improvements toward their identified area of priority each year.



## MESSAGE FROM THE CEO

In the past year, we have continued to push ahead across our various sustainability goals and commitments despite the ongoing impact of the COVID-19 pandemic, and I am proud to share the remarkable success we have achieved through collective action. We had set an ambitious goal of single-use plastic elimination by March 2021 before we realised that COVID-19 was going to hit. We fell short of our original goal but are still pushing through our commitment and aim to have eliminated 99% of single-use plastic by the end of 2022. Fulfilling this commitment would mean an avoidance of over 921 metric tons, or the equivalent of over 60 garbage truckloads, of plastic waste each year. Some of the continuing challenges we face include the hygiene mandates of local authorities, guest perception of single-use plastic products as a safer choice and the difficulty in addressing a myriad of plastic packaging from suppliers. In response to these challenges, we have communicated our rigorous cleaning and sanitisation procedures with local authorities and guests, and collaborated with suppliers to identify solutions. Our plastic footprint may make up a small portion of the global plastic footprint but we are determined to inspire and drive further industry efforts.

Our efforts in responsible procurement started in 2012, when we had been among the first luxury hospitality organisations to ban shark's fin from its global menus. We have since expanded our responsible food and

beverage commitments to cover our key priority categories of seafood, coffee, tea, vanilla, cocoa and cage-free eggs. Our procurement colleagues seek to ensure that properties operate in accordance with our responsible procurement standards and communicate them to our suppliers. By the end of 2022, we aim to stop serving endangered seafood species as identified by the WWF and achieve 100% responsibly sourced coffee, tea, vanilla and cocoa. To ensure that our progress is measured and reported in a transparent and robust manner, each hotel's responsible procurement status will be verified by an internationally recognised third-party assessor, Lloyd's Register Quality Assurance ('LRQA').

Beyond food and beverage, we have been rethinking our needs for printed materials and introducing new digital processes to cut unnecessary paper use. Where paper use is still required, we seek to procure paper from certified responsible origins. Guests can expect to see us strengthen our responsible procurement commitments as we continue to advance on this journey.

Our people are the driving force behind Mandarin Oriental. As a global hospitality employer, we seek to promote equal employment opportunities and foster a culture of inclusivity and empowerment, where colleagues of different backgrounds are

comfortable in being themselves and expressing their ideas. The Group is also actively focused on gender diversity and has been consistently improving our performance in this area. As of July 2021, nearly a quarter of colleagues at the CEO level or the level below are female, 39% of our management are women, and 56% of the latest intake of graduate trainees are women.

The Group encourages and empowers colleagues at each hotel to discover impactful ways to interact with their communities. From disaster relief efforts in the Saint Vincent, to the support of enterprising mothers in Kuala Lumpur, and the rescue of endangered loggerhead sea turtle hatchlings in Bodrum, we contributed a total of US\$450,000 and 3,000 hours to causes close to the hearts of our colleagues in 2021.

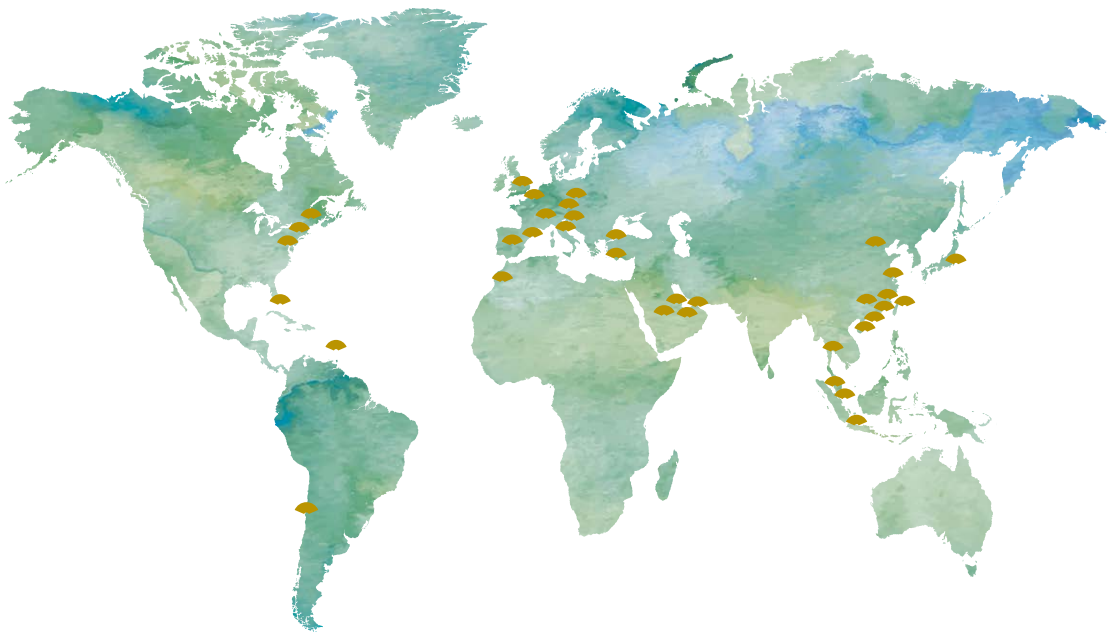
By staying true to our guiding principles – delivering service excellence to our guests, supporting the development of our colleagues, serving the communities where we operate and acting with responsibility for our planet – I am confident that we will emerge better than before in 2022.

**James Riley**  
*Group Chief Executive*



# CORPORATE PROFILE

Mandarin Oriental’s acclaimed collection of luxury hotels are located in the world’s most prestigious destinations. Our vision is to pursue *A World of Fans*. Through this vision, we are extending our commitment to hospitality excellence to all the contacts and connections we make across the world. Wherever you travel, Mandarin Oriental welcomes you with 21st-century luxury that is steeped in the values of the Orient.



### ASIA-PACIFIC

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

### EUROPE, MIDDLE EAST & AFRICA

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

### AMERICA

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

36

Hotels

7

Residences

24

Countries/  
Territories

8,320

Rooms

11,904

Colleagues

### 2021 Global Workforce

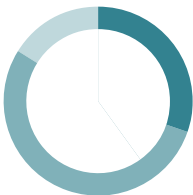
#### Gender

Female	40.1%
Male	59.9%



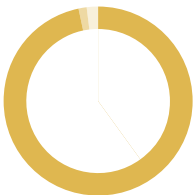
#### Age

Under 30	30.5%
30 to 50	53.5%
Over 50	16%



#### Employment Contract



















Full-time	96.6%
Part-time	1.6%
Casual	1.7%





# PERFORMANCE HIGHLIGHTS












Mandarin Oriental seeks to maximise social and economic benefits for the communities where we operate, responsibly manage our environmental impact and fulfil our social commitments within our operations and across our supply chains. We have been steadily expanding our sustainability commitments and have remained steadfast in pursuing them even as challenges were faced under COVID-19. Below are some of our highlights for 2021.

For the Planet	GOALS	2021 ACHIEVEMENTS <sup>1</sup>
<b>ENERGY AND CARBON</b>   	By 2030: <ul style="list-style-type: none"> <li>• Reduce energy intensity by 30%</li> <li>• Reduce carbon intensity by 50%</li> <li>• Achieve at least 15% renewable energy use</li> </ul>	<ul style="list-style-type: none"> <li>• 31% energy intensity reduction against 2012 baseline</li> <li>• 30% carbon intensity reduction against 2012 baseline</li> <li>• 3% of total energy use is from certified renewable sources</li> </ul>
<b>WATER</b>  	By 2030, reduce water intensity by 40%	<ul style="list-style-type: none"> <li>• 17% water intensity reduction against 2012 baseline</li> <li>• 100% of hotels offer a Green Linen Programme, where linens are changed every third day by default unless the guest has other preferences</li> </ul>
<b>WASTE</b>  	By 2030, reduce waste intensity by 50%	<ul style="list-style-type: none"> <li>• 51% waste intensity reduction against 2012 baseline</li> </ul>
<b>ENVIRONMENTAL PROJECT</b>     	By 2022, 100% of hotels to implement at least one environmental project with measurable energy, carbon, water or waste performance improvements	<ul style="list-style-type: none"> <li>• 15% of hotels generate on-site renewable energy</li> <li>• 71% of hotels promote use of electric cars by offering charging stations</li> <li>• More than 20% of hotels have installed food waste digesters</li> </ul>
<b>SINGLE-USE PLASTIC</b>   	By 2022, eliminate 99% of single-use plastics	<ul style="list-style-type: none"> <li>• Addressed challenges including delays in plastic stock depletion</li> <li>• Encouraged suppliers to reduce plastic packaging and switch to reusable alternatives</li> </ul>
<b>RESPONSIBLE PROCUREMENT</b>   	By 2022, offer 100% responsibly sourced coffee, tea, vanilla and cocoa	<ul style="list-style-type: none"> <li>• 90% responsibly sourced coffee</li> <li>• 90% responsible sourced tea</li> <li>• 94% responsible sourced cocoa</li> <li>• 83% responsible sourced vanilla</li> </ul>

<sup>1</sup> We exceeded some of our 2030 Environmental Targets due to reduced business levels in 2021, given the impact of COVID-19. We recognise that this is not representative of an average business year and beyond 2021, we will continue to strive for greater resource use efficiency and use of renewables.



## PERFORMANCE HIGHLIGHTS





For the Planet <i>Continued</i>	GOALS	2021 ACHIEVEMENTS <sup>1</sup>
<b>RESPONSIBLE PROCUREMENT</b> <i>Continued</i>        	<p>By 2022, use 100% sustainably certified paper</p> <p>By 2022, stop serving MOHG Avoid List of endangered seafood species<sup>2</sup> and increase sourcing of sustainably certified seafood</p> <p>By 2023, offer 100% cage-free eggs<sup>2</sup></p>	<ul style="list-style-type: none"> <li>• 87% sustainably certified paper (office paper and guest rooms)</li> <li>• Expansion of MOHG Avoid List of endangered seafood species to align with WWF's Endangered Species Guide</li> <li>• 40% of seafood are certified sustainable with eco-labels recognised by the Global Sustainable Seafood Initiative (e.g. Marine Stewardship Council ('MSC') and Aquaculture Stewardship Council ('ASC'))</li> <li>• Sourcing of cage-free eggs (both shell and liquid) is in progress across our hotels</li> </ul>
For Guests		
<b>HEALTH, SAFETY &amp; SECURITY</b>  	<p>Maintain world-class health, safety and security standards</p>	<ul style="list-style-type: none"> <li>• 100% of hotels are verified to the strict health and hygiene standards of our 'We Care' programme</li> <li>• 100% of hotels are audited against our Safe and Sound programme</li> <li>• Improved Group average score for Safe and Sound audit by one percentage point to 93%</li> </ul>
<b>GUEST SATISFACTION &amp; SUSTAINABILITY</b> 	<p>Engage guests in sustainability</p>	<ul style="list-style-type: none"> <li>• Grew our Legendary Quality Experiences ('LQEs'), with four new Sustainability-related brand standards</li> <li>• Achieved a guest satisfaction rate of 88% for MOHG's sustainability programme</li> <li>• Introduced new sustainability webpages to inform guests of every hotel's sustainable offerings</li> </ul>
For Colleagues		
<b>HEALTH, SAFETY &amp; WELL-BEING</b>  	<p>Promote colleague health, safety and well-being</p>	<ul style="list-style-type: none"> <li>• Introduced Mental Health First Aiders</li> <li>• Ongoing implementation of 'We Care' programme of enhanced health and safety protocols across all hotels</li> <li>• 100% of hotels organised a wide range of colleague wellness activities including Global Wellness Day and Colleague Wellness Week to promote physical and mental well-being</li> </ul>

<sup>1</sup> We exceeded some of our 2030 Environmental Targets due to reduced business levels in 2021, given the impact of COVID-19. We recognise that this is not representative of an average business year and beyond 2021, we will continue to strive for greater resource use efficiency and use of renewables.

<sup>2</sup> Goal is applicable across all Mandarin Oriental operated food & beverage operations.



## PERFORMANCE HIGHLIGHTS

For Colleagues <i>Continued</i>	GOALS	2021 ACHIEVEMENTS
<b>LEARNING &amp; DEVELOPMENT</b> 	Support colleague learning of relevant sustainability issues	<ul style="list-style-type: none"> <li>• Sustainability e-learning rolled out to 100% of colleagues</li> <li>• Mandatory training conducted on Data Security and Code of Conduct, which include anti-harassment and whistleblowing policy</li> </ul>
<b>DIVERSITY &amp; INCLUSION</b> 	Embed diversity and inclusion in our culture	<ul style="list-style-type: none"> <li>• Nearly a quarter of colleagues at the CEO level or the level below are female</li> <li>• 39% of our management are women</li> <li>• 56% of the latest intake of graduate trainees are women</li> </ul>
For the Communities		
<b>SOCIAL IMPACT</b> 	<p>100% of hotels to implement at least one social project with measurable social impacts</p> <p>Double benefit to US-based charities supported by hotels through fund matching programme, FANTastic Match</p>	<ul style="list-style-type: none"> <li>• 153 social impact initiatives conducted by colleagues</li> <li>• Over US\$450,000<sup>3</sup> donated through concerted efforts from colleagues and the Mandarin Oriental Foundation</li> <li>• Over 3,000 volunteer hours dedicated by colleagues</li> <li>• Over 700 kg of durable goods (such as clothes and hotel crockery) donated</li> <li>• Over 10,000 kg of food and beverages donated</li> <li>• Over 600 kg of soap donated</li> <li>• FANTastic Match bonus contribution of US\$64,000 from the Mandarin Oriental Foundation</li> <li>• Benefitted four charities – Serve Your City, City Harvest, Voices for the Children and Franciscan Children's</li> </ul>
<b>CULTURE</b> 	Promote cultural preservation by maintaining strong financial support for the Asia Cultural Council ('ACC')	<ul style="list-style-type: none"> <li>• 16th anniversary of support for ACC – Mandarin Oriental Fellowship 2021 was awarded to Wu Jian'an, a celebrated artist who extends the traditional Chinese medium of paper cut into contemporary art</li> </ul>

<sup>3</sup> Inclusive of FANTastic Match bonus contribution of US\$64,000.



## PERFORMANCE HIGHLIGHTS — HIGHLIGHTED SELECTION OF AWARDS AND RECOGNITION

### Forbes

14 Five-Star Spas &  
8 Four-Star Spas



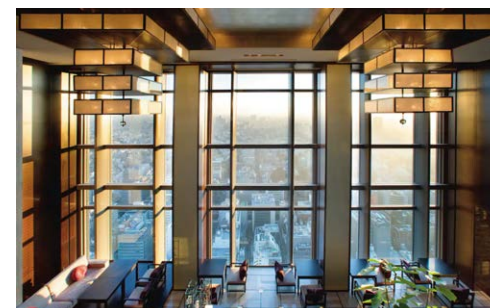
Emirates Palace,  
Abu Dhabi  
recognised by  
Condé Nast  
Traveler's Middle  
East – Gold List as  
the Best Hotel in  
the Middle East



MICHELIN Green Star  
awarded to **Amber, The  
Landmark Mandarin  
Oriental, Hong Kong**  
for its dedication to  
sustainable gastronomy

### MICHELIN

7 one MICHELIN-starred restaurants  
8 two MICHELIN-starred restaurants &  
1 three MICHELIN-starred restaurant

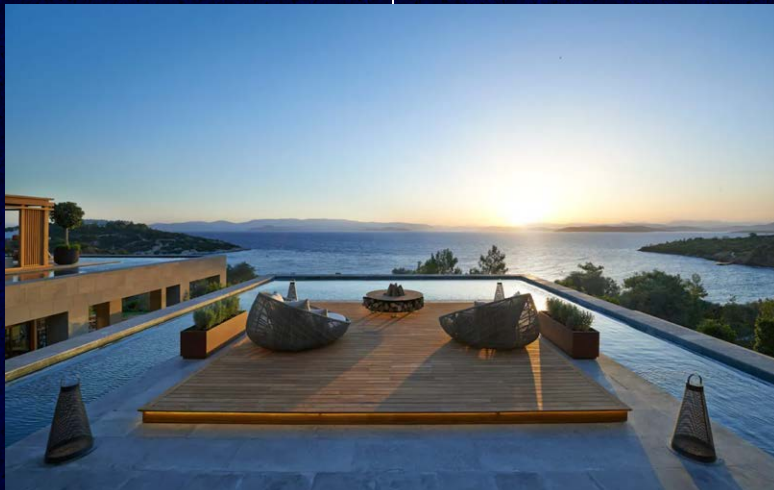


**Mandarin Oriental,  
Tokyo** recognised by  
Condé Nast Traveler's  
UK – Gold List as the  
Best Hotel in Japan



Our vision is to embed sustainability within the culture of Mandarin Oriental and provide colleagues with the processes, tools and governance structure to drive sustainability impact for the planet, for communities and for you.

# SUSTAINABILITY APPROACH

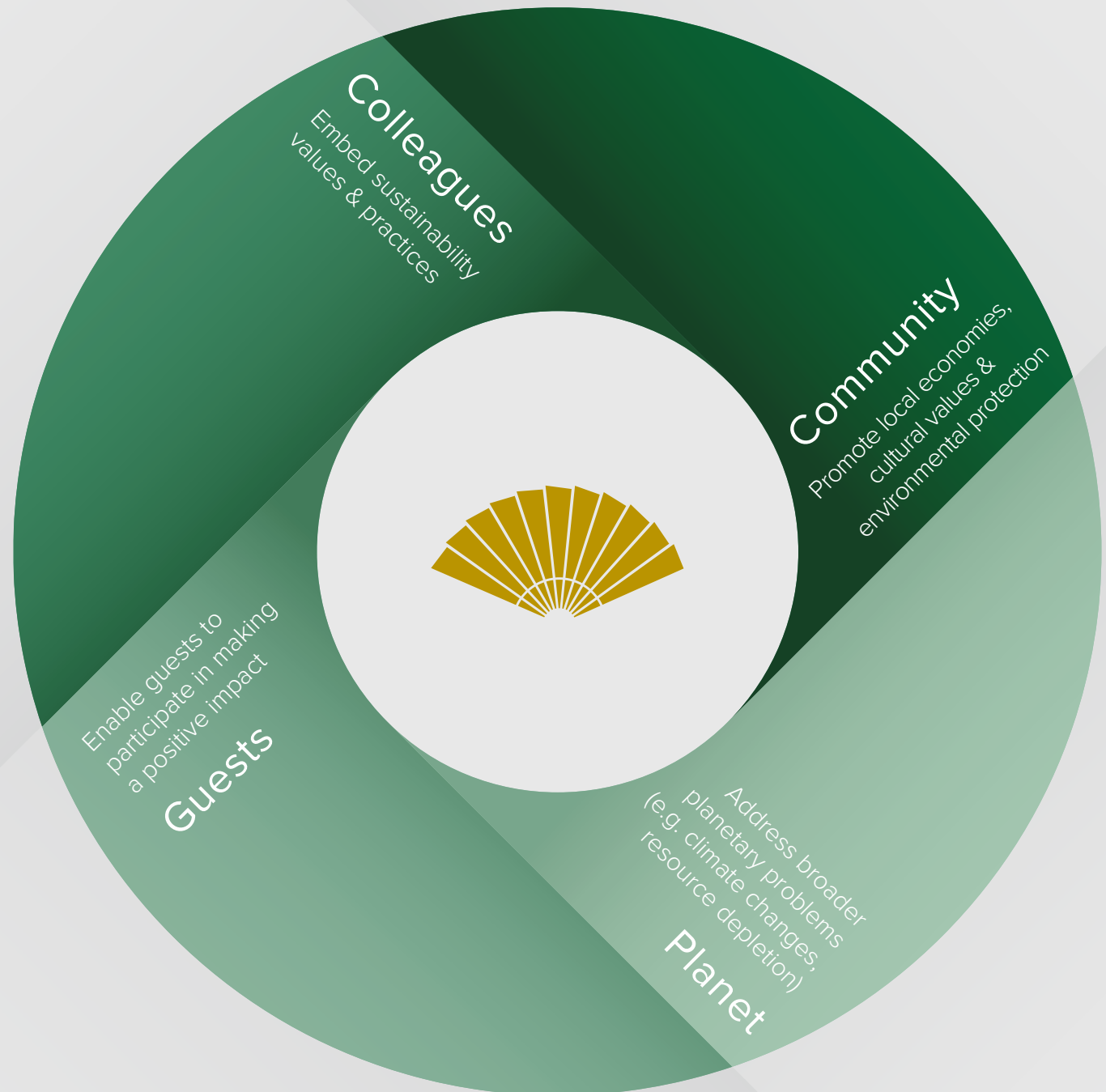




# NATURALLY BETTER

Mandarin Oriental is on a journey to make things Naturally Better for the planet, for communities, and for our guests and colleagues. In 2021, we renewed our sustainability strategy and took the opportunity to enhance and expand our sustainability programme, commitments, and goals.

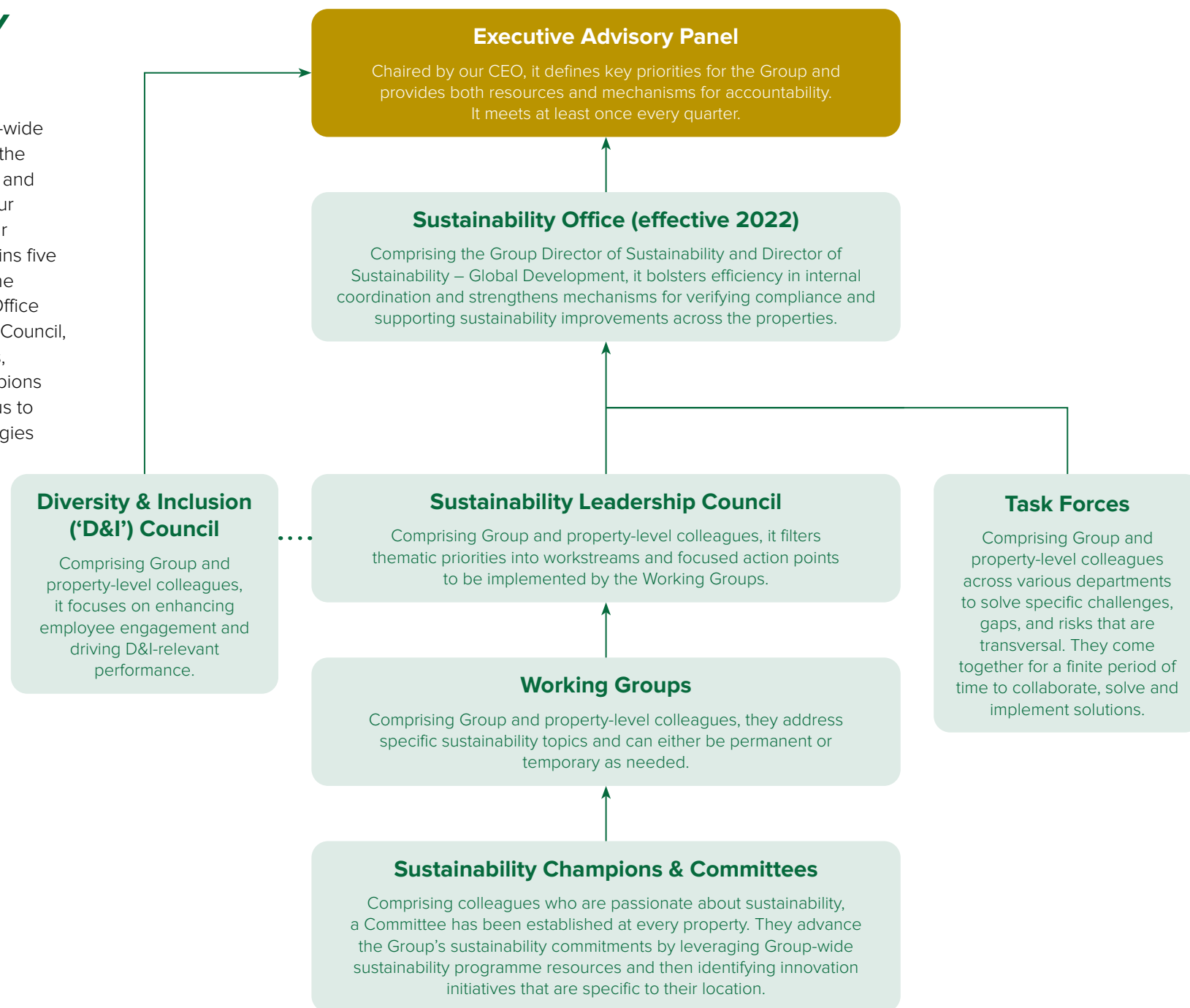
Learning from past experience, we identified three main focus areas in our renewed strategy: to enhance group sustainability governance; to drive sustainability commitments that align with our four Naturally Better pillars and the UN Sustainability Development Goals ('SDGs'); and to set goals that are tailored to the Group and each property for greater success and impact.





# SUSTAINABILITY GOVERNANCE

At the end of 2021, we introduced Group-wide dedicated sustainability roles to oversee the increasing needs of internal coordination and performance verification as we expand our sustainability commitments and goals. Our sustainability governance structure contains five tiers, comprising seven groups, namely the Executive Advisory Panel, Sustainability Office (effective 2022), 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.



## SUSTAINABILITY GOVERNANCE — OUR WORKING GROUPS AND FOCUS AREAS IN 2021



### Diversity & Inclusion Council

Support cultural shift that proactively encourages D&I through leadership commitment and accountability, Group-wide awareness and engagement activities



### Environmental Impact

Develop Group and property-level energy, carbon, water and waste inventory management plans, which serve as the basis for establishing 2030 Environmental Targets



### Food & Beverage ('F&B') Impact

Eliminate single-use plastic and identify responsible procurement and waste management opportunities in F&B



### Green Development

Develop and roll out internal guidance on integrating sustainability across property development, design, and pre-opening phases



### Green Spas

Engage guests and 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 Spas



### Hotel Sustainability Committee Support

Facilitate learning and exchange of best practices across properties and from external experts, and develop colleague recognition programme for stellar sustainability performance



### Marketing & Communications

Strengthen internal sustainability communication processes and develop creative resources for external communication with guests



### Residences

Develop best practice manual and collaterals to facilitate sustainability best practice sharing across Residences and identify ways to become a sustainability resource for residents



### Rooms & Quality

Introduce new sustainability Legendary Quality Experiences ('LQE'), go paperless with digital innovations and continue to eliminate single-use plastic and identify responsible procurement opportunities in Rooms & Quality



# STAKEHOLDER ENGAGEMENT

Mandarin Oriental serves a diverse group of stakeholders. Effective engagement with our stakeholders is crucial to understanding their viewpoints so that we can better align our business with their goals. We actively engage both internal and external stakeholders through avenues including:

## Guests

Guest satisfaction surveys, solicitation of direct and targeted feedback to inform quality programmes

## Local Communities

Participation in local hotel associations, chambers of commerce, business development councils, community benefit organisations, local heritage preservation initiatives, local talent retention and training organisations and local recycling organisations

## Industry Peers and Trade Associations

Participation in industry hotel carbon and water measurement initiatives; monitoring and evaluating industry corporate responsibility initiatives

We conduct materiality assessments periodically and plan to re-examine our material issues in 2022. This process will be conducted via a thorough stakeholder engagement exercise, in alignment with guidance from GRI. We seek to identify environmental, social and governance issues that are material to the Group and the wider travel and tourism industry, analyse associated impacts, risks and opportunities, as well as the level of stakeholder concern for each issue.

## Colleagues

Colleague engagement surveys, career development plans and performance reviews, hotel sustainability committees, safe and sound programme, training

## Shareholders

Ongoing and routine discussions with our controlling shareholder Jardine Matheson Group on financial performance, risk management and other current issues; financial and sustainability reporting; shareholder feedback mechanisms

## NGOs and Outside Advisors

Interviews and panel discussions on opportunities to improve sustainability programmes and reports

## Owners and Developers

Close partnerships and regular communications throughout design, development, construction and management of properties

## Vendors, Suppliers and Contractors

Supplier meetings to discuss sustainable sourcing opportunities; F&B conference; partnerships with local farmers, ranchers and fisheries



# Naturally Better for the Planet

Our experience in advancing environmental sustainability over the past decades has positioned us well as one of the pioneers in sustainable luxury hospitality. We are establishing a new paradigm that recognises the unique circumstances and priorities of every property as we work toward our 2030 Environmental Targets.

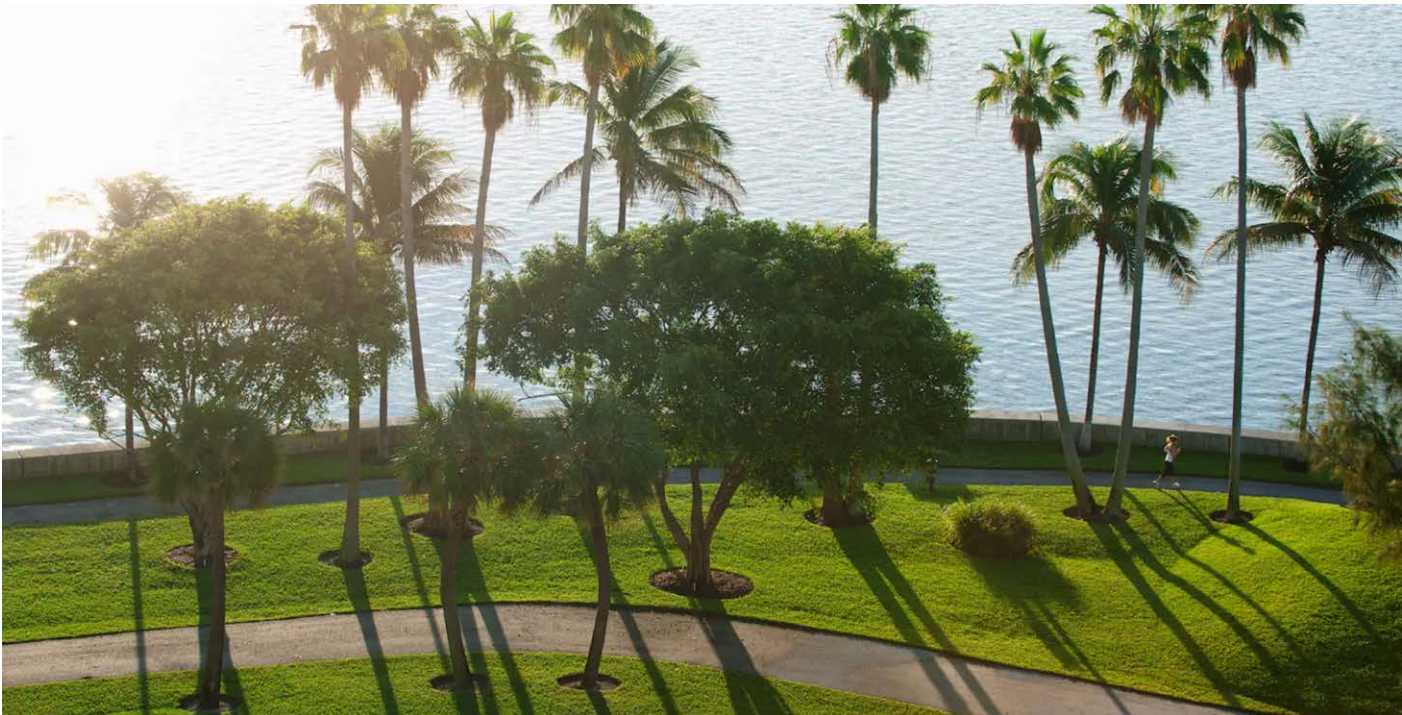




# ENVIRONMENTAL STEWARDSHIP

In 2007, the Intergovernmental Panel on Climate Change (‘IPCC’) drew the conclusion that there was no doubt that global warming was happening and that human activities were very likely to be driving climate change. This was a wake-up call for governments, businesses and societies globally. Guided by our principle of ‘Acting with Responsibility’, Mandarin Oriental started taking steps to reduce our environmental footprint. We believe that what gets measured, gets managed. In the same year, we started tracking our energy, carbon, water and waste footprint. This measurement process, along with the conduct of audits, allowed us to identify significant opportunities to reduce our operational footprint. Improved resource efficiency also contributes to better bottom lines.

Our efforts in past years have paid off as we have made good progress against our 2020 Environmental Targets. With the passing of our 2020 targets, we are now establishing a new paradigm to push for greater progress in environmental stewardship towards 2030. We used to set common targets for all properties, but this approach ignores the individual property’s unique circumstances and priorities. Now, we set property-specific targets. Every property is unique – for example, water risks are not distributed evenly across the world, electric utilities run on different types of energy sources and on-site equipment



efficiency also varies. By implementing a tailored approach, we prioritise what is most important for each property. An annual inventory for energy, carbon, water and waste figures will be maintained, enabling property-specific baseline, targets and year-on-year comparisons to be made. The Group’s performance targets will be established based on the targets set by each property and a performance projection for new property openings.

Beyond our operations, we also work in partnership to advance environmental action across the hospitality industry. For example, Mandarin Oriental is a participant and advisory council member of the Cornell Hotel Sustainability Benchmarking (‘CHSB’) studies, an industry-led initiative to develop global benchmarking data on energy, water and carbon emissions.



<sup>1</sup> Intensity reduction targets are established against 2012 baseline

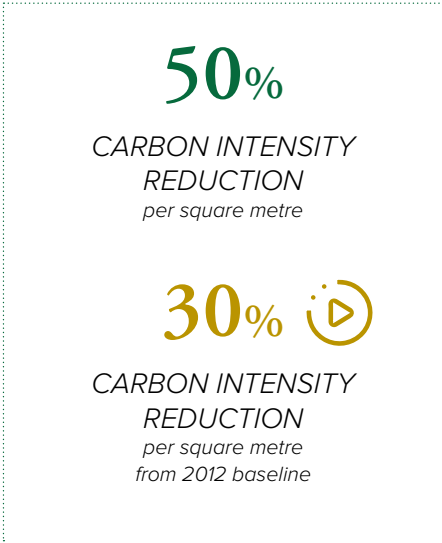
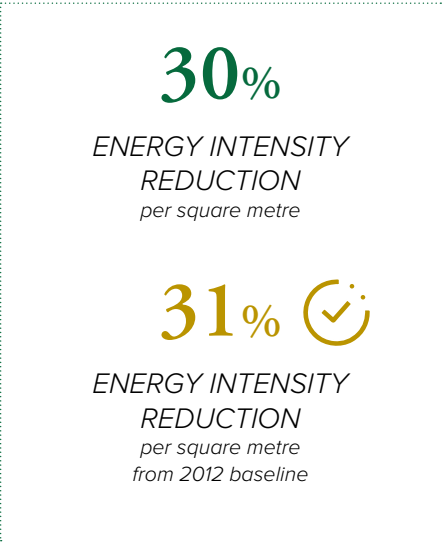
# CARBON AND ENERGY

According to the Global Risks Report 2022, climate action failure is a top global risk. We recognise that climate change is more than an environmental issue. There are physical and transition risks associated with climate change and the manifestation of these risks will have far-ranging consequences on society and our economies. For the hospitality industry, extreme weather events are already causing an increase in operation costs and a fall in tourists at some destinations. Hotels worldwide also find themselves facing increasingly stringent environmental regulations.

Mandarin Oriental is committed to reducing our energy and carbon footprint to a minimum. This year, we institutionalised our process for gathering, calculating and maintaining our

energy, carbon, water and waste data in an Group-wide Inventory Management Plan ('IMP'). Each property established their individual environmental data inventory in line with the IMP, to serve as the basis for property-level target setting and progress projection. Moving forward, our hotels will continue to seek out the greatest areas of opportunity for energy reduction and implement targeted projects.

Energy audits, performed by hotels at three-year intervals, provide insights for hotel operations, recommended strategies and efficiency projects. These audits are conducted in line with guidance from the American Society of Heating, Refrigerating and Air-Conditioning Engineers ('ASHRAE')'s Procedures for Commercial Energy Audits.



CASE STUDY

## Real-time Hot Water

Mandarin Oriental, Santiago, took first place in the international 2022 American Society of Heating, Refrigerating and Air-Conditioning Engineers ('ASHRAE') Technology Awards, across 132 countries, for the category of existing commercial buildings. This award recognises outstanding application of innovative building design across the areas of occupant comfort, indoor air quality and energy conservation.



The hotel was recognised for its implementation of an innovative hot water control and distribution system that offers 'real-time hot water', in place of the traditional accumulation method. This project is estimated to reduce associated natural gas consumption by more than 30% and cut carbon emissions by 443.2 tons CO<sub>2</sub>e (certified by the Chilean energy sustainability agency) each year.

Total Cost	Saving
US\$84,472	US\$71,758 per year
Return of Investment	CO <sub>2</sub> e Avoided
14 months	443.2 tons per year



CARBON AND ENERGY

Renewable Energy

To mitigate climate change, a fundamental shift from the world’s reliance on fossil fuels to greater use of clean renewable energy is crucial. Our use of renewable energy currently stands at 3% of our total energy use and we intend to increase this to 15% by 2030 as it becomes increasingly accessible in the markets where we operate. Our hotels purchase renewable energy from certified sources such as Renewable Energy Certificates (‘REC’s’) and Power Purchase Agreements (‘PPA’). This is further complemented by the generation of on-site renewable energy across 15% our hotels, including at Mandarin Oriental, Doha (solar PV system) and Mandarin Oriental, Barcelona (solar thermal system).

Green Transportation

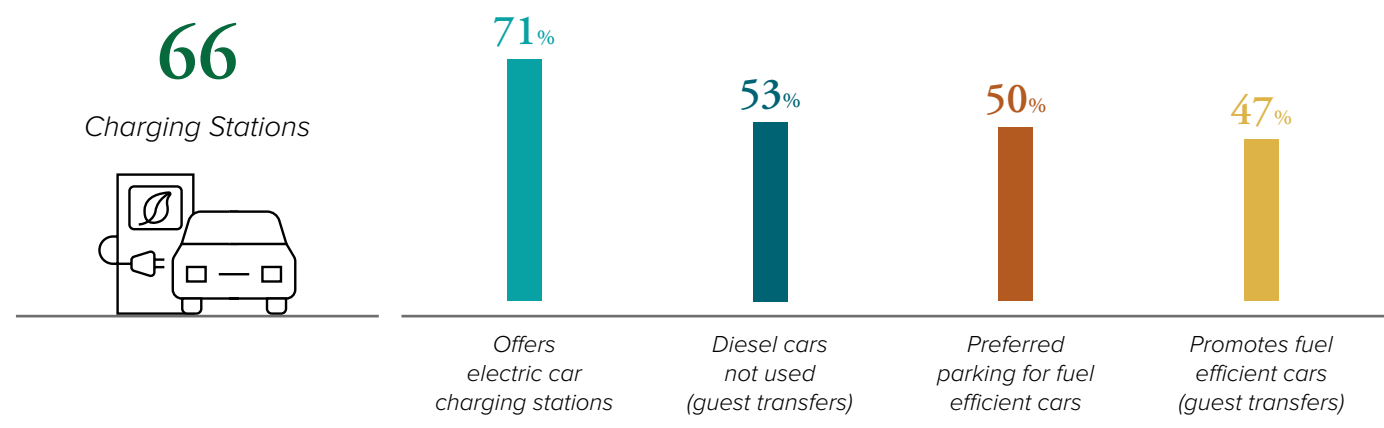
This year, we have also made big strides in offering and promoting green transportation to guests. 71% of our hotels offer a total of 66 electric car charging stations to facilitate guest use of electric cars. For guest transfers, wherever possible we are shifting away from diesel cars to fuel efficient cars. We also provide preferred parking lots for fuel efficient cars to further encourage their use. More than just reducing transport emissions, we also see this as an opportunity for us to engage guests in our sustainability efforts. For example, Mandarin Oriental, Santiago invited guests for a ‘Carbon Neutral Experience’ where they took part in activities including travelling within the city via an electric taxi, courtesy of the hotel, an initiative which publicised the importance of reducing our carbon footprint in day-to-day life.



CASE STUDY

Natural Heating and Cooling from the Lake

In 2021, Mandarin Oriental, Geneva joined the GeniLac hydrothermal project which aims to reduce the city’s overall carbon emissions by 80%. This project involves the construction of thermal networks to use lake water to heat and cool some fifty buildings in Geneva. This provides ‘free’ cooling during the periods of the year when the lake is sufficiently cold. Lake water is an ideal local source of renewable energy as it is practically inexhaustible.





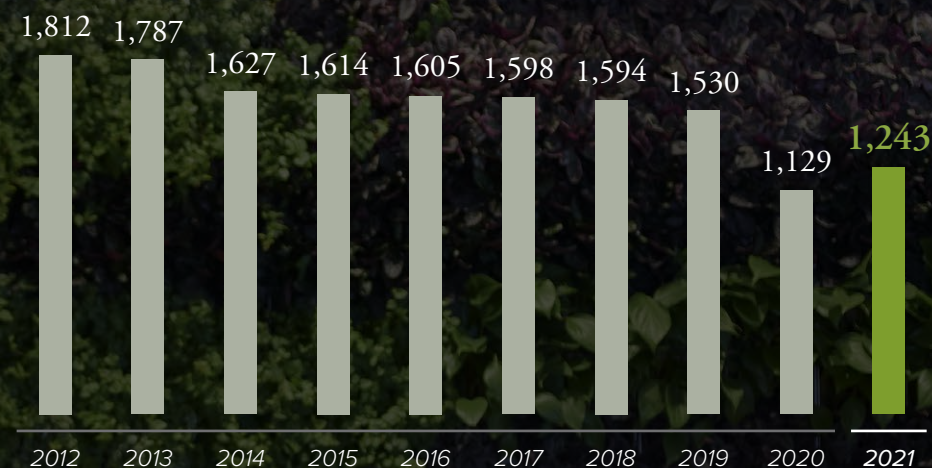
## CARBON AND ENERGY

### Performance in 2021

Our absolute energy consumption increased by 22% between 2019 and 2021, due to an expansion in our portfolio. There was a significant drop in our energy intensity from 2019 to 2020 before it increased slightly in 2021, a trend corresponding largely with changes in business levels due to the pandemic. Our main source of emissions comes from hotel operations and our emissions intensity followed a trend similar to energy intensity from 2019 to 2021. In 2021, we achieved 31% reduction in energy intensity and 30% reduction in carbon intensity compared to our 2012 baseline. We recognise that this dip in energy and emissions intensity is influenced by COVID-19 and may not fully reflect business-as-usual levels. As travel returns, we will continue to make energy and carbon reductions a top business priority.

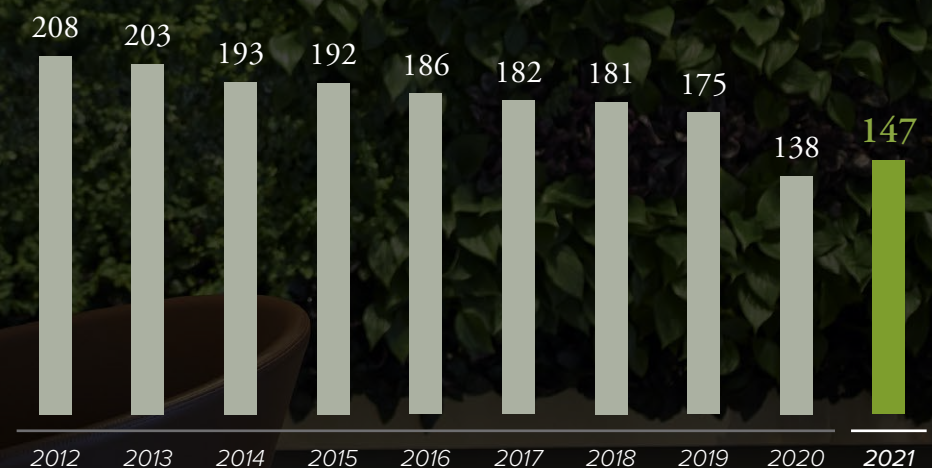
### Energy Intensity

MJ/m<sup>2</sup>/year



### Greenhouse Gas ('GHG') Emission Intensity

kg CO<sub>2</sub>-Eq/m<sup>2</sup>/year





# WATER


The global distribution of freshwater resources is unequal and as the impacts of climate change intensify, wet areas are likely to become wetter and dry areas drier. Our property-specific environmental management strategy offers hotels the flexibility to prioritise environmental issues that matter most to their locations. Targets are set based on water audits, benchmarking and colleague engagement. We seek to identify and manage water risks through water risk assessments, setting water conservation goals, adopting water-saving practices and holding regular performance reviews. A water risk assessment is conducted every two to three years, with the next due in 2022.



2030  
Environmental  
Target

2021  
Progress

40%  
WATER INTENSITY  
REDUCTION  
per square metre

17%   
WATER INTENSITY  
REDUCTION  
per square metre  
from 2012 baseline

The majority of Mandarin Oriental hotels are fully dependent on municipal water supplies, which account for 73% of our total water supply. The remainder source directly from desalination plants, groundwater and recycled water. Mandarin Oriental, Canouan uses desalinated water and Mandarin Oriental, Bodrum predominantly uses groundwater purified by reverse osmosis.

Water conservation is a multi-dimensional issue, and we actively engage our colleagues and guests to reduce, reuse and recycle water. Laundry is a significant area of water use. This year, we standardised our Green Linen Programme across the Group to be an 'opt out'

programme, in alignment with industry best standards including the LQA and Forbes. Guests now have their linens and towels changed every third day by default and can choose to opt out if they would like to.

Mandarin Oriental, Santiago implemented a water efficiency project that yields an annual estimated saving of 240,000 litres of water. The project featured the installation of water meters in gardens and swimming pools to proactively identify and mitigate leakages and achieve better management of water use. Our hotels will continue to identify and implement locally targeted water conservation and stewardship initiatives.



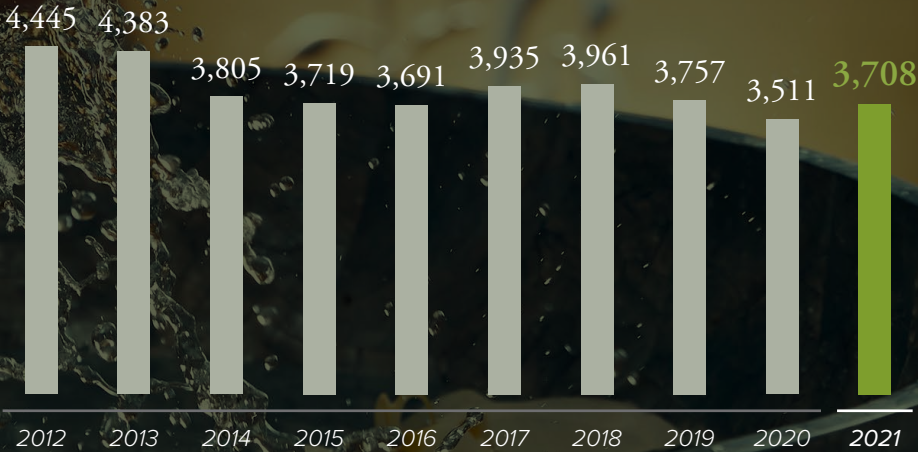
WATER



Performance in 2021

Our absolute water consumption increased by 47% between 2019 and 2021 due to an expansion in our portfolio. Our water intensity has nonetheless remained comparable as our hotels have continued efforts to minimise their water footprint and improve water-saving awareness among colleagues and guests. We observed a drop in water intensity between 2019 and 2020 before it increased again in 2021 to 2019-levels. This reflects the combined effects of a reduction in business levels and an increased frequency and intensity of cleaning and sanitisation efforts during the pandemic. In 2021, we achieved a 17% reduction in water intensity compared to our 2012 baseline.

Water Intensity  
litres/m<sup>2</sup>





# WASTE

The transition to a circular economy is an essential shift to address the increasing scarcity of global resources and to tackle problems arising from waste accumulation. We are accelerating this shift across our operations through our 'Reduce, Reuse, Recycle and Upcycle' strategy.

Our hotels identify and measure their waste across more than 20 waste categories. Every month, these waste figures are recorded and two waste metrics – waste intensity and waste diversion rate – are monitored at both the property and Group level. The practice of waste segregation enables us to better divert waste away from landfill. The monitoring of waste performance metrics helps us identify areas of improvement.

We share best practices in waste management and circular economy across hotels through internal avenues, including our Sustainability Champion meetings.

**2030**  
Environmental  
Target

**51%**

**WASTE INTENSITY  
REDUCTION**  
per square metre

**2021**  
Progress

**50%** 

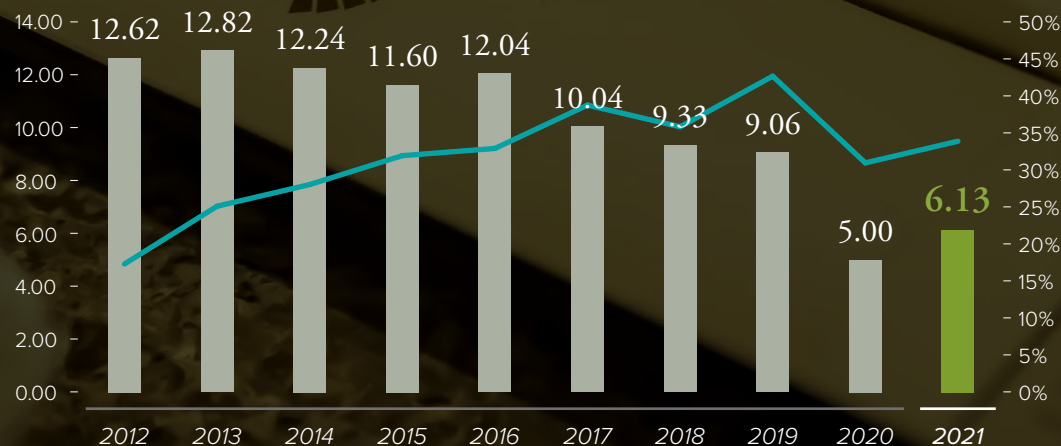
**WASTE INTENSITY  
REDUCTION**  
per square metre  
from 2012 baseline

## Performance in 2021

Our waste intensity fell between 2019 and 2020 before increasing slightly in 2021. A similar trend in waste diversion rate was recorded. These changes in waste intensity and waste diversion rate reflect occupancy levels. In 2021, we achieved a 51% reduction in waste intensity compared to our 2012 baseline. Although this is ahead of our 2030 target of a 50% reduction, we understand that this is not representative of business-as-usual levels. We will continue to raise awareness amongst our colleagues and guests to reduce waste intensity and improve waste diversion rates. Food waste is one of our key upcoming focus areas. In the Hack.Asia 2022 competition organised by our parent company Jardines, we will be challenging the best and brightest minds across start-ups, students and innovators to identify all-round solutions for zero-waste restaurants that can be implemented across the Group.

## Waste Intensity and Diversion Rate

kg/m<sup>2</sup> and percentage



## WASTE

### Reduce Minimising Resource Wastage

- Paperless initiatives, e.g. online check-in/out, e-folios, e-payslips and e-learning materials
- Food donation to local charities
- Reduction of food waste using bio-digesters
- Creation of biopores for food waste recycling with added benefits for soil and water conservation, and flood prevention
- Anti-food waste campaigns
- Single-use plastic elimination programme

### Recycle Cradle-to-Cradle

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

### Reuse/Repair Giving a Second Life to Resources

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

### Upcycle Transforming Waste Into Material

- Unused desk calendars donated to produce Braille-printed instructional materials for the blind
- Upcycling of used linen for face masks
- Upcycling of used cooking oil into biofuel
- Food and green waste composting and donation as farm feed or fertiliser
- Upcycling old uniforms and linen into recycled fibres



To give e-waste a second life and in support of people with disabilities and from challenging backgrounds, Mandarin Oriental, Geneva donated nearly 800 kg of e-waste to Etablissements publics pour l'intégration ('EPI').

Mandarin Oriental, Geneva



In celebration of 'World Earth Day', Mandarin Oriental, Jakarta targets to create 100 biopore holes.

Mandarin Oriental, Jakarta



WASTE

Going Paperless

In 2021, one key Group initiative was to identify and implement opportunities for paperless processes across our operations. Supported by our Paperless Task Force, colleagues across hotels brainstormed innovative ideas and identified partners to work with to make going paperless a reality. A survey was also conducted across our hotels to identify top areas of paper use and the main challenges faced in going digital or adopting other efforts to go paperless. These findings will be used to develop targeted solutions for the Group.

	Rooms	F&B	Spa & Wellness
Top Paper Item	Price and package approval folio	Receipts	Consultation forms
Main Challenge	Legal requirement	Legal requirement	System gaps
Other Hot Areas	Luggage tags, laundry forms and waiver forms	Kitchen orders	Guest folios, class sign-in sheets, gift card documents



Hotels can have a tremendous paper footprint due to many areas that conventionally require printed materials. We are rethinking these needs and driving paperless solutions across the Group to cut out unnecessary paper waste. This move is also aligned with our shift towards digital transformation and will facilitate greater efficiency and effectiveness in our processes. Adjacent are some ways that our hotels are transforming existing processes to go paperless.



# GREEN DEVELOPMENT



Mandarin Oriental is committed to developing sustainable and iconic world-class properties that reflect the brand's rich oriental heritage. We recognise that buildings have an impact on the environment and society across all stages of their life cycle – from site selection and acquisition to design and development, operation, refurbishment and demolition. Our Development and Technical Services teams place great importance and care in understanding and minimising the impact that our property developments have on their local environment and immediate communities, whilst also finding ways to maximise potential positive impacts.

We align our sustainable development efforts with the UN SDGs and have a particular focus on SDG 11 Sustainable Cities and Communities. Sustainability considerations are incorporated across six main areas – siting, energy and water, materials and resources, indoor environmental quality, emissions and effluents, and waste.

## SITING



## ENERGY AND WATER



## MATERIALS AND RESOURCES



## INDOOR ENVIRONMENTAL QUALITY



## EMISSIONS AND EFFLUENTS



## WASTE





## GREEN DEVELOPMENT

In 2021, we rolled out our Product Standards & Guidelines ('PS&G') for Responsible Hotel Development (referred to as Responsible Hotel Development Guidelines 'RHDG'), to support our colleagues in better identifying and addressing sustainability in design and construction. The guideline provides a set of mandatory and non-mandatory requirements for design (and operating) teams to follow. Whilst matters such as mechanical performances as well as health and safety related standards are mandatory, the guidelines also contain high level recommendations related to material procurement and specification preferences, community engagement and construction waste management.

The new RDHG are in addition to our existing PS&G library, consolidating the various aspects of sustainability into a coherent document that clearly sets out our expectations and requirements. The guidelines are not intended to replicate any of the established green building rating schemes and whilst accreditation is generally supported, following the RHDG will ensure a balanced and nuanced approach to sustainability and responsible hotel development. The Green Development Working Group used the published rating systems requirements to inform the stated fundamental requirements and recommendations which take into account leading industry best practices. Workshops were conducted to introduce

colleagues worldwide to these guidelines and encourage exchange of thoughts and ideas related to sustainable development. In addition, these guidelines are also shared with owners and designers of our properties to facilitate our collaboration on developing top-notch properties that offer both luxury and sustainability.

Some of our key sustainability requirements include the conduct of risk assessment prior to each potential development, and the preparation of a comprehensive and effective waste management plan ('WMP') by contractors (during Tender phase). We have also begun piloting energy modelling in the design phase to better gauge energy use and identify energy efficiency opportunities

### CASE STUDY

#### Highest LEED Residential Score in Thailand

The Residences at Mandarin Oriental, Bangkok, received Leadership in Energy and Environmental Design ('LEED') Gold certification with the top residential score in Thailand in 2021. LEED is a global green building rating that evaluates design, construction, operations and performance.

The outstanding rating from LEED, included a perfect score for the 'Innovation in Design' component and almost 90% for 'Sustainable Sites' component. The design of the Residences takes climate resilience into account, incorporating elements to protect the building located along the Chao Phraya river from flash floods. It also boasts innovations to reduce water use and achieve 'Zero Waste Water' which eliminates the release of untreated wastewater. Other design highlights include the development of common living space with the community for greater community engagement, better control of building cooling for energy savings, and excellent connectivity with public transport to reduce transport emissions.



# SINGLE-USE PLASTIC ELIMINATION

The equivalent of one dump truck load of plastic enters our ocean every minute<sup>1</sup>. The magnitude of plastic pollution is unprecedented and microplastics are infiltrating our air, water and soil. Mandarin Oriental is committed to leading the community-at-large in plastic reduction efforts. In 2018, we set an ambitious goal of single-use plastic elimination by March 2021. This was clearly before we realised that the COVID-19 pandemic was going to hit. Although we have fallen short of our initial goal, we are still pushing through our commitment and aim to eliminate 99% of single-use plastic by the end of 2022. Our goal is 99% as we recognise that there will be some single-use plastics that are difficult to avoid given limitations in market options, plastics introduced due to heightened COVID-19 regulatory requirements and the lack of direct operational control over plastic packaging from suppliers. Fulfilling this commitment would mean avoiding more than 921 metric tons of plastic waste every year.

Our commitment to eliminating single-use plastics cover all areas of our hotels including rooms, spa, transport, restaurants and bars, as well as in back-of-house areas that 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. In 2022, we will strengthen our reporting process by engaging an independent third-party, LRQA, to verify our hotels' single-use plastic elimination status.

As we progress along our journey in tackling single-use plastics, we have found multi-stakeholder collaboration to be the key to success. Our colleagues were engaged in identifying single-use plastic items and solutions and were equipped with sample checklists, guidelines, training and sharing of best practices and solutions over quarterly Sustainability Champion calls, case studies and via the internal social app, MyMO. We also worked very closely with our suppliers to identify eco-alternatives that meet

our sustainability requirements and ways to reduce the use of unnecessary plastic packaging in the delivery of supplies. Where quality solutions are not yet available in the market, we conducted trials with potential partners to improve products to meet our quality requirements, such as home-compostable bioplastic cling film and sous-vide vacuum bags.

Some of the continuing challenges we face include the hygiene mandates of local authorities, guest perception of single-use plastic products as a safer choice and the difficulty in addressing a myriad of plastic packaging from suppliers. In response to these challenges, we have communicated our rigorous cleaning and sanitisation procedures with local authorities and guests and collaborated with suppliers to identify solutions. While our relatively small footprint limits our contribution to global plastic reduction, we are in a strong position to drive important changes in the industry.



## Big Wins for Plastics Avoided Each Year



**7,700 K**

Water Bottles



**4,900 K**

Bath Amenity Bottles



**1,800 K**

F&B Takeaway Items



**294 metric tons**

Garbage Bags



**168 metric tons**

Cling Film and Food Vacuum Bags

<sup>1</sup> WWF Initiatives – Plastics. <https://www.worldwildlife.org/initiatives/plastics#:~:text=Plastic%20waste%20is%20choking%20our,materials%20communities%20most%20depend%20upon>.



# RESPONSIBLE PROCUREMENT



We know that our impact goes beyond the four walls of our hotels. In line with our Guiding Principle 'Acting with Responsibility', we strive to make procurement choices that are naturally better for broader society and the environment by supporting suppliers who respect human rights and fair working conditions while operating with environmental sustainability in mind.

In 2019, we formalised our strategy and roadmap for Responsible Procurement. We established a Group-wide Responsible Procurement Policy to embed responsible procurement principles into our purchasing decisions. The policy includes a Supplier Code of Conduct which not only sets out principles and minimum standards that the Group expects its suppliers to comply with, but also ensures that they hold their own suppliers and subcontractors accountable. The Group maintains a whistleblowing policy where colleagues and suppliers may report any concerns about malpractice. In 2021, colleagues underwent a refresher training on the whistleblowing policy.

Colleagues are equipped with the knowledge and tools to procure responsibly through relevant training and a set of Responsible Procurement Guidelines that contains detailed instructions and guidance for embedding sustainability in the overall procurement process and for each priority category. Best practices in responsible procurement are discussed and shared across hotels through internal platforms including Sustainability Champion meetings, the Group's sustainability site and internal social app MyMO.

We have identified coffee, tea, vanilla, cocoa, paper, seafood and cage-free eggs as our priority categories for responsible procurement, where we can make the largest impact. Our progress towards goals for each of these categories are monitored at both hotel and Group level:

*By 2022, offer 100% responsibly sourced coffee, tea, vanilla and cocoa*

*By 2022, use 100% sustainably certified paper across all hotel areas*

*By 2022, stop serving endangered seafood species from the MOHG Avoid List and increase sourcing of sustainably certified seafood*

*By 2023, offer 100% cage-free eggs<sup>1</sup>*

To ensure that our progress is measured and reported in a transparent and robust manner, from 2022 onwards each hotel's responsible procurement status will be independently verified by an internationally recognised third-party assessor, LRQA. LRQA will verify that our suppliers or distributors for our priority categories have provided assurances or certifications that their produce meets our standards of being fair, equitable and sustainable.

Our advancement in responsible procurement is also supported by partnerships with industry peers and NGOs. We take part in strategic industry dialogues, such as the Hong Kong Sustainable Seafood Coalition, while our sustainable seafood programme is informed by the latest findings from industry experts. This includes our bold move to expand our MOHG Avoid List of endangered seafood from eight to nineteen seafood types, thereby covering all at-risk seafood types as identified by the latest [WWF's Endangered Seafood Guide](#). This was not an

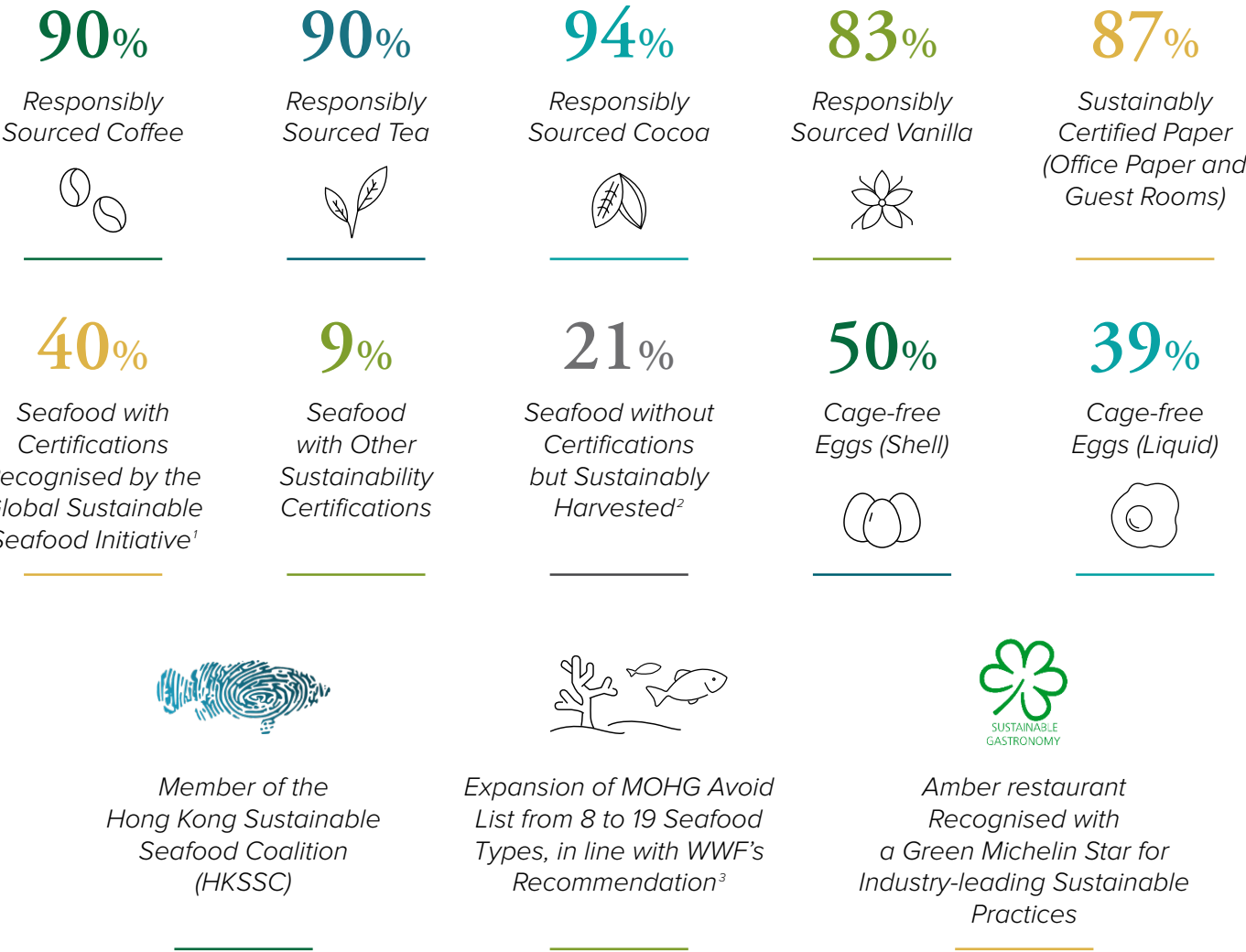


<sup>1</sup> Moved forward our commitment for cage-free eggs from 2025 to 2023.

RESPONSIBLE PROCUREMENT

easy decision as we will be phasing out common ‘luxury’ seafood items including bluefin tuna, caviar and abalone, unless they can be certified to the robust standards of the Marine Stewardship Council or Aquaculture Stewardship Council. But we believe that true luxury first needs to be sustainable and we will put ourselves forward to rise to this challenge in 2022. F&B colleagues will be trained on our updated guidelines for sustainable seafood, procurement colleagues will work closely with suppliers to identify sustainable alternatives and guest-facing colleagues will raise guest awareness on sustainable seafood. In addition, our hotels will make an annual financial contribution to WWF in support of the critical work needed to accelerate the global push toward sustainable seafood.

The efforts of the Group’s restaurants toward responsible procurement have not gone unnoticed. We are proud to share that Amber at The Landmark Mandarin Oriental, Hong Kong, received a Green Star in the 2022 Michelin Guide, in addition to its two Michelin stars. This award was in recognition of the restaurant’s industry-leading sustainable practices, including a dairy-free and less meat-centric menu, and the use of local organic produce, sustainably harvested seafood and responsibly sourced agricultural commodities.



<sup>1</sup> GSSI-recognised certifications include ASC, BAP, CQA, GLOBALG.A.P., G.U.L.F., IRFM, MSC, MEL V2 and RFM.  
<sup>2</sup> This category is for seafood that have been evaluated by hotels to be sustainably harvested based on species conservation status and sustainable fishing practices.  
<sup>3</sup> WWF Endangered Seafood Guide. <https://www.worldwildlife.org/publications/endangered-seafood-guide>.



RESPONSIBLE PROCUREMENT

MOHG Avoid List

Phase-out of the following seafood types are targeted at all MOHG-operated F&B outlets by end of 2022, unless certified sustainable by the Marine Stewardship Council or Aquaculture Stewardship Council



- 1 **Sharks and sawfish** *(All types)*
- 2 **Marine mammals** *(Whales, Porpoise and Dolphin)*
- 3 **Sea turtles** *(All types)*
- 4 **Wild caught freshwater eels** *(American Eel, European Eel, Japanese Eel, New Zealand Longfin Eel)*
- 5 **Orange roughy**
- 6 **Wild sturgeon** *(Caviar)*
- 7 **Blue fin tuna** *(Atlantic Bluefin Tuna, Pacific Bluefin Tuna, Southern Bluefin Tuna)*
- 8 **Abalone** *(Black Abalone, Northern Abalone)*
- 9 **Conch** *(Queen Conch)*
- 10 **Grouper** *(Atlantic Goliath Grouper, Dusky Grouper, Giant Sea Bass, Gulf Grouper, Hong Kong Grouper, Nassau Grouper)*
- 11 **Halibut** *(Atlantic Halibut)*
- 12 **Redfish and rockfish** *(Acadian/Atlantic Redfish, Beaked Redfish (from Europe only), Bocaccio Rockfish)*
- 13 **Sea cucumber** *(Black Teatfish, Brown Sea Cucumber, Golden Sandfish, Japanese Spiky Sea Cucumber, Prickly Redfish, Sandfish, White Teatfish)*
- 14 **Porgy** *(Threadfin Porgy)*
- 15 **Hake** *(Senegalese Hake)*
- 16 **Totoaba**
- 17 **Pufferfish** *(Balaasop Beauty, Bluebelly Toby, Chinese Puffer, Pufferfish, St Helena Sharpnose Pufferfish)*
- 18 **Seabream** *(All types)*
- 19 **Skate and ray** *(All types)*

CASE STUDY

Supporting Local Fishermen in the Saint Vincent and Grenadines

The people of the islands of Saint Vincent and the Grenadines are dependent on fishing and marine-based tourism as their main sources of livelihood and income. Mandarin Oriental, Canouan procures fresh seafood from local fishermen based on seasonal availability. For instance, there are strict laws relating to lobster harvesting and the hotel only purchases lobster in the months of May to August when lobsters can be harvested legally and sustainably, outside of their breeding season. There is also a community understanding among the fishermen that any fish caught that is deemed too small (less than 1.5 lbs) is returned to the sea immediately. Smaller fish are younger and may not have spawned yet, thus returning young fish is important to the preservation of healthy fish stocks.



RESPONSIBLE PROCUREMENT

CASE STUDY

Assessing Sustainability of Seafood Portfolio with WWF

Since 2019, Mandarin Oriental, Kuala Lumpur has been collaborating with WWF-Malaysia on several areas of sustainability, including seafood. In 2021, to improve seafood sourcing efforts, WWF-Malaysia conducted a seafood supplier assessment for the hotel. The thorough assessment included a review against WWF-identified at-risk species and an evaluation of the sustainability of seafood products. The evaluation was based on several factors including level of fish stocks, fishing method, likelihood of pollution and presence of environmental management processes. The assessment allowed Mandarin Oriental, Kuala Lumpur to identify high risk seafood products to be replaced as a matter of priority. In addition, a half-day workshop for F&B colleagues was held to discuss the findings of the assessment and help the hotel develop a roadmap for advancing their sustainable seafood efforts.





# Naturally Better for Guests

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



# HEALTH, SAFETY AND SECURITY

The health and safety of our guests is a top priority. As the world continues to manage the COVID-19 pandemic, Mandarin Oriental remains vigilant in monitoring developments and takes advice from health experts and government authorities to maintain our extremely high standards of health and hygiene.



## We Care

Our **'We Care'** programme is an additional set of stringent protocols in response to the COVID-19 pandemic that strengthens our longstanding Fire, Life, Health, Safety & Security standards ('Safe and Sound programme'). The programme follows the World Health Organisation's recommendations and leading international standards and best practices.

As part of the programme, all colleagues are fully trained on elevated health and safety standards and procedures and the maintenance of good personal health and hygiene. These additional stringent protocols are verified by an internationally recognised independent assessor, LRQA, who audits our annual Safe and Sound programme.

Our **'We Care'** initiatives include the following:

### Pre-Arrival



- Prior to arrival, guests will be asked if they would like to discuss personal preferences on service levels and interaction with colleagues

### Arrival



- Health declaration forms required on arrival as appropriate to each destination
- Temperature checks are underway for all guests and colleagues (this varies by location), as well as standard protocols for handling temperature detections of 37.5 degrees Celsius and above
- Thermographic CCTV cameras in place in most of our hotels
- Mandarin Oriental branded 'We Care' personal protective equipment ('PPE') available for all guests to use during their stay, which include face masks and disinfectant hand sanitisers
- Appropriate personal protective equipment are worn by all colleagues throughout the hotel
- Enhanced health and safety training measures have been put in place for all colleagues, including the correct procedures for wearing PPE equipment, social distancing awareness and case notification protocols



## HEALTH, SAFETY AND SECURITY

### We Care *Continued*

#### Hotel & Guest Rooms



- Preventive measures have been distributed to all suppliers and contractors
- Significant increases in regular disinfection is conducted across all hotel areas
- Increased cleaning in place of air handling and fan coil units as well as regular maintenance and filter changes
- Increased cleaning in place of all hard surfaces throughout hotel public areas and in guest rooms – focusing on frequently used elements such as door handles and lift buttons
- Increased anti-viral disinfection measures in place for all in room soft furnishings and surfaces e.g. telephones, bedside buttons and ornaments
- Bedding and linen washed at sufficiently high temperatures to ensure sterilisation
- Laundry, bedding and linens washed at sufficiently high temperatures to ensure sterilisation
- Table distancing measures in dining outlets to ensure alignment with local requirements
- Increased use of anti-viral disinfection measures in place across all spa and wellness facilities
- In many locations, our hotel spas and wellness areas have introduced private areas for training and treatments

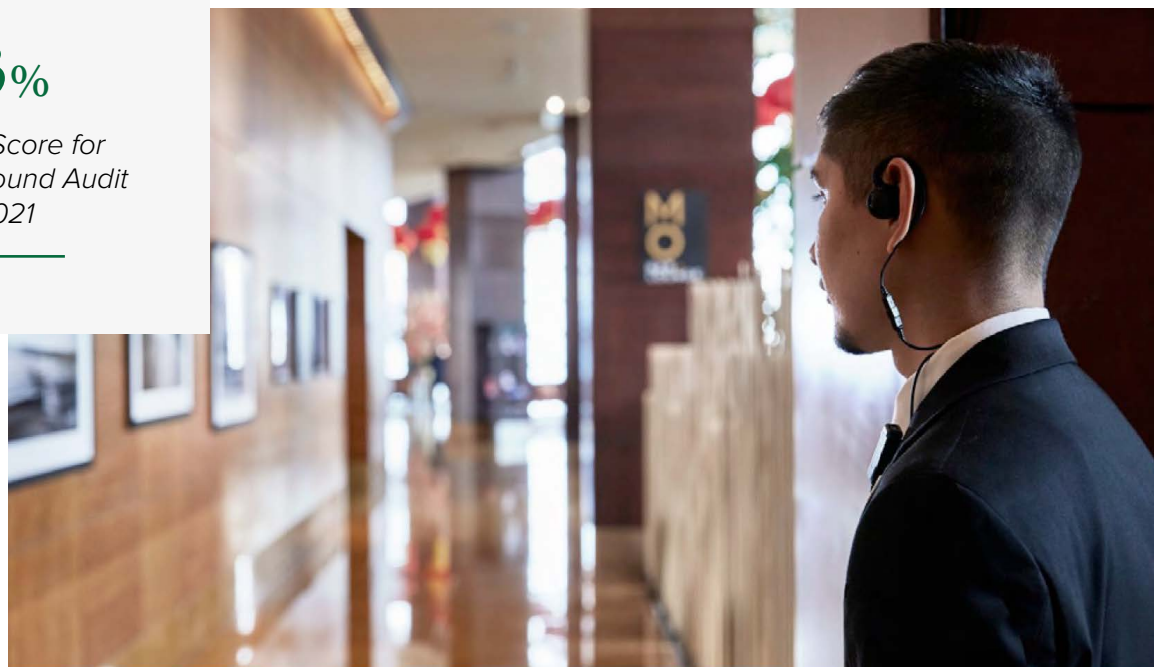
Our annual Safe and Sound audits help ensure that we are well prepared for any potential crises and business disruptions. We take health, safety and security very seriously and the results of these audits influence executive compensation. Even where physical inspection of our facilities is challenging owing to city lockdowns and other travel restrictions, we engaged in equally rigorous remote audits using digital tools such as video conferencing platforms. We are delighted to share that we further improved our stellar Group average score for Safe and Sound audit further by a percentage point to 93% in 2021.

# 93%

*Average Score for  
Safe and Sound Audit  
in 2021*

### Data Privacy and Security

Our commitment to the highest levels of guest service includes protection of their privacy and personal information. Our Data Privacy Policy clearly illustrates our commitment in handling personal data with the highest levels of integrity, security, and care. We implement administrative, organisational, and technical safeguards and security measures to protect personal information within our control from unauthorised access, acquisition, disclosure, destruction or alteration, accidental loss, misuse, or damage. These safeguards and measures are regularly reviewed and monitored, while all colleagues receive annual training on data privacy and security.



# HOLISTIC WELLNESS

Mandarin Oriental offers best-in-class, award-winning spa concepts which are guided by our Oriental heritage and influenced by unique local cultures. The Forbes Five and Four-Star Spa awards are some of the most important in the hotel industry and we are proud to continue our lead with 14 Five-Star Spas and eight Four-Star Spas.

As health and wellness specialists, we understand the importance of maintaining physical fitness and mental strength, especially during a stressful time of great change. This is why after a successful launch for colleagues last year, this year we introduced the Inner Strength – Outer Strength programme for our guests. Our Global Wellness Day was similarly themed this year. Each Spa at Mandarin Oriental combined elements of Inner Strength and Outer Strength to help our guests become stronger, more well-balanced and more resilient to stress and illness. The two core components are:



## Outer Strength (Fitness, Health, Vitality)

Keeping ourselves physically strong is of the utmost importance. Our outer strength is developed by building our physical vitality through exercise, movement and healthy nutrition. If there is one thing we have learned from the pandemic, it is the importance of maintaining our overall physical health and immunity.



## Inner Strength (Mindfulness, Resilience, Character)

During a stressful time of great change, it is important to incorporate stillness into our lives to allow the mind to process new information and reflect on appropriate strategies to manage difficulties. Inner Strength is developed by taking time for silence, contemplation and mindfulness.



As part of the programme, Mandarin Oriental have offered a variety of activities to improve physical vitality, from yoga and fitness to Pilates and running. Expert trainers help our guests to define new goals and routines or encourage them towards the goals they have already established.



## HOLISTIC WELLNESS

### Mindful Meetings and Meeting with Purpose

Our signature Mindful Meetings are designed to improve engagement, promote productivity, reduce stress and enhance well-being of attendees so they can deliver the results that matter. Set across a diverse range of exceptional meeting venues, ranging from rooftops to Michelin-starred restaurants, alfresco gardens or even beachfront settings, attendees immerse themselves in the elements of nourishment, movement, stillness, connection and well-being during meetings. These meetings can be paired with sustainable offerings including natural, environmentally friendly, and low-carbon elements such as infused water, fresh local food and a vegan or vegetarian menu. As part of the meetings, meeting planners can also incorporate our Meeting with Purpose corporate social responsibility experiences, which allow attendees to engage in meaningful activities that contribute to local environmental and social initiatives.

### Sustainability in Spas

Our Spas are constantly thinking of ways to improve sustainability in collaboration with our suppliers. Our signature spa products are manufactured by Aromatherapy Associates which is a certified B Corp. To reduce carbon footprint, we are working with Aromatherapy Associates on a new approach to our massage oils. Under the new concept, our signature essential oils from Aromatherapy Associates will be purchased in highly concentrated forms in smaller packaging and base oils may be purchased from local suppliers to reduce the needs for international shipping.



Mandarin Oriental, Canouan



#### CASE STUDY

### Shopping Ethically and Sustainably

From loungewear made of sustainable fabrics using seaweed, bamboo and eucalyptus, to handmade silver jewelry supporting local designers – these are just a couple of highlights across the curated sustainable product offerings you will find at Mandarin Oriental, Dubai. The hotel actively seeks out brands that are local, ethical and sustainable for their selection of products. Below are some examples:

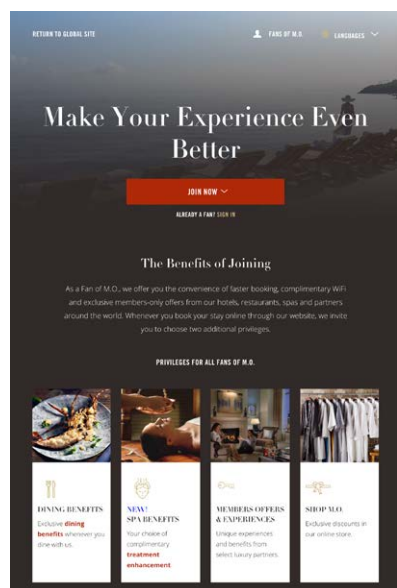
- **allSisters** – purchase of responsible swimwear made from recycled items contributes to WWF's 'No Plastic in Nature' campaign
- **Back label** – certified B Corp offering Global Organic Textile Standard-certified clothes
- **Evoke Panama** – hats are made of ethically and sustainably sourced materials
- **Folpetto** – children and babies' swimwear are made from recycled plastics and fishing nets from the ocean
- **L'Couture** – All female-led company that focuses on inclusion, diversity and wellness
- **LOVE BRAND & Co.** – purchase of clothes made of organic, recycled or plant-based fabrics contributes to the support of wildlife conservation projects
- **PALA eyewear** – purchase of eyewear made of sustainable materials contributes to eyecare projects in Africa

# GUEST SATISFACTION AND SUSTAINABILITY

## Fans of M.O.



We endeavour to offer truly personalised recognition to our loyal guests through our guest recognition programme. *Fans of M.O.* enjoy greater personalisation of their hotel stay and the convenience of faster booking, complimentary WiFi and exclusive members-only offers from our hotels and partners around the world. In 2021, we introduced preference options for service and interaction levels in light of COVID-19, as well as options related to sustainability attributes. Prior to their arrival, *Fans of M.O.* can opt for linen and towel reuse, to bring their own toiletries or request accessible rooms.



## Mobile Check-in

Mandarin Oriental is always looking for ways to create efficiencies in our processes so that we may spend more time on creating personalised and enhanced experiences for our guests. As check-in procedures can be heavily administrative, it was clear to us that mobile check-in was an opportunity to be seized. We piloted our online mobile check-in option beginning from May 2021 in three hotels in the Americas: Miami, Washington D.C., and Boston. This option has been appreciated by our colleagues and guests alike, as many of our teams were working with reduced staffing levels and some guests wanted to limit contact when they first started travelling again. Whilst not all guests wish to use such an option, it is important that we provide them choices so that they use the option that suits them best. This has also allowed us to work towards our efforts of being more sustainable through drastic reductions in paper usage at the front office.

Guests are invited to check-in 72 hours prior to arrival from anywhere in the world and they can update their profile information, process secured payment details and provide details about their arrival during this online check-in process. This has allowed guests who wish to limit contact with colleagues to simply present their identification cards upon arrival to receive their room keys.



## helloMO

As of December 2021, 20 properties were live on helloMO by Glowing.io, our instant messaging service, and four properties were in the process of onboarding. We anticipate that 28 hotels will be using helloMO to communicate with our guests by the end of 2022.

Our properties use helloMO as a tool to communicate remotely with our guests at any stage – pre-, during, and post-stay. Guests can pose queries over helloMO and receive information and documents such as booking confirmations, guest folios and boarding passes digitally via the messaging platform of their choice. Messaging platforms include WhatsApp, WeChat, Facebook messenger and text. This allows a significant reduction in call volume as well as printing. It has allowed for efficient responses to our guests, not to mention the ability to track communications all in one place. In times where sustainability is so important, and in the midst of the pandemic where many guests remain sensitive to direct contact, this system has proven to be crucial for guests and our colleagues in operations like, enabling them to communicate in a safe and sustainable way.





## GUEST SATISFACTION AND SUSTAINABILITY

### Guest Survey Sustainability Questions

All guests receive a post-stay survey where they can share feedback on their overall satisfaction of our sustainability practices. We are proud to report that out of 40,000 responses in 2021, 88% of guests expressed satisfaction with our sustainability efforts. In particular, guests have been impressed with our delivery of sustainable offerings in line with our commitments, such as single-use plastic free toiletries and refillable glass bottles with premium filtered water. We greatly value guest feedback and suggestions to help us ensure that we are doing all that can to give back to our environment, while providing our renowned legendary service.

**2021 Guest Survey**  
(40,000 responses)

**88%**

*Satisfaction Rate for  
Our Sustainability  
Programmes*



### Sustainability Brand Standards, Legendary Quality Experiences

Our brand standards, Legendary Quality Experiences ('LQE') are what define us. We are proud of each standard and how we bring them to life through every guest interaction. We are very excited to grow our LQEs even further this year with the launch of our new Sustainability LQEs, focusing on our 'Naturally Better' vision of the planet, colleagues, guests and communities. As part of the global training initiatives for our colleagues, we introduced sustainability LQEs and offered guidance to hotels to act on the standards. The LQEs are also measured in our mystery shop audits to help us understand where we may still have opportunities to improve and where we can celebrate the wonderful achievements as we become even more sustainable.

### Sustainability LQEs

*We strive to make a positive environmental impact on our planet:  
We actively participate in programme and initiatives to reduce our environmental impact.*

*We are passionate about sustainability in our workplace and beyond:  
We act with responsibility and carefully consider our sustainability efforts beyond our work environment, striving to make a positive impact wherever we can.*

*We provide our guests with sustainable choices:  
We enable guests to make healthy, sustainable choices when they engage with us. We confidently share our initiatives, goals and achievements, both for our hotel and our Group.*

*We contribute to a sustainable community:  
We play an active and positive role in supporting, sustaining, and growing our community.*



# Naturally Better for Colleagues

Mandarin Oriental is committed to fostering a culture of inclusivity and empowerment where our colleagues from different backgrounds are able to develop their full potential and contribute to the sustainable growth of the Group.





# HUMAN RIGHTS AND INCLUSIVENESS



## Human Rights

We believe that businesses have the responsibility to respect human rights. Mandarin Oriental has processes in place to protect the dignity, rights and well-being of our colleagues and we encourage suppliers and other stakeholders to support the human rights of the workers along the supply chain and in the communities where we

operate. Our approach is informed by the United Nations Universal Declaration of Human Rights and the International Labour Organisation's Fundamental Conventions, with regard to child and forced labour, wages and working hours, health and safety, freedom of association and non-discrimination.

Our Code of Conduct requires our operations to comply with all applicable laws and regulations and uphold high standards of business conduct. It is incorporated into employment contracts of all colleagues and mandatory training is carried out yearly to ensure effective implementation of ethical business practices across the Group. This year, the refresher training for our Code of Conduct was conducted online.

The Group is aware that our purchasing decisions have an environmental, social and economic impact beyond the four walls of our properties. We put our Responsible Procurement Policy into practice and strive to ensure that purchasing decisions are made respecting human and labour rights. Our suppliers are expected to comply with our Supplier Code of Conduct which sets out guiding principles and minimum standards across the environmental, social and governance aspects of their operations and along their supply chains.

Colleagues are trained on responsible procurement and modern slavery awareness for a better understanding of the associated environmental and social risks in our business and supply chain. This training complements our anti-human trafficking measures that are in place as part of the Group's Security Policies & Procedures Manual. We publish an annual statement on modern slavery in support of the objectives of the UK's Modern Slavery Act and the latest version can be found under Appendix C.



## HUMAN RIGHTS AND INCLUSIVENESS

### Diversity & Inclusion

The Group will continue to foster a culture of inclusivity and empowerment, where colleagues with different backgrounds feel comfortable in being themselves, in voicing their ideas and having equal opportunities to thrive.

As a global hospitality employer, the Group believes in promoting equal opportunities in recruiting, developing and rewarding its people regardless of race, gender, nationality, religion, sexual orientation, disability, age or background and prohibits all forms of workplace harassment or discrimination.

The high service expectations and overall quality of the Mandarin Oriental brand necessitate that the Group seeks the best people from the communities in which it operates most suited to its needs.

All colleagues are encouraged and supported to develop their full potential and contribute to the sustainable growth of the Group. Colleagues' views and ideas are essential and they are encouraged to express them respectfully with colleagues at all levels within the organisation. We believe that everyone can thrive at work given the right opportunities and support and we have actively hired colleagues with disabilities and from other special circumstances.





## HUMAN RIGHTS AND INCLUSIVENESS

### Diversity & Inclusion *Continued*

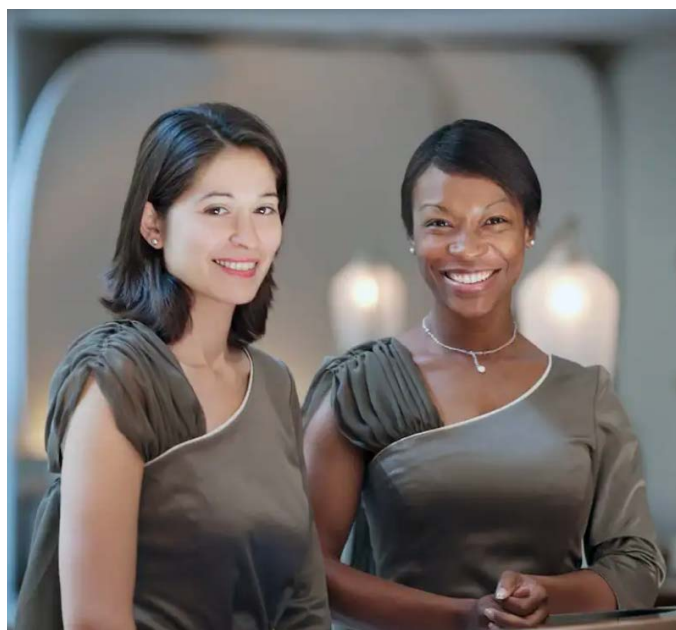
The Company keeps the composition of its Board and senior management positions under review to ensure that it adapts to the changing business landscape. The Company recognises that gender diversity is an important issue and is actively focused on it, seeking consistent improvement in this area. As of July 2021:

*Nearly a quarter of colleagues at the CEO level or the level below are female*

*39% of our management are women*

*56% of the latest intake of graduate trainees are women*

Our D&I Council spearheads the Group's efforts in fostering an inclusive and empowered company culture. As part of the Colleague Experience Survey in 2021, the D&I Council included questions pertaining to D&I into the survey and reviewed with senior management the results and recommendations. The D&I Council has also reviewed the gender balance of the Group and discussed with senior management the potential barriers to progression for females. The Group will continue to work with other business stakeholders such as Human Resources to embed D&I into talent processes. The D&I Council has also been active in engaging with other high performing



companies on their respective D&I journeys, including the Group's parent company Jardine Matheson. In 2021, as part of the Jardine Matheson cohort, the Group participated in The Women's Foundation's Male Allies Programme along with other prominent businesses in Hong Kong. The D&I Council will be conducting training on Leading a Safe, Respectful and Inclusive Workplace in 2022 to equip senior colleagues with a deeper understanding of the importance of psychological safety in the workplace and learning on how to prevent and respond to disrespectful and inappropriate behaviours.



# HEALTH, SAFETY AND WELL-BEING

Our people are our greatest assets and we make every effort to promote the health, safety and well-being of our colleagues. We safeguard our colleagues' physical health through our stringent We Care protocols and provide them with appropriate Personal Protection Equipment during the COVID-19 pandemic. Our Group-wide Inner Strength – Outer Strength Course, first introduced in 2020, has been a resounding success with colleagues. In 2021, we continued to offer this four-week wellness course in 2021 to help colleagues further enhance their physical health and mental resilience.

## Mental Health First Aid

To support colleagues' mental well-being, we introduced the Mental Health First Aid programme. After the successful conduct of Mental Health First Aid training and assessment for our first two cohorts, we now have 90 Mental Health First Aiders, representing at least one for each of our hotels and corporate offices. To help colleagues gain awareness of the availability of Mental Health First Aiders, they were promoted through a poster campaign on our internal social app, MyMO. A new page dedicated to information and resources on Mental Well-being was established on Central (our corporate intranet site) and highlights our Mental Health First Aiders around the world. Our special first aiders can also be identified by colleagues through a Mental Health First Aider badge in their Central profile. We intend to continue the conduct of this great initiative in 2022 by involving our Mental Health First Aiders in more group-wide initiatives to support colleague well-being.

## Colleague Wellness Week

2021 also marked the sixth iteration of our annual Colleague Wellness Week. Throughout the week of September 13-19, a number of colleague wellness activities were conducted at every hotel, with highlights including:

Our team in **Emirates Palace, Abu Dhabi** had their very own Olympic summer games which made for a very action-packed week for colleagues. 14 teams of six, as well as numerous wild-card participants, competed for points for their teams and departments. The week included 66 relay runners joining a 5.8 km run around the property, followed by sunrise yoga. Other initiatives included a quiz night, football game, swimming games in the pool and lazy river, healthy and tasty cooking classes and a tennis match.

**Mandarin Oriental, Doha** ran a large array of activities including eye checks, bootcamp classes, a wellness kiosk, chair massages, vinyasa yoga classes and even a workshop on how to declutter.

Our colleagues in **Mandarin Oriental Hyde Park, London** started the week with a healthy welcome breakfast, team walks through Hyde Park, spinning, yoga, ballet barre and nutrition sessions, together with skincare and body mass analysis assessments.

At **Mandarin Oriental, Hong Kong**, our colleagues enjoyed a restorative painting workshop where a number of incredibly creative pieces were produced with canvas and pots of acrylic paints. Colleagues also enjoyed a sound bathing event where they were fully immersed in both Gong bathing and beautifully meditative singing bowls.



We strive to provide a safe working environment for our colleagues and constantly review our occupational health and safety performance to identify areas of improvement. In 2021, for every 200,000 hours worked, we reported 0.01 cases of high-consequence work-related injuries and 6.69 cases of recordable work-related injuries. There were no fatalities due to injury.

To further reduce the incidence of injuries, we are strongly committed to increasing associated training programmes and continually implementing improvement actions.



# TRAINING AND DEVELOPMENT

## Re-Engaging Better Together

The Engaging Better Together initiative, launched in 2020 in light of the COVID-19 situation, continued to benefit colleagues in 2021. Our task force of Human Resources and Learning & Development colleagues engage in monthly virtual meeting sessions to share ideas and initiatives to continue to care for, support and re-engage colleagues following the challenges across the last two years. Thoughtfully crafted sessions across a diverse range of topics, including skills at work, health and wellness, or hobbies and interests, have been virtually delivered to colleagues and these sessions are recorded so that colleagues may revisit them in their own time. The exchange of thoughts and ideas are facilitated via thought-provoking virtual breakout sessions.

Leadership development opportunities were also extended by our parent company Jardine Matheson Group. In 2021:

*More than 100 colleagues in Finance and HR attended the Jardine's Academy programme*

*35 General Managers and Hotel Managers underwent EdX development courses*

*More than 200 other colleagues benefitted from free licenses to attend LinkedIn Learning courses*

## Digital Learning System

The pandemic has accelerated digital transformation globally, bringing about drastic changes to how people interact and how businesses operate. We are also shifting our Learning and Development approach to target *A World of Next Generation Fans*. We will further leverage digital platforms to improve how colleagues learn and develop and in 2022 we will be hiring a Digital Learning Manager

and rolling out our Digital Learning System. This initiative aims to improve the colleague learning experience through a more contemporary approach to training and development, with a diversification of engagement modes from face-to-face events to new and innovative digital learning experiences.



# ELEVATING THE COLLEAGUE EXPERIENCE

Our colleagues are key to the amazing guest experience that Mandarin Oriental has to offer. They are our prized assets and we are committed to providing them an inclusive and nurturing work environment filled with exciting opportunities for learning and advancement. To improve colleague experience, we asked colleagues to tell us areas where we can improve. 97% of colleagues participated in the feedback survey and an action plan is now underway based on their feedback.

Mandarin Oriental consistently strives to improve the design of our **'Colleague Journey'** so that we not only satisfy but surpass their expectations. Our Learning & Development team takes pride in offering colleagues the best experience at every step of their journey – from the time they take part in initial interviews to getting onboarded with MOve In Orientation and on to our numerous training and development programmes.

Our **MOve In Orientation programme** helps new colleagues to familiarise themselves with all aspects of the brand, from culture and heritage to sustainability. As colleagues advance on their journey, they are able to monitor their performance, training and overall professional development in real-time through an online performance management system. Since 2020, colleagues are also able to complete performance reviews easily through the PROFILE app that can be assessed on any mobile device.

To support the growth of our colleagues, the Group has a series of specially designed programmes, including MOve Up, MOve Forward, Move Ahead and MBA Executive programmes. Our signature leadership series includes the **MOve Up programme** dedicated to training middle managers and **MOve Forward** designed for senior leaders. In 2021 we introduced a third leadership course, **MOve Ahead programme**, to further support leadership development of our junior management and supervisors. 2021 marked the first time a global programme was launched. Our MOve Forward programme, typically

conducted by region, saw 60 senior management colleagues across the globe coming together to exchange different perspectives while honing their leadership skills in this one-year course. Our in-company **Executive MBA programme** helps us to develop future leaders as part of our succession planning. We currently have 11 senior management colleagues undertaking this executive MBA course, with the support of Royal Melbourne Institute of Technology ('RMIT').

As part of our strategy to nurture talent at an early stage, we are further developing the Mandarin Oriental Graduate Programme, a structured learning journey targeted at fresh graduates. Comprehensive research has been undertaken and a workshop was conducted in late 2021 to inform the design and content of this updated programme.

We understand the importance of mentorship in encouraging and enabling personal growth and career development of colleagues. The MOHG Mentoring Programme connects colleagues as mentors and mentees, benefitting both colleagues and our organisational culture. Hotels are given the flexibility in running their own unique mentoring programmes, empowered by the tool kits and training materials provided by the Corporate Office. Our targeted mentoring programme, MOsaic Mentoring, identifies high potential colleagues ('Aspiring Leaders') to be mentored by senior colleagues ('Inspiring Leaders') for a period of one year. Following an excellent first iteration, a further 25 pairs of mentees and mentors have embarked upon a one-year partnership, in 2022.

Further to our internal mentoring programmes, we collaborated with the Oberoi group to launch cross-brand mentoring programmes under the Oberoi-Mandarin Oriental Peer Partnership. In 2021, a pilot group of five partnerships was launched with resounding positive feedback, progress that has driven the launch of 15 further new partnerships.

## MBA

Our in-house MBA, run in conjunction with the Royal Melbourne Institute of Technology ('RMIT') is offered to colleagues at senior level management.

## MOve Forward

An intensive 14 month 'mini MBA' programme that broadens our colleagues' areas of expertise and allows them to further develop business acumen. Participants are shortlisted following a rigorous selection process.

## MOve Up

Eight core modules that equip participants with the skillsets and management skills to further progress in their career paths.

## MOve Ahead

Designed for supervisors and first-time managers, this interactive development programme consists of six courses to assist participants transition from a line colleague to a leader.

## MOve In Orientation

Introduction to MOHG corporate culture and heritage. This orientation is attended by all colleagues at every level and details our commitment to staff engagement and growth.



ELEVATING THE COLLEAGUE EXPERIENCE

Talent Acquisition and Engagement

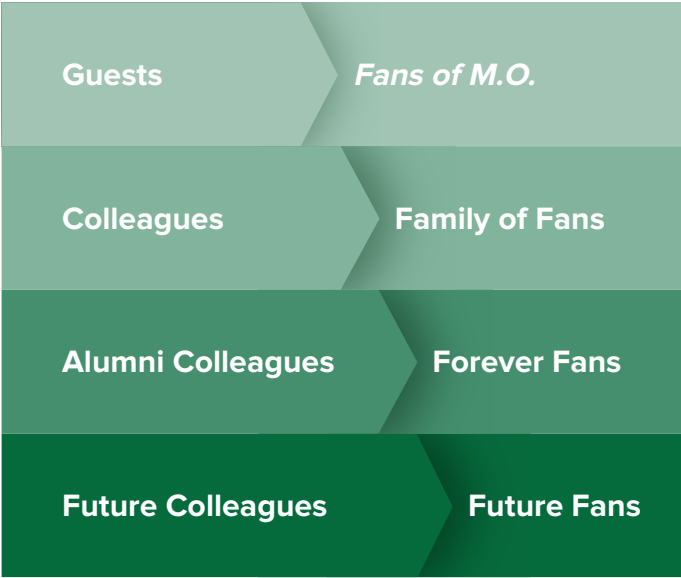
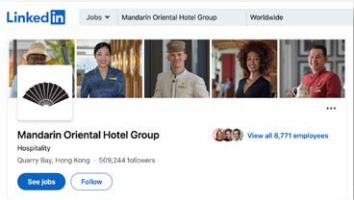
We envision creating *A World of Fans*, which includes our guests (*Fans of M.O.*) and colleagues (*Family of Fans*), as well as our alumni (*Forever Fans*) and future colleagues (*Future Fans*). Since 2020, we have rolled out initiatives to strengthen our engagement with Forever Fans and Future Fans. We offer Forever Fans access to the latest Group news on growth, development and appointments, a Knowledge Portal for learning and development, and a unique space to connect with other Forever Fans across the globe, among others. By the end of 2021, we had more than 7,600 Forever Fans registered in M.O. Alumni Community. We will continue efforts to facilitate greater engagement and registration in 2022.



> 480,000

Followers on LinkedIn

↑ 5.5%



In 2021, we re-examined our recruitment strategies and methods in attracting diverse young talent. We undertook an extensive research project aimed at reinforcing our Employer Value Proposition (‘EVP’), in partnership with Universum. Insights from this research contributes to our global Talent Acquisition strategy. In 2022, further work will be conducted in this area, including the engagement of senior leadership in workshops on EVP.

We search for talent not just externally but also internally. This is facilitated by the launch of the Talent Charter on PROFILE, our internal talent database, where hotels can access up-to-date talent pools and high potential talent streams.

We are also revamping the way that we hire external talent. Our new initiative-in-the-making, Hiring with Impact, aims to

inspire hotels to move away from reactive, traditional recruitment methods toward proactive, targeted strategies in hiring talent, with a focus on diversity, inclusion and the avoidance of unconscious bias. This initiative is targeted for launch in 2022.

To attract diverse talent, we are also expanding the use of online recruitment channels, in addition to traditional recruitment channels. By the end of 2021, we had garnered more than 480,000 followers on LinkedIn, recording a 5.5% increase in new followers gained and ranking first in comparison to our peers in luxury hospitality. We continue to build our followers and will activate recruitment marketing strategies, starting with a ‘thought leadership’ campaign featuring leaders from various backgrounds by gender, culture, and seniority.

# CHAMPIONS OF SUSTAINABILITY



Sustainability at Mandarin Oriental has always been driven ground-up by our passionate colleagues. A Sustainability Champion, backed by a strong Sustainability Committee from diverse departments, leads colleagues at each property in identifying impactful ways to support their local community and environmental needs. Colleagues are empowered by the various tools and resources offered by the Corporate Office, including an online sustainability data management system for efficient and effective performance monitoring, a range of curated training and

guidance materials and various engagement channels to exchange best practices across properties.

Right from the outset when colleagues join Mandarin Oriental, they undergo a Sustainability Training Programme that highlights the Group's sustainability commitment and approach, as part of their MOVE In Orientation. All colleagues also participate in an annual Sustainability Awareness Training Programme that features a different key topic each year. In 2021, we moved away from the

usual classroom-based sustainability training to roll out engaging online training video content. This year's training, entitled 'Doing More for a Sustainable Future', offered colleagues a brief introduction to sustainability and the UN SDGs, and reiterated Mandarin Oriental's sustainability commitments and goals, as well as ideas on sustainability best practices to spark further action. The video is supplemented with follow-up quizzes to promote understanding. For our Sustainability Champions, training on social inclusion was held to help Champions gain a better understanding of key groups at risk of social exclusion and pick up ideas from case studies of impactful social initiatives to be applied to the initiatives that their properties conduct.

As the Group expands its sustainability commitments and goals, there has been a need to develop further Sustainability Guidelines, which offer colleagues step-by-step advice to implement localised actions. By the end of 2021, a total of 30 Sustainability Guidelines were available on the Group's sustainability site. They cover topics ranging from sustainability governance, tools and resources, to energy, carbon, water, waste, responsible procurement, biodiversity, social impact, and various Group sustainability programmes. Across sister properties, the exchange of sustainability best practices continued to be facilitated by Sustainability Champion meetings and through digital and social media platforms, including MyMO app and our internal sustainability website. The end of 2021 was marked with a vibrant exchange of best practices, challenges and opportunities across each property's efforts to go paperless, source sustainable seafood and carry out impactful social initiatives.



# Naturally Better for the Communities

At Mandarin Oriental, we are committed to impacting our local communities positively and celebrating cultural heritage and diversity. The Group encourages and empowers colleagues at each hotel to discover impactful ways to interact with their communities through meaningful outreach programmes and partnerships with charitable organisations. We dedicate time, talent and other resources to support COVID-19's frontline workers, contribute to disaster relief, fight hunger, promote education and skills development opportunities for disadvantaged youth and adults and protect the environment and animal welfare.



# OUR COLLECTIVE IMPACT

In 2021, Mandarin Oriental collectively contributed the following to support our local communities.

153  
*Initiatives Conducted  
by Colleagues*



> 3,000  
*Volunteer Hours  
Dedicated by Colleagues*



> US\$ 450,000  
*Donated through Concerted  
Efforts from Colleagues  
and the Mandarin Oriental  
Foundation<sup>1</sup>*

TOP 3  
*SDGs Supported by  
Colleagues' Initiatives*



> 700 kg  
*of Durable Goods  
(such as Clothes and  
Hotel Crockery)  
Donated*

> 10,000 kg  
*of Food and Beverages  
Donated*



> 600 kg  
*Soap Recycled with  
Clean the World*



> 11,700  
*Soap Bars  
Distributed*



<sup>1</sup> Out of US\$450,000, US\$104,000 was contributed by Mandarin Oriental Foundation and the remainder was raised by hotels and colleagues fundraising efforts and donations.

## FANTastic Match

Four charitable beneficiaries in the U.S. partnered with our four U.S. hotels in Boston, Miami, New York and Washington, D.C. in 2021 under FANTastic Match. Through volunteering, fundraising and donations, we supported causes in the U.S. for children and young people as well as food-saving initiatives such as City Harvest.

**Mandarin Oriental, Boston – Franciscan Children’s**  
Provides a compassionate and positive environment where children with complex medical, mental health and educational needs receive specialised care from people who are committed to excellence, innovation and family support so that children can reach their fullest potential and live their best life.

**Mandarin Oriental, Miami – Voices for Children**  
Raises funds to ensure that every abused, abandoned and neglected child in Miami-Dade County has a court-appointed Guardian ad Litem (‘GAL’) and that financial assistance and other resources are available for their health, educational, and social needs.

**Mandarin Oriental, New York – City Harvest**  
Collects excess food and delivers it free of charge to 500 soup kitchens, food pantries and other community food programmes across the five boroughs of New York City.

**Mandarin Oriental, Washington D.C. – Serve Your City**  
Provides life-changing experiences and opportunities for at-risk D.C. students, giving children access to rowing, swimming, yoga, tennis, tutoring and inspiring experiences often not readily available to children from under-resourced families.



## OUR COLLECTIVE IMPACT

### Supporting Frontline Workers

In 2021, our hotels continued to support the fight against the COVID-19 pandemic. Mandarin Oriental, Jakarta, collaborated with the Indonesian Hotel and Restaurant Association ('PHRI') to donate food necessities and masks to COVID-19 victims in need of aid within Jakarta. Colleagues from Mandarin Oriental, Kuala Lumpur, volunteered 120 hours at the local vaccination centre ('PPV') and provided 100 healthy lunch sets to show appreciation to other healthcare volunteers who came forward to help with the local COVID-19 vaccination programme. At Mandarin Oriental, Taipei, special bento boxes with handwritten thank you notes were delivered to medical workers to show appreciation and heartfelt gratitude for their sacrifices on the frontline.

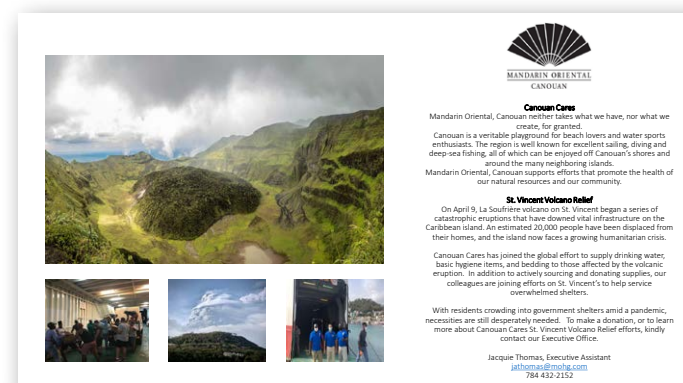


### Humanitarian Assistance and Disaster Relief

Natural disasters can be just as devastating as the COVID-19 pandemic – this explains why, even as we focused on supporting the fight against the pandemic, we stayed proactive in contributing toward disaster relief efforts. In April 2021, the La Soufrière volcano on St. Vincent began a series of catastrophic eruptions that caused destruction to vital infrastructure on the Caribbean island, displacing around 20,000 people from their homes. Mandarin Oriental, Canouan, partnered with 'Just Us League' to supply drinking water, basic hygiene items and bedding to those affected by the eruption. Colleagues also helped to service overwhelmed shelters. A total of US\$5,900 was donated through the combined efforts of the hotel, employees and guests.

In August 2021, Haiti was hit by a magnitude 7.2 earthquake which caused large-scale damage and destruction to homes and healthcare facilities. In support of the earthquake victims, Mandarin Oriental, Miami collected 35 kg of canned food and daily necessities, including toilet paper, baby diapers and feminine products, in partnership with the United Way of Miami-Dade.

In December 2021, the east coast of Malaysia, Pahang, was hit by a 'once in 100 years' flood which left thousands homeless. In response to the crisis, colleagues at Mandarin Oriental, Kuala Lumpur gathered and donated duvet covers, bath towels, throw cushions and clothing to alleviate the predicament of the flood victims.



## OUR COLLECTIVE IMPACT

### Fighting Hunger

The paradox of world hunger and food waste is a global challenge. In response to this challenge, our hotels form strategic partnerships with impactful local food charities to help extend their outreach to more people who are in need. Mandarin Oriental, New York has a long-term partnership with City Harvest, the city's largest food rescue organisation, which helps to feed more than 1.5 million New Yorkers who struggle to put meals on their tables each year. Despite COVID-19 restrictions on volunteer numbers, colleagues contributed a total of 72 hours at City Harvest's food distribution drives. Colleagues also helped to raise more than US\$4,500 which will also be matched by corporate via the FANTastic Match Programme.



Mandarin Oriental, Singapore is a partner of Willing Hearts, a charitable organisation that prepares and distributes around 9,500 meals each day to feed those in need – including the elderly, people with disabilities, low-income families, children from single-parent families and migrant workers. This year, almost 300 kg of used hotel crockery, such as plates and mugs, was donated to the soup kitchen to support their operations.



At Mandarin Oriental, Paris, colleagues volunteer with La Soupe Saint-Eustache in their annual collection of food and hygienic products donated by shoppers at the supermarket. These donations are then redistributed to food charities who deliver hot meals to the homeless.



Through a fundraising activity named '#OnigiriforLove', colleagues at The Landmark Mandarin Oriental, Hong Kong attempted to spread love through the sales of onigiris, otherwise known as Japanese rice balls. The activity successfully raised US\$37,000 which allowed Feeding Hong Kong to provide another 29,000 meals, while Impact HK could provide shelter to 24 more individuals in need.



## OUR COLLECTIVE IMPACT

### Enabling Education and Skills Development

Education plays a critical role in uplifting the lives of disadvantaged individuals and their families – as the saying goes ‘Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime’. During 2015’s Mandarin Oriental Global F&B Conference held in Bangkok, we made a commitment to leave a lasting impact on the local community. Since then, we have been supporting Baan Nokkamin Foundation, a children’s orphanage in Bangkok which offers assistance ranging from accommodation to education and emotional development to orphans, street children and underprivileged children. Over the years, we have fundraised more than US\$110,000 for the Foundation from

our colleagues’ collective efforts across our Global F&B operations. Mandarin Oriental, Bangkok has represented us annually in a total of six social engagements over the years, which involved visiting the orphanage over lunch, activities and presenting our donations to Baan Nokkamin Foundation. We have supported the upgrade of the centre’s facilities for the children such as a music room and a sports and recreation area. Mainly, our donations go towards sponsoring the annual education tuition of hundreds of children who access the centre and sending gifted athletes to compete in regional sporting events. During our last visit to Baan Nokkamin, we hosted lunch and donated 105 items of clothing to the children.



Mandarin Oriental, Marrakech partnered with RIM on their initiative Sur Le Chemin de l'École ('On the Way to School') which provides beds and lessons to girls who have to travel long distances to study. In support of better access to education for girls, a total of US\$1,800 was fundraised by colleagues. Colleagues also paid visits to the girls and donated clothing, books and food items to the association.



OUR COLLECTIVE IMPACT

Enabling Education and Skills Development *Continued*

Mandarin Oriental Pudong, Shanghai is a proud partner of Mifan Mama, a non-profit organisation that aims to provide basic necessities, educational and medical support to orphanages in Shanghai and surrounding provinces. During their visit to the orphanage, colleagues leveraged their skill sets – such as our engineering colleague who helped to service their air conditioner and the culinary team who whipped up a sumptuous lunch for the children.



Our hotels also contributed school equipment and supplies to underprivileged students. Mandarin Oriental, Bangkok donated a total of six used computers to two schools located in mountainous Loei and in Nonthaburi, a suburb of Bangkok, respectively.



In Tokyo, despite the COVID-19 State of Emergency, Mandarin Oriental, Tokyo continued to contribute to the community. They connected with the students of Tokiwa Elementary School virtually and gave them English lessons.



At Mandarin Oriental, Washington, D.C., colleagues raised funds to purchase 1,000 sets of backpacks and school supplies, and also donated 500 digital devices to underprivileged students under the city's Mutual Aid programme.

**Mandarin Oriental,  
Washington, D.C.**

**1,000**

*Sets of Backpacks  
and School  
Supplies Donated*

**500**

*Digital Devices  
Donated*





## OUR COLLECTIVE IMPACT

### Empowering Women and Supporting Local Entrepreneurship



During the COVID-19 pandemic, small local businesses have taken a bigger hit than larger corporations due to restrictions, closures and financial hardships. Similarly, it has been harder for single mothers to cope, between work and caring for their children. In these difficult times, we have stepped up to support local entrepreneurship and single mothers in need.

Mandarin Oriental, Kuala Lumpur collaborated with

Ibupreneur, a social enterprise that empowers financially dependent and vulnerable mothers by equipping them with the right business tools to become micro-entrepreneurs, by supporting their own home-grown talent. In conjunction with Mother's Day and Hari Raya Celebration, the hotel promoted Ibupreneur's bespoke products via the Mandarin Oriental Online Shop and on the hotel's Instagram page. 100% of the proceeds went to the enterprising mothers of Ibupreneur.

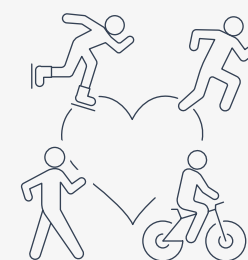


After watching a documentary about the impact of COVID-19 on single mothers, colleagues at Mandarin Oriental, Prague took part in an initiative called ŠATNÍK ('Wardrobe'). Our colleagues there helped to gather ten large bags of clothes, part of more than four metric tons collectively gathered, before it was distributed to single mothers and families through the initiative.

### Caring for All

Hospitality Action is a charity close to our hearts here at Mandarin Oriental, as it offers hospitality workers in need help with mental and physical health, employment and financial aid. We know how hard many in our industry have been hit throughout the pandemic and want to offer our utmost support to them. Through a number of sporting activities – running, cycling, walking and skating – colleagues at Mandarin Oriental Hyde Park, London, clocked up as much distance as they could muster in a week. Symbolic distances included the equivalent of running from Mandarin Oriental Hyde Park, London to Mandarin Oriental Ritz, Madrid, Barcelona, Paris and back, just as the hospitality industry is coming back again, stronger than ever, together. Through this fundraising activity, we raised US\$13,300 for Hospitality Action.

#### Mandarin Oriental, Hyde Park, London



**US\$13,300**

*Raised for  
Hospitality Action*

## OUR COLLECTIVE IMPACT

### Caring for All *Continued*

The pandemic has also made life more challenging for migrant workers. Their employment may be suspended or terminated as the pandemic spreads and they may not be able to return to their home countries due to border lockdowns. To help alleviate some of these challenges, colleagues at Mandarin Oriental, Macau donated and distributed rice, instant noodles and canned goods to those migrant workers in need, in partnership with Caritas Macau.



At Mandarin Oriental, Milan, great cooking comes from the heart. Chef Guida prepares special lunches at his home to raise funds for L'Abilità Onlus, an organisation that has been working for more than 20 years to guarantee the well-being of children with disabilities and their families. The specific project they embrace is Spazio Gioco ('Playground'): an educational day service for children aged two to 11 with different types of disabilities. A total of US\$42,500 was raised in 2021.



Mandarin Oriental, Milan also supports Progetto Itaca Onlus, a foundation that promotes information, prevention, support and rehabilitation programmes for people with mental health issues and their families, through the project 'Tutti Matti per il Riso'. For every donation made, donors receive a box of Carnaroli or Ribe Integrale rice together with Chef Guida's recipes. This nation-wide fundraising event also culminates with a fundraising dinner by the Chef, and a total of US\$193,000 was successfully raised in 2021.





## OUR COLLECTIVE IMPACT

### Environmental Conservation and Animal Welfare



Healthy ecosystems are fundamental for human life as they purify our air, clean our water, maintain our soil, regulate our climate, and provide us with food and other resources. They are also important assets for tourism. Each year, our colleagues take part in a variety of clean-up activities to help safeguard the local environment. Colleagues at Mandarin Oriental, Lago di Como engaged in cleaning, collecting, and monitoring waste in the Blevio lakefront area. Mandarin Oriental, Barcelona participated in the city's 5th Annual Seabed Cleaning Day and cleaned up a total 170 kg of waste. In the aftermath of a typhoon, Mandarin Oriental, Sanya similarly organised a clean-up to return the beach to its original condition. At Mandarin Oriental, Hong Kong, colleagues took part in clean-up efforts along 'The Dragon's Back', one of the most popular hikes in Hong Kong, and have plans to extend the activity to guests who wish to join.



Lago di Como

Healthy ecosystems are fundamental for human life as they purify our air, clean our water, maintain our soil, regulate our climate, and provide us with food and other resources. They are also important assets for tourism. Each year, our colleagues take part in a



Bodrum

Mandarin Oriental, Bodrum nestles on the hillside and overlooks the Aegean Sea. Our colleagues play their part in keeping these scenic views available for all to enjoy with cleaning efforts on the beach, in the forest and on roads. Colleagues also undergo forest fire awareness training to help prevent forest fires. This year, Mandarin Oriental, Bodrum rescued 165 Loggerhead Sea turtle hatchlings discovered on their beach with the help of the local rescue and rehabilitation centre 'DEKAMER'. Passionate about contributing further to turtle conservation, colleagues underwent training from the centre on turtle rescue and care.



Guangzhou

Colleagues at Mandarin Oriental in Dubai and Guangzhou volunteer at animal shelters to feed rescued stray cats and dogs, clean their living environment and showering them with love and affection. Our hotels also donate used sheets, blankets and towels which get a second life at the animal shelters as they keep the animals warm and dry.

# CULTURE AND HERITAGE

Mandarin Oriental's widely-recognised eleven-blade fan logo is a profoundly meaningful symbol of the Group's oriental culture. In addition to the trademark logo for the luxury hotel group, all Mandarin Oriental hotels have their own fan which represents the unique heritage of their property. Each hotel's fan is sensitively linked to the place in which it resides and is a visual representation of the cultural soul of each location.

## Mandarin Oriental, Shenzhen

Chen Man, the renowned visual artist, created the stunning fan of Mandarin Oriental, Shenzhen. The signature Fan reflects the traditions, crafts and skills of southern China, focusing in particular on the lion dance. The beautiful fan, which features a bold, red abstract design on a neutral backdrop, is also designed to capture the openness and inclusiveness that is found in Shenzhen, a city that is one of China's fastest growing.



Mandarin Oriental, Shenzhen



Mandarin Oriental Ritz, Madrid

## Mandarin Oriental Ritz, Madrid

A well-known cultural symbol of Spain, Mandarin Oriental Ritz, Madrid's fan is made of fine cream coloured lace, designed with a multitude of gilt and silver flowers and foliage, mounted on mother of pearl sticks. This beautiful genuine antique fan, with its transparent leaf, was commonly used in the 19th Century as a charming dress accessory.

## Mandarin Oriental Bosphorus, Istanbul

Inspired by antique Ottoman embroidery and modernised by Turkish-born fashion designer Erdem Moraloğlu, the signature fan of Mandarin Oriental Bosphorus, Istanbul reflects the sophisticated gardens of this unique urban resort. The dominant blue echoes the hues of the Bosphorus, Chinese cloud bands and tulips emphasise the Asian influence on the Ottoman Empire's Tulip Era, and representative of traditional woodworking, floral engravings adorn the fan sticks.



Mandarin Oriental Bosphorus, Istanbul



## CULTURE AND HERITAGE

### CASE STUDY

#### Mandarin Oriental Ritz, Madrid



Mandarin Oriental Ritz, Madrid sits in a Belle – Époque building listed by the local authorities, meaning that it enjoys the highest protection as part of the city's cultural heritage. The hotel has been a globally-known address for more than a century and is one of the three original Ritz Hotels, alongside Paris and London, created by famous hotelier César Ritz. With its leafy garden and elegant terrace, The Ritz Madrid is an oasis of elegance, impeccable service, and architectural splendour in the heart of Madrid, beside the Prado Museum in the Golden Triangle of Arts. The hotel has been the centre of high society entertainment, from royalties to heads of state and internationally acclaimed personalities, ever since its inauguration by King Alfonso XIII in 1910.

Today, after an extensive renovation with Paris based interior designers Gilles & Boissier, the classic Belle-Époque building blends perfectly with the more contemporary design of rooms, suites and breath-taking public areas.

#### Mandarin Oriental Fellowship with the Asian Cultural Council

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

In 2021, the Mandarin Oriental Fellowship was awarded to a Chinese independent artist and Professor at the China Central Academy of Fine Arts, Wu Jian'an. As a celebrated contemporary artist whose works have been exhibited internationally, Wu has been exploring the 1500-year-old Chinese traditional medium of paper cutting. The Fellowship supports Wu in continuing to push the expressive possibilities of the medium and engaging with artisans and craftspeople in China and Europe to explore ways of incorporating new materials and techniques into his work. Wu will be undertaking research on Native American material culture and mythology in museums, archives, and art centres serving these communities.



# APPENDICES





# APPENDIX A: PERFORMANCE DATA

## Total Workforce

Total Workforce	Male	%	Female	%	Total	%
<b>By Region</b>	<b>7,128</b>	<b>60%</b>	<b>4,776</b>	<b>40%</b>	<b>11,904</b>	
Asia	3,029	56%	2,382	44%	5,411	45.5%
Europe, Middle East & Africa	3,129	67%	1,557	33%	4,686	39.4%
America	871	56%	698	44%	1,569	13.2%
Corporate	99	42%	139	58%	238	2.0%
<b>By Employment Contract</b>	<b>7,128</b>	<b>60%</b>	<b>4,776</b>	<b>40%</b>	<b>11,904</b>	
Full-time	6,955	60%	4,548	40%	11,503	96.6%
Part-time	63	32%	131	68%	194	1.6%
Casual	110	53%	97	47%	207	1.7%
<b>By Colleague Category</b>	<b>7,128</b>	<b>60%</b>	<b>4,776</b>	<b>40%</b>	<b>11,904</b>	
Line Staff	3,845	59%	2,644	41%	6,489	54.5%
Management	3,014	61%	1,938	39%	4,952	41.6%
Executive	197	66%	100	34%	297	2.5%
Other (Casual/Trainee)	72	43%	94	57%	166	1.4%
<b>By Age Group</b>	<b>7,128</b>	<b>60%</b>	<b>4,776</b>	<b>40%</b>	<b>11,904</b>	
Under 30	1,988	55%	1,644	45%	3,632	30.5%
30 to 50	3,998	63%	2,374	37%	6,372	53.5%
Over 50	1,142	60%	758	40%	1,900	16.0%
<b>Executive Team and Board of Directors</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>By Age Group</b>						
Under 30	–	–	–	–	–	–
30 to 50	2	67%	1	33%	3	23.1%
Over 50	9	90%	1	10%	10	76.9%
<b>By Nationality</b>						
Europe	9	90%	1	10%	10	76.9%
North America	1	50%	1	50%	2	15.4%
Oceania	1	100%	0	0%	1	7.7%

## APPENDIX A: PERFORMANCE DATA

### Turnover

New Hires	Male	%	Female	%	Total	% of Total
Hires by Age Group	2,696	56%	2,111	44%	4,807	40.4%
Under 30	1,467	54%	1,248	46%	2,715	56.5%
30 to 50	1,074	59%	746	41%	1,820	37.9%
Over 50	155	57%	117	43%	272	5.7%
Hires by Region	2,696	56%	2,111	44%	4,807	40.4%
Asia	952	53%	858	47%	1,810	37.7%
Europe, Middle East & Africa	1,492	60%	1,010	40%	2,502	52.0%
The Americas	239	50%	235	50%	474	9.9%
Corporate	13	62%	8	38%	21	0.4%
Total Turnover	Male	%	Female	%	Total	% of Total
Separations by Age Group	2,510	57%	1,890	43%	4,400	
Under 30	1,144	55%	935	45%	2,079	47.3%
30 to 50	1,135	59%	787	41%	1,922	43.7%
Over 50	231	58%	168	42%	399	9.1%
Separations by Region	2,510	57%	1,890	43%	4,400	
Asia	988	53%	876	47%	1,864	42.4%
Europe	1,327	61%	854	39%	2,181	49.6%
The Americas	174	55%	141	45%	315	7.2%
Corporate	21	53%	19	48%	40	0.9%
Turnover Rate by Age Group		35.2%		39.6%		37.0%
Under 30		57.5%		56.9%		57.2%
30 to 50		28.4%		33.2%		30.2%
Over 50		20.2%		22.2%		21.0%
Turnover Rate by Region		35.2%		39.6%		37.0%
Asia		32.6%		36.8%		34.4%
Europe, Middle East & Africa		42.4%		54.8%		46.5%
The Americas		20.0%		20.2%		20.1%
Corporate		21.2%		13.7%		16.8%



APPENDIX A: PERFORMANCE DATA

Health & Safety Incidents

Performance Indicator	Unit	2019	2020	2021
Safe, Sound & Sustainable				
Audit Result	% Compliance	92.7	91.8	92.7
Work-related Injuries <sup>1</sup>	Fatality rate	0	0	0
	Rate of high-consequence work-related injuries	Not available <sup>2</sup>	Not available <sup>2</sup>	0.01
	Rate of recordable work-related injuries	Not available <sup>2</sup>	Not available <sup>2</sup>	6.69

<sup>1</sup> Calculated based on 200,000 hours worked.

<sup>2</sup> We reported on Lost Time Incidents in our past reports per GRI 403: Occupational Health and Safety 2016. 2021 is the first year we are reporting on Work-related Injuries per GRI 403: Occupational Health and Safety 2018.

## APPENDIX A: PERFORMANCE DATA

### Environmental Performance Summary

Performance Indicator	Unit	2012	2019	2020	2021
<b>Energy</b>					
Absolute Energy Consumption (Actual)	GJ	1,045,228	1,242,472	1,381,850	1,520,954
	MMBTU	990,685	1,177,637	1,309,742	1,441,586
Energy Intensity (Actual)	MJ/m <sup>2</sup>	1,812	1,530	1,129	1,243
	MBTU/ft <sup>2</sup>	160	135	99	109
Scope 1	Percentage	31%	32%	21%	23%
Scope 2	Percentage	69%	68%	79%	77%
Energy from Renewables	Percentage	4%	3%	3%	3%
<b>Emission</b>					
Absolute Emissions (Actual)	tons (metric) of CO <sub>2</sub> -E	120,195	141,779	169,482	179,428
	tons (US) of CO <sub>2</sub> -E	132,492	156,284	186,822	197,786
Emission Intensity (Actual)	kg CO <sub>2</sub> -E/m <sup>2</sup>	208	175	138	147
	lb CO <sub>2</sub> -E/ft <sup>2</sup>	43	36	28	30
Scope 1	Percentage	16%	16%	10%	11%
Scope 2	Percentage	84%	84%	90%	89%
<b>Water</b>					
Absolute Water Consumption (Actual)	m <sup>3</sup>	2,563,907	3,050,079	4,296,552	4,538,336
	million gallons (US)	677	806	1,135	1,199
Water Intensity	liters/m <sup>2</sup>	4,445	3,757	3,511	3,708
	gallon (US)/ft <sup>2</sup>	109	92	86	91
<b>Waste</b>					
Total Waste	metric tons	5,176	12,123	8,183	10,879
	kilopounds	11,411	26,725	18,039	23,985
Diverted Waste	metric tons	906	5,363	2,632	3,713
	kilopounds	1,998	11,823	5,803	8,187
Waste Landfill Intensity	kilograms/m <sup>2</sup>	12.62	9.06	5.00	6.13
	pounds/ft <sup>2</sup>	2.58	1.85	1.02	1.26
Diversion Rate	Percentage	18%	44%	32%	34%

GHG emissions are calculated using GHG Protocol's market-based method. The Group's 2021 location-based GHG emissions was 182,808 metric tons CO<sub>2</sub>-E.

GHG emissions are not inclusive of fugitive emissions from refrigerants. In 2021, this was 6,614 kg CO<sub>2</sub>-E.

Mandarin Oriental Canouan and Sanya have been excluded from the waste figures for 2021 due to incomplete data.



# APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

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

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

## I. General Disclosures:

Indicator	Description	Location and/or Direct Answer
<b>Organisational Profile</b>		
102-1	Name of the organisation	About this Report (p. 2)
102-2	Activities, brands, products, and services	Corporate Profile (p. 5)
102-3	Location of headquarters	Hong Kong, SAR
102-4	Location of operations	Corporate Profile (p. 5)
102-5	Ownership and legal form	<a href="#">2021 Annual Report</a> (p. 2 of PDF)
102-6	Markets served	Corporate Profile (p. 5)
102-7	Scale of the organisation	Corporate Profile (p. 5)
102-8	Information on employees and other workers	Performance Data: Turnover (p. 61)
102-9	Supply chain	<p>Mandarin Oriental Hotel Group supports a large supply chain with thousands of suppliers working with our hotels and corporate office.</p> <p>Our approach to managing procurement and vendor relationships is mostly decentralised with properties directly selecting and purchasing most of the items used to support daily operations – most notably food, cleaning and spa products.</p> <p>Beyond our regular and ongoing purchases of items required for daily operations, our Group also procures building materials, information technology, furniture, fixtures and equipment for our hotels and residences.</p>
102-10	Significant changes to the organisation and its supply chain	In 2021, four hotels opened and five new projects were announced.

## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Indicator	Description	Location and/or Direct Answer
<b>Organisational Profile</b> <i>Continued</i>		
102-11	Precautionary Principle or approach	Health, Safety and Security (pp. 33-34) MOHG supports the precautionary approach to environmental challenges. (pp. 16-17) Human Rights and Inclusiveness (pp. 40-42) Modern Slavery Statement 2021 (p. 73) Responsible Procurement (pp. 28-31)
102-12	External initiatives	Mandarin Oriental aligns our sustainability commitments with the UN SDGs. (pp. 6-8, 11)
102-13	Membership of associations	Mandarin Oriental actively participates in local stakeholder groups including: <ul style="list-style-type: none"> <li>• Hotel Associations</li> <li>• Chambers of Commerce</li> <li>• Business Development Councils</li> <li>• Convention and Visitors' Bureaus and Promotion Organisations</li> <li>• Travel and Tourism Associations</li> <li>• Community Benefit Organisations</li> <li>• Employer Organisations and Professional Associations</li> </ul>
<b>Strategy</b>		
102-14	Statement from the most senior decision-maker about the relevance of sustainability and organisation's strategy	Message from the CEO (pp. 3-4)
102-15	Key impacts, risks, and opportunities	<p>We are aware of the environmental, social and governance risks and opportunities associated with our business and proactively manage them.</p> <p>This includes climate-related risks of increased frequency and severity of extreme weather events (acute physical risks), as well as rising sea levels (chronic physical risks), which can have detrimental impacts on our properties, destinations and supply chains.</p> <p>We will be conducting a portfolio-wide sustainability risk assessment in 2022 to fully evaluate the relevant risks and opportunities at every property.</p>



## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Indicator	Description	Location and/or Direct Answer
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behaviour	Naturally Better (p. 11) Guest Satisfaction and Sustainability (pp. 37-38) Health, Safety and Security (pp. 33-34) Human Rights and Inclusiveness (pp. 40-42) Responsible Procurement (pp. 28-31)
102-17	Mechanisms for advice and concerns about ethics	<p>The Group conducts its global business in a highly professional and ethical manner. Our standards are clearly set out in the company's Code of Conduct, a set of guidelines to which every colleague must adhere. Our Code of Conduct requires that we comply with all applicable laws and regulations, and proper standards of business conduct.</p> <p>We maintain whistleblowing policies and procedures to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.</p> <p>The Group's Employment Policy also prohibits all forms of harassment and discrimination, such as impeding movement or creating an intimidating, hostile or offensive work environment, and provides procedures by which colleagues can raise, in confidence, any matters of serious concern such as suspected non-compliance or illegality.</p>
<b>Governance</b>		
102-18	Governance structure of the organisation, including committees of the highest governance body and those responsible for decision-making on economic, environmental and social impacts.	<p>Sustainability Governance (pp. 12-13)</p> <p>Our CEO-chaired Sustainability Executive Advisory Panel is responsible for Mandarin Oriental's overall sustainability strategy including the establishment of measurable goals, developing programmes, and promoting and soliciting feedback on sustainability initiatives.</p> <p>With oversight from the Group's Risk Management Committee, enterprise risks are also assessed and reviewed annually and shared with the Board's Audit Committee.</p> <p>(Additional information on our Board of Directors and governance structure can be found in the <a href="#">'Investors'</a> section of our corporate website.)</p>

## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Indicator	Description	Location and/or Direct Answer
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Stakeholder Engagement (p. 14)
102-41	Collective bargaining agreements	Data is not consolidated at the Group level for the reporting period.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement (p. 14)
102-43	Approach to stakeholder engagement	Stakeholder Engagement (p. 14)
102-44	Key topics and concerns raised	<p>Identified topics of concern through stakeholder engagement among key stakeholder groups include:</p> <ul style="list-style-type: none"> <li>• Guests: Guest Wellness, Food Safety, Information Protection</li> <li>• Colleagues: Compensation and Benefits, Professional Development, Occupational Health and Safety, Sustainability, Community Engagement</li> <li>• Owners and Developers: Economic Performance, Energy Efficiency, Risk Evaluation and Monitoring</li> <li>• Local Communities: Economic Presence and Participation, Local Talent Acquisition and Retention Skills Training, Culture and Heritage Protection</li> <li>• Shareholders: Corporate Governance, Economic Performance, Customer Satisfaction, Environmental Performance, Risk Evaluation and Monitoring</li> <li>• Vendors, Suppliers and Contractors: Economic Performance, Operational Eco-Efficiency, Climate and Water Risk, Sustainable Food, Human Rights in the Supply Chain</li> <li>• Industry Peers and Trade Associations: Carbon Emissions Reduction Targets, Human Rights in the Supply Chain and Tourism Industry</li> <li>• NGOs and Outside Advisors: Energy, Water, Waste, and Greenhouse Gas Emissions, Colleague Training and Skills Development, Guest Engagement on Sustainability, Human Rights in the Supply Chain and Tourism Industry, Biodiversity, Supply Chain Responsibility</li> </ul>
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	<u><a href="#">2021 Annual Report</a></u> ('Principal Subsidiaries, Associates, Joint Ventures and Managed Hotels', p. 77)
102-46	Defining report content and topic boundaries	<p>About this Report (p. 2)</p> <p>The key material issues identified through the materiality assessment built the foundation of the material topics that are discussed in this report. Additional key sustainability issues covered during on-going internal and external stakeholder engagement exercises have also been weaved into different report sections to demonstrate how we are integrating these engagements into business actions.</p> <p>The materiality assessment was facilitated by a third-party consulting firm, Greenview, where the Group Sustainability Committee evaluated a series of sustainability topics based on the degree of the Group's economic, social and environmental impacts (both actual and potential) and the level of stakeholder concern for each topic. We also considered issues that are specific to the travel and tourism industry.</p> <p>To validate and enhance the Committee's preliminary assessment, we convened a stakeholder panel which incorporated perspectives from internationally recognised organisations.</p>



## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Indicator	Description	Location and/or Direct Answer
<b>Reporting Practice</b> <i>Continued</i>		
102-47	List of material topics	Performance Highlights (pp. 6-8)  Also, please refer to the Management Approach Disclosures in this GRI Content Index, where we have provided disclosures on selected economic, environment and social topics.
102-48	Restatements of information	None during the reporting period.
102-49	Changes in reporting	None during the reporting period.
102-50	Reporting period	Our reporting period is calendar year 2021.
102-51	Date of most recent report	2020 Sustainability Report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	sustainability@mohg.com
102-55	GRI content index	Appendix B: Global Reporting Initiative Index
102-56	External assurance	We did not seek external assurance during the reporting period.
<b>Management Approach</b>		
103-1	Explanation of the material topic and its Boundary	Please refer to the Management Approach Disclosures in this GRI Content Index, where we aim to frame our disclosures with an explanation of each topic's importance to the organisation and our stakeholders, as well as the scope of our impacts.
103-2	The management approach and its components	Please refer to the Management Approach Disclosures in this GRI Content Index, where we discuss policies, procedures and practices in addition to goals and objectives for material topics.
103-3	Evaluation of the management approach	Please refer to the Management Approach Disclosures in this GRI Content Index, where we aim to report on challenges and opportunities in a balanced manner and identify future plans.

## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

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

Material Aspects	GRI Indicators		Location and/or Direct Answer
<b>Economic</b>			
Economic Performance	201	Management approach disclosure	<a href="#">2021 Annual Report</a>
	201-1	Direct economic value generated and distributed	<a href="#">2021 Annual Report</a> (Financial Statements, pp. 33-99)
	201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	<p>In the World Economic Forum's Global Risks Report 2022, risks associated with climate change were named among the world's top five risks in terms of likelihood and potential impact.</p> <p>Changing climate patterns may cause an increased occurrence of droughts, hurricanes and typhoons, risks affecting our infrastructure, our colleagues in their livelihoods, our guests' travel plans and the health of our communities.</p> <p>With oversight from the Group's Risk Management Committee, enterprise risks are assessed and reviewed annually and shared with the Board's Audit Committee. In addition to enterprise risks, local risk assessments are conducted by each property. Based on these risk assessments, business continuity plans are updated for each property. Business continuity plans consider a series of property-specific risks, which includes terrorism, contagion and extreme weather events.</p>
	201-3	Coverage of the organisation's defined benefit plan obligations	<a href="#">2021 Annual Report</a> (Pension plans, pp. 59-62)
Indirect Economic Impacts	203	Management approach disclosure	<p>Naturally Better (p. 11)</p> <p>Responsible Procurement (pp. 28-31)</p> <p>Naturally Better for the Communities (pp. 48-58)</p>
	203-1	Infrastructure investments and services supported	<p>Performance Highlights (pp. 6-8)</p> <p>Naturally Better for the Communities (pp. 48-58)</p>
Anti-Corruption	205	Management approach disclosure	<p>Bribery and corruption are explicitly prohibited in our Code of Conduct, with oversight from our Group Finance and Risk Management functions. Internal Control Audits are also conducted at the Group's hotels and corporate offices in Asia Pacific, Europe and the Middle East. In the United States, a third-party audit firm conducts the audits. Additionally, we conduct background checks on prospective partners.</p> <p>We maintain whistleblowing policies and procedures to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.</p>
	205-3	Confirmed incidents of corruption and actions taken	MOHG has not identified any confirmed incidents of corruption within the Group and with business partners.

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



## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Material Aspects	GRI Indicators		Location and/or Direct Answer
<b>Environmental</b>			
Energy	302	Management approach disclosure	Environmental Stewardship (p. 16) Carbon and Energy (pp. 17-19)
	302-1	Energy consumption within the organisation	Performance Data: Environmental Performance Summary (p. 63)
	302-3	Energy intensity	Performance Data: Environmental Performance Summary (p. 63)
	302-4	Reduction of energy consumption	Carbon and Energy (pp. 17-19) Performance Data: Environmental Performance Summary (p. 63)
Water	303	Management approach disclosure	Environmental Stewardship (p. 16) Water (pp. 20-21)
	303-3	Water withdrawal	Water (pp. 20-21) Performance Data: Environmental Performance Summary (p. 63)
Biodiversity	304	Management approach disclosure	Green Development (pp. 25-26)) Environmental Conservation and Animal Welfare (p. 56)
Emissions	305	Management approach disclosure	Carbon and Energy (pp. 17-19)
	305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Performance Data: Environmental Performance Summary (p. 63)
	305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Performance Data: Environmental Performance Summary (p. 63)
	305-4	Greenhouse gas (GHG) emissions intensity	Performance Data: Environmental Performance Summary (p. 63)
	305-5	Reduction of GHG emissions	Carbon and Energy (pp. 17-19) Performance Data: Environmental Performance Summary (p. 63)
Waste	306	Management approach disclosure	Waste (pp. 22-24) Single-use Plastic Elimination (p. 27)
	306-3	Waste generated	Performance Data: Environmental Performance Summary (p. 63)
Environmental Compliance	307	Management approach disclosure	Environmental Stewardship (p. 16)
	307-1	Non-compliance with environmental laws and regulations	No significant fines or non-monetary sanctions for non-compliance were recorded in 2021.
Supplier Environmental Assessment	308	Management approach disclosure	Responsible Procurement (pp. 28-31)
	308-1	New suppliers that were screened using environmental criteria	Responsible Procurement (pp. 28-31)

## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Material Aspects	GRI Indicators		Location and/or Direct Answer
<b>Social</b>			
Employment	401	Management approach disclosure	Naturally Better for Colleagues (pp. 39-47)
	401-1	Employee turnover	Naturally Better for Colleagues (pp. 39-47) Performance Data: Turnover (p. 61)
Occupational Health and Safety <sup>4</sup>	403	Management approach disclosure	Health, Safety and Security (pp. 33-34) Health, Safety and Well-being (p. 43)
	403-9	Work-related injuries	Health, Safety and Well-being (p. 43) Performance Data: Health & Safety Incidents (p. 62)
Training and Education	404	Management approach disclosure	Training and Development (p. 44) Elevating the Colleague Experience (pp. 45-46) Champions of Sustainability (p. 47)
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Training and Development (p. 44) Elevating the Colleague Experience (pp. 45-46)
	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.
Diversity and Equal Opportunity	405	Management approach disclosure	Human Rights and Inclusiveness (pp. 40-42)
	405-1	Diversity of governance bodies and employees	Performance Data: Total Workforce (p. 60)  (Additional information on our Board of Directors can be found in the ' <a href="#">Investors</a> ' section of our corporate website.)
Human Rights Assessment	412	Management approach disclosure	Human Rights and Inclusiveness (pp. 40-42) Responsible Procurement (pp. 28-31)
	412-2	Employee training on human rights policies or procedures	Human Rights and Inclusiveness (pp. 40-42) Modern Slavery Statement 2021 (p. 73)
Local Communities	413	Management approach disclosure	Our Collective Impact (pp. 49-56)
	413-1	Operations with local community engagement, impact assessments, and development programmes	All operations had local community engagement programmes during the reporting period.

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



## APPENDIX B: GLOBAL REPORTING INITIATIVE INDEX

Material Aspects	GRI Indicators		Location and/or Direct Answer
<b>Social</b> <i>Continued</i>			
Supplier Social Assessment	414	Management approach disclosure	Human Rights and Inclusiveness (pp. 40-42) Responsible Procurement (pp. 28-31)
	414-1	New suppliers that were screened using labour practices criteria	Human Rights and Inclusiveness (pp. 40-42) Responsible Procurement (pp. 28-31)
Customer Health and Safety	416	Management approach disclosure	Health, Safety and Security (pp. 33-34) Holistic Wellness (pp. 35-36)
	416-1	Assessment of the health and safety impacts of product and service categories	Health, Safety and Security (pp. 33-34) Holistic Wellness (pp. 35-36)
Customer Privacy	418	Management approach disclosure	Health, Safety and Security (pp. 33-34)  Mandarin Oriental's Data Privacy Policy provides guidance on information protection practices, which is focused on maintaining the confidentiality, availability and integrity of guest and colleague information.  The information protection programme is designed to align with our Guiding Principles and leverage the strength of our company's culture. Policies and best practices are based on the ISO 27001 and 27002 standards for information security, and globally accepted principles for the privacy of personal information.  Our Group Risk Management Committee governs the programme, with actions and responsibilities cascading to each of our properties.  In the face of escalating threats to businesses over the past few years, the Group has made a strong commitment to information security with a focus on continuous improvement, so that we can identify and appropriately mitigate our risks and potential exposures to specific threats.
	418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	MOHG has not identified any substantiated complaints concerning breaches of customer privacy. We continue to maintain and update a formal incident response plan in the event of a breach.

# APPENDIX C: MODERN SLAVERY STATEMENT 2021

## MOHG Modern Slavery Statement

This statement is made by Mandarin Oriental (UK) Limited and Mandarin Oriental Hyde Park Limited ('MOUK') pursuant to the UK's Modern Slavery Act 2015 for its financial year ending 31 December 2021. MOUK is part of the Mandarin Oriental Hotel Group (the 'Group') and its ultimate parent company, Mandarin Oriental International Limited, is incorporated in Bermuda and has a standard listing on the London Stock Exchange, with secondary listings in Bermuda and Singapore, and is a member of the Jardine Matheson Group. The Group is an international hotel investment and management group which owns, manages and operates 36 hotels and 7 residences in 24 countries and territories in Asia-Pacific, Europe, Middle East and the Americas.

The statement provides the measures taken by MOUK to ensure that its business and supply chain remain free from modern slavery and human trafficking. MOUK does not operate a UK website, and this statement will be included in the Group's Annual Sustainability Report published each year on the Group's website operated by Mandarin Oriental Hotel Group Limited, the operating entity of its office headquarters based in Hong Kong. This statement has been approved by the board of directors of MOUK on 29th April 2022.

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

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

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

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

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

The Group's initiatives on human rights including modern slavery are overseen by our Group Sustainability Governance Structure, headed by the Executive Advisory Panel consisting of the Group's CEO and key senior management personnel. They define the key priorities for the Group and provide both resources and accountability mechanisms, while regular Panel meetings are held to review progress in our sustainability priorities. In 2021, we established our Group-level Sustainability Office to bolster efficiency in internal coordination and strengthen mechanisms for verifying compliance and supporting sustainability improvements across the properties. The Sustainability Office will work with Group and property-level colleagues to combat modern slavery and other human rights abuses.

Our colleagues worldwide undergo modern slavery awareness training. Through the training, they learn about the areas of risk within the hospitality sector, and how to identify opportunities where modern slavery and human trafficking could potentially exist across operations and supply chains and to ensure this does not happen in the Group. This important training occurs regularly for existing MOUK colleagues, and all new colleagues as part of their onboarding induction. Externally, we work closely with a number of NGOs both locally and on a Group-wide level, including the Mekong Club, in whose Hospitality Roundtable we participate to discuss initiatives to address modern slavery with industry peers.

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



**James Riley**  
*Group Chief Executive*  
 29th April 2022  
 Mandarin Oriental Hotel Group