



MANDARIN ORIENTAL

SUSTAINABILITY
REPORT 2024

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OVERVIEW



MANDARIN ORIENTAL, SHENZHEN

ABOUT THIS REPORT

We're excited to welcome you to our 14th year of official sustainability reporting - it's been an exceptional year.

Thank you to everyone who has supported us on our journey - it's been incredibly heartening and motivating to experience such an engaged audience. The world has seen many changes over 12 months, but what has remained constant has been our commitment to accelerating our growth, while reconciling our progress and innovation with responsibility and accelerating sustainability solutions while elevating luxury hospitality. This report is a representation and full disclosure of all our key data for 2024, with spotlights on some of the human stories and teamwork that happen daily in our hotels and are a source of tremendous pride, with details of our third-party validations and certifications along the way. To all of you - our guests, communities, colleagues, owners, shareholders, advisors, suppliers and our Fans - thank you, again, for joining us on this journey.

MANDARIN ORIENTAL, SANYA





MANDARIN ORIENTAL, MUSCAT

EXECUTIVE SUMMARY

Highlights Of Mandarin Oriental's 14th Sustainability Report

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

AWARDS AND ACCREDITATIONS



GLOBAL SUSTAINABLE TOURISM COUNCIL CERTIFICATION:
23 Mandarin Oriental hotels



3 WORLD SUSTAINABLE TRAVEL & HOSPITALITY AWARDS IN 2024:
World's Leading Sustainable Supply Chain Programme
World's Leading Sustainable Development
World's Leading Sustainable Employer

PHILANTHROPY

100% colleagues offered one paid day volunteering in 2024.



OVER **US\$293,000**
IN-KIND DONATIONS
AND
US\$227,000 IN
CASH CONTRIBUTIONS



SUPPORTED MORE THAN
500 COMMUNITY
INITIATIVES



78,000
VOLUNTEER HOURS

ENERGY



21% ENERGY INTENSITY REDUCTION per sq m against a **target of 30% in 2030.**



30% CARBON INTENSITY REDUCTION per sq m against a **target of 50% in 2030.**

HIGHLIGHT:

Sustainable Hydrothermal Innovation at Mandarin Oriental, Geneva

Thanks to the GeniLac system, deep water from Lake Geneva is used to provide a 100% renewable thermal energy source.

SCOPE 3 EMISSIONS TRACKED

We have tracked Scope 1 and 2 emissions since 2012, and in 2024, we began quantifying Scope 3 emissions to identify further opportunities for de-intensification.



MANDARIN ORIENTAL, CANOUAN

WATER



13% WATER INTENSITY REDUCTION against a **target of 40% in 2030.**

HIGHLIGHT:

Cool Flow System at Mandarin Oriental, Munich

Keeps interiors cool while treating water like the precious resource it is – all the better in a city that prides itself on precision engineering.

SINGLE-USE PLASTICS



HIGHLIGHT:

Mandarin Oriental, Canouan became a signatory

Our Caribbean resort joined the Global Tourism Plastics Initiative spearheaded by the United Nations Environment Programme and the World Tourism Organisation in partnership with the Ellen MacArthur Foundation.

WASTE



37% WASTE INTENSITY REDUCTION against a **target of 50% in 2030.**

HIGHLIGHT:

Food waste reduction

Winnow's award-winning food-waste management technology uses data analysis to inform optimisation of menus and portions. This AI tool was implemented across several properties in select kitchens with a complete group-wide rollout underway for 2025.

MANDARIN ORIENTAL, HONG KONG CUT FOOD WASTE BY 73% IN COLLEAGUES' RESTAURANT



73% REDUCTION IN WASTE WEIGHT



36 TONNES OF CO₂e PREVENTED



375,000 HK\$ SAVED



21,000 MEALS SAVED



PROCUREMENT



100%
**LRQA-VERIFIED
 RESPONSIBLY SOURCED**
 coffee, tea, cocoa, vanilla,
 sugar, and paper continued



100%
**AVOIDED ENDANGERED
 SEAFOOD SPECIES**
 on our Endangered Seafood
 Avoid List, as aligned with the
 latest WWF guidelines.

LUXURY QUALITY EVALUATIONS

In 2024, 92.11% of the 105,000 surveyed said they were satisfied with our sustainability efforts - that's up from 90.88% for the previous year.

From 2025, 100% of our hotels will take part in Forbes Travel Guide's VERIFIED™ Responsible Hospitality programme.

INCLUSION, EQUITY & DIVERSITY

100% of colleagues took part in our global Safe, Respectful and Inclusive Workplace e-learning, which reinforces our promise to create a workplace where everyone feels valued and protected.

COLLEAGUE RESOURCE GROUPS (CRG) CREATED

These colleague-led CRGs supported by People & Culture have been created to encourage connection, allyship, storytelling and advocacy launching in 2025 with the Women in Mandarin Oriental CRG, supporting the advancement and visibility of women.

CERTIFIED MENTAL HEALTH FIRST AIDERS

132 colleagues earned their certification from the UK's Royal Society for Public Health-accredited certificate awarded upon completion.

GROUP CHIEF EXECUTIVE'S VISION

Luxury today is no longer simply about beauty or comfort. It is about responsibility, honouring the cultures and communities we serve, while preserving the natural environments we operate in, and leaving a positive legacy for future generations.

At Mandarin Oriental, our journey has always been guided by a commitment to legendary service based on our dual Asian heritage. As our business evolves, we have always taken care to stay true to our roots. In 2024, we articulated our five values, not to introduce something new, but to reaffirm the qualities that have shaped our legacy and will carry us forward. The results outlined in this report demonstrate that commitment through the lens of our environmental and social impact.

We are proud of the progress we have made across our company. Since 2012, we have reduced our carbon intensity by 30% per square metre, and energy intensity by 21%. More than two-thirds of our hotels now engage in food composting. These results are proof of the strategic planning and cross-functional collaboration across our Group.

But numbers alone never tell the whole story.

They do not capture the passion of our chefs who work side by side with local farmers to craft low-impact, seasonal menus. Or the ingenuity of our engineers in Geneva transforming lake water into a renewable energy source. Nor the compassion of our colleagues, who volunteered more than 78,000 hours in 2024 to support causes close to their hearts. In every corner of our organisation, we see colleagues acting with thoughtfulness and intent.

We also know that the work is far from done. In 2024, we began quantifying our Scope 3 emissions, a significant step that gives us a fuller view of our environmental impact and helps guide our future procurement and partnership strategies. We stayed committed to our annual sustainability training, completed by all full-time colleagues. We launched colleague resource groups to deepen Inclusion, Equity and Diversity and embedded our values more deliberately into every part of the colleague experience, from onboarding to leadership development.

As we look to the future, our ten-year strategy is centred on elevating Mandarin Oriental through a brand-led, guest-centric approach that champions innovative experiences and design. We are accelerating the growth of our business by expanding in key markets, fostering new revenue opportunities and enhancing performance management. At the heart of this strategy lies our commitment to sustainability, an essential driver of long-term value.

I am deeply grateful to our colleagues around the world for their dedication, to our guests and partners for their trust, and to our shareholders for their belief in our long-term vision.

Together, we are unfolding the next chapter of Mandarin Oriental, one defined by bold ambition, thoughtful innovation and exceptional experiences.

Laurent Kleitman
Group Chief Executive, Mandarin Oriental

CORPORATE PROFILE


8,700
ROOMS


41
HOTELS


12
RESIDENCES


26
HOMES

Across 26 Markets

ASIA

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

EUROPE, THE MIDDLE EAST & AFRICA

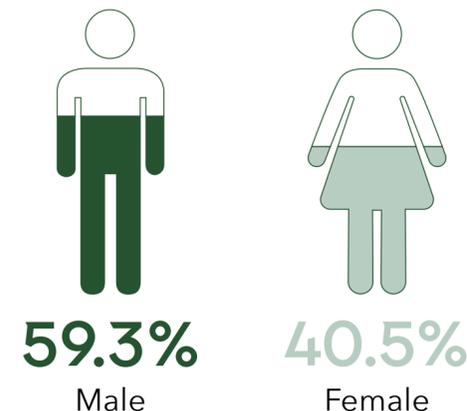
- Abu Dhabi
- Barcelona
- Bodrum
- Costa Navarino
- Doha
- Dubai
- Geneva
- Istanbul
- Lake Como
- London
- Lucerne
- Madrid
- Marrakech
- Milan
- Munich
- Muscat
- Paris
- Prague
- Riyadh
- Zurich

AMERICAS

- Boston
- Canouan
- Miami
- New York
- Santiago

2024 Global Workforce

GENDER



AGE



EMPLOYMENT CONTRACT



PERFORMANCE HIGHLIGHTS

Responsibility For Our Planet

Climate & Carbon Energy

GOALS

By 2030:

- » Reduce energy intensity by 30%.
- » Reduce carbon intensity by 50%.
- » Achieve at least 15% renewable energy use.

PROGRESS

- » 21% energy intensity per sq m against the 2012 baseline.
- » 30% carbon reduction per sq m against the 2012 baseline.
- » 9% use of renewable energy of our total energy use.
- » Energy audits in our hotels at three-year intervals provide insights into hotel operations, which inform strategies and efficiency. Energy audits are in line with guidance from American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE).

SDGS



Water

GOALS

- » By 2030, reduce water intensity by 40%.

PROGRESS

- » 13% water intensity reduction against 2012 baseline.

SDGS



Waste

GOALS

- » By 2030, reduce waste intensity by 50%.

PROGRESS

- » 37% waste intensity reduction against 2012 baseline.

SDGS



Responsibility For Our Planet (continued)

Environmental Projects

GOALS

- » 100% of hotels continue to implement at least one environmental project with measurable energy, carbon, water, or waste performance improvements.

PROGRESS

- » 86% of our hotels offer electric or hybrid hotel cars. Over 70% of hotels have electric vehicle charging stations on site.
- » Over 67% of our hotels are engaged with on-site or off-site food-waste composting.
- » 100% of our hotels implemented at minimum a single stream sorting system for waste.

SDGS



Single-use Plastic

GOALS

- » Maintain elimination of 99% single-use plastics items in all areas.

PROGRESS

- » Actively eliminated single-use plastics where possible across our hotels with LRQA's verification.

SDGS



Responsible Procurement

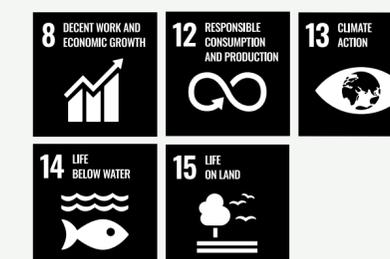
GOALS

- » Uphold 100% responsibly sourced coffee, tea, vanilla, cocoa, and sugar.
- » Uphold 100% sustainably certified paper.
- » Maintain 100% avoidance of Mandarin Oriental's Avoid List of endangered seafood species and increase sourcing of sustainably certified seafood.
- » By 2024, 100% cage-free eggs.

PROGRESS

- » Achieved 100% LRQA-verified responsibly sourced coffee, tea, cocoa, vanilla, sugar, and paper.
- » Digital processes continued to significantly reduce paper usage across operations.
- » Avoided serving 19 types of endangered seafood species which are listed on Mandarin Oriental's Endangered Seafood Avoid List, aligned with the latest WWF Endangered Seafood Guide.
- » Sourcing of cage-free eggs (both shelled and liquid) reached 93%. In progress due to market accessibility limitations in the Middle East region.

SDGS



Responsibility For Our People

Health, Safety & Security

GOALS

- » Maintain world-class health, safety, and security standards.
- » Promote colleague health, safety and well-being.

PROGRESS

- » Ensuring our colleagues' physical health and safety through our stringent Safe & Sound - Fire, Life, Health, Safety & Security protocols across our portfolio.
- » Expansion of Colleague Wellness Week to Colleague Wellness Month to boost colleagues' physical health and mental resilience.

SDGS



Guests Satisfaction & Sustainability

GOALS

- » Engage guests more effectively in sustainability.

PROGRESS

- » Guest Satisfaction Surveys to rate overall satisfaction with the hotel's suitability practices.
- » Solicitation of direct and targeted feedback to inform quality programmes.

SDGS



Learning & Development

GOALS

- » Support colleague learning of relevant sustainability issues.

PROGRESS

- » Rolled out mandatory sustainability training for all full-time colleagues with a focus on modern slavery awareness and prevention through online and in-classroom sessions.

SDGS



Inclusion, Equity and Diversity (IE&D)

GOALS

- » Embed Inclusion, Equity and Diversity in our culture.

PROGRESS

- » Continued to support a cultural shift that proactively encourages Inclusion, Equity and Diversity. Ongoing actions are focused on raising awareness and education, particularly with senior leadership and executives, listening and engaging with colleagues on the topic and weaving IE&D into the workplace experience.
- » At Mandarin Oriental, we're proud to foster a culture of inclusivity, empowerment and equal opportunity for all. Ensuring gender equity is a priority: there are currently 13 female General Managers and Hotel Managers and more than a third of our management and above across the Group are female as we continue to nurture a diverse new generation of leaders for the future.

SDGS



Responsibility For Our Community

Social Impact

GOALS

- » 100% of hotels to implement at least two social projects with measurable impact.
- » Double benefit to US-based charities supported by hotels through fund matching programme, FANtastic Match.

PROGRESS

- » In recognising the group-wide #MOgiving initiative, all full-time colleagues are offered one-paid day volunteering from 2023.
- » Collectively we have contributed more than 78,000 hours. In-kind donations of US\$293,000 and cash contributions of US\$227,000 were raised to support diverse social segments in various communities.
- » More than 500 initiatives conducted by colleagues in support of local causes chosen by our colleagues. Initiatives include blood donation drives, mental health awareness, environmental clean-ups, food supplies and other in-kind donations, and training opportunities for minorities and people with disabilities and special needs.

SDGS



Culture

GOALS

- » Promote cultural preservation by maintaining strong financial support for the Asia Cultural Council (ACC).

PROGRESS

- » We have reached 19 years of support for the ACC's Mandarin Oriental Fellowship for Cultural Heritage Preservation.

SDGS



AWARDS & SUSTAINABILITY CERTIFICATES

2024 FORBES FIVE-STAR AWARDS:

24 Five-Star Hotels and 16 Five-Star Spas.

LUXURY TRAVEL INTELLIGENCE WORLD'S BEST LUXURY HOTEL BRANDS 2024:

Mandarin Oriental Hotel Group was listed number one.



MANDARIN ORIENTAL RITZ, MADRID

World Sustainable Travel & Hospitality Awards

In 2024, Mandarin Oriental was the most awarded group at the inaugural World Sustainable Travel & Hospitality Awards in Belize, where we were named the winner in three categories: World's Leading Sustainable Supply Chain Programme 2024, World's Leading Sustainable Development 2024, and World's Leading Sustainable Employer 2024.



Click here to see our thank you message for the World Sustainable Travel & Hospitality Awards.

Global Sustainable Tourism Council (GSTC) Certification

As part of a strategy to seek external validation of our commitment to responsible business practices, we are delighted to have achieved GSTC-committed status, reinforcing our group-wide commitment to sustainable tourism practices and adherence to international accredited standards. With 23 Mandarin Oriental hotels accredited with GSTC Certification in 2024, we have an ambitious goal to get all our hotels across the portfolio certified in 2025.

WHAT DOES GSTC-COMMITTED MEAN?

When a travel business - a hotel, tour operator or destination - officially pledges to align with the Global Sustainable Tourism Council's internationally recognised sustainability criteria it conveys a serious, public commitment to operating more responsibly.



MANDARIN ORIENTAL, SHENZHEN

Mandarin Oriental has been certified as a Great Place to Work (GPTW) by GPTW Greater China.

It was a joy to receive a Great Place to Work certification that reflects our unwavering commitment to hosting safe, respectful and inclusive workplaces where our colleagues feel valued, supported and empowered to deliver exceptional experiences for our guests in the Greater China region and beyond.

Mandarin Oriental, Shenzhen was honoured as **Best Employer in ESG Practice** to recognise the hotel team's fantastic efforts towards Environmental, Social and Governance (ESG) for sustainability of business operations over the past year.

Association of Southeast Asian Nations (ASEAN) Green Hotel Standard Award 2024-26

MANDARIN ORIENTAL, SINGAPORE
AND
MANDARIN ORIENTAL, KUALA LUMPUR

Only given to the top five sustainable hotels in each ASEAN country, this commendable initiative is aimed at promoting sustainable tourism practices. Hotels were assessed in the key areas of sustainability management, responsible procurement, training, environmental and social initiatives, indoor air quality and hazardous substances management.

Since 2016, Mandarin Oriental, Singapore has been selected by the Singapore Tourism Board from a list of 48 eligible green hotels. Mandarin Oriental, Kuala Lumpur has maintained their seventh award since 2012.

ISO 14001:2015 Certification

MANDARIN ORIENTAL,
KUALA LUMPUR

The hotel has retained ISO 14001:2015 certification, certified since 2003, recognising its robust environmental management system. From leadership making sustainability a top priority to understanding local regulations and reducing its carbon footprint, it's about making practical changes across the board. Hotels need to set clear goals, reduce waste, save energy, and involve colleagues and guests in the process.

Country & Town House Sustainable Hotel of the Year 2024 Awards, Highly Commended

MANDARIN ORIENTAL
HYDE PARK, LONDON

Recognised as one of only four hotels commended in this way, for our efforts on Knightsbridge and in Hyde Park.

Country & Town House magazine's Future Icons Power List People 2025 also included in its list of global changemakers, Torsten van Dullemen, Area Vice President, Operations, Group Director of Sustainability of Mandarin Oriental. The awards ceremony was held at Mandarin Oriental Hyde Park, London on 4 November 2024.

INTERVIEW

RICHARD EKKEBUS

LIVING AND BREATHING OUR VALUES: THE EXCEPTIONAL.

Our Culinary Director at The Landmark Mandarin Oriental, Hong Kong, has spent the better part of three decades creating award-winning menus, earning Michelin stars, and since 2022, achieving the coveted Michelin Green Star awarded for sustainability leadership.

Celebrated as a sustainability hero for consistently upholding excellence and environmental responsibility, he has gently been redefining what fine dining should be in the 21st century. Under his leadership, Amber has earned two Michelin stars for 16 consecutive years, alongside the Michelin Green Star for sustainability since 2022. Richard's career - from his early days training under Michelin-starred chefs in Holland and France to international leadership roles - has been defined by a commitment to innovation and mindful dining.

Following Amber's 2018 renovation, he and his team reimagined fine dining with ethically sourced ingredients, vibrant presentation, and a deep focus on sustainable gastronomy. Organic farmers, small fisheries, and low-carbon producers are part of his supply chain, which is audited with as much care as a Swiss bank account. Centurion magazine presciently declared in 2024: 'It is only a matter of time before the restaurant is awarded a much-deserved third Michelin star.' In 2025, Amber was bestowed the three-Michelin-star honour, along with retaining its Michelin Green star.



THE LANDMARK MANDARIN ORIENTAL, HONG KONG

How do you earn a Michelin Green Star?

This accolade is given to restaurants in recognition of their commitment to sustainable practices - ingredient sourcing, waste management, energy usage, overall impact is considerate - and it is separate to the Michelin Guide's traditional star system, which salutes culinary excellence.

Virtuoso Taskforce

Virtuoso's sustainability mission is to make sustainability a greater factor in consumer choice when planning travel, so that achievements in sustainable tourism best practices also translate to business success, including Mandarin Oriental's representation as a trusted partner.

We decided to create the Virtuoso Taskforce to **be the sounding board for building a standard around luxury, sustainable travel** for Virtuoso's global network of travel advisors and partners. **We invited a small group of very interesting and committed travel executives** working on different aspects of sustainable travel to help us define and identify key opportunities, including best practice sharing and knowledge exchange.

JAVIER ARREDONDO, VICE PRESIDENT SUSTAINABILITY



Long-standing environmental strategy recognised at the Energy Transition Awards in Geneva

Our Director of Engineering & Projects, Frédéric Foulon, received the Giga Trophy and the Waste Management Trophy, awarded by the Services Industriels de Genève during the SIG Energy Transition Awards ceremony held at the BFM in 2025. This recognition of Fred and the teams to help lead luxury hospitality towards a sustainable future in Geneva, are the results of a collective effort and a long-standing commitment from Fred and a strong partnership with local stakeholders.

In 2024, two major initiatives marked a turning point in Mandarin Oriental, Geneva's environmental transition: the connection to the GeniLac network and the complete replacement of neon lighting with LED solutions. In terms of reuse and circularity, since 2023, we have provided over 230 tons of equipment (e.g. old furniture from our renovation) through the Re-sources platform, becoming Geneva's largest donor to date. These efforts are part of a broader environmental strategy, with 49 concrete energy performance actions implemented over the past ten years by Fred and his team.



Walpole Interview with Torsten van Dullemen

The British luxury authority talked to Mandarin Oriental's Group Director of Sustainability about the dynamic, sustainability-conscious culture he's been creating for colleagues, guests and suppliers at Mandarin Oriental Hyde Park, London and beyond.

'I am incredibly proud of contributing to a culture that attracts individuals both within and outside of Mandarin Oriental. It is a privilege to inspire those around me. There is a great resource of energy in our guests, our suppliers, and our stakeholders, who all want to help us towards our goal - **people have taken their own initiative and are "pulling the cart" faster than I could ever imagine.**'

TORSTEN VAN DULLEMEN, GROUP DIRECTOR OF SUSTAINABILITY

Economist Impact's Sustainability Week Asia Presentation

Mandarin Oriental participated in Sustainability Week Asia 2024 in Bangkok hosted by Economist Impact. Asia plays a key role in the global sustainability dialogue and meaningful climate action is critical. By taking the lead, businesses can help mitigate and protect the region from the consequences of climate change. Iris Lam, Director of Sustainability, Global Development, was invited to deliver an action-hour case study on incentivising the transition with practical examples of advancing sustainability as a corporation. Her presentation on 'Inspiring a grassroots movement for group-wide impact', highlighted Mandarin Oriental's sustainability journey and progress in fostering impact across our portfolio through the efforts of our passionate colleagues.

ESG POLICIES

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

SUSTAINABILITY RISK MANAGEMENT

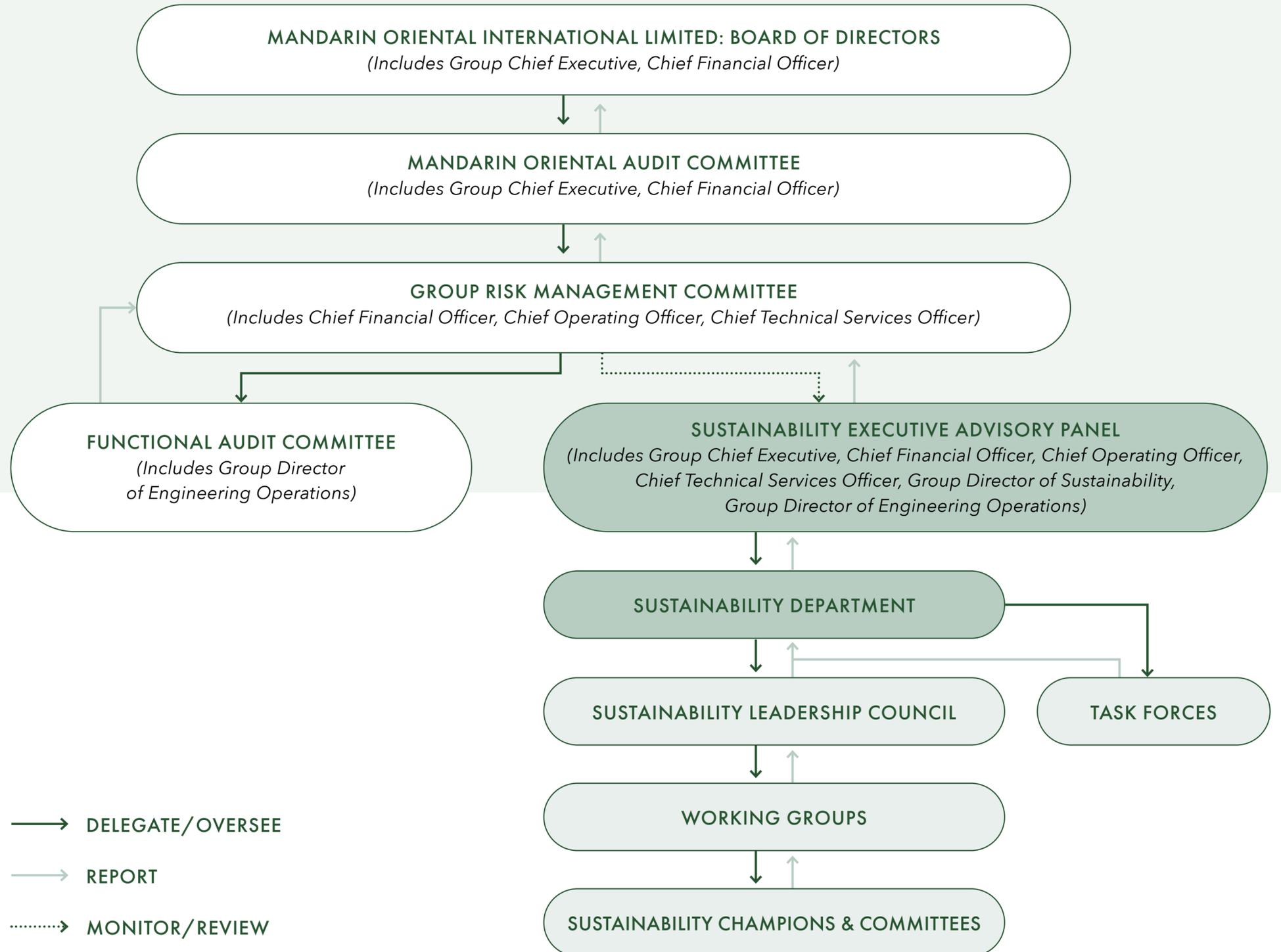
Mandarin Oriental has identified key sustainability issues most relevant to our business and stakeholders through a materiality assessment, considering economic, social, and environmental impacts, as well as stakeholder concerns. In 2022, a sustainability risk assessment was conducted by our third-party consultant, Greenview, for the portfolio, and we continue to use this as a basis for annual review. We have examined risks associated with climate, water, socioeconomic factors, biodiversity and ESG-related regulations for every location we operate in. Both acute (floods, droughts and cyclones) and chronic (change in long-term precipitation, temperature and sea level rise) physical climate risks, as well as transition climate risks were assessed. This process enables us to identify key risks and opportunities that could have a significant impact on our portfolio. Climate risks have been added as a category to the Group's integrated enterprise risk register. More details of our climate strategy can be found in Mandarin Oriental's Annual Report 2024 climate-related disclosures in alignment with the Task Force on Climate-Related Financial Disclosures (TCFD) framework.





MANDARIN ORIENTAL HYDE PARK, LONDON

GOVERNANCE STRUCTURE



VALUES

In 2024, we re-focused on the five core values that define who we are, guide how we act and unite our colleagues across Mandarin Oriental. Through conversations across our global community, we simplified and consolidated these to continue to drive our success and provide focus for our future. Rooted in our heritage, legendary service and rich culture, these values shape how we lead, work and grow together.

LIVING AND BREATHING OUR VALUES

This ethos now underpins how we hire, develop, assess, and recognise our people – forming our code of conduct and the cornerstone of our culture journey.

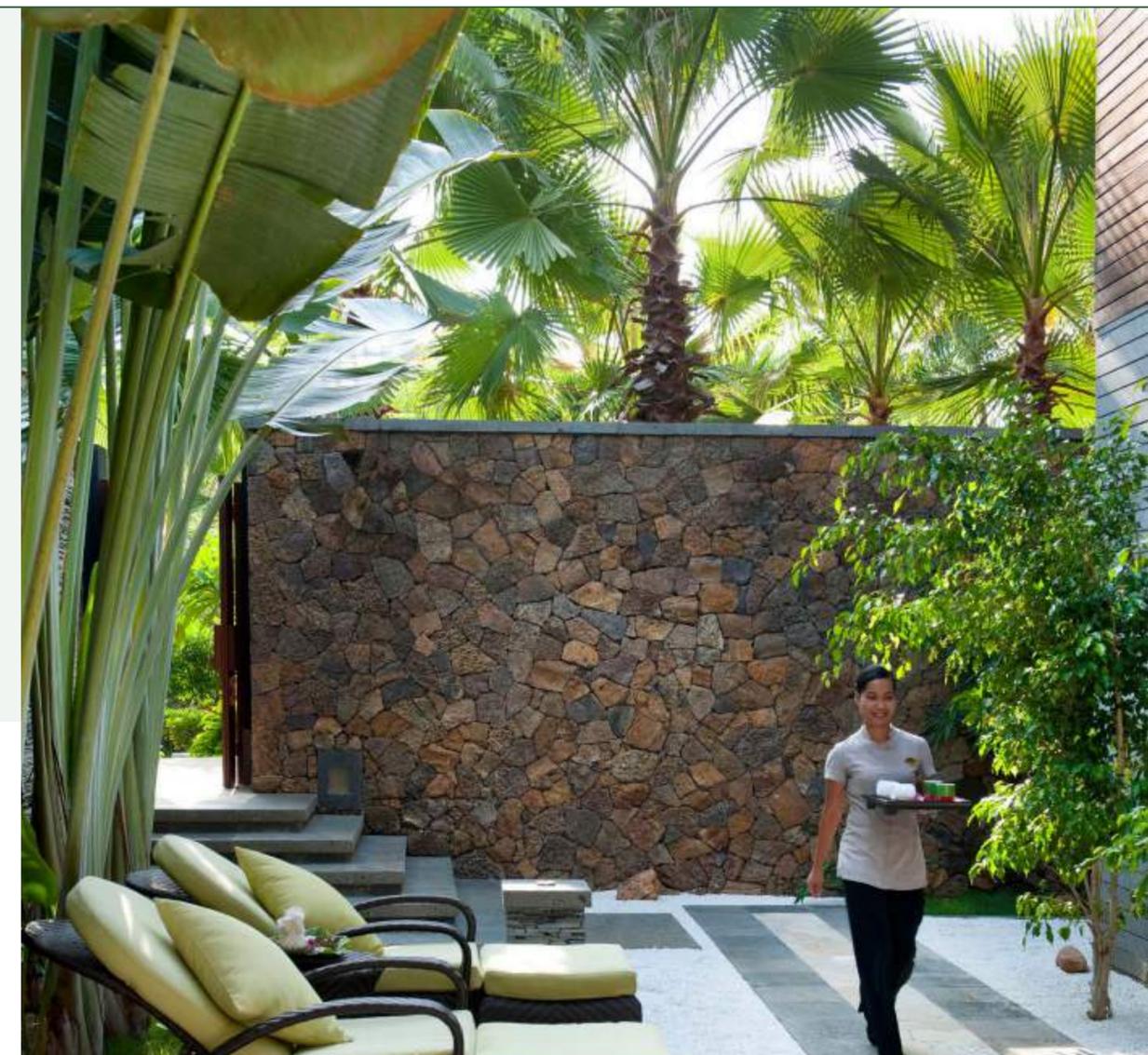
We believe in the **Exceptional**, so we deliver the Exceptional. We delight and surprise our guests and colleagues – our passion for Mandarin Oriental is our guiding star and ensures we deliver the exceptional, every day, everywhere.

We believe in **Teamwork**, so we Succeed Together. We collaborate, working harmoniously and sharing together in our success.

We believe in **Growth**, so we Embrace a Growth Mindset. We do not work towards a finish line; we continuously improve and innovate. We invest in personal development for everyone.

We believe in **Respect**, and we Demonstrate Integrity and Respect. We do the right thing even when no one is watching. We treat all stakeholders with dignity, acknowledging their unique value.

We believe in **Responsibility**, so we Act Responsibly. We care for the wellbeing of our guests, colleagues, communities and the planet.



MANDARIN ORIENTAL BOSPHORUS, ISTANBUL



FROM REFLECTION TO ACTION

We are creating meaningful opportunities for colleagues to bring these values to life:

Our Global Leadership Team, Area Vice Presidents and General Managers took part in **quarterly learning sessions**, including the Individual Operating System (iOS) - a personal reflection framework to help each leader consider how they can show up as the best version of themselves.

We launched a **group-wide rollout for leadership teams and developing leaders**, bringing together colleagues across corporate and hotel environments to explore each value, learn from one another, and take inspiration from leading external organisations.

We hosted **values workshops** that gave space for our colleagues to share their learnings, reflections, and actions for living and breathing our values, strengthening cultural alignment during a period of significant transformation.

Hearing from Our People

Our Group Chief Executive, Laurent Kleitman’s message during our Change Leadership Forum captured the essence of this journey, when shared at the launch in Bangkok in June 2024, and then at engagements throughout the year: ‘Our values are in our DNA. We want to discuss, explore, celebrate and, most importantly, hear from you about how you will demonstrate our values in your day-to-day work.’

The first value spotlight - The Exceptional - ignited inspiring stories across the Group, from thoughtful guest touches to everyday moments of excellence between colleagues. Our values live not in posters or policies, but in our daily choices and actions, said Laurent.

Looking Ahead

A VALUES-DRIVEN FUTURE

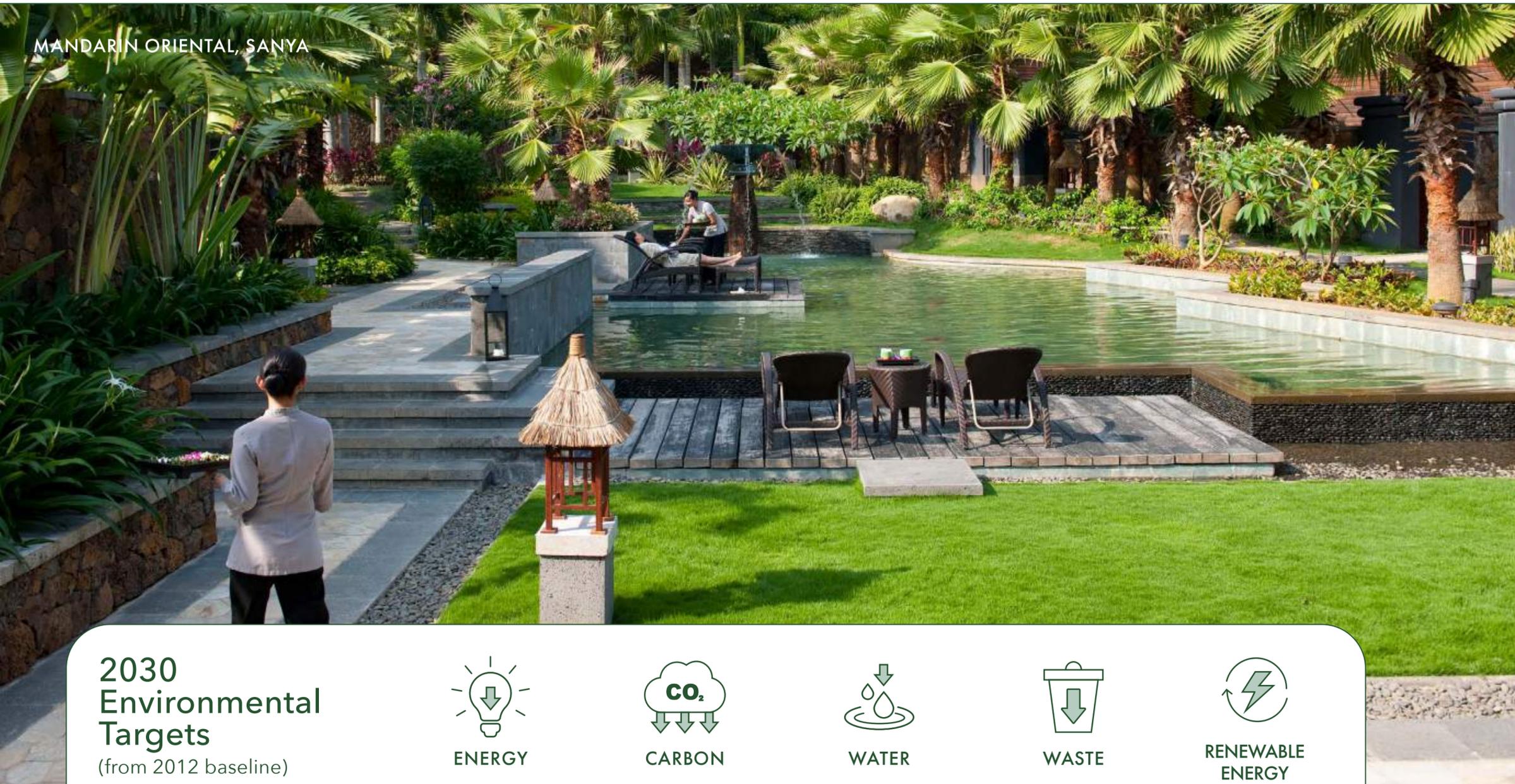
In 2025, we will expand the reach of our values-based learning, integrate our values more directly into onboarding and performance processes, and continue to invest in cultural alignment as a strategic enabler. We will also explore ways to measure the impact of our values through colleague experience insights, conceptual and hands-on learning, and leadership effectiveness - ensuring that our culture remains a catalyst for performance, connection and transformation.

RESPONSIBILITY FOR OUR PLANET



MANDARIN ORIENTAL, COSTA NAVARINO

MANDARIN ORIENTAL, SANYA



'Sustainability, ensuring the future of life on Earth, is an infinite game, the endless expression of generosity on behalf of all.'

PAUL HAWKEN
AUTHOR OF CARBON: THE BOOK OF LIFE

Greenview Portal OUR SUSTAINABILITY MANAGEMENT SYSTEM

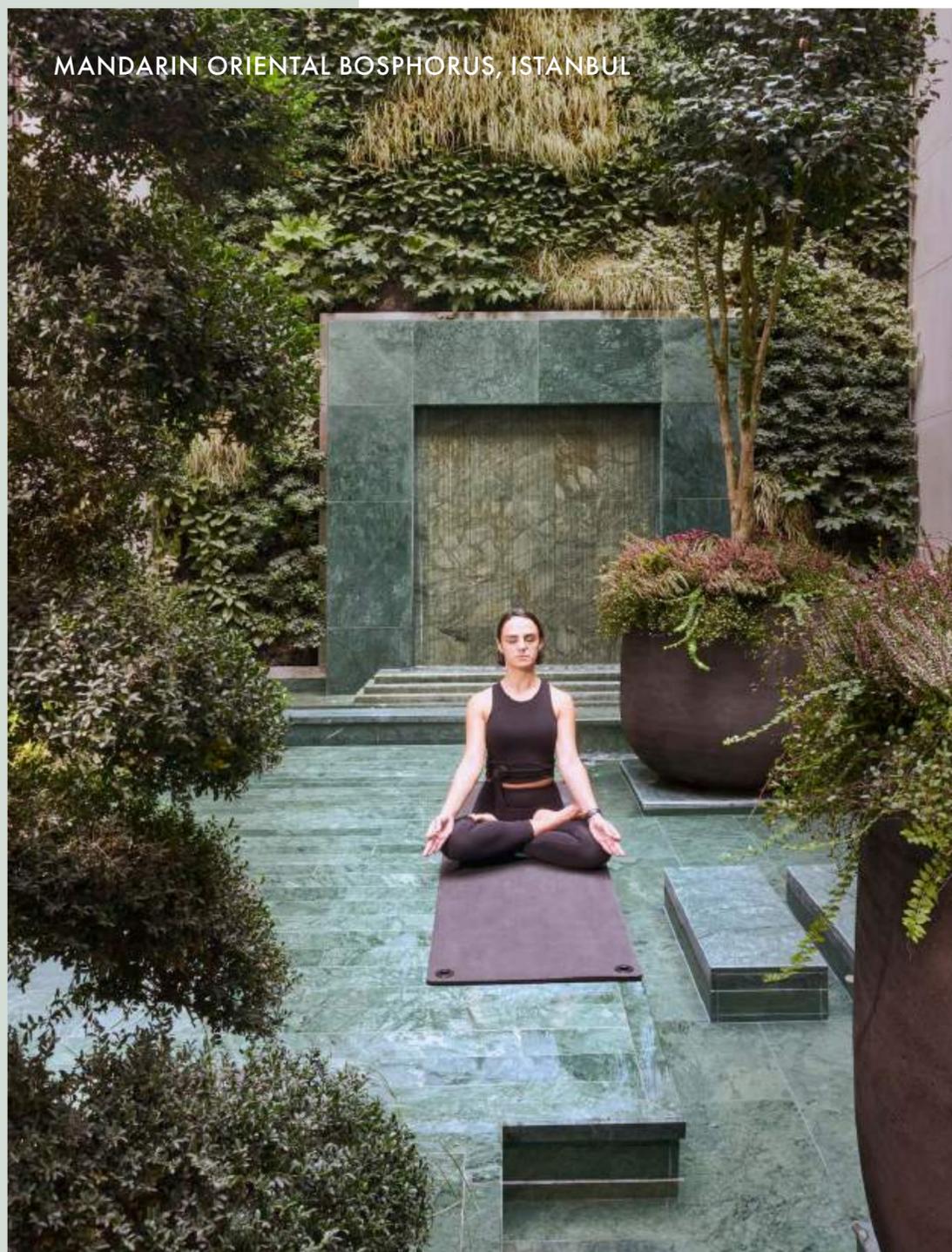
We've tracked energy, emissions, water, and waste since 2012, and since 2019 we've uploaded our data in the Greenview Portal. Greenview works well to support Mandarin Oriental's strategies to align with Global Sustainable Tourism Council (GSTC) Criteria, and monitor progress at each hotel and at the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

2030 Environmental Targets (from 2012 baseline)	ENERGY	CARBON	WATER	WASTE	RENEWABLE ENERGY
2030 TARGETS	30% intensity reduction	50% intensity reduction	40% intensity reduction	50% intensity reduction	15% use
2024 PROGRESS	21%* down per sq m	30% down per sq m	13% down per sq m	37% down per sq m	9% use
2023 PERFORMANCE	22% down per sq m	29% down per sq m	12% down per sq m	34% down per sq m	8% use

*A marginal increase from 2023 to 2024 correlated with increased occupancy levels of 10% year-on-year.

CLIMATE & CARBON

Climate and carbon are undeniably intertwined, and rising emissions are driving global warming, a constant reminder to us of the need to scale responsibly to adopt sustainable practices that minimise our carbon footprint in the fight against climate change.



HOW ARE WE ADDRESSING OUR CARBON EMISSIONS?

We have tracked Scope 1 and 2 emissions since 2012 and in 2024, we began quantifying Scope 3 emissions to identify further opportunities for de-intensification, including initial inventory quantification. We have updated our Scope 1 and 2 models with the latest data, including portfolio growth trajectory.

In 2024, we undertook a Scope 3 quantification exercise to better understand this hidden impact. It revealed that most of our emissions come from the goods and services we procure – particularly food and beverage.

This matters enormously, because it shows where we can drive the biggest change: not just by reducing what we consume, but by reshaping what and where we source from and who we support. That's why our responsible procurement policy is critical. By prioritising local, durable, renewable, low-carbon, and plastic-free goods and services, and choosing suppliers who share our sustainability values, we're tackling the biggest piece of the carbon puzzle – and using our purchasing power to make a climate statement, too.

What are Scope 3 emissions – and why do they matter?



1,000
TREES PLANTED

in Nong Thale, Krabi
- 16.6 tonnes of CO₂
sequestered as of 2024.

When we talk about greenhouse gas emissions, we often focus on what we can directly control - the energy we use on-site (Scope 1) or the electricity we purchase (Scope 2). But the reality is, for most businesses - especially in hospitality - most of the environmental impact comes from Scope 3 emissions: all the indirect emissions that happen across our value chain, outside our own operations. In other words: the carbon footprint of the food we serve, the goods we buy, the services we outsource, and even how guests travel to reach us.

HIGHLIGHT

TREE-PLANTING TEATIME AT MANDARIN ORIENTAL, BANGKOK

Environmentalism was on the menu with The Tea for Trees, where for every afternoon tea set ordered, funds are donated for a tree to be planted in restorative land in the south of Thailand. Guests were invited to get planting virtually via the EcoMatcher app, with local farmers doing the actual planting.

MANDARIN ORIENTAL, BANGKOK



ENERGY

There's no getting away from a need for power to make excellent hospitality experiences happen – balancing that with a need to bring down our environmental footprint has been key in our sustainability strategy.

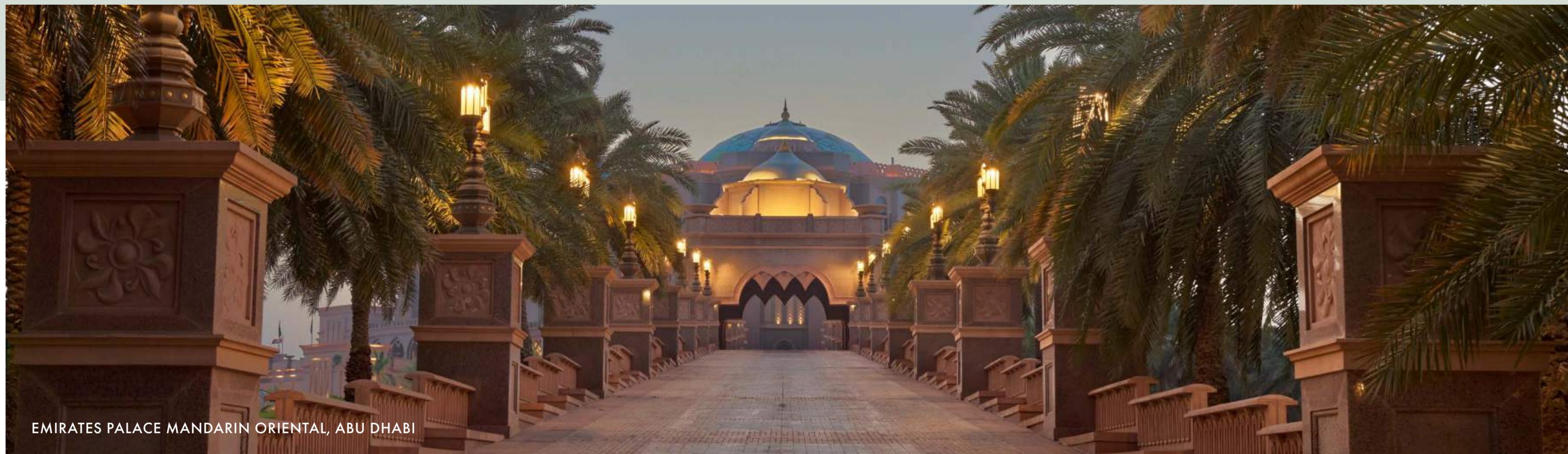
WHAT WAS OUR CARBON AND ENERGY INTENSITY PERFORMANCE AGAINST OUR 2030 TARGETS?

30% carbon intensity reduction in 2024, against a target of 50% in 2030.

21% energy intensity reduction in 2024, against a target of 30% in 2030.

Every three years, our properties roll up their sleeves for a full sustainability check-up, uncovering fresh opportunities to boost energy efficiency and embed smarter, greener ways of operating. These deep-dive audits follow best practices

from the American Society of Heating, Refrigerating and Air-conditioning Engineers, ensuring we meet the highest standards for commercial energy management. We put real investment behind these findings too, with capital expenditure allocated to initiatives like upgrading to smart building technologies, installing next-generation heating, ventilation, and air-conditioning (HVAC) systems - from chillers to boilers - and accelerating building electrification for a cleaner, low-carbon future.



EMIRATES PALACE MANDARIN ORIENTAL, ABU DHABI

MANDARIN ORIENTAL, SHENZHEN



HIGHLIGHT

SLASHING ELECTRICITY USE AT MANDARIN ORIENTAL, SHENZHEN

In China, we showed how we brought down electricity use by turning off air-conditioning units with automatic timers, heating lamps were switched off in the in-room-dining kitchen during low periods and awareness training was implemented for water and electricity saving, across the board. Because sometimes, the best way to save energy is simply to switch it off - and keep reminding each other to do the same.

HIGHLIGHT

CONVERTING COOKING OIL INTO BIOFUEL AT MANDARIN ORIENTAL, TOKYO

This long-running initiative to convert used cooking oil into biofuel is a nature-positive action that reduces waste, cuts carbon emissions, and supports a circular economy by turning what is a polluting byproduct into clean energy. As well as lessening the hotel's environmental footprint, this sustainable solution from Toshi Kankyo Engineering supports healthier ecosystems and climate stability – showing how even behind-the-scenes sustainability efforts in luxury hospitality can turn problems into positives, in this case by passing on used cooking oil to a specialist who processes and purifies the oil for reuse as sustainable energy.

RENEWABLE ENERGY

In 2024, the global green energy transition gained significant momentum around the world, marked by a record-breaking surge in clean energy investments and a notable shift towards electrification; however, there remains a huge need for continued innovation and a more substantial transition away from fossil fuels to meet long-term climate goals.

WHAT WAS OUR RENEWABLE ENERGY USAGE PERFORMANCE AGAINST OUR 2030 TARGETS?

9% use of renewable energy of our total energy use in 2024, against a target of 15% in 2030.

ELECTRIC VEHICLES (EV) AND EV CHARGING STATIONS

More than 85% of our hotels offer electric or hybrid vehicles for transfers, and actively promote these vehicles for guests, with more than 70% of our hotels now featuring on-site chargers. According to the International Energy Agency, in 2023, passenger cars and vans were responsible for about 10% of all global energy-related CO₂ emissions, amounting to about 3.8 billion tonnes of CO₂ – so every little bit less matters¹.

HIGHLIGHT

EV SOLUTIONS AT MANDARIN ORIENTAL, SHENZHEN

By switching in electric cars, carbon dioxide emissions were reduced by a total of 659.38 kg. The Mercedes-Benz EQE 350 four-seaters helped cut 123.52 kg of carbon dioxide and the Toyota Alphard Hybrid E-Four seven-seaters reduced carbon dioxide emissions by 535.86 kg of carbon dioxide. Shenzhen is a city prioritising green-energy transition – in 2017, became the first city worldwide to electrify its entire public bus fleet, and in 2018, all of its taxis followed suit².

1. <https://www.iea.org/energy-system/transport/cars-and-vans>

2. <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/708531625052490238/electrification-of-public-transport-a-case-study-of-the-shenzhen-bus-group>



MANDARIN ORIENTAL, GENEVA



HIGHLIGHT

CLEANER COMMUTING AT MANDARIN ORIENTAL, MIAMI

The hotel has powered up a green transition with a new EV charging station in the employee garage - making it easier for the team to drive electric, breathe cleaner air, and move all closer to a low-carbon future.

HIGHLIGHT

SUSTAINABLE HYDROTHERMAL INNOVATION AT MANDARIN ORIENTAL, GENEVA

Thanks to the GeniLac system, deep water from Lake Geneva is used as a 100% renewable source of thermal energy. Cold lake water circulates through underground pipes, naturally cooling buildings without relying on energy-intensive air-conditioning. The hotel has upgraded its entire cooling system to fully connect to GeniLac. This switch is set to cut emissions from air-conditioning by around 80%, significantly reducing both our carbon footprint and electricity use.



WATCH ME

POWERING CHANGE:

Mandarin Oriental is leading the charge through a global strategy to increase renewables to 15% by 2030, meaning every property is playing its part in pursuing carbon-saving solutions from solar-heated city suites to electric lakeside shuttles.

WATER

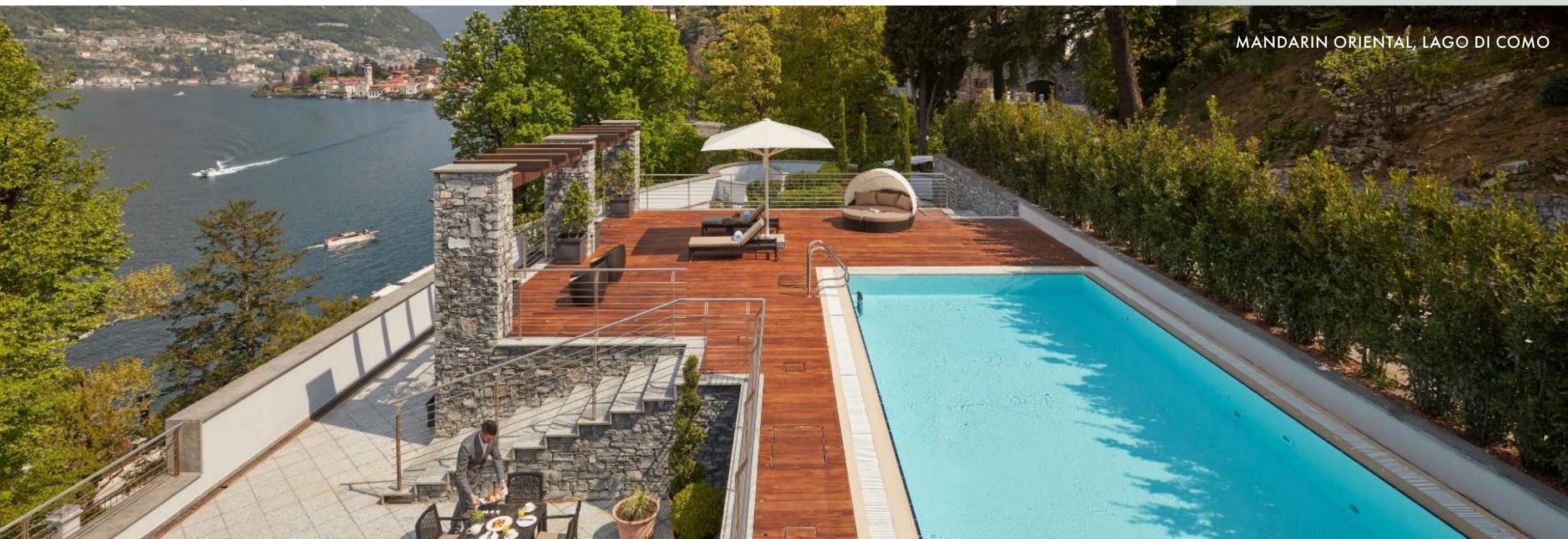
This is a critical resource in our industry, and the truth is of all the issues facing the world today, reducing consumption, implementing efficient systems, and supporting local water access initiatives needs to be a priority.

HOW WAS OUR WATER INTENSITY PERFORMANCE AGAINST OUR 2030 TARGETS?

13% water intensity reduction in 2024, against a target of 40% in 2030.

'We forget that the water cycle and the life cycle are one.'

JACQUES COUSTEAU



MANDARIN ORIENTAL, LAGO DI COMO

HIGHLIGHT

GREYWATER FOR GARDENING AT MANDARIN ORIENTAL, JAKARTA

Conserving water resources in an urban environment is always going to be helpful, and here in the Indonesian capital, the hotel engineered using greywater from its facilities for the greenery. By treating and redirecting water from sinks, showers, and laundry facilities, the hotel can use this for watering, responsibly. It's an especially significant issue in a city where lack of access to piped water means drawing from the earth below – and where the thirst for groundwater is causing the city to sink.



HIGHLIGHT

WATER-CONSERVING COOL FLOW SYSTEM AT MANDARIN ORIENTAL, MUNICH

A clever system which keeps interiors cool while treating water like the precious resource it is – all the better in a city that prides itself on precision engineering. To comply with local requirements and ensure contamination-free water without relying on traditional energy-guzzling air-con, a circulation bypass in the cold domestic water distribution network while keeping things breezy in a world where every city's summers are getting hotter.

WASTE

Waste management may not be the most luxurious topic, but it's a crucial theme which is not just about disposal but about designing a system that minimises excess through reducing food waste, recycling, and using less wasteful materials. We hope we're helping grow guest awareness through responsible waste practices and showing a conscientious commitment to delivering with minimal disposability.

HOW WAS OUR WASTE INTENSITY PERFORMANCE AGAINST OUR 2030 TARGETS?

37% waste intensity reduction in 2024, against a target of 50% in 2030.

How Mandarin Oriental, Hong Kong cut food waste by 73% in colleagues' restaurant.

Sustainability helps preserve our planet's natural resources as well as educating people in the process. It will only benefit future generations to come.

SIMON GUTHRIDGE, EXECUTIVE SOUS CHEF

ANNUAL WASTE REDUCTION IN NUMBERS

 **73%**
REDUCTION IN
WASTE WEIGHT

 **36**
TONNES OF CO₂e
PREVENTED

 **375,000**
HK\$ SAVED

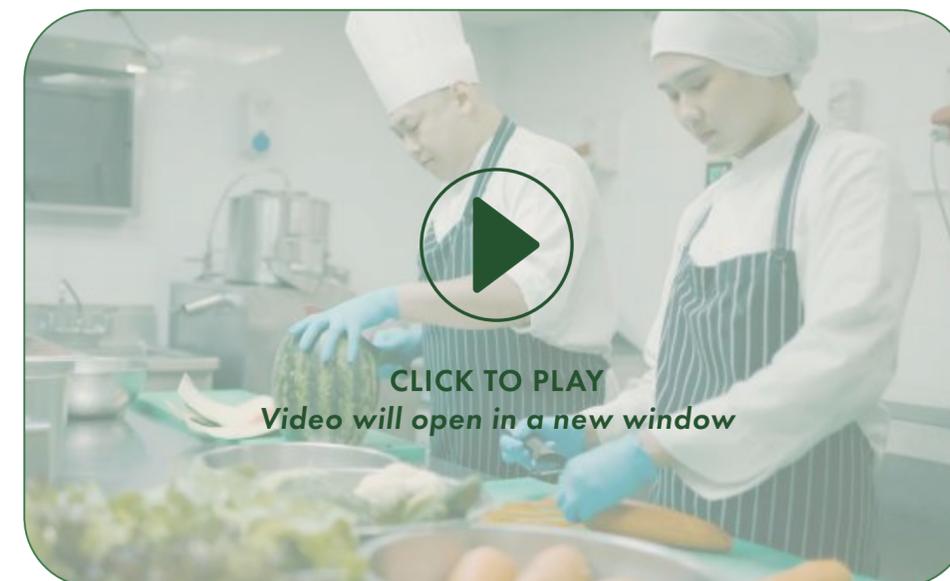
 **21,000**
MEALS SAVED

ADVANCING FOOD WASTE INNOVATION AT GSTC2024 CONFERENCE IN SINGAPORE

The Global Sustainable Tourism Council invited Mandarin Oriental to partake in its annual conference attended by Sebastian Chung, Director of Safety, Health, Hygiene & Environment at Mandarin Oriental, Singapore, and Iris Lam, Director of Sustainability, Global Development. Mandarin Oriental was on the panel alongside technology innovators including Marc Zornes, Founder of Winnow, discussing digital solutions that promote sustainable practices, like Mandarin Oriental's food waste reduction partnership with Winnow.

AI FOOD-WASTE-REDUCTION TOOL IMPLEMENTED ACROSS SEVERAL PROPERTIES IN SELECT KITCHENS

Winnow's food-waste management technology uses data analysis to inform optimisation of menus and portions - and this award-winning AI-powered system is being implemented across several properties in select kitchens with a complete rollout underway in 2025.



CLICK TO PLAY
Video will open in a new window

WATCH ME

A REVOLUTION AGAINST WASTE:

From AI-powered food waste tracking to closed-loop farming, our chefs and colleagues are slashing greenhouse gases, saving resources, and inspiring change, from Michelin stars to alchemising coffee grounds.

'There is no such thing as "away." When we throw anything away, it must go somewhere.'

ANNIE LEONARD, ENVIRONMENTALIST

HIGHLIGHT

CIRCULARITY LAB AND WATER-BOTTLING AT MANDARIN ORIENTAL, CANOUAN

An advanced-level waste management facility supports the creation of a circular system, which starts with sorting waste at source to working magic in The Circularity Lab to their bottling their own drinking water. Soaps are upcycled to be used in a new format by colleagues, glass bottles to a dedicated hub which crushes them to create sand, while plastic bottles, old batteries and aluminium cans are sold to All Islands Recycling. Reusable aluminium bottles are used by the pool, and washed and sanitised to be kept in circulation. Conversations began with an ingenious enterprise that takes retied golf- buggy tyres and turns them into the likes of coasters and yoga mats.

HIGHLIGHT

FORM MEETS FUNCTION IN THE GLASS-BOTTLE ART AT MANDARIN ORIENTAL PUDONG, SHANGHAI

'Sound of Heaven' is the specially commissioned dynamic glass artwork in the lobby of the Shanghai hotel by Chinese artist Miao Tong and Japanese artist Makoto Nishikawa. Evoking the image of a slowly unfolding fan, its curves conjure the flow of water, while being fashioned from 200 recycled glass bottles collected from the hotel guestrooms.

HIGHLIGHT

CIRCULARITY, COMPOSTING AND HYDROPONICS AT MANDARIN ORIENTAL, MACAU

The rooftop garden hosts hydroponic farming which feeds the hotel's farm-to-table experiences - but they take it a step further so that's in fact farm-to-table-to-farm - on repeat. By adding a food-waste composting machine using EM BioTechnology to their magic formula it becomes a virtuous circle, with organic leftovers alchemised through the process into a powder-form fertiliser which feeds their growing.

BIODIVERSITY

It may be but one little word, but 'biodiversity' has far-reaching significance since it refers to the vast, rich variety of all life on Earth – and in a luxury hotel operations context, this topic touches everything from food on our plates to the wellbeing of local wildlife and also our communities and the resilience of natural resources. By thinking about and advocating for biological diversity and the maximising of the health of all species, we are also activating the magic of nature-based solutions.

TORTOISE SANCTUARY AT MANDARIN ORIENTAL, CANOUAN

Canouan's native red-footed tortoise received a new home in a dedicated garden, and thanks to the help of our community and guests, we nurture these remarkable creatures and prepare them for their return to the wild. Canouan itself as a word is derived from the Arawakan word for 'turtle', making this Caribbean sanctuary all the more significant.

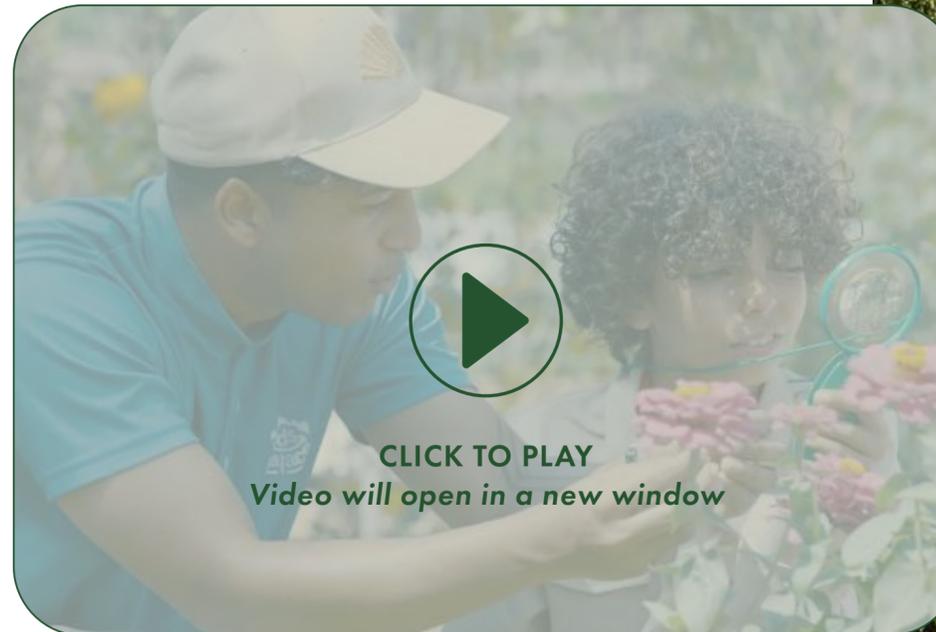


MANDARIN ORIENTAL, CANOUAN

WATCH ME

BOOSTING BIODIVERSITY:

Badges of honour and nature-positive partnerships span beehives through to bat houses, celebrating rooftop-sourced honey in Singapore to pollinator gardens in the Abu Dhabi desert.



MANDARIN ORIENTAL, GENEVA

WORLD BEE DAY ON 20 MAY**AT MANDARIN ORIENTAL, DOHA**

A series of activities helped raise awareness around the importance of protecting native bee species and how apiculture strengthens food webs, nurtures wildlife, and plays a key role in maintaining ecological balance. Students from Qatar Academy Msheireb enjoyed educational workshops, while guests were treated to amenities and spa treatments part of our passion for promoting biodiversity. The hotel has 15 active beehives across Qatar in collaboration with Bu Saif's Apiary, harvesting its own natural Malika Honey. Made with nectar from the indigenous Sidr tree, it lends its magic to the signature Malika Honey Cake at The Mandarin Cake Shop.

AT MANDARIN ORIENTAL, GENEVA

A beehive field trip on World Bee Day saw the team visit the hotel's beehives at the Fondation Arche des Abeille, 20 minutes from the hotel. Not only is this where the honey used in our kitchen is made, but by supporting responsible beekeeping this in turn means these keystone species can pollinate a wide range of plants, and boost ecosystems' wider productivity, from upping wildflowers to being good for local farmers' crops in nearby communities.



RESPONSIBLE DEVELOPMENT

Always front of mind is the need for a more careful use of resources, sustainable materials, energy efficiency, and waste reduction, and smarter long-term planning – especially when we are cognisant that the construction sector contributes about 34% of global CO₂ emissions¹.

1. <https://www.weforum.org/stories/2025/05/building-construction-emissions-data/>

What's new in engineering?

New-generation DC motors in air-conditioning systems are enhancing energy efficiency by using variable speed control, reducing electricity consumption and greenhouse gas emissions for more sustainable climate control – in every sense.





HOW OUR CHIEF TECHNICAL SERVICES OFFICER BRINGS THE RESPONSIBLE HOTEL DEVELOPMENT GUIDELINES TO LIFE:

The Responsible Hotel Development Guidelines (RHDGs) were first introduced in 2021 and updated in 2025, emphasising smart, practical solutions such as solar energy integration and electric vehicle and e-bike charging stations, ensuring new resorts and hotels are greener and more resource-efficient. Vincent Marot, Chief Technical Services Officer, and the team have integrated sustainable practices and design into Mandarin Oriental's development projects through the RHDGs. By focusing on sustainability from the very start of the development process, Mandarin Oriental ensures that every step - from planning to construction and into operations - aligns with our vision to develop exceptional properties while adhering to industry environmental standards. These guidelines have evolved to include the latest technological advances and guest expectations, prioritising energy and water management in resort settings where the potential for sustainable impact is even greater. This approach has meant clear, actionable sustainability goals that align with green building certifications and industry best practices, steering Mandarin Oriental toward a more sustainable, inclusive future - where luxury and responsibility go hand in hand.

Sustainability is wide-ranging when you look at what you can achieve – humans want to travel, and our challenge is to do it responsibly.

As we grow and expand, there's the need to make sure we are consistently delivering what we believe is right for the brand. We first embraced technology in 2000 to look at energy efficiency and developed solutions in Mandarin Oriental, Bangkok, one of our founding hotels. Now, the scope is much wider. We needed to create a set of guidelines that consider everything – energy, water, materials – and ensure the framework is communicated early to owners and partners. Aligning from the start to being responsible helps give clarity and focus, and it makes everything work more easily.

Initially, we were focused on energy efficiency, and that's what secured investment. Developments since then have included moving from hot water generated by boilers to using heat pumps – we first adopted this in 2005. Since our policy is to ask hotels to do an energy audit every three years, by continuously looking at the efficiency measures, we maintain a radar looking ahead five to ten years, creating a road map. Resorts can be more complicated than central building systems, so we always ask owners to model energy and test different strategies.

We then look at the environmental intensity of future projects and work towards those targets. Since we started our journey, LED lights have become standard, and now we're seeing improvements with DC motors, which will be retrofitted and standard in new builds. We're always adapting to stay ahead with measurement and modelling tools.

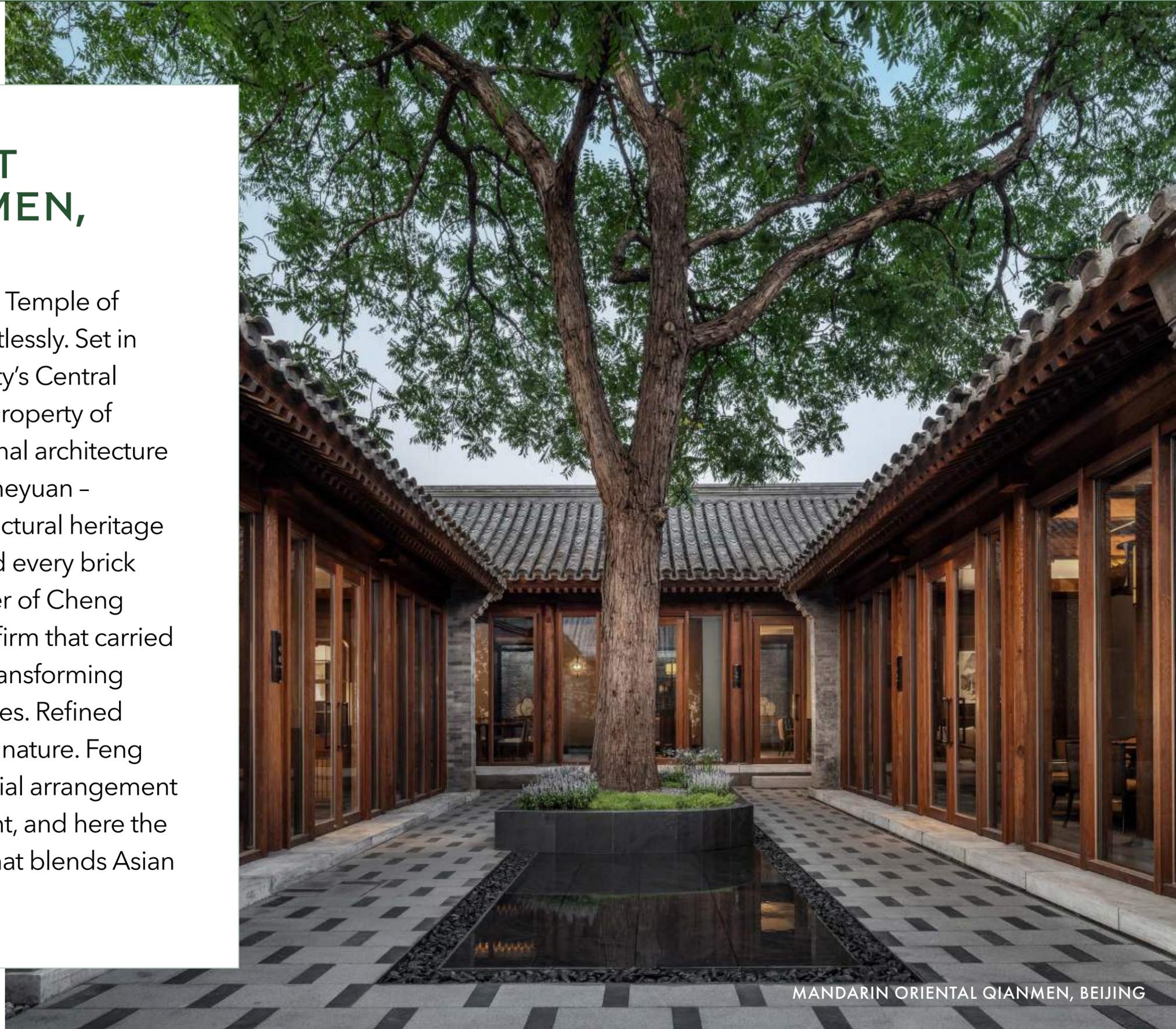
In several European cities, we partner with district energy systems that generate heat through co-generation, enabling efficient energy sharing with private sector operators – such as in Munich, Paris, and Geneva. We are introducing solar-powered solutions for new developments, such as our resort in Bali. One of the benefits of owning some of our hotels is that it makes us think like asset owners. Our guidelines are designed with that perspective – knowing what to consider at the outset to tackle the challenges of tomorrow.

VINCENT MAROT
CHIEF TECHNICAL SERVICES OFFICER

HIGHLIGHT

CULTURAL PRESERVATION AT MANDARIN ORIENTAL QIANMEN, BEIJING

Just steps from the Forbidden City lies Qianmen and the Temple of Heaven, this is where history and modernity coexist effortlessly. Set in the heart of Beijing's ancient hutong district, along the city's Central Axis, Mandarin Oriental Qianmen, Beijing is a standout property of sensitively-restored courtyard houses to ensure the original architecture and design is retained as much as possible. Known as siheyuan – represent a significant part of China's cultural and architectural heritage and Confucian influences. "We have restored and reused every brick and tile of the original building," says Joe Cheng, founder of Cheng Chung Design, the award-winning Chinese architecture firm that carried out the restorative construction and protective repairs, transforming the space into Mandarin Oriental's iconic courtyard houses. Refined wellness and culinary experiences are framed by art and nature. Feng shui principles are at play where the orientation and spatial arrangement are intended to harmonise people with their environment, and here the property feels woven into the fabric of the city in a way that blends Asian design with an epochs-old spirit of Chinese hospitality.





HIGHLIGHT

CHEF-ENHANCED GARDEN-FED MANDARIN ORIENTAL, COSTA NAVARINO

This beachfront resort on the southwestern coast of the Peloponnese in Greece sets a new standard for responsible development through circular design. Food waste is composted on-site and used to fertilise the Chef's Garden, creating a sustainable cycle of growth. Executive Chef Bertrand Valegeas has led food-waste-reduction initiatives, ensuring that sustainability is woven into every aspect of the dining experience. This innovative approach to turning trash to soil-health-enhancing treasure highlights how luxury and sustainability can work together in circular ways.

PARAMANA BREAKFAST CONCEPT

By replacing the traditional buffet, often the biggest cause of food waste in hotels, we offer curated, daily-changing breakfast experiences using locally sourced products.

VEGETABLE TRIMMING REUSE

We create in-house 'vegetable spices' by drying the trimmings and turning them into our special-recipe powdered seasoning, which tops our burger buns instead of sesame seeds.

LOCAL FISHERMEN PARTNERSHIP

Just-caught fish arrives at our jetty a few times a week; on Thursdays, we host a barbecue where guests can choose from the day's catch.

WINTER SOURCING

We aim to source within 50-100 km radius to support our local economy and fly the flag for freshness and traceability. In the off-season, our chef team explores local organic farms for unique vegetables, new local breeds of beef and lamb, and artisanal cheesemakers and cold cut producers.

CHEF'S GARDEN & COMPOSTING:

Food waste is composted to nourish our garden, where what we grow a dozen varieties of tomatoes, zucchini, eggplants, herbs. We harvest just before service, sometimes with guests, so the vegetables go from soil to plate without ever seeing a fridge - that's luxury.

SINGLE-USE PLASTICS

At Mandarin Oriental, we're proud to have actively, and almost entirely, eliminated single-use plastics wherever possible across our hotels – an effort verified by LRQA – because every small shift contributes to a much bigger sustainability solution in luxury hospitality.

We've long been vocal about how the reduction of so-called disposable plastics is essential. They are harmful, put simply – designed to be used once and discarded, ending up in landfills and oceans, they can take hundreds of years to decompose. Beyond that environmental impact, they contribute to a cycle of waste that puts added strain on our planet's resources, which is why we always say no thanks or farewell to those polymers and synthetics.

In Hong Kong and Taiwan, hospitality has faced particularly stringent local regulations requiring complete elimination of single-use plastics.

While this raises the bar for accountability, it's also brought challenges – especially in sourcing items that meet both our exacting quality expectations and our commitment to responsibility.

Climate change and plastic pollution are interconnected global challenges.

Rising temperatures and moisture alter plastic characteristics, contributing to waste, microplastic generation, and release of hazardous substances. Urgent attention is essential to comprehend and address these climate-driven effects and their consequences.

2024 REPORT FOR NATIONAL CENTER FOR BIOTECHNOLOGY INFORMATION

BY XIN-FENG WEI, WEI YANG, MIKAEL S HEDENQVIST.



Why is glass more recyclable than Tetra Pak packaging?

Glass is 100% endlessly recyclable without losing quality, and in Germany's strong recycling system, bottles are often reused several times before being fully recycled. In contrast, Tetra Pak cartons - made from layers of paper, plastic, and aluminium - are far harder and more energy-intensive to recycle, with only a small percentage actually processed and usually downcycled into lower-grade materials.¹



CLICK TO PLAY
Video will open in a new window

MANDARIN ORIENTAL, CANOUAN JOINS THE GLOBAL TOURISM PLASTICS INITIATIVE

Our Caribbean resort took its fight against plastic pollution into their own hands by becoming a signatory of the Global Tourism Plastics Initiative – a bold step within One Planet network's Sustainable Tourism Programme. Spearheaded by the United Nations Environment Programme and the World Tourism Organisation, in partnership with the Ellen MacArthur Foundation, this initiative connects hundreds of businesses, governments, and organisations, to work together to transform the tourism industry into a model of circularity.

WATCH ME

99% SINGLE-USE-PLASTIC FREE:

We're proving that true luxury comes in glass bottles to reusable amenities - here we spill our secrets to how we're sparing landfills and oceans from many metric tons of plastic.



GLASS MILK BOTTLES AT MANDARIN ORIENTAL, MUNICH

The hotel swapped out those single-use Tetra Pak milk cartons for something far more sustainable: glass bottles. By teaming up with local dairy suppliers, they replaced the old packaging with eco-friendlier containers, reducing waste and giving guests a more premium, planet-friendly experience in their minibar.



MANDARIN ORIENTAL RESIDENCES, BEVERLY HILLS: SWITCH TO STAINLESS-STEEL REUSABLE COFFEE PODS

Switching over to refillable stainless-steel coffee capsules is a great way to green up operations, significantly eliminating single-use plastic and aluminium waste. By using reusable pods which are durable, refillable, and washable, landfill impact was zapped while keeping the high-quality coffee experience.

1. https://feve.org/case_study/glass-is-a-permanent-material-endlessly-recyclable/



MANDARIN ORIENTAL, SANTIAGO

RESPONSIBLE PROCUREMENT

We'd achieved 100% LRQA-verified responsibly sourced coffee, tea, cocoa, vanilla, sugar and paper by the previous year, and continue to strive towards 100% sourcing cage-free eggs – liquid and shelled – not achieving our goal, but a notch up at 93% verified rate.

CHEERING ON SMALL WINEMAKERS AT MANDARIN ORIENTAL, SANTIAGO

There's more to every pour thanks to our 'Route of the New Wine' programme in Chile championing small, local producers - helping to lower carbon footprints and support fair-trade practices across the wine world. 'La Ruta Del Nuevo Vino' events in November and December featured vibrant vintages from Casique Maravilla, Carter Mollenhauer, KodKodwine, Moreta Wines, Rock Wines, Viña Cancha Alegre, Viña Javiera Ortúzar, Viña Rukumilla and Vultur Wines.

Again, we avoided serving 19 types of endangered seafood species which are listed on Mandarin Oriental's Endangered Seafood Avoid List, as aligned with the latest WWF Endangered Seafood Guide. Innovative digital processes allowed us to significantly reduce paper usage across operations.



WATCH ME

RESPONSIBLE SOURCING:

Cage-free eggs, fair-trade chocolate, hyper-local wine, zero-plastic procurement – our purpose-led provenance sees suppliers selected not just for quality, but for respect for small suppliers through to biodiversity-friendly farming.

RESPONSIBILITY FOR OUR PEOPLE



MANDARIN ORIENTAL, SHENZHEN

MANDARIN ORIENTAL, MUSCAT

CARING FOR OUR GUESTS

Are more sustainable Standard Operating Procedures (SOP) the secret to our success?

At Mandarin Oriental, SOPs are the backbone of consistent, world-class service - ensuring that every detail, from guest interactions to room maintenance, meets the highest standards. By blending these procedures with sustainability expertise and the brand's international experience, the Group aims to scale operations while seamlessly integrating eco-friendlier practices. This combination not only upholds luxury but also drives smarter, greener ways of working, ensuring that every property operates at the forefront of both excellence and sustainability.



HITTING JUST UNDER 95% FOR THE SAFE AND SOUND AUDIT

Fire, Life, Health, Safety & Security (FLHSS) were the focus as part of our stringent protocols across our portfolio to ensure our colleagues' physical health and safety. In 2024, we achieved an average group score of 94.47% for our Safe and Sound audit - a solid achievement given the number of new properties undergoing their first formal FLHSS audits, supported by our guidelines and resources available to all colleagues on our company intranet.

GREEN LINEN STANDARDS

By setting the housekeeping routine to change linens every other day, it helps significantly reduce water and energy consumption, making a meaningful impact on sustainability by lowering the hotel's environmental footprint while still ensuring a luxurious guest experience.

Survey says...

In 2024, 92.11% of guests surveyed said they were satisfied with our sustainability efforts – that’s up from 90.88% for the previous year.

With over 105,000 voices affirming that the small choices we make every day are adding up to something meaningful – and looking ahead, we’re proud to deepen our collaboration with Forbes Travel Guide. From 2025, every one of our hotels will take part in their VERIFIED™ Responsible Hospitality programme – a shared commitment to luxury that’s thoughtful, respectful, and future-facing.

Quality

LEVERAGING LEGENDARY QUALITY EXPERIENCES (LQE)

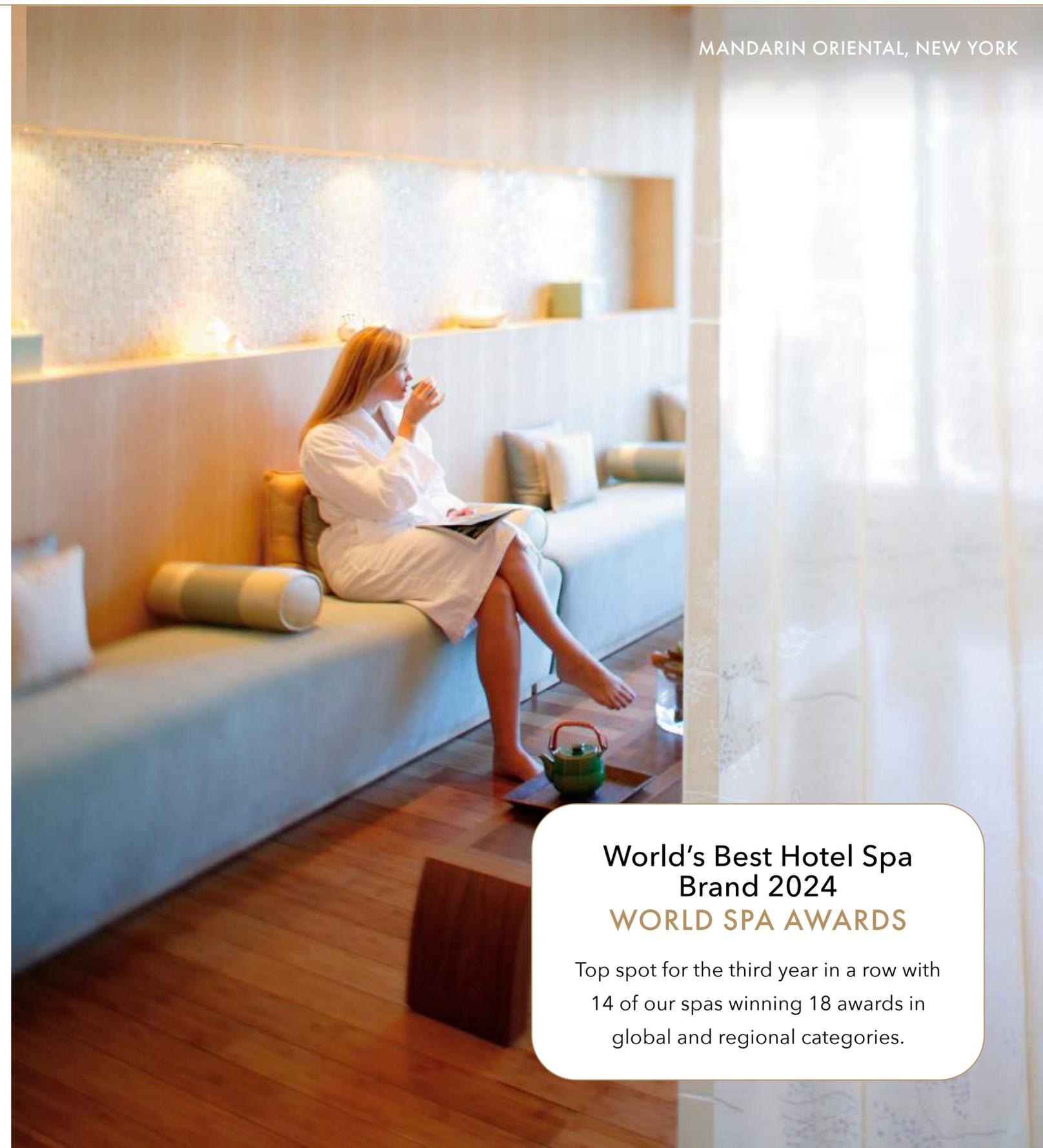
Sustainability isn’t just us ticking boxes – and our LQEs are one of the ways we hold ourselves accountable, shining a light on what we’re doing well and where we’ve got room to grow. Through thoughtful tools – including mystery shop audits – we’re better able to see the full picture, celebrating successes while staying honest about where we can be even better.

Spa

16 FIVE-STAR SPAS AND 8 FOUR-STAR SPAS FORBES TRAVEL GUIDE

This global rating system for luxury hotels, restaurants and spas, has highly-trained inspectors evaluating every property in person, based on up to 900 objective criteria. 2024 marks the year with the highest number of spas listed, from New York to London and Bangkok to Dubai.

MANDARIN ORIENTAL, NEW YORK



World’s Best Hotel Spa Brand 2024

WORLD SPA AWARDS

Top spot for the third year in a row with 14 of our spas winning 18 awards in global and regional categories.



GLOBAL WELLNESS DAY ON 8 JUNE 2024

Our spas opened their doors to guests and their communities for a tech detox, with free experiences aimed at encouraging wellbeing time away from devices. As well as sunrise yoga and running clubs, aqua aerobics, sound bath meditation, and more, fans across the globe unplugged from the digital world, with outdoor activities riffing on this year's theme of #MagentaNature celebrating the connection between humanity and nature.



MANDARIN ORIENTAL RUNNING CLUB IN FITNESS AND WELLNESS CENTRES, GLOBALLY

Activations which engaged with local runners and international guests included an evening run by Mandarin Oriental, Hong Kong Run Club, Hyde Park Runner led by ultramarathoner Kieran Alger at Mandarin Oriental Hyde Park, London, and a 5K run around scenic Brickell Key in Florida led by expert coach Joe Sigona at Mandarin Oriental, Miami.



COLLEAGUE WELLNESS MONTH IN SEPTEMBER

The aim of this focus is to improve health and wellness, and engagement with each other. As an expansion of Colleague Wellness Week, it was an opportunity for us to strengthen our aim to create working environments that enhance opportunities for individual pursuits for personal wellness.



SILENT NIGHT ON 8 DECEMBER

Encouraging a time of reflection, the 10th anniversary of recognising this date started for spas around the world with a mindful evening opening ceremony, followed by wellness activities and silent spa treatments incorporating aromatherapy, sound therapy and meditative movement. Guests were invited to share their personal mindfulness mantras which were featured on Mandarin Oriental's social media platforms.



MANDARIN ORIENTAL, DOHA

HIGHLIGHT

QATAR HERITAGE WELLNESS SERIES AT MANDARIN ORIENTAL, DOHA

In November, wellness knowledge-sharing sessions connected to Qatari culture included a spiced tea workshop, souk spice tour, a mindful walk around Msheireb, Arabic Calligraphy, and Qatari coffee appreciation here in the capital.

CARING FOR OUR COLLEAGUES

With over 14,000 colleagues globally, delivering exceptional hospitality services across the portfolio, our people matter.

Our workforce spans five generations, each with unique motivations and engagement drivers. As we continue to grow, with an expanding pipeline of hotels and a global talent shortage in hospitality, it's crucial for us to not only attract top talent but also nurture and retain our current colleagues and get them on a path for continued success and future leadership roles.



To make this happen, we've created a colleague engagement strategy that's all about understanding and supporting our people.

Here are some of the ways we put this into action:



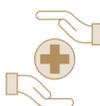
COLLEAGUE EXPERIENCE SURVEY

We regularly check in to gauge how colleagues are feeling, what drives their engagement, and to gather feedback on how we can improve. Their insights shape everything we do.



COMPETITIVE COMPENSATION & BENEFITS

We regularly review our compensation plans to ensure they're fair and competitive, tailored to each location and in line with industry standards - with the help of an independent third-party benchmark.



MEDICAL BENEFITS

Most of our locations offer medical coverage, either through private insurance or government health schemes, to ensure our colleagues stay healthy and supported.



VOLUNTEERING OPPORTUNITIES

We give all colleagues the chance to volunteer for one paid day each year. For example, the Mandarin Oriental Hyde Park, London Management Team spent two days with The Royal Parks Charity, giving back to the community and making meaningful connections along the way.



WELLNESS ACTIVITIES

We make wellbeing a priority with global programmes designed to keep our teams feeling their best - both physically and mentally.



HOUSING SUPPORT

In many situations, we provide housing for our colleagues, with high standards to ensure they feel comfortable and valued in their homes-away-from-home.

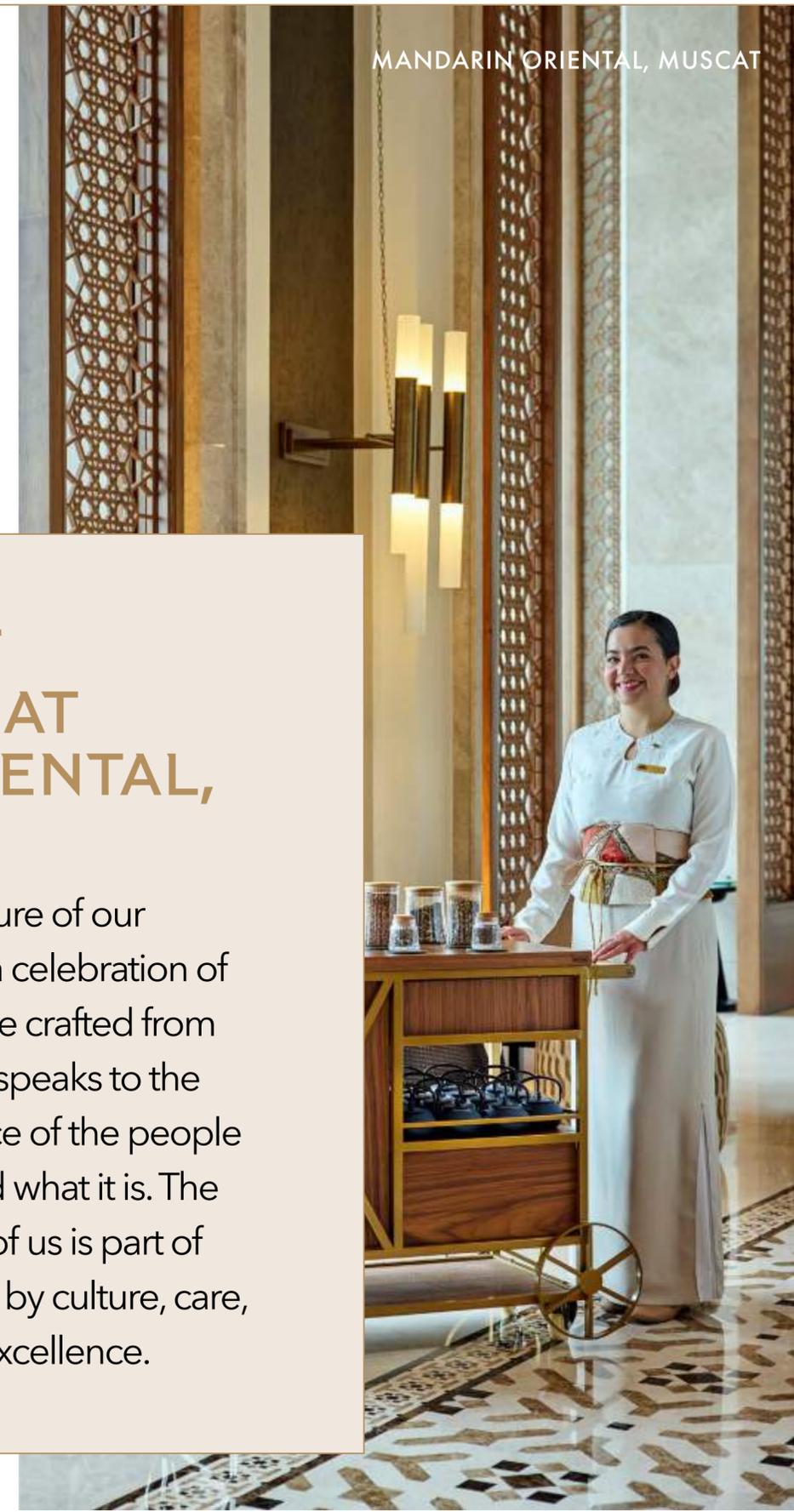
We're committed to making sure our people feel engaged, supported, and valued, so they can continue to thrive with us.

HIGHLIGHT

OMANI GIFT OF APPRECIATION AT MANDARIN ORIENTAL, MUSCAT

As a small but meaningful gesture of our appreciation to our team, and a celebration of Oman's rich heritage, rings were crafted from genuine Omani copper which speaks to the enduring strength and resilience of the people who make this part of the world what it is. The rings are a reminder that each of us is part of something bigger - connected by culture, care, and a shared commitment to excellence.

MANDARIN ORIENTAL, MUSCAT



MANDARIN ORIENTAL, CANOUAN



Mental Health First Aid training aims to empower our colleagues with knowledge and skills to take good care of themselves, recognise poor mental health in others, and help find suitable support when needed. The course consists of four mandatory three-hour online sessions, and a certificate accredited by the Royal Society for Public Health upon full completion.

Striving for Certified Mental Health First Aiders

A training initiative designed to empower colleagues with the skills to look after their own wellbeing, support one another in spotting signs of poor mental health, and helping give guidance towards the right support. It included four mandatory three-hour online sessions, with the Royal Society for Public Health-accredited certificate awarded upon completion. In 2024, 132 colleagues earned their certification.

SPOTLIGHT



LAURA WILSON

REGIONAL DIRECTOR OF
PEOPLE AND CULTURE, ASIA PACIFIC

Laura enrolled for the Mental Health First Aider training, to gain more insights into mental health, and how to best support someone in struggles.

"Everyone's frame of reference is unique and influenced by our life experiences. This is something we need to step back and consider when we support others and apply our Mental Health First Aid action plan", Laura shared.

As a Mental Health First Aider, Laura is passionate about taking good care of herself, colleagues, and offering wholehearted support to those in need.

Learning & Development

SOMMET EDUCATION PARTNERSHIP

In 2024, we joined forces with Sommet Education - a global leader in hospitality education - to help shape the next generation of talent, celebrate diversity, and reimagine learning and development for a fast-evolving industry. Bringing together Mandarin Oriental's long-standing commitment to excellence and Sommet's forward-thinking approach, with campuses in Switzerland, Spain, China and the UK, our partnership focuses on three key areas:

- » Creating hands-on, real-world learning experiences for students
- » Supporting our colleagues' growth through tailored training programmes
- » Opening meaningful career opportunities for emerging talent

Sommet Education's respected network of schools - including Les Roches, Glion, École Ducasse, Invictus Education, the Indian School of Hospitality and the Sommet Education Foundation - is aligned with our mission to inspire and elevate those building careers in luxury hospitality.

ANNUAL COLLEAGUE SUSTAINABILITY TRAINING

This past year saw the successful rollout of our annual sustainability training, completed by all full-time colleagues available in both online and in-person learning formats. The 2024 focus: Modern Slavery Awareness and Prevention - a crucial topic that reinforces our shared responsibility in protecting human rights across every level of our operations.



GLION STUDENTS, PART OF SOMMET EDUCATION PARTNERSHIP

Exceptional Colleagues

Launch of Fans of the Exceptional Podcast in early 2025, for aspiring talents who share our passion for luxury hospitality.

Our Colleague Journey

We support different individual skill sets and learning styles, aiming to upskill and elevate internal mobility of our colleagues. Our learning and development team takes great pride in ensuring their educational journey is smooth from the moment they join, with a series of curated in-person programmes such as MOve Up, MOve Forward, MOve Ahead Leadership Development Programmes, and MBA Executive Programmes.

Inclusion, Equity and Diversity (IE&D)

Creating a workplace where everyone feels seen, heard, and valued, no matter their background or identity is not just a topic we talk about, but a way of being that we live and breathe every day. Over the past year, we've focused on shifting mindsets and building awareness, especially among our senior leaders, while holding space for honest conversations with colleagues across the business. We're proud of the progress we've made in building more balanced leadership teams. Today, we have five female General Managers and eight female Hotel Managers - a reflection of our ongoing commitment to equity and empowerment. But we know the work doesn't stop here, and we're dedicated to continuing this momentum.

CREATING A SAFE, RESPECTFUL AND INCLUSIVE WORKPLACE

In 2024, every one of our colleagues took part in our global Safe, Respectful and Inclusive Workplace e-learning - a core programme that brings our IE&D principles to life, sets clear standards for respectful behaviour, and reinforces our promise to create a workplace where everyone feels valued and protected. As part of transformation plan, we're aiming for more real conversations, tailored to local contexts, and fresh learning experiences that make these values part of how we show up every day.

BREAKING BIAS, BUILDING BELONGING: FROM AWARENESS TO IMPACT

Building on our Hiring with Impact initiative launched in 2023, we kept up the momentum in 2024 with global unconscious bias workshops for our People & Culture Directors and hiring managers. These weren't just about raising awareness - they gave our leaders practical tools for inclusive hiring strategies to fairer interview practices. At the same time, we launched Break the Bias - a bold visual campaign that flipped stereotypes on their head by celebrating senior women leading in traditionally male-dominated roles such as in engineering, F&B and IT. These stories sparked conversations and challenged assumptions - exactly what is needed to move the dial.

SPOTLIGHT

A LEADERSHIP LANDMARK: AMANDA HYNDMAN



In November 2024, Amanda Hyndman was promoted to Chief Operating Officer, the first woman to hold this prestigious position in the company. With 40 years of experience in the hospitality industry, including 18 years dedicated to Mandarin Oriental, Amanda exemplifies unwavering commitment and dedication to the Group's success. This milestone reflects Amanda's personal achievements and signifies a progressive step for Mandarin Oriental leadership. At the age of 28, Amanda was appointed as a General Manager, a remarkable achievement that highlights her exceptional capabilities in the hospitality industry. Her career has shown grace, hard work, and dedication, inspiring those around her to strive for excellence in their own roles. Amanda's journey serves as a powerful reminder that determination and passion can lead to significant accomplishments, setting a standard for aspiring leaders in the industry.

Celebrating Diversity: Global Events

Throughout the year, we marked important inclusion milestones through global campaigns that amplify diverse voices and lived experiences:

INTERNATIONAL WOMEN'S DAY 2024 ON 8 MARCH

Celebrating the incredible women of our Group by sharing their inspiring career journeys, stories of resilience, and leadership, we're ever shining a spotlight on the women who are shaping our future and inspiring us all to reach new heights by celebrating women in leadership as inspiration across Mandarin Oriental in an active social campaign and local events hosted across our properties and corporate offices.

PRIDE MONTH 2024 IN JUNE

We celebrated diversity and allyship by valuing and respecting the LGBTQIA+ community - this acronym stands for Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, and Asexual, with the plus symbol representing other diverse sexual orientations and gender identities - through events, initiatives, and heartfelt support, creating a space where everyone could be their true, authentic selves. We showcased our solidarity by backing colleague-organised Pride festivities with rainbow-themed food and beverage offerings created by the group's culinary innovators. Our hotels also did amazing work partnering with charities, and LGBTQIA+-friendly bars and theatre productions to create unique Pride experiences. In the corporate offices, we also hosted several events to raise awareness and celebrate Pride, including external speakers.

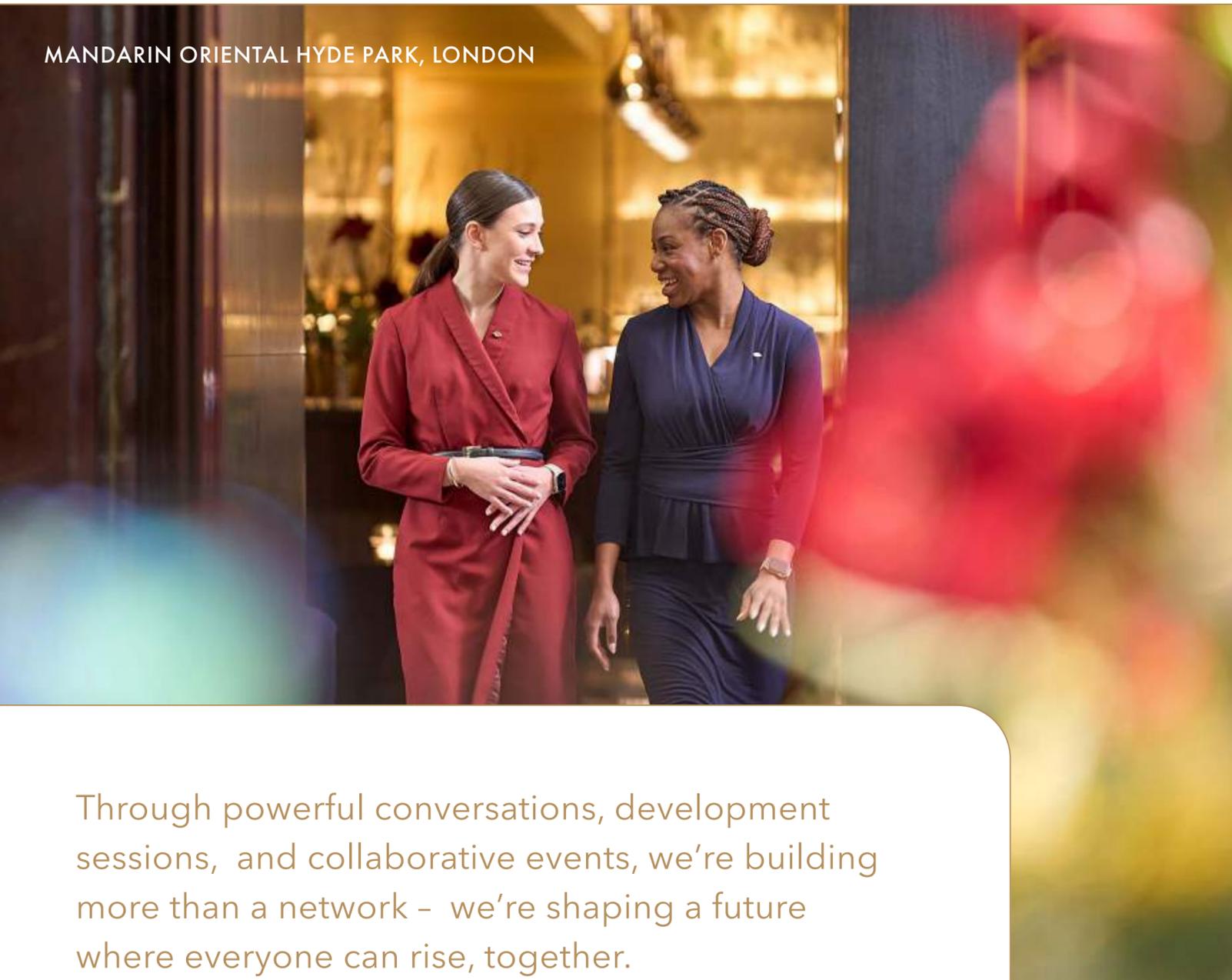


Looking Ahead: From Council to Community

EMBEDDING IE&D INTO GOVERNANCE AND OUR EVOLVING TALENT STRATEGY

In 2024, we began a meaningful shift - moving away from treating inclusion, equity, and diversity as a separate initiative, and instead making it a guiding principle woven into every part of the colleague journey. From how we hire and develop talent to how we recognise and reward our people. Looking ahead to 2025, our focus will sharpen up even more. We want to improve representation of women in senior leadership, particularly in operational roles where progress has traditionally lagged. This means a more thoughtful, data-driven approach - with smarter succession planning, targeted development opportunities, and leadership conversations that really move the dial. Our IE&D Council continues to play a vital role in this work - a collective of passionate voices from across the business who help shape our direction, keep us accountable, and make sure inclusion stays at the heart of how we grow. Reporting directly to our Group Chief Executive and sitting within our Group Sustainability framework, the Council ensures we stay focused not just on good intentions - but on meaningful, measurable change.

MANDARIN ORIENTAL HYDE PARK, LONDON



Through powerful conversations, development sessions, and collaborative events, we're building more than a network – we're shaping a future where everyone can rise, together.

Diversity and gender equality in hospitality businesses drive innovation, improve decision-making, and boost profitability, with studies according to McKinsey & Company showing that companies with diverse teams are 33% more likely to outperform their competitors and experience higher employee satisfaction and retention.¹

CREATING COLLEAGUE RESOURCE GROUPS (CRG)

Set up to exist from 2025, a broader, colleague-led model, these CRGs are supported by People & Culture to create space for connection, allyship, storytelling and advocacy. The first of these, the Women in Mandarin Oriental CRG, will launch in 2025 to support the advancement and visibility of women and accelerate our progress toward balanced leadership. Beyond representation, this group will focus on identifying and addressing systemic and cultural barriers that may impact women's growth and access to opportunity. From flexible work design to career pathways and mentorship, the CRG will play a vital role in co-creating meaningful, sustainable change – shaping a workplace where all women can thrive.

HIGHLIGHT

WOMEN IN MANDARIN ORIENTAL COLLEAGUE RESOURCE GROUP

Inspired by what we heard in the 2024 Colleague Experience Survey, we're proud to introduce a new community designed to uplift women, spark inclusive conversations, and nurture leadership across every part of our business. Open to all colleagues – no matter their role, gender or location – this Colleague Resource Group is a space for honest connection, shared learning, and mutual support. Here, women and male allies can come together to swap stories of how and why it is a positive force, to tackle challenges, and most importantly, to progress.

1. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>



MANDARIN ORIENTAL BANGKOK

2024 MANDARIN ORIENTAL SUSTAINABILITY STARS AWARD GOES TO MANDARIN ORIENTAL, BANGKOK

Their dedication to advancing sustainability and social responsibility hit all the right notes, in terms of our values. Showing true teamwork, they logged an impressive 10,425 volunteer hours in 2024, nearly doubling their target. Their annual FANTastic Fundraiser has raised over US\$200,000 since 2013 for the Baan Nokkamin Foundation, supporting underprivileged youth. The Afternoon Tea for Trees campaign, raised funds for forest restoration and doubled their planting to a total of 2,000 trees in Nong Thale, Krabi. Their newly installed compost machine turned 300kg of wet waste into 60kg of fertiliser every day, promoting a circular economy. And, since you can better manage what you measure, the team ensured timely updates on Greenview Portal and completed their Sustainability Balanced Scorecard self-evaluation with precision.

Sustainability Champions

Human determination is what helps work our magic, and a colleague is chosen at each of our hotels, to push forward our mission. Our robust sustainability governance structure gives them support and arms them with an array of toolkits and resources accessible through our intranet – and we all stay alert to solutions and innovations.



My proudest moment has been seeing our accomplishments and accreditations for our sustainability commitment realised – especially our GSTC certification in 2024.

Being an environmental engineer, I've always been deeply interested in all that the Earth is. My thesis was an in-depth study on wastewater decontamination, water treatment, waste management, air pollution, and renewable energy: these are themes that I have always enjoyed – I'm a very curious person about everything.

**ANNA COZZI, CLUSTER DIRECTOR OF ENGINEERING,
MANDARIN ORIENTAL, MILAN AND MANDARIN ORIENTAL, LAGO DI COMO**



I grew up in the Swiss Alps, close to nature, and the importance of taking care of nature has been part of my life since a young age.

Animal welfare, the importance of clean water, avoiding garbage pollution, recycling and reusing, clean energy such as hydroelectric power, cage-free eggs, certified cacao, and coffee are all topics that have been close to my heart for a long time. Here in Shenzhen, the huge progress the city and China have made in recent times makes me happy – and alongside the parks, trees and greenery, electric cars and technology, the protection of the mangrove wetlands and birds are especially refreshing in a megacity with a population of 17.5 million.

RETO WEBER, EXECUTIVE CHEF, MANDARIN ORIENTAL, SHENZHEN

Being nominated in the Stelliers, in the Green & CSR Hotelier of the Year category, was an incredibly meaningful recognition of my efforts and our team's commitment to embedding sustainability into our daily operations.

I was especially honoured to be nominated alongside Chef Richard Ekkebus, whose work in Hong Kong is widely respected in sustainable hospitality. As chefs, we have the power to drive change far beyond the kitchen. Every ingredient we choose and every process we implement can have a meaningful impact not just on the environment but also on the chefs we mentor. They are the future Chefs de Cuisine who will shape the culinary landscape for generations. It's incredibly fulfilling to be part of a movement that blends creativity with responsibility, knowing that our choices can inspire better decisions tomorrow.

IVAN ARROYO, CHEF DE CUISINE, MANDARIN ORIENTAL, SHENZHEN



From the initial Green Team and 3R initiatives to the broader Sustainability and ESG framework, seeing the impact firsthand is incredibly rewarding.

I'm also proud of the exceptional teamwork in driving these initiatives; my colleagues' dedication has resulted in the hotel securing prestigious certifications and awards positioning Mandarin Oriental as a recognised sustainability leader among Kuala Lumpur hotels. We must do something to protect our planet for future generations, whether at the workplace or at home. Living sustainably is no longer an added value, but it is an absolute necessity towards a greener environment and for upholding the rights of future generations.

MASAYU ROSLAN, DIRECTOR OF QUALITY & SUSTAINABILITY, MANDARIN ORIENTAL, KUALA LUMPUR



RESPONSIBILITY FOR OUR COMMUNITY



MANDARIN ORIENTAL, KUALA LUMPUR



OUR COLLECTIVE IMPACT



CLOCKED OVER
78,000
VOLUNTEER
HOURS



MORE THAN
500
COMMUNITY
INITIATIVES



OVER **US\$293,000**
IN-KIND DONATIONS
AND
US\$227,000 IN
CASH CONTRIBUTIONS



CLICK TO PLAY
Video will open in a new window

WATCH ME

HOTELS WITH A HEART:

Our corporate social responsibility commitments extend far beyond guest experiences: our team is planting trees, cleaning rivers, preserving culture, thanks to more than 78,000 volunteer hours put towards charitable initiatives across the past year.

MANDARIN ORIENTAL, NEW YORK



A Day of Volunteering For All

Since 2023, all colleagues were offered one paid day to take part in volunteering as part of the group-wide #MOgiving initiative.

Asian Cultural Council's Mandarin Oriental Fellowship for Cultural Heritage Preservation

19 years of support and total donations of US\$30,000 in 2024.

US-based FANtastic Match programme matched donations totalling US\$24,000 to US charities.

City Harvest

MANDARIN ORIENTAL, NEW YORK

The genius of this food-excess-rescue service is that they pick up nutritious food which might otherwise go to waste, and distribute it to hundreds of soup kitchens, food pantries and community outlets across the five boroughs of New York City - also helping swerve the environmental effects of food waste.

His House Children's Home

MANDARIN ORIENTAL, MIAMI

This private non-profit, faith-based organisation in Florida is dedicated to uplifting the lives of children in foster care, from newborns to 18-year-olds.

The Franciscan Children's Fund

MANDARIN ORIENTAL, BOSTON

Making compassionate environments possible for children with complex medical, mental health and educational needs to receive specialised care, so that they can reach their fullest potential and live their best life.

MANDARIN ORIENTAL, BANGKOK



HIGHLIGHT

CANOUAN RESILIENCE FUND AT MANDARIN ORIENTAL, CANOUAN

In response to Hurricane Beryl in July 2024, 10% of revenue from guest stays from its reopening date of 15 November 2024 onwards were donated to this fund to help future-proof and improve the island's infrastructure here in Saint Vincent and the Grenadines. US\$40,000 was donated to humanitarian work care of the Disaster Network of Assistance Rotary Action Group in communities that were impacted.

HIGHLIGHT

THE FANTASTIC FUNDRAISER AT MANDARIN ORIENTAL, BANGKOK

More than 300 colleagues took part in a 5km or 10km run around Lumpini Park to raise THB1.6 million for the Baan Nokkamin Foundation, which supports orphans, street children, and underprivileged youth. This has meant more than US\$200,000 raised in total since 2013.



MANDARIN ORIENTAL, MIAMI

HIGHLIGHT

A SPECIAL CHRISTMAS STORY AT MANDARIN ORIENTAL RITZ, MADRID

The creation of a purpose-led Christmas tale with children's author Mónica Carretero saw the renowned illustrator and writer gently tackle the topic of Alzheimer's. This is a hotel with a history of investing in the Spanish arts and culture, from the restoration of the 17th-century painting Chinese Porcelain with Flowers by Jacques Linard in the Thyssen-Bornemisza Museum, to the National Company of Classical Ballet's performance of La Sylphide.

HIGHLIGHT

BE A VOICE GALA AT MANDARIN ORIENTAL, MIAMI

Since 2000, this annual black-tie event has hosted silent and live auctions to raise funds for the Voices For Children Foundation which provides services for children in foster care. The gala was also brought to life thanks to the culinary and banquets teams volunteering their time.

HIGHLIGHT

QATAR ANIMAL WELFARE SOCIETY AT MANDARIN ORIENTAL, DOHA

Walking dogs and caring for cats were some of the ways that colleagues helped this organisation which has been looking after stray and abandoned animals since 2004.

MANDARIN ORIENTAL, JAKARTA



HIGHLIGHT

EMMANUEL FOUNDATION AT MANDARIN ORIENTAL, JAKARTA

Servings of the signature American Chocolate Cake in The Mandarin Oriental Cake Shop are all the sweeter knowing a percentage of profits from the sale goes to this mentoring initiative supporting education services for disadvantaged and marginalised individuals and families, as well as workshops imparting essential skills for those keen to grow careers in hospitality.

HIGHLIGHT

NICHOLLS SPINAL INJURY FOUNDATION AT MANDARIN ORIENTAL HYDE PARK, LONDON AND MANDARIN ORIENTAL MAYFAIR, LONDON

Nine colleagues ran a total of 712km in 24 hours - the equivalent of just under 17 marathons - to raise around £10,000 for the charity, funding research and development into a cure for paralysis.



MANDARIN ORIENTAL HYDE PARK, LONDON AND MANDARIN ORIENTAL MAYFAIR, LONDON

CULTURAL AND HERITAGE

Signature fans



MANDARIN ORIENTAL MAYFAIR, LONDON

Created by the House of Vivienne Westwood, Mandarin Oriental Mayfair, London's fan is inspired by the historic Hanover Square.

The design sees two - figures meeting, dancing - inspired by traditional paper cut-outs and the models from Vivienne Westwood campaigns. The figures are alive - framed on a hand drawing of the square, turned on its head.



MANDARIN ORIENTAL, MUSCAT

Mandarin Oriental, Muscat's fan depicts a scene of Omani women representing the eleven Governorates of Oman, each possessing its distinct traditions, garments, and dialects, a subtle nod to the diverse tapestry of the nation.

Adding to its allure, the guard stick of the ribbing incorporates elements inspired by the Mashwak, while the circular patterns in the ribbing's centre draw inspiration from the Mafraq, both unique Omani jewels. The fan is encapsulated in Shirish wood native to the captivating Omani landscapes.



MANDARIN ORIENTAL QIANMEN, BEIJING

The custom-made fan is created by Chinese artist Xu Bing, using his own original art form "square word calligraphy," which organises alphabets into rectangular arrangements that resemble Chinese characters.

The calligraphy on the gold fan interprets the spiritual core of the hotel - "Unveil Beijing's Soul." It underlines the aesthetic concept and oriental roots behind Mandarin Oriental, reflecting this international luxury Group stepping into a traditional Hutong while maintaining its cultural authenticity, respecting its original characteristics and showcasing the spirit of the capital.

APPENDICES & MISCELLANEOUS



MANDARIN ORIENTAL, COSTA NAVARINO

CREDITS & THANK YOU



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

This report has been put together by the Sustainability Department spearheaded by Iris Lam, Director of Sustainability, Global Development, Florence Kwan, Sustainability Project Manager, and Angelica Klein, Sustainability Coordinator, with contributions from our Sustainability Champions, across the Group, supported by Group Brand and Reputation Chris Orlikowski, Winnie Chiu, and Alice Wu. Edited by Juliet Kinsman, Bouteco. Design is by Concrete Creative, Alana Ward, graphic designer and digital illustrator. Featured sustainability films by Drey Kleanthous, Nomadic Films.

PEOPLE AND CULTURE PERFORMANCE DATA

Total Workforce Data 2024



TOTAL WORKFORCE	MALE	%	FEMALE	%	TOTAL	%
BY REGION	8,485	59.50%	5,775	40.50%	14,260	
Asia	3,324	55.30%	2,684	44.70%	6,008	42.10%
Europe, Middle East & Africa	4,179	66.00%	2,155	34.00%	6,334	44.40%
The Americas	856	53.90%	731	46.10%	1,587	11.10%
Corporate	126	38.10%	205	61.90%	331	2.30%
BY EMPLOYMENT CONTRACT	8,485	59.50%	5,775	40.50%	14,260	
Full-time	8,405	59.90%	5,620	40.10%	14,025	98.40%
Part-time	80	34.00%	155	66.00%	235	1.60%
BY COLLEAGUE CATEGORY	8,485	59.50%	5,775	40.50%	14,260	
Line Staff	4,446	59.20%	3,068	40.80%	7,514	52.70%
Management	3,812	59.40%	2,601	40.60%	6,413	45.00%
Executive	227	68.20%	106	31.80%	333	2.30%
BY AGE GROUP	8,485	59.50%	5,775	40.50%	14,260	
Under 30	2,441	55.70%	1,945	44.30%	4,386	30.80%
30 to 50	4,875	61.80%	3,009	38.20%	7,884	55.30%
Over 50	1,169	58.70%	821	41.30%	1,990	14.00%
BY GENERATION	8,485	59.50%	5,775	40.50%	14,260	
Gen Y	4,427	60.90%	2,839	39.10%	7,266	51.00%
Gen Z	1,539	55.40%	1,237	44.60%	2,776	19.50%
Others	2,519	59.70%	1,699	40.30%	4,218	29.60%
EXECUTIVE TEAM AND BOARD OF DIRECTORS	MALE	%	FEMALE	%	TOTAL	%
BY AGE GROUP	10		5		15	
Under 30	-	-	-	-	-	-
30 to 50	3	75.00%	1	25.00%	4	26.70%
Over 50	7	63.60%	4	36.40%	11	73.30%
BY NATIONALITY	10		5		15	
Europe	7	63.60%	4	36.40%	11	73.30%
North America	1	50.00%	1	50.00%	2	13.30%
Oceania	2	100.00%	0	0.00%	2	13.30%



MANDARIN ORIENTAL, TOKYO

NEW HIRES	MALE	%	FEMALE	%	TOTAL	%
BY AGE GROUP	2,490	58.20%	1,785	41.80%	4,275	30.00%
Under 30	1,187	55.80%	941	44.20%	2,128	49.80%
30 to 50	1,134	60.60%	736	39.40%	1,870	43.70%
Over 50	169	61.00%	108	39.00%	277	6.50%
BY REGION	2,490	58.20%	1,785	41.80%	4,275	30.00%
Asia	822	54.40%	689	45.60%	1,511	35.30%
Europe, Middle East & Africa	1,409	62.90%	830	37.10%	2,239	52.40%
The Americas	230	51.90%	213	48.10%	443	10.40%
Corporate	29	35.40%	53	64.60%	82	1.90%
TOTAL TURNOVER	MALE	%	FEMALE	%	TOTAL	%
SEPARATIONS BY AGE GROUP	2,164	57.10%	1,623	42.90%	3,787	
Under 30	864	54.20%	730	45.80%	1,594	42.10%
30 to 50	1,096	59.40%	748	40.60%	1,844	48.70%
Over 50	204	58.50%	145	41.50%	349	9.20%
SEPARATIONS BY REGION	2,164	57.10%	1,623	42.90%	3,787	
Asia	796	54.90%	653	45.10%	1,449	38.30%
Europe, Middle East & Africa	1,128	59.80%	757	40.20%	1,885	49.80%
The Americas	219	53.90%	187	46.10%	406	10.70%
Corporate	21	44.70%	26	55.30%	47	1.20%
TURNOVER RATE BY AGE GROUP		25.50%		28.10%		26.60%
Under 30		35.40%		37.50%		36.30%
30 to 50		22.50%		24.90%		23.40%
Over 50		17.50%		17.70%		17.50%
TURNOVER RATE BY REGION		25.50%		28.10%		26.60%
Asia		23.90%		24.30%		24.10%
Europe, Middle East & Africa		27.00%		35.10%		29.80%
The Americas		25.60%		25.60%		25.60%
Corporate		16.70%		12.70%		14.20%

MANDARIN ORIENTAL QIANMEN, BEIJING



EMPLOYEE TRAINING HOURS	2022	2023	2024
AVERAGE TRAINING HOURS BY EMPLOYEE CATEGORY			
Manager	26.7	28.8	29.6
Non-Manager	23.5	26.3	58.2
AVERAGE TRAINING HOURS BY GENDER			
Male	23.1	26.3	44.4
Female	26.0	27.5	45.2
AVERAGE TRAINING HOURS PER EMPLOYEE	24.3	26.9	44.7

PEOPLE AND CULTURE PERFORMANCE DATA

Health and Safety Incidents 2024

PERFORMANCE INDICATOR	UNIT	2022	2023	2024
SAFE, SOUND & SUSTAINABLE				
Audit Results	% Compliance	93.3	94.56	94.47
Work-Related Injuries ¹	Fatality rate	0	0	0
	Rate of high-consequence work-related injuries	0.01	0.01	0.04
	Rate of recordable work-related injuries	2.55	2.60	3.11

1. Calculated based on 200,000 hours worked.

This Performance Table reflects our most up-to-date work-related injuries data, incorporating revised data on properties' total working hours that became available after the publication of our last Sustainability Report.

ENVIRONMENTAL DATA

NOTE:

- » GHG emissions are calculated using Greenhouse Gas Protocol's market-based method. The group's 2024 location-based GHG emissions was 217,119 metric tons CO₂e.
- » GHG emissions are not inclusive of fugitive emissions from refrigerants. In 2024, this was 5,394 metric tons CO₂e.
- » Five properties were excluded due to incomplete data. The Landmark Mandarin Oriental, Hong Kong and Mandarin Oriental, Canouan were partially closed in 2024, while Mandarin Oriental, Muscat, Mayfair, London and Qianmen, Beijing were newly opened and not fully operational in 2024.
- » This Performance Table reflects our most up-to-date GHG emissions, incorporating revised data on properties' renewable energy use that became available after the publication of our Annual Report.

PERFORMANCE INDICATOR	UNIT	2012	2022	2023	2024
ENERGY					
Absolute Energy Consumption (Actual)	GJ	1,045,228	1,739,819	1,871,590	1,967,833
	MMBTU	990,685	1,649,030	1,773,925	1,865,146
Energy Intensity (Actual)	MJ/sq m	1,812	1,323	1,422	1,424
	MBTU/sq ft	160	117	125	125
Direct Energy	Percentage	31%	24%	24%	23%
Indirect Energy	Percentage	69%	76%	76%	77%
Energy from Renewables	Percentage	4%	7%	8%	9%
EMISSION					
Absolute Emissions (Actual)	tons (metric) of CO ₂ e	120,195	192,599	203,660	200,448
	tons (US) of CO ₂ e	132,492	212,304	224,496	220,956
Emission Intensity (Actual)	kg CO ₂ e/sq m	208	146	155	145
	lb CO ₂ e/sq ft	43	30	32	30
Scope 1	Percentage	16%	12%	12%	13%
Scope 2	Percentage	84%	88%	88%	87%
WATER					
Absolute Water Consumption (Actual)	m ³	2,563,907	4,901,791	5,172,150	5,350,959
	million gallons (US)	677	1,295	1,366	1,414
Water Intensity	Litres/sq m	4,445	3,728	3,931	3,873
	gallons (US)/sq ft	109	91	96	95
WASTE					
Total Waste	metric tons	5,176	15,549	17,356	18,622
	kilopounds	11,411	34,280	38,262	41,054
Diverted Waste	metric tons	906	5,740	6,976	6,886
	kilopounds	1,998	12,655	15,378	15,181
Non-Diverted Waste Intensity	kilograms/sq m	12.62	7.86	7.89	8.50
	pounds/sq ft	2.58	1.61	1.62	1.74
Diversion Rate	Percentage	18%	37%	40%	37%



LRQA INDEPENDENT VERIFICATION STATEMENT



LRQA Independent Verification

Statement Relating to Mandarin Oriental

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

Terms of Engagement

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

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

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

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

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

LRQA Opinion

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

The opinion expressed is formed on the basis of a review of the reports generated in 2024 and is the professional judgement of the verifier.

LRQA's Approach

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

is rigorous and transparent.

Signed

Nigel S.L. Maud
Business Director – Retail & Hospitality

Dated: 06th May 2025

GLOBAL REPORTING INITIATIVE INDEX

Mandarin Oriental has reported the information cited in this index for the period from 1 January to 31 December 2024 with reference to the Global Reporting Initiative Standards. The GRI Standards are an internationally recognised set of indicators for economic, environmental and social aspects of business performance. Details of the GRI Standards can be found at globalreporting.org/standards.

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

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-1	Organisational details	About this Report (page 3) Corporate Profile (page 8) 2024 Annual Report (Corporate Information, page 3)
	2-2	Entities included in the organisation's sustainability reporting	About this Report (page 3) Corporate Profile (page 8)
	2-3	Reporting period, frequency and contact point	1 January to 31 December 2024 We are committed to publishing a sustainability report that outlines our environmental, social, and governance performance on an annual basis. sustainability@mohg.com
	2-4	Restatements of information	None during the reporting period.
	2-5	External assurance	We did not seek external assurance during the reporting period.
	2-6	Activities, value chain and other business relationships	Mandarin Oriental supports a large supply chain with thousands of suppliers working with our hotels and corporate office. Our approach to managing procurement and vendor relationships is mostly decentralised with properties directly selecting and purchasing most of the items used to support daily operations - most notably food, cleaning and spa products. Beyond our regular and ongoing purchases of items required for daily operations, our group also procures building materials, information technology, furniture, fixtures and equipment for our hotels and residences.
	2-7	Employees	People & Culture Performance Data: Total Workforce 2024 (page 67-69)
	2-9	Governance structure and composition	Governance Structure (page 19) 2024 Annual Report (Corporate Governance, page 112-144; TCFD Response, page 23-32) The Board comprises ten Directors, of whom 50% are considered independent non-executive directors, taking into account the independence considerations under the UK Corporate Governance Code (the Code), and 20% are female.

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 2: GENERAL DISCLOSURES 2021 (CONTINUED)	2-10	Nomination and selection of the highest governance body	2024 Annual Report (Board Composition and Operational Management, page 118-121)
	2-11	Chair of the highest governance body	2024 Annual Report (Chairman's Statement, page 6-7)
	2-12	Role of the highest governance body in overseeing the management of impacts	2024 Annual Report (The Board, page 114-117)
	2-13	Delegation of responsibility for managing impacts	2024 Annual Report (Corporate Governance, page 112-124)
	2-14	Role of the highest governance body in sustainability reporting	2024 Annual Report (Corporate Governance, page 112-144; TCFD Response, page 23-32)
	2-15	Conflicts of interest	2024 Annual Report (Principal Risks and Uncertainties, page 138-144)
	2-16	Communication of critical concerns	2024 Annual Report (Whistleblowing Policy, page 127)
	2-19	Remuneration policies	2024 Annual Report (Remuneration Report, page 129-132)
	2-20	Process to determine remuneration	2024 Annual Report (Remuneration Report, page 129-132)
	2-22	Statement on sustainable development strategy	Group Chief Executive's Vision (page 7)
	2-23	Policy commitments	Our ESG policies are formally endorsed by senior management, including representation from our Board of Directors. These policies are publicly available on our company's sustainability website . ESG Policies (page 18) Environmental Policy Human Rights Policy Supplier Code Of Conduct Diversity And Inclusion Policy Modern Slavery Statement
	2-24	Embedding policy commitments	ESG Policies (page 18) Responsible Procurement (page 43) Caring For Our Guests (page 45-48) Caring For Our Colleagues (page 49-57)
	2-25	Processes to remediate negative impacts	Human Rights Policy Modern Slavery Statement
	2-26	Mechanisms for seeking advice and raising concerns	Mandarin Oriental Speak Up platform operated by Deloitte: https://secure.deloitte-halo.com/MOHGSpeakUp
2-27	Compliance with laws and regulations	In 2024, there were no known instances of non-compliance with laws and regulations.	

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
	2-28	Membership associations	<p>Mandarin Oriental is a member of the Global Sustainable Tourism Council.</p> <p>We actively participate in local stakeholder groups including:</p> <ul style="list-style-type: none"> » Hotel Associations » Chambers of Commerce » Business Development Councils » Convention and Visitors' Bureaus and Promotion Organisations » Travel and Tourism Associations » Community Benefit Organisations » Employer Organisations and Professional Associations
	2-29	Approach to stakeholder engagement	<p>Mandarin Oriental engages closely with its key stakeholders through tailored channels to share updates on its sustainability efforts and overall business strategy:</p> <ul style="list-style-type: none"> » Guests: Encouraged to support sustainability via green linen programme, Mindful Meetings, and Fans of M.O.; feedback gathered through satisfaction surveys. » Local Communities: Supported through partnerships, local talent development, and colleague volunteering. » Industry Peers: Engaged via initiatives like the Net Zero Methodology for Hotels, Cornell Hotel Sustainability Benchmarking Index and Green Lodging Trends Report to promote sector-wide sustainability. » Colleagues: Involved through engagement surveys, health and safety checks, training, and sustainability champion roles. » Shareholders: Routine discussions with controlling shareholder Jardine Matheson Group on sustainability performance and risk management, supported by annual reports and feedback mechanisms. » NGOs & Advisors: Discussions with thought leaders across the industry and partnerships with NGOs; Greenview sits on our Sustainability Executive Advisory Panel (EAP) as an advisor. » Owners & Developers: Close partnerships and regular communications with owners and developers, from design and development to construction and property management. » Suppliers: Discussions with suppliers to explore responsible procurement opportunities; supporting local, sustainable and ethical wherever possible. <p>Insights from stakeholder engagement are used to directly inform Mandarin Oriental's materiality assessment and shape its ESG priorities.</p>
	2-30	Collective bargaining agreements	Data is not consolidated at the Group level for the reporting period.

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 3: MATERIAL TOPICS 2021	3-1	Process to determine material topics	<p>The key material issues identified through a materiality assessment built the foundation of the material topics that are discussed in this report. Additional key sustainability issues covered during on-going internal and external stakeholder engagement exercises have also been weaved into different report sections to demonstrate how we are integrating these engagements into business actions.</p> <p>The materiality assessment was facilitated by a third-party consulting firm, Greenview, where the Group evaluated a series of sustainability topics based on the degree of the Group's economic, social and environmental impacts (both actual and potential) and the level of stakeholder concern for each topic. We also considered issues that are specific to the travel and tourism industry.</p> <p>In 2023, we engaged key thought leaders from internationally recognised organisations to share their perspectives, to both validate and enhance our scope of material topics.</p>
GRI 201: ECONOMIC PERFORMANCE 2016	3-3	Management of material topics	2024 Annual Report
	201-1	Direct economic value generated and distributed	2024 Annual Report (Financial Statements, page 45-101)
GRI 201: ECONOMIC PERFORMANCE 2016 (CONTINUED)	201-2	Financial implications and other risks and opportunities due to climate change	2024 Annual Report (TCFD Response, page 23-32)
	201-3	Defined benefit plan obligations and other retirement plans	2024 Annual Report (Pension Plans, page 65-68)
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	3-3	Management of material topics	Responsible Procurement (page 43) Responsibility for Our Community (page 58-64)
	203-1	Infrastructure investments and services supported	Performance Highlights (page 9-12) Responsibility for Our Community (page 58-64)
GRI 205: ANTI-CORRUPTION 2016	3-3	Management of material topics	<p>Bribery and corruption are explicitly prohibited in our Code of Conduct, with oversight from our Group Finance and Risk Management functions. Internal Control Audits are also conducted at the Group's hotels and corporate offices in Asia Pacific, Europe and the Middle East. In the United States, a third-party audit firm conducts the audits. Additionally, we conduct background checks on prospective partners.</p> <p>We maintain whistleblowing policies and procedures to encourage the reporting of any inappropriate activity. Any failures to comply with the Code of Conduct are investigated and disciplinary action is taken as appropriate, up to and including termination.</p> <p>Supplier Code Of Conduct Human Rights Policy</p>
	205-3	Confirmed incidents of corruption and actions taken	Mandarin Oriental has not identified any confirmed incidents of corruption within the Group and with business partners.

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 302: ENERGY 2016	3-3	Management of material topics	Climate & Carbon (page 23-25) Energy (page 26-27) Renewable Energy (page 28-29)
	302-1	Energy consumption within the organisation	Environmental Data (page 70)
	302-3	Energy intensity	Environmental Data (page 70)
	302-4	Reduction of energy consumption	Climate & Carbon (page 23-25) Energy (page 26-29) Environmental Data (page 70)
GRI 303: WATER AND EFFLUENTS 2018	3-3	Management of material topics	Water (page 30-31)
	303-3	Water withdrawal	Water (page 30-31) Environmental Data (page 70) Sustainability Risk Assessment (page 18) Third-party water accounted for 97.1% of the total water footprint, while groundwater made up the remaining 2.9%.
GRI 304: BIODIVERSITY 2016	3-3	Management of material topics	Responsible Procurement (page 43) Sustainability Risk Assessment (page 18)
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity (page 35) Based on the last sustainability risk assessment conducted, at least 50% of Mandarin Oriental properties are located within 5 km of a recognised protected area and over 70% of the properties are located within 20 km of a recognised protected area. All properties are within 50 km of an endangered or critically endangered species identified by IUCN Red List Criteria. Given its proximity to protected areas, Mandarin Oriental actively supports biodiversity conservation initiatives that are locally relevant to the destinations where it operates.
GRI 305: EMISSIONS 2016	3-3	Management of material topics	Climate & Carbon (page 23-25) Energy (page 26-29)
	305-1	Direct (Scope 1) GHG emissions	Environmental Data (page 70)
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Data (page 70)
	305-4	GHG emissions intensity	Environmental Data (page 70)

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 305: EMISSIONS 2016 (CONTINUED)	305-5	Reduction of GHG emissions	Performance Highlights (page 9) Environmental Data (page 70)
	3-3	Management of material topics	Waste (page 32-34) Single-Use Plastic (page 41-42)
GRI 306: WASTE 2020	306-3	Waste generated	Waste (page 32-34) Environmental Data (page 70)
	306-4	Waste diverted from disposal	Environmental Data (page 70)
	306-5	Waste directed to disposal	Environmental Data (page 70)
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	3-3	Management of material topics	Responsible Development (page 37-40) Single-Use Plastic (page 41-42) Responsible Procurement (page 43)
	308-1	New suppliers that were screened using environmental criteria	Responsible Procurement (page 43) Mandarin Oriental screens suppliers across its priority responsible procurement categories, including seafood, coffee, tea, cocoa, sugar, cage-free eggs, and paper. Our procurement guidelines ensure that ingredients are sustainably produced and backed by third-party sustainability certifications where available.
GRI 401: EMPLOYMENT 2016	3-3	Management of material topics	Caring For Our Colleagues (page 49-57)
	401-1	New employee hires and employee turnover	Caring For Our Colleagues (page 49-57) People & Culture Performance Data: Total Workforce Data 2024 (page 67-69)
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	3-3	Management of material topics	Caring For Our Colleagues (page 49-57) Caring For Our Guests (page 45-48)
	403-9	Work-related injuries	People & Culture Performance Data: Health and Safety Incidents 2024 (page 69) Caring For Our Guests (page 45-48)
GRI 404: TRAINING AND EDUCATION 2016	3-3	Management of material topics	Caring For Our Colleagues (page 49-57)
	404-1	Average hours of training per year per employee	People & Culture Performance Data: Total Workforce Data 2024 (page 69)
	404-2	Programs for upgrading employee skills and transition assistance programs	Learning & Development (page 52) Caring For Our Colleagues (page 49-57)

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 404: TRAINING AND EDUCATION 2016 (CONTINUED)	404-3	Percentage of employees receiving regular performance and career development reviews	100% of hotel colleagues receive regular performance reviews. We have an established online performance management system, which gives colleagues and their managers the ability to track performance, training and overall professional development in real-time. The system prompts managers to have an annual conversation about colleagues' career aspirations and to establish a Personal Development Plan, in collaboration with each colleague.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	3-3	Management of material topics	Diversity And Inclusion Policy Caring For Our Colleagues (page 49-57)
	405-1	Diversity of governance bodies and employees	People & Culture Performance Data: Total Workforce Data 2024 (page 67-69) (Additional information on our Board of Directors can be found in the ' Investors ' section of our corporate website.)
GRI 408: CHILD LABOR 2016	3-3	Management of material topics	Human Rights Policy
	408-1	Operations and suppliers at significant risk for incidents of child labour	Human Rights Policy Responsible Procurement (page 43)
GRI 409: FORCED OR COMPULSORY LABOR 2016	3-3	Management of material topics	Human Rights Policy
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Caring For Our Colleagues (page 49-57) Human Rights Policy Modern Slavery Statement
GRI 413: LOCAL COMMUNITIES 2016	3-3	Management of material topics	Responsibility For Our Community (page 58-64)
	413-1	Operations with local community engagement, impact assessments, and development programs	Responsibility For Our Community (page 58-64) Modern Slavery Statement
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	3-3	Management of material topics	Responsible Procurement (page 43)
	414-1	New suppliers that were screened using social criteria	Responsible Procurement (page 43) Mandarin Oriental incorporates social criteria into its supplier screening and approval processes. New suppliers, particularly those in priority procurement categories such as coffee, tea, cocoa, sugar and vanilla are expected to uphold fair labour practices, avoid child or forced labour, and ensure safe and equitable working conditions in alignment with the Group's Modern Slavery Statement . These products are sourced through third-party certifications such as Fairtrade, Rainforest Alliance, and Bonsucro, ensuring they are ethically grown, harvested, and traded.

GRI STANDARD	DISCLOSURE	DISCLOSURE NAME	RESPONSE AND / OR LOCATION
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	3-3	Management of material topics	Caring for Our Guests (page 45-48)
	416-1	Assessment of the health and safety impacts of product and service categories	Caring for Our Guests (page 45-48)
GRI 418: CUSTOMER PRIVACY 2016	3-3	Management of material topics	<p>Caring For Our Colleagues (page 49-57)</p> <p>Mandarin Oriental's Data Privacy Policy provides guidance on information protection practices, which is focused on maintaining the confidentiality, availability and integrity of guest and colleague information. The information protection programme is designed to align with our Guiding Principles and leverage the strength of our company's culture. Policies and best practices are based on the ISO 27001 and 27002 standards for information security, and globally accepted principles for the privacy of personal information.</p> <p>Our Group Risk Management Committee governs the programme, with actions and responsibilities cascading to each of our properties.</p> <p>In the face of escalating threats to businesses over the past few years, the Group has made a strong commitment to information security with a focus on continuous improvement, so that we can identify and appropriately mitigate our risks and potential exposures to specific threats.</p>
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Mandarin Oriental 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.

GLOSSARY

Terms and acronyms featured
in the Mandarin Oriental
Sustainability Report 2024

A

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

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

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

B

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

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

C

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

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



MANDARIN ORIENTAL, SANYA

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

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

Certified Mental Health First Aider – a trained individual certified by the Royal Society for Public Health to provide initial support for mental health issues. They are equipped to recognise signs of mental distress, offer guidance, and connect individuals to appropriate resources, fostering a supportive environment.

Circularity Lab – a collaborative space or initiative focused on promoting circular economy principles. Circularity Lab at Mandarin Oriental, Canouan aims to innovate and develop sustainable solutions that minimise waste, enhance resource efficiency, and support the reuse and recycling of materials.



MANDARIN ORIENTAL, JAKARTA

D

Decarbonisation - the process of reducing carbon dioxide emissions associated with energy production and consumption. It involves transitioning to renewable energy sources, improving energy efficiency, and implementing technologies that capture and store carbon, aiming to mitigate climate change impacts.

E

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

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

F

FLHSS - our hotels have undergone the Fire Life Health Safety & Sustainability audit and achieved an average Group score of 94.47% for our Safe and Sound audit.

G

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

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

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

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

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

H

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

HVAC - Heating, Ventilation, and Air Conditioning. It refers to the systems and technologies used to control the indoor climate of buildings, ensuring comfort through temperature regulation, air quality improvement, and humidity control.

I

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

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

Inclusion, Equity, and Diversity (IE&D) - a framework promoting fair and just environments where all individuals, regardless of their backgrounds, have equal opportunities to thrive. Inclusion ensures everyone feels valued, equity focuses on fairness in resource distribution, and diversity embraces the variety of identities and experiences. This framework fosters collaboration and innovation.

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

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

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

J

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

K

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

L

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

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

M

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

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

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

O

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

P

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

Q

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

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

R

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

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



S

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

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

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

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

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

T

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

U

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

V

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

W

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

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

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

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

X

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

Y

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

Z

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





MANDARIN ORIENTAL

PUBLISHED IN 2025

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