SHANGRI-LA GROUP

Sustainability Report 2019

SHANGRI-LA ASIA LIMITED
Incorporated in Bermuda with Limited Liability
Stock Code: 69

Shangri-La's CSR Vision/Mission Statement

We commit to **operating in an economically, socially and environmentally responsible manner** whilst balancing the interests of our diverse stakeholders.

We strive to be a **leader in corporate citizenship and sustainable development**, caring for our colleagues and guests, **seeking to enrich the quality of life for the communities in which we do business and serving as good stewards** of society and the environment.

Highlights for 2019

CARING FOR OUR GUESTS

6 in 10 guests rated us 5 out of 5 for Overall Stay Experience

87 hotels certified to international standards for food safety management (ISO 22000/HACCP)

100% of high and medium-risk product suppliers assessed for compliance

EMPOWERING OUR COLLEAGUES

Shangri-La Academy Online launched worldwide to facilitate personalised learning anywhere, anytime

100+ e-learning modules in the pipeline for 2020

260K+ volunteer hours served on community projects

749 People with Disabilities employed (**1.85%** of permanent headcount in our hotels)

PARTNERING WITH LOCAL COMMUNITIES

111 Embrace projects worldwide
- USD2.1M invested
- 31,600+ beneficiaries
- 1,142 EMBRACE++ youth internships and apprenticeships

42,000+ sponsored meals for hungry children through our "Share the Flavour" campaign during Ramadan

Inaugural **group-wide fire drills and evacuation exercises** in partnership with local civil defense forces

SUSTAINABLE BUILDINGS

36 certified green buildings

90 GWh/year of energy savings from various green initiatives

120 CBM/year of freshwater savings from our showerhead replacement programme

11 hotels now serving in-room water in glass bottles

REDUCING ENVIRONMENTAL IMPACT

2019 vs 2018
4% Total Carbon Emissions
4% Total Energy Use

2019 vs 2018
19% Waste sent to landfills
17% Total kitchen waste

Recycling partnerships
- 149 tonnes of soap
- 12 tonnes of linen

91 hotels implementing paperless check-in

RESPONSIBLE CHOICES

15 Sanctuary projects > **65** endangered species protected

"Leadership in Sustainable Seafood" Award received from Marine Stewardship Council

1st hospitality group to partner with Alipay Ant Forest app; >**120,000** users have contributed green points to help us plant >**5,000** trees by 2021

6 million plastic straws and stirrers per year eliminated from our operations

About Shangri-La

The name Shangri-La evokes images of a mythical, harmonious world; perfect and beautiful.

*Our resorts and hotels are situated in some of the **most pristine natural environments** and some of the **most vibrant urban centres** around the world. In every place we do business, we aspire to live up to our name by providing **stewardship for sustainable development**.*

*We do this because we want to do right and it is **the right thing to do**.*

Shangri-La Asia Limited (Shangri-La or the Group) is incorporated in Bermuda with limited liability. It is primarily listed on the Stock Exchange of Hong Kong (HKEX) with a secondary listing on the Stock Exchange of Singapore (SGX). We are governed by our Board of Directors. For more information about Corporate Governance, please refer to our Annual Report, which is available at www.shangri-la.com/group/investors/public-disclosures.

Shangri-La International Hotel Management Limited (SLIM), headquartered in Hong Kong SAR, is a wholly-owned subsidiary of Shangri-La. SLIM operates from Hong Kong SAR, Shanghai, Beijing, Kuala Lumpur and Singapore to provide management services for Shangri-La hotels worldwide under four hotel brands — Shangri-La, Kerry, JEN by Shangri-La, and Traders.

In 2019, Shangri-La was listed on the Hang Seng Corporate Sustainability Index and Dow Jones Sustainability Asia Pacific Index. In addition to participating in the CDP Climate Change and Water Security surveys, we also subscribe to the UN Global Compact and have been recognised for our support of sustainable fisheries.

Welcome to our Sustainability Report 2019

We are committed to disclosing meaningful and timely information about our Environmental, Social and Governance (ESG) performance and management approaches with focus on material environmental and social topics for our hotel management services. Increasingly, we aim to leverage technology for better communication with our stakeholders and to help reduce our carbon footprint, such as by producing this Sustainability Report in digital format. An executive summary highlighting our sustainability initiatives is available in the Responsible Business Section of our latest Annual Report.

• **Scope of Sustainability Report**

The scope of key performance data in this report includes 99 operating hotels that have been in operation for at least one full calendar year and the Aberdeen Marina Club in Hong Kong SAR. There has been a change in scope compared with our 2018 Responsible Business Report resulting from the closure of two hotels, namely Hotel Jen Brisbane, Australia and Shangri-La Hotel, Doha, Qatar. Our latest hotel, Shangri-La Hotel Suzhou Yuanqu, opened in Mainland China during the reporting period but has yet to complete a full year of operation. Development programmes, property rentals and property sales of the Group are not currently within the scope of our ESG disclosures.

Report Scope

OPERATING HOTELS

Subsidiaries, including Under Operating Lease	59
Associates	22
Managed	18

Mongolia

Mainland China

Japan

United Arab Emirates

Oman

India

Myanmar

Thailand

Taiwan

Hong Kong SAR

Philippines

Sri Lanka

Maldives

Malaysia

Singapore

Indonesia

Asia

Hong Kong SAR

India
Bengaluru
New Delhi

Indonesia
Jakarta
Surabaya

Japan
Tokyo

Mainland China
Baotou
Beihai
Beijing
Changchun
Changzhou
Chengdu
Dalian
Fuzhou
Guangzhou
Guilin
Haikou
Hangzhou
Harbin

Hefei
Huhhot
Jinan
Lhasa
Manzhouli
Nanchang
Nanjing
Ningbo
Qingdao

Qinhuangdao
Qufu
Sanya
Shanghai
Shangri-La
Shenyang
Shenzhen
Suzhou
Tangshan
Tianjin
Wenzhou
Wuhan
Xiamen

Xian
Yangzhou
Yiwu

Malaysia
Johor
Kota Kinabalu
Penang
Kuala Lumpur

Maldives
Male
Villingili

Mongolia
Ulaanbaatar

Myanmar
Yangon

Oman
Muscat

Philippines
Boracay
Cebu
Manila

Singapore

Sri Lanka
Colombo
Hambantota

Taiwan
Tainan
Taipei

Thailand
Bangkok
Chiang Mai

United Arab Emirates
Abu Dhabi
Dubai

Fiji

Australia

United Kingdom

France

Turkey

Mauritius

Canada

Oceania

Australia
Cairns
Sydney

Fiji
Yanuca

Europe

France
Paris

Turkey
Istanbul

United Kingdom
London

Africa

Mauritius

North America

Canada
Toronto
Vancouver

This report complies with relevant provisions from HKEX Main Board Listing Rule 13.91 and ESG Reporting Guide. In line with international best practices, it has also been prepared with reference to

GRI Standards from the Global Reporting Initiative. For more information, please refer to the HKEX ESG Content Index and GRI Content Index respectively at the end of this report.

We welcome your feedback on the content of this report and our overall sustainability performance. Please contact us at csr@shangri-la.com.

• **Sustainability in Shangri-La**
Our approach to prioritising ESG issues is shaped by our stakeholders' expectations and priorities for sustainable development. We seek feedback from our guests through satisfaction surveys, and we actively engage with our colleagues and local communities on an on-going basis. In addition to meeting regularly with investors and responding to their queries, we participate in external surveys such as the Dow Jones and

Hang Seng Sustainability Indexes and CDP, which allow us to benchmark our performance with respect to local and international peers in the hospitality, real estate and other sectors.

The first comprehensive materiality assessment of our business was conducted in 2012, and in 2016 we interviewed a selection of our external stakeholders to ensure that the issues we had previously identified continued to be relevant. This

year, we have updated our materiality assessment to reflect important internal developments arising from the introduction of our Integrated Assurance Framework (IAF) and Balanced Scorecard. We are also mindful of the consultation outcomes recently published by HKEX concerning the review of its ESG Reporting Guide and related listing rules.

Stakeholder Engagement and Materiality

Material Issues for Our Hotels

Engagement with Key Stakeholder Groups

- **Shangri-La Senior Management**
- **Shangri-La Colleagues**
- **Investors/Business Community**
- **Guests & Corporate Clients**
- **NGOs/Sustainability Experts**
- **Key Group Suppliers**

Our Guest
• Guest Experience
• Safety & Security
• Cyber-security
• Food Safety
• Fire Life Safety

Our People
• Human Capital
• Learning & Development
• Employee Experience
• Occupational Health & Safety

Our Community
• Waste
• Volunteering

Our Envinronment
• Climate Impacts
• Water Stress
• Biodiversity & Conservation

Material Risks for the Group

- **Safety & Security**
- **Legal, Regulatory & Compliance**
- **Human Capital**
- **Procurement & Supply Chain**
- **System & Cyber-security**
- **Reputation**
- **Commercial & Economic Concentration**
- **Investment & Geopolitics**
- **Finance**

Managing ESG Risks

Good corporate governance is integral to achieving sustainable, long-term value-creation through our business.

- *Sound and effective systems of risk management and internal control are the cornerstone of corporate responsibility*

Since December 2018, we have adopted an Integrated Assurance Framework (IAF) to support the Group's strategic focus and growing business needs as well as to promote a responsible risk-management culture and develop a common language for risks and internal controls across all business units. Collectively, our four Lines of Defence (LODs) provide integrated assurance to the Board and Shareholders as follows: 1st LOD by Regions & Hotels/Properties; 2nd LOD by Corporate Headquarters; 3rd LOD by our Integrated Audit Department and 4th LOD by our External Auditor.

The Group approaches risk-management through the IAF by applying the key principle of integrated assurance to ensure key operational risks of Safety & Security, Legal, IT & Cyber Security, Human Capital and Procurement are managed with clear accountability. We are committed to working progressively through the current and emerging material ESG issues facing our business in order to strengthen our commitment to ESG goals and objectives.

- **Code of Conduct and Ethics**

  In all dealings with our guests, colleagues, business partners, shareholders and suppliers, the Group is committed to upholding the core values that define our reputation and brand, namely integrity, fairness, respect, ethical business conduct and excellence in service. The Group has in place a Code of Conduct and Ethics that reaffirms and promotes these values by setting out the standards required of our directors, officers and employees in the performance of their duties. The Group is committed to conducting its affairs in full compliance with all applicable laws, rules and regulations.

- **Climate-related Risks**

  We constantly strive to better understand the impact of environmental and climate-related risks on our businesses in order to develop appropriate mitigation and adaptation measures. For more information please refer to our CDP Climate Change survey response, which is updated annually.

- **Procurement & Supply Chain**

  Effective and responsible engagement with our suppliers is important for maintaining our competitive advantage and ensuring the quality of services we provide to our guests. It also allows us to leverage our influence and promote sustainable development of local communities in all places we do business.

  We have a comprehensive Supplier Code of Conduct (SCoC), which states our expectations with regard to legal and regulatory compliance, product safety and quality, business integrity and ethics, labour standards, the environment, anti-corruption, record-keeping, confidentiality, data protection and intellectual property rights. Our preference is always to do business with partners who go above and beyond our basic requirements in terms of environmentally and socially responsible behaviour.

In 2019, we are not aware of any instances of non-compliance with laws and regulations that have a significant bearing on the performance of the Group.

Our Supply Chain

Suppliers by Geographical Region

- China 28%
- Rest of the World 72%
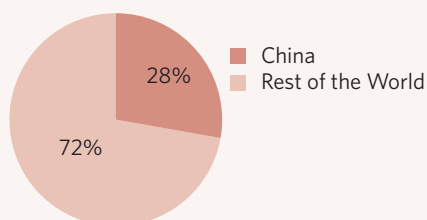
> 20,000
Suppliers of goods and services to the Group

As a signatory to the UN Global Compact, the Group is committed to upholding fundamental human rights.

To ensure proper respect for human rights throughout our supply chain, we insist that our suppliers must implement fair, humane and non-discriminatory employment practices, treat their employees fairly, and respect diversity and inclusion. We do not condone any form of forced labour, including coerced, bonded, indentured or child labour; nor do we condone any form of slavery and/or human trafficking, or any contribution thereto.

Since 2010, we have banned shark fin from our Chinese restaurants and banquet menus. Our hotels source sustainable seafood products certified by the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC). In 2019, the Group received MSC's "Leadership in Sustainable Seafood Award" and Futian Shangri-La, Shenzhen received MSC's "China Hotel of the Year Gold Award."

Working Together to Make a Difference: Reducing Single-Use Plastics

6m Single-use straws/stirrers eliminated

11 Hotels serving in-room water in glass bottles

11 Tonnes of plastic packaging saved/year by switching to paper wrapping for in-room slippers

In 2019, we implemented a group-wide ban on plastic straws and stirrers, switched to glass bottled water for more venues and outlets, and introduced greener packaging for our in-room slippers. These initiatives are part of our overall plastic reduction roadmap, under which we plan to tackle many more items, including packaging for bathroom amenities, takeaway containers, utensils and more.

We are working closely with our suppliers to achieve the right balance. Our goal is to raise awareness and improve acceptance for reducing single-use plastics among our colleagues and guests, while investing in long-term alternative solutions that will not wcompromise our guest experience.

SKIP THE STRAW

SAVE THE OCEAN'S FLOW WHEN YOU SAY NO

In celebration of World Oceans' Day on June 8, Shangri-La at the Fort will no longer be serving straws with your drinks.

Our Guests

Sustainability is a collaborative effort.

- *Everyone can help to protect our fragile planet; we strive to inform and educate our colleagues, guests and suppliers about best practices.*

- *We aim to do our best to make responsible choices and to encourage others – guests, colleagues and third parties – to do the same.*

Our Balanced Scorecard is a strategic management tool for assessing the performance of our hotels in a holistic and transparent way with reference to measurable indicators that are quantified, benchmarked and aggregated. The scorecard system is designed to align our entire organisation behind a common set of key focus areas. It encourages both collaboration and personal accountability among our colleagues by rewarding them for teamwork as well as individual performance.

• Guest Experience

In order to ensure that all guests' feedback receives the priority it deserves, we track measurements of guest satisfaction through our Balanced Scorecard and link them directly to regular performance reviews of our colleagues.

Since 2018, we have implemented TrustYou, which is an independent comprehensive feedback measuring tool designed to help us evaluate guest satisfaction dynamically. It combines internal and external ratings data with an evaluation of our hotels' performance relative to competitors in each market. Our Post-Stay Guest Survey gathers information from guests on their Overall Stay Experience (OSE), which feeds into each hotel's TrustYou CompIndex score. Regular feedback to the hotels about their scores on key drivers for OSE provides useful insight for our colleagues to design and implement new initiatives that will continually enhance guest experience.

Key Drivers for Overall Stay Experience (OSE)

• Our People • Overall Arrival • Overall Departure • Overall Breakfast • Overall Guest Room & Bathroom

	2018	2019
Top-box OSE ratings across all hotels*	60.5%	63.0%
Post-Stay Guest Survey rate**	15.6%	15.8%

*   The percentage of ratings that are 5 out of 5. This measure reflects the number of "truly delighted" guests.

**   The number of completed surveys divided by total survey invitations sent to guests with an email address upon check-out.

Achieving Shared Goals: "Race for Hope"

We are the first hospitality group to launch on **Alipay Ant Forest**, a new app available from China's leading payment and lifestyle platform. This latest environmental protection campaign brings together all 50 Shangri-La hotels in mainland China to encourage daily participation from guests, colleagues and local communities under the banner of Shangri-La's "Race for Hope" programme.

Everyone is invited to earn and donate points by participating in eco-friendly activities, such as walking or using public transport. The points are converted into real trees that are planted and nurtured by local NGOs to help combat deforestation in vulnerable regions across China. With just a few simple steps on Alipay, we can all help to protect the planet.

Our Goal: To plant
5,000
trees by 2021

>120k
People who have contributed green points to "Shangri-La Ant Forest" (December 2019)

Earning and donating green points through "Shangri-La Ant Forest" will help combat deforestation in mainland China

To complement this online initiative, our hotels have been hosting various offline events, such as family-friendly races and fun-run competitions. On 1st December, over 700 people participated in our family-friendly 5km race and 2km fun-run at Century Park, Shanghai.

"We want to instill a sense of urgency that all of us must start doing our part now to save our planet."

Victor Vazquez, Executive Vice President – Operations, East China

Shangri-La's Race for Hope is a long-term programme initiated in 2019 to engage with as many people as possible and help change their lifestyles towards a better and heathier world.

• Safety and Security

The safety and wellbeing of our guests and colleagues is our highest priority. We strive to continually enhance security standards throughout our fast-expanding portfolio of properties and hotels.

Shangri-La has a number of policies in place concerning guest security, including but not limited to conflict resolution, crime, medical emergencies and emergency evacuations. Our Corporate Security Division is responsible for implementing these policies in line with our values and commitment to protecting human rights.

Cross-functional emergency response teams are on duty in our hotels 24 hours a day, 7 days a week. Each hotel undergoes an annual security audit to ensure that the Group's standard operating and emergency response procedures are robust and well understood. Together with our Group Business Continuity Plan, these procedures help to guarantee the highest standards of safety and security for our guests, colleagues and visitors. We also have a group-wide Security and Safety Reporting System (SSRS) in place to facilitate timely reporting and management of every incident.

- ## Cyber-Security

Shangri-La's Global Privacy and Data Protection Policy sets out our commitment to safeguarding the personal information of our guests and to respect data privacy in full compliance with relevant laws and regulations, including the European Union's General Data Protection Regulation that was introduced in May 2018.

 Customer Data Security & Data Privacy Protection

Security initiatives for customer facing websites and mobile app implemented in 2019

- Engaged an established and reputed external IT vendor to prevent web and "robot" attacks
- Implemented Two Factor Authentication (2FA) for Golden Circle membership accounts
- Educated Golden Circle members about password security, including reminders to change passwords regularly

Additional cyber-related initiatives (either implemented or in-progress in 2019)

- Engaged Symantec 24x7 security monitoring services
- Conducted regular internal threat hunting
- Implemented a series of server-related security measures, including tightening controls over privileged accounts
- Refreshed information security related policies and standards to enhance our internal management practices, including regular bug-fixes and reviews of our firewall

- ## Food Safety

87 Hotels with ISO 22000: Food Safety Management System/ HACCP

To maintain the quality of our guest experience as well as the integrity of our business, we are committed to safeguarding food safety in accordance with Shangri-La's comprehensive food safety management system. In parallel, many of our hotels implement local or international standards for food safety management.

In 2019, we strengthened our supplier management programme for F&B suppliers. Under the new system, all High and Medium-risk product suppliers must meet our stringent requirements via one of three methods.

 Enforcing High Standards

~1,400 (100%) High and Medium-risk suppliers identified and affirmed to meet our stringent requirements

Method 1	OR	Method 2	OR	Method 3
Proof of Certification e.g. ISO 22000/ GFSI recognised schemes		Third-party audit		Hotel hygiene audit (only applicable for small-scale suppliers)

- ## Fire Life Safety

Shangri-La's standards for Fire Life Safety (FLS) reference the USA National Fire Protection Association's regulations, China Green Building codes and other relevant codes for the countries in which we operate. At least one dedicated FLS manager is appointed in each hotel with responsibility for monitoring and maintaining our FLS systems. All hotels are subject to FLS Audits at least once a year to verify their compliance with the Group's standards and procedures.

In April 2019, we hosted a group-wide fire drill and evacuation exercise to strengthen our safety culture and prepare our colleagues to handle any emergency situation. Many of our hotels conducted fire drills and safety training activities in collaboration with local fire departments and civil defence forces.

Colleagues in Guangzhou participate in a fire drill and evacuation exercise in collaboration with the local Police & Fire Department

Our People

- *At Shangri-La, we strive to attract and retain talented people who are a good fit for our corporate culture.*
- *We promote a fair and inclusive workplace where all colleagues treat each other with courtesy and respect; we empower everyone to pursue their personal and professional goals.*

Meet our Colleagues

VALUED AND ENGAGED WORKFORCE

46,439 Employees

98% Work full-time

DIVERSITY AND EQUAL OPPORTUNITIES

42% Females overall

9% Females in top management positions

43% Females in junior management positions

749 PWDs employed in 2019

1.85% of our permanent headcount (hotels) in 2019

Our hotels partner with local organisations to create opportunities for people with disabilities (PWDs).

Employee Profile*

		Number	Share of total
By Age group	Under 30 years	16,155	35%
	30 – 50 years	25,302	54%
	Over 50 years	4,982	11%
By Region	Mainland China & Hong Kong SAR	24,416	53%
	Rest of World	22,023	47%
By Gender	Male	26,783	58%
	Female	19,656	42%
Total Employees		46,439	100%

Profile of New Hires and Employee Turnover**

		Newly Hired Employees		Employee Turnover	
		Number	Rate	Number	Rate
By Age group	Under 30 years	7,305	16%	6,255	13%
	30 – 50 years	4,608	10%	4,827	10%
	Over 50 years	464	1%	712	2%
By Region	Mainland China & Hong Kong SAR	7,642	16%	7,163	15%
	Rest of World	4,735	10%	4,631	10%
By Gender	Male	6,729	14%	6,343	14%
	Female	5,648	12%	5,451	12%

* Our employees are defined as workers who are in an employment relationship with the Group, including permanent and contract employees (full time and part time). In 2019, the Group also provided opportunities for 2,741 interns and trainees on a temporary basis.

** Method for calculation of rates: Number of employees in the sub-category hired or who have left our employment during the reporting period divided by total headcount at the end of the reporting period.

• Human Capital

Under our IAF, the Group risk category of Human Capital encompasses a number of material issues for our hotels, ranging from corporate culture, succession planning, talent acquisition & retention, and training & development, to employee engagement, payroll, absenteeism and health & safety. Considering the global nature of our operations, there are also significant legal, regulatory and compliance implications associated with human resource management in our hotels.

We are committed to ensuring that our workplaces embrace diversity and are free from discrimination on the basis of gender, race, religion, disability, marital status, sexual orientation, family status or any other personal characteristics. We do not condone harassment or any form of conduct that may cause our colleagues to feel embarrassed or uncomfortable at work.

> **Our Code of Conduct and Ethics sets out the standards we expect every employee to uphold. We have a whistleblowing and whistle-blower protection policy in place to support anyone who comes forward with a query or complaint.**

Leveraging the Power of the Digital Age: Shangri-La Academy Online

2019 was a year of transformation for learning with the introduction of **Shangri-La Academy Online**. This bespoke virtual platform facilitates learning anytime and anywhere; providing our colleagues with dynamic, engaging and relevant content that they can review at their own pace.
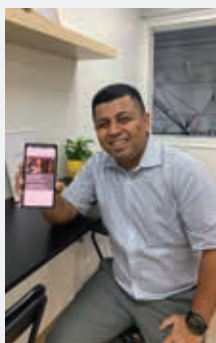
The content is organised into:

- **Essential Learning** – to know more about our brand, or comply with legal requirements
- **Functional Learning** – to enhance skills based on job functions
- **Leadership Learning** – to develop high potentials in line with our Leadership Competencies

Hotel Jen Tanglin Singapore was selected to pilot the new system early in 2019.

Zul is the Fire Life Safety (FLS) Manager at Hotel Jen Tanglin Singapore. As a former Singapore Civil Defence Force Fire fighter and officer, he has extensive experience conveying important knowledge and skills about FLS.

According to Zul, the best thing about Shangri-La Academy Online's new Global Fire Life Safety e-learning course is that it empowers his colleagues to take charge of their own learning process.

Alice from Housekeeping has worked at Hotel Jen Tanglin Singapore since 2013. She was one of our first colleagues worldwide to complete all essential learning courses via Shangri-La Academy.

At first, Alice found it challenging to adjust to the new way of learning but she quickly got up to speed and now goes online daily to keep herself updated on all the latest content.

"This learning tool caters for people of all ages, backgrounds and experiences."

"With the new App from Shangri-La Academy Online, every day is the start of a new learning journey!"

• **Learning & Development**

We foster a culture of active learning throughout our organisation. Every hotel, regional and corporate office has an annual budget amounting to 2% of payroll cost for learning and development initiatives, including essential, functional and leadership programmes, subscriptions for digital content from the Shangri-La Academy Learning Management System, on-the-job learning, and participation in internal or external workshops.

We strive to ensure that all learning is relevant and effective. In addition to using e-assessment to validate colleagues' experiences, we collect data from participants for course evaluation. To ensure consistency across the Group, our hotels maintain complete records of learning and development activities for all colleagues, which are subject to regular audits by our Corporate HR division.

Blended Learning

- Critical essential learning programmes – such as Fire Life Safety – are delivered in a "blended" format.
- This means learners first complete an online course to gain theoretical knowledge.
- Then they put their knowledge into practice during facilitated sessions under the guidance of a Fire Life Safety Manager. For example, using a fire extinguisher or a fire blanket in real-life settings.
- After completing the course, there is constant reinforcement of learning through regular drills and exercises.
- Some hotels also implement a buddy system, whereby experienced colleagues are assigned to support those who have less experience in acquiring new skills.

Culture of Learning

Core Learning	Goal: To drive consistent standards and enhance safety culture Features: • **100%** of eligible colleagues must complete and pass our core learning programmes (Code of Conduct, Hotel Security, Food Safety, Fire Life Safety and Information Security) • **5 – 21** days/colleague/year (depending on role and level of employment)
Shangri-La Academy (since 2004)	Goal: To build up the capability of all hotels to roll out digital learning Features: • > **100** e-learning programmes in the pipeline for 2020
Nurturing Talent	Goal: To actively implement talent review and succession planning processes Features: • Leadership teams are responsible for identifying and stewarding the development of high potentials in each hotel • Leadership development programmes are offered to our colleagues at various management levels

• **Employee Experience**

We are focused on creating a nurturing environment where our people can grow and thrive.

We strive to support our colleagues to achieve their personal and professional goals. In 2019, we conducted a group-wide Employee Experience Programme Survey complemented by focus group sessions in which our colleagues were encouraged to co-own any problems they are experiencing at work and to find solutions collectively.

• **Occupational Health & Safety**

Safeguarding the health and safety of employees and others with whom we work is a top priority. We ensure that every hotel has an Occupational Health and Safety (OHS) management system in place to: identify potential health and safety hazards in the workplace; implement plans and procedures to control these hazards; and, regularly review and revise those plans in order to achieve continuous improvement in OHS performance. The Group's OHS Implementation Manual provides guidance to hotels on how to prepare and implement OHS Management Systems in accordance with internationally recognised standards such as OHSAS 18001.

Our hotels conduct regular assessments to ensure that all OHS training needs have been identified and fulfilled, particularly for new and less-experienced colleagues. In addition, multiple learning resources covering OHS knowledge and skills are available from Shangri-La Academy Online.

Security measures across all properties continue to be reviewed to reflect any change in the risk environment. These measures reflect each country's risk assessment as determined by independent agencies and ratings from international experts.

Shangri-La's Security and Safety Reporting System tracks data on accidents. We combat the spread of infectious diseases through training and information briefings for our colleagues.

Recorded Accidents and Injuries (Employees)

Year	Value
2016	814
2017	782
2018	671
2019	637
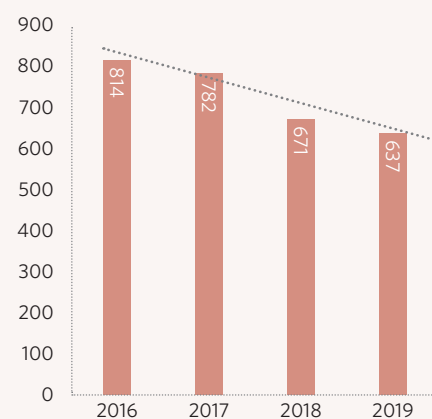
Unity in the Face of Disaster: Honouring Victims of the Colombo Attack

On 21 April, Shangri-La Hotel Colombo was one of three luxury hotels among several other sites targeted in a series of terrorist bombings that rocked Sri Lanka. Although the tragedy caused untold pain and suffering for many, our global Shangri-La family came together during this difficult time to provide comfort and support.

In November, Shangri-La Hotel Colombo unveiled a Memorial Garden in honour of the people who lost their lives during this tragic event.

It has partnered with the Dialog Foundation, a local non-profit organisation, to provide long-term educational support for children from affected communities.

In the aftermath of this attack, the Group has supported various charitable events, foundations and memorial funds established by the families of some of the victims.

Lighting a traditional oil lamp in memory of the victims

Our Environment

We are Custodians of the Planet.

- *We aim to protect and preserve our environment for future generations to enjoy*

We invest in green buildings certified to local and international standards. This helps to ensure our new projects and renovations integrate sustainable design features, construction techniques and operational processes across the entire value chain in line with industry-best practices. Environmental considerations are also fully integrated into daily operations of our hotels through Environmental Management Systems (EMS) that provide a robust framework for planning, managing and controlling environmental impact.

36 Certified Green Buildings

17 Leadership in Energy and Environmental Design (LEED) certified hotels

19 Hotels with other locally relevant certifications

• Climate Impact

2019 vs 2018

↓ **4%** Total carbon emissions
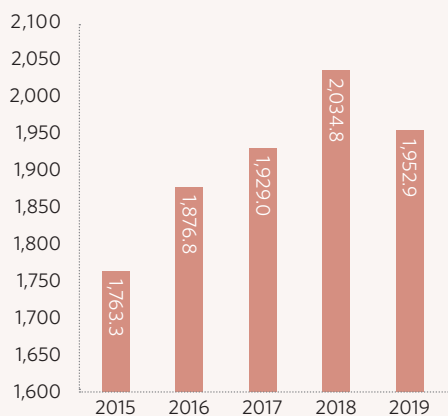
↓ **4%** Total energy use

↓ **2%** Carbon footprint $(kgCO_2e/BU)$
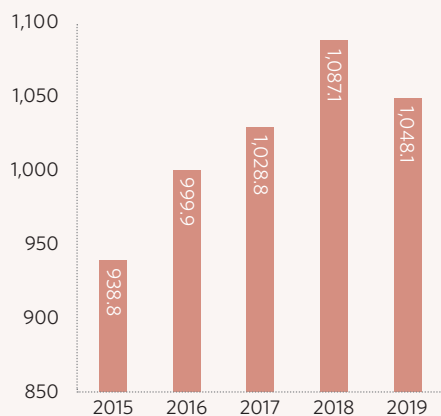
↓ **2%** Energy footprint (kWh/BU)

Within the scope of this report, our hotels consumed 1,952.9 giga watt-hours (GWh) of energy and 18,056 mega litres (ML) of water. Total Scope 1 & 2 GHG emissions amounted to 1,048.1 kilo-tonnes of carbon dioxide equivalent ($ktCO_2e$).
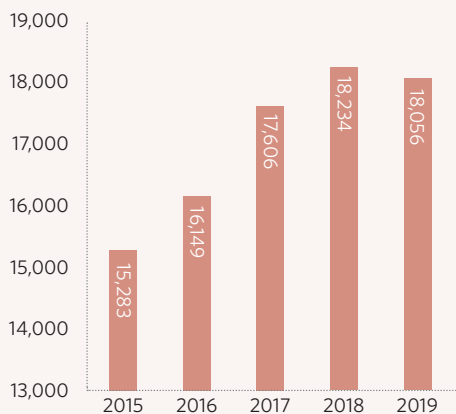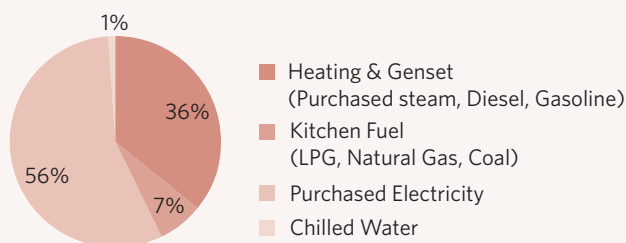
Total Energy Use (GWh)

Year	GWh
2015	1,763.3
2016	1,876.8
2017	1,929.0
2018	2,034.8
2019	1,952.9

Total Scope 1&2 Carbon Emissions ($ktCO_2e$)

Year	$ktCO_2e$
2015	938.8
2016	999.9
2017	1,028.8
2018	1,087.1
2019	1,048.1

Total Water Use (ML)

Year	ML
2015	15,283
2016	16,149
2017	17,606
2018	18,234
2019	18,056

Total Energy Use by type (GWh)[1]

- 36% Heating & Genset (Purchased steam, Diesel, Gasoline)
- 7% Kitchen Fuel (LPG, Natural Gas, Coal)
- 56% Purchased Electricity
- 1% Chilled Water

[1] Please refer to the GRI Content Index at the end of this report for information on the basis of calculation of our reported energy data.

- **Energy**

In addition to purchased electricity, chilled water and steam, our hotels consume fossil fuels for heating and standby electricity generation as well as for cooking. Combustion of fossil fuels results in some local air emissions, namely NOx, SOx and Particulate Matter (PM).

- **Water**

Water accounts for a significant portion of our hotels' utility bills, with many paying not only to purchase fresh water but also to dispose of wastewater. To ensure compliance with local regulations and provide data for accurate calculation of Scope 1 GHG emissions, the Group monitors Biological Oxygen Demand (BOD) content of effluents from all hotels.

Since water is a scarce resource in many places around the world, our hotels have a responsibility not to consume more than necessary. We work hard to mitigate our impact on the availability of freshwater in ecologically sensitive regions. For example, our resorts in Boracay, Cebu, the Maldives, Mauritius and Yangon operate desalination plants using groundwater or seawater to produce freshwater for consumption. Furthermore, our resorts in the Sultanate of Oman, Maldives and Mauritius produce recycled water for irrigation, washing of external surfaces and other suitable purposes.

"Water stress" refers to the ability, or lack thereof, of local ecosystems to meet human and ecological demand for water. It occurs when demand exceeds supply during a certain period, or when poor water quality restricts its use. At Shangri-La, we use the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI) to identify which of our hotels are located in areas experiencing "High" or "Extremely High" levels of water stress. These areas include North, East and West China, Hong Kong SAR, Singapore, the Philippines, Indonesia, Australia, the United Arab Emirates, Oman, India, Mongolia and Turkey.

• Performance against Targets

We have targets in place to reduce our environmental footprints for energy, water and carbon by 15% in 2020 compared with 2015[2]. This goal has challenged our hotels to reduce the energy, water and carbon intensities of their operations by 3% per year on average.

Between 2015 and 2019, the number of properties included in the scope of our performance evaluation increased from 85 to 100. These charts show the average performance of all properties compared with desired reduction trends over this period. The energy, water and carbon intensities of our portfolio decreased by 10.0%, 3.6% and 8.9%, respectively.
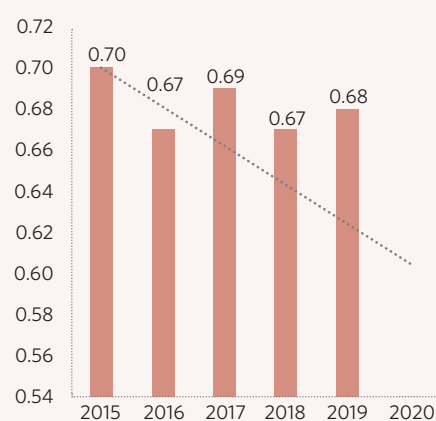
Average Energy Intensity (kWh/BU)
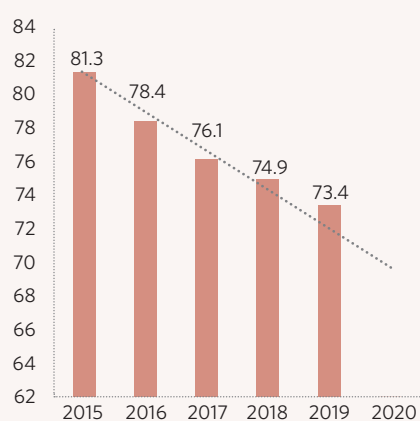
Change from base year				
	2016	2017	2018	2019
Target	–3%	–6%	–9%	–12%
Performance	**-3.5%**	**–6.4%**	**–7.8%**	**–9.6%**

Average Water Intensity (CBM/BU)

Change from base year				
	2016	2017	2018	2019
Target	–3%	–6%	–9%	–12%
Performance	**–4.2%**	**–1.4%**	**–4.7%**	**–3.6%**

Average Scope 1&2 GHG Carbon Intensity (kgCO$_2$e/BU)*
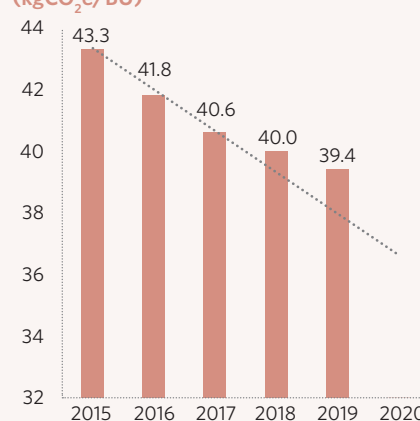
Change from base year				
	2016	2017	2018	2019
Target	–3%	–6%	–9%	–12%
Performance	**–3.5%**	**–6.2%**	**–7.5%**	**–8.9%**

*   Restatement: Please note 2018 Carbon Intensity data has been re-stated to include both Scope 1 & 2 GHG data.

[2]   For properties opened before 2015, the baseline is the 2015 performance of each property. For properties opened in 2015 or 2016, the baseline is the 2016 or 2017 performance of the property, respectively. During the reporting period, environmental targets and performance evaluations were not applicable for properties opened after 2016.

Our hotels strive to continually improve their environmental performance. Many have implemented energy and water saving technologies and initiatives to reduce consumption of precious resources. Some hotels are producing renewable energy for hot water or electricity using photovoltaics.

Energy saving initiatives

	# Hotels		Estimated Annual Energy Savings (GWh)
	2018	**2019**	
Centralised heat pumps			
(300% more efficient than boilers or heaters for generating heat)	16	22	39.60
Vacuum boilers			
(15–30% more efficient than conventional steam and hot water boiler systems)	3	5	3.06
Low-temperature laundry			
(saves energy by reducing consumption of electricity for heating water)	82	82	39.69
LED replacement			
(uses up to 75% less energy than traditional light fittings)	–	29	5.39
Showerhead replacement in staff facilities			
(saves energy by reducing consumption of electricity for heating water)	–	53	2.15

Water saving initiatives

	# Hotels 2019	Estimated Annual Water Savings (CBM)
Showerhead replacement in staff facilities		
(reduces water consumption by 20-30% by limiting the flow rate)	53	119.8

- **Biodiversity and Conservation**

  Shangri-La is proud to operate hotels in some of the most beautiful and ecologically diverse regions of the world. We are committed to conserving and protecting the biodiversity of these areas for present and future generations to enjoy. Through Sanctuary, Shangri-La's *Care for Nature* project, 15 hotels have formed partnerships with local experts to leverage specialised knowledge and skills. Many of these hotels support Shangri-La Eco Centres, which seek to engage with colleagues, guests and locals about conservation through interactive learning experiences and other educational activities. In 2019, we invested USD103,000 on our Sanctuary projects.

Sanctuary Projects at a Glance

Xian

Hong Kong SAR

Muscat

Haikou

Sanya

Boracay
Cebu

Penang

Kota Kinabalu

Hambantota

Villingili

Singapore

Mauritius

Yanuca

Key Initiatives

Coral planting

Clownfish Care

Hydroponics

Nature reserve

Bee hives

Mangrove planting

Turtle Care

Care for
Horseshoe Crab

2,275	3,009	1,318
Students outreached	Colleagues volunteered	Mangrove saplings planted

4,020	1,541	684
Turtle hatchings released	Corals planted*	Fish houses dropped

* Several Sanctuary projects have created artificial reefs to support natural recruitment of corals. We transplant coral fragments to aid in the recovery of specific coral species, and drop fish houses to help increase the abundance and diversity of fish species.

Celebrating Nature: Helping to Conserve Biodiversity in Cebu, Philippines

65 Plants with distinctive properties and remarkable uses e.g. culinary, medicinal, cosmetic, aesthetic, and more

3 Key Project Partners
• University of San Carlos
• Department of Environment and Natural Resources (DENR)
• Nature Works Landscaping Cebu apprenticeships

In June 2019, Shangri-La Mactan, Cebu launched the first-of-its-kind *Shangri-La Eco-trail*; a stunning nature route that showcases endemic, medicinal, rare and endangered plants across all 13-hectares of the resort.

Guests can spot notable endemic plants including the Cebu Cinnamon, a rare tree discovered in the 1980s, and the Cynometra Cebuensis, an endangered flowering plant recently discovered in the Tabuan forest. Both plants are unique to Cebu.

> " Our flora sanctuary helps visitors to our resort to gain a deeper appreciation and knowledge of the natural beauty of Cebu." "

Joost H.P.E. Folkers, Resident Manager, Shangri-La Mactan, Cebu

Visitors on the Eco-trail

Shangri-La Mactan, Cebu also has its own six-hectare marine protected area situated in front of its white sand beach. Established in 2007, the resort's Sanctuary Care for Reef Project has a successful track record of helping to propagate a rich diversity of marine life while promoting sustainable livelihoods for local residents and fostering a culture of environmental stewardship among guests, colleagues and the local community alike.

Our Community

We are proud to be part of the local community in every place we call home.

- *We work collaboratively to benefit local people by helping to promote their produce and protect their culture.*
- *We thrive when our communities do too.*

We actively embed the ownership of Corporate Social Responsibility (CSR) initiatives within the management and culture of our hotels. In accordance with our Balanced Scorecard approach, we encourage each hotel to identify their local stakeholders and to determine the nature of their CSR programmes in relation to local needs.

Launched in 2014, Rooted in Nature aims to promote the finest locally and ethically sourced ingredients while improving the economic wellbeing of local producers. Through this initiative, we help preserve and celebrate local traditions while serving unique culinary offerings to delight our guests.

"Waste not, want not": Serving Food with Purpose

Food waste has been described as one of the biggest problems facing mankind today. To tackle this important issue, our hotels are actively exploring creative ways to reduce food waste and encourage our guests and colleagues to make more sustainable choices.

Shangri-La at the Fort, Manila, for example, has implemented a zero food waste programme in Bake House – its new sustainable cake shop and bakery. One of its innovative creations is the "Conscious Cookie", a delicious biscuit baked from the trims and excess ingredients of other pastries.

In May, our hotels in the Middle East, India and the Indian Ocean came together during the period of Ramadan to raise awareness about global hunger. Ramadan is traditionally a time for families and friends to share Iftar – the meal enjoyed by Muslims after sunset to break their fast. A portion of proceeds from Iftar meals served in our hotels were donated to ShareTheMeal (a digital application of the United Nations World Food Programme) in order to help children-in-need.

"Share the Flavour" 2019

9 Hotels from our Middle East Region

42,000+ Meals donated during Ramadan for children-in-need

Conscious cookies created from extra trims and surplus ingredients

• Waste

Disposing of waste into landfills can cause serious problems for local communities.

Some waste will eventually decompose, but not all, and in the process it may smell, or generate methane gas, which is explosive and contributes to global warming. Leachate from landfill sites can also threaten local surface water and groundwater sources.

Our hotels strive to reduce the amount of waste that ends up in landfills through waste prevention and recycling. To avoid unnecessary paper waste for example, 91 hotels have implemented paperless check-in. At the same time, our recycling partnerships with key group suppliers and NGO partners continue to grow.

43%
Diversion Rate for Non-Hazardous Waste

19%
Reduction in Non-Hazardous Waste Sent to Landfills (2019 vs. 2018)

91
Hotels implementing Paperless Check-in

Recycling in Tonnes	2017	2018	2019
Soap recycling	135.7 (30 hotels)	↑ 146.6 (35 hotels)	↑ 149.1 (38 hotels)
Linens For Life	8 (2 hotels)	↑ 12.4* (4 hotels)	↑ 12.6 (4 hotels)

*   *Please note 2018 Linens for Life data has been re-stated.*

In 2019, the reported amount of non-hazardous waste sent to landfills by our hotels declined by nearly one fifth compared with the previous year. This category of waste includes food, paper and cardboard, plastics, metals, glass and garden waste. We recognise that some of our hotels still experience great difficulty in monitoring and collecting reliable data for their waste disposal. They do their best to take actual measurements or make estimations based on volume when weight data is not available.

Non-Hazardous Waste (Tonnes)

	2017	2018*	2019	2019 vs 2018
Number of hotels reporting	95	102	100	–2%
Total	43.1	50.6	48.5	–4%
To Landfill	33.7	33.8	27.5	–19%
Diverted e.g. recycling	9.4	16.8	21.0	25%
Diversion Rate	22%	33%	43%	

* Please note 2018 waste data has been re-stated because we identified an error in the unit of measurement reported by one hotel, which has subsequently been corrected.

Food waste is our most significant sub-category of waste, accounting for nearly half (45%) of total non-hazardous waste by weight. Our hotels are taking primary steps to avoid food waste at source through appropriate planning, storage and handling, as well as secondary steps to recycle unavoidable food waste through food donations and composting. The efficacy of these measures is borne out in our data for waste sent to landfill and waste diverted in 2019 compared with our base year in 2017.

2019 vs. 2018

17% Reduction in Total Food Waste

46% Reduction in Food Waste sent to Landfills

Food Waste (Tonnes)

	2017	2018	2019	2019 vs 2018
Total	25.7	26.3	21.9	–17%
To Landfills	20.7	14.9	8.1	–46%
Diverted e.g. food donations and composting	5.0	11.4	13.9	+22%

Hazardous Waste

Our hotels produce a small amount of hazardous waste, which is disposed of responsibly in accordance with locally applicable regulations and procedures. In 2019, our hotels recorded 95.6 tonnes of hazardous waste for disposal, including paints, cleaning chemicals, and retired light fittings and electrical equipment.

• Volunteering

Our colleagues are keen to volunteer in support of Embrace and Sanctuary, Shangri-La's signature CSR projects as well as other smaller-scale community programmes such as tree planting and beach clean-ups. Our Volunteer Leave Policy encourages and recognises their participation. All permanent employees and trainees are eligible to take up to 8 hours of volunteer leave per year during normal working hours.

45,000
Volunteers

91%
Participation rate from our colleagues

260,000
Volunteer hours

Embrace

111 Embrace Projects

1,142 Young Adults on Internships or Apprenticeships (EMBRACE++)

$2.1 million Project Expenses

125 Young Adults on Job Placement (EMBRACE ++)

>31,600 Child and Young Adult Beneficiaries (Embrace)

Introduced in 2012, Embrace ++ encourages our hotels to provide skills training to less fortunate members of their communities with a view to helping them gain permanent employment at Shangri- La.

Our hotels form long-standing partnerships with their local communities to promote health, wellbeing and/or education through Embrace, Shangri-La's *Care for People* Project.

Established in 2009, one of the key purposes of this programme is to foster a sense of responsibility from each hotel towards its community by identifying and responding to local needs in the form of financing, infrastructure and facilities, or labour and skills. Most of our hotels have chosen to work with children and young adults – particularly people with special needs – by increasing their access to education and skills development opportunities. Other hotels invest in health services, such as surgeries and cancer treatments, for those who would otherwise have no access to life-saving care.

Ride for Hope 3: Going the Extra Mile to Help Children in Need

101 Children have undergone surgeries to rectify hip dislocation

139 Children have received congenital heart surgeries

In 2018, our colleagues in China raised RMB5.7 million through our CSR initiative called Ride for Hope 3 to help children with hip disabilities and heart diseases in collaboration with the Ai You Foundation's Morning Star Project. With the support of funds raised through this community outreach project, in 2019, 240 orphaned and financially disadvantaged children received life-changing surgeries.

Our colleagues in Nanjing visit a beneficiary of the Ride for Hope programme as she recovers in hospital after receiving life-changing-surgeries

Expanding Horizons for Children in Sabah

At *Shangri-La's Tanjung Aru Resort & Spa*, our colleagues are helping to create opportunities for students at SK Bantanyan School, which is attended by children of the indigenous Kadazan community living on the outskirts of Kota Kinabalu, Malaysia.

When our partnership started four years ago, the school ranked 54/58 in the district but it has since risen to 27. In 2019, all graduating students from the primary school were successfully enrolled into secondary education.

Over the years, our colleagues have worked hard to improve the school's infrastructure by building toilets and fixing classrooms. They have also introduced "Meal a Day" and "English Booster" programmes to ensure all students have access to adequate nutrition and learning support.

In 2019, SK Bantanyan School partnered with the local Jesselton Philharmonic Orchestra to create the first school orchestra in Sabah. With our hotel's support, 28 students had the opportunity to expand their horizons and to enter a whole new world of music.

4 Years of partnership

271 Beneficiaries

$139,882
Total value of community investment

SK Bantanyan students celebrate together after their soirée debut

HKEX ESG Content Index 2019

Shangri-La Asia has complied with all "Comply or Explain" provisions in accordance with Hong Kong Exchange Main Board Listing Rule 13.91 and ESG Reporting Guide.

Provisions	Location of Disclosures and additional information
Aspect A1: Emissions and waste GENERAL DISCLOSURE KPIs: A1.1, A1.2, A1.3, A1.4, A1.5 and A1.6	MANAGING ESG RISKS: Code of Conduct and Ethics OUR ENVIRONMENT: Climate Impact OUR COMMUNITY: Waste *KPI A1.1: Emissions of NOx, SOx and Particulate Matter are not reported.*
Aspect A2: Use of resources GENERAL DISCLOSURE KPIs: A2.1, A2.2, A2.3, A2.4, A2.5	OUR ENVIRONMENT: Climate Impact *KPI A2.5: We do not systematically collect data on packaging materials used in our hotels. This data is not available.*
Aspect A3: Environment and natural resources GENERAL DISCLOSURE KPI: A3.1	OUR ENVIRONMENT: Green Buildings; Biodiversity & Conservation
Aspect B1: Employment GENERAL DISCLOSURE Optional KPIs: B1.1 and B1.2	MANAGING ESG RISKS: Code of Conduct and Ethics OUR PEOPLE
Aspect B2: Health and safety GENERAL DISCLOSURE Optional KPIs: B2.1 and B2.3	MANAGING ESG RISKS: Code of Conduct and Ethics OUR PEOPLE: Occupational Health & Safety
Aspect B3: Development and training GENERAL DISCLOSURE Optional KPIs: B3.1 and B3.2	OUR PEOPLE: Learning & Development *Optional KPIs: B3.1 and B3.2: 100% of our employees receive training. We are focused on evaluating training outcomes and do not monitor training hours.*
Aspect B4: Labour standards GENERAL DISCLOSURE Optional KPIs: B4.1 and B4.2	MANAGING ESG RISKS: Code of Conduct and Ethics; Our Supply Chain *KPI B4.2: There have been no incidences of child or forced labour discovered.*
Aspect B5: Supply chain management GENERAL DISCLOSURE Optional KPIs: B5.1 and B5.2	MANAGING ESG RISKS: Our Supply Chain OUR GUESTS: Food Safety
Aspect B6: Product responsibility GENERAL DISCLOSURE Optional KPIs: B6.1, B6.2, B6.3, B6.4 and B6.5	MANAGING ESG RISKS: Code of Conduct and Ethics OUR GUESTS: Guest Experience; Safety & Security; Cyber Security; Food Safety; Fire Life Safety *KPI B6.1: Product recalls are not relevant to our industry.* *KPI B6.2: We disclose data on guest satisfaction rather than complaints.* *KPI B6.3: As part of our management approach to internal and external compliance, the Group takes reasonable steps to protect our intellectual property rights in relevant jurisdictions, including trademarks and copyright works, as well as to observe the intellectual property rights of others.*
Aspect B7: Anti-corruption GENERAL DISCLOSURE Optional KPIs: B7.1	MANAGING ESG RISKS: Code of Conduct and Ethics *KPI B7.1: There were no concluded legal cases brought against the Company during the reporting period concerning corruption.*
Aspect B8: Community investment GENERAL DISCLOSURE Optional KPIs: B8.1 and B8.2	OUR COMMUNITY: Volunteering; Embrace

GRI Content Index 2019

Energy			
GRI 103: Management Approach 2016			
103-1	Disclosure of management approach	OUR ENVIRONMENT: Climate Impact	
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	OUR ENVIRONMENT: Climate Impact	*Group-wide conversion factors for 2019* • Diesel/Gas/Wood (Kwh/ltr or Kwh/kg): 11 • City hot water and steam/SH (Kwh/GJ): 278 • Chilled water (Kwh/Kwh): 0.312 • Gas (Boiler & Kitchen) (Kwh/MJ): 0.27
302-3	Energy intensity		
Water			
GRI 103: Management Approach 2016			
103-1	Disclosure of management approach	OUR ENVIRONMENT: Climate Impact; Water	Please also refer to our CDP Water Security survey response
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 303: Water and Effluents 2018			
303-3	Water withdrawal		Please refer to our CDP Water Security survey response
Emissions			
GRI 103: Management Approach 2016			
103-1	Disclosure of management approach	OUR ENVIRONMENT: Climate Impact	Please also refer to our CDP Climate Change questionnaire
103-2	The management approach and its components		
103-3	Evaluation of the management approach		
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	OUR ENVIRONMENT: Climate Impact	*Gases included in the calculations and GWP values applied* • CO_2: 1 • CH_4: 21 • N_2O: 310 *Sources for emission factors used in 2019* • Scope 1 fuels: GHG Protocol (2017). Table 1,2,3 • Scope 1 wastewater STP: IPCC (2006). Volume 5, ch 6, Table 6.3 • Scope 2 grid emission factors (China): China's regional power grid baseline emissions factor 2015 • Scope 2 grid emission factors (other regions): International Energy Agency (2017) *Consolidation approach* • Operational control
305-2	Indirect (Scope 2) GHG emissions		

Employment		
GRI 103: Management Approach 2016		
103-1	Disclosure of management approach	
103-2	The management approach and its components	OUR PEOPLE: Human Capital
103-3	Evaluation of the management approach	
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	OUR PEOPLE: Meet our People
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016		
103-1	Disclosure of management approach	
103-2	The management approach and its components	OUR PEOPLE: Human Capital
103-3	Evaluation of the management approach	
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	OUR PEOPLE: Meet our People	Please refer to our 2019 Annual Report for information about the composition of our Board.
Customer Health and Safety		
GRI 103: Management Approach 2016		
103-1	Disclosure of management approach	
103-2	The management approach and its components	OUR GUESTS: Safety & Security; Food Safety; Fire Life Safety
103-3	Evaluation of the management approach	
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	OUR GUESTS: Safety & Security; Food Safety; Fire Life Safety