



THE HONGKONG AND SHANGHAI HOTELS, LIMITED
香港上海大酒店有限公司

Corporate Responsibility and Sustainability Statement of Approach

With our more than 150 years of history and heritage, we remain committed to exhibiting a strong sense of responsibility, level of consciousness and integrity in all that we do. We understand that in creating a legacy and addressing the challenges we face; our Group must play a role in building a sustainable future. In recent years, we have witnessed longer-term trends such as environmental and social impacts becoming more significant in the eyes of our stakeholders. It is essential that we address these challenges strategically, considering our ambitions and priorities as a Group. We believe that luxury need not be wasteful; that the highest standards of luxury can be delivered in a sustainable and responsible way. It is our aim to make sustainability part of the appeal of our luxury offering.

While we have communicated and documented our Corporate Responsibility and Sustainability (CRS) approach annually through the publication of the [CRS Report](#) since 2007, this separate statement of approach, which is updated on an annual basis, is written for stakeholders who wish to understand our sustainability management approach in a more focused manner. This statement provides an overview of the CRS initiatives taken across the Group and covers all operations which are part of The Hongkong and Shanghai Hotels (HSH). For more detailed information on HSH, please see: <https://www.hshgroup.com/en/our-businesses>.

Governance

We regard the integration of sustainability as a sensible and necessary strategy that benefits the overall value of the group in both the short and long term. The Board oversees the management of sustainability issues through regular engagement and updates from the Group Corporate Responsibility Committee (GCRC). While we do not have a separate sustainability committee at board level, the Board considers this topic to be of substantial importance, warranting yearly review of the group's sustainability approach, strategy and performance.

GCRC has been given responsibility by the Group Management Board (GMB) to manage all aspects of the implementation of our sustainability approach. GMB, also headed by the Chief Executive Officer (CEO) and comprised of other group executives and senior management, is the principal decision-making body responsible for management and day-to-day business of the group. GCRC is supported by the Corporate Responsibility and Sustainability (CRS) Department, spearheaded by the Head of CRS, who reports directly to the CEO, to coordinate and formalise sustainability efforts across the group.

The Head of CRS regularly reports to the Board and GMB and updates the Group Risk Committee on environmental and social risks related to the business. The Head of CRS also coordinates CRS-related risk mitigation actions and adaptation strategies across the group.

At the local level, each operation has its own committee chaired by either the General Manager or the Hotel Manager, the most senior people in the local operations, with champions comprised of functional and department heads. They meet regularly to develop and implement action plans and strategies pertaining to our commitments.

Code of Conduct

Our [Code of Conduct](#) clearly outlines expectations on staff conduct, particularly on anti-bribery, fair competition, equal opportunity, customer data privacy, anti-discrimination and environmental responsibility. This code continues to recognise international conventions and charters such as the United Nations Declaration on Human Rights. All employees undergo training on our [Code of Conduct](#) to ensure they are familiar with the Group’s expectations on ethical and professional conduct. [A Speak Up Policy](#) outlines the systems that facilitate reporting of misconduct and the procedures for investigation and resolution of malpractice.

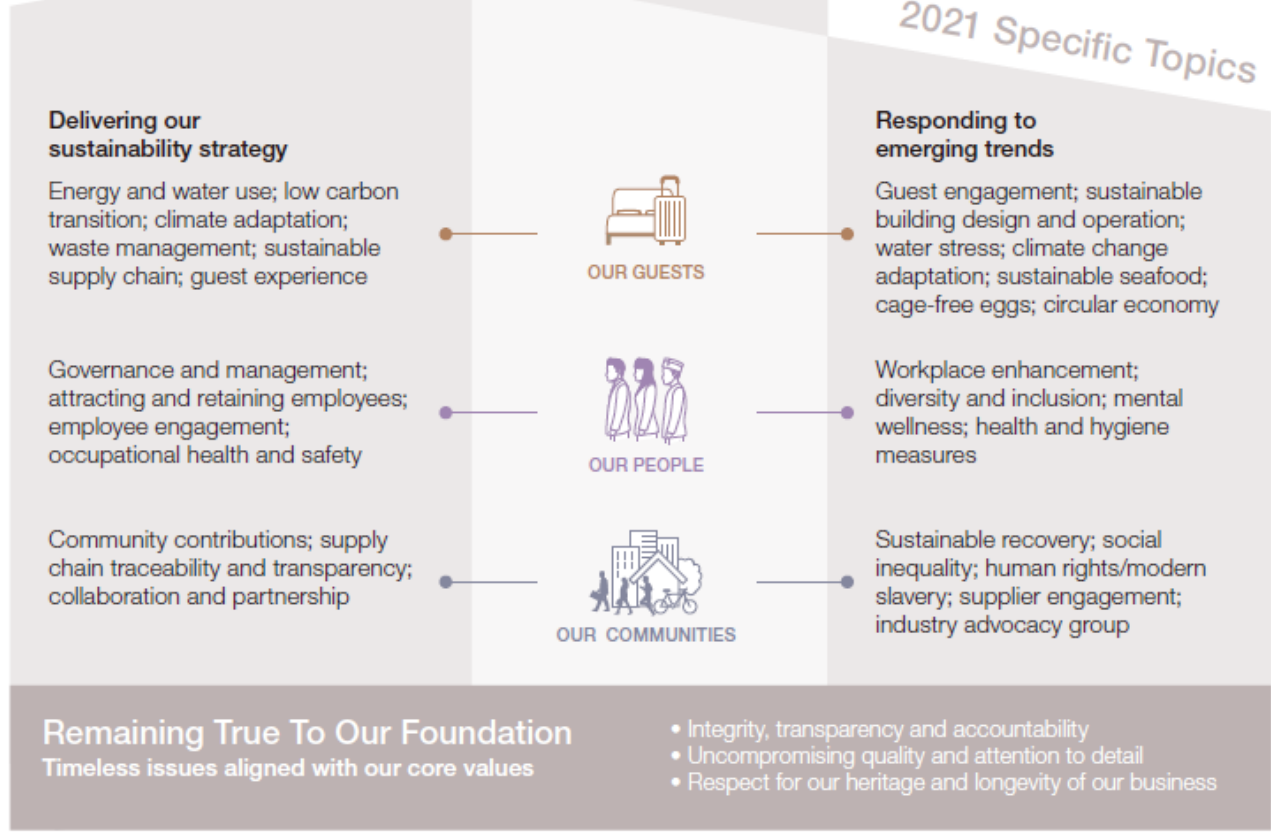
Identifying and Prioritising CRS Topics of Concern

The identification and prioritisation of significant issues, using our materiality approach, provided the foundation for, and continues to shape the implementation of our sustainability strategy which considers the views of our stakeholders and their differing, and sometimes competing interests.

Our approach to identifying material issues has evolved over time to incorporate sustainability related risks specific to the hospitality industry, increased engagements with our stakeholders, and undertaking value chain assessments to clarify our overall impacts. The list of material issues considered includes topics that relate to the foundation of who we are as a company, topics that link to our



Sustainable Luxury Vision 2030



overall strategy and emerging topics surfaced from our previous assessments. Where possible, we also made reference to the recommendations of global organisations such as the World Economic Forum, World Travel and Tourism Council, Forum for the Future, Business for Social Responsibility, and the United Nations Sustainable Development Goals for material issues relevant to us. Considerable engagements, presentations and workshops were then held internally for HSH colleagues and externally with our key stakeholders such as industry peers, corporate customers and relevant organisations to help seek feedback and confirm our material issues.

A principle-based approach enables us to operate in a manner that aligns with our values, while remaining committed to delivering on our strategy and being agile as we respond to emerging topics. We believe this approach to materiality demonstrates that it is not a static document only for reporting purposes, rather that it guides our approach to embedding sustainability into the business.

In 2021, current and emerging CRS topics includes single-use plastics, food waste, sustainable agriculture and seafood, diversity and inclusion, income inequality, human rights, cage-free eggs, climate change adaptation, impacts of sea level rise, Modern Slavery risk, and more. Refer to above infographic for more 2021 specific topics.

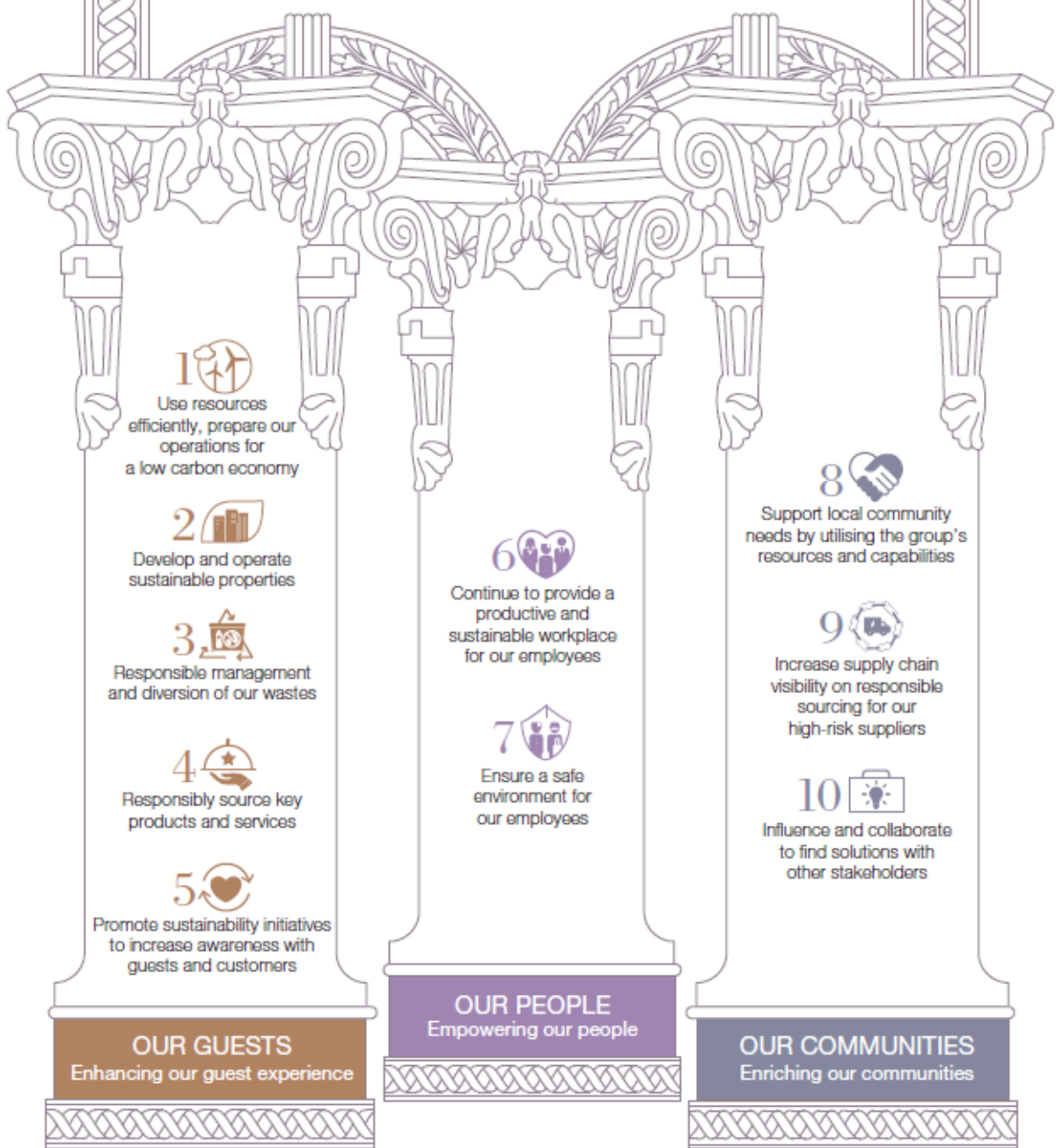
Our Corporate Responsibility and Sustainability Strategy

In 2021, we launched *Vision 2030* internally to the senior management of each operation, and communicated our 10 key commitments to external key stakeholders such as NGOs, charities, and suppliers. We have identified projects which address emerging trends and are aligned to our new CRS strategy (more details to be discussed in the following chapters). We continue to link our stakeholder engagement and materiality findings to our risk management process with collaboration between the CRS and Audit & Risk Management departments. As a result, significant environmental and social risks to the business including the rising impact of diminishing natural resources, the climate crisis, and social inequality were presented and discussed regularly not only to the GCRC on a quarterly basis, but also annually to the Group Risk Committee and to the Board. As part of our bi-annual risk matrix exercise, our operations identified local environmental and social risks with appropriate mitigation measures.

At its core, *Vision 2030* seeks to address our three focused areas of (i) enhancing our guest experience, (ii) empowering our people and (iii) enriching our communities.

HSH CRS Vision 2030

Delivering Sustainable Luxury



Approach, Policy and Targets

Sustainable Luxury Vision 2030 featuring three pillars and 10 key commitments



Communications and Engagement

- Regular GCRC and local CRS committee meetings
- CRS awareness videos
- CRS content embedded in employee orientation programme
- Internal surveys
- Regular Townhall Meetings and operation updates
- Institutional collaboration with universities to raise awareness and develop new generation



Performance Monitoring

- Quarterly reporting to local CRS committees and GCRC
- Annual action plan submission
- Regular calls with local operations by Group Champions
- Annual external assurance audit
- Hospitality and tourism benchmarking (EarthCheck and The Cornell Hotel Sustainability Benchmarking)



To implement our *Vision 2030*, we developed our sustainability management approach that follows the principles of *Plan, Do, Check, Act*. Individual operations are empowered in creating action plans actionable targets for their *Vision 2030* journey, alongside regular updates and consultation with Head Office.

Plan	<ul style="list-style-type: none"> • Regular Group Corporate Responsibility Committee meetings at Head Office, chaired by our CEO and supported by Group Champions (functional heads representing different aspects of the business including finance, human resources, operations, legal, corporate affairs, sales & marketing, and projects) • Each operation has its own CRS committee chaired either by the General Manager or the Hotel Manager, the most senior people in local operations, with champions comprised of functional and department heads • Yearly action plans filled by operations and submitted to Head of CRS for approval • Budget reminders and directions from Head of CRS and other relevant senior management to each operations' management team
Do	<ul style="list-style-type: none"> • Implementation of <i>Vision 2030</i> commitments and action plans • Follow the requirements, guidelines and expectations outlined in CRS Concierge, an internal resource covering material sustainability topics such as energy, water, single-use plastics, responsible sourcing, modern slavery, community investment and more • Memoranda from our key senior management and CRS department to management team in our operations (General Managers, Hotel Managers, and functional heads), for example in 2020 regarding our policy committing to sourcing cage free eggs by 2025
Check	<ul style="list-style-type: none"> • All operations to submit CRS data through our online data management platform; reviewed by CRS Department and GCRC <ul style="list-style-type: none"> ▪ Energy and water: monthly ▪ All other environment data: quarterly ▪ People and remaining <i>Vision 2030</i> commitments: Semi-annually <i>Data submission is signed off by either the GM/HM for each operation</i> • Semi-annual internal audit by Group Chief Engineer on energy and water performance • Annual compliance questionnaire submitted by each operation to ensure compliance with local laws and regulations (including environmental, labour, supply chain, health and safety etc), signed off by the GM and the Head of Finance of each operation • Annual external assurance audit and data verification by reputable and qualified third party • Regular progress update on <i>Vision 2030</i> implementation at GCRC, Group Management Board, and the Board
Act	<ul style="list-style-type: none"> • Semi-annual updates with Head of CRS and CRS Department for performance improvement • Feedback on improvement performance as part of GCRC meetings

Our approach to Climate Risks

Climate change and global temperature rise have contributed to extreme weather events that have increased in frequency and intensity. The associated climate risks we are facing in the coming decades could lead to disruption of business operations and supply chain, impact the accessibility to and attraction of our assets, increase operating costs and capital expenditure as well as more stringent regulations on the way we conduct business.

Regarding properties more susceptible to natural disasters and climate risks, our insurance costs are expected to increase and there is also the risk of devaluation of our assets. The potential impact of the climate crisis is clearly of concern. We want to ensure we are well-positioned to weather the impact by continuing to monitor and deepen our understanding of the inter-related and complex nature of climate risks we are facing. We intend to embed preventative measures to address climate risks in all areas of our operations and begin adaptation measures to improve resilience in a potentially volatile future. We will remain vigilant to evaluate these risks on a yearly basis.

We are also aware of the multiplier effect and knock-on impact brought by climate change on other socioeconomic issues such as unemployment, poverty, social inequality, educational disparity, supply chain disruption, and more. The ongoing pandemic has also exacerbated these issues along with public health and safety concerns. *Vision 2030* will continue to guide our efforts in engaging with our local communities in meaningful ways. The Group Risk Committee and the Board will continue to receive regular updates from the CRS Department to understand the evolving environmental and social risks in order to determine effective short-term responses, and develop long-term adaptation strategies.

More details of our approach to climate change can be read on pages 50 to 52 of our CRS Report, referencing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). More details of our approach can be read on pages 50 to 52 of the Corporate Responsibility and Sustainability Report 2021, referencing the recommendations of the Task Force on Climate related Financial Disclosures (TCFD).

Stakeholder Engagement and Communications

We regularly engage a broad set of key stakeholders to gauge how we can appropriately respond to their needs – from employees, customers, regulators, lenders, shareholders and investors, non-governmental organisations, media and others. It is important for us to capture and understand their changing views and how we can implement improvements to the business. Our main engagement activities included participation in public sustainability events, industry roundtables and focus groups, and regular webinars and calls with executives and sustainability committees in our global operations. We sought to increase communication and engagement with our external stakeholders, particularly with our guests, by developing interactive videos featuring our CRS initiatives shown on a variety of digital channels. The results of our engagements were channelled into a materiality exercise for our implementation of *Vision 2030*.

For more information on our overall engagement approach please refer to page 86 to 89 of our Annual Report 2021.

Engaging our Employees

Throughout the year employee engagement activities, highlighting CRS awareness, such as *emergency food packing* and *pandemic relief fundraisers* were launched to ensure our employees are aware, educated and feel a personal connection to environmental and social issues within their local communities. Group-wide initiatives such as *WorkPlace2025* and *Work Improvement Teams* provide a platform for employees to voice their opinions and suggest business and sustainability-related initiatives.

Engaging our Guests

To uphold our commitment of enhancing our guests' experience, we look to provide sustainable luxury while creating a positive impact on our guests and the world around us. This means holding ourselves accountable for reducing our environmental footprint across our operations, while setting our sights to increase the use of renewable and regenerative resources.

Our *Peninsula Academy* programme bring our cities to life as guests explore authentic cultural, artistic, sustainability experiences outside of our doors. Partnerships with local artisans, as we did for our guestroom amenities, using fragrances with a unique scent profile tailored to each of our cities. Our *Naturally Peninsula* cuisine was born out of the growing awareness of the connection between nutrition and mental and physical well-being. We believe we can continue to provide exquisite dining experiences for our health and environmentally conscious guests while showcasing freshly prepared, locally harvested, healthy ingredients.

With an increasing interest in our sustainability efforts from guests, we launched a video communicating our sustainability efforts in-room, on our social media channels, and on a dedicated page on The Peninsula Hotels website. We invite our guests to come along with us on our sustainable luxury journey, and will do so by keeping them closely updated on our progress through these channels.

We receive feedback on sustainability issues through processes embedded in our day-to-day operations such as our daily briefings led by our General Managers and Hotel Managers which discuss that day's operations, including resolving guest concerns. Other channels such as websites, direct calls, emails, comments on online travel portals, social media, etc. enable us to continuously engage and receive feedback and respond to our guests and clients in a timely manner.

Collaborating with suppliers and partners

The Supplier Code of Conduct was published in late 2009 to help articulate our expectations of suppliers and contractors on environmental, social and ethical practices and is mandated in our contracts. This has since been updated to include alignment with international standards such as the United Nations Global Compact, the UN Universal Declaration of Human Rights, the Conventions of the International Labour Organisation and the OECD Guidelines for Multinational Companies and strengthen elements on anti-bribery, data privacy and confidentiality, human rights and modern slavery, plastics use and supplier engagement.

Supporting community partners

We commit to prioritising our efforts in supporting our local communities in ways which create long-term impact on their lives, focusing on youth development, elderly care and uplifting marginalised communities within communities we operate in. At HSH, we acknowledge that more minds are better than one in solving some of the most pressing issues we face.

Working with industry peers or other sectors

We recognise that collaboration is key to solving our world's most pressing issues. We are members of several cross sectoral and industry-wide consortiums, conduct problem solving sessions with our partners, and where possible listen to the voices of tomorrow. Through this approach, we strengthen not only our sustainability practices, but also share our learnings across industries and like-minded peers. In 2019, we joined the We Mean Business Coalition, a global coalition of the world's top sustainability organisations working towards a zero-carbon economy by advocating for cross sectoral and collaborative climate change solutions, improved climate disclosures, and mobilising the business voice in climate policies. More recently in 2021, we joined the Climate Action Focus Group, organised by World Travel and Tourism Council (WTTC) to help develop decarbonisation action plans for the tourism and hotel industry. We sat on the Advisory Group of Net Zero Methodology for Hospitality and worked with other industry peers and Greenview, WTTC, Sustainable Hospitality Alliance, Pacific Asia Travel Association, and Tourism Declare to review and provide practical, industry feedback on this document. This is just one example where our involvement in industry-wide initiatives yielded meaningful discussions bringing closer alignment of actions across our sector and raising the bar towards achieving a common goal.

To gauge our efforts against the industry, our carbon, energy, water and waste performance are benchmarked against industry peers through [EarthCheck](#) and [Cornell Hotel Sustainability Benchmarking](#) (CHSB). Annually, we submit carbon and climate related information to Carbon Disclosure Project, contributing to the global effort on more transparent and consistent reporting.

We are members of sectoral and industry-wide collaborations to find solutions to our shared sustainability challenges, such as:

Climate Action Focus Group, [World Travel and Tourism Council \(WTTC\)](#) – to maximise the inclusive and sustainable growth potential of the Tourism and Travel industry through partnerships with governments, destinations, communities and others to drive economic development, create jobs, reducing poverty and increasing security

[Business for Social Responsibility \(BSR\)](#) – organisation of sustainable business experts working with its global network on world's leading companies to build a just and sustainable world. Sharing a vision where everyone can lead a prosperous and dignified life within the boundaries of our natural resources

[We Mean Business Coalition](#) – global non-profit coalition working to take action on climate change, with the aim of catalysing business and policy action to halve global emissions by 2030 in line with a 1.5C pathway

[The Mekong Club](#) – focusing on systemic change to permanently break the cycle of modern slavery. Leveraging the power of collaboration to have strength in numbers.



[Humane Society International](#) – international organisation promoting the human-animal bond, rescue and protecting animals, improvement of animal welfare, protection of wildlife, promoting animal-free testing and research and to confront cruelty to animals in all its forms. We work in tandem on our Cage-Free egg transition plan

[Global Tourism Plastics Initiative](#) – Uniting over 100 players in the tourism sector behind a common vision to address the root causes of plastic pollution. It enables businesses, governments and other tourism stakeholders to lead by example in the shift towards a circular economy of plastics.

[Hong Kong Sustainable Seafood Coalition](#) – to advance the sustainable seafood market in Hong Kong, promoting responsible purchasing and consumption. A shared vision for all seafood imported into Hong Kong to be legal, traceable and biologically sustainable.

[Environment and Sustainability Committee, Hong Kong General Chamber of Commerce](#) – to advise the Chamber of Commerce on issues and areas pertinent to sustainability and its integration with the environmental, economic and social development in Hong Kong.

Sustainability-related feedback

We supplement operational feedback by conducting specific sustainability engagements, examples from recent years as below. The results of our engagements were channelled to our materiality exercise for our CRS report, and the ongoing implementation of *Sustainable Luxury Vision 2030*.

2017	Conduct CRS related focus groups discussion with retail tenants, guests, suppliers, environmental and social organisations and peer companies in Hong Kong, New York, Paris, Bangkok, Manila
2018	We completed one-to-one external interviews in our key markets around the world; as well as completed an internal survey with the members of our local CRS committees around the world, reaching over 80% response rate
2019	We shared the proposed post Vision 2020 strategy framework to all our champions globally, we engaged with our colleagues at our GM conference, HR conference, Finance conference and HM conference.
2020	Internal engagement with senior management team on Vision 2030 and final feedback; seek the Board's approval on the new strategy; Continue to work with external NGOs on various sustainability topic such as single-use plastics, cage-free egg adoption, climate change
2021	Vision 2030 launch to management team of each operation, supplemented with detailed action plans outlining CRS efforts for the year; Work in tandem with industry groups to develop decarbonisation action plans and net zero methodology

External communications on CRS

We formally report on our CRS efforts and performance through the publication of our Annual CRS Report, read together with our Annual Report. These two reports refer to several reporting standards such as the Hong Kong Stock Exchange's Environmental, Social and Governance Reporting Guidelines, the Global Reporting Initiative Sustainability Reporting Standard, the International Integrated Reporting Council and the Sustainability Accounting Standards Board.

We also report on a number of indicators or disclosures as recommended by the Task Force on Climate-related Financial Disclosures (TCFD) and EarthCheck, one of the very few accredited standards under the Global Sustainable Tourism Council. The intended audience for this report is predominantly for our shareholders, with the stand-alone CRS Report also intended for CRS professionals and research organisations.

We recognise that more communications need to be provided to additional audiences, particularly to our guests. With the increasing interest of guests in our sustainability efforts, in 2019 we unveiled our sustainability video in-room and in our social media channels; as well as a dedicated page on The Peninsula Hotels website, receiving positive feedback from our guests and followers.

Internal training and awareness raising

Market intelligence in committee meetings

At each GCRC meeting, the Head of Group CRS provides an update on corporate responsibility and sustainability related emerging issues and trends that all Group Champions should be aware of. This includes, *inter alia*, discussions on future regulations, climate change adaptation, plastics, inequality, animal welfare, plant-based diet, as well as on issues relating to modern slavery and human rights. The information prepared for and discussed at those meetings will also be shared with the local committees starting in 2019.

On-demand awareness videos

We aim to integrate sustainability into our business by harnessing the passion and creativity of our staff so that it is of personal relevance to them and becomes an innate aspect of our business. We produced Thank-You videos to showcase the impact of our community development work, and several other videos to increase awareness on our overall CRS approach, energy and water management, and food waste and single-use plastics initiatives.

CRS Guidelines

We developed several sustainability guidelines to outline the specifications and actions required to meet our commitments. These guidelines were presented as simplified decision trees and short explanatory to outline the company's position on a number of CRS topics. These were compiled into an online document called "CRS Concierge" as a one-stop resource for all sustainability guidelines and briefing notes – covering issues from sustainable sourcing to single-use plastics transition and community development. We update this resource on an annual basis.

Department and local committee trainings

The Head of Group CRS conducts regular department focussed and local committee members training on an annual basis. This training not only covers an introduction to CRS, but also governance structure, strategy, CRS guidelines and emerging topics.

Onboarding new employees

To ensure our commitment to corporate responsibility and sustainability is understood by all, our CRS strategy is incorporated in our on-boarding training. Mentioned within the Code of Conduct, and followed by an online orientation programme, we ensure our dedication to CRS is iterated from the onset.

Contact

For questions related to this document, please contact the CRS Department at cr@hshgroup.com.