

OUR SUSTAINABILITY VISION

Our company’s key philosophies include conducting business with the highest level of integrity, respecting history and heritage, maintaining the best brand and reputation and passing on to future generations a portfolio of the highest quality assets. These permeate throughout our governance and management values and align with the principles of sustainability. This is why we have sought to have a positive social, economic and environmental benefit on the local communities and the wider societies in which we operate, and we remain committed to doing so. This means not only meeting local regulations, but where possible, aligning to international best practice and expectations. We have always believed that taking care of our people and world around us is simply the right thing to do.

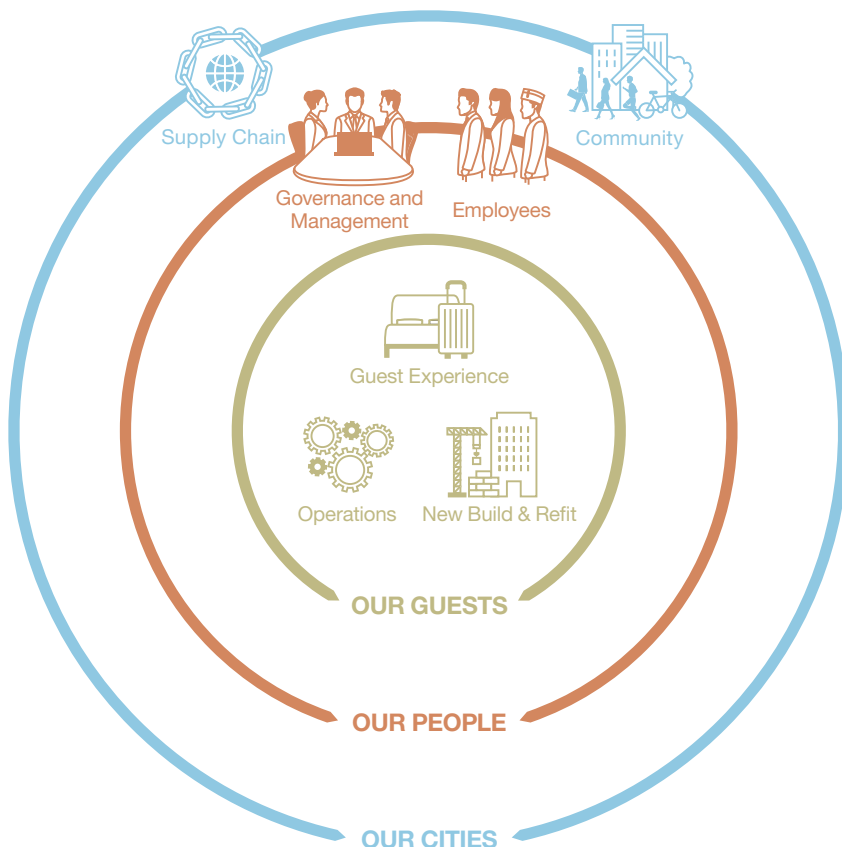
This long-term belief was formalised in 2007, when our CEO Clement Kwok, led the creation of the Group Corporate Responsibility Committee (GCRC) and later, formed our Corporate Responsibility and Sustainability Department to coordinate efforts across the Group.

We recognise that there is a perceived divide between the notion of luxury and the principles of sustainability. To bridge this divide can be challenging. However, we believe that attention to detail and quest for quality will help us to innovate by making sustainability part of the appeal of our luxury offering. We believe sustainable luxury is a long-term mindset based on managing risk and embracing the right opportunities, enabling a sense of belonging with our stakeholders, and providing an offering that is both thoughtful and purposeful.

Vision 2020

In 2013, we formalised our sustainability strategy known as Sustainable Luxury Vision 2020 (Vision 2020) that has helped to address our social and environmental impacts, and leverage opportunities for continued sustainable growth. We initially presented our Vision 2020 through seven pillars and 52 commitments. To simplify the communication of our sustainability efforts, we have summarised these into three key areas: our guests, our people and our cities.

While we continued to see good progress in achieving over 80% of our commitments, we have encountered challenges. Since the implementation of this strategy, we have become more aware of the systemic and multi-dimensional nature of sustainability issues.



Support for the United Nations’ Sustainable Development Goals (UN SDGs)

The UN SDGs were launched in September 2015 outlining its sustainable development agenda for the year 2030. We support global initiatives such as this, bringing stakeholders together – governments, business, communities to work collaboratively towards building a sustainable future for all. While our sustainability vision directly or indirectly contributes to most of the SDGs, in 2017, we identified three key goals of responsible consumption and production (SDG 12), decent work and economic growth (SDG 8) and sustainable cities and communities (SDG 11) that aligns with the focus areas of our sustainability vision – our guests, our people and our cities.

 [Learn more about the UN SDGs](#)

Our Sustainability Vision

Our CEO's Message

"It is my belief that building our business to be sustainable for the long term is the most important task of our group. I believe we have exhibited a strong sense of responsibility, high level of consciousness and integrity which has contributed to our success. However, we understand that in creating a legacy and addressing the challenges we face, we must play a role in building a sustainable future, through continued dialogue, collaboration and innovation."



Clement K.M. Kwok
CEO

AR Read the full GCRC Report in the 2017 Annual Report on pages 152 to 153.

For example, the lack of waste management infrastructure in specific regions, and the low value accorded to some natural resources such as water. With a more nuanced understanding, we are reassessing our approach, recognising that addressing these challenges requires concerted efforts and collaborative solutions with other stakeholders.

Governance

Our sustainability performance is managed and governed by the GCRC, chaired by the CEO. The GCRC reports to the Group Management Board, who in turn, reports to the Board to review and address our sustainability practices and objectives. The GCRC members are Vision 2020 Group

Champions who guide and collaborate with operation teams on the ground to deliver progress on these pillars.

The GCRC is supported by the Director of Corporate Responsibility and Sustainability, who is responsible for setting the direction of the Group's policy and strategy on these topics, supporting senior management and managing stakeholder relationships on these specific issues.

At the local level, each operation has set up their own committees to develop relevant action plans, coordinate actions and review progress on our sustainability commitments.



THE BOARD

Board of Directors

GROUP LEVEL

Group Management Board

Group Corporate Responsibility Committee
Chaired by CEO, supported by Director of CRS and Vision 2020 Group Champions

OPERATION LEVEL

Local CRS Committees

Chaired by General Managers/Hotel Managers, supported by key Function Heads

