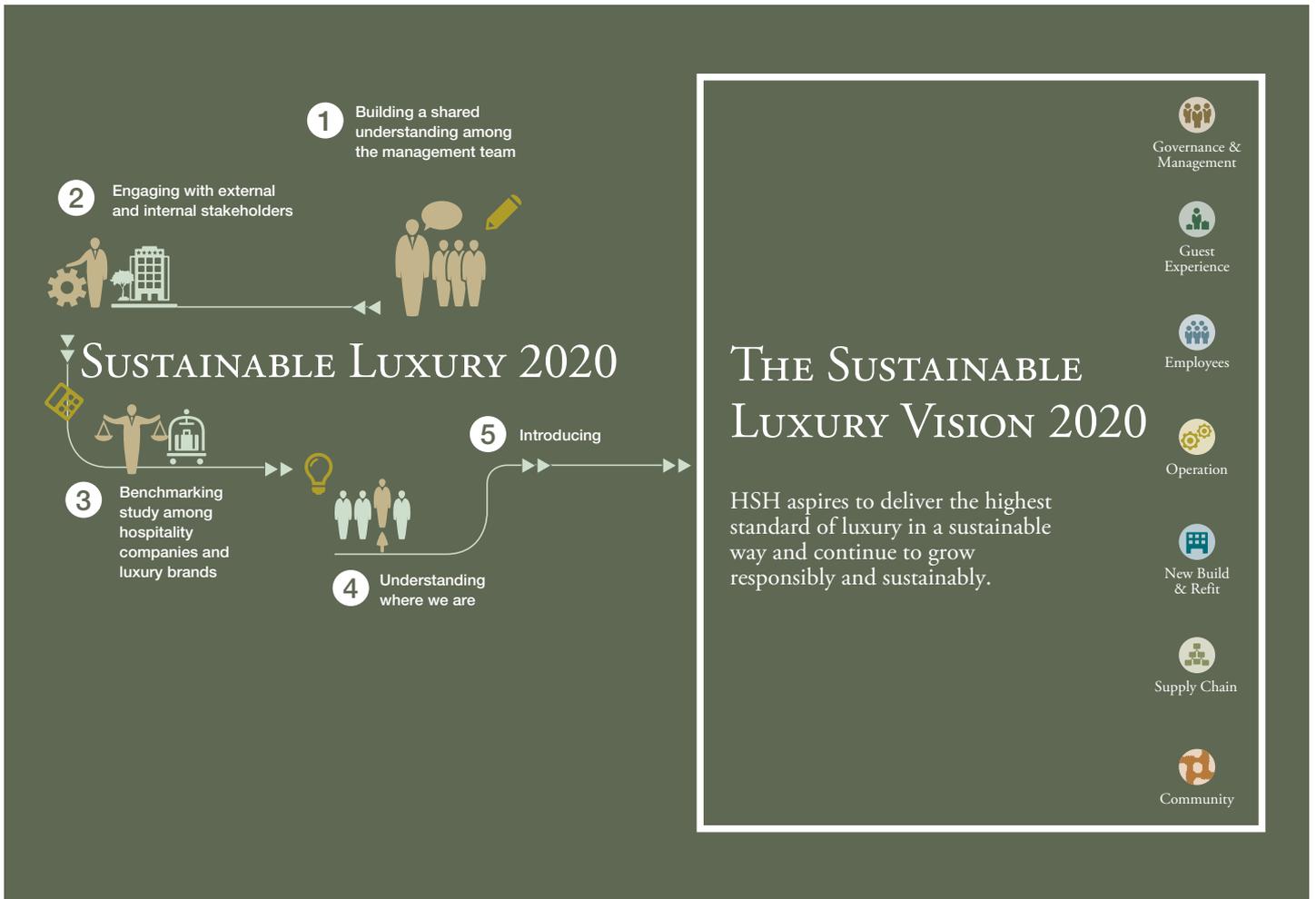


# A VISION FOR SUSTAINABLE LUXURY

The HSH Group has long been a responsible corporate citizen – supporting local communities, recycling food and linens where possible, and conscious of energy-saving. However, prior to 2007, we did not have a group-wide strategy for sustainability and were not proactive in coordinating sustainability efforts across the Group.

In 2007, our Chief Executive Officer convened a Group Corporate Responsibility Committee and challenged the executive team to find better and more sustainable ways to

continue providing the highest standard of quality and luxury to our guests. As part of a two-year exercise conducted in 2012 we engaged our stakeholders and listened to their feedback, assessed macro trends shaping our landscape, and benchmarked best practice in the industry. The result of this consultation was a framework to set the stage for the long term, in the form of our Sustainable Luxury Vision 2020, which was rolled out in 2013. We identified seven pillars incorporating every aspect of our business:



Guest Experience, Employees, Community, Supply Chain, New Build and Refit, Operations, and Governance and Management.

We created a “roadmap” to roll out the Vision across the Group in three phases:

1. **Laying The Foundation** for the new vision: action planning, updating and building the right management processes and reporting tools to help us track our progress, developing various implementation guides and best practice references.
2. The **second phase** of the journey entails **Engaging the Heart and the Mind of every employee** – making everyone an owner of our Vision 2020, instigating mindset and cultural change, building professional buy-in and emotional engagement.
3. The **final phase** will be **Delivery and reviewing opportunities** to stretch the ambitions. By 2020, our goal is to see Sustainable Luxury as the new normal in the way we conduct our business, generating more revenue and to be recognised as a leader in Sustainable Luxury.

## A changing mindset – internally and globally

We believe we have laid strong foundations for Vision 2020 with a well-developed governance process for overseeing progress (see page 10 of the Corporate Responsibility and Sustainability Report on “How we Govern and Manage”). We are currently moving into the second phase of our roadmap and our approach to sustainability has evolved considerably. We operate not from a position of idealism or seeking to “change the world”, but rather we regard sustainability as a sensible and inevitable business decision that benefits the short, medium and long-term economic value of our group. We aspire to do this in a way that complements our heritage of quality, thoughtfulness and meticulous attention to detail.



## SUSTAINABLE LUXURY 2020

