

The Greater



Good

Our True  
North Star

## Sustainability Overview

P 02	Who We Are
P 03	Our Core Values
P 04	Leadership Statements
P 05	25 Years Of Responsible Travel
P 08	2019 Sustainability Impact Snapshot
P 09	Serving The Greater Good
P 11	Sustainability Approach
P 12	Alignment With SDGs

## For The Greater Good Of The Planet

P 14	Climate Change
P 15	Pollution And Waste
P 17	Food And The Environment
P 18	Biodiversity And The Environment
P 19	Embracing The Environment

## For The Greater Good Of The People

P 22	Uplifting Our Ecosystem By Investing In Our People
P 25	Empowering Communities
P 27	Promoting Lifelong Learning Opportunities
P 29	Community Impact

## For The Greater Good Of Business

P 32	Good Governance Systems
P 32	<i>Leadership</i>
P 32	<i>Ethical Compliance And Corruption</i>
P 33	<i>Data Privacy</i>
P 33	<i>Supply Chain</i>
P 34	<i>Corporate Governance</i>
P 35	Towards Long-Term Value Creation

This annual sustainability report presents data as of 31 December 2019 for the calendar year. We issue our sustainability reports on an annual basis since 2006; previous reports can be found at <http://investor.banyantree.com>. We present figures for Key Performance Indicators for the past three years.

This report was voluntarily produced in accordance with the Global Reporting Initiative (GRI) Standards: Core option, published in 2016. A complete GRI Standards content index is provided online ([www.banyantreeglobalfoundation.com/gri](http://www.banyantreeglobalfoundation.com/gri)).

### Contact Us:

Comments or questions about this report may be directed to Dr Steve Newman, Group Sustainability Director, at [steve.newman@banyantree.com](mailto:steve.newman@banyantree.com)

As a socially responsible business, Banyan Tree was founded with the core value of driving sustainable development. A family of over 11,000 associates supports our mission to create long-term value for stakeholders, protecting and acting as stewards of natural and cultural heritage where we operate. Our 25-year journey supports global agendas such as the United Nations Sustainable Development Goals to support tourism serving the greater good.

FOR THE GREATER GOOD  
OF THE PLANET

## Sustainability

# Overview

---



FOR THE GREATER GOOD  
OF THE PEOPLE

FOR THE GREATER GOOD  
OF BUSINESS

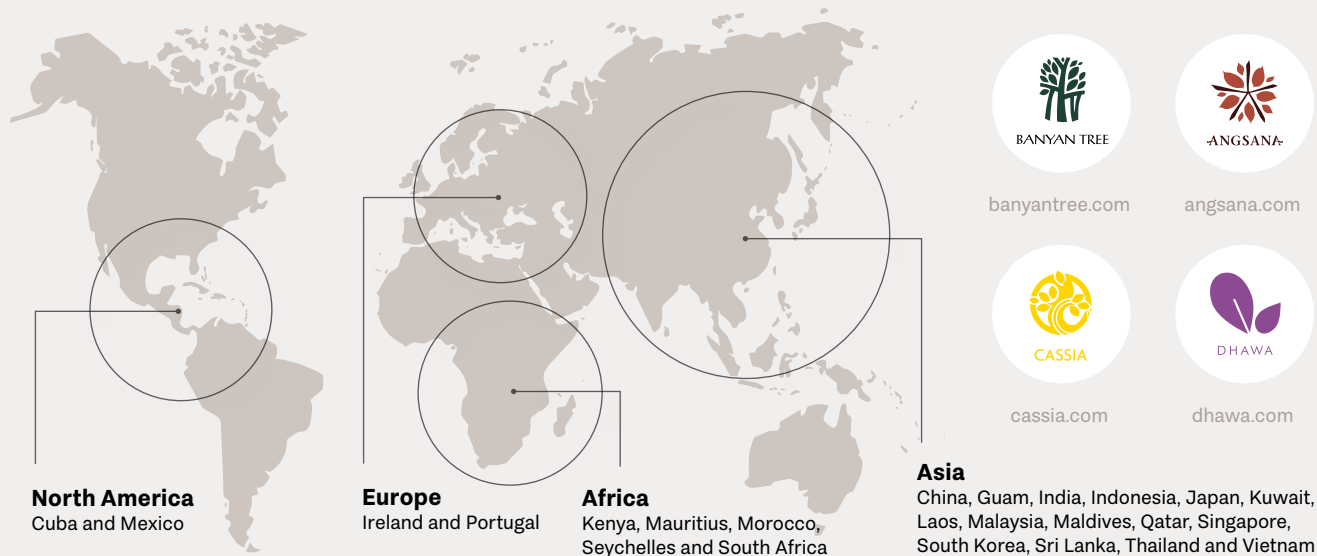
Banyan Tree Holdings is one of the world's leading independent, multi-branded hospitality groups. The Group's diversified portfolio of hotels, resorts, spas, galleries, golf and residences is centered on five award-winning brands (Banyan Tree, Angsana, Cassia, Dhawa and Laguna) that offer exceptional design-led experiences for global travellers of today and tomorrow.

Founded in 1994 on the core concept of sustainability, Banyan Tree Holdings seeks to create long-term value for all stakeholders and destinations across its network of properties, products and brands, through a purpose-driven mission. With 11,000 associates across 24 countries, Banyan Tree Management Academy (BTMA)

was established in 2008 to support the Group's goals through advancing people development, management excellence, and learning with integrity and meaning.

Banyan Tree Holdings has received over 2,611 industry awards and accolades since inception. It has also received recognition for its commitment to environmental protection and community development through its Banyan Tree Global Foundation (BTGF), which aligns the Group's efforts to the UN Sustainable Development Goals.

Executing on its regionalised growth strategy, the Group's global footprint continues to grow with 46 hotels and resorts in the pipeline as of 31 December 2019.



## BRAND HIGHLIGHTS

24	Countries
47	Hotels and Resorts
64	Spas
3	Golf Courses
6,714	Room Keys
72	Galleries
11,447*	Associates
68	Nationalities
1,067,168	Guests served
173	Countries of residence

90% of guests from: China, Republic of Korea, Singapore, United States, Vietnam, Thailand, United Kingdom, Japan, Russia and Australia

\* including pre-opening hotels and corporate offices

## ASSOCIATE SNAPSHOT

Data compiled for all resorts and business sectors as of 31 December 2019

	Non-supervisor	Supervisor	Senior management
<b>Gender</b>			
Female	43.4%	46.0%	40.3%
Male	56.6%	54.0%	59.7%
<b>Age</b>			
Below 30	41.8%	17.0%	0.3%
30 to 50	52.2%	77.0%	76.7%
50 and Above	6.0%	6.0%	23.0%
<b>Education</b>			
No Formal Education	0.1%	0.0%	0.0%
Primary School	5.0%	0.4%	0.0%
High School 'O' Levels	20.0%	13.5%	3.6%
High School 'A' Levels	30.7%	10.1%	5.7%
Technical & Vocational	11.0%	8.0%	2.8%
Diploma	12.2%	21.0%	19.4%
Degree and Above	21.0%	47.0%	68.5%



# Our Core Values

## Mission

We aspire to build globally recognised brands which, by creating exceptional experiences for our guests, instilling pride and integrity in our associates, and enhancing both the physical and human environment in which we operate, deliver attractive returns to our shareholders.

As a socially responsible business, Banyan Tree was founded with the core value of driving sustainable development. A global hospitality group operating in diverse locations, Banyan Tree's concept of sustainability seeks to create long-term value for multiple stakeholders and destinations. The company's triple bottom line of economic, social and environmental success helps direct sustainable development by inspiring associates, guests and partners to take a wider consideration encompassing a long-term view when making business decisions. We employ an integrated and participatory approach to minimise our impacts while safeguarding and enhancing the human and physical environment for present and future generations.



## This involves:

Creating exceptional design-led experiences for guests and customers through our services and products



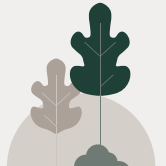
Providing fair and dignified employment for our associates which enhances their ability to contribute to the company's growth and elevates their job prospects with Banyan Tree and beyond



Enabling long-term prosperity for communities in which we operate through business conduct, operations and harnessing our competencies to address issues facing the community



Exercising the precautionary approach to environmental impacts of our operations, and taking an active role in the protection and remediation of global ecosystems



Conducting business with suppliers and vendors in a fair and transparent manner while working in partnership to enhance societal benefits



Generating sustained, long-term returns for our shareholders



Singapore declared 2019 the “Year Towards Zero Waste” and we continue to explore ways to go beyond the precautionary principle to minimise impact and maximise benefit from our operations and through our supply chain. As we seek to deliver measurable impact towards the Sustainable Development Goals, we have piloted new initiatives to reduce food waste and conserve resources, and look to scale these programmes across our Group.

Our waste and resource reduction efforts have been supported since 2010 by a partnership with EarthCheck. In 2019, 17 of our resorts were Gold Certified and Lijiang became our first Platinum Certified after 10 years of sustainable operations. We have reduced single-use plastic by 42% with six properties reducing use by over 80%. Our reductions have prevented almost 10 million pieces of plastic from going to landfill since 2018. We continue to position ourselves in the tourism industry as agents of positive change, remaining true to our core value of sustainable development.

We proudly celebrated Banyan Tree Group’s 25<sup>th</sup> Anniversary last year, and this milestone provided an opportunity to reflect on where we are, where we have been, and where we want to go. We want to be the best, most respected, independent, multi-branded hospitality group, driven by design. To achieve this, we have created a foundation for growth based on strong core values and supported by a family of over 11,000 passionate associates who treat Banyan Tree as their home. As we continue to be vigilant in a world threatened by change, we protect our family, support our communities, and act as stewards to do business the right way.

Banyan Tree’s story is one of transformation: a promise that became our commitment, turning an idea into an ideal. Our sustainability efforts started off small, but have grown over the years: we started by planting a single tree, it became the first of half a million planted worldwide. In 2019 we chronicled our sustainability journey in a commemorative book, “Rooted in Sustainability” as part of our reflection on 25 years of sustainable business for good.

We continue to conserve while we develop as a systematic and conscious choice for a long-term stakeholder investment strategy and to create value for our communities. Collectively in 2019 our associates volunteered almost 50,000 hours to support local community and environmental efforts, and we had more sustainability themed activities and events, greater engagement and participation, and greater impact than ever before.

As part of our anniversary celebrations we enhanced infrastructure and education delivery at 25 schools in nine countries, supporting 4,000 students, and continued to assist livelihood and psychosocial recovery of communities in Sulawesi following the Palu earthquake and tsunami. To date the Banyan Tree Global Foundation, celebrating its 10 year anniversary, has directed almost \$8m towards supporting communities and environments in need around the world.

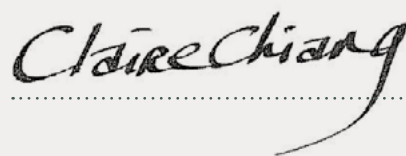
We are pleased to see our pioneering actions are increasingly commonplace in the world. We have held our belief in sustainability dear for 25 years, and continuing to do so we hope this is only the beginning of a legacy that can continue for many more years.



Ho KwonPing

Executive Chairman

Banyan Tree Holdings Limited



Claire Chiang

Chairperson

Banyan Tree Global Foundation



## 25 Years Of Responsible Travel

As stewards of natural and cultural heritage, tourism has significant transformative power in the face of unprecedented global inequality and change. For 25 years, our efforts have extended beyond the precautionary approach, integrating social and environmental responsibility throughout operations, enhancing travellers' experiences through our *Stay for Good* programme.

In 2019, Banyan Tree celebrated its 25<sup>th</sup> anniversary, reflecting on our sustainability journey and partnerships nurtured that have provided a platform of possibilities for our stakeholders. We documented this journey in a commemorative book 'Rooted in Sustainability'.

Our commitment to responsible travel\* and stewardship was celebrated with more sustainability-focused initiatives, activities and events in 2019 than ever before, with 109 resource conservation initiatives, 267 environmental initiatives and 437 social initiatives. We embedded sustainability in our anniversary celebrations and aligned with World Tourism Day, to remind guests, associates and local communities of responsible tourism's potential for positive impact.





# 10 Years Of Sustainability Support

Celebrating its 10-year anniversary, Banyan Tree Global Foundation ([page 34](#)), harmonised support for education through infrastructure and teaching development at 25 schools in China, Indonesia, Laos, Malaysia, Maldives, Mexico, Morocco, Seychelles and Thailand, helping over 4,000 children.

We exceeded our pledge of 25,000 volunteer hours, with our associates dedicating a total of 47,299 hours to support communities and the environment. While we planted only 22,351 trees, we have successfully planted over half a million trees since we started this initiative in 2007.



# 15 Years Of Commitment To Conservation

Banyan Tree Marine Lab in the Maldives reached a significant 15-year milestone, having pioneered resort-based conservation and research in the Indian Ocean region in 2004.

The Lab produced a summary of projects and publications to celebrate and share its contributions to science and conservation.





# 25 Years Of Sustainable Development



1992

1992

American Express and International Hotel Association Environmental Award received for remediating "toxic site" into Laguna Phuket



2004

2001

Green Imperative Fund (GIF) launched

2004

First resort-based marine lab established in Maldives

2005

Founding member of United Nations Global Compact Network Singapore; Ms Claire Chiang began four-year term as inaugural president for Singapore Compact for CSR, now known as Global Compact Network Singapore

2006

First sustainability report published by Banyan Tree, ahead of its time in corporate reporting and transparency

2007

Resource conservation initiated to support efficient operations; Greening Communities launched to raise awareness of climate change; Seedlings Mentorships launched to empower young people through education; Bintan Conservation Lab launched



2005

2009

Banyan Tree Global Foundation established

2010

EarthCheck selected as strategic partner for external sustainability certification

2014

*Build for Good* and *Stay for Good* frameworks launched



2014

2015

*Stay for Good* framework expanded to include *Meet for Good*, *Eat for Good*, *Gift for Good* and *Spa for Good*

2017

Stakeholder-inclusive material analysis to frame and direct sustainability efforts; alignment of efforts with UN Sustainable Development Goals; adoption of GRI core standards



2019

2019

25<sup>th</sup> Anniversary of Banyan Tree Group; 15<sup>th</sup> Anniversary of Banyan Tree Marine Lab in Maldives; 10<sup>th</sup> Anniversary of Banyan Tree Global Foundation

# 2019 Sustainability Impact Snapshot

## POLLUTION & WASTE

Resource conservation initiatives

109 <sup>26.7%</sup>



Energy use (megajoules POR\*)

1,389 <sup>7.5%</sup>



Potable water use (litres POR\*)

4,045 <sup>10.0%</sup>



Greenhouse gas emissions\* (Kilogrammes Carbon Dioxide equivalent POR\*)

127.2 <sup>1.3%</sup>



Sectors registered with EarthCheck

40 <sup>11.1%</sup>



Percentage of eligible sectors registered with EarthCheck

85% <sup>5.0%<sup>s</sup></sup>



Plastic reduced (pieces)

5,912,125 <sup>32.3%</sup>



Plastic reduced (% reduction)

42% <sup>18.0%<sup>s</sup></sup>



Waste diverted from landfill

29.6% <sup>6.1%</sup>



Trash removed from environment (kilogrammes)

89,931 <sup>6.2%</sup>



\* Per occupied room

† Greenhouse gas emissions data applies for Earthcheck registered properties only

## CLIMATE CHANGE

Total trees planted to date

508,612 <sup>4.6%</sup>



## BIODIVERSITY

Properties in proximity to areas of high biodiversity

21



Participants in guest awareness activities

37,524 <sup>4.4%</sup>



Citizen scientists

2,715 <sup>9.8%</sup>



## ASSOCIATE SATISFACTION AND DEVELOPMENT

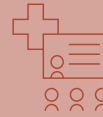
Associate satisfaction

90.2% <sup>0.2%<sup>s</sup></sup>



Total training hours

528,343 <sup>4.2%</sup>



Average training hours per associate per month

5.3 <sup>11.7%</sup>



Female representation in senior management

40.3% <sup>3.1%<sup>s</sup></sup>



in supervisory roles

46.0% <sup>2.3%<sup>s</sup></sup>



## LEADERSHIP AND STAKEHOLDER ENGAGEMENT

Total contributions to Banyan Tree Global Foundation (US\$)

\$681,410 <sup>13.1%</sup>



Total disbursed funds for projects (US\$)

\$501,509 <sup>10.8%</sup>



Participants in community programmes

61,142 <sup>112.6%</sup>



Number of mentees in Seedlings

107 <sup>30.5%</sup>



Volunteer hours by associates

47,299<sup>†</sup>



Students supported in classes and camps

8,314 <sup>38.2%</sup>



Community collaborations by MATTER

18 <sup>38.5%</sup>



Artisan employment days by MATTER

3,223 <sup>17.3%</sup>



Participants in healthcare initiatives

4,224 <sup>242.0%</sup>



Sustainability awards

8 <sup>60.0%</sup>



\* 2019 is the first year in which this value is tracked

<sup>s</sup> Percentage value is in comparison with 2018 value, in absolute change

# Serving The Greater Good

## Financial Sustainability

The travel and tourism sector accounts for over 10% of global GDP and indirectly supports 10% of all global employment<sup>+</sup> through complex supply chains. One out of five jobs created globally over the past five years were within the travel and tourism sector\*, and many developing nations depend on tourism as a significant contributor to domestic GDP.

Often intrinsically dependent on natural and cultural heritage, tourism needs to be stewards of local communities and environments. To achieve this, operations must first and foremost be financially sustainable.

To support a more integrated reporting approach, a summary of financial capital will be reported annually in the sustainability report. Further details can be found in the annual report (<http://investor.banyantree.com>).

Our Group's revenue includes hotel investments, residences and extended stay, and fee-based business. As at 31 December 2019, revenue from our Hotel Investments was contributed by Thailand (75%), Indian Ocean (22%) and Others (3%). Residences and extended stay consists of sales of hotel residences and Laguna residences and extended stay. Our fee-based business comprises hotel, fund and club management, spa and gallery operations, design and other services.

We aim to quantify natural, human and social capital and the intangible assets of our global operations to support transparency and responsible travel by 2025.

## OUR BUSINESS IN BRIEF

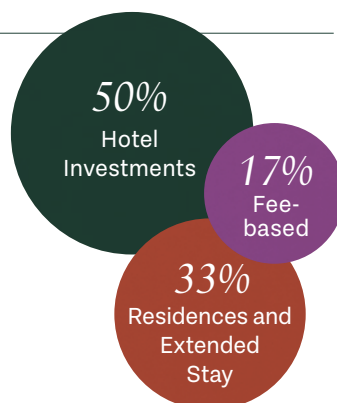
Group Revenue  
Revenue contribution in 2019 (%)

**2019**

**S\$347.0m**

2018 S\$329.0m

2017 S\$317.5m



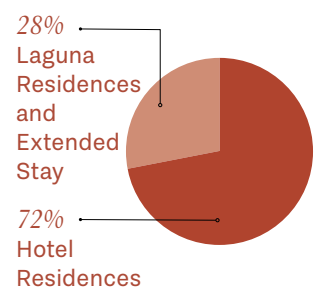
Residences and Extended Stay  
Revenue contribution in 2019 (%)

**2019**

**S\$114.2m**

2018 S\$77.0m

2017 S\$51.4m



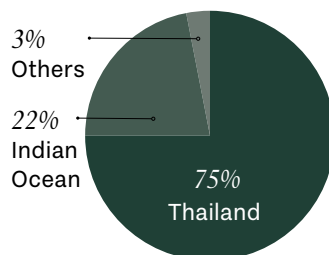
Hotel Investments  
Revenue contribution in 2019 (%)

**2019**

**S\$173.7m**

2018 S\$192.5m

2017 S\$201.5m



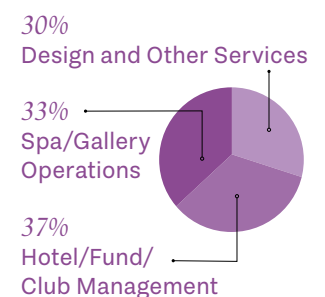
Fee-based  
Revenue contribution in 2019 (%)

**2019**

**S\$59.1m**

2018 S\$59.6m

2017 S\$64.6m



\* <https://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2019/world2019.pdf>



Brand for Good

To deliver on our mission, we have conceptualised our values based on a “for good framework” whereby a visit to our hotels and resorts creates a “Stay for Good”.

Our framework starts with design and construction (*Build for Good*), continues through a guest’s stay at our resorts (*Stay for Good, Meet for Good, Eat for Good*), extends through our supply chain (*Buy for Good*) and to our

Spa and Gallery outlets across the globe (*Spa for Good and Gift for Good*).

Our *Stay for Good* efforts continue to be supported by our Green Imperative Fund where our hotels and resorts match the commitment of guests dollar-for-dollar. Banyan Tree Global Foundation directs funds to impactful projects supporting external communities and environments.



## Sustainable Development

Sustainable by design, Banyan Tree is committed to protecting natural and cultural heritage during development to ensure long-term sustainability. We ensure that disturbance is minimised, landscapes are protected and traditional materials are incorporated to support livelihoods.

Our teams have established track records of delivering on every step of the development process for individual hotels and precinct level integrated developments and resorts.



## Sustainability Approach

### Material Topic Identification\*

The material topics presented in this report were prioritised via a stakeholder inclusive process to frame and focus our efforts and support long-term sustainability. Seven topics were selected based on their importance to internal and external stakeholders: climate change, pollution and waste, biodiversity, employee satisfaction, leadership, ethical compliance and data privacy. We voluntarily report progress on staff development, culture and heritage, responsible travel and supply chain due to their importance to our core sustainability values.

This report summarises why each material topic is important, our management approach, commitments, responsibilities, targets and actions. Each material topic is aligned with the United Nation's Sustainable Development Goals (SDGs). Further details on the alignment, selection, description and progress for each material topic can be found online<sup>†</sup>. Material topic assessment will be renewed in 2020 to ensure our sustainable efforts are current, focused and support the SDGs.

### Stakeholder Engagement<sup>‡</sup>

Regular dialogue through formal and informal channels with our associates, customers, investors, partners, suppliers and communities where we operate is essential to guide and implement our sustainability efforts. A context-based stakeholder engagement approach ensures our social and environmental efforts address local challenges and needs.

We encourage input and feedback from our stakeholders via an open two-way communication. This is achieved through town-hall style and informal meetings between our teams and local communities; trainings and workshops with our associates; presentations, discussions and feedback forums with guests; and evangelisation of our sustainability philosophy through lectures and round table discussions within both the travel and tourism industries and wider business community. We employ a cross-sector collaborative approach in engaging with individuals, businesses, NGOs, and academic institutions worldwide to deliver conservation and societal benefits, and to iteratively improve our efforts.

Activities at our properties connect travellers to natural and cultural heritage and through awareness promote responsible travel and stewardship. In 2019, we drafted a Stakeholder Engagement Plan, which will be implemented in 2020 to guide our teams on who, how and when to engage, along with quantification of stakeholder engagement events and initiatives.

\* Material topics: [www.banyantreeglobalfoundation.com/material-topics](http://www.banyantreeglobalfoundation.com/material-topics)

† Alignment: [www.banyantreeglobalfoundation.com/alignment](http://www.banyantreeglobalfoundation.com/alignment)

‡ Stakeholder engagement: [www.banyantreeglobalfoundation.com/stakeholders](http://www.banyantreeglobalfoundation.com/stakeholders)


Our planet is undergoing unprecedented global societal and environmental change. To address and combat this, the United Nations Sustainable Development Goals (SDGs) define priorities and set ambitious global targets for 2030 to combat poverty, inequality and tackle climate change.

Aligning our efforts with the SDGs helps us contribute towards supporting social and environmental challenges that cannot succeed without each other. Through our new materiality analysis, we have identified areas of impact on which to focus our efforts, scale up positive impacts, and reduce or avoid negative impacts. Our efforts directly and indirectly contribute towards the SDGs as shown.

**Specific calls to tourism: SDGs 8, 12 and 14.**



**1–12: Social • 13–15: Environmental • 16–17: Peace & Partnership**

	ALIGNMENT WITH SUSTAINABILITY INITIATIVES WITH THE UN SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Climate Change		○	●			○					●	○	●	●	●	●	●
Energy & Emissions			○			○	●		○		○	●	●	○	○	○	○
Biodiversity & Environment	○		○	○	○	○			○	○	○	○	●	●	●	○	●
Associate Happiness & Welfare	●	○	●	●	●			●		●	○					●	○
Associate Development	●		○	●	●			●		●	○					●	●
Community Empowerment	●	●	●		○	●		○	●		●		○		●	●	●
Spa & Gallery	●	○	●	○	●			●	●	●	○	●	○	○	○	●	●
Seedlings & Mentorship Cafe	●	○	●	●	●			●		●						●	○
Good Governance	●		●	●	●			●	●	●	●	●				●	●
Sustainable Supply Chain	●	○	○		○	●		●	○	○	●	●	●	○	○	●	●
Responsible Travel		○	●	●	●	○		●	●		●	●	●	●	●	●	●
Partnership and Collaboration	○	○	○	●	●	○		○	●	○	○	○	●	●	●	●	●

● Direct contribution

○ Indirect contribution



**508,612 TREES**  
PLANTED TO DATE

**89,931KG** OF TRASH  
COLLECTED

**85% SECTORS**  
BENCHMARKED BY  
EARTHCHECK

**29.6% WASTE** DIVERTED  
FROM LANDFILL

**7.5% REDUCTION** IN  
ENERGY USE POR

**10% REDUCTION** IN  
WATER USE POR

**109 RESOURCE**  
CONSERVATION  
INITIATIVES

**42% REDUCTION** IN  
SINGLE-USE PLASTIC

**ALMOST 10M**  
SINGLE USE PLASTIC  
ITEMS STOPPED

**37,524 PARTICIPANTS**

SUSTAINABILITY  
OVERVIEW

Banyan Tree's efforts connect with global climate action by conserving resources through efficient operations, with external assurance by EarthCheck, the leading benchmarking certification within the travel and tourism industry. Our Group adopts a science-based approach to conservation of sensitive ecosystems and threatened species by engaging our associates, guests and community members to connect people to destinations and drive environmental stewardship.

FOR THE GREATER GOOD  
OF THE PLANET

For the

*Greater Good  
of The Planet*



FOR THE GREATER GOOD  
OF THE PEOPLE

FOR THE GREATER GOOD  
OF BUSINESS

Climate change remains a pressing global issue with local impacts to destinations and travel, while business contributions to emissions requires a conscious drive to net zero carbon operations. Climate change action is integrated throughout Banyan Tree operations and environmental, social and governance sustainability efforts, in alignment with the World Travel and Tourism Council's (2015)\* call to connect with global climate action.

We continue to raise awareness through annual Earth Hour, Earth Day and World Environment Day celebrations and environmental initiatives at our properties, reducing resource use and waste (Pages 15 to 17), greening and reforestation initiatives, and by supporting local capacity development and resilience to change (Pages 25 to 30).

## Greening Communities

Our Greening Communities programme raises awareness of climate change and sequesters carbon emissions with each property planting trees in local communities. In celebration of our 25<sup>th</sup> Anniversary, we set a target to plant 25,000 trees. While we planted only 22,351 trees, we have successfully planted over half a million trees since we started this initiative in 2007.

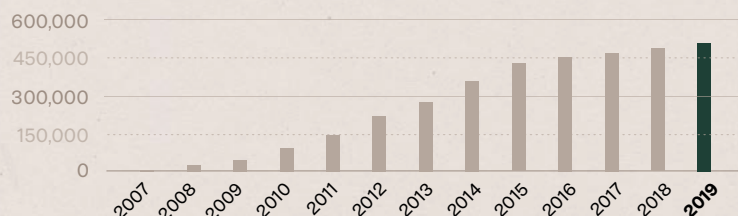
Many locations are challenged by space to plant, and following a review of this initiative in 2019, we are exploring partnerships for specific projects to transform locations rather than continuing with property-level targets.

The average tree sequesters up to 40 kg of carbon per year; the 508,612 trees planted sequester up to 20,344 tonnes of carbon annually, with a maximum of 141,341 tonnes of carbon sequestered to date (based on annual planting numbers and assuming 100% survival rate).

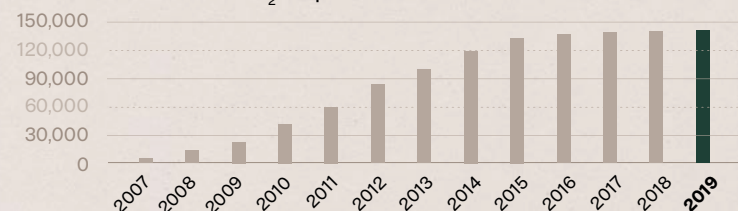
### GREENING COMMUNITIES

Year	Trees planted	Other plants	Participants
2019	22,351	4,541	4,184
2018	18,382	3,421	4,077
2017	15,142	3,900	3,563

Cumulative trees planted



Cumulative CO<sub>2</sub> sequestered



\* [www.wttc.org/priorities/sustainable-growth/climate-change](http://www.wttc.org/priorities/sustainable-growth/climate-change)

## Earth Hour

Each year we give a voice to climate change awareness by joining the global Earth Hour movement and turning off all non-essential lights for one hour at our properties worldwide. In 2019, participation at 41 properties saved over 5,000 kWh of electricity in a single hour: equivalent to 14 months' worth of household electricity consumption of a four-room public housing unit in Singapore ([www.ema.gov.sg](http://www.ema.gov.sg)). In the Maldives we extended this initiative to each full moon saving 344 kWh for three full moon events.

### EARTH HOUR

Year	Properties	Total
2019		41
2018		37
2017		23
	<b>Participants</b>	
2019		14,826
2018		12,682
2017		2,926
	<b>Energy savings (kWh)</b>	
2019		5,018
2018		2,970
2017		3,600



Responsible consumption of resources helps reduce climate change impacts, and supports healthy communities and environments.

Banyan Tree reduces consumption rates through improved efficiency, adoption of new practices or technology and awareness programmes to encourage behavioural change and promote environmental sensitivity and best practice. The principles of reduce, reuse and recycle have been implemented at all properties. Our KPI is to implement at least one resource reduction initiative per property each year, and a target of 5% annual reduction for energy, emissions, water and waste.

Rigorous benchmarking of energy, emissions, water use and waste production through a strategic partnership with EarthCheck since 2010 measures progress\* against context-specific industry baselines and best practices, resulting in certification and assurance. EarthCheck 4.0 standards† were implemented in 2019, incorporating individual waste stream tracking and quantification of recycled and recaptured water.

Data for the calendar year ending 31 December 2019 were collected onsite and validated by EarthCheck. Third-party auditors are used for on-site inspections the following year, and data may on occasion be further modified. Total resource use is reported, including hotels, resorts, offices and golf courses. Data are also reported for properties that are not registered with EarthCheck, verified by financial documentation except for waste data that were not accurately verifiable. Data was unavailable for three properties: Angsana Bangalore, Angsana and Dhawa Cayo Santa Maria. Resource intensity for hotels and resorts is presented per occupied room. Individual property performance and comparison to best practice and regional averages is provided online‡.

## EarthCheck

By end of 2019, 40 sectors (85% of eligible sectors) were enrolled with EarthCheck including 32 hotels in which we have management or ownership interest. Banyan Tree Lijiang became the first to receive Platinum certification, while 10 sectors were awarded Gold certification (17 in total). Of the eighteen properties not active in EarthCheck, ten will be eligible to join after one year of operation.

### EARTHCHECK PROGRESS

#### Platinum certified



Banyan Tree Lijiang<sup>^</sup>

#### Gold certified



Banyan Tree Bangkok, Banyan Tree Mayakoba, Banyan Tree Samui, Banyan Tree Uongabon, Banyan Tree Bintan (Banyan Tree, Angsana and Golf), Angsana Ihuru<sup>^</sup>, Angsana Velavaru<sup>^</sup>, Banyan Tree Vabbinfaru<sup>^</sup>, Banyan Tree Ringha<sup>^</sup>, Banyan Tree Sanya<sup>^</sup>, Laguna Lăng Cô (Banyan Tree, Angsana, Golf, Laguna Services)<sup>^</sup>, Banyan Tree Macau<sup>^</sup>

#### Silver certified



Maison Souvannaphoum Hotel, Banyan Tree Cabo Marqués, Banyan Tree Seychelles, Laguna Phuket (Banyan Tree, Angsana, Cassia, Golf, Laguna Holiday Club, Angsana Villas Resort, LRH Offices, Laguna Services)

#### Bronze benchmarked



Angsana Tengchong Hot Spring Village, Angsana Xi'an Lintong, Banyan Tree Club & Spa Seoul, Banyan Tree Yangshuo, Banyan Tree Headquarters Singapore (2 office sector buildings), Banyan Tree Chongqing Beibei, Banyan Tree Anji

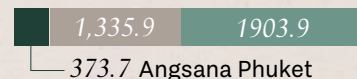
<sup>^</sup> indicates a move up in certification

### RESOURCE CONSERVATION INITIATIVES

Year	Number of initiatives	Total
2019		109
2018		86
	Number of properties	
2019		38
2018		33
	Percent energy and emission reduction initiatives	
2019		62%
2018		79%

### 2019 RESORT HIGHLIGHTS

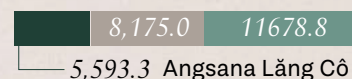
#### Energy (Megajoules POR)



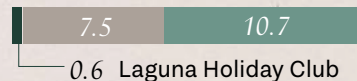
#### Greenhouse gas emissions (Kilograms Carbon Dioxide equivalent POR)



#### Potable water (Litres POR)



#### Waste sent to landfill (Litres POR)



Our performance  
Best Practice  
Industry Average

\* [https://earthcheck.org/media/49073/final-master-earthcheck-company-standard-version-4\\_may18.pdf](https://earthcheck.org/media/49073/final-master-earthcheck-company-standard-version-4_may18.pdf)

† <https://earthcheck.org/media/19412/earthcheck-sector-benchmarking-indicators-for-companies-v40-may16-english.pdf>

‡ [www.banyantreeglobalfoundation.com/consumption-waste](http://www.banyantreeglobalfoundation.com/consumption-waste)

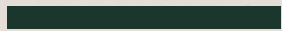
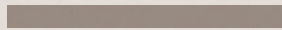
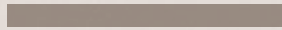


## Energy and Emissions

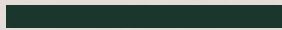
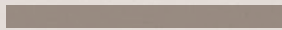
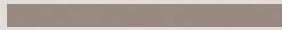
Total annual energy use increased by 4.3% to 1,915,206 GJ, due to new property openings and full-year operational data for properties opened in 2018. Annual energy use by hotels, offices and golf courses benchmarked by EarthCheck in 2019 increased by 1.7% to 1,683,004 GJ, with 51% purchased electricity, 44% stationary fuel and 5% mobile fuel. Energy use decreased by 7.5% per occupied room (POR) for all resorts and hotels, including those not benchmarked by EarthCheck. Annual Scope 1 (direct) and Scope 2 (energy indirect) greenhouse gas emissions by EarthCheck benchmarked properties increased by 7.0% to 159,516 tonnes. Hotel and resort emissions (POR) decreased by 1.3% (to 127.2 kg CO<sub>2</sub> POR) for EarthCheck benchmarked properties.

### ENERGY, EMISSIONS, WATER, WASTE

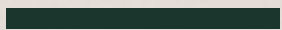
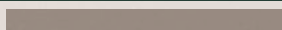

#### Energy (Megajoules POR)

Year	Banyan Tree	Total
2019		1,389
2018		1,502
2017		1,588
Properties performing better than regional average*		66%

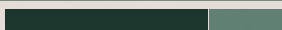
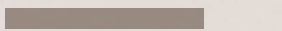
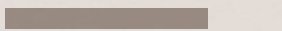
#### Greenhouse gas emissions (Kilograms carbon dioxide equivalent POR)

Year	Banyan Tree	Total
2019		127.2
2018		128.9
2017		132.2
Properties performing better than regional average*		63%



#### Potable water (Litres POR)

Year	Banyan Tree	Total
2019		4,045
2018		4,496
2017		4,642
Properties performing better than regional average*		72%

#### Waste sent to landfill (Litres POR)

Year	Banyan Tree	Total
2019		9.0 <sup>†</sup> /13.9
2018		8.8
2017		9.0
Properties performing better than regional average*		47%

\* data provided by EarthCheck for 2019

 <sup>†</sup> Without KL properties  With KL properties

## Water and Waste

Total annual potable water use increased by 3.3% to 6,255,153 cubic metres, from a corrected 2018 figure of 6,054,728 cubic metres following on-site audits. Change in water use was due to increased use by Lǎng Cō Services in addition to new openings. However, water use efficiency improved with hotel and resort water use POR reduced by 10.0%. Changes in EarthCheck methodologies resulted in a significant reduction in percent water recycled and recaptured, and we will measure progress against this new baseline.

Total waste sent to landfill increased by 39.6% to 19,142 cubic metres, almost entirely attributed to new hotel operations in Kuala Lumpur, which will be a focus of reductions in 2020. Following correction and EarthCheck verification of waste production by golf courses, total use was significantly lower than previously reported. Hotel waste production excluding Kuala Lumpur properties increased by 2.3% to 9.0 litres POR, but increased to 13.9 litres POR including these properties. No hazardous waste was produced by operations.

Addressing operational efficiency and waste production, we introduced waste awareness, engagement and recycling programmes at our properties. We support our efforts with collaborative community clean-ups ([see Page 20](#)) to remediate and cleanse natural systems, and support a shift from a single-use disposable society.

#### WATER RECAPTURED

2019	8.5%
2018	31.5%
2017	39.8%

#### WASTE DIVERTED FROM LANDFILL

2019	29.6%
2018	35.7%
2017	36.5%

#### TOTAL WATER

2019	6,255,153 m <sup>3</sup>
2018	6,054,728 m <sup>3</sup>
2017	6,031,893 m <sup>3</sup>

#### TOTAL ENERGY

2019	1,915,206 GJ
2018	1,835,539 GJ
2017	1,856,276 GJ

# Food And The Environment

Food production and consumption is relevant to all 17 sustainable development goals, connecting with climate change, biodiversity and habitat loss, health and wellness, and culture.

Management requires measurement and in 2019 we piloted measurement of food footprints in the Maldives and Phuket, to be implemented at all properties in 2020. Our long-term goals are to reduce food waste by 30% and divert 50% from landfill by 2025, with a 50% reduction and 100% diversion by 2030.

Controlling food waste supports climate change action by reducing waste to landfill and methane production. Food waste reduction initiatives produced 120 tonnes of fertiliser in Vietnam, diverted 80% of food waste from landfill in Bintan, recycled five tonnes of oil to biofuel in Malaysia, donated 1.9t of food (7,840 servings) via Scholars of Sustenance in Bangkok [www.scholarsofsustenance.org](http://www.scholarsofsustenance.org), and saved 20.8t of food waste (52,081 equivalent meals) and 89t of CO<sub>2</sub> from associate and guest outlets in Angsana Laguna Phuket using Winnow Solutions [www.winnowsolutions.com](http://www.winnowsolutions.com).

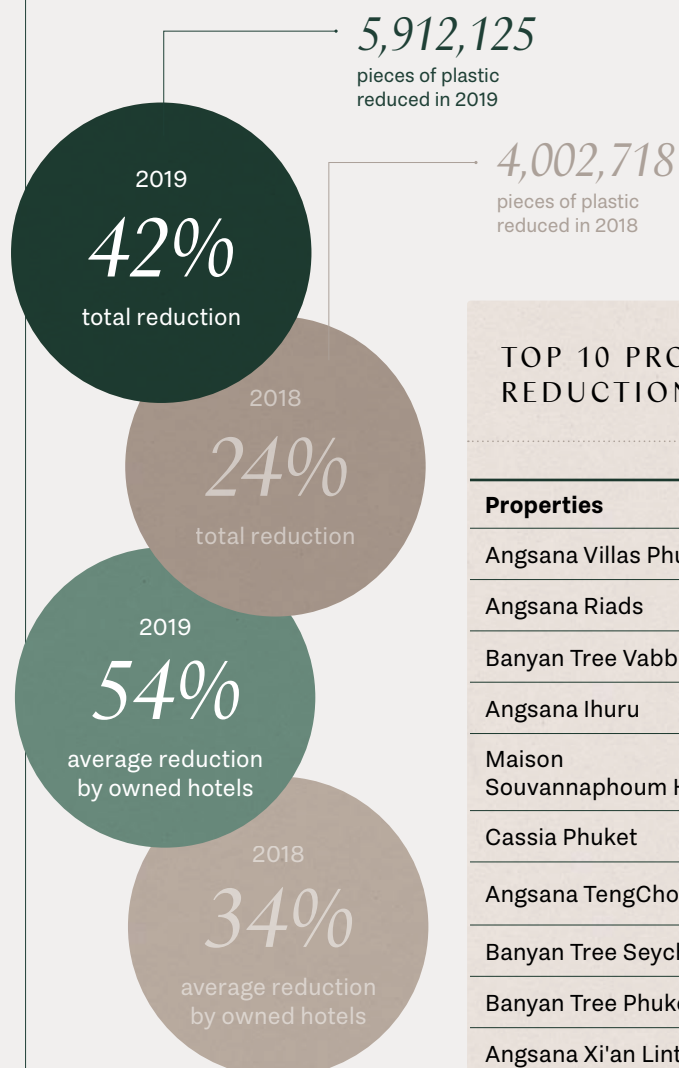
11 properties engaged guests with organic gardens and farms, with 743 participants. In 2019, 79% of our hotels and resorts implemented Meat Free days for associates or guests, to raise awareness of healthy diets and the environmental impact of meat production. As we review food provenance, we will set sustainable seafood targets in 2020 as part of our ongoing commitment to a sustainable supply chain (see Page 33).

## Plastic Reduction and Elimination

Plastic pollution is one of the most pressing threats to the environment and global wellbeing. Single-use plastics take a few seconds to produce, a few minutes to use, but hundreds of years to break down. For our pledge to reduce single-use plastic on Earth Day 2018, we have tracked 31 categories of plastic including bags, bottles, straws, gloves, caps, cotton buds, cling film, pastry piping bags, tapes, coffee capsules, condiments, candies and wrappers.

Compared to a 2017 baseline, single-use plastic has been reduced by 42%, with almost 6 million less pieces of plastic used in 2019, and almost 10 million pieces of plastic prevented from going to landfill since 2018. The greatest plastic reductions achieved were at Angsana Villas Phuket (93.9%), Angsana Riads (93.3%), Banyan Tree Vabbinfaru (90.2%), Angsana Ihuru (89.5%) and Maison Souvannaphoum Hotel (83.6%). Items reduced the most were plastic aprons (92%), stir sticks (91%), disposable plates (89%), straws (88%), laundry bags (88%) and soft drink bottles (80%).

These reductions were achieved despite plastic use from five new properties (Dhawa Jinshanling, Angsana Zhuhai Phoenix Bay, Angsana Xishuangbanna, Banyan Tree Kuala Lumpur and Pavilion Hotel Kuala Lumpur). At the same time, Angsana Fuxian Lake was closed. Data was unavailable for properties in Macau (closed at time of reporting due to COVID-19) and Jiuzhaigou (closed in 2019).



### TOP 10 PROPERTY REDUCTIONS

Properties	2019
Angsana Villas Phuket	93.9%
Angsana Riads	93.3%
Banyan Tree Vabbinfaru	90.2%
Angsana Ihuru	89.5%
Maison Souvannaphoum Hotel	83.6%
Cassia Phuket	80.5%
Angsana TengChong	75.6%
Banyan Tree Seychelles	70.6%
Banyan Tree Phuket	66.8%
Angsana Xi'an Lintong	66.7%

Areas of high biodiversity may provide a foundation for tourism, and consequently we must act as stewards to safeguard and promote a healthy, resilient and sustainable environment.

Twenty-one properties in ten countries are in close proximity to areas of protected status or high biodiversity, with our newly-opened Angsana Xishuangbanna close to a UNESCO Biosphere Reserve, while Angsana Fuxian Lake ceased operations\*.

### Science-based conservation

Banyan Tree applies a strategic and science-based approach to conservation to engage and educate travellers, communities and our associates to develop stewardship. Our adaptive conservation framework addresses key global issues, critical habitats and priority species†.

Dedicated conservation labs in the Maldives and Indonesia support conservation through research, restoration and awareness programmes. International research collaborations were continued with Newcastle, Stirling, Sheffield and Edinburgh Universities (the UK), University of Queensland (Australia), University of Wellington (New Zealand) and Hong Kong Polytechnic. Data generated is reported to stakeholders to support local or regional management.

In 2019, two PhD and one Master's students completed research in partnership with the Marine Lab in the Maldives, with peer reviewed publications on coral reef ecology in the *Journal of Animal Ecology*, *Ecology and Evolution*, *Marine Biology*, *Marine Policy* and *Journal of Fish Biology*.

\* [www.banyantreeglobalfoundation.com/biodiversity-environment](http://www.banyantreeglobalfoundation.com/biodiversity-environment)

† [www.banyantreeglobalfoundation.com/conservation](http://www.banyantreeglobalfoundation.com/conservation)

### Citizen Science

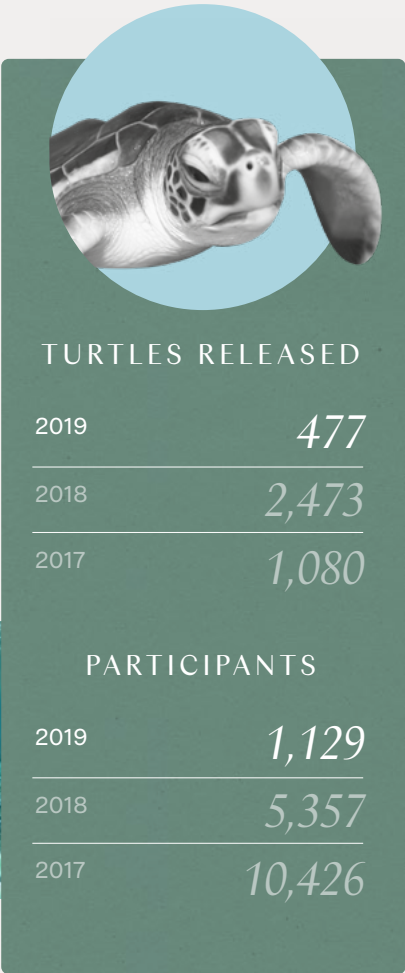
Citizen scientists contributed sightings to support long-term changes in marine megafauna populations in the Maldives, and bird populations and migrations in Bintan. Birds are biological indicators of habitat health and climate change, and training was provided to establish a citizen science programme in Phuket. We will look to implement this approach at other properties. Annual reef monitoring of 18 coral reef sites in Maldives and six reef sites (adding three new sites from previous years) in Bintan entered their fifth and seventh years respectively\*.



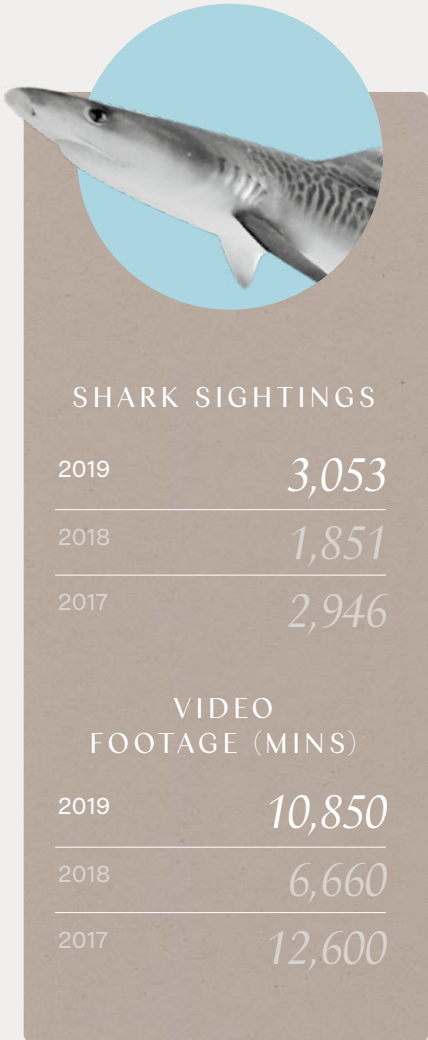
\* <http://www.banyantreeglobalfoundation.com/stories-we-share/>

### Turtle Conservation

Twelve properties had turtle conservation programmes, primarily focused on generating awareness among travellers, local communities and fishermen, and hatchling releases in partnership with local organisations or research centres. Since 1994, Laguna Phuket has raised \$224,575 to support the Phuket Marine Biology Centre and released 2,145 turtles. Fewer turtles were released and engagement was lower due to the completion of the conservation project in the Maldives.







Shark Conservation

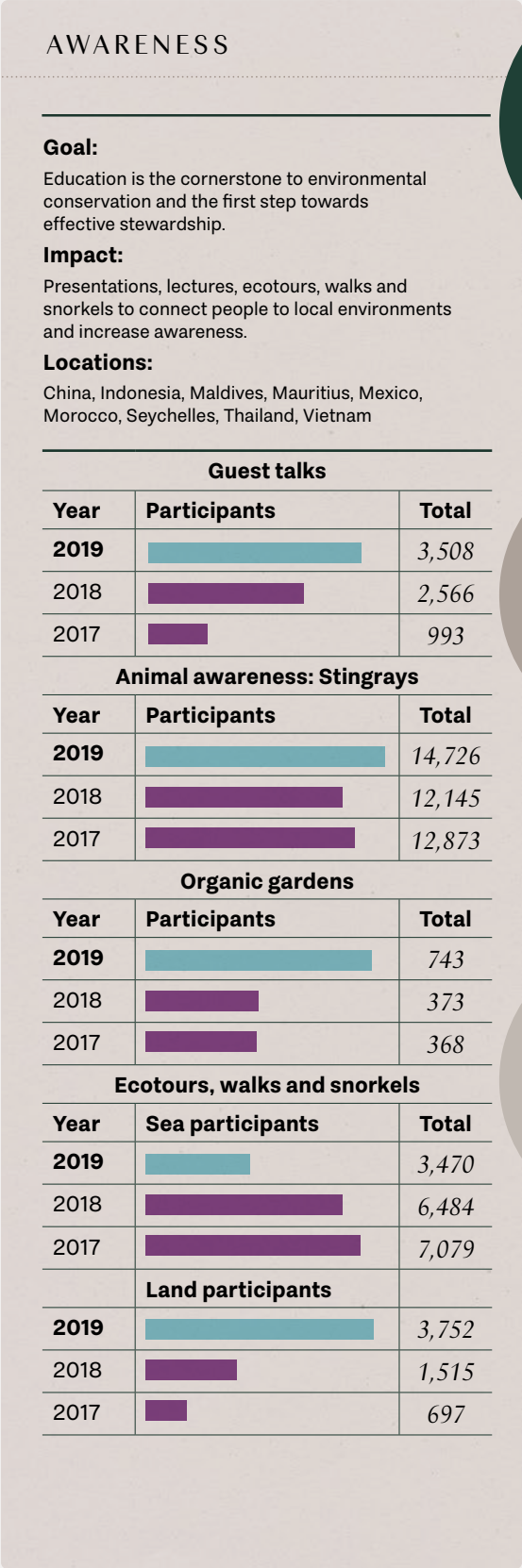
We reached a milestone in our long-term monitoring of shark populations in the Maldives, completing our fifth year with 33,540 minutes of underwater footage collected to date. Surveys initiated in a second atoll, and annual reports were submitted to fisheries and publications are in development to understand the efficacy of the national ban on shark fishing and its impact on shark populations and stakeholder livelihoods.



Embracing The Environment



Site-specific initiatives provide active and passive engagement opportunities to support environmental awareness, remediation, protection and restoration.



## PROTECT

**Goal:**

Conserve coral reefs by controlling outbreaks of coral-eating crown-of-thorns starfish (COTS).

**Impact:**

Weekly control efforts support reef recovery by protecting corals.

**Location:**

Maldives

Year	COTS removed	Total
2019	<div></div>	2,205
2018	<div></div>	2,486
2017	<div></div>	1,567
	Reef searched (km)	
2019	<div></div>	85.2
2018	<div></div>	50.6
2017	<div></div>	90.0
	Participants	
2019	<div></div>	1,424
2018	<div></div>	1,422
2017	<div></div>	766
	Cumulative total removed	
2019	<div></div>	13,863
2018	<div></div>	11,658
2017	<div></div>	9,172

## RESTORE

**Goal:**

Assist natural reef recovery following the 2016 global coral bleaching event.

**Impact:**

Four coral nurseries support reef restocking with 4,394 corals transplanted in 2019.

**Location:**

Maldives

Year	Corals planted	Total
2019	<div></div>	2,677
2018	<div></div>	4,806
2017	<div></div>	1,647
	Participants	
2019	<div></div>	630
2018	<div></div>	358
2017	<div></div>	273

## CLEAN

**Goal:**

Four events per property to remediate and cleanse natural communities.

**Impact:**

During 2019, 223 clean-up events conducted worldwide including 25 clean-ups with over 100 participants and a total of 43,000 community members participating.

**Locations:**

China, Indonesia, Korea, Laos, Malaysia, Maldives, Mauritius, Mexico, Morocco, Seychelles, Thailand, Vietnam

Year	Properties participated	Total
2019	<div></div>	36
2018	<div></div>	37
2017	<div></div>	30
	Trash removed (kg)	
2019	<div></div>	89,931
2018	<div></div>	84,720
2017	<div></div>	32,889
	Participants	
2019	<div></div>	47,349
2018	<div></div>	43,377
2017	<div></div>	10,325





90.2% ASSOCIATE  
SATISFACTION SCORE

528,343 TOTAL  
ASSOCIATE DEVELOPMENT  
TRAINING HOURS

5.3 AVE TRAINING HOURS  
PER ASSOCIATE

166 COMMUNITIES  
SUPPORTED

2,028 COMMISSIONED  
PRODUCTS FROM GALLERY

107 SEEDLINGS MENTORED

61,142 PARTICIPANTS

8,314 STUDENTS  
SUPPORTED BY CAMPS  
AND CLASSES

8,688 STUDENTS  
SUPPORTED BY LAGUNA  
COMMUNITY CENTRE

367,536ML OF  
BLOOD DONATED

SUSTAINABILITY  
OVERVIEW

Central to any sustainable business, social responsibility is about creating value for the community: employees, customers, community neighbours and business partners. Our approach promotes wellbeing through diversity, satisfaction, health, safety and welfare to increase productivity and improve employee and customer satisfaction and loyalty.

FOR THE GREATER GOOD  
OF THE PLANET

For the

Greater Good  
of The People



FOR THE GREATER GOOD  
OF THE PEOPLE

FOR THE GREATER GOOD  
OF BUSINESS



# Uplifting Our Ecosystem By Investing In Our People

## Associate Satisfaction



Associate satisfaction is measured biannually through a formal survey with a KPI of 100% completion and 85% satisfaction. Action plans are developed for the five lowest satisfaction scores or any that fall below 80%, to continually make Banyan Tree a better place to work.

Survey data does not include pre-opening hotels, and data was unavailable for Angsana Xishuangbanna.

### ASSOCIATE SATISFACTION

Overall satisfaction	
2019	90.2%
2018	90.0%
2017	88.7%
Female Satisfaction	
2019	90.7%
2018	90.3%
2017	89.4%
Male Satisfaction	
2019	90.2%
2018	89.8%
2017	88.3%
Associate completion	
2019	99.2%
2018	98.7%
2017	97.7%
Fire awareness	
2019	90.0%
2018	93.7%
2017	95.0%
CPR training	
2019	66.0%
2018	72.0%
2017	87.0%

## Associate Development



Education and professional growth is a key component of Banyan Tree's social responsibility commitment, supporting sustainable development and pathways out of poverty.

Developing and nurturing our associates ensure a consistent and effective approach to personnel sourcing and retention, and is reinforced by a promotion strategy to positions of responsibility.

Biannual performance reviews identify development needs, which are addressed through individual and group learning opportunities and our management academy, with our goal of five hours of training per associate per month.

### TRAINING INVESTMENT

Year	Total training hours	Total
2019		528,343
2018		506,826
2017		435,835

Total associate training hours by gender		Ave associate training hours by gender per month	
Female	266,919	Female	6.3
Male	261,423	Male	4.8



## TRAINING HOURS BY JOB LEVEL

Year		Total	Ave hours per month
<b>Senior management</b>			
2019		5,251	2.6
2018		6,083	3.9
2017		5,679	3.2
<b>Supervisor</b>			
2019		62,988	4.5
2018		59,079	4.9
2017		52,452	3.9
<b>Non-supervisor</b>			
2019		460,104	5.5
2018		441,664	6.2
2017		377,704	4.5

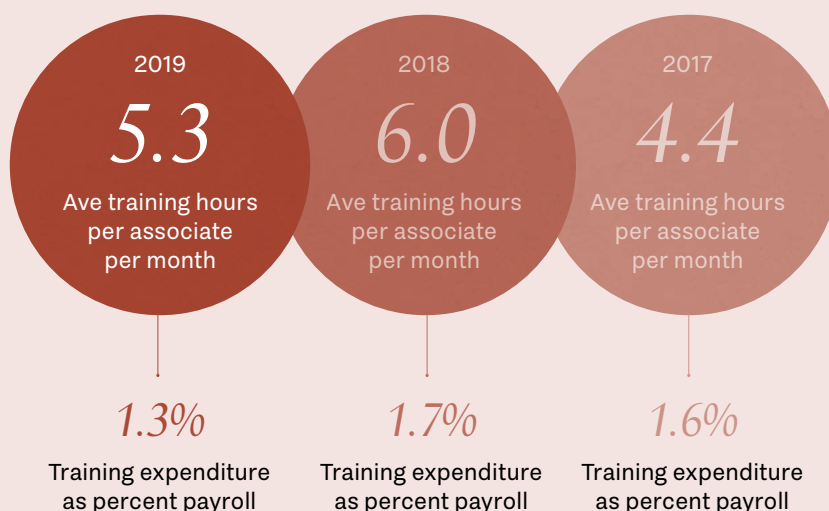


## Associate Wellbeing

Banyan Tree is committed to the health, safety and welfare of our community. A structured and coherent approach to Enterprise Risk Management with on-site inspections provides independent unbiased assessments and recommendations. Key concerns are addressed to the Audit & Risk Committee (ARC) on a quarterly basis.

Our annual goal is to train all associates in fire awareness and for each property to complete CPR training for 30% of associates. Having implemented tracking systems in 2019, we will report on workplace injuries and workdays lost in future reports. In 2019, 66 associates were involved in workplace accidents, with 294 workdays lost, and no mortalities. Data was unavailable at time of reporting for properties in Chongqing, Lijiang, Jinshanling (due to COVID-19 closures), Marrakech and Tamouda Bay.

Banyan Tree wellbeing is built upon a mission to raise awareness of the connectivity between Self, Others and Nature, empowering associates to obtain rest, nutrition, vitality and emotional wellbeing. In 2019, the Spa Academy introduced physiotherapists to new therapies (Chinese medicine, Thai herbalist and naturopath), and educational modules are in development to train and evaluate wellbeing of our associates. In 2020, we will initiate associate lifestyle wellbeing guidance and raise awareness of wellbeing offerings in our destinations.



# Uplifting Our Ecosystem By Investing In Our People

## MANAGEMENT ACADEMY

Banyan Tree Management Academy (BTMA) supports organisational goals by advancing people development, management excellence, and learning with integrity and meaning. Serving as a centralised training facility, BTMA provides a consistent framework for learning\*.

In 2019, we conducted new Advanced Management Development Training, Experience Champion, and Women Empowerment Workshops. Our LEAF (Leading and Empowering Associate Forward) programme inducted nine new candidates, with four graduating and three appointed as General Managers in 2019.

### BANYAN TREE MANAGEMENT ACADEMY

Year	People trained	Total
2019	<div></div>	251
2018	<div></div>	330
2017	<div></div>	282
Percent graduated		
2019	<div></div>	82%
2018	<div></div>	68%
2017	<div></div>	79%



## SPA ACADEMY

Accredited by Thailand's Ministry of Education and Ministry of Public Health, Banyan Tree Spa Academy develops people to promote gender equality and combat poverty. The Spa Academy elevates the status of therapists in the spa industry, providing both a profession and career development†.

### SPA ACADEMY

Year	New therapists trained	Total
2019	<div></div>	98
2018	<div></div>	147
2017	<div></div>	121
Total therapists trained to date		
2019	<div></div>	2,529
2018	<div></div>	2,431
2017	<div></div>	2,284
New hire training (hours)		
2019	<div></div>	62,720
2018	<div></div>	82,352
2017	<div></div>	77,440



\* see Annual Report pages 69 and 70 at <http://investor.banyantree.com>

† [www.banyantreespa.com/academy](http://www.banyantreespa.com/academy)



# Empowering Communities



Supporting long-term societal prosperity is central to Banyan Tree's ability to create value for communities.

Banyan Tree's three wellness and retail segments embody sustainability as a core pillar in their business strategies to uphold cultural heritage where we operate. Promotion of gender equality, responsible production, and community partnerships support the Sustainable Development Goals.

## Protecting And Promoting Cultural Heritage

### SPA

Banyan Tree Spa works with local communities and responsibly-sourced indigenous products to connect with a local sense of place. All products are 100% vegan and cruelty-free, with no sulfates, parabens, synthetic colouring, unsustainable palm oil or mineral oils.

<https://banyantreespa.com/>

### GALLERY

Banyan Tree Gallery conserves the culture and heritage of destinations while sustaining artisans' livelihoods and skills through gainful employment. Partnership selections are based on three stringent categories: conservation, community and cause of work. Community partnerships increased in 2019 as we showcased crafts as part of the 25<sup>th</sup> Anniversary celebrations, and revitalised the spirit of Banyan Tree Gallery's craft mission.

<https://essentials.banyantree.com/>

#### GALLERY COMMUNITY COLLABORATIONS

Year	Commissioned products	Total
2019	<div></div>	2,028
2018	<div></div>	904
2017	<div></div>	103
<b>Active communities</b>		
2019	<div></div>	60
2018	<div></div>	39
2017	<div></div>	37

#### COMMUNITIES SUPPORTED UP TO DATE

2019 **166** 2018 **136**  
2017 **134**

### MATTER



Our in-house socially motivated brand has the mission to foster designer-artisan collaborations, inspire consumers to value provenance and process, and pioneer industry change and sustainability for rural textile communities.

<https://www.matterprints.com/about/>

#### MATTER COMMUNITY COLLABORATIONS

Year	Communities	Total
2019	<div></div>	18
2018	<div></div>	13
2017	<div></div>	10
<b>Textile traditions</b>		
2019	<div></div>	8
2018	<div></div>	7
2017	<div></div>	7

#### TOTAL ARTISAN EMPLOYMENT DAYS

2019 **3,223** 2018 **3,895**



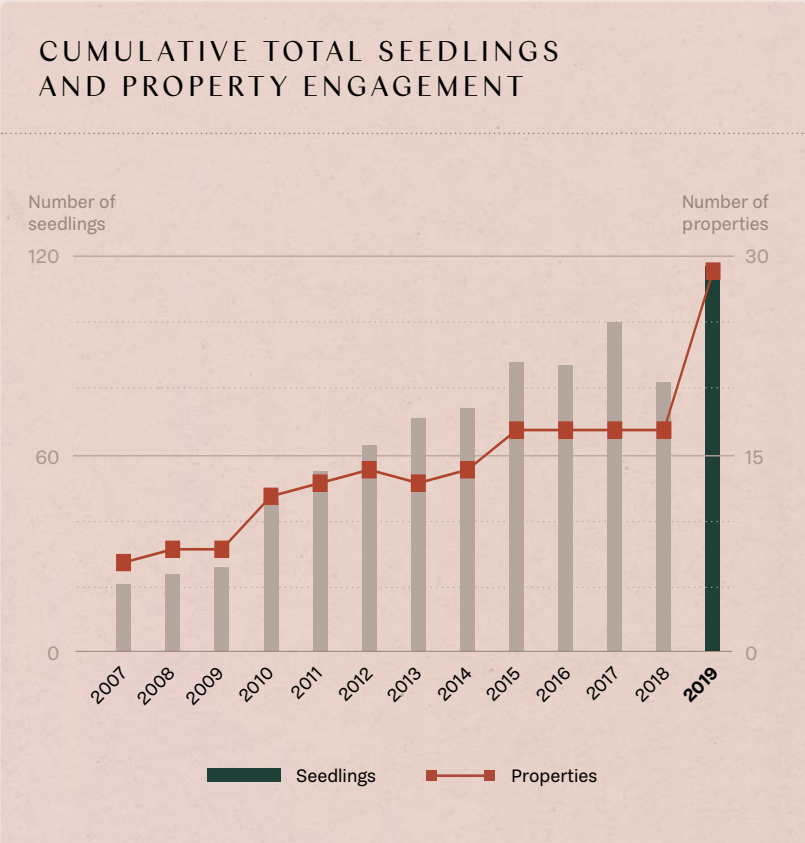
## Upskilling Local Workforce

Our Seedlings programmes nurture young people at risk of societal exclusion, providing vocational and life skills, and creating a lasting positive community impact.



## SEEDLINGS MENTORSHIP

Mentorship and scholarships are provided to young people aged 12 to 18. Structured topics guide mentor-mentee interactions to reinforce social (heritage, culture, arts and crafts), environmental (conservation), academic (language and computing), and health values (nutrition and lifestyle). In 2020, we will revise the programme structure and guidance to maximise impact.



### NUMBER OF MENTEEES IN THE SEEDLINGS PROGRAMME

2019	107
2018	82
2017	100

### WORK DAYS OF MENTORSHIP PROVIDED

2019	227
2018	623
2017	611



## INTERNSHIPS

Internships provide valuable learning experiences to develop future hospitality professionals. Predominantly as part of tertiary education requirements, 1,597 vocational internships were supported with a combined equivalent of 686.7 years of training in 2019.

## SEEDLINGS CAFÉ

Leveraging Banyan Tree’s Food and Beverage expertise, training includes an internship within hotel outlets, with graduates working at a Seedlings Café before permanent job placement at local outlets. In 2019, eight interns graduated from Seedlings Café in Phuket, with two permanently employed.





# Promoting Lifelong Learning Opportunities



Education combats poverty and better livelihoods. A context-based approach identifies local needs and opportunities, resulting in a semi-structured but diverse contribution to supporting sustainable communities through inclusive and quality education.

## EDUCATION, CLASSES & CAMPS

### Goal

Assist creation of learning environments.

### Impact

Classes in schools and universities, equipment donations, and infrastructure maintenance supported 8,314 students and community members with the help of 3,011 associates and guests. Our Children First Fund contributed THB 0.9 million (US\$30,119) to support 400 orphans in Phuket.

### Locations

China, Indonesia, Malaysia, Maldives, Morocco, Thailand, Vietnam.

## LAGUNA PHUKET KINDERGARTEN

### Goal

Support early life emotional and intellectual development for independent life-long learning.

### Impact

179 children aged 3 to 6 enrolled in 2019, with 80 guests and 111 associates reading to the students. Since 2001, 1,605 students have enrolled, with 980 graduating. Graduation number may be low due to students transferring before graduation. Enrolment was lower than reported in 2018 due to counting enrolment each year, which has now been corrected by tracking individual student progress through to graduation.

### Location

Thailand.

2019

8,314

Students supported



## PARTICIPATION IN COMMUNITY PROGRAMME

Year	Participants	Total	Year	Associates	Total	Year	Guests	Total
2019		61,142	2019		18,893	2019		8,917
2018		28,765	2018		7,489	2018		7,306
2017		30,438	2017		8,591	2017		3,894



# Promoting Lifelong Learning Opportunities

P 28

## VOCATIONAL TRAINING AND CAPACITY DEVELOPMENT

### Goal

Develop career skills and capacity of stakeholders and local partners.

### Impact

707 participants engaged in workshops, lectures and training on sustainable tourism.

### Locations

China, Indonesia, Maldives, Mexico, Thailand.



## LAGUNA PHUKET COMMUNITY CENTRE

### Goal

Support long-term vocational and life skills training and community enrichment.

### Impact

213 learners (8,688 since 2007) participated in English language, Chinese Culture, performance arts or general life skill lessons.

### Location

Thailand.



2019

8,688

Students supported since 2007

## FULLY BOOKED! MOBILE LEARNING CENTRE

### Goal

Reintroduce reading, a basis of self-empowerment, to local community members who may lack adequate access to books.

### Impact

899 students and 49 teachers in the Phuket and Pang-Nga areas benefitted from weekly sessions on English and Sufficiency Economy Learning. Since 2014, 3,741 students and 203 teachers have benefitted.

### Location

Thailand.



# Community Impact



## DONATIONS AND FUNDRAISING

### Goal

Support local communities through donation of goods and materials or participation in fundraising events.

### Impact

13,410 participants including 3,149 associates and 1,966 guests, supported fundraising events, runs and donations to vulnerable community members.

10,151 meals were provided to the underserved segments of the community (84,329 since 2014).

### Locations

China, Indonesia, Laos, Korea, Mexico, Morocco, Seychelles, Thailand, Vietnam.



2019  
**13,410**  
Participants



## HEALTH\*

### Goal

Support healthcare for vulnerable segments of the community.

### Impact

4,224 participants supported awareness of HIV and Breast Cancer, engaged in health and wellness events and activities, visited or made donations to hospitals, nursing homes, senior citizens and special needs children, directly benefitting 508 individuals. 1,212 participants from 19 properties donated 367,536ml of blood (565,203ml in the past two years).

### Locations

China, Indonesia, Laos, Malaysia, Maldives, Mexico, Thailand, Vietnam.



2019  
**367,536**  
ml of blood donated



\* [www.banyantreeglobalfoundation.com/health-wellbeing](http://www.banyantreeglobalfoundation.com/health-wellbeing)



## HUMANITARIAN RELIEF

### Goal

Provide swift coordinated relief to natural calamities and enhance social resilience.

### Impact

Continued relief for the Central Sulawesi tsunami and earthquake in partnership with IBU foundation providing psychosocial support to 58 boys and 92 girls, waste management training to 104 men and 211 women, waste transport equipment, construction of temporary landfills, and livelihood and support system development at Bangga Village. Additional donations to families included provision of sewing machines, pumps, mattresses and construction materials, and learning materials to the elementary school. The second phase of the project is underway in partnership with ISKINDO to provide boats, salted fish processing tools and fisher training in three villages near Palu City.

### Location

Palu City area in Central Sulawesi, Indonesia.



## CULTURE\*

### Goal

Preserve local culture through activity and event participation.

### Impact

15,354 people participated in traditional and cultural tours, classes, events and festivals, such as Loy Krathong, Alms giving, Sart Duen Sib festival.

### Locations

China, Indonesia, Laos, Malaysia, Maldives, Morocco, Thailand, Vietnam.

## ASSOCIATE SAVING COOPERATIVE

### Goal

Provide high interest rate savings and low interest rate loans.

### Impact

Membership increased by 3 to 1,140 individuals, and share volume increased by 13% to THB 85 million.

### Location

Thailand.





Businesses have tremendous power to promote sustainable development, contributing to society and the environment in a positive manner. Our commitment to sustainable development and responsible travel is founded on prudent, ethical and accountable governance, with internal and external engagement and participation, external benchmarking and certification, and transparent reporting since 2006.

FOR THE GREATER GOOD  
OF THE PLANET

For the

*Greater Good  
of Business*



FOR THE GREATER GOOD  
OF THE PEOPLE

FOR THE GREATER GOOD  
OF BUSINESS

## Leadership

Resilience in the face of global societal and environmental change requires proactive and adaptive leadership, which incorporates a pragmatic and holistic approach and connects on a personal level.

As a publicly traded company, our Board of Directors and Management teams are committed to maintaining the highest standards of corporate governance based on the recommendations of the Code of Corporate Governance. The breakdown of the Board of Directors can be found in the Annual Report<sup>†</sup>. The Board of Directors considers sustainability issues as part of the company's strategic formulation, and has approved the selection and monitoring of the material ESG factors addressed in this report.

Sustainability leadership is supported by a group sustainability committee and the Banyan Tree Global Foundation\*. Each property has a designated sustainability representative and 'green team' that meet monthly. Compliance to Banyan Tree's sustainability standards is assessed annually with an online or onsite audit of environmental, social and operational systems and initiatives.



## Ethical Compliance and Corruption

Banyan Tree continually seeks to enhance corporate transparency and stakeholder accountability to create value with integrity. Business is conducted in accordance with the highest level of ethics and law compliance, following international and local anti-corruption, anti-bribery and labour laws, rules and regulations in countries we operate.

As a founding member and signatory of the UN Global Compact in Singapore<sup>‡</sup> we are committed to upholding the Ten Universal Principles on human rights, labour, the environment and anti-corruption. We support the UN World Tourism Organisation Global Code of Ethics to support sustainable development, safeguard cultural and natural heritage, integrate locals, and support workers' rights.

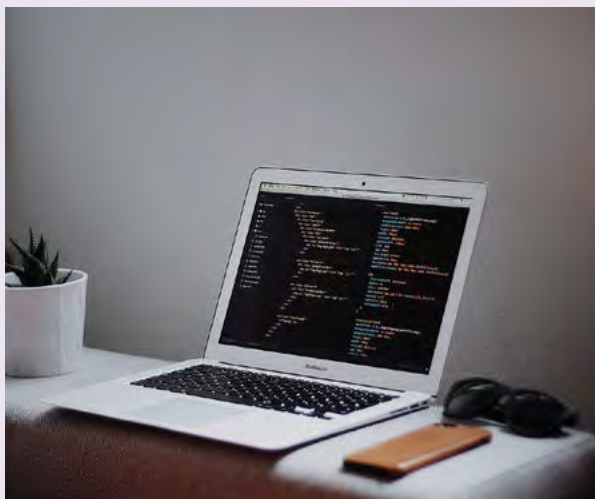
Our Code of Conduct strengthens associates' awareness of good corporate conduct, governs conflicts of interest, and freedom from sexual harassment, and is supported by group-wide awareness training. Associates are required to sign the Code of Conduct annually, with 99.5% completion in 2019. We promote diversity and inclusiveness, hire without discrimination and recognise freedom of association. Our confidential whistle-blower policy affords freedom to report violations without retaliation.

In 2019, we had zero incidents of corruption or bribery, and no business partnerships were terminated or not renewed due to corruption.



## Data Privacy

Data privacy and protection are key business challenges and the responsibility of the whole organisation. Our holistic management approach to legal compliance and operational management fosters a culture of awareness to respect and ensure the privacy of our stakeholders. Data privacy policies ensure compliance with the Personal Data Protection Act 2012 in Singapore, and the European Union's General Data Protection Regulation (GDPR).



Internal IT Risk Management and Audit teams review best practices and enforce company security policies to identify gaps and support IT Policy governance. Audits target the control of digital data access and mitigate risks of such access, ensuring rapid implementation of critical security patches and firewall updates. An annual external audit of technology and digital assets is conducted by an international cybersecurity consulting firm, to assess risk and response. Audit recommendations and suggestions are implemented to address ongoing security threats. Insurance coverage is in place to protect against cybersecurity risks.

Associate awareness and engagement with data security occurs through policies and regular information sharing on prevailing risks and recommended actions. Group-wide cybersecurity training was developed and implemented in 2019, targeting IT personnel and access point users. In 2019, no substantiated complaints, breaches or losses of customer data was identified.

## Supply Chain



The bulk of hospitality social and environmental impacts occur through complex supply chains consisting of input providers (infrastructure, water and energy, equipment, food and beverages), service delivery (accommodation, catering and attractions), and of course, travel.

A sustainable supply chain is an opportunity to make responsible choices that drive respect for human rights and the environment. Banyan Tree's approach is to create partnerships, evangelise our commitment to sustainability, and actively seek and favour business relationships with those who share our values. We champion local procurement and sustainably-sourced food (e.g. MSC certified), and will establish sustainable seafood targets in 2020.

In 2019 we finalised our Code of Conduct for suppliers and integrated it into the Global Foundation website. In 2020, we will first aim for 80% of our dollar purchases from Tier 1 suppliers completing self-assessments, with a future goal of 100% engagement annually. Supplier conformity to external accreditations (e.g. ISO) and on-site evaluations will be enacted for high-risk suppliers from 2025, and poor supplier performance or non-conformity will be supported with remediation action. We aim to incorporate a complete supplier list and map online for transparency, and to encourage others within hospitality to do so as well.





## Corporate Governance

### GREEN IMPERATIVE FUND

This sustainable financing mechanism implemented in 2001 supports worthy environmental action and community-based projects where Banyan Tree has a presence in.

Guests are invited to support under an “opt-out” arrangement with a small contribution of US\$2 per room night at Banyan Tree branded properties, or US\$1 per room night at Angsana, Cassia and Dhawa properties. Donations are dollar-matched by the receiving property.

### RESORT AUTONOMOUS FUND

Each resort is allocated an annual budget of 20% of their previous year’s GIF mechanism contribution. At the discretion of the property’s General Manager and CSR appointee, this fund can be spent on projects that create value for communities or environmental issues with the primary beneficiary external to Banyan Tree.

Project administration is limited to a maximum of 20% expenditure, and funds cannot be spent on gifts for guests, service charge for associates, or wages. Funds may be used for research and development, as long as the results of such research are shared unreservedly and publicly.

### BANYAN TREE GLOBAL FOUNDATION

Banyan Tree Global Foundation directs and guides Banyan Tree’s continual pursuit of responsible and sustainable business, and the management and allocation of donations to worthy projects, under its Singapore-based Board of Directors: Ms Claire Chiang, Mr Eddy See, Mr Dharmali Kusumadi and Mr Kuan Chiet, and managed by Coordinating Director Dr Steve Newman.

In 2019, we continued to revise our group policies and procedures, targets and KPIs that we look to implement by end of 2020 to govern our efforts and maximise our contribution to the Sustainable Development Goals. In 2020, we will support hotels and resorts with blueprints and context-specific guidance to further strengthen our community and environmental impact.

Contributions and disbursements are accounted for under Banyan Tree Global Foundation Limited, a company incorporated in 2009 as part of the ongoing effort to formalise Banyan Tree’s sustainability efforts and structure. The entity is audited by Ernst & Young LLP, Singapore.

## ANNUAL SUSTAINABILITY REPORT DATA: BANYAN TREE GLOBAL FOUNDATION

	2001 to 2016	FY 2017	FY 2018	FY 2019	Cumulative 2001 to 2019
	US\$	US\$	US\$	US\$	US\$
<b>Contributions</b>					
Hotel guests	4,177,658	295,125	316,588	333,591	5,122,962
Hotel and resorts	4,848,757	285,869	286,022	325,623	5,746,271
Others including employees	1,323,983	977	-	22,196	1,347,156
<b>Total contributions</b>	<b>10,350,398</b>	<b>581,971</b>	<b>602,610</b>	<b>681,410</b>	<b>12,216,389</b>
<b>Other income</b>					
Interest Income - FD & Bank	85,464	7,797	11,395	78,744	183,400
<b>Disbursements</b>					
Project related	4,792,455	318,170	363,071	326,573	5,800,269
General and administrative	1,520,562	161,435	198,960	174,936	2,055,893
<b>Total disbursements</b>	<b>6,313,017</b>	<b>479,605</b>	<b>562,031</b>	<b>501,509</b>	<b>7,856,162</b>
<b>Income tax</b>					
Income tax expense	324	123	148	29	624
<b>Surplus/(Deficit)</b>	<b>4,122,521</b>	<b>110,040</b>	<b>51,826</b>	<b>258,616</b>	<b>4,543,003</b>

# Towards Long-Term Value Creation

After 25 years of sustainable development and operations, we continue to learn and adapt as new challenges or opportunities present themselves. The next decade will be vital as the global collective strives to minimise and manage by-products and impacts while maximising the positive role of business in society and its contributions to the United Nations Sustainable Development Goals. In 2020, we look to address the following:

## Gender Equality

In 2019, we implemented training tracking by gender, and piloted a review of the gender pay gap at four properties, and women's rights across Banyan Tree. In 2020, we will review processes and incorporate tracking in our annual reports.

## Climate Change

Building on our renewable feasibility review, we will conduct a review of offsetting opportunities and explore partnerships. We will continue to work with EarthCheck to identify context-based targets, and assess viability of establishing Science Based Targets.

## Waste Management

Strengthening the implementation of the 3R approach (Reduce, Reuse, Recycle) will support waste management, elimination of single-use plastics, and minimise impact on local communities and environments.



## Health and Wellness

Social responsibility is about creating value for the community. In 2020, we will implement group-wide wellness initiatives and review our duty of care for our associates, and support community health by addressing mosquito-borne diseases through awareness, prevention, eradication and treatment.

## Sustainable Sourcing

Our supply chain evaluation remains a priority and we will assess supplier risk in 2020. This will be supported with cradle-to-grave transparency for responsible sourcing of resources (energy and water) and food with sustainable seafood targets to be set.

## Sustainability Strategy

Our sustainability efforts will be further supported from 2020 onwards with context-based strategies for each property, and a stakeholder engagement plan to direct and track engagements and partnerships to support and maximise our external societal and environmental efforts.







Scan this QR code to access the online version of the Banyan Tree Sustainability Report 2019. To learn more, visit [www.banyantreeglobalfoundation.com](http://www.banyantreeglobalfoundation.com)

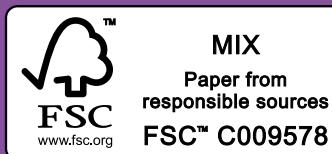


### Note About Printing:

In line with Banyan Tree's continuing efforts to promote environmental sustainability, this report is printed on Forest Stewardship Council™ (FSC™) certified paper. If you would like additional copies or to share this report, we encourage you to join the bulk of our shareholders and enjoy the soft copy in order to reduce consumption of resources from printing and distributing hard copies. The portable document format (PDF) soft copy is available for download via Banyan Tree's website: <http://investor.banyantree.com>.

### About the Forest Stewardship Council:

The Forest Stewardship Council (FSC) is an independent, non-governmental, not-for-profit organisation established to promote the responsible management of the world's forests. FSC certification provides a credible link between responsible production and consumption of forest products, enabling consumers and businesses to make purchasing decisions that benefit people and the environment as well as providing ongoing business value.



This publication is printed on FSC™ certified paper

### Disclaimer

All rights reserved. Some of the information in this report constitutes "forward-looking statements" that reflect Banyan Tree Holdings Limited's current intentions, plans, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which may be outside Banyan Tree's control. You are urged to view all forward-looking statements with caution. No information herein should be reproduced without the express written permission of Banyan Tree. All information herein is correct at the time of publication.

### Photo Captions From The Top:

Banyan Tree Samui, Thailand; Banyan Tree Huangshan, China; Banyan Tree Mayakoba, Mexico; Banyan Tree Sanya, China; Maison Souvannaphoum Hotel, Laos





BANYAN TREE  
HOLDINGS

## Banyan Tree Holdings Limited

Reg No.: 200003108H

211 Upper Bukit Timah Road  
Singapore 588182  
Tel: +65 6849 5888  
Fax: +65 6462 0186

[www.banyantree.com](http://www.banyantree.com)