

SHANGRI-LA GROUP

Sustainability Report 2021

SHANGRI-LA ASIA LIMITED

Incorporated in Bermuda with Limited Liability

Stock Code: 69

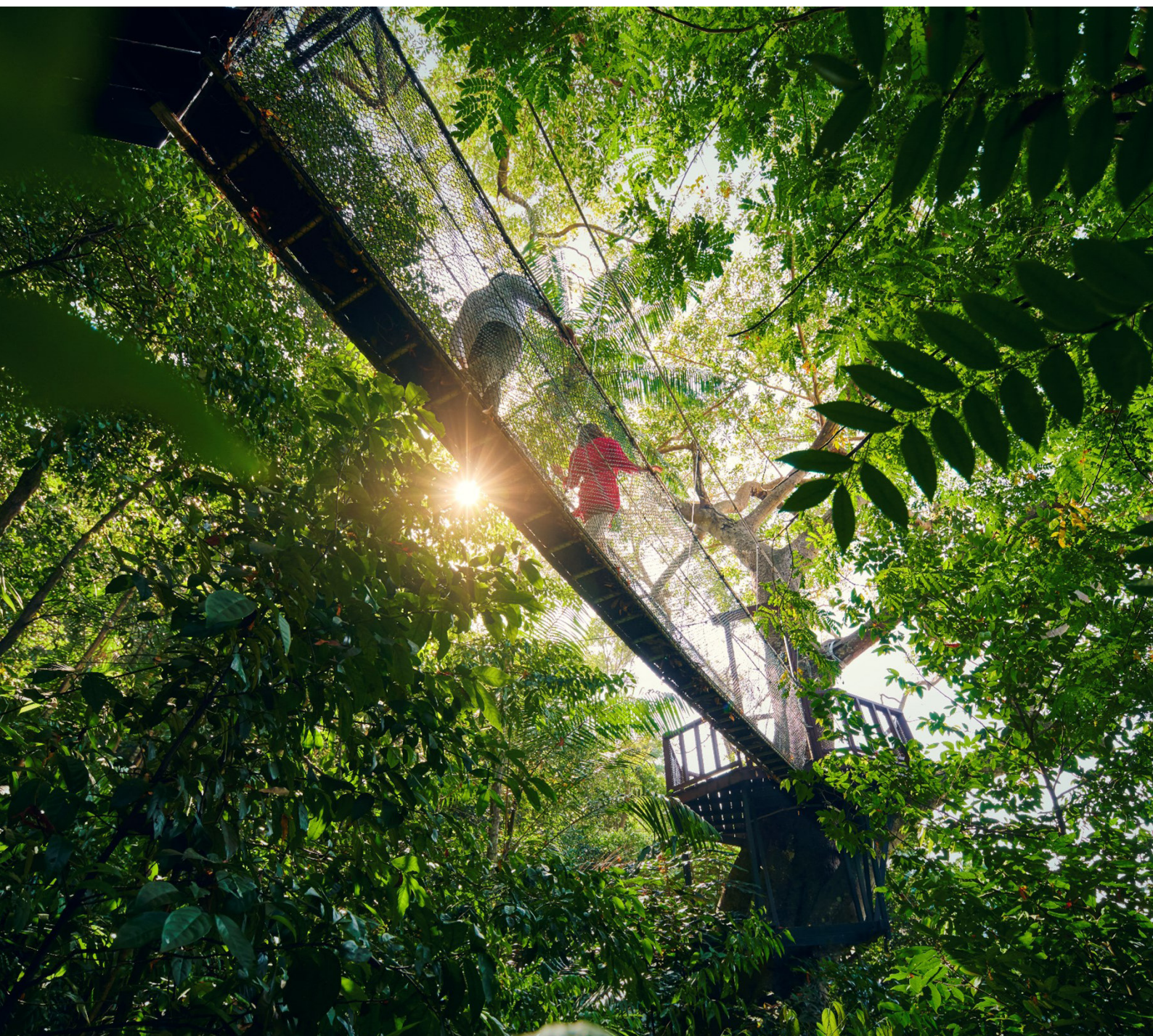


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Leadership Message



On behalf of the Board, I am pleased to present Shangri-La's 2021 Sustainability Report.

As we commemorated our 50th anniversary of the opening of our first Shangri-La hotel in Singapore in 1971, I am grateful to the many diverse communities and environments that we have been part of, that have contributed to our success over these years. It is therefore vital that we do our best to protect and contribute back to these communities and environments as well as to future places we may operate in.

Going forward, we have through our new Shangri-La ESG Framework renewed our commitment to continue to manage our businesses and operations in a sustainable manner so that we can make positive and impactful contributions to the communities and environments we serve. As we are not alone in our sustainability goals, this report allows us to share our efforts and important learnings with our shareholders, stakeholders, and industry.

In this report, we highlight how sustainable building standards are imbedded in the entire life - cycle - design, construction, and operations - of our developments, and the steps we have taken to achieve continuous improvement in energy, water and carbon efficiency in order to reduce the Group's environmental footprint over time.

Recognising the importance of our role as caretakers of the planet for future generations and that the degradation of our environment is largely man-made, the Group has also made long-term investments in alternative solutions to reduce single-use plastics throughout our properties and operations. In 2021, we set ourselves a target to reduce the use of single-use plastics by 50 per cent from our 2019 baseline by 2026.

As the COVID-19 pandemic continues to impact the lives and livelihoods of many of the communities we serve, Shangri-La hotels throughout the world have responded resoundingly to the call to "Do Good" for the most vulnerable in our community: the elderly, the disabled, and women and children. This report highlights the efforts of our hotels around the world in providing cooked meals, food packs, medical supply and care packages to the vulnerable as well as to frontline aid and medical workers.

In response to the outbreak of the fifth wave of COVID-19 in Hong Kong in February 2022, Shangri-La Cares partnered with several charitable organisations to provide hot meals, test kits and care packages to the most vulnerable in our community. The response from our colleagues and culinary teams in support of this initiative has been overwhelming and from March to April 2022, they had cooked and distributed up to 240,000 hot meals.

In aid of the fight against the pandemic, we also supported global initiatives to encourage our colleagues and members of the public to get vaccinated. In Hong Kong, we held lucky draws to incentivise residents to participate in the government's vaccination campaign. As of December 2021, 96 per cent of our staff and colleagues across the world have been vaccinated with at least two doses of COVID-19 vaccines.

Despite the challenges of the pandemic, I am extremely proud that more than 22,900 of our colleagues across the Group participated in volunteering activities in 2021 and contributed over 115,000 volunteer hours focused on caring for the underprivileged in our local communities as well as for our habitat and natural environment. I would like to extend my heartfelt appreciation to every one of them for showing the true meaning of Shangri-La care and hospitality.

I would also like to thank our many community partners, charities and stakeholders who have worked with us so tirelessly in these challenging times to ensure that the communities we care for are properly supported.

KUOK Hui Kwong
Chairman

Board Statement On Environment, Social and Governance

- *We are committed to operating in an economically, socially and environmentally sustainable manner while balancing the interests of diverse stakeholders in order to make a positive impact on our local communities in every location.*
- *We strive to be leaders in corporate citizenship and sustainable development; holding ourselves accountable to international standards in order to serve as good stewards of society and the environment.*
- *Our Environmental, Social and Governance (ESG) Framework is underpinned by strong corporate governance with emphasis on material topics for our business and our stakeholders organised into four pillars: Our Business, Our Communities, Our Environment and Our People.*

About Shangri-La

The Shangri-La Group (Shangri-La or the Group) refers to Shangri-La Asia Limited and its subsidiaries and affiliates; part of the Kuok Group, one of Asia's most dynamic multinational conglomerates and a leader in properties, logistics, agribusiness, maritime and hospitality. We are primarily listed on the Stock Exchange of Hong Kong (HKEX). For full information about the Group's financial performance and Corporate Governance, please refer to our [Annual Report 2021](#).

Shangri-La's principal activities are in ownership, development, operations and management of hotel properties, investment properties such as office/retail spaces, as well as residential developments for sale. Shangri-La operates businesses under our multi-brands encompassing key areas in hotels and resorts, commercial and residential properties, food and beverage, and recreational experiences.



2021 was a particularly significant year because it marked 50 years since the opening of the first Shangri-La hotel in Singapore. To commemorate our 50th anniversary, we have refreshed our brand logo with a more contemporary look and feel while still maintaining the powerful equity of our brand.

Leadership For Sustainable Development

Shangri-La's leaders are committed to taking a long-term view. Besides developing talent and capabilities from within the Group, we are driven to build an organisation that works to benefit and serve all communities in which we operate.

Our commitment to leadership for sustainable development reflects the core values that have underpinned Shangri-La's approach to business since our first hotel was opened in Singapore in 1971. For more than a decade, we have promoted sustainable development in the global travel and tourism sector through our participation in various market-leading initiatives.



We became a signatory to the **United Nations Global Compact (UNGC)** in 2011. We also proudly support the United Nations Sustainable Development Goals.



Hang Seng Corporate Sustainability Index Series Member 2020-2021

The Group has been a constituent of the **Hang Seng Corporate Sustainability Index Series** since 2011.



We have participated in the **CDP Climate Change and Water Security** surveys annually since 2011 and 2017, respectively, in order to promote full transparency and accountability for our environmental performance.

Do Good, Get Vaccinated

COVID-19 vaccinations are important for keeping our colleagues, our guests and our communities safe. Since vaccines became available in early 2021, Shangri-La implemented a range of initiatives to encourage and incentivise our colleagues and members of the public to "Do Good, Get Vaccinated". As of December 2021, 96 per cent of our colleagues have received at least two doses of the COVID-19 vaccine.



In July, we held a lucky draw open to all Hong Kong residents aged 18 and above who were fully vaccinated with two doses under the government's COVID-19 vaccination programme, and we were delighted to attract nearly one million registrations. The grand prize winner received one year of free stays in Shangri-La hotels and resorts worldwide. During the year, fully vaccinated guests could also enjoy extra hotel credits and special staycation offers at Shangri-La hotels in Hong Kong.



Elsewhere in the world, Shangri-La hotels have actively supported local vaccination campaigns.

In the Philippines and United Arab Emirates, our hotels partnered with health authorities to host community vaccination drives. In Malaysia, colleagues from Traders Hotel, Kuala Lumpur donated more than 4,000 volunteer hours at a major public vaccination facility. Our colleagues from Shangri-La Shenzhen in Mainland China also volunteered at temporary large-scale vaccination sites in their city.

About This Report

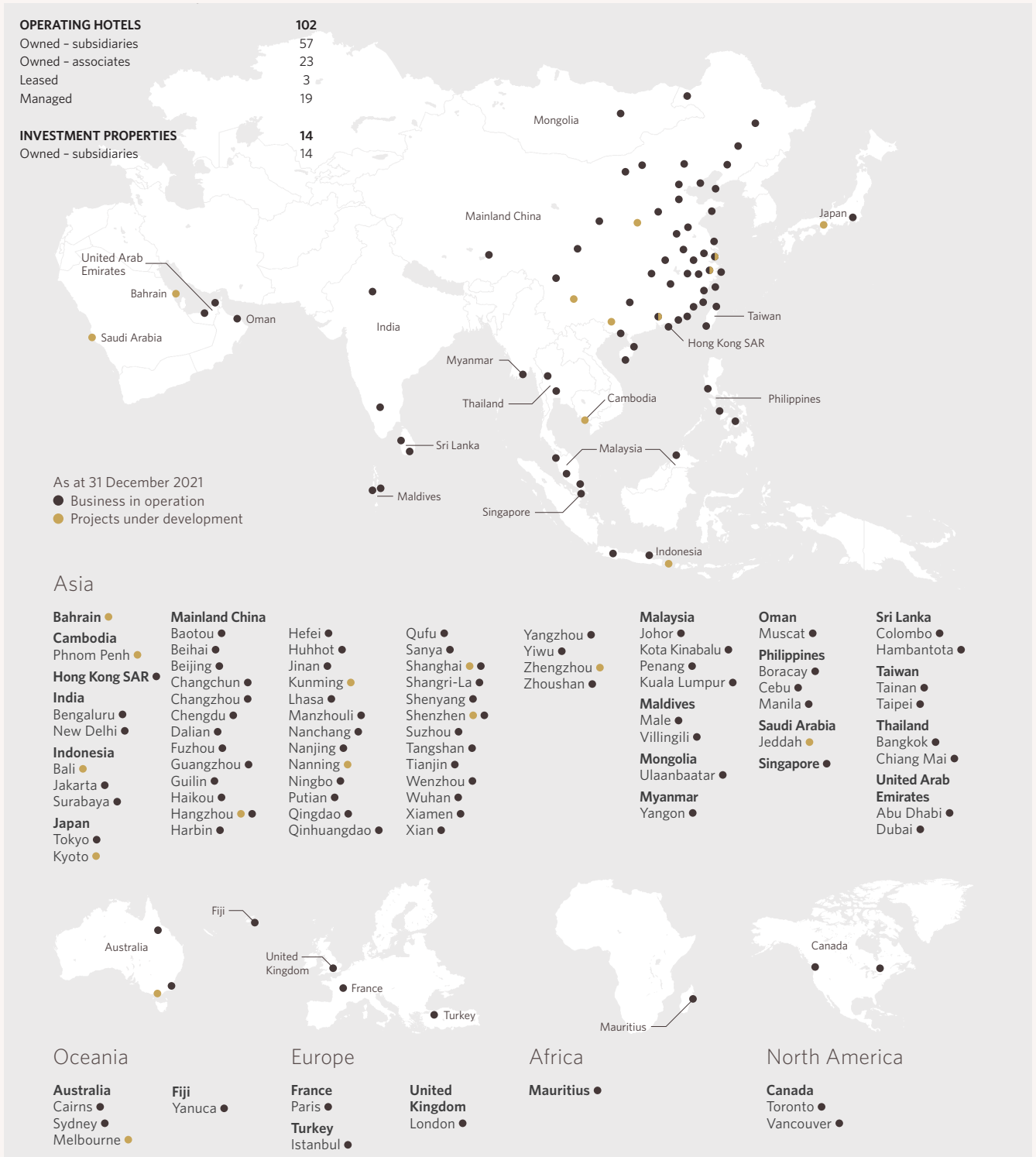
This report fulfils relevant provisions of the Stock Exchange of Hong Kong (HKEX) Main Board Listing Rule 13.91 and ESG Reporting Guide, and also references GRI Standards from the Global Reporting Initiative. Please refer to the [HKEX and GRI content indices](#) for more information.

We welcome your feedback.
Please contact us at esg@shangri-la.com.

Scope Of ESG Disclosures

The focus of this report is on material ESG impacts of the Group's owned and managed hotels and investment properties. The reporting scope aligns with the Group's Annual Report.

The list of hotels and properties under the scope of reporting and data methodology are available in [Consolidated ESG Datasets](#).



Sustainability At Shangri-La

At Shangri-La, we are constantly adapting to new trends and seizing opportunities. Our ESG Governance structure facilitates stakeholder-driven solutions; encouraging innovation at all levels of our organisation to create a more resilient business and drive sustainable growth.

ESG Governance

Our ESG Governance is based on the Group's Integrated Assurance Framework (IAF), which provides a robust and holistic basis for managing risks to our business and exercising internal controls. The Group's Balanced Score Card for our operating hotels incorporates key ESG issues and targets to ensure alignment with the Group's performance management.

Our highest governance body, the Board of Directors, has delegated responsibility for overseeing, monitoring and observing the Group's ESG Framework to its Audit & Risk

Committee (ARC). The ARC reviews the Group's annual sustainability report and other ESG disclosures for final endorsement by the Board.

At management level, an ESG Committee is responsible for developing and driving implementation of the Group's ESG strategy and for ensuring accountability of the Group's performance with reference to ESG targets. The ESG Committee is chaired by the Group Chief Executive Officer and comprises senior management representatives from all corporate and

operating divisions. It reports progress to the full Board once per year.

Shangri-La's ESG Framework reflects our stakeholders' expectations and priorities. We seek feedback from our guests and actively engage with colleagues and representatives of our local communities. In addition to meeting regularly with investors and responding to their queries, we participate in external surveys so that we can benchmark our performance with respect to local and international peers in the hospitality and real estate sectors.

Shangri-La's ESG Framework and Material ESG Topics



The Group completed its first comprehensive materiality assessment for the purpose of ESG reporting in 2012 and most recently updated the list of material ESG issues in 2019.

Upholding Our Core Values

At Shangri-La, we uphold our Core Belief to “Do Good” by striving to do the right thing from the heart, with integrity, care and sustainability. The Board has adopted a Directors Handbook, which serves as a comprehensive guide for directors’ behaviour and responsibilities. Save for the provision that the positions of Chairman and Chief Executive may be served by the same person, this handbook complies fully with the Corporate Governance Code of the HKEX.

Our Code of Conduct and Ethics sets out high standards of behaviour for all directors, officers and employees in the performance of their duties. In all places we do business, we conduct our affairs in full compliance with applicable laws, rules and regulations. Shangri-La’s Whistleblowing and Whistle-blower Protection Policy outlines the processes and procedures that are in

place to encourage employees and business partners to report suspected wrongdoing in the knowledge that we will respect their confidentiality and their concerns will be investigated in full confidence.

In 2021, 100 per cent of our colleagues completed and passed the Group’s Core Learning programme, including compliance around work and customer health and safety as well as Shangri-La’s Code of Conduct and Ethics. We are not aware of any instances of non-compliance with laws and regulations that have had a significant bearing on performance of the Group during the reporting period.

Anti-Corruption

Shangri-La maintains a steadfast commitment to ethical business practices and governance standards. Our Code of Conduct and Ethics emphasises the

Group’s desire for all our colleagues to maintain integrity and adhere to a set of ethical values in their day-to-day business dealings. This code applies to all officers, employees and directors of the Group, its subsidiaries, business units and controlled affiliates as well as employees of properties managed by the Group. All employees have been provided with a copy of the Code when hired and are required to confirm compliance with the Code. In 2021, there were no concluded legal cases brought against the Group during the reporting period concerning corruption or fraud.

We have recently developed a new training course to improve our colleagues’ awareness and understanding of the Group’s anti-corruption and anti-bribery policies. This is due to be launched in 2022.

The Shangri-La Culture Workshop



Shangri-La Culture is integral to the implementation of the Group’s strategy because our unique culture is what binds our people together; providing clarity and confidence for our colleagues at all levels and in all parts of the organisation to give expression to Shangri-La’s vision, purpose, business and shared values in their daily work.

In 2021, we engaged with all full-time colleagues across the Group through refresher training on Shangri-La Culture. This blended programme combined online learning with fun and interactive workshops for our colleagues to share their experiences and enjoy each other’s company. The workshops utilised team-building techniques and activities to explore specific examples of how every one of us can contribute to making Shangri-La Culture even stronger and more meaningful in our day-to-day interactions.

Celebrating Our People’s Stories

In the wake of the pandemic and all that we have been through over the past two years, it is important for our wellbeing to keep connected and express our appreciation for each other. Shangri-La’s people make our organisation what it is – often from behind the scenes – by exemplifying the qualities that underpin the Group’s resilience and continued success. We are deeply thankful for their contributions and delighted to share some of their stories with you throughout this report.



Partnerships For Sustainable Development

The Group works with over 20,000 suppliers of goods and services. We require all suppliers, their employees, subsidiaries, affiliates and sub-contractors to adhere to ethically, socially and environmentally responsible business practices as outlined in our Supplier Code of Conduct. Failure to comply with any provision of this code may result in termination of our business relationship. At the same time, we actively seek out supply chain partners with strong credentials whose commitment to good practice goes far beyond the minimum requirements.

Responsible Business Practices In Our Supplier Code Of Conduct

- Compliance with Laws and Regulations
- Product Quality and Safety
- Business Integrity and Ethics
- Labour Standards and Practices
- Environment
- Community Engagement
- Anti-Corruption
- Accurate Books and Records
- Confidentiality
- Data Protection
- Intellectual Property Rights
- Implementation of the Code

Statement On Human Rights

Shangri-La observes high standards of human rights in our own workplaces and in our relationships with all stakeholders. As a signatory to the UN Global Compact, we are committed to upholding fundamental human rights by ensuring proper respect for human rights throughout our supply chain. We insist that all suppliers implement fair, humane and non-discriminatory employment practices, treat their employees fairly and respect diversity and inclusion. We do not condone any form of slavery, human trafficking or forced labour, including coerced, bonded, indentured or child labour.

OUR BUSINESS

Shangri-La's story is driven by an enduring passion for customer service. By pioneering the concept of Asian hospitality, we have helped to change the face of Asia's urban landscape and influenced the way people connect and engage with each other throughout the region and the world.

2021 Performances



Guest Experience

88.7

Overall Stay Experience score from the post-stay survey

91.9

TrustYou Global score for Guestroom and Bathroom Cleanliness*



Food Safety

72%

Hotels audited for compliance with Shangri-La Food Safety Management System ("SFS") (remainder to be deferred to 2022 due to local pandemic restrictions)

94%

F&B suppliers of medium and high-risk product categories verified to uphold stringent hygiene and safety standards



Cyber Security

0

Information security breaches or other incidents

0

Substantiated complaints from regulators or other third parties

0

Fines and penalties received or paid

*Remarks: TrustYou is a third-party platform that helps to conduct hotel guest experience surveys

Your Wellbeing In Our Care

The Group has well-established policies and procedures in place to safeguard all aspects of the safety, wellbeing and comfort of our guests, including hygiene and disinfection, food, and fire life safety, conflict resolution, crime prevention, medical emergencies, and privacy and data protection. Under the Group's IAF, all properties are subject to annual audits to verify their compliance with Group policies, standards and procedures on these important topics.

Hygiene and Disinfection

We launched a revised set of rooms hygiene and disinfection protocols in response to the COVID-19 pandemic in mid-2020 under the banner of "Shangri-La Cares". These enhanced operations and compliance standards were developed in conjunction with Diversey, our global hygiene solutions provider, with reference to recommendations from the World Health Organisation (WHO) as well as more stringent local standards, where applicable. In 2021, Rooms division continued to work closely with Housekeeping teams in our properties to ensure the new set of practices are sustainable and safe for implementation by our colleagues and to monitor compliance.

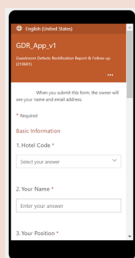
Shangri-La Cares Enhanced Hygiene Protocols



In 2021, we rolled out an internally developed application to monitor compliance and ensure hygiene practices are consistent. The Housekeeping teams log guestroom cleanliness records online, including inspection videos of cleaned check-out rooms. Headquarters reviews these recordings to ensure their compliance to the enhanced hygiene and disinfection protocols.

- ✓ Deep cleaning of high-touch surfaces
- ✓ Medical grade sanitisers and disinfectants
- ✓ Optimal air quality
- ✓ Physical distancing and enhanced food safety

Housekeeping Goes "Above and Beyond" To Delight Our Guests



Now, more than ever, it is essential for housekeeping standards to meet and exceed high guest expectations. Over the course of 2021 our hotels' cleanliness scores have improved compared with pre-pandemic levels. This result would not be possible without the extraordinary effort and hard work of our Housekeeping colleagues.

We are harnessing technology to continue to improve our housekeeping performance. In 2021, we initiated pilot testing of a new and improved guestroom defect rectification tool to assist our colleagues to identify, evaluate and resolve every instance of guest feedback.

Training is also integral to the Group's management approach to rooms hygiene and disinfection. During the year, the Group introduced a new e-learning course demonstrating specific precautionary measures for disinfecting and cleaning guest rooms and public areas.

Food Safety

We safeguard food safety in our properties in accordance with Shangri-La's comprehensive food safety management system. Our hotels performed daily and monthly inspections to ensure our front-line F&B colleagues and equipment are performing in accordance to the standard set forth in the Shangri-La Food Safety Management System.

Shangri-La's supplier management programme is also implemented to ensure that food and beverage (F&B) suppliers meet stringent requirements for hygiene and food safety.

Shangri-La F&B Supplier Management Programme		
All F&B suppliers of medium and high risk product categories are verified to fulfil one of the following criteria:		
1. International Food Safety Certification e.g. ISO22000 or GFSI recognised food safety schemes	or	2. Shangri-La supplier audit for food safety (conduct by third party auditing company)
	or	3. Shangri-La supplier audit for food safety (conduct by hotel hygiene manager for small scale suppliers)

Fire Life Safety

Shangri-La's standards for Fire Life Safety (FLS) reference the USA National Fire Protection Association's regulations and other relevant codes for all jurisdictions in which we operate. FLS managers have been appointed in our properties with responsibility for monitoring and maintaining FLS systems in accordance with the Group's standards and local codes.

Emergencies and Business Continuity

Cross-functional emergency response teams are on duty 24 hours a day, seven days a week. Together with our Group Business Continuity Plan, the Group's standard operating and emergency response procedures help to guarantee the highest standards of security for our guests, colleagues and all visitors. The Group's Security and Safety Reporting System (SSRS) facilitates timely reporting and management of reportable incidents.

Data Protection and Cyber Security

Shangri-La Group sets out its commitment to safeguarding the personal information of our guests and colleagues in full compliance with relevant laws and regulations such as the new Personal Information Protection Law of the People's Republic of China, as well as the European Union's General Data Protection Regulation, the Hong Kong SAR's Personal Data (Privacy) Ordinance and Singapore's Personal Data Protection Act. In 2021, we strengthened our management approach with new guidelines governing Group emails and access to the Group's Human Resources Information System (HRIS) with the objective of ensuring that proper internal controls are in place.

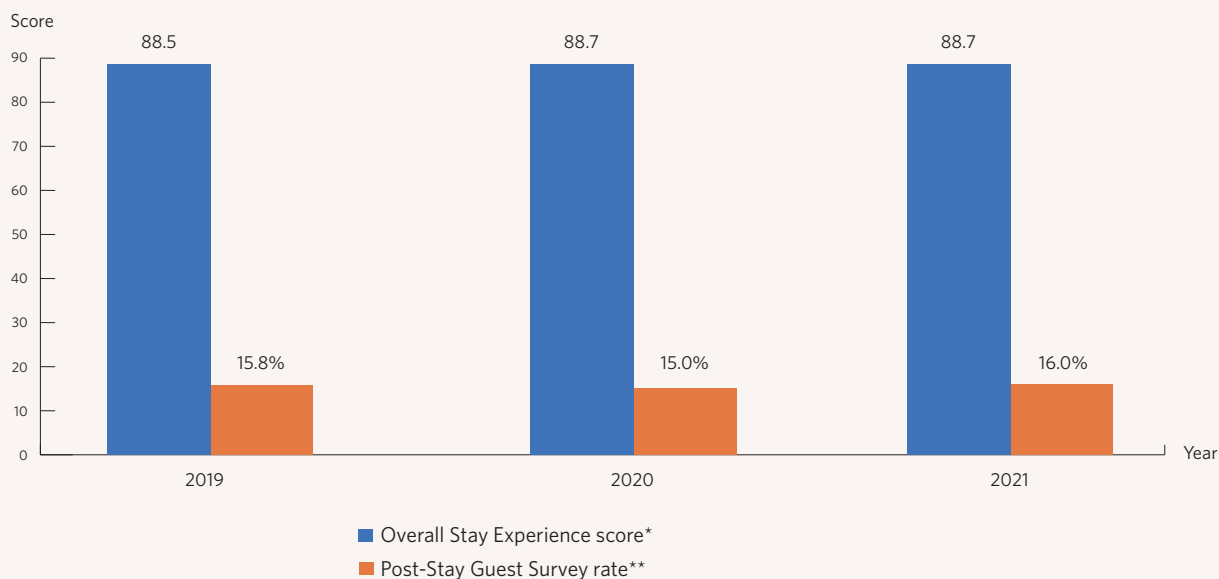
In response to increasing threats from cyberspace, cyber security has been a focus area for risk mitigation. Since 2019, the Group has progressively implemented new cyber security controls to protect the Group's critical Information Technology (IT) systems and data from cyber-related attacks and intrusions. The Group has also put in place IT response and recovery plans to mitigate impact from any major IT disruption.

Our colleagues are the first line of defence for cyber security. A range of mandatory training courses on this important topic was developed and rolled out in 2021 to raise and enhance cyber security awareness for all employees.

Guest Experience

We strive continuously to know our guests better and to extend our thoughtful and genuine service from the heart. Guest satisfaction is a key component of our Balanced Score Card and we empower our colleagues to resolve issues as they arise in order to enhance our brand. Every frontline colleague receives training on problem handling and guest recovery.

We have implemented a third-party customer feedback tool to help us evaluate guest satisfaction independently. The Group continues to explore ways to improve our ability to capture guest feedback and to better analyse our performance in customer engagement.



* Average score of the overall stay experience rating from the post-stay survey

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

Celebrating Our People's Stories



@ Shangri-La The Fort, Manila

Room Attendant Rommel Cruz has an extraordinary talent for folding hand towels and room linens into animal shapes such as puppies and teddy bears - much to the delight of children (and their parents!) who stay at Shangri-La The Fort, Manila. His kind nature and thoughtful attention to detail attracted the admiration of one very appreciative guest who made special mention of Rommel in her feedback to the hotel about a truly memorable vacation experience with her young family.



@ Shangri-La Singapore

In 2021, Dora Tan became an ambassador for Singapore's recovery from the COVID-19 pandemic when she featured in the Singapore Tourism Board's Clean Ambassadors social media campaign. Dora has been with Shangri-La Singapore's Housekeeping team for 12 years overseeing the implementation of Shangri-La's stringent hygiene and sanitation standards with exemplary efficiency during the pandemic.

OUR PEOPLE

Our people best exemplify Shangri-La's unique culture through the authentic and thoughtful ways we deliver for our guests.

The Group has established management approaches addressing a range of material ESG topics relating to our human resources, including talent acquisition and retention, training and development, succession planning, employee engagement and occupational health and safety. In every jurisdiction, we comply with local laws and regulations governing employment, remuneration and benefits, freedom of association and the right to collective bargaining. These principles are embedded in our Group Human Resources policy as well as our Code of Conduct and Ethics.

2021 Performances



Employment

39,017
Employees

↓ **8%**
Total headcount
(2021: 2020)

22%
Voluntary turnover rate

Female Participation

43%
Total workforce

33%
Top management
(VP level and above)

40%
Senior
management
(M4-M6)

44%
Junior management
(M1-M3)

Opportunities For People With Disabilities (PWDs)

550
PWDs employed

1.7%
PWDs share of
total hotel headcount



Learning and Development

1,073,800 +
Total training hours
completed

28
Average training hours per
Full-time Equivalent (FTE)

USD168
Average training spend
per FTE

100%
Completion rate
for core learning
programmes

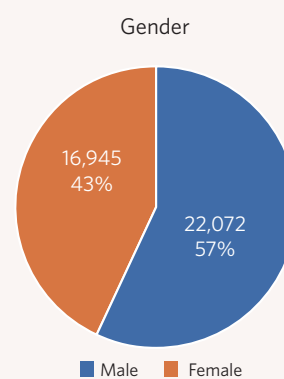
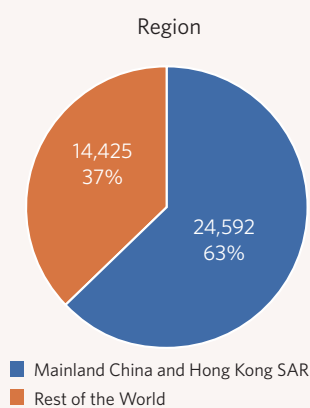
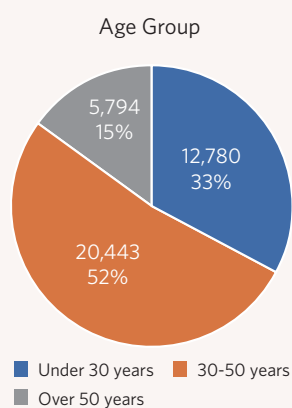
Employment Profile

We value and appreciate the hard work, dedication and contribution of every colleague. During the global pandemic over the past two years, the Group has engaged in organisational restructuring to streamline our operational processes and to reduce costs. In addition to voluntary salary reductions at the various management levels, headcount reductions were made as a measure of last resort.

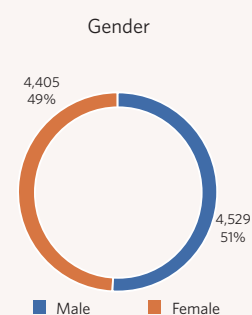
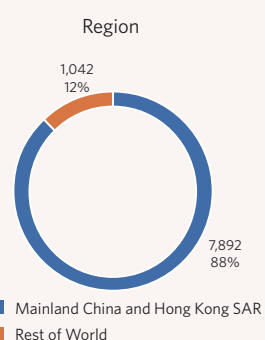
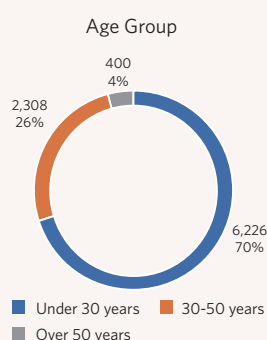
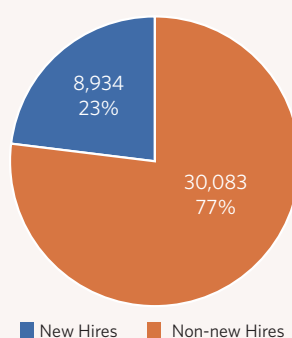
At the end of 2021, the Group's employee headcount had reduced by 16 per cent compared with before the pandemic in 2019. At 22 per cent the voluntary turnover rate in 2021 was slightly lower than the pre-pandemic level (2019: 25 per cent). At the same time, we are actively recruiting, particularly in China where our business continues to grow. During the year, we welcomed 8,934 new colleagues into our

midst, 88 per cent of whom are located in Mainland China and Hong Kong SAR. We also have new hires in the Middle East, Europe, India and the Americas, as well as Southeast Asia and Australasia (especially Singapore) and Japan.

Total Employees



New Hires



Equal Opportunity and Respect

At Shangri-La, we are proud of our culture of diversity and inclusion. In accordance with our Group policy on Equal Opportunity and Respect, our workplaces are free from discrimination on the basis of gender, race, religion, disability, marital or family status, sexual orientation, or any other personal characteristic. Employment decisions, including hiring, promotions, remuneration, training and transfers, must be made on fair and equitable grounds and based on merit in the best interest of the Group.

We do not condone harassment or any form of conduct that may cause our colleagues to feel embarrassed or uncomfortable at work. It is vital that all colleagues treat each other with courtesy, consideration and respect at all times, irrespective of position, title or background. The Group is also committed to making reasonable accommodations for religious observances and practices.

Our commitment to diversity and inclusion is not just a matter of compliance—it is an integral part of our value system. We aim to contribute to the social and economic development of local communities by providing employment and training, including opportunities for people with disabilities (PWD). Some of our properties work actively with at-risk communities to support low-income families to improve their livelihoods.

Celebrating Our People's Stories



@ Shangri-La Rasa Sayang, Penang

Service Associate Narresh Moagana Krishnan's handiwork has brought smiles to countless guests since he joined our team in 2010. As the in-house florist, he oversees and coordinates floral arrangements for special occasions and functions and also helps with the venue set-ups and decorations. Hearing and speech impaired since birth, Narresh communicates with colleagues and guests in a special way with his creativity in floristry and his passion for life. He believes this is a dream job because it enables him to grow his talent into a career.



@ Shangri-La Golden Sands, Penang

Laundry Attendant Seluakkumar a/l Ganeson lost part of his left-hand in a workplace accident at a packaging factory when he was 16 years old. Now completing his ninth year with Shangri-La, Seluakkumar is popular among his colleagues and deeply valued for getting his work done without supervision. His daily tasks, which involve sorting and arranging freshly-laundered linens, bed sheets and towels, are integral to smooth day-to-day operations of the resort.



@ Shangri-La Ulaanbaatar

Shangri-La is proud to be the first company in Mongolia to employ a person with Down syndrome. Nomiun Ganbold has worked part-time with the F&B department for six years. She is fully supported by her management and colleagues who strive to ensure that she feels like a valued member of the team.

Learning and Development

Learning and development is an integral component of the Group's management approaches to all material ESG topics as elaborated throughout this report. At the centre of our learning and development strategy is Shangri-La Academy Online, the Group's bespoke virtual platform that provides our colleagues with dynamic, engaging and relevant content they can review at their own pace, anytime, anywhere.

Shangri-La Academy's learning and development content is organised into three categories:

- Core Learning – to know more about our brand, or comply with legal requirements

- Functional Learning – to enhance skills based on job functions
- Leadership Learning – to develop high potentials in line with Shangri-La's Leadership Competencies

Many of our Core and Functional courses are delivered in a blended format, which supplements online modules and virtual classroom facilitation with practical on-the-job training and mentoring programmes within our hotels.

Each property and regional or corporate office is allocated sufficient budget for learning and development initiatives, including essential, functional and

leadership programmes, subscriptions for digital content from the Shangri-La Academy Learning Management System, on-the-job learning and enrollment in internal or external workshops.

The Group are always reviewing and improving our training resources to ensure they are relevant and effective. In addition to using e-assessment to validate colleagues' learning experiences, we collect data from participants for course evaluation. Our hotels maintain records of training and development activities for all colleagues.

Core Learning Programmes

As part of the Balanced Score Card requirement, all our hotels have achieved 100 per cent completion rate for mandated core learning programme.

Essential and Functional Learning

In 2021, 100 per cent of full-time employees passed mandated core learning modules, including Global Security Orientation, Fire Life Safety Orientation and newly introduced courses on Shangri-La Culture and Cyber Security Orientation. In addition, 35,570 employees who handle food services passed the Shangri-La Food Safety course.

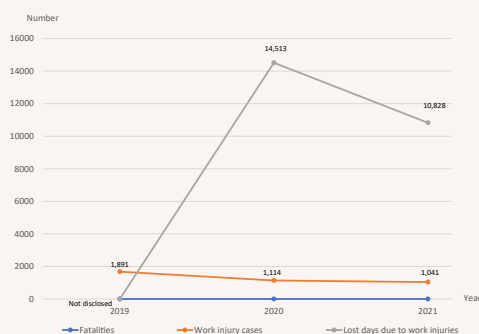
In response to the COVID-19 pandemic and social distancing restrictions on face-to-face interactions, the Shangri-La Academy has developed and launched new learning resources such as leadership podcasts and virtual classroom sessions. During 2020 and 2021, more than 280 courses and 1,500 learning materials have been developed and made available in multiple languages.

Nurturing Future Leaders



In 2021, the Group's learning and development focus was on identifying and nurturing future leaders. During the year, Headquarters introduced four new programmes targeting high-potential colleagues at different stages of the Leadership Development cycle—Junior Leaders, Emerging Leaders, Operations Leaders and Business Leaders. Each programme is supported by a formal mentoring arrangement, whereby senior leaders spend on average one hour per month engaging with programme participants.

Caring For Our Colleagues



Shangri-La prioritises the health, safety and wellbeing of our workforce. This is a commitment we have proudly upheld in the face of additional challenges during the COVID-19 pandemic. Every hotel has an Occupational Health and Safety Management System (OHSMS) in place covering all employees and other workers. Our Group OHS Implementation Manual provides guidance to hotels on how to prepare and implement their OHSMS in accordance with internationally recognised standards such as OHSAS 18001. In 2021, the recorded injury rate was 2.5 per 100 Full-time Equivalent (FTE).

We continued to offer a range of learning and development courses in 2021 through our "Live Well" and "Virus Spread Prevention" series, which aimed to help our colleagues keep healthy in body and mind during the pandemic. The "Live Well" series includes episodes on coping with anxiety, developing positive habits, self-discovery through mindfulness and developing self.

OUR ENVIRONMENT

The name “Shangri-La” evokes the image of a remote and beautiful landscape where harmony with nature approaches perfection. We aspire to live up to this name by designing environmental sustainability into our new development projects and asset enhancement initiatives. We also strive to promote environmental stewardship in the daily operations of our hotels.

The built environment is a major contributor of anthropometric climate change. When taking into consideration emissions from building construction and building operations, this sector accounts for about 40 per cent of total global energy-related greenhouse gas emissions. At Shangri-La, we implement sustainable building standards in the design and construction of our projects and strive to achieve continuous improvement in the energy, water and carbon efficiency of our property portfolio in order to reduce the Group’s environmental footprint over time.

Sustainable By Design

We strive to implement green building standards for design, construction and operation of our new developments. Our Project and Design team references various green building schemes that are available throughout Asia and the world. These schemes award ratings to buildings for sustainable performance in a range of categories from selection of materials and management of construction waste to energy and water-efficiency, indoor air quality and aesthetics. As of end 2021, the Group has on record 36 green buildings.

Inspired By Nature @ Shangri-La Shougang Park, Beijing

Sometimes nature can provide inspiration in the most remarkable of places. Situated just a short distance from Big Air Shougang, a spectacular sports stadium built to host the Beijing 2022 Winter Olympic Games, Shangri-La’s newest hotel, Shangri-La Shougang Park, Beijing proudly gives new lease of life to the original site of a retired power station. The design and operation of this hotel reflects the unfolding story of its neighbourhood, which was once the burning heart of Shijingshan’s industrial complex and now stands out as a stunning example of Beijing’s cultural and ecological rejuvenation.



- Natural Green Space**
 Evergreen plants transform the hotel lobby into an indoor garden, creating a tranquil, botanical garden-like atmosphere for guests in the lobby lounge.
- Natural Inspirations**
 Displays of art have been inspired by the natural environment, such as “Journey of Hope”, which captures the transformative spirit of Shougang Park through evocative mesh wire shapes symbolising migratory birds on the Yongding River.
- Natural Light**
 An extensive glass façade encloses the main building allowing natural light to infuse the space within. Floor to ceiling windows in the guestrooms make the most of natural light and stunning views overlooking Shijingshan Hill, Yongding River and Qunming Lake.

Many new technologies have been deployed to increase the operational efficiency of this hotel, thereby reducing its environmental footprint now and over time, for many years to come.

 Plastic free	Bathroom amenities	Re-fillable containers displace single-use plastic bottles in all guestrooms
	Drinking water	Filtered drinking water tap displaces bottled water in all guestrooms
 Water saving	Bathroom fixtures	Dual-flush toilets save water throughout the hotel
	Shower fixtures	Flowrate for showers in staff changing rooms restricted to 9 litres/min
	Water recycling	Hotel harvests greywater and rainwater for treatment and reuse
 Energy saving	Smart CO ₂ sensors	Sensors monitor fluctuations in carbon dioxide to adjust fresh air intake and fan speed in order to achieve energy efficiency while maintaining guests’ comfort in ballrooms and function areas
	Smart lighting	Highly-efficient dimmable light emitting diodes save energy
	Smart meters	Energy management systems monitor, track and optimise energy consumption
	Variable speed drives (VSDs)	VSDs reduce energy waste in applications with variable loads, such as ventilation fans and chilled water pumps
	Heat recovery	Heat exchange from exhaust air warms up the fresh air supply
Free cooling	Chillers turn off compressors to take advantage of low outdoor temperature for chilling water when conditions are favourable	

Mitigating Our Environmental Impact

Within the scope of this report, our properties consumed 1,497 gigawatt-hours (GWh) of energy and 12,639 mega-litres (ML) of water in 2021. Scope 1 and 2 GHG emissions amounted to 696 kilotonnes of carbon dioxide equivalent (KT_{CO₂e}). In 2021, we expanded the scope of our environmental footprint data collection system to include Investment Properties that are our subsidiaries.

2021 Performances



Total Energy	Total Water	Total Carbon Emission
1,497 GWh	12,639 ML	696 KT CO ₂ e

2021 Normalised Performance (Actual vs Expected)

Energy	Water	Carbon Emission
5%↓	0%	5%↓

To allow the Group to track and compare our environmental performance despite pandemic disruption to some of our hotel operations, the Group adopted a normalisation methodology to calculate our Environmental Performance.

Improving Eco-Efficiency

Engineering division conducts regular audits to ensure Building Mechanical and Electrical Systems comply with established policies and standards. The audits assess energy and water efficiency of major plants, compliance with local regulatory requirements and implementation of the Group's policies and best practices.

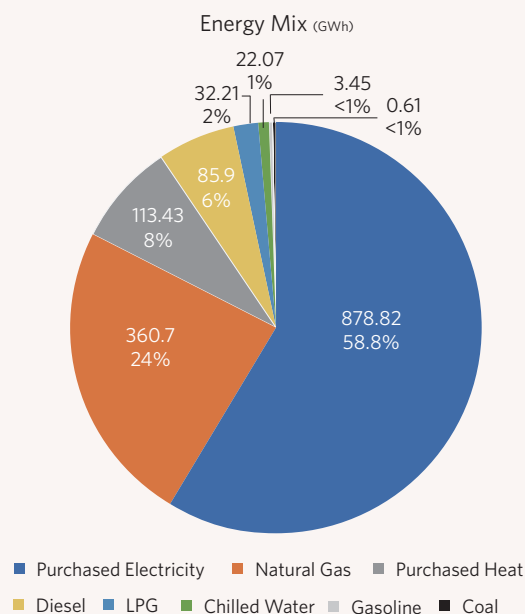
Energy Use and Energy Efficiency

In addition to purchased electricity, heat and chilled water, our hotels consume fossil fuels such as natural gas, diesel and LPG for heating, standby electricity or cooking. Combustion of fossil fuels results in some local air emissions, namely NO_x, SO_x and Particulate Matter (PM), however these are not sizeable enough to warrant monitoring and disclosure.

To reduce both emissions and purchased energy costs, some hotels produce small amounts of renewable energy from roof-top solar installations for both hot water and electricity.

Across the Group, we are implementing an ongoing programme of utility saving initiatives to mitigate our environmental impact and achieve sizeable operational cost savings:

1. Chiller data monitoring and analysis
2. Variable control optimisation for chiller plants
3. Energy benchmarking
4. Energy efficiency procedure for low load



Water

Water accounts for a significant portion of our hotels' utility costs. Many relying on municipal service providers not only to purchase freshwater but also to dispose of wastewater. To ensure compliance with local regulations and provide data for accurate calculation of Scope 1 GHG emissions, the Group monitors Biological Oxygen Demand (BOD) content of effluents from hotels.

We have made substantial investments to mitigate the impact of our hotels on availability of freshwater in ecologically sensitive regions. Our resorts in Boracay, Cebu, and the Maldives for example, operate desalination plants using groundwater or seawater to produce freshwater for consumption within our properties. In the Sultanate of Oman, Maldives and Mauritius our resorts recycle water for irrigation, washing external surfaces and other suitable purposes.




Reimagining An Icon @ Island Shangri-La, Hong Kong



Opened in 1991, Island Shangri-La is a beloved pillar of stability in an ever-changing city. This iconic hotel in the heart of Hong Kong's CBD is undergoing a phased asset enhancement initiative to modernise all guestrooms and refresh its wellness facilities.

The newly renovated Grand Premier Rooms, Horizon Club Rooms and City View Suites re-opened to guests in 2021 featuring sophisticated in-room technology and amenities that blend ecological responsibility and modern convenience with elegant Asian aesthetics.

This asset enhancement work goes far beyond a superficial face-lift. We have deployed advanced technologies and innovative solutions to make real and long-lasting impact on the sustainability performance of the hotel.

 Plastic free	In-house water bottling and drinking up	Filtered water is served in reusable glass bottles or from in-room drinking tap in guest rooms
	Mobile check-in	A new mobile phone smart key system will replace plastic key cards in due course.
 Water saving	Water recycling	Air-conditioning condensate water is captured for reuse to irrigate plants within the hotel
 Energy saving	Smart energy and climate systems	New control systems for lighting, power and automatic curtains when guestrooms are unoccupied to save energy in each guestroom
	Light emitting diodes	New LED lighting systems in the guestrooms achieve energy-savings
	Advanced HVAC technology	Super-efficient DC motor fan coil units improve the efficiency of in-room air-conditioning

Taking Action In Response To Climate Change

Shangri-La recognises that climate change poses the greatest set of sustainability challenges facing our business and the communities we serve. As we move towards post-pandemic business recovery, we are focused on strengthening the ability of our business to anticipate, prepare for and respond to threats from changing climate. These threats may be “physical” - as a result of specific events or climate patterns - or “transitional” - because moving to a lower-carbon economy will involve policy, legal, technological and market disruptions.

Physical Climate Risks

We recognise acute physical risks for our business associated with the increased severity and frequency of extreme weather events such as typhoons and floods, especially in the Asia Pacific region. The Group owns and operates properties in geographical areas that are highly vulnerable to typhoons/cyclones representing more than one-third of our portfolio, including China’s coastal regions, Japan, India and Sri Lanka, the Philippines and Oceania. Rising sea levels pose additional risks for our beachside resorts in Fiji, the Philippines, Malaysia, Indonesia, Sri Lanka, and the Maldives. Severe flooding due to rising sea levels may reduce the expected useful life of these assets and undermine their asset value.

The Group has in place emergency response and crisis management plans that are frequently tested in various parts of the world. Since 2021, the Group has also enhanced hotels’ crisis management plans with additional flood management procedures in anticipation of future severe flooding events. We engage with our colleagues regularly to raise awareness about emergency response procedures and our emergency response teams receive regular training.

When planning and designing our new development projects, the Group takes into consideration the vulnerability of potential sites to extreme weather conditions. Our design standards ensure that new developments are suitably equipped with enhanced safety features for climate risk mitigation and disaster prevention and management.

Over the years, the Group has always been ready to provide emergency support for victims and assisting local communities in the aftermath of natural disasters, with clean-up and rebuilding efforts. In 2021, Kerry Group and Shangri-La made a joint donation of CNY20 million (approximately USD3 million) to support recovery and rebuilding in Henan following the extreme rainstorm event in July.

Transitional Climate Risks

There is a growing trend among our guests to demand greater transparency about the environmental performance of our properties and our business, including climate change mitigation measures. This shift in consumer preferences inspires us to focus renewed effort on developing and promoting environmentally-friendly products and services.

Several of our hotels in Mainland China have complied with regulations that impose carbon emissions caps and trading schemes. Five hotels in Beijing and one hotel in Shanghai have been allocated a greenhouse gas emissions quota. In addition to implementing more stringent standards on buildings’ energy efficiency, we anticipate that regulators in other jurisdictions, such as Singapore, will increase carbon taxes in the near future. Even though the financial impact on the Group of these initiatives is not material at this time, we are mitigating future risks by designing our buildings sustainably and mitigating our environmental impact through enhanced eco-efficiency as outlined in the previous section of this report.

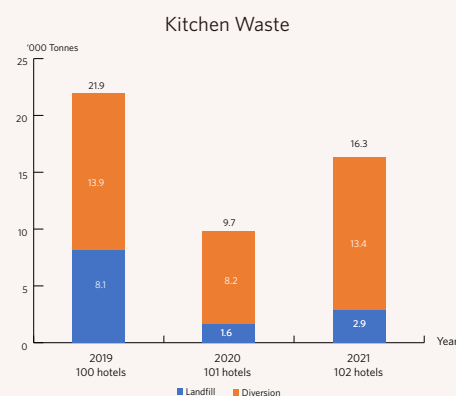
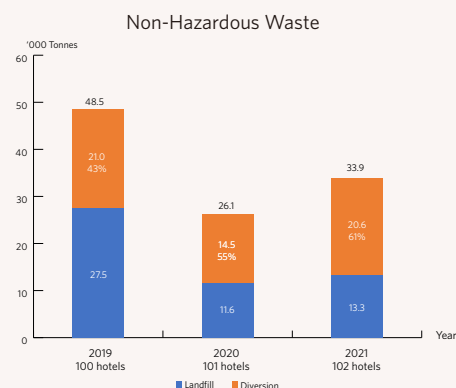
Waste Management

Our properties produce hazardous waste, including paints, chemicals and used oil, batteries, retired light fittings and electrical equipment, which are disposed of responsibly in accordance with the policies and procedures outlined in each property's Environmental Management System (EMS). In 2021, our operating hotels reported 223 tonnes of hazardous waste. Strict enforcement and regular audits of the hotels' EMS ensures compliance with locally applicable regulations and procedures.

The Group strives to reduce the amount of waste that ends up in landfills through waste prevention and waste diversion. Waste diversion includes reuse, recycling, energy recovery, donation and composting, as local conditions permit. Many of our hotels are constrained by the availability of responsible waste management options, such as comprehensive recycling programmes, in their respective jurisdictions.

In 2021, the total amount of non-hazardous waste recorded by our hotels increased compared with 2020 as a result of recovery in occupancy rates and more food covers but was still 30 per cent lower than the pre-pandemic level in 2019. The overall diversion rate for this category of waste, which includes food waste, paper and cardboard, plastics, metals, glass and linens, was higher than pre-pandemic levels at 61 per cent.

Kitchen waste is our operating hotels' most significant sub-category of waste by weight. We are taking primary steps to avoid food waste at source by reducing overproduction through better recipe planning, storage and handling. We also take secondary steps to recycle unavoidable food waste through energy recovery and composting.



Eliminating Single-Use Plastic



The Group is committed to eliminating single-use plastic in its operations. Since the end of 2019, we have banned plastic straws and stirrers in all hotels. Despite hygiene and safety considerations during the pandemic, we have continued to plan and explore long-term solutions that will mitigate our impact on the planet's plastic waste problem.

In 2021, the Group established a target to reduce the amount of single-use plastic that we purchase by 50 per cent compared with the 2019 baseline level over five years starting from 2022. Between 2022 and 2026, we plan to reduce consumption of single-use plastics for drinking water, guestroom amenities and food and beverage takeaway containers.

To date, 21 hotels in Mainland China have ceased active provision of disposable guest bathroom amenities such as toothbrushes and combs in compliance with local waste management regulations for all star-rated hotels. In addition, 16 of our properties have eliminated single-use plastic water bottles from guestrooms by switching to filtered water in glass bottles and/or installing filtered-water taps.

OUR COMMUNITY

As an integral member of the local community in every place we call home, Shangri-La engages proactively with stakeholders to understand their needs and create a greater sense of shared value and ownership.

2021 Performances



Volunteering

22,900+
Volunteers

115,000+
Volunteer hours



Embrace, Shangri-La's Care for People Project

75
Projects

USD542,700+
Project expenses

7,000+
Children and young adults
assisted

207
Internships and
apprenticeships

Caring For Our Community

Shangri-La is proud to be "at home" in many, diverse communities throughout Asia and the world. Corporate Social Responsibility (CSR) initiatives, such as our signature programmes – Embrace and Sanctuary – have been deeply embedded into the operations of our hotels and resorts for many years. In every location, we work collaboratively with local stakeholders to promote sustainable development by providing employment and training opportunities, sourcing local produce and helping to preserve local culture in balance with local ecology.

Despite the impact of the pandemic, 62 per cent of colleagues across the Group participated in volunteering activities in 2021. Our volunteer leave policy encourages and recognises active participation by granting all permanent employees and trainees up to eight hours of volunteer leave per year. There are many meaningful opportunities for them to contribute through Shangri-La's signature CSR projects, Embrace and Sanctuary, among other community investment initiatives initiated by our hotels.

Supporting Our Communities During The Pandemic

We all continue to be deeply moved by the devastating impact of COVID-19 on lives and livelihoods in all affected regions. Under our "Caring for Our Community" programme, our Headquarters and hotels in Hong Kong SAR have provided assistance to more than 29,000 families and delivered more than 30,000 food packages since May 2020.



Our hotels and Headquarters in Hong Kong SAR distributed food rations to the needy throughout the pandemic.



Shangri-La Le Touessrok in Mauritius donated food and clothing to local communities experiencing economic hardship.

In 2021, Shangri-La hotels throughout Asia and the world upheld the Group's promise to support vulnerable people experiencing the worst effects of the pandemic. In Singapore, Malaysia and Mauritius we donated food packs to families-in-need, while in Mainland China, Malaysia and London meals were delivered to frontline workers in expression of our deep appreciation for their ongoing service. In addition to supporting blood donation drives in many locations, we donated bed linens to a Community Isolation Centre in Bangkok, Thailand and distributed N95 masks to the general public in Bengaluru, India.

We Are Your Family



Under COVID-19 restrictions, many elderly community members found themselves unable to meet their family members frequently. This is the sentiment behind Shangri-La’s “We Are Your Family” initiative in Mainland China.

Since its launch in November 2020, our hotels have organised activities to establish long-term relationships with elderly community members who live alone by conducting regular visits and bringing our care and companion to them. Colleagues in our hotels have also volunteered their professional cooking, housekeeping and engineering skills to improve the living conditions of vulnerable seniors.

Activities	Elderly supported	Colleague volunteers	Volunteer hours	Community members/ guests engaged
474	205	3,736	10,624	622

Embrace, Shangri-La’s Care for People Project

Embrace, Shangri-La’s Care for People Project, has been running since 2009 with the objective of promoting health, wellbeing and education in local communities with close connections to our hotels and resorts. Through this programme, we encourage every property to identify and implement community outreach initiatives that respond to local needs.

The Children Are Our Future



Over the past 10 years, Shangri-La Boracay has partnered with Yapak Elementary and High School to improve the educational prospects of local children. Between 2019 and 2020, volunteers from the hotel helped to renovate the school’s playground and surrounding lawn area by removing silt and repairing flood damage. In 2021, the hotel donated tables and chairs to make the classrooms more conducive for effective learning.



Following its opening in 2016, Midtown Shangri-La, Hangzhou spared no time in getting its “Embrace” project up and running. The hotel elected to focus its signature CSR programme on helping young children with severe hearing impairment to receive cochlear implants. This life-changing surgery inserts a small electronic device that electrically stimulates the nerve for hearing, allowing sounds to be processed and sent to the brain. Over the past five years, nearly 30 children have benefitted from the hotel’s support.

Sanctuary, Shangri-La's Care for Nature Project

Shangri-La operates in some of the most beautiful and ecologically diverse natural habitats in the world. It is our responsibility and our privilege to conserve biodiversity in these extraordinary places for future generations to enjoy.

More than 10 years ago, the Group launched Sanctuary, Shangri-La's Care for Nature Project, to bring together the various conservation initiatives undertaken by our hotels and resorts under one umbrella. Each initiative is uniquely tailored to the specific situation and purposes for which it has evolved, but what they all have in common is the desire to engage local communities in meaningful, long-term partnerships and to educate guests, colleagues, and local communities about conservation.

In 2021, there were 13 active "Sanctuary" projects in operation ranging from caring for nesting turtles in Penang and Muscat to planting mangroves on Hainan and Fiji. Regretfully, reduced occupancy and temporary closure of hotels and resorts during the COVID-19 pandemic has undermined some "Sanctuary" initiatives. The Reef Care project at Shangri-La's Villingili Resort and Spa, Maldives, for example, was suspended due to temporary closure of the hotel.

Sanctuary Projects At A Glance



"Ghost Net" Removal



At Shangri-La Hambantota, we are waging battle against discarded fishing gear that chokes coral reefs, damages marine habitats and entangles fish, marine mammals and seabirds. In 2021, a cleaning activity along the resort-monitored coral reef removed nearly 57 kilos of "ghost nets". The resort has a marine refuge tank where marine life can recover after being rescued and untangled from the nets.

Nature-Based Solutions To Climate Change

Nature-based solutions could play a decisive role in the global fight against climate change. Mangroves, for example, are a carbon-rich ecosystem that contribute to climate regulation by absorbing greenhouse gases while helping to protect coastlines from the damage associated with sea-level rise and extreme weather. Over the past 10 years, we estimate that more than 41,000 mangrove saplings have been planted under the banner of Sanctuary, Shangri-La's Care for Nature project.



Shangri-La Haikou, has worked closely with the Hainan Dongzhaigang National Nature Reserve to protect and propagate mangrove forests since 2015.



In 2021, volunteers from Shangri-La's Sanya planted more than 600 mangrove saplings in support of a joint project led by the local government.

Rooted In Nature

"Rooted In Nature" is another long-standing initiative that has been running since 2014 to promote locally and ethically sourced ingredients such as organic produce and free-range livestock. In 2021, our hotels boasted 2,227 "Rooted In Nature" menu items. Moreover, since 2020, more than 12,000 colleagues have participated in training on how to identify sustainable items from each hotel's unique market environment and incorporate them into carefully crafted menus that will showcase local delights.

What's All the Buzz About?



At Shangri-La Boracay, the team has taken on the "Rooted In Nature" by pioneering the raising of bees, harvesting home-grown honey within the resort grounds and employing local beekeepers to take care of the beehives. Our home-grown honey is organic product without any chemical or harmful substances, and help reduce adverse impact on environment. The F&B team curates an array of custom honey-based products, such as honey cake and honey-infused gin to be on "Rooted In Nature" menus, while packaged raw honey is available at the hotel's gift shop for guests to take home.

CONSOLIDATED ESG DATASET

Depending on the dataset, the scope of Key Performance Indicators (KPIs) in this report includes Operating Hotels that have been in operation for at least one full calendar year as of 31 December 2021 and Operating Investment Properties as listed out below. The scope of some datasets includes Operating Hotels only. Please refer to the table below for clarification. Compared with our 2020 Sustainability Report, the reporting scope has increased by 14 Investment Properties and two Operating Hotels Shangri-La Zhoushan and Shangri-La Putian that opened in January and December 2020, respectively. Following termination of the management services agreement with Traders Fudu Hotel, Changzhou this property is no longer in scope.

In addition to Operating Hotels and Investment Properties, the scope of management approach information in this report also includes Newly Opened Hotels. Performance data for these properties will be disclosed in the next reporting period after they become operational.

SCOPE OF KPI DATASETS

	OPERATING HOTELS	INVESTMENT PROPERTIES (SUBSIDIARIES)
Our Business (exc. Cyber Security)	✓	
Cyber Security	✓	✓
Our People	✓	✓
Our Environment (exc. Waste)	✓	✓
Waste	✓	
Our Community	✓	

PROPERTIES IN SCOPE

	2019	2020	2021
Management approach information and key performance data			
Total	100	101	116
Operating Hotels	100	101	102
Operating Investment Properties (Subsidiaries)	-	-	14

PROPERTIES LIST

OPERATING HOTELS owned with Equity Interests		Managed OPERATING HOTELS
Subsidiaries	Associates	
Mainland China 1 Shangri-La Shenzhen 2 Futian Shangri-La, Shenzhen 3 Shangri-La Xian 4 Shangri-La Beihai 5 JEN Shenyang by Shangri-La 6 Shangri-La Changchun 7 Shangri-La Qingdao 8 Shangri-La Dalian 9 Pudong Shangri-La, Shanghai 10 Shangri-La Wuhan 11 Shangri-La Harbin 12 Shangri-La Fuzhou 13 Shangri-La Guangzhou 14 Shangri-La Chengdu 15 Shangri-La Baotou 16 Shangri-La Huhhot 17 Shangri-La Wenzhou 18 Shangri-La Ningbo 19 Shangri-La Guilin 20 Shangri-La Manzhouli 21 Shangri-La Yangzhou 22 Shangri-La Qufu 23 Shangri-La Lhasa 24 Shangri-La Sanya 25 Shangri-La Nanjing 26 Shangri-La Qinhuangdao 27 Shangri-La Hefei 28 Shangri-La Resort, Shangri-La 29 Shangri-La Songbei, Harbin 30 Shangri-La Xiamen 31 Shangri-La Zhoushan	Mainland China 1 China World Hotel, Beijing 2 Shangri-La Beijing 3 Kerry Hotel, Beijing 4 Shangri-La Hangzhou 5 China World Summit Wing, Beijing 6 JEN Beijing by Shangri-La 7 Kerry Hotel Pudong, Shanghai 8 Jing An Shangri-La, Shanghai 9 Shangri-La Shenyang 10 Shangri-La Tianjin 11 Shangri-La Nanchang 12 Shangri-La Tangshan 13 Midtown Shangri-La, Hangzhou 14 Shangri-La Jinan 15 Shangri-La Putian	Mainland China 1 Shangri-La Changzhou 2 Shangri-La Suzhou 3 Shangri-La Haikou 4 Shangri-La Yiwu 5 Shangri-La Yuanqu, Suzhou
Hong Kong 32 Kowloon Shangri-La, Hong Kong 33 Island Shangri-La, Hong Kong 34 Kerry Hotel, Hong Kong	Hong Kong 16 JEN Hong Kong by Shangri-La	
Singapore 35 Shangri-La Singapore 36 Shangri-La Rasa Sentosa, Singapore	Singapore 17 JEN Singapore Tanglin by Shangri-La	
Malaysia 37 Shangri-La Kuala Lumpur 38 JEN Penang Georgetown by Shangri-La 39 Shangri-La Rasa Sayang, Penang 40 Shangri-La Golden Sands, Penang 41 Shangri-La Rasa Ria, Kota Kinabalu	Malaysia 18 Shangri-La Tanjung Aru, Kota Kinabalu	Malaysia 6 Traders Hotel, Kuala Lumpur 7 JEN Johor Puteri Harbour by Shangri-La
The Philippines 42 Makati Shangri-La, Manila 43 Edsa Shangri-La, Manila 44 Shangri-La Mactan, Cebu 45 Shangri-La Boracay	The Philippines 19 Shangri-La The Fort, Manila	The Philippines 8 JEN Manila by Shangri-La
Thailand 46 Shangri-La Bangkok 47 Shangri-La Chiang Mai		

OPERATING HOTELS owned with Equity Interests		Managed OPERATING HOTELS
Subsidiaries	Associates	
Other Areas 48 Shangri-La Yanuca Island, Fiji 49 Sule Shangri-La, Yangon 50 Shangri-La's Villingili Resort and Spa, Maldives 51 JEN Maldives Male by Shangri-La 52 Shangri-La Paris 53 Shangri-La Sydney 54 Shangri-La The Marina, Cairns 55 Shangri-La Ulaanbaatar 56 Shangri-La Hambantota 57 Shangri-La Colombo	Other Areas 20 Shangri-La Jakarta 21 Shangri-La Surabaya 22 Shangri-La Bosphorus, Istanbul 23 Shangri-La Le Touessrok, Mauritius	Other Areas 9 Shangri-La Far Eastern, Taipei 10 Shangri-La Far Eastern, Tainan 11 Shangri-La Barr Al Jissah, Muscat 12 Shangri-La Al Husn, Muscat 13 Shangri-La Dubai 14 Shangri-La Qaryat Al Beri, Abu Dhabi 15 Shangri-La Eros, New Delhi 16 Shangri-La Bengaluru 17 Traders Hotel, Qaryat Al Beri, Abu Dhabi 18 Shangri-La Vancouver 19 Shangri-La Toronto
Under Operating Lease 58 Shangri-La Tokyo 59 Shangri-La The Shard, London 60 JEN Singapore Orchard gateway by Shangri-La		

Investment Properties (Subsidiaries)
Mainland China 1 Shangri-La Residences, Dalian 2 Shangri-La Centre, Qingdao 3 Shangri-La Centre, Chengdu 4 Phase II of Shangri-La Wuhan
Singapore 5 Shangri-La Apartments, Singapore 6 Shangri-La Residences, Singapore
Malaysia 7 UBN Tower, Malaysia 8 UBN Apartments, Malaysia
Mongolia 9 Central Tower, Ulaanbaatar 10 Shangri-La Centre, Ulaanbaatar
Other Areas 11 Sule Square, Yangon 12 Shangri-La Residences, Yangon 13 The Pier Retail Complex, Cairns 14 Mall and Office Tower at One Galle Face, Colombo

KPIS FOR OUR GUESTS

	2019	2020	2021
Guest Experience			
Overall Stay Experience score ^{Note 1}	88.5	88.7	88.7
Post-Stay Guest Survey rate ^{Note 2}	15.8%	15.0%	16.0%
Food Safety			
Properties with ISO 22000: FSMS and/or Hazard Analysis Critical Control Point certification	87	85	85
Cyber Security			
Information security breaches or other incidents	0	0	0
Substantiated complaints from regulators or other third parties	0	0	0
Fines and penalties received or paid	0	0	0

Notes

1. Definition Overall Stay Experience: average score of the overall stay experience rating from the post-stay survey.

N.B. Our previous Sustainability Report reflected only the Top Box Overall Stay Experience rating (i.e. the percentage of guests rating their stay experience 5 out of 5 in post-stay surveys). The change to use Overall Stay Experience score is a more relevant representation on the overall stay experience of our guests.

2. Definition Post-Stay Guest Survey rate: number of completed surveys divided by total survey invitations sent to guests with an email address upon check-out.

KPIS FOR OUR PEOPLE

	2019	2020	2021
Employee Headcount ^{Note 1}			
Total	46,439	42,300	39,017
Under 30 years	16,155	13,536	12,780
30-50 years	25,302	22,842	20,443
Over 50 years	4,982	5,922	5,794
Mainland China and Hong Kong SAR	24,416	23,688	24,592
Rest of World	22,023	18,612	14,425
Male	26,783	24,075	22,072
Female	19,656	18,225	16,945
Diversity and Inclusion			
Total Headcount (Female representation)	42%	43%	43%
Top management (VP Level and above)	Not disclosed	34%	33%
Senior management (M4-M6)	Not disclosed	39%	40%
Junior managers (M1-M3)	Not disclosed	44%	44%
People with disabilities (PWDs)	749	632	550
PWD representation ^{Note 2}	1.85%	1.5%	1.7%
New Hires			
Total	12,377	3,732	8,934
Under 30 years	7,305	2,836	6,226
30-50 years	4,608	784	2,308
Over 50 years	464	112	400
Mainland China and Hong Kong SAR	7,642	3,284	7,892
Rest of World	4,735	448	1,042
Male	6,729	1,941	4,529
Female	5,648	1,791	4,405
Voluntary Turnover ^{Note 3}			
Total	11,794	Not disclosed ^{Note 4}	9,111
Under 30 years	6,255		4,637
30-50 years	4,827		3,998
Over 50 years	712		476
Mainland China and Hong Kong SAR	7,163		6,274
Rest of World	4,631		2,837
Male	6,343		5,101
Female	5,451		4,010
Occupational Health and Safety			
Fatalities (employees and contractors)	Not disclosed	0	0
Work injury cases	1,891 ^{Note 5}	1,114	1,041
Lost days due to work injuries	Not disclosed	14,513	10,828
Full-time Equivalent (FTE) ^{Note 6}	59,064	43,224	43,106
Learning and Development			
Shangri-La Academy online training hours	Not disclosed	2,108,700	1,073,800
Average training hours per FTE ^{Note 7}	Not disclosed	51	28
Average training spend per FTE	Not disclosed	USD 168	USD 168

Notes

1. Definition of Employee: unless otherwise specified, the scope of employment data in this report reflects persons who are in a direct employment relationship with the Group, excluding contractors and interns.
2. Definition of PWD representation: percentage share of people with disabilities in total hotel headcount.
3. Definition of Voluntary Turnover: number of employees leaving employment due to resignation. Please note 2019 and 2021 data for this KPI is not directly comparable because we have applied a new definition for this metric in 2021.
4. Due to complexities arising from the COVID-19 pandemic, we did not disclose the number or breakdown of voluntary turnover in 2020. The overall voluntary turnover rate in 2020 was 19%.
5. 2019 work injury cases restated from 637 to 1,891 due to realignment of work injury classification since 2020.
6. Definition of FTE: all permanent headcounts, casuals and contract staff.
7. In 2021, our focus was on Leadership Development courses targeting high potential colleagues with highly strategic interventions, which accounts for the reduction in average training hours compared with 2020.

KPIs FOR OUR ENVIRONMENT

	Units	2019	2020	2021
Certified green buildings		36	36	36
Energy				
Total	GWh	1,952.9	1,332.0	1,497
Purchased electricity			782.04	878.82
Natural gas			325.04	360.70
Diesel			91.36	85.90
Purchased heat			78.80	113.43
LPG			32.44	32.21
Chilled water			16.89	22.07
Gasoline			4.57	3.45
Coal			0.55	0.61
Carbon Emission				
Greenhouse gas emissions (Scope 1 and 2) ^{Note 1}	'000 TCO ₂ e	1,048	734	696
Water				
Total	Mega Litre (ML)	18,056	11,780	12,639
Hazardous Waste				
Properties reporting		100	101	102
Total	Tonnes	95.6	113.8	223
Non-hazardous Waste ^{Note 2}				
Properties reporting		100	101	102
Total	'000 Tonnes	48.5	26.1	33.9
To landfill		27.5	11.6	13.3
Diverted		21.0	14.5	20.6
Diversion rate ^{Note 3}		43%	55%	61%
Total Kitchen Waste		21.9	9.7	16.3
To landfill		8.1	1.6	2.9
Diverted		13.9	8.2	13.4

Notes

- Greenhouse gas emission factors for grid purchased electricity and chilled water vary by location. These have been sourced from Greenstone system following IEA, DEFRA, GHG protocol. Please note additional information for standard emission factors for other energy sources in the table below.

Standard Emissions Factors for GHG calculations

	Diesel	Gasoline	Coal	Natural Gas	LPG	District Heating	Natural Gas	LPG
Unit	kg CO ₂ /L	kg CO ₂ /L	kg CO ₂ /ton	kg CO ₂ /MJ	kg CO ₂ /MJ	kg CO ₂ /GJ	kg CO ₂ /kWh	kg CO ₂ /kWh
Value	2.676492	2.271793	2222.751053	0.056096	0.063095	62.86	0.201944	0.227142

- Definition of non-hazardous waste: food waste, paper and cardboard, plastics, metals, glass and linens. Some of our hotels have difficulty collecting and disclosing data about the amount, composition and disposal of waste streams, often because third-party waste management contractors are unable to provide this information. When more accurate data is not available, our hotels make estimations based on waste volume.
- Definition of diversion rate: diverted non-hazardous waste/total non-hazardous waste. Waste diversion includes reuse, recycling, energy recovery, donation and composting.

KPIS FOR OUR COMMUNITY

	2019	2020	2021
Volunteering			
Volunteers	45,000	22,489	22,985
Volunteer hours	260,000	118,200	115,334

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This report complies with Mandatory Disclosure Requirements and “Comply or Explain” Provisions in accordance with Hong Kong Exchange Main Board Listing Rule 13.91 and ESG Reporting Guide.

Mandatory Disclosure Requirements	Location and additional information	Page
Governance Structure	Leadership Message; SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7
Reporting Principles	SUSTAINABILITY AT SHANGRI-LA: ESG Governance Please also refer to relevant content in our 2019 Sustainability Report .	7
Reporting Boundary	About This Report; CONSOLIDATED ESG DATASET	6 27-29
“Comply or Explain” Provisions		
Aspect A1: Emissions and Waste GENERAL DISCLOSURE KPIs: A1.1, A1.2, A1.3, A1.4, A1.5 and A1.6	OUR ENVIRONMENT: Mitigating Our Environmental Impact, Waste Management; CONSOLIDATED ESG DATASET Additional information KPI A1.1: Emissions of NOx, SOx and Particulate Matter are not reported because they have not been identified as material for our business. KPI A1.3, A1.4 and A1.6: We intend to disclose intensity data for waste in future.	19, 20 22 32-33
Aspect A2: Use Of Resources GENERAL DISCLOSURE KPIs: A2.1, A2.2, A2.3, A2.4, A2.5	OUR ENVIRONMENT: Sustainable By Design, Mitigating Our Environmental Impact; CONSOLIDATED ESG DATASET Additional information KPI A2.5: We do not collect data on packaging materials used in our hotels so this data is not available.	18 19-20 32-33
Aspect A3: Environment and Natural Resources GENERAL DISCLOSURE KPI: A3.1	OUR COMMUNITY: Sanctuary, Shangri-La’s Care For Nature Project, Rooted In Nature; CONSOLIDATED ESG DATASET	24-26 26 32-33
Aspect A4: Climate Change GENERAL DISCLOSURE KPI: A4.1	OUR ENVIRONMENT: Taking Action In Response To Climate Change Please also refer to our annual CDP Climate Change and Water Security survey responses for full information.	21
Aspect B1: Employment GENERAL DISCLOSURE KPIs: B1.1 and B1.2	OUR PEOPLE: Employment Profile; CONSOLIDATED ESG DATASET	14-15 31
Aspect B2: Health and Safety GENERAL DISCLOSURE KPI: B2.1, B2.2 and B2.3	OUR PEOPLE: Caring For Our Colleagues; CONSOLIDATED ESG DATASET	17 31

"Comply or Explain" Provisions (Continued)		Page
Aspect B3: Development and Training GENERAL DISCLOSURE KPIs: B3.1 and B3.2	OUR PEOPLE: Learning and Development	14, 17
	CONSOLIDATED ESG DATASET Additional information B3.2: We do not track average training hours by gender and employee category.	31
Aspect B4: Labour Standards GENERAL DISCLOSURE KPIs: B4.1 and B4.2	SUSTAINABILITY AT SHANGRI-LA: Upholding Our Core Values;	8
	CONSOLIDATED ESG DATASET Additional information KPI B4.2: There have been no incidences of child or forced labour discovered.	31
Aspect B5: Supply Chain Management GENERAL DISCLOSURE KPIs: B5.1, B5.2, B5.3 and B5.4	SUSTAINABILITY AT SHANGRI-LA: Partnerships For Sustainable Development;	9
	OUR BUSINESS: Food Safety;	11
	OUR COMMUNITY: Rooted In Nature	26
Aspect B6: Product Responsibility GENERAL DISCLOSURE KPIs: B6.1, B6.2, B6.3, B6.4 and B6.5	OUR BUSINESS: Your Wellbeing In Our Care,	10-12
	Guest Experience	13
	Additional information KPI B6.1: Product recalls are not relevant to our industry. KPI B6.3: The Group takes reasonable measures to protect our intellectual property rights in relevant jurisdictions, including trademarks and copyright works, as well as to observe the intellectual property rights of others. Such measures include registration of our intellectual property rights and issuance of guidance notes for our employees on brand and logo usage. We also work with external parties to monitor intellectual property compliance and take enforcement action when necessary to protect our rights.	
Aspect B7: Anti-Corruption GENERAL DISCLOSURE KPIs: B7.2 and B7.3	SUSTAINABILITY AT SHANGRI-LA: Upholding Our Core Values;	8
	OUR PEOPLE: Learning and Development Additional information KPI B7.1: There were no concluded legal cases regarding corrupt practices brought against the Company or its employees during the reporting period.	14, 17
Aspect B8: Community Investment GENERAL DISCLOSURE KPIs: B8.1 and B8.2	OUR COMMUNITY: Caring For Our Community,	23
	Embrace, Shangri-La's Care for People Project,	24
	Sanctuary, Shangri-La's Care for Nature Project,	25-26
	Rooted In Nature	26

GRI Content Index 2021

When read in combination with other public disclosures as summarised below, this report references Global Reporting Initiative (GRI) Standards as identified in the following table.

GRI Standards		Location of disclosure	Page	References/remarks
Energy				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	Please refer to our annual CDP Climate Change survey response for full information.
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR ENVIRONMENT: Sustainable By Design, Mitigating Our Environmental Impact, Taking Action In Response To Climate Change	18-21	
<i>GRI 302: Energy 2016</i>				
302-1	Energy consumption within the organization	OUR ENVIRONMENT: Sustainable By Design, Mitigating Our Environmental Impact, Taking Action In Response To Climate Change	18-21	Please refer to our annual CDP Climate Change survey response for full information.
302-3	Energy intensity	CONSOLIDATED ESG DATASET	32-33	
Water				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	Please refer to our annual CDP Water Security survey response for full information.
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR ENVIRONMENT: Sustainable By Design, Mitigating Our Environmental Impact, Taking Action In Response To Climate Change	18-21	
<i>GRI 303: Water and Effluents 2018</i>				
303-3	Water withdrawal	OUR ENVIRONMENT: Mitigating Our Environmental Impact, Taking Action In Response To Climate Change	19-21	Please refer to our annual CDP Water Security survey response on CDP's website for full information.
		CONSOLIDATED ESG DATASET	32-33	
Emissions				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	Please refer to our annual CDP Climate Change survey response on CDP's website for full information.
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR ENVIRONMENT: Sustainable By Design, Mitigating Our Environmental Impact, Taking Action In Response To Climate Change	18-21	
<i>GRI 305: Emissions 2016</i>				
305-1	Direct (Scope 1) GHG emissions	OUR ENVIRONMENT: Mitigating Our Environmental Impact	19-20	Please refer to our annual CDP Climate Change survey response on CDP's website for full information.
305-2	Indirect (Scope 2) GHG emissions	CONSOLIDATED ESG DATASET	32-33	

Employment			Page	
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR PEOPLE: Employment Profile	14-16	
<i>GRI 401: Employment 2016</i>				
401-1	New employee hires and employee turnover	OUR PEOPLE: Employment Profile CONSOLIDATED ESG DATASET	14-15 31	
Diversity and Equal Opportunity				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR PEOPLE: Equal Opportunity and Respect	16	
<i>GRI 405: Diversity and Equal Opportunity 2016</i>				
405-1	Diversity of governance bodies and employees	OUR PEOPLE: Employment Profile CONSOLIDATED ESG DATASET	14-16 31	Please also refer to our 2021 Annual Report .
Local Communities				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR COMMUNITY: Caring For Our Community, Embrace, Shangri-La's Care for People Project, Sanctuary, Shangri-La's Care for Nature Project, Rooted In Nature	23-26	
<i>GRI 413: Local Communities 2016</i>				
413-1	Operations with local community engagement, impact assessments, and development programs	OUR COMMUNITY: Caring For Our Community, Embrace, Shangri-La's Care for People Project, Sanctuary, Shangri-La's Care for Nature Project CONSOLIDATED ESG DATASET	23-26 33	
Customer Health and Safety				
<i>GRI 103: Management Approach 2016</i>				
103-1	Disclosure of management approach	SUSTAINABILITY AT SHANGRI-LA: ESG Governance	7	
103-2	The management approach and its components			
103-3	Evaluation of the management approach	OUR BUSINESS: Food Safety, Fire Life Safety, Emergencies and Business Continuity, Data Protection and Cyber Security	11-12	
<i>GRI 416: Customer Health and Safety 2016</i>				
416-1	Assessment of the health and safety impacts of product and service categories	OUR BUSINESS: Food Safety, Fire Life Safety, Emergencies and Business Continuity, Data Protection and Cyber Security	11-12	