

SHANGRI-LA GROUP
香格里拉集團

SUSTAINABILITY REPORT 2024

SHANGRI-LA ASIA LIMITED

Incorporated in Bermuda with Limited Liability
Stock code: 69



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Message from the Chairman

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Hui Kuok
Chairman

On behalf of the Board, I am delighted to present Shangri-La's 2024 Sustainability Report. In a year marked by continued global uncertainties, we have remained steadfast in our purpose: to be a vital force for good for our people, our communities, and our planet. Our sustainability efforts reflect our belief in the enduring relevance of our Asian heritage - not only as a foundation of our hospitality, but as a source of inspiration for meaning, lasting impact.

Our properties continue to serve as vibrant platforms for cultural experience and community connection. From dragon boating in Abu Dhabi and Mactan, to tea appreciation experiences in Chiang Mai and Istanbul, and the celebration of local culinary traditions through seasonal, sustainably sourced ingredients, we are energising our legacy through immersive guest experiences that honour regional identities and support local artisans and producers.

While we continue to make progress on the social dimensions of sustainability, we recognise the urgent need to address the unprecedented environmental challenges facing our planet with clarity, commitment, and resolve. In 2024, several of our hotels were in locations directly impacted by severe flooding, underscoring the crucial importance of enhancing climate resilience across our portfolio. These events have reinforced our commitment to embed climate considerations into our long-term strategy - ensuring the safety and wellbeing of our guests and colleagues, while safeguarding the continuity of our operations. In response, we have completed our first Scope 3 carbon inventory to gain a comprehensive understanding of our value chain emissions and initiated nature-related disclosures to guide our future actions with greater transparency. In parallel, we are advancing efforts to reduce plastics and waste, including redesigning room amenities and avoiding microplastics in food preparation.

We continue to embed responsible practices across our operations. Recent milestones include the rollout of Group-wide training on modern slavery and human trafficking, the expansion of our responsible sourcing programme, and the commencement of human rights due diligence. These are essential steps in ensuring that our growth is underpinned by respect for people and the planet.

None of this would be possible without the dedication of our colleagues across the Shangri-La family. I am deeply grateful for your passion, resilience, and commitment - qualities that remain the cornerstone of our success.

As we look ahead, we do so with purpose and optimism. Through our continued focus on cultural authenticity, environmental stewardship, and community engagement, we will further our purpose and mission - one that celebrates the richness of our heritage while shaping a more sustainable future for generations to come.

Hui Kuok,
Chairman



About Shangri-La

Shangri-La Asia Limited's (together with its subsidiaries, the "Shangri-La Group" or the "Group") business is organised into four main segments:

- Hotel Properties — development, ownership, and operation of hotel properties (including hotels under leases)
- Hotel Management and Related Services for Group-owned hotels and for hotels owned by third parties
- Investment Properties — development, ownership, and operation of office properties, commercial properties, and serviced apartments/residences for rental purposes
- Property Development for sale — development and sale of real estate properties

We currently own and/or manage hotels under the following brands:

- Shangri-La Hotels and Resorts
- Kerry Hotels
- JEN by Shangri-La
- Traders Hotels

Shangri-La Asia Limited is primarily listed on the Main Board of the Stock Exchange of Hong Kong (HKSE) with a secondary listing on the Stock Exchange of Singapore (SGX). For full information about the Group's financial performance and Corporate Governance, please refer to our [Annual Report](#).

About This Report

This report fulfils relevant provisions of Rule 13.91 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (Listing Rules) and the Environmental, Social and Governance Reporting Code in Appendix C2 to the Listing Rules (HKEX ESG Reporting Code). It also references selected standards from the Global Reporting Initiative (GRI) and supports the recommendations of the Taskforce for Climate-related Financial Disclosures (TCFD) and Taskforce for Nature-related Financial Disclosures (TNFD). Please refer to the Appendix of this report for more information.

We welcome your feedback. Please share your views with us via [✉ esg@shangri-la.com](mailto:esg@shangri-la.com).

Boundary and Scope

This report focuses on the material ESG impacts of our owned and managed hotels and investment properties. The reporting scope encompasses our hotels and investment properties where our Group holds operational control. For detailed information about the scope and data methodology for ESG datasets, please refer to the Performance Tables.

Reporting Principles

This report applies the principles of materiality, quantitative reporting, and consistency. Disclosure is aligned to our ESG strategy, which was formulated via a structured materiality assessment process. To enable the quantitative comparison of performance over time, data on material ESG indicators (including carbon emissions and energy consumption data) are consolidated in the Performance Tables. Information on the standards, methodologies, assumptions, calculation tools employed, and the sources of conversion factors used are stated wherever appropriate. As far as is reasonably practicable, consistent methodologies are adopted when disclosing ESG data over time and any factors affecting a meaningful comparison are disclosed.



ESG Vision and Statement

ESG Vision

To be the best-loved hospitality group by hosting people to the colourful joys of life in a sustainable manner. Delivering hospitality that empowers our people, uplifts local communities, nurtures the planet, and celebrates Asian heritage.

ESG Statement

We are committed to operating in an economically, socially, and environmentally sustainable manner while balancing the interests of our diverse stakeholders in order to make a long-term positive impact on our local communities in every location that we operate in.

We aim to build a better shared future by empowering our people, uplifting local communities, nurturing the planet, and celebrating Asian heritage, holding ourselves accountable to international standards and considering local culture so that we can serve as good stewards of society and the environment.

In accordance with our updated Triple S ESG strategy introduced last year, we invite our guests, employees, suppliers, and stakeholders to Stay, Savour, and Shine with us at Shangri-La. Our ESG strategy is underpinned by strong corporate governance, with an emphasis on topics that are material to our business and stakeholders.



Shangri-La Le Touessrok, Mauritius

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Our ESG Strategy

Sustainability is at the heart of every Shangri-La experience because we care about the world we live in. Our approach reflects our guests' desires to enjoy the most memorable stay without costing our planet. It also helps us connect with current and future employees, support global priorities, and contribute positively to the local communities we have been part of for more than 50 years.

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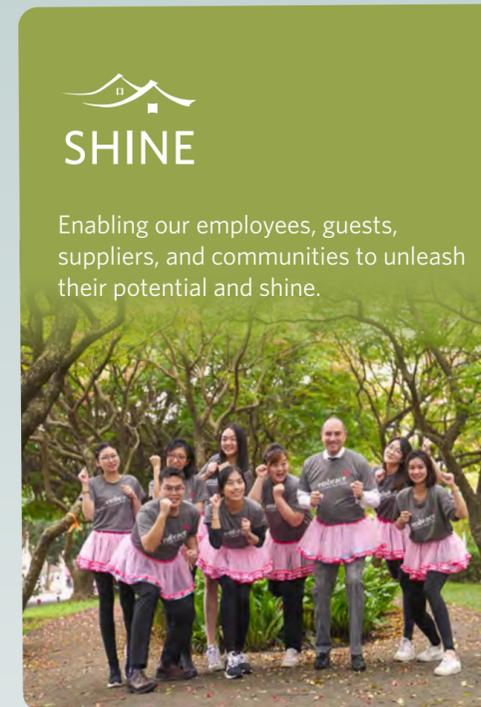
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In 2023, we introduced our Triple S sustainability strategy, setting out how we enable people to Stay, Savour, and Shine. This refreshed strategy covers our main businesses and material ESG topics throughout the entire Shangri-La experience. It is built on our celebrated commitment to doing the right thing from the heart, with integrity, care, and sustainability.

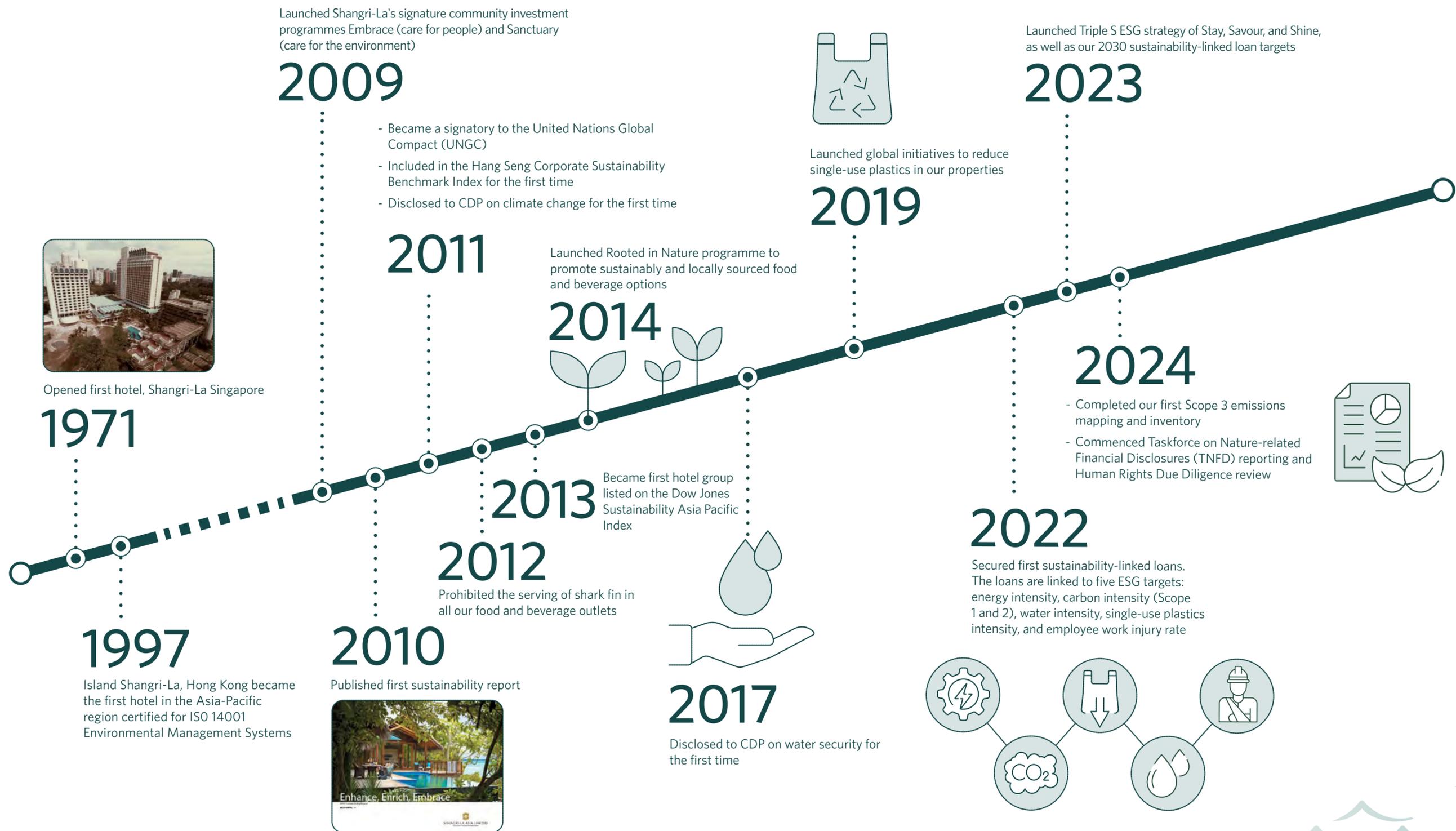
This is our second sustainability report since the launch of the Triple S strategy. In it, we are pleased to share some highlights from our progress. We invite you to explore the report and discover how we create meaningful impact for our guests, employees, communities, and planet.



Our ESG Journey

While we refreshed our strategy two years ago, sustainability has always been part of our thinking. In this timeline, we highlight some of the milestones we have achieved on our journey to become the best-loved hospitality group.

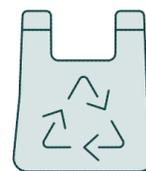
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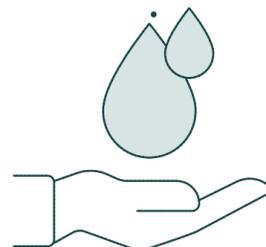
Opened first hotel, Shangri-La Singapore



Published first sustainability report

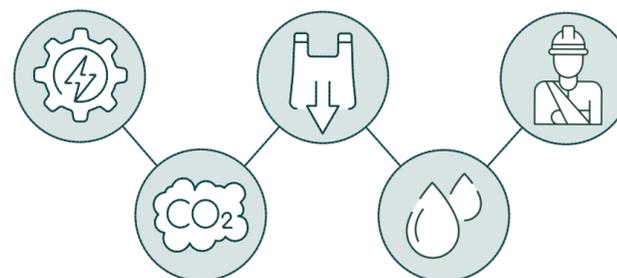


Launched global initiatives to reduce single-use plastics in our properties



2017

Disclosed to CDP on water security for the first time



Completed our first Scope 3 emissions mapping and inventory
Commenced Taskforce on Nature-related Financial Disclosures (TNFD) reporting and Human Rights Due Diligence review

Performance at a Glance

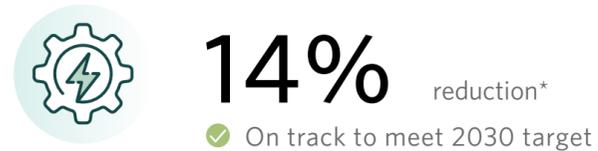
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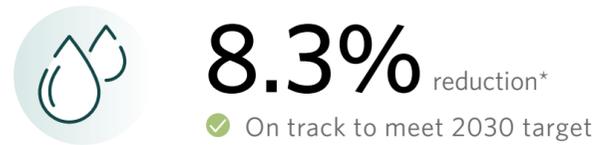
Carbon Intensity (Scope 1 and 2)



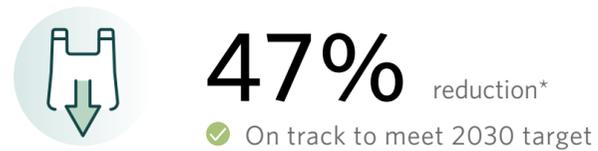
Energy Intensity



Water Intensity



Single-use Plastics Intensity

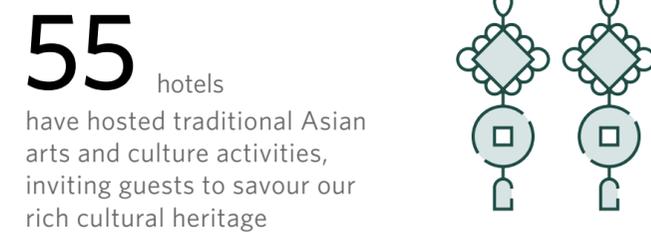


SAVOUR

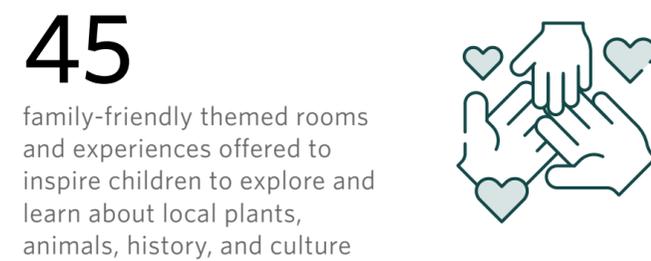
Healthy, Safe, and Sustainable Food



Traditional Asian Arts and Culture

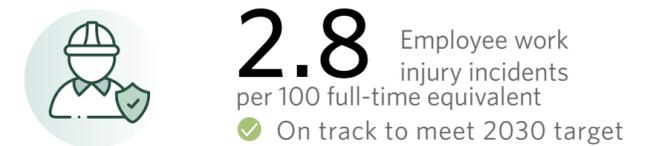


Family Experiences



SHINE

Employee Wellness, Safety and Development



Responsible Sourcing



Community Investment and Engagement



*vs. 2019 baseline

Stakeholder Engagement

We understand the importance of effective stakeholder engagement and value the voices of all our stakeholders. Through regular stakeholder engagement exercises, we gather insights that shape our ESG strategy.

Stakeholder Engagement Framework

With reference to the AA1000 Stakeholder Engagement Standard, we conduct our stakeholder engagement activities as follows:



Key Stakeholder Groups and Engagement Channels

We communicate with our stakeholders using a range of appropriate channels. This ensures they can easily obtain information, ask questions, and express views and concerns. The following infographic provides an overview of our key stakeholders, the channels and processes we employ to engage with them, and the results of the stakeholder engagement.

Business relationship

Board of Directors Senior management Employees	Shangri-La Circle members Corporate clients Guests	Suppliers	Property owners Investors Shareholders
<p>Key concerns:</p> <ul style="list-style-type: none"> Business ethics and integrity Employee wellness, safety, and development Customer wellbeing, health, and safety Diversity, equity, and inclusion Climate change and resilience Risk and crisis management Technology and innovation 	<p>Key concerns:</p> <ul style="list-style-type: none"> Customer wellbeing, health, and safety Healthy, safe, and sustainable food Cybersecurity and privacy Technology and innovation Traditional Asian arts and culture 	<p>Key concerns:</p> <ul style="list-style-type: none"> Responsible supply chain and sourcing Business ethics and integrity Employee wellness, safety, and development Customer wellbeing, health, and safety 	<p>Key concerns:</p> <ul style="list-style-type: none"> Customer wellbeing, health, and safety Employee wellness, safety, and development Risk and crisis management Business ethics and integrity Climate change and resilience Corporate governance Technology and innovation
<p>Engagement channels:</p> <ul style="list-style-type: none"> Quarterly Board and ESG Committee meetings Quarterly townhalls Monthly Shangri-La Pulse newsletters Workshops for ESG Champions ESG training modules at Shangri-La Academy Employee surveys Volunteering activities Whistleblowing channel 	<p>Engagement channels:</p> <ul style="list-style-type: none"> Group and Shangri-La Circle website Customer satisfaction surveys On-property collateral Press releases and social media posts Guests' participation in community engagement activities Corporate data requests Whistleblowing channel 	<p>Engagement channels:</p> <ul style="list-style-type: none"> Supplier Code of Conduct Responsible sourcing programme, including assessment, engagement, and capacity building Whistleblowing channel 	<p>Engagement channels:</p> <ul style="list-style-type: none"> Published reports Investor meetings and updates Information disclosures to ESG ratings and sustainability initiatives Corporate data requests

Wider community

Local community NGOs	Government Industry associations
<p>Key concerns:</p> <ul style="list-style-type: none"> Community investment and engagement Diversity, equity, and inclusion Waste management and circular economy Traditional Asian arts and culture 	<p>Key concerns:</p> <ul style="list-style-type: none"> Business ethics and integrity Corporate governance Cybersecurity and privacy
<p>Engagement channels:</p> <ul style="list-style-type: none"> Dedicated ESG mailbox Dialogues with charities and social enterprises Community outreach and volunteering activities (e.g., Embrace initiatives at each hotel) Sponsorship and event collaboration Whistleblowing channel 	<p>Engagement channels:</p> <ul style="list-style-type: none"> Public and industry consultations, working meetings, and focus groups Regulatory filings

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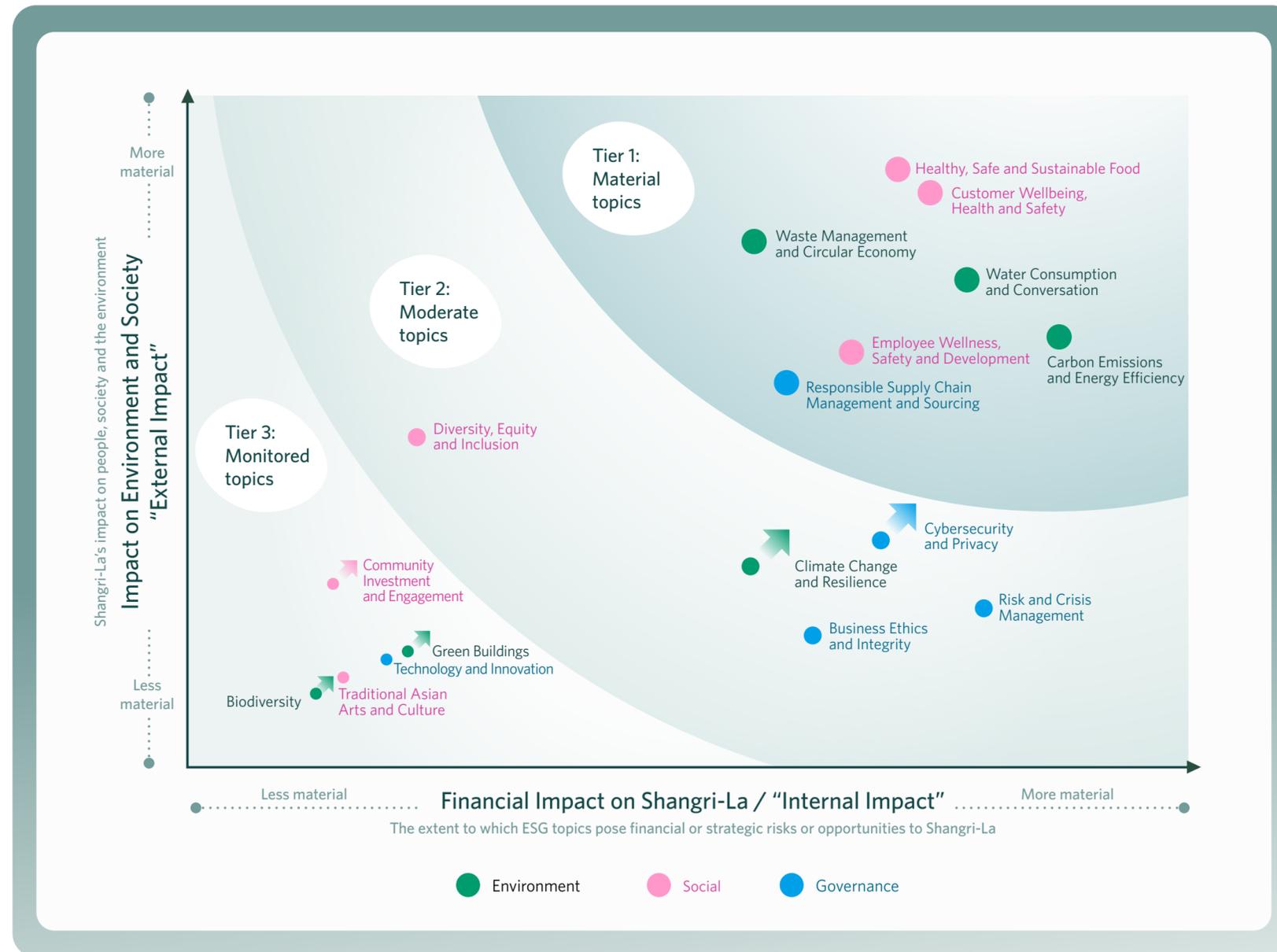
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Materiality Assessment

In 2023, we conducted a double materiality assessment referencing GRI principles. Our multi-stakeholder approach captured the concerns of a representative cohort of internal and external stakeholders. These stakeholders were selected using the AccountAbility AA1000 Stakeholder Engagement Standard 2015, considering criteria including but not limited to dependency, influence, and diverse perspectives. Their views were then calibrated by our analysis on the latest regulatory developments, ESG reporting framework and standards, rating agencies' focus areas, peer benchmarking, and megatrends. The findings were distilled into 15 topics, classified into three tiers by their impact and financial materiality to form a double materiality matrix. Tier 1 topics are the topics most material to our business. The topics inform our strategy and serve as inputs into our Enterprise Risk Management system, where each topic was mapped to its respective identified risks and opportunities.

The finalised assessment was signed off by the Shangri-La ESG Committee and the Board Audit & Risk Committee in 2023.

We intend to repeat this exercise on a three-year cycle to stay aligned with stakeholders' concerns and the latest market trends. In interim years, we perform annual reviews to refine our material topics where appropriate.



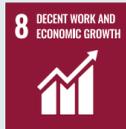
For our review this year, we consulted key internal and external stakeholder groups and reviewed changes in regulations, ESG reporting frameworks and standards, rating agencies' focus areas, peer benchmarking, and megatrends.

As a result, we added two new material topics - Traditional Asian Arts and Culture and Technology and Innovation - bringing the total number of topics to 17. We also increased the materiality scores of five existing topics. These are indicated by

the arrows in our updated materiality matrix. Many examples of how we have acted on the enhanced importance of these topics are outlined throughout this report. These new actions include developing TNFD disclosures to address our heightened focus on biodiversity, greater monitoring of AI-related regulations and issues (Cybersecurity and Privacy and Technology and Innovation), and updating our Hotel Design Standard to enhance our resilience to climate change.

Supporting the Sustainable Development Goals

Our Triple S strategy complements the United Nations (UN) Sustainable Development Goals (SDGs). We can achieve our sustainability objectives in line with the SDGs' aim to serve as a "shared blueprint for peace and prosperity for people and the planet, now and into the future." Five SDGs are particularly relevant to our Triple S strategy, and we support other SDGs where applicable.

UNSDGs		Our contributions
	Good health and wellbeing	<ul style="list-style-type: none"> Implement comprehensive health and safety protocols to ensure the wellbeing of guests and employees Reduce pollution from waste and water Offer a wide range of healthy and nutritious food options that incorporate locally sourced ingredients and promote sustainable food practices, such as reducing food waste
	Decent work and economic growth	<ul style="list-style-type: none"> Uphold fundamental human rights as a signatory to the UNGC since 2011 Provide education and internship/apprenticeships for young people to improve their vocational skills
	Responsible consumption and production	<ul style="list-style-type: none"> Improve our resource-use efficiency Encourage recycling and upcycling and host community education programmes
	Climate action	<ul style="list-style-type: none"> Monitor and mitigate climate-related physical and transition risks and opportunities Promote local sourcing to reduce transportation emissions and energy usage
	Partnerships for the goals	<ul style="list-style-type: none"> Work with business partners to deliver on shared sustainability goals

Hotel Showcase: Shangri-La Singapore

Shangri-La Singapore is a cultural icon. Our first hotel is a lush urban oasis inside and out, famed for its tropical sanctuary, culinary expertise, and exceptional service, all thoughtfully tied to Singapore’s multicultural identity. For more than 50 years, this beloved hotel has successfully embraced both modernity and tradition. It proudly supports children and elderly people in its local community and has earned several certifications that showcase its commitment to sustainability, including ISO 14001, ISO 45001, the Singapore Building and Construction Authority (BCA) Green Mark, and, most recently, from the Global Sustainable Tourism Council (GSTC).

“We are immensely proud of how Shangri-La Singapore has been and continues to be a pioneer in Asian hospitality. We have always taken care of our guests and our communities, whether through supporting local biodiversity with our gardens, preserving the local food culture, or sharing our spaces with our communities both young and old. We look forward to continuing to honour our rich heritage while embracing a sustainable future, offering guests a vibrant, diverse experience that reflects the essence of Singapore.

Jordan Seah,
Manager, ESG & Quality Improvement
Shangri-La Singapore



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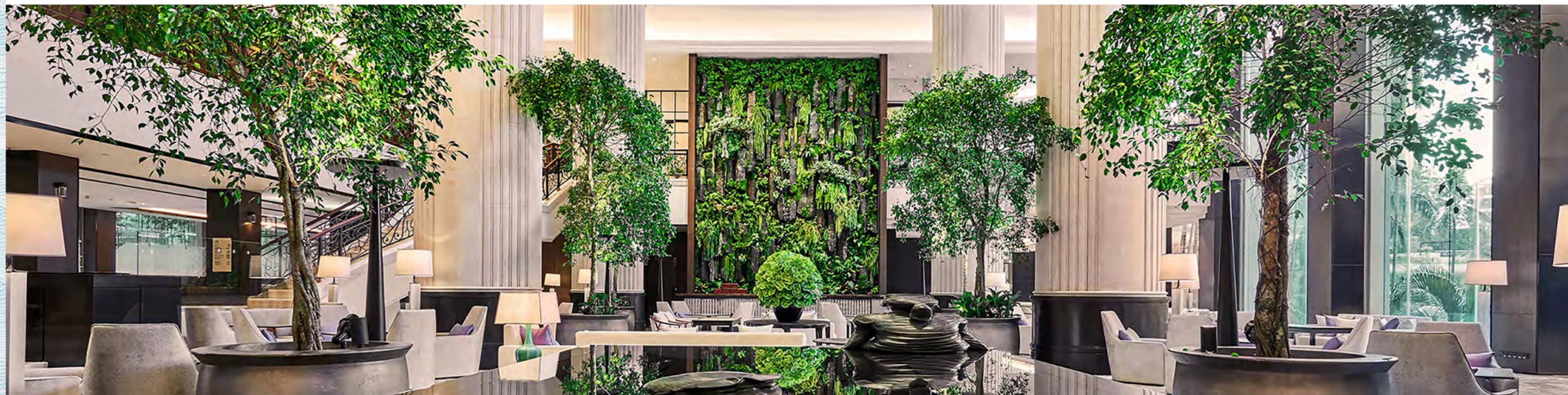
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Shangri-La Singapore: a lush oasis inside and out

Hotel Showcase: Shangri-La Singapore



The stunning nine-metre living wall at Shangri-La Singapore

The hotel's underwater-themed family suite is one of several that inspires young minds

Stay

Despite its position in the very heart of the city, Shangri-La Singapore is nestled within 15 acres of garden sanctuary. Inside, the Tower Wing lobby hosts one of the largest indoor natural features in Southeast Asia – a breathtaking nine-metre living wall built on a basalt rock face. A cleverly hidden irrigation system maintains the verdant planting and minimises water usage. Further plants, root balls, and water features throughout the hotel help bring the outdoors indoors.



Delicious, authentic hawker food available for guests to savour

Savour

The hotel is dedicated to enabling guests to fully savour their experience, including a series of engagingly themed family suites. The imaginative and educational suites cover themes such as safari, underwater, and space, offering safe, independent spaces that inspire children while their parents relax.

We also strive to bring a taste of traditional Singapore to our guests. Hawker food is a window into the Singaporean soul, and we are proud to partner with some of the area's most renowned hawker stores, meaning guests can enjoy this famous fare in the comfort of our hotel. Options include local favourites, such as beef rendang, katong laksa, and prawn noodle soup, as well as a greatest-hits list of other Chinese, Indonesian, and Peranakan classics. Thanks to our Rooted in Nature programme, many of these dishes feature local and sustainably sourced ingredients. The hotel is also delighted to have been recognised by the Singapore Food Agency's Farm-to-Table Recognition Programme.



Hotel employees are proud to participate in Singapore's Race Against Cancer charity run

Shine

We encourage all our employees and local communities to unleash their potential and Shine. At Shangri-La Singapore in 2024, employees participated in a diverse range of over 40 volunteering activities, such as food bank donations, cancer charity runs, rubbish clean-ups, and hospitality student mentorships.

The hotel also regularly welcomes the community into its family-friendly spaces. This year, it hosted activities for underprivileged children and their parents, helping them create cherished memories together.

Hotel Showcase: Shangri-La Qiantan, Shanghai

Opened in 2021, Shangri-La Qiantan is our fourth and newest hotel in Shanghai. Situated in the city's vibrant lifestyle hotspot, New Bund International Business District, the hotel harmoniously combines outstanding sustainability with the famous culture and design of local Shanghai.



Shangri-La Qiantan pays homage to the past and looks forward to the future. We embrace green building principles and immerse our guests in the charm of Shanghai's storied past through our interior design and engaging activities. We are committed to nurturing the planet, preserving our heritage, and delivering exceptional and sustainable hospitality."

Vicky Tian,
Director of Communications,
Shangri-La Qiantan, Shanghai



Traditional shikumen architecture meets contemporary Shanghai design at Shangri-La Qiantan's GardenLab bar

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Hotel Showcase: Shangri-La Qiantan, Shanghai



The hotel features a range of artwork that connects with Shanghai's storied history

Stay

Shangri-La Qiantan is a feast for the eyes from the moment guests step inside. Thriving indoor greenery brings life to a lobby that fuses modernity with Shanghai's traditional shikumen architecture. Arches, columns, and stained-glass windows — all inspired by old alleyways and residences from the city's long trading history — meet walls and ceilings bursting with plants. Nowhere is this cocktail stronger than in the hotel's GardenLab bar and restaurant.

But the hotel is not only about spectacle. Sustainability features quietly underpin its design throughout, including in-room filtered water taps that reduce single-use plastic, LED lighting and solar water heating to reduce energy use, and rainwater harvesting that conserves water for landscape irrigation. Features such as these have earned the hotel a prestigious Leadership in Energy and Environmental Design Gold award and two stars in China's Green Building design label.



Renowned Chongming golden melon, known locally as 'vegetarian jellyfish', is just one of the regional delicacies available to guests

Savour

At the hotel's restaurants, sustainable and locally sourced ingredients are central to a mouthwatering menu of delectable signature dishes. One example is the Chongming golden melon. Grown in the mild climate of the Yangtze River estuary, the melon is known for a sweet fragrance and crispy texture that earns it the nickname of 'vegetarian jellyfish'. Hotel chefs pair Chongming golden melon with real jellyfish in our must-try guest-favourite, shredded jellyfish salad.



Children celebrated Dragon Boat Festival by learning ancient embroidery techniques to produce beautiful keepsakes

Shine

Shanghai's Sanlin Town is a cultural epicentre of many talents, boasting embroiderers, weavers, porcelain carvers, dragon dancers, and more as part of Shanghai's intangible cultural heritage. Sanlin embroidery traces its roots back more than 700 years and is celebrated for its fine threads, dense and varied stitches, and rich colour palette.

This year, Shangri-La Qiantan partnered with the Sanlin Town Cultural Service Centre to host an embroidery workshop during the Dragon Boat Festival, teaching guests to embroider bookmarks and weave sachets in the shape of traditional zongzi dumplings. Activities such as these introduce ancient crafts to wider audiences and breathe new life into enduring artforms.

Awards and Recognition

We are proud that our commitment to sustainability was recognised through many awards in 2024, including:

- Asia Responsible Enterprise Awards — Corporate Sustainability Reporting
- Asia Sustainability Reporting Awards 2024 — Asia’s Best Workplace Reporting Bronze Award
- Bloomberg Businessweek Chinese Edition — ESG Leading Enterprises, Leading Environmental Initiative and Leading Social Initiative
- Hong Kong ESG Reporting Awards — Newcomer Award Grand Award
- Hong Kong Quality Assurance Agency Hong Kong Green and Sustainable Finance Award — Pioneering Award for ESG Disclosure Contribution
- Human Resources Online Employee Experience Awards 2024 Hong Kong — Best Holistic Leadership Development Strategy
- LinkedIn — Best Talent Acquisition Team
- Master Insight and The Hang Seng University of Hong Kong — MI X HSU ESG Award 2024 - ESG Grand Award
- Mercer China Healthiest Workplace Awards — Top Healthiest Workplace
- Social Responsibility Conference Honour Award — 2024 Top CSR Company
- The Hong Kong Management Association’s Hong Kong Sustainability Award 2024 — Certificate of Excellence (Large Organization Category)
- 2024 China Hospitality Industry ESG Innovation Competition — Silver Award



Sustainable Finance

We reinforced our commitment to sustainability by entering into a number of Green Loan and Sustainability Linked Loan agreements, amounting to approximately US\$ 4.2 billion (as of 31 December 2024).

In consultation with lenders and an independent verifier, we have selected several sustainability-linked loan KPIs based on materiality and have set annual targets through to 2030.

To ensure data reliability, accuracy, completeness, consistency, and traceability, we have established a comprehensive set of standard procedures for the relevant internal departments. This mechanism involves hotels, regional, and headquarter departments regularly in tracking, monitoring, verifying, validating, and approving data. The results are then externally assured by the Hong Kong Quality Assurance Agency.

This year, we successfully met all relevant targets. We will continue to work towards these targets, appropriately disclosing our progress throughout the decade.

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Sustainability is at the heart of every Shangri-La experience. We invite guests to stay with us and experience the colourful joys of life, thoughtfully curated with care and purpose. From the way our hotels are designed and built to the principles guiding daily operations, we are reimagining hospitality to create meaningful connections while respecting resources. From the warm welcome upon arrival to the fond farewells at departure, every moment is crafted to leave a positive impact — celebrating people, culture, heritage, and the environment.

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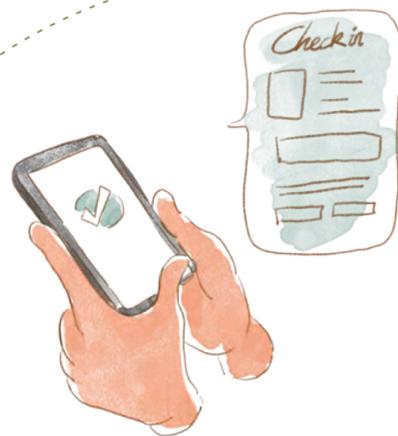
1 CURATE A SUSTAINABLY DESIGNED ENVIRONMENT

- Reference local and international practices on green building certifications
- Incorporate natural elements such as plants and natural lighting
- Build using sustainable materials
- Design enables efficient use of energy and water
- Increase use of renewable energy



2 BOOKING, ARRIVAL AND CHECK IN

- Digital booking and check-in to reduce paper waste and plastic (from keycard)
- Encourage green living habits



3 ROOM EXPERIENCE

- Improve energy efficiency (e.g., LED lighting)
- Improve water efficiency (e.g., dual-flush toilets, water efficient fittings)
- Reduce single-use plastics through filtered water taps, large-bottle wet amenities
- Segregate and recycle waste



6 GUEST FEEDBACK

- Guest satisfaction surveys



5 CHECK OUT AND DEPARTURE

- Digital check-out to reduce paper waste



4 FACILITIES EXPERIENCE

- Eco-cleaning agents to improve guest, employee and environmental well-being
- Nature-derived wellness products
- Green transportation to reduce emissions



Building and Interior Design

A sustainable stay begins with a thoughtfully designed environment. We repurpose heritage buildings, create vibrant indoor green spaces, honour local culture and history, and install energy- and water-efficient fittings. Every detail is crafted with respect for natural resources and a profound appreciation for local heritage, offering guests inspiring spaces to relax and connect.

Project and Development

Our Project and Design team plans, facilitates, and oversees all development and enhancement projects. The team operates in alignment with our Hotel Design Standard, which defines our approach to design optimisation. This ensures that we meet or exceed our local statutory requirements, in-house design standards, and international best practices.

The Hotel Design Standard sets out the interior and exterior requirements for creating sustainable buildings. It considers the entire life cycle of constructing and running a Shangri-La hotel, covering planning, design, and construction. Detailed guidance includes metering systems, ventilation, lighting, and furniture and appliances. The Standard is regularly updated to incorporate regulatory requirements, lessons learned, stakeholder feedback, market trends, and the latest technological advancements.

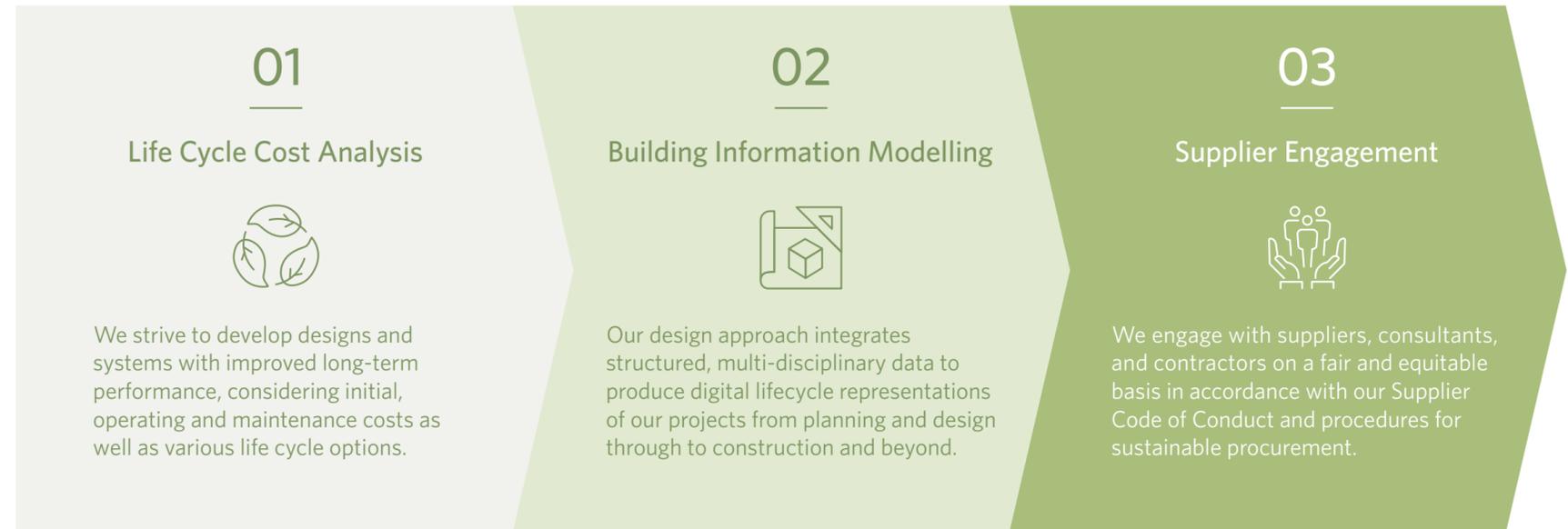
Sustainable design and construction are essential to reducing utility costs and, by extension, construction waste, water use, energy use, and related emissions.

While we regularly seek to preserve biodiversity, the environment, and the climate, in recent years we have increased these efforts.

Nature and the environment are routinely considered in the design and construction of our hotels. Our Project and Design team follows all local requirements, conducting thorough environmental and biodiversity assessments wherever necessary. Carrying out this work before initiating new projects ensures that our actions do not adversely impact local ecosystems.

As the urgency to address climate change grows, so does the importance of adopting sustainable and forward-thinking approaches to building design and construction. This year, we updated the Hotel Design Standard to enhance drainage provisions, addressing the anticipated effects of climate change.

While the severe impacts of climate change are becoming increasingly evident, our hotels have long been designed with these environmental challenges in mind. This proactive approach by our Project and Design team underscores our dedication to safeguarding the wellbeing of our guests, employees, and communities.



Shangri-La Chiang Mai: The Only Dry Hotel in Town



Thanks to a design incorporating extensive flood protection, Shangri-La Chiang Mai remained fully operational during extreme local flooding

In Thailand's monsoon season, flooding can be a frequent challenge. Opened in 2007, Shangri-La Chiang Mai was thoughtfully designed with extensive flood protection measures, including flood gates and the raised lobby positioned five metres above ground level.

In October 2024, the nearby Ping River reached a historic 5.3 metres, its highest level in 50 years. Despite this unprecedented flooding, Shangri-La Chiang Mai's preparations proved effective. Through routine training, flood gates, and other preventative measures, the hotel remained the only property in the area that stayed dry, safe, and fully operational.

While this outcome highlights the success of our resilience planning, our Chiang Mai team remains vigilant. We continue to explore strategies to prepare further for future extreme weather events, ensuring the safety of our guests, employees, and the local community.

One Galle Face: Designed with Climate in Mind



Our Sri Lanka shopping mall has been designed for climate resilience

Sri Lanka faces a range of climate-related hazards, including severe storms, heavy rainfall, and other extreme weather events that are expected to intensify under the influence of climate change.

In response, and in alignment with our in-house design standard, the Shangri-La-owned One Galle Face shopping mall in Sri Lanka was designed for climate resilience. To protect the coastal property from potential flooding, the mall's lobby was elevated six metres above the surrounding land, and six sump pumps were installed to manage water accumulation during flood events. Furthermore, a robust backup generator was installed on the premises to ensure uninterrupted operations. The generator is capable of sustaining full load conditions for up to 48 hours in the event of a citywide power outage.

Although One Galle Face has yet to be impacted by an extreme weather event, these precautionary measures reflect our commitment to safeguarding our properties.

Green Building and Operations

Performance (2024)



44 properties obtained ISO 14001: Environmental Management Systems



42 properties certified by recognised green building and green hotel operation standards, including LEED, Singapore BCA Green Mark, GSTC, and ASEAN Green Hotel

Wherever possible, we strive to obtain official certifications that validate and enhance the effectiveness of our sustainability practices. Currently, 42 properties hold green building and green hotel operation certifications. To ensure continued progress, we have implemented guidelines requiring new developments and asset enhancement projects to pursue these certifications wherever feasible. The green building schemes we adhere to evaluate a range of sustainability attributes, including sustainable materials, construction waste management, water efficiency, indoor air quality, and the incorporation of green spaces.

Notably, several hotels received sustainability certifications and awards in 2024, highlighting our ongoing commitment to environmental stewardship. These include:

- GSTC certification – Shangri-La Singapore; Shangri-La Rasa Sentosa, Singapore; JEN Singapore Orchardgateway by Shangri-La; and Shangri-La Bosphorus, Istanbul
- Forbes VERIFIED Responsible Hospitality badge 2024 – Shangri-La Paris
- ASEAN Green Hotel Award – Shangri-La Tanjung Aru, Kota Kinabalu; Shangri-La Rasa Ria, Kota Kinabalu; Shangri-La Kuala Lumpur; Shangri-La Rasa Sayang, Penang; Shangri-La Golden Sands, Penang; and Shangri-La Bangkok
- China Green Hotel – Gold Leaf Level Hotel – China World Hotel, Beijing

Embracing Asian Culture and Design

Aligned with our ESG vision, our hotels are thoughtfully designed and constructed to champion sustainability while honouring our Asian roots and heritage. Traditional Asian architecture, particularly from our origins in China and Southeast Asia, has long embraced sustainable principles, including natural ventilation, harmony with nature, and the use of locally sourced, renewable materials such as bamboo. These timeless elements are seamlessly woven into the design of many of our hotels, both within and beyond Asia, reflecting our cultural heritage while inspiring our guests and employees to appreciate the enduring connection between tradition and sustainability.



Boldly patterned floral ceramic tiles are just one element of Shangri-La Nanshan's nod to traditional Lingnan architecture

Shangri-La Nanshan, Shenzhen: Inspired by History and Nature

Shangri-La Nanshan in Shenzhen, China, demonstrates our commitment to preserving and celebrating our Asian design philosophy. The hotel was designed in accordance with the principles of Lingnan architecture, a historical style native to South China. This architectural style is designed to cope with the region's subtropical climate, often including wide eaves, shaded verandas, and high ceilings for ventilation and shelter from heavy rainfall. Traditional materials such as brick, stone, and timber are commonly used. The style is also known for its intricate decorative features, including carvings, ceramic tiles, and ornate plasterwork, often depicting local flora, fauna, and mythological figures. These features are elegantly reflected in the hotel's design, with the Lobby Lounge resembling an interior courtyard. The property also features skylights, boldly patterned floral ceramic tiles, and imitation balconies.

Shangri-La Nanshan's design also draws inspiration from its unique location, situated opposite Hong Kong's vibrant wetlands – a haven for a diverse array of bird species. The flight of these birds evokes the essence of the Chinese phrase "a hundred birds return to their nests", which conveys the importance of returning home to one's roots. This sentiment deeply resonated with our design team, becoming a central theme for Shangri-La Nanshan's aesthetic. The avian motif is woven thoughtfully throughout the hotel, beginning with the striking 'Egg Bird' sculpture at the entrance, which welcomes guests with a sense of wonder and connection to nature. Complementing the Lingnan-style architectural elements, bird-inspired artwork and designs are seamlessly incorporated into the interiors, creating a lush and luxurious atmosphere. These features not only reflect the hotel's elegance and charm but also honour its unique setting and cultural significance, offering a harmonious blend of tradition, nature, and modern sophistication.

JEN Kunming by Shangri-La: Elements of Cityscape

JEN Kunming in Yunnan, China offers a distinctive interpretation of our focus on Asian culture and design, drawing inspiration from the city's rich heritage and vibrant urban landscape. Its interior design pays homage to Kunming's storied history, incorporating locally styled roofing and structural elements that echo the city's cultural identity. Kunming's renowned sunsets over Dianchi Lake, with their striking and dramatic hues, further influenced the hotel's bold and dynamic use of colour.

This thoughtful fusion of local traditions with contemporary design reflects the essence of what makes Shangri-La unique: a seamless blending of the past with the future, creating meaningful and memorable experiences of our guests.



Blending local heritage with modern design, JEN Kunming by Shangri-La creates a unique and memorable guest experience

Indoor Greenery

At Shangri-La, our collaborations with interior designers reflect our respect for the environment by incorporating indoor greenery across our properties. Walking into a Shangri-La hotel, where guests are greeted by living plants, evokes an immediate connection to the sanctity of nature. Beyond their aesthetic appeal, these green

spaces contribute to mental wellbeing, offering a sense of serenity and balance.

As a responsible operator, we ensure that the plant species introduced within and around our properties are non-invasive and pose no threat to local ecosystems. Wherever feasible, we utilise indigenous species to support local biodiversity.



The Power Station lounge at Shangri-La Shougang Park, Beijing, where nature and architecture co-create a serene space for guests to enjoy

Carbon Emissions

Performance (2024)

28%

decrease in carbon intensity (Scope 1 and 2) in kg CO₂e per square metre (vs 2019 baseline)

Scope 1 and 2 GHG Emissions

(Location-based)*('000 tonnes CO₂e)

842

Scope 1	Scope 2	Scope 3
150	692	742

* All carbon emissions data adopts Greenhouse Gas Protocol Corporate Standard methodology.

Our Scope 1 and Scope 2 emissions decreased 3% in 2024 compared to 2023. We remain resolute in our commitment to reduce our carbon emission intensity by 23% by 2030, using 2019 as our baseline. We are on track to achieve this target, with our carbon emission intensity in 2024 recorded at 106 kg CO₂e/m² - a 28% reduction compared to 2019 and well below our target of 136 kg CO₂e/m².

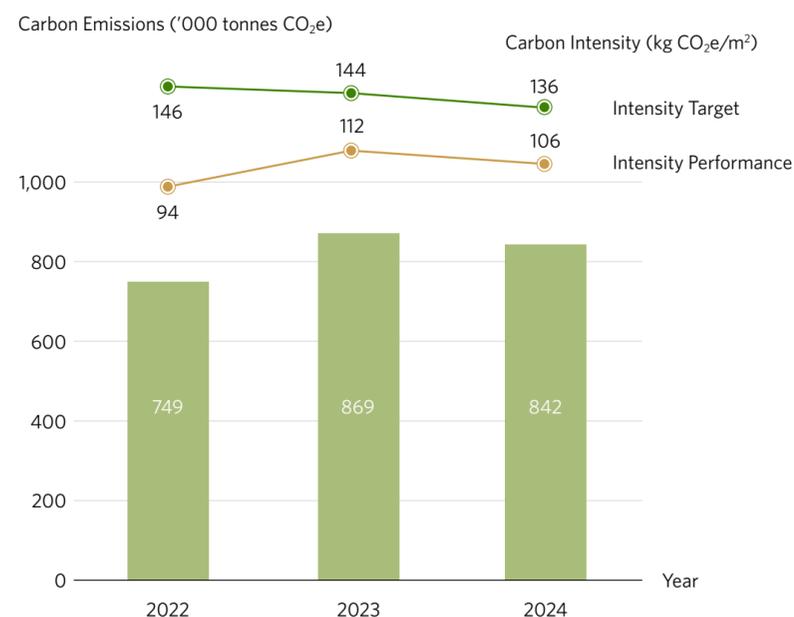
Additionally, we are evaluating the feasibility of developing science-aligned carbon emission targets. Updates will be detailed in future sustainability reports.

Recognising the importance of addressing indirect greenhouse gas emissions, we conducted a comprehensive assessment of our Scope 3 emissions this year, significantly enhancing our carbon disclosure. This granular understanding of our value chain's carbon footprint allows us to identify actionable opportunities for further reductions and underscores our wider commitment to limiting emissions.

Across our global portfolio, properties undertook initiatives to control carbon emissions in 2024. For example, our four Hong Kong hotels participated in the Carbon Reduction Action campaign led by the Environmental Campaign Committee of the Hong Kong SAR government. The campaign promotes low-carbon living practices among the public.

Shangri-La Vancouver partnered with non-profit organisation Veritree, enabling guests to contribute towards its reforestation efforts. For every leisure night booked at the hotel, Veritree plants a tree or kelp at a restoration site in British Columbia, Canada. In 2024, Shangri-La Vancouver and its guests helped plant more than 23,000 ecologically responsible species that can remove over 10,000 tonnes of CO₂ from the atmosphere during their lifetime.

Scope 1 and Scope 2



Scope 3

In line with international best practice, we have broadened our carbon accounting inventory to include Scope 3 emissions - those arising from our value chain as an indirect result of our activities. The table below lists key Scope 3 categories relevant to our operations. For a detailed breakdown of our Scope 3 emission inventory, please refer to the Performance Tables section of this report.

Key Scope 3 Categories ('000 tonnes CO ₂ e)	2024
Category 1 Purchased goods and services	415
Category 2 Capital goods	39
Category 3 Fuel- and energy-related activities	160
Category 5 Waste generated in operations	21
Category 7 Employee commuting	23
Category 13 Downstream leased assets	35
Category 15 Investments	40

Energy

Performance (2024)

14%

decrease in energy intensity in kWh per square metre (vs 2019 baseline)



Upgraded chiller plants are enhancing the energy efficiency of our hotels worldwide

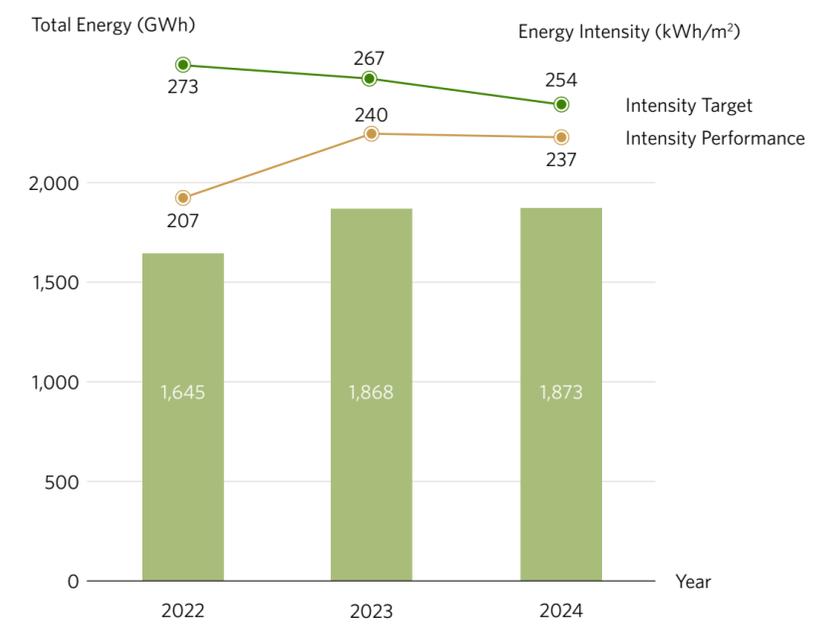
Energy consumption drives both our Scope 1 and 2 carbon emissions and our hotel operating costs. Reducing it can create long-term savings and ensure compliance with evolving legislation on energy and carbon emissions.

In 2024, our total energy use increased by 0.2% compared to 2023. Energy intensity decreased to 237 kWh/m² (-14% relative to our 2019 baseline), better than our 2024 reduction target of 254 kWh/m².

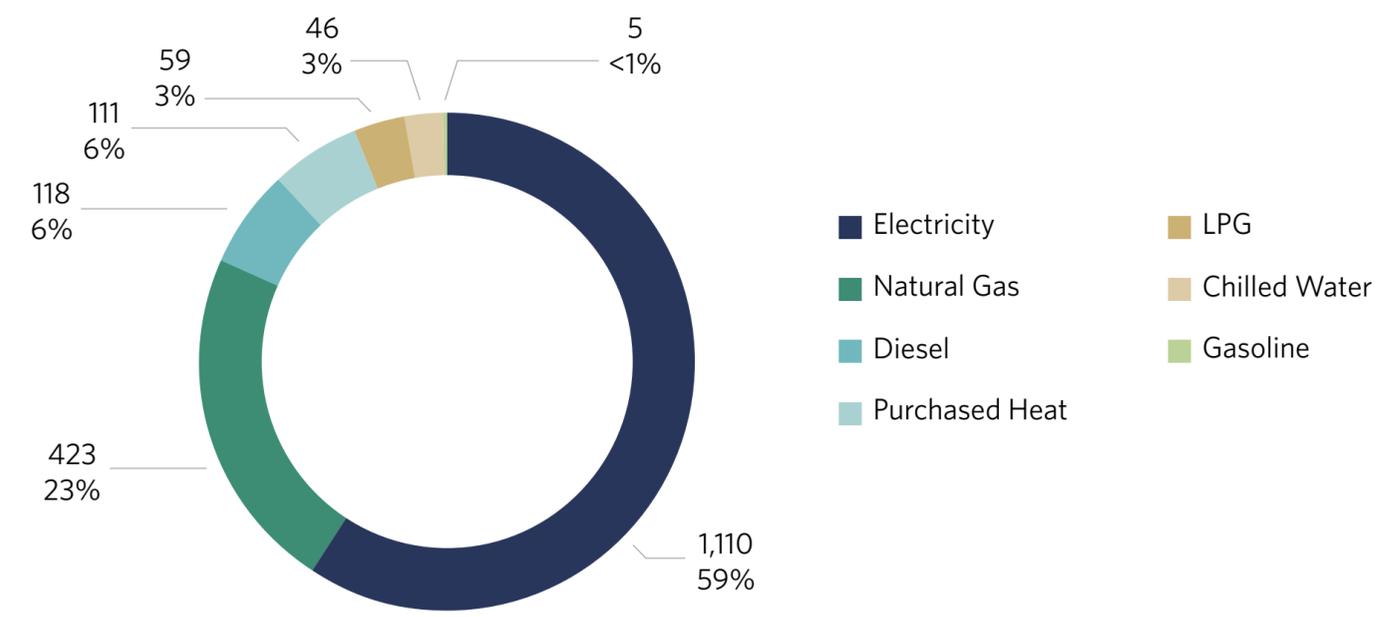
We are determined to improve the energy efficiency of our properties. This reflects our 2030 commitment to achieve a 23% reduction in energy intensity against a 2019 baseline.

Across our Group, we invest in initiatives to mitigate our environmental impact from energy use. These programmes, such as rooftop solar installations for hot water and electricity, also reduce operational costs.

Total Energy and Energy Intensity



Energy Mix (GWh) (2024)



Intelligent Building Management Systems

We make our properties more energy efficient by using modern intelligent building management systems (IBMS). These innovative systems use software to monitor and control features, such as ventilation, temperature, lighting, and security cameras, automatically. Right now, we are rolling out IBMS across our properties in mainland China. By the end of 2024, 45 properties had adopted the smart platforms – up 18% from 2023. IBMS data

has saved electricity and reduced costs by, for example, helping us optimise our chiller operations. The systems also enhance the experiences of our guests – including by maintaining stable temperatures and humidity – and increase the long-term value of our buildings, detecting issues such as water leaks. Following the success of IBMS in our mainland China properties, we are now exploring their introduction elsewhere.

Enhancing Energy Efficiency

01 

Chiller data monitoring and analysis

Mainly for hotels with chilled/cooling water pumps and manually controlled variable speed drives. We are optimising frequency control through data analysis.

02 

Variable control optimisation for chiller plants

We are improving chiller system performance by replacing or calibrating inaccurate sensors and modifying our hotels' operational strategies to align with climatic conditions.

03 

Energy modelling for benchmarking

We track and evaluate our hotels' energy consumption each month to ensure they achieve reasonable energy savings under low occupancy conditions. We also conduct energy audits to identify opportunities for improving energy performance.

04 

Energy saving initiatives implementation

We continue to implement systems and upgrades to improve the energy efficiency of our properties. This year, we completed a chiller replacement at Shangri-La Wuhan, replacing inefficient parts and increasing the capacity by 8.4%. To raise awareness of energy consumption among our employees, we provide energy efficiency training for them.

Electrification

Societies everywhere are increasingly powering their activities with renewable energy sources. We contribute to this low-carbon movement by embracing electrification at our properties. For example, by the end of 2024, 16 properties had replaced gas boilers with electric heaters in their kitchens. In addition, 57 properties have almost 650 electric vehicle (EV) charging points, supporting guests to make their own lifestyle changes.

We encourage our properties to produce their own renewable energy by installing solar panels. Shangri-La Mactan in the Philippines began harvesting the incredible potential of the sun's rays this year, installing 235m² of typhoon-proof solar panels. This rooftop array should provide 65MWh of energy annually, which is equivalent to more than 46,000kg CO₂e every year.



Guests use an EV charging point at Shangri-La Rasa Sayang, Penang; one of almost 650 across our properties

Water

Performance (2024)

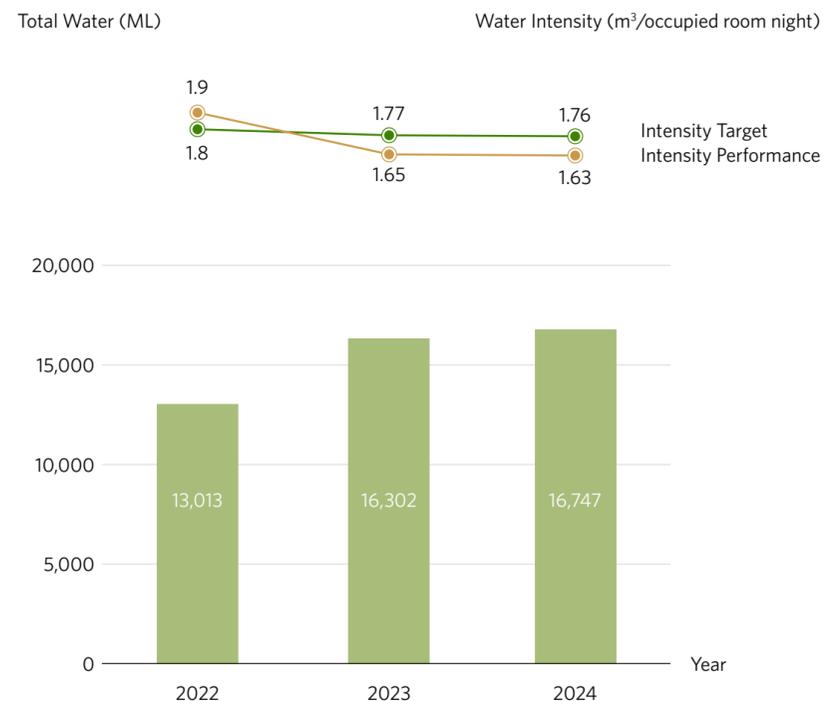
8.3%

decrease in water intensity in m³ per occupied room night (vs 2019 baseline)

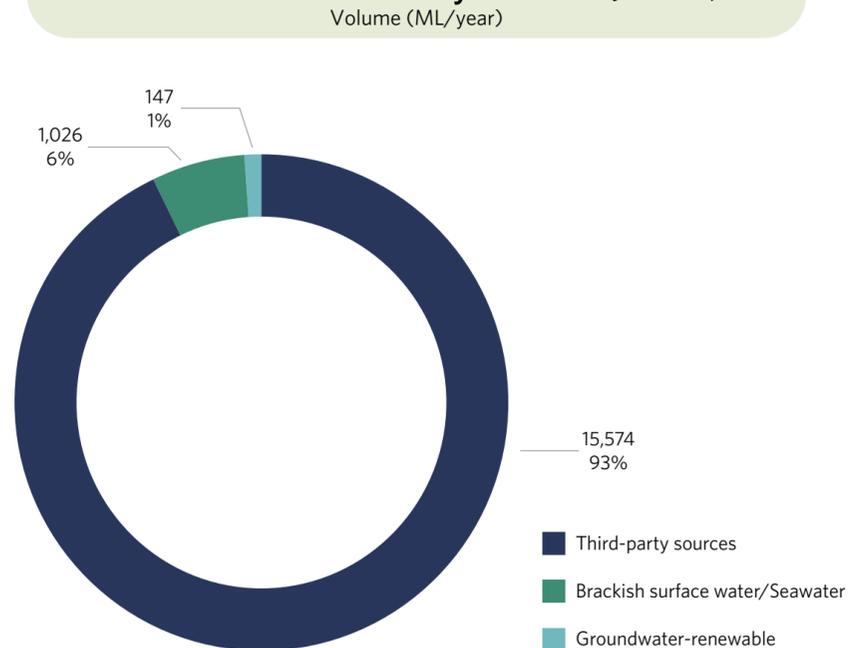
Water is a vital resource for the whole of society, and our business is no different. We are particularly aware of this need at properties with limited access to utilities. When we rely on natural water sources, water management and conservation is especially critical. That is why reducing our water consumption is one of our biggest objectives this decade.

While our total water use increased by 2.7% in 2024 compared to 2023, water intensity (based on usage per occupied room night) decreased to 1.63m³ (-8.3% relative to our 2019 baseline). This is significantly lower than our target of 1.76 m³/occupied room night. We are on track to achieve our 2030 target of reducing water intensity by 8% compared to a 2019 baseline.

Total Water and Water Intensity



Water Withdrawal by Source (2024)



Responsible Water Management

We conserve water through measures such as:

- Analysing routine water consumption to identify ways of improving water efficiency;
- Training employees in water efficiency management;
- Installing water-efficient taps throughout hotels;
- Fitting sensor flushing cisterns in guest rooms and public areas;
- Recovering water from the final laundry rinse to use in pre-washing;
- Collecting rainwater for landscape irrigation;
- Harvesting greywater that is then treated and reused for irrigation, flushing toilets, and more;
- Recapturing air-conditioning condensate that is reused in cooling towers; and
- Using digital platforms and smart meters that track our water usage.

We invite guests who stay with us for multiple nights to waive room cleaning, helping us decrease water and chemicals usage. Information cards in rooms explain our water-saving initiatives and encourage guest participation.

In 2024, we initiated a project to evaluate our properties' water efficiency. Through this work, we identified actions to improve our efficiency, including:

- Providing training on responsible dishwasher usage, such as only using dishwashers once they are full, conducting regular maintenance, and replacing outdated dishwashers; and
- Enhancing our Standard Operating Procedures (SOPs) to further integrate water efficiency-related elements.

As part of our nature-related risk assessment, we look at the physical water risks faced by our properties. In areas facing higher risks of water scarcity or other ecological concerns, we innovate with sensitivity to look after our business and world. At six of our resorts, including those in Boracay, Cebu, and the Maldives, we operate desalination plants that use groundwater or seawater to produce safe freshwater. In the Sultanate of Oman, the Maldives, and Mauritius, our resorts recycle water for irrigation, washing outdoor surfaces, and other valuable purposes.

Waste

Performance (2024)

47%

decrease in single-use plastic in grams per occupied room night (vs. 2019 baseline)

The hospitality sector remains a significant generator of waste. Therefore, effective waste management is a critical priority, helping us mitigate the environmental, reputational and financial costs of waste while complying with evolving regulatory requirements.



Shangri-La Nanshan, Shenzhen is just one of our properties cutting plastic waste by fitting filtered water taps in guestrooms

Single-Use Plastic Reduction

Like many others, our sector generates a large quantity of single-use plastics. To address our contribution, we target to reduce our single-use plastics intensity by 65% by 2030, against a 2019 baseline.

Through a range of measures, we reduced single-use plastics intensity to 93g per occupied room night in 2024 (-47% relative to our 2019 baseline). This outperforms our 2024 target of 110g per occupied room night and is in line with our 2030 target.

Measures to Reduce Single-Use Plastics



Providing filtered water in glass, plant-based, or recyclable bottles at 53 hotels



Installing filtered water taps or countertop dispensers in the guestrooms of 15 hotels



Operating in-house bottling plants at 15 hotels



Banning plastic straws



Replacing plastic toothbrushes, razors, and combs with elegant bamboo alternatives



Introducing new slippers which have natural cork soles and use 50% less plastic



Eliminating fully plastic takeaway containers, cutlery, and bags at all hotels

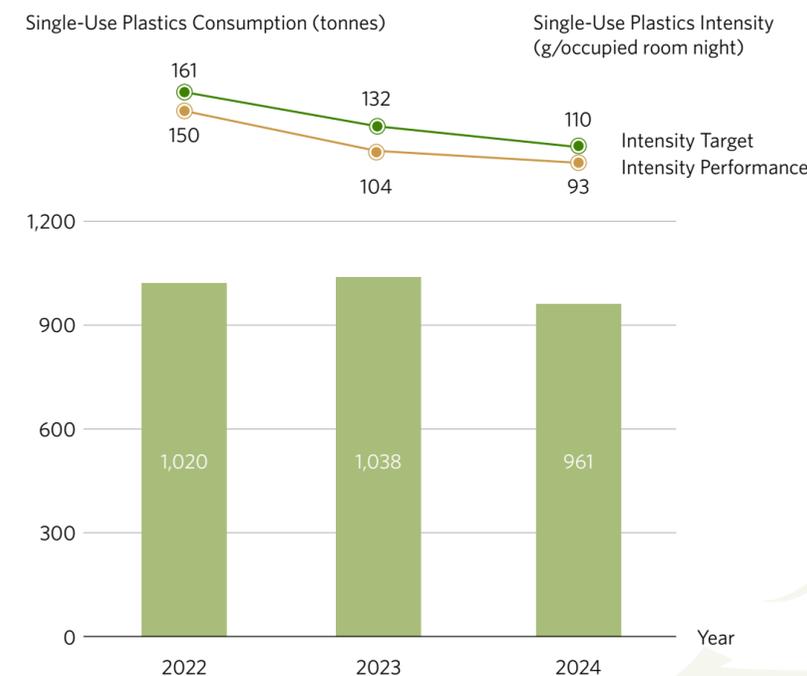
Shangri-La Bengaluru and Shangri-La Eros, New Delhi: Reducing Plastic Water Bottles Through On-Site Water Bottling

Plastic water bottles are one of hotels' biggest sources of single-use plastic waste. Our two properties in India understand this and are taking action to address this issue.

In 2023, Shangri-La Bengaluru partnered with Boon to install a smart zero-mile water system. The system swaps out plastic for glass by creating a circular reuse system that washes, sterilises, purifies, fills, and seals glass bottles. The transformation has been substantial. Not only has the hotel halved operating costs for drinking water compared to buying bottles, but it has also reduced its annual plastic water bottle consumption by 91%.

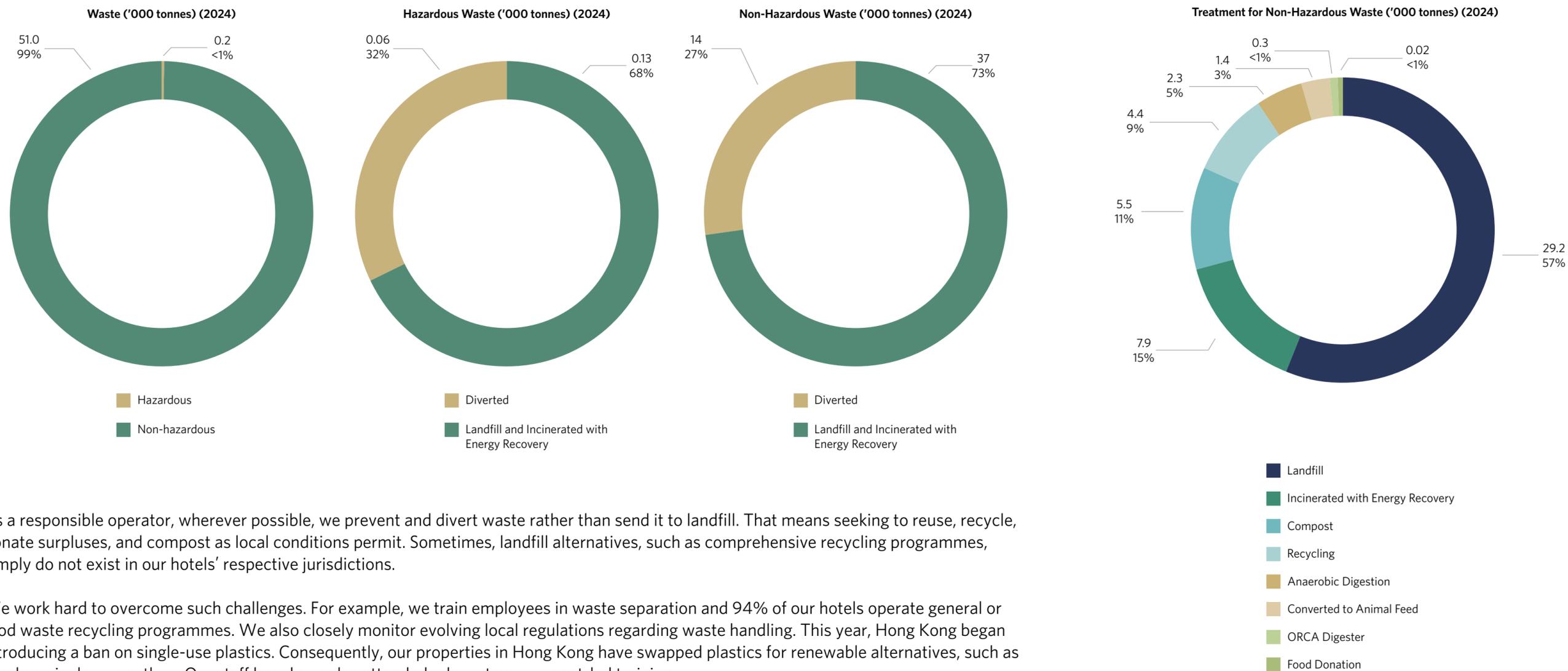
In 2024, Shangri-La Eros New Delhi launched its in-house water bottling plant, 'Essence'. The plant provides refreshing drinking water in sterilised and sealed glass bottles in all guest rooms, F&B outlets, and event spaces. Again, the effect was considerable, with the hotel cutting plastic water bottle consumption by 95%.

Single-Use Plastics Consumption and Intensity



Waste Reduction

Guided by our environmental management system, we dispose of waste responsibly. We also cooperate with strict enforcement and conduct regular audits to ensure our hotels comply with locally applicable regulations and procedures.



As a responsible operator, wherever possible, we prevent and divert waste rather than send it to landfill. That means seeking to reuse, recycle, donate surpluses, and compost as local conditions permit. Sometimes, landfill alternatives, such as comprehensive recycling programmes, simply do not exist in our hotels' respective jurisdictions.

We work hard to overcome such challenges. For example, we train employees in waste separation and 94% of our hotels operate general or food waste recycling programmes. We also closely monitor evolving local regulations regarding waste handling. This year, Hong Kong began introducing a ban on single-use plastics. Consequently, our properties in Hong Kong have swapped plastics for renewable alternatives, such as bamboo single-use cutlery. Our staff here have also attended relevant government-led training.

Finally, we also dispose of all hazardous waste in accordance with local regulations. That means items such as paint containers and fluorescent lighting are recycled, reused, or treated by designated collectors before disposal.

Minimising Packaging Waste

Although packaging material is not a significant proportion of our waste, we are seeking ways to accurately report packaging waste and reduce the volumes we currently generate.

As a starting point, we developed Sustainable Design and Packaging Guidelines in 2024. The guidelines outline suggestions, including considering sustainability at the initial packaging design phase, using Forest Stewardship Council (FSC) certified paper (or equivalent), and moving away from hard-to-recycle elements such as glitter and plastic windows. Our headquarters, and the paper packaging for all our amenities, already use only FSC-certified paper. This year, our design team also created unique packaging with instructions showing guests how to upcycle boxes into attractive Christmas decorations.

We cherish the joyous traditions celebrations such as the Mid-Autumn Festival, Chinese New Year, and Christmas bring. While we love to honour these special times at our properties, we are also mindful of the extra packaging branded goods and festive treats can create.

We encourage guests and employees to join us in reducing waste through recycling initiatives for celebratory items, such as mooncake boxes and red packets. In Hong Kong, we partner with Greener's Action, a local charity that recycles and repurposes paper waste generated during Chinese holidays. This year, our Hong Kong hotels and headquarters passed on over 260kg of red packets following Chinese New Year. We also collected over 140kg of paper and 106kg of metal mooncake boxes after the Mid-Autumn Festival.



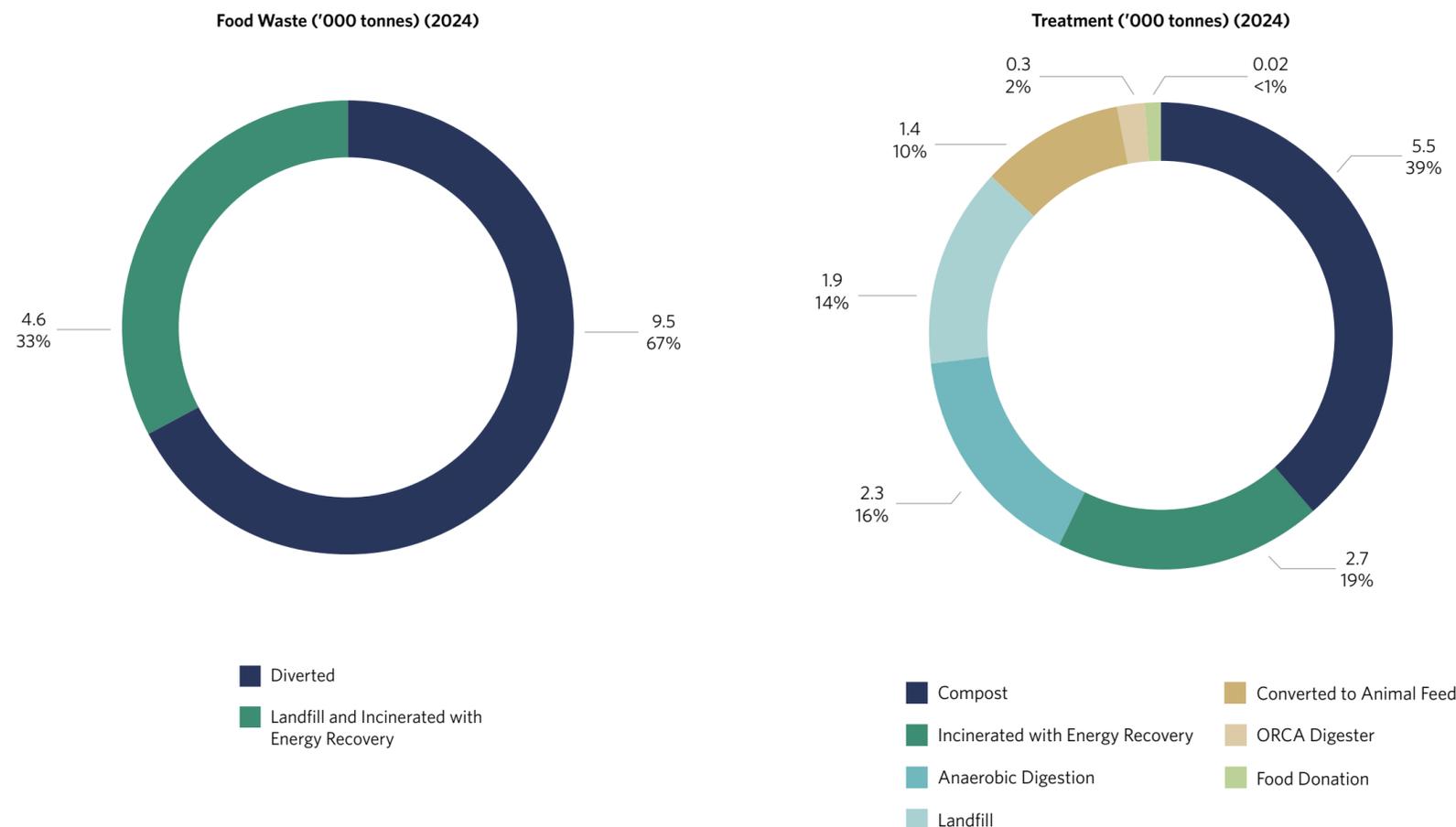
Our Hong Kong hotels and headquarters minimised festive waste by helping guests and employees recycle mooncake boxes and red packets

Food Waste Management

By weight, food waste is our hotels' biggest waste stream. However, through improved planning, storage, and handling, we are avoiding it at source. At some hotels, unavoidable food waste is composted or even converted to animal feed.

For example, Shangri-La Paris has an excellent reputation for addressing food waste. A new French law required all homes and businesses to recycle organic waste from 1 January 2024 — Shangri-La Paris was already compliant by 2021. The hotel separates waste at source, tracks its waste production in detail, and provides training and awareness-raising for waste-sorting teams. Twice a month, kitchen staff also support the hotel's philanthropic activities, using food close to its best-before date to cook delicious dishes for local charities.

For more information on this topic, please see the Savour section.



Recycling and Upcycling

Soap and Linen Recycling

We engage with organisations around the world to recycle waste from our room amenities. This includes long-standing partnerships to recycle soap, such as with Diversey's Soap for Hope programme, at 17 hotels. Here, leftover soap is recovered from guestrooms and reprocessed, providing employment opportunities and hygiene products for people in need.

In addition, Diversey's Linens for Life initiative provides our old hotel linens to local communities. These otherwise discarded textiles are transformed into new items and sold locally, creating valuable livelihoods. This year, we collected 6.2 tonnes of linen from four hotels.

Shangri-La Bangkok: Closing The Loop on Plastic

One of our hotels is turning a specific type of single-use plastic into a sought-after resource. In partnership with Diversey and Corsair, Shangri-La Bangkok recycles large bottles once used to hold kitchen cleaners. The bottles are taken to Corsair's local recycling centre and transformed into advanced bio-oil. The oil is then used to make new, recycled plastic products. Through this partnership, Shangri-La Bangkok recycled almost two tonnes of plastic this year, reducing the need for virgin plastic.

Shangri-La Chengdu: From Bottles to Blankets

With local NGO "Chengdu Da Ai Gratitude Environmental Protection Technology Company", Shangri-La Chengdu transforms discarded plastic bottles into luxuriously soft, comfortable blankets. Shangri-La Chengdu's employees collect, clean, and remove caps and labels from bottles. The NGO processes these waste materials into fibres before upcycling them into warm blankets that are donated to local charities. In 2024, the hotel provided over 200kg of bottles, which can be turned into 170 blankets.



Our hotels in the United Arab Emirates partnered with UNISOAP to transform lightly used soap from guest bathrooms into new bars



Nearly two tonnes of used plastic from Shangri-La Bangkok was recycled into valuable new products



Employees at Shangri-La Chengdu collect plastic bottles which are transformed into luxuriously soft blankets

Environmental Policy

We weave sustainability into the fabric of our business because we recognise the need to reduce our impact on the planet.

From property design to the experience of our guests and beyond, our Environmental Policy shapes our work. It sets out our commitments to be more energy efficient, conserve water, manage waste, protect biodiversity, and limit our impact on climate change, as well as detailing our environmental principles. It is fully approved by our Executive Management.

For more information, please find our full Environmental Policy [here](#).

Guest Experience

Safety and Security

Nothing is more important to us than ensuring the health and wellbeing of our employees and guests, which is why we have robust policies and procedures that cover their safety and security. We conduct regular audits at properties to verify their compliance with our Group standards. These audits cover key topics, such as engineering, security, food, and fire and life safety. We also welcome all guest feedback so that everyone receives exceptional service during their stay with us.

Performance (2024)

100%

of our hotel properties successfully passed operational audits in fire and life safety, engineering, and security.¹

¹ For details regarding food safety audits, please refer to Savour section.

All properties are supported by cross-functional emergency response teams that are on duty 24/7. Our Group Business Continuity Plan and standard operating and emergency response procedures help ensure the highest standards of security for guests, employees, and visitors. In addition, our Security and Safety Reporting System captures any reported incidents and their related responses.

Our Group Security function helps strengthen the crisis-handling skills of our in-property Crisis Management Teams. This year, to ensure hotels can respond effectively in all circumstances, new desktop exercises were introduced that tested General Managers and their deputies separately.

Group Security also organises Shangri-La Safety and Security Skills Competitions in Beijing, Penang, Singapore, and the Philippines. Teams representing our properties compete in five safety-related events, demonstrating their skills and strengthening bonds across our hotels. The competition also promotes collaboration with local authorities and encourages continuous learning among our Emergency Response teams, trained first aiders, and lifeguards.

Skill Area	First Aid	Lifeguard - Open Seas	Lifeguard - Pool	Emergency Response Team Fire Response	Crime Prevention and Counter terrorism
Partner Agencies	Singapore Red Cross	Singapore Life Saving Association	Singapore Life Saving Association	Singapore Civil Defence Force	National Crime Prevention Council and Singapore Police Force
Format	Four employees from each hotel competed to demonstrate correct first aid techniques (e.g., bandaging, CPR, AED) in the shortest time	One or two lifeguards from each hotel demonstrated open sea rescues from beaches and floating platforms in the shortest time	One or two lifeguards from each hotel competed to demonstrate correct techniques for line throwing and tube rescues in the shortest time	Four to six employees from each hotel competed to demonstrate correct techniques for donning PPE and laying hose in the shortest time	Quiz-style competition for five employees from each hotel demonstrating security knowledge relating to front of house, housekeeping, engineering, F&B, and security

Competition categories and partner agencies in Singapore

WELCOME

STAY

SAVOUR

SHINE

GOVERNANCE

CLIMATE- AND NATURE-RELATED DISCLOSURES

APPENDIX

Fire and Life Safety

Our standards for fire and life safety (FLS) reference the USA National Fire Protection Association's regulations, as well as the codes of all other relevant jurisdictions. At every property, FLS managers monitor and maintain FLS systems in accordance with these standards and codes.

Shangri-La Cares

Our Shangri-La Cares promise comes straight from the heart. It underpins the caring spirit of our brand and guides our unrelenting efforts to ensure every guest's wellbeing and comfort.

There are two parts to Shangri-La Cares:

- Outstanding cleanliness and hygiene standards that help guests feel at ease throughout our properties.
- Safe and convenient options, such as contactless functionality from our Shangri-La Circle app, online check-in, express check-out, digital menus, and payment.

Adopting Eco-Friendly Cleaning Products

Not all of our sustainability initiatives are easily visible. This year, for example, we worked with suppliers to trial eco-certified cleaning products. Through the trial, we sought to use products that respect nature, keep our guests and employees safe, and continue to clean effectively. The eco-friendly products tested included kitchen surface cleaners, laundry detergent, and bathroom cleansers. We completed the pilot in March 2024 and will use the results to inform our future choices.

We have also started transitioning to a more environmentally responsible dry-cleaning method. The advanced hydrocarbon technology used in this process, favoured by high-end retail laundries, will allow us to care for our guests' most delicate garments while significantly reducing harmful emissions. This creates a safer and healthier experience for all guests and employees.

Guest Feedback

 **91.0**
Guest overall satisfaction score

 **4.5** points
(vs. 2023 baseline)

We monitor the feedback we receive in-person, from post-stay surveys, social media, emails, and other channels. Wherever possible, our hotel teams always reach out to understand any negative feedback. We want to speak to guests, hear their concerns, and put them right. Feedback details are logged into a tracking system, where text analytics and key driver analysis help us identify trends, root causes and possible actions.

Every month, our hotels review and address any areas of improvement highlighted by our guest feedback management systems. Our headquarters Customer Experience team prepares monthly reports on customer experience performance. They review this with Regional Customer Experience Champions to act where required.

To reward our employees' ceaseless efforts to improve guest experience, we present awards to properties that successfully act on guest feedback. Regionally, we give gold, silver, and bronze awards to employees at properties showing the biggest improvements in quarterly guest experience statistics. Globally, we present annual gold, silver and bronze awards that honour the most outstanding projects among the quarterly regional winners.

Shangri-La Dubai: Committed to Service Excellence And Safety

On 16 April 2024, Dubai endured its largest recorded 24-hour rainfall in the last 75 years. Airport runways and access roads were inundated, with Dubai's metro, schools, and government offices closed due to the extreme downpour. Our thoughts were with all those whose lives were upended that day.

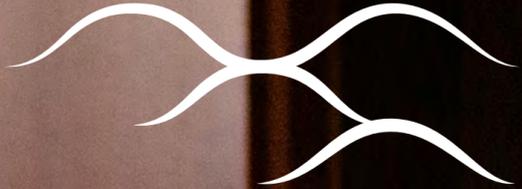
Despite battling the UAE's worst weather event, staff at our hotel exhibited their dedication to exceptional care by working tirelessly to control floodwater. They successfully minimised damage to the property and secured all critical infrastructure.

As a result of their unrelenting efforts, the hotel remained fully operational throughout the flooding period, with in-house events proceeding without compromising quality. The hotel also welcomed passersby to use its facilities as a place of shelter and sanctuary. Alongside this, we safeguarded the health and safety of staff unable to return home by arranging temporary accommodation for them.



Dedicated employees at Shangri-La Dubai work hard to keep people and property safe during record floods




SAVOUR

Savour the Flavours

Across more than 50 years, we have built a reputation for outstanding Asian hospitality. At the heart of this is a commitment to delicious food and beverages, created sustainably for our guests. Our kitchens thoughtfully consider the journey of every ingredient, from field to fork. So, whether we are sourcing, delivering, managing, or preparing, we do it with love and responsibility for our guests and their worlds.

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Food production and sourcing

Focus on locally grown, sustainably sourced ingredients



Transportation

Minimise transportation to maximise freshness and reduce carbon emissions



Storage

Proper storage to minimise spoilage and wastage



Preparation and consumption

Provide healthy options to customers
Eliminate full plastic takeaway containers, cutlery, and bags



Food waste management

Analysis to reduce waste
Food donation
Composting

Rooted in Nature

Rooted in Nature (RIN) is the centrepiece of our commitment to sustainable food and beverage (F&B). Since 2014, the programme has been helping us consider our entire food supply chain. From growing and harvesting to storage and preparation – even the way we manage food waste – RIN ensures that sustainability is always a big part of our kitchens’ decision-making.

Because we are passionate about provenance, we want our guests and employees to learn the stories behind the food on their plates. RIN encourages our F&B teams to buy local, seasonal ingredients supplied by small-scale community farmers, fisheries, bakers, and other producers who preserve traditional customs in environmentally and socially responsible ways. With backing from the programme, many of our hotels also boast rooftop or kitchen gardens filled with tasty crops and herbs – the ultimate in fresh and local sourcing.

RIN requires our properties’ menus to include great-tasting options that meet at least one of the following criteria:

- Locally grown fruits and vegetables**
Produce must be grown in-house or come from farms located within a 100-kilometre radius of the hotel
- Free range meat, poultry, and eggs**
Food producers must present certification demonstrating adherence with local free-range standards
- Certified organic, fair trade, and other local certifications guaranteeing limited use of chemical pesticides**
Suppliers must possess fair-trade or organic certification and produce MSG-free food
- Chemical and pesticide-free local produce**
Suppliers must show certification verifying that they do not use chemical pesticides, only compost and bio-sourced alternatives
- Sustainably sourced seafood**
Seafood must be certified by the Marine Stewardship Council (MSC) or similar certification bodies, including local fishing groups supported by recognised partners, such as the WWF

In 2024, RIN led 99 of our properties’ F&B teams to:



Create over **2,100** dishes with sustainability in mind



Train over **10,000** employees on RIN since 2020



Establish **11** bee farms and **7** hydroponic systems that produce fresh food for our kitchens



Grow over **250** kg crops on **4,300** m² of on-site Chef’s Farms



Develop **99** partnerships with local farmers

Chef's Farms

Chef's Farms are on-site spaces where kitchen staff cultivate herbs, vegetables, and fruit sustainably. Many of these crops are native to their regions, enabling chefs to create the freshest, most authentic dishes for our guests.

At Shangri-La Tanjung Aru in Malaysia this year, the hotel's F&B team worked with our landscape specialists to revamp its Chef's Farm. The thoughtfully remodelled garden now features over 40 species of local plants, including lemongrass, salads, butterfly pea, and edible flowers, all of which are used by the hotel's bars and restaurants.

The Chef's Farm currently produces over 20kg of fresh produce each month, supporting indigenous pollinators such as butterflies, bees, and birds. The hotel also maintains a stingless bee farm that supports these indigenous species and produces honey.

Rooted in Nature encourages hotels to educate guests and employees about sustainable food production. Shangri-La Tanjung Aru supports this by hosting weekly ingredient tours of its garden and bee farm, inviting guests to further enjoy their responsible culinary experiences,



The freshest produce from the Chef's Farm at Shangri-La Tanjung Aru, Kota Kinabalu

Bee Farms

Bees and other pollinators play an essential role in maintaining biodiversity and enabling our food supply, with declining bee populations posing a potential threat to ecosystems around the world.

As such, we are proud that four more Shangri-La properties opened on-site bee farms in 2024, bringing the total number to 11. These farms boost local biodiversity and produce deliciously sweet honey that is served in our restaurants and used to enhance other goods such as beer, butter, and soap.

Our new bee-farming hotels include Shangri-La Chiang Mai, which hosts a local species of stingless bee that is vital to the area's tropical ecosystem. China World Summit Wing, Beijing, collaborated with the local Zhongfeng Beekeeping Cooperative to set up a bee farm in its terrace garden. The native Chinese bees produce honey that is used to craft several delicacies.



Inspecting the hives in the Pine Garden of China World Summit Wing, Beijing

Hydroponic Systems

Without soil, hydroponic farms produce plentiful supplies of vegetables with less need for water or pesticides. Seven properties have hydroponic farms, growing densely packed plants such as lettuce for use in their restaurants.

In 2024, Shangri-La Mactan, Cebu blended sustainability with community engagement at its new hydroponic garden. Every month, volunteers contribute to the upkeep of the garden, which also serves as a learning hub. In March, 15 students and five teachers from Punta Engaño Elementary School joined an interactive workshop to learn about hydroponic gardening. The students discovered more about preparation, transplanting, and storage techniques and were inspired to create their own backyard gardens.

Despite the challenges of the resort's seaside setting, the garden has already produced a bumper crop of over 200kg of lettuce, supporting farm-to-table dining at the hotel.



The hydroponic garden at Shangri-La Mactan, Cebu, produces delicious salad leaves



The 'From Sea to Plate' dining experience at Shangri-La Al Husn, Muscat, supports livelihoods and responsible sourcing among local fishing communities

Local Farmer Partnerships

Our hotels always seek opportunities to connect with local farmers and producers. These reciprocal relationships deepen the hotels' links with local communities, create valuable markets for small-scale, sustainable farming and fishing, and provide high-quality, authentically local ingredients for our guests to enjoy.

'From Sea to Plate' Experience in Muscat, Oman

Shangri-La Al Husn, Muscat, introduced 'From Sea to Plate' this year. This new dining experience celebrates Oman's rich maritime heritage, connects guests with the source of their food, and supports sustainable community fishing practices. In collaboration with local fishermen, the hotel's guests can handpick freshly caught local fish, crustaceans, and seafood directly from the beach. Hotel chefs then expertly prepare the selection, delighting taste buds and honouring Oman's deep connection to the sea.

Hayama Eggs from Nara, Japan

The fresh Hayama eggs used at Shangri-La Tokyo are sourced from young chickens raised in open chicken houses in Nara. The birds enjoy a special feed that contains seaweed and Yamato tea leaf powder, known for its delicate sweetness and subtle umami note. The resulting eggs have a rich, sweet, and fragrant taste and are claimed to contain 15 times more vitamin E and 2.5 times more omega-3 than regular eggs.



Fresh Hayama eggs - rich, sweet, and fragrant - served at Shangri-La Tokyo

Bingdao Old Village Pu'er Tea

High among the mist-shrouded mountains of Yunnan, China, ancient tea trees flourish in Bingdao Old Village. At altitudes reaching 1,900 metres, these centuries-old trees produce leaves for world-renowned pu'er tea. Two of our hotels in Yunnan, JEN Kunming by Shangri-La and the forthcoming Shangri-La Kunming, partner with sustainable tea growers to offer this prized delicacy to their guests.

Early each spring, the youngest leaves are picked from the hotels' carefully guarded trees, using sustainable methods that respect the life cycle of these remarkable plants. Skilled workers methodically pluck two leaves and one bud by hand, ensuring the trees continue to regenerate.

Each picker harvests just 5kg of dry tea per day from these rare trees. This traditional technique, combined with the tea's exceptional flavour, means that a single kilogram can fetch up to US\$ 16,500.

From picking, withering, and rolling, to sun-drying, sorting, and packaging, hotel personnel oversee every step of production. Their attention to detail combined with the pickers' expertise maintains the tea's exceptional quality, ensuring its rich, mellow flavour can be delivered to discerning tea enthusiasts in our Kunming properties.



World-renowned pu'er tea produced sustainably and exclusively for our hotels in Kunming

Food Safety

The health and safety of our guests will always be of utmost importance to us. We maintain food and beverage safety and quality at all our properties in accordance with our comprehensive food safety management system.



100% of our hotels passed food safety audits.



100% of our medium- and high-risk food and beverage product suppliers complied with our food safety requirements.



93 hotels are HACCP and/or ISO 22000 Food Safety Management certified.



Our hotels are replacing plastic cutting boards used for food display areas and ready-to-eat foods with marble, stone, and stainless-steel alternatives

Food Safety Management System

Our food safety management system (SFS) is based on the principles of hazard analysis and critical control points (HACCP). SFS policies classify the risks associated with food production and handling as high, medium, and low.

In addition to following the SFS, hotels are encouraged to obtain certification against local and international food safety standards.

Food suppliers are categorised by the risk classification of the products they supply. We take appropriate action to ensure medium- and high-risk food product suppliers meet our food safety requirements.

In 2023, we refreshed the learning materials used by F&B employees at our Shangri-La Academy. The updated content helps reinforce food safety awareness for all direct and indirect food handlers.

This year, we have fitted automated temperature monitoring in our storage fridges and chillers. The system provides real time alerts for temperature deviations to our F&B teams about any food safety issues and valuable data about energy use.

Reducing Microplastics

As concerns rise about microplastics in food, we are piloting the use of durable marble, stone, and stainless-steel chopping boards for food display areas and ready-to-eat foods in our hotels. These boards undergo stringent cleaning, including thermal and chemical sterilisation and microbiological tests, to ensure they meet our exacting hygiene standards. By trialling these alternatives to plastic, we aim to safeguard the purity of our ingredients and protect the health of our guests.

Food Waste Reduction

Food waste is a significant challenge for the hospitality industry. We continuously strive to improve our performance, operating several initiatives to reduce food waste across our properties.



Shangri-La Changchun hosted an Earth Hour Empty Plate Campaign, promoting low-carbon living and healthy diets with light food at the employee restaurant

Reduction Initiatives

Food waste reduction strategies in our hotels address three key aims: reduce overproduction, minimise spoilage and damage, and collaborate to prevent waste.

To limit overproduction, our chefs regularly monitor and review leftover food to identify dishes for modification. We survey guests to understand their preferences, and our F&B teams plan for factors that influence demand, such as weather, day of the week, and local events.

This year, our hotels in China continued to participate in the local government 'Clean Up Your Plate' campaign to combat buffet food wastage. Similarly, Shangri-La Rasa Sentosa, Singapore supported the Singapore government's 'Say YES to Waste Less!' campaign. This activity included displaying posters encouraging guests and employees to minimise food waste, use reusable containers, and adopt a healthier, more sustainable lifestyle.

To reduce spoilage and damage, our F&B teams follow detailed stock management and food delivery processes. This ensures food is stored and dated correctly as soon as it is received. Inventory deliveries are reviewed regularly to identify ingredients that could be delivered in smaller, more frequent quantities to prevent expiration.

At an organisational level, we collaborate across departments to combat food waste. Our F&B, ESG, Procurement, and Finance teams work together to track food waste costs, ensure procurement matches production, and foster a culture of good food waste management.

We also utilise technology to track and prevent food waste. As of 2024, seven hotels operate a food waste tracking system in their all-day-dining restaurants, using AI-based technology. 63 hotels have waste digestion and composting programmes, using natural processes to break down waste, prevent food from entering landfills, and embrace circular economy practices.

Reducing Overproduction



- Monitor and analyse leftover food and plate waste to identify high-waste areas and less popular dishes
- Conduct surveys to determine guest preferences
- Refine menu design
- Forecast demand based on influencing factors

Reducing Spoilage and Damage



- Order ingredients more frequently in smaller batches
- Ensure correct storage and dating

Waste Prevention



- Operate waste digestion or composting programmes
- Donate food

Food Donation

Many of our hotels donate safe, unconsumed excess food to local communities. These programmes prevent surplus food from becoming waste and foster deeper connections with local non-profit groups.

Futian Shangri-La, Shenzhen, for example, has partnered with a local NGO called Food Bank since 2023. Food Bank uses unused food from the hotel's restaurants to provide much-needed aid to local low-income families, and people with disabilities. The hotel's Hygiene Manager conducts tests to ensure the safety and quality of the donated food. In 2024, the hotel donated over 315kg of food to Food Bank.



15

tonnes of food donated to local charities



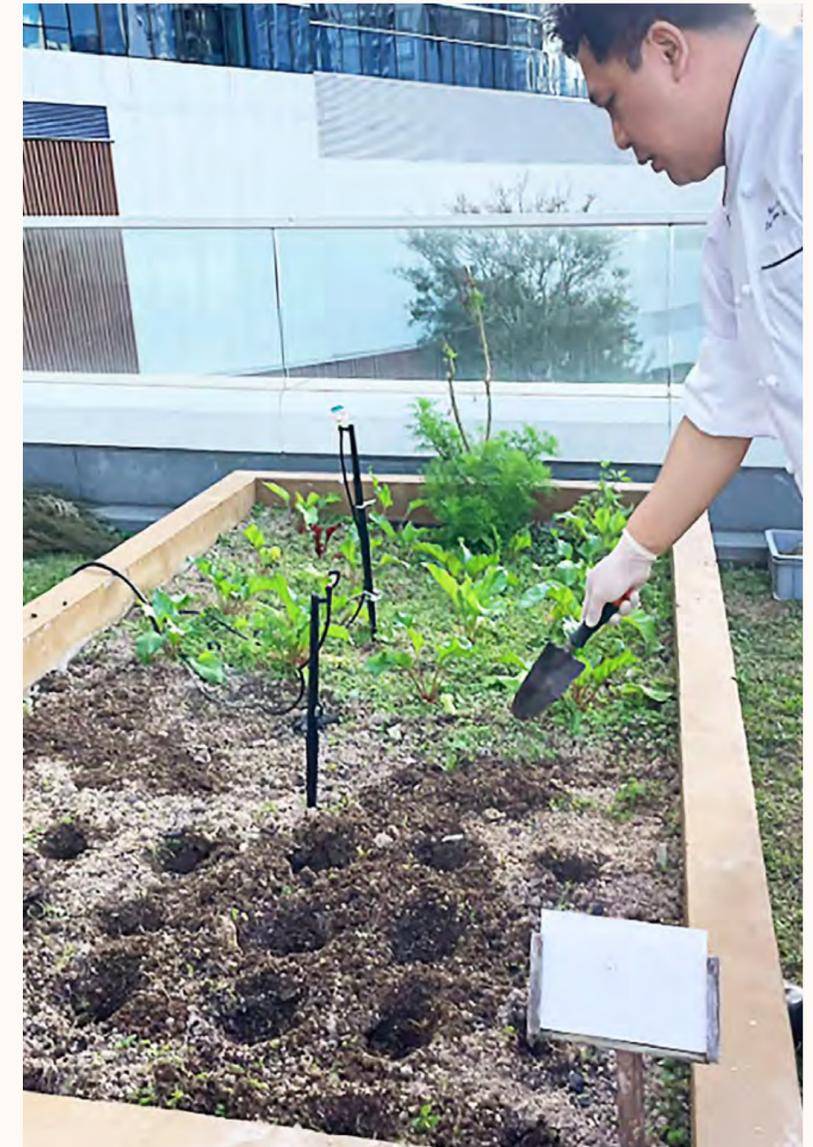
Futian Shangri-La, Shenzhen, donated over 315kg of unused food to local NGO Food Bank

Coffee Residues from Table to Farm and Back Again

Since 2018, we have partnered with Nespresso to recycle used coffee capsules from our restaurants and guest rooms. Our Waste Management team separates these capsules from other waste, returning them to Nespresso for processing. Used coffee grounds make excellent, nutrient-rich fertiliser or can be turned into renewable biogas. The aluminium casings are recycled into other products, such as pens and cans.

This year, 29 hotels recovered 6.5 tonnes of Nespresso capsules, the equivalent of 260,000 recycled aluminium ball pens.

In addition, JEN Singapore Orchardgateway Hotel and Kerry Hotel, Hong Kong repurpose used coffee grounds in their on-site Chef's Farm, helping to grow herbs and vegetables for the hotels' restaurants.



Spent coffee grounds from used capsules help Kerry Hotel, Hong Kong, provide valuable nutrients for their on-site Chef's Farm

Savour the Moments

As well as helping our guests savour delectable and sustainable food and beverages, we also create unique and engaging experiences, often inspired by local culture and our Asian heritage.

Inspiring Young Minds

We believe that learning through immersive and physical play is a good way to stimulate young minds. Our Family Experience offering provides exciting opportunities for families to learn about the local environment, history, and culture.

Some of our hotels offer themed rooms and suites that provide immersive and interactive spaces designed to spark creativity and imagination. Families can select from themes including safari, underwater, and airship, as well as locally inspired options, such as Island Shangri-La's room featuring the iconic Hong Kong tram.

These spaces provide an exciting backdrop for children to learn and for families to create lasting memories together.

Child-friendly spaces are available throughout a number of our hotels. The Pantry, for instance, provides complimentary rental products, such as highchairs, pushchairs, bottle warmers, baby monitors, and more, all specially selected with young children's unique and sensitive needs in mind. Young guests looking to enjoy a shared space filled with reading books, wooden toys, board games, and refreshments should visit The Hangout. Here, they can get involved in creative activities under the watchful eyes of our dedicated employees.



The Hangout at Island Shangri-La, Hong Kong, is an oasis for self play and reading



Parents and children can share quality time together at Buds by Shangri-La, a haven for sensory learning and creative exploration



Children learn shapes, colours, and languages as they hone their fine motor skills in fun cooking classes

Buds by Shangri-La is an indoor play space specially crafted for sensory learning and creative exploration. It also hosts classes, where children of all ages can take part in a curriculum of engaging sessions covering cooking, art, and music. As well as being joyful experiences, each class is cleverly conceived to promote valuable learning. A cooking class, for instance, might use fun facts about pizza to get children recognising shapes, colours, and ingredients. The same class also introduces new English words and reinforces the fine motor skills needed for accuracy in the kitchen.

Our hotels also feature a well-stocked library of great reads from both locally and globally renowned authors. The books are all thoughtfully curated for positive messages, such as promoting

social values, encouraging environmental awareness, or enhancing understanding of local and Asian cultures.

Even with hotels that are as family friendly as ours, we encourage parents and youngsters to explore the local area. We offer many tailored experiences for families, such as educational snorkelling trips at Shangri-La Tanjung Aru in Malaysia. The junior naturalist programme at Shangri-La Rasa Ria, Kota Kinabalu is led by naturalists who are masters' graduates from a local university. These naturalists teach children about local flora and fauna, conduct night walks to observe nocturnal nightlife, and recently partnered with University Malaysia Sabah to study bioluminescent mushrooms. All our nature-based experiences complement our focus on biodiversity issues.

We seek to offer stimulating options for older children, too. This year, Island Shangri-La, Hong Kong, hosted an exclusive teenager entrepreneurship workshop led by Professor Matthew S. Kressy, founding director of the Massachusetts Institute of Technology's Integrated Design and Management master's degree. The three-hour workshop featured conversations and interactive activities between the young entrepreneurs, their parents, and Professor Kressy, covering topics such as the building blocks of a business, the definition of success, and goal setting. The event not only helped teenagers learn about business but was also a precious opportunity for parents and teenagers to engage in deeper conversations about personal values.



Chen's Xizhou BaBa - a traditional pancake dish available to guests at JEN Kunming by Shangri-La

Tea master at Shangri-La Bosphorus, Istanbul demonstrates Beijing Gongfu tea practice

Promoting Traditional Asian Arts and Culture

We take pride in our Asian heritage, seeking to both welcome guests to Asia and bring the best of Asia to the world. As part of that aim, we offer authentic food and beverages and create inspirational moments that celebrate Asian culture. This cornerstone of our identity and ESG approach is reflected in our updated materiality matrix.

Highlights from this year's programme at our hotels include:

- Showcasing traditional tea culture. Shangri-La Istanbul's own authentic tea master continues to demonstrate Beijing *Gongfu* tea ceremonies and host tasting workshops. Shangri-La Chiang Mai invited employees to learn about tea at traditional hillside plantations;
- Hosting guest chef takeovers and offering specialty Chinese cooking classes. In Abu Dhabi, award-winning chef Benson Peng demonstrated his skills balancing the seven flavours of Sichuan at Shangri-La Qaryat Al Beri's Sichuan Week. Chef Chen

Guozhu led a Kong cooking class for children at Shangri-La Qufu, highlighting the cooking style preserved by Confucius' descendants;

- Partnering with local eateries to offer guests speciality dishes in the comfort of their hotel. JEN Kunming by Shangri-La offers authentic delicacies from two restaurants. Qing He Yunnan Rice Noodles is especially popular with younger diners, while Chen's Xizhou BaBa is a traditional pancake dish with a 200-year backstory. Shangri-La Singapore partners with some of the area's most renowned hawker stores; and
- Introducing dragon boating to guests. Shangri-La Mactan, Cebu, Shangri-La Boracay, and Shangri-La Abu Dhabi all honoured this traditional sport in 2024. The hotels hosted talks about its history, demonstrated races, and gave guests a chance to try it themselves.

For more details about how we support traditional Asian arts and culture, please refer to the Shine section.



Sichuan Week at Shangri-La Qaryat Al Beri, Abu Dhabi, saw chef Benson Peng demonstrate his exceptional skills



Guests experienced the rich tradition of dragon boat racing at Shangri-La Mactan, Cebu



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SHINE



Shine

The success of our business is founded on the hard work of our incredible employees and suppliers. We do this by nurturing an inclusive culture where people feel valued and empowered. Through this empowerment, we forge even stronger bonds with the guests and communities that we serve, unleashing the true potential that enables everyone to shine.

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Employees

We foster a culture of care, safety, and achievement for all employees.

Suppliers

We commit to maintaining a responsible and ethical supply chain by ensuring our suppliers adhere to high ESG standards.

Communities

We build lasting and meaningful partnerships with our communities, including through our signature programmes Embrace and Sanctuary.

Guests

We are obsessed with delivering heartfelt hospitality to our guests, creating moments of joy that matter.

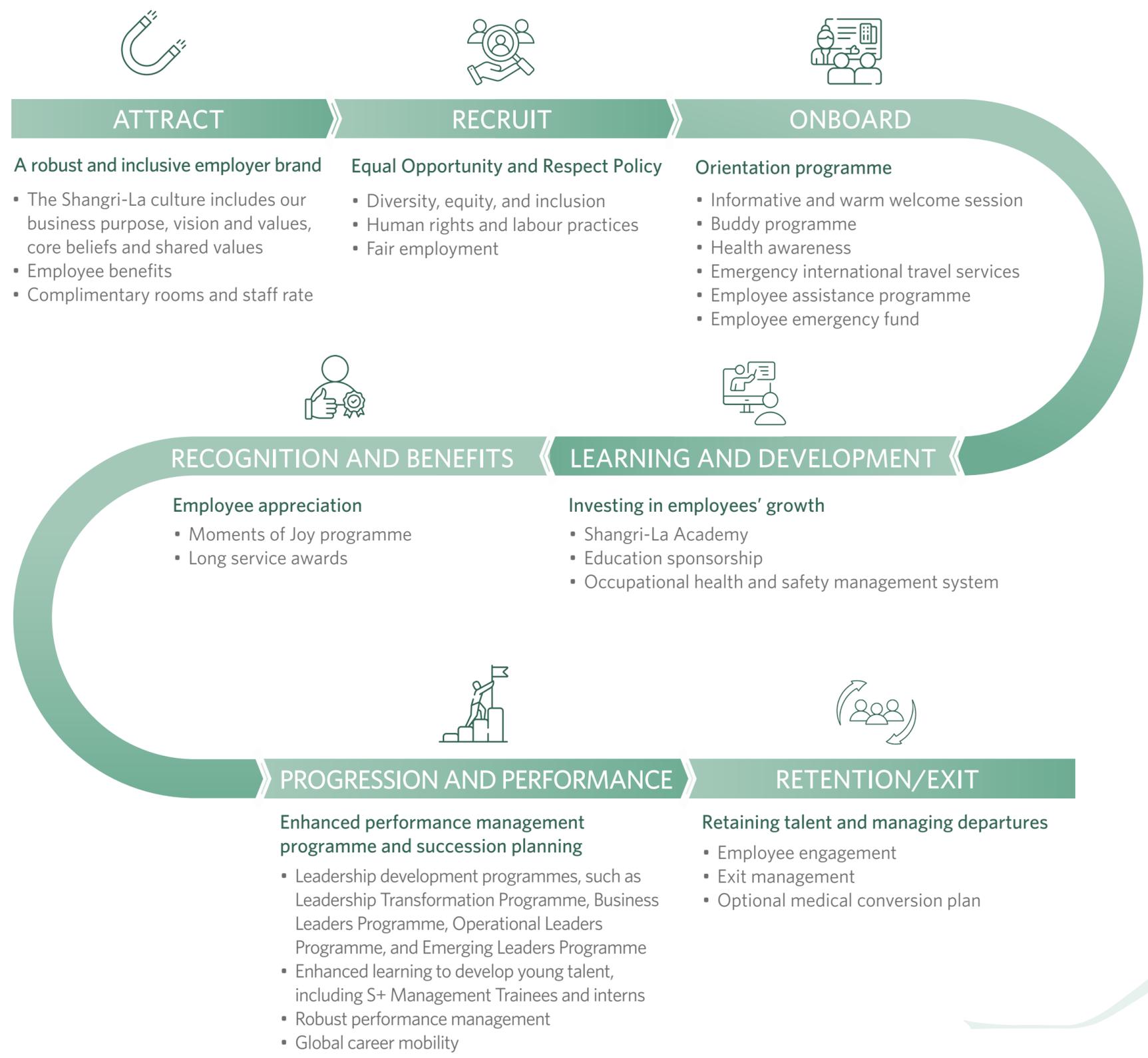
* For more on our best-in-class guest experiences, please refer to the Stay and Savour sections of this report.



Our Employees

Every day, our talented employees bring our company's values to life. To facilitate this, we implement policies and procedures that foster a culture of care, safety, and achievement for everyone. Through these guidelines, we address a range of material ESG topics related to human resources, including talent acquisition and retention, training and development, succession planning, employee engagement, and occupational health and safety. Our Code of Conduct and Ethics and Human Resources (HR) Policy reflect these key principles.

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Shangri-La Culture

Our organisational culture is inspired and championed by our leadership, setting an example that resonates throughout our workforce. Together, we cultivate an environment of collaboration, inclusivity, and shared values.

Our Vision, Our Purpose, Our Business

Our Vision

What we aspire to be



To be the best-loved hospitality group, pioneering new horizons and setting new benchmarks.

Our Purpose

Why we exist



We host people to the colourful joys of life in a sustainable manner.

Our Business

What we do



Inspired by our Asian heritage, we enable people to live, work, play, eat, and rest well through the environments we create and the memorable experiences we deliver.

Our Beliefs

Code of behaviours we live by

Do good



We strive to do the right thing from the heart, with integrity, care and sustainability.

Obsess over customer experience



We are obsessed with delivering heartfelt hospitality to our guests, creating moments of joy that truly matter.

Own our success



We act with the desire to succeed and drive business results.

Compete to win



We have a winning mindset. We take pride in high performance and set new benchmarks.

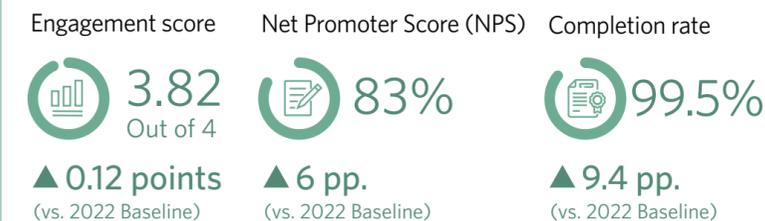
Never give up



Resilience is in our DNA. We adapt to change with determination and flexibility.

Employee Engagement

Culture Pulse Survey Results (2024)



The opinions and experiences of our employees are crucial to us, and we are always looking for ways to enhance the working lives of our valued employees. Since 2022, our annual company-wide Shangri-La Culture Pulse survey has helped us better understand our employees' views. Using this data, we are able to refine our internal engagement strategies and identify areas for improvement.

The survey invites all employees to provide anonymous feedback on our corporate culture, particularly addressing three critical behaviours: collaborate as one, recognise and celebrate, and courage to change.

We conducted the Shangri-La Culture Pulse Survey in 2023 and 2024. Both surveys used the same set of questions, enabling us to track and compare our employees' perspectives against a 2022 baseline. This year, 99.5% of employees completed the survey (vs. 90.1% in 2022). We achieved an average engagement score of 3.82 (4 is the highest possible score; vs. 3.70 in 2022) and NPS of 83% (vs. 77% in 2022), indicating steady progress over the past two years. This year's results suggest that employees believe we are continuing to better exemplify our core beliefs. They are also even more willing to recommend us as an employer of choice. In addition, our work on previous action areas is beginning to bear fruit, with a significant improvement in views regarding employee recognition and remuneration.

We will continue to monitor employees' perceptions of our efforts to bring our culture to life. All business units have roadmaps with specific and time-bound action plans to further integrate Shangri-La Culture into their operations. Moving forward, we will incentivise ongoing improvement by calibrating our Balanced Scorecard against operational needs and the feedback we receive from our employees.

Employment Profile (2024)



New hires

9,380



Employee headcount

42,571



People with disabilities

1.2%

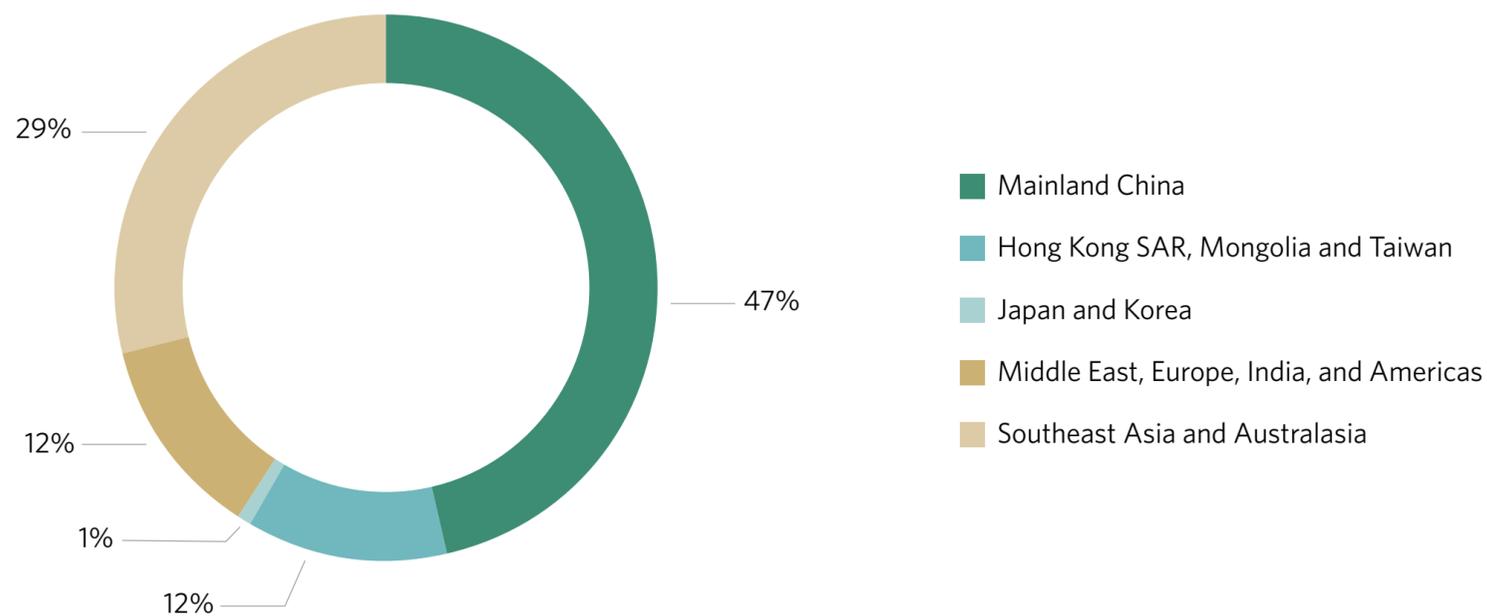


Voluntary turnover rate

17%

Geographical Spread (2024)¹

Total Employees — Region



Note 1 Percentages may not add up to 100% due to rounding.

Learning and Development

Performance (2024)



100%

of in-scope permanent employees completed and passed our core learning modules



38

training hours per employee per year



US\$ 54

training spend per employee in 2024

People are our most important assets, so we invest heavily in our employees' learning and development. We want to help our employees embrace and embody our beliefs, share our values, and perform their roles with dedication and expertise.

Our Learning and Development team uses technology, storytelling, gamification, and video-based content to add colour to our employees' learning experiences. Meanwhile, our senior leaders encourage our employees to achieve their full potential by supporting career development opportunities for emerging talent.



Shangri-La Hefei shows its support for diversity, equity, and inclusion initiatives

Shangri-La Academy

Shangri-La Academy provides company-wide learning and development solutions through an online platform, as well as face-to-face and on-the-job learning. It empowers our employees to cultivate the mindsets, behaviours, and skills necessary to become leaders and realise our vision.

We offer three types of learning pathways – Core, Functional, and Leadership – delivered through blended learning strategies that include online courses, workshops, and on-the-job training.

We collect course evaluations from Academy participants, allowing us to continually review and improve our learning and development programmes. All hotels maintain complete training records, which are regularly audited by the HR division to ensure consistency across our Group.

Leadership Transformation Programme

We launched our Leadership Transformation Programme in 2023. The programme prepares young talent for future leadership roles by developing their skills and knowledge. Through a series of workshops, it supports emerging leaders to elevate their performance, embody our Shangri-La culture, and build stronger working relationships across departments. The programme’s contents complement our other leadership programmes, helping our employees grow into well-rounded individuals capable of excelling in our business.

In 2024, more than 1,700 leaders joined the programme. Participants have given excellent feedback thus far, giving the series an average rating of 4.9 out of 5.

Business Leaders Programme (BLP) and Operational Leaders Programme (OLP)

The BLP and OLP, our two role-specific leadership programmes, help us prepare our talented employees to take the next steps in their careers. This tailored training not only enables our future leaders to flourish but also benefits our business through cross-departmental cooperation.

The BLP develops future General Managers, while the OLP focuses on future Resident Managers. Both schemes are co-created: following a professional assessment and opportunity analysis, senior leaders work with participants to identify which developmental needs the training should meet. The subsequent learning journey includes a 12-month series of e-learning, hands-on training, business case studies, and job-shadowing opportunities with experienced General Managers or Resident Managers. Across

the year, participants learn about topics such as commercial acumen, operational knowledge, and leadership agility.

We ran both programmes for the third time in 2024. This year, we enhanced the learning, introducing more challenging questions about the evolving hospitality sector and encouraging more critical thinking about innovation and adaptability. During the year, 34 leaders successfully completed either the BLP or OLP. A further 25 new participants were enrolled in the cohort commencing in 2025.

We were delighted that the programmes were awarded Best Holistic Leadership Development Strategy at Human Resources Online’s Employee Experience Awards 2024 in Hong Kong. This is well-deserved recognition for the effort our teams have put into developing the BLP and OLP. We look forward to continuing to refine the programmes, helping us develop robust and outstanding leaders ready to handle the challenges of the future.

	Description	2024 Updates
1 Core learning >	Provides foundational information for carrying out duties and ensures the safety and security of employees and guests	<p>Core learning covers safety and security, cybersecurity, phishing, personal data protection, and sustainability. We updated the sustainability course in 2024 to reinforce our focus areas and make it more practical for our employees.</p> <p>In late 2024, we introduced a course on modern slavery and human trafficking as part of the 2025 core curriculum.</p> <p>All core learning modules achieved a 100% completion rate for their target audiences in 2024.</p>
2 Functional learning >	Enhances skills to perform and perfect role-specific functions	<p>Launched 38 courses for 11 functions in 2024, leading to 134,000 enrolments.</p> <p>Three of the new courses focus on information and technology platforms.</p>
3 Leadership learning >	Nurtures high-potential talent for developing the next generation of leaders from within our Group	<p>Includes:</p> <ul style="list-style-type: none"> Leadership Transformation Programme for young talent and future leaders BLP for future General Managers OLP for future Resident Managers Emerging Leaders Programme for middle managers



Employee Recognition

Moments of Joy

We launched Moments of Joy across all our properties in 2023 to celebrate and reward employees who go the extra mile to embody our culture and values, nurturing a culture of recognition that enables employees to shine. Typically, these exemplary acts solve problems and bring joy to our guests and fellow employees.

Any Shangri-La employee can nominate another for creating a Moment of Joy. Awardees receive certificates and special rewards as a thank you for their efforts.

Every month, we feature select stories from each region in Shangri-La Pulse, our monthly internal newsletter. In this way, we celebrate dedicated employees and share their ethos and practices with employees around the world.

Since the programme launched, we have received more than 70,000 nominations and presented over 11,000 awards. This year, to extend our appreciation to non-hotel employees, we expanded Moments of Joy to include our other business units, such as our headquarters in Hong Kong.



Deserved recognition for the team who successfully reunited a guest with a precious lost item at Island Shangri-La, Hong Kong

Spotlight On Our Long-Serving Workforce

We believe that our dedication to looking after our people is illustrated by the number of long-serving employees in our workforce. We are proud that nearly a quarter of our employees have been a part of the Shangri-La family for at least a decade. As the backbone of our workforce, we always aim to show long-serving employees our appreciation by presenting long-service awards. We also host celebratory recognition events for our employees throughout the year.

This year, we were delighted to mark 35, 40, and even 45-year milestones achieved by dedicated Shangri-La employees around the world. We look forward to continuing to build long-lasting relationships with our outstanding employees in the future.



Dexter Cheng

From service assistant to General Manager, Dexter Cheng has provided exceptional service to our guests for **37** years

Dexter Cheng might never have become General Manager of Shangri-La Qiantan, Shanghai, if he hadn't taken a part-time job in 1987. The Electrical Engineering student took a role at Shangri-La Kuala Lumpur to earn some pocket money and quickly fell in love with hospitality – so much so that he switched courses to Hospitality Management. The rest, as they say, is history.

Over time, Dexter worked his way up from service assistant to Director of F&B to General Manager in a Shangri-La career that has taken in Malaysia, the Philippines, Singapore, and China.

Dexter believes the support and opportunities we provide have shaped his career. As part of his development with us, he has studied at Cornell University, New York, and Singapore Management University, as well as through many personalised workshops and constant coaching. Dexter has particularly fond memories of his encounter with Robert Kuok, whose humility and work ethic remain a personal inspiration. We look forward to celebrating many more years of Dexter's success as he continues to demonstrate our values.



Chi Angeles-Ofiana

She joined us as a new housekeeper. Over **30** years later, we are proud to call her Resident Manager at Edsa Shangri-La, Manila

When Chi Angeles-Ofiana interned at another hotel in Manila, she would dream about someday working in the grand new building being constructed over the road. That iconic city landmark became Makati Shangri-La, Manila, and, true to her word, Chi joined the hotel's pre-opening housekeeping team. Over 30 years on, she has never looked back.

Guided by her aspiration to become a General Manager, Chi embraced opportunities across roles and international assignments, ultimately leading to her current position as Resident Manager of Edsa Shangri-La, Manila.

For new joiners, Chi advises embracing the journey. "Enjoy the rollercoaster ride," she begins. "Our new generation of hoteliers need to learn how to ride these waves, carry themselves with grace, learn from leaders... continually train, and maintain a personal competitive edge."



Equity, Diversity, and Inclusion

Diversity and inclusion are essential to the success of our company. We are proud of our diverse, accepting culture and are devoted to maintaining a fair and inclusive workplace for all our employees.

In accordance with our Equal Opportunity and Respect Policy, we strive to ensure that our workplaces are free from discrimination against gender, race, ethnicity, religion, nationality, disability, marital or family status, sexual orientation, or any other personal characteristic. Our employment decisions are made on merit, and we expect all employees to treat each other with courtesy, consideration, and respect. We also make reasonable accommodations in the workplace for religious observances. Anyone who experiences or observes discrimination or harassment is encouraged to contact their HR representative.

This year, we became a signatory to the Racial Diversity and Inclusion Charter issued by the Equal Opportunities Commission of Hong Kong. The Charter details our approach to safeguarding the equal opportunities in employment for racial minority individuals.



Unconscious Bias Training

99.8%

of permanent hotel employees completed online learning courses in 2024, covering unconscious bias, discrimination, and harassment in the workplace. These courses underline our belief in the importance of diversity, inclusion, and respect.

Supporting Women

Our meritocratic approach towards talent acquisition, promotion, remuneration, training, and transfer forms an important part of our efforts towards gender equality and female empowerment.

Every year, we celebrate International Women’s Day in recognition of the many successful and talented women crucial to our business. For this year’s event, almost 1,900 volunteers across 56 hotels hosted activities for or on behalf of women. We engaged with our local communities, celebrated women’s achievements, and empowered women through talks and classes on topics including gender discrimination, financial literacy, and health awareness.

Women in Workforce (2024)



Total headcount

44%

Total managerial

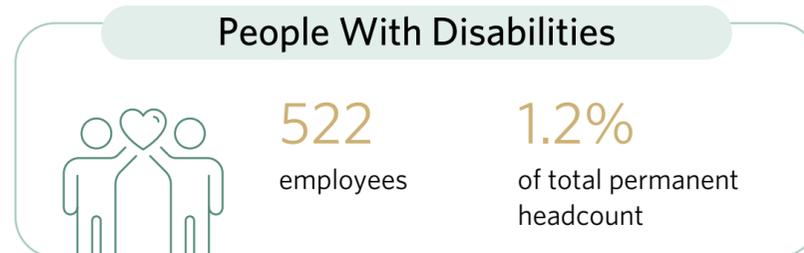
44%



Shangri-La Jakarta shows their support for International Women’s Day 2024

Hiring People With Disabilities

We provide training and employment opportunities for people with disabilities across the world. These efforts also form an important part of our commitment to the socioeconomic development of our local communities.



Shangri-La Eros, New Delhi: In Partnership with the Noida Deaf Society Since 2010

Founded in 2005, the Noida Deaf Society (NDS) offers vocational and skills training in Indian sign language for young individuals with hearing difficulties. Shangri-La Eros, New Delhi began partnering with the Society in 2010, creating a specialist hospitality training programme that provides young people with career opportunities in the industry. Each year, the hotel offers internships to students graduating from the programme, and this hands-on experience has enabled them to gain employment at luxury hotels across the city.



NDS graduate Khusboo Verma is known for welcoming guests to Shangri-La Eros, New Delhi with a warm smile and excellent communication, embodying our culture and values

Shangri-La Eros, New Delhi employed nine graduates of the programme across various departments in 2024. It also took on four apprentices who were given a year of training. In addition, all employees at the hotel receive sign language training from the NDS as part of their orientation. This extra measure aids employee communication and helps deaf and hard-of-hearing employees feel included and supported.



We are honoured to be associated with the Noida Deaf Society, an organisation that is a guiding light for many young and inspiring individuals. At Shangri-La Eros, New Delhi, we believe in the power of community and the strength of individuals. Our work with the Society is not just about providing employment, it's about fostering independence, instilling confidence, and nurturing dreams. Together, we hope to create a world where every voice is valued and every dream is within reach."

Abhishek Sadhoo
*General Manager,
Shangri-La Eros, New Delhi*

Providing Job Opportunities for Low-Income Workers in Mainland China

In 2021, the Chinese government introduced assistance for low-income families and individuals. The measures were designed to support over 66 million potentially vulnerable people across the country.

As part of our commitment to local communities and the government's rural revitalisation scheme, we hired over 230 people identified by government standards as low-income in 2024. By providing training and employment opportunities, we positively impact the lives of these employees and warmly welcome them into our family.



Jing An Shangri-La, Shanghai welcomes all new colleagues, including many from low-income households, at a hotel orientation session

Performance Management

Performance management systems enable us to provide employees with timely feedback on performance and behaviour, support their career growth, and ensure their development aligns with our strategic priorities.

Each year, employees are invited to formulate personalised objectives based on their career aspirations and our strategic priorities. These objectives are fed into individual development action plans. Managers conduct regular follow-ups with their team members; this feedback loop is crucial for tracking progress and allows managers to adjust training when necessary.

Throughout 2024, we conducted annual year-end performance appraisals for all employees as part of our performance management programme.

Succession Planning

Succession planning allows us to build deep talent pools and ensure our business continues to prosper. It also helps our talented employees shine beyond their current roles and is a base metric in our Balanced Scorecard.

We enhanced our talent review and succession planning process in 2024, completing comprehensive assessments of over 2,750 senior roles globally. The evaluations covered organisational structures, leadership and functional competencies, and our talent and development pipeline. The insights gained from these assessments allow us to pinpoint the skills and capabilities our leaders need to guide our business into the future.

More than 85% of the positions reviewed had at least one talented employee identified as a potential successor. These were categorised as either 'ready now' (capable of stepping up within one year) or 'ready later' (capable of stepping up in one to three years).

Caring for Our Employees

The health, safety, and wellbeing of our people are of utmost importance to us.

Occupational Health and Safety

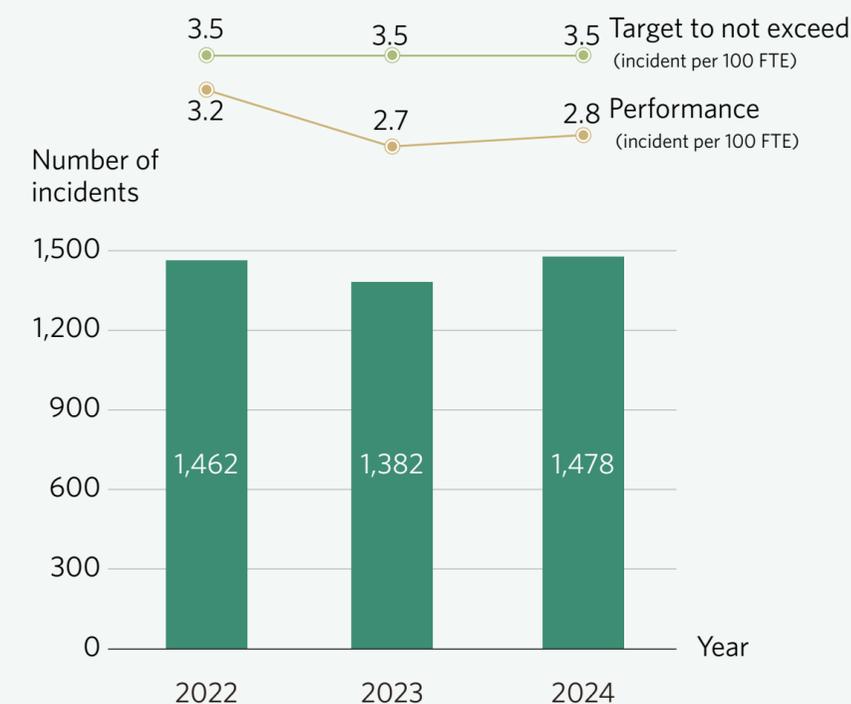
Our properties have occupational health and safety (OHS) management systems in place that cover all employees. In 2024, 40 properties obtained external certification in accordance with internationally recognised health and safety standards, such as ISO 45001.

We conduct OHS risk and hazard assessments to identify potential sources of harm in the workplace and formed a health and safety working group at headquarters. From this information, we form action plans that prioritise risks and quantify targets to address possible issues. We regularly evaluate our progress towards reducing and preventing OHS issues and perform internal inspections of our relevant management systems. All employees are required to complete online fire and life safety training.

We have robust procedures in place to investigate any work-related injuries, ill health, diseases, or other incidents. Many of our hotels offer on-site flu vaccination, safeguarding employees during flu season. Through ongoing efforts such as these, we aim to achieve our OHS targets and enable our employees to continue working safely and healthily.

One of the main OHS KPIs we track is employee injury rate, where the 2024 target is fewer than 3.5 incidents per 100 full-time equivalent employees per year. We have met this target once again this year.

Employee Recorded Injuries Data



In 2024

Total fatalities resulting from work-related injuries	0
Total recorded instances of work-related health issues	646
Lost days due to work injuries	15,024



Employee Wellbeing

As a caring and responsible employer, we want to enable our employees to enhance their wellbeing. Our annual Shangri-La Culture Pulse survey found that wellbeing is one of the top three areas that employees would like to see improved.

In response, we are implementing a range of initiatives to safeguard our employees' mental wellbeing. We provide relevant training, promote our employee assistance programme (EAP), and offer mental health services through our Shangri-La medical plan. Our initiatives include meditation classes, wellness seminars, and one-on-one consultations with nutritionists and traditional Chinese medicine practitioners for advice on alternative sources of wellbeing management.

Corporate Wellbeing: Find Your Passion in Shangri-La

We believe that when our employees are passionate about their work, they stay engaged, gain motivation to learn and develop new skills, and exhibit pride in the work that they do. This year we launched "Find Your Passion in Shangri-La", a new wellbeing course designed to help our employees foster genuine interest and enjoyment in their job beyond financial incentives or external rewards. The course challenges our employees to discover the unique culture of passion at Shangri-La, inviting them to explore ways to find and nurture their own passion while at work.

As of the end of 2024, over 41,500 employees have taken the course, a completion rate of 98%.

Technology and Innovation at Work

Technological innovation plays a crucial role in improving customer experiences, fostering better work environments, and enhancing resource efficiency.

Enhancing Guest Experience

New technology helps us entertain guests and personalise their experiences. For instance, many of our hotels offer smart self-check-in machines that enable guests to find their rooms, drop off their luggage, and begin enjoying their time at Shangri-La more quickly. Meanwhile, in the lobby of Shangri-La Futian, Shenzhen, coffee-making robots brew frothy cappuccinos, refreshing iced coffees, and traditional Chinese teas while guests marvel at their speed and design.

Technology also allows us to provide more consistent service levels. Artificial intelligence (AI) guides our call centre service employees in their interactions with guests. The extra support leads to more personalised responses, greater efficiency, and fewer mistakes. AI is a powerful aid for tracking guest feedback, too. Text analytics and key driver analysis help us rapidly address comments, identify their root causes, and take appropriate actions.



Fast, impressively designed robots make excellent coffee in the lobby of Futian Shangri-La, Shenzhen

Training

We encourage all employees to complete courses in wellbeing. Topics include living well, mindfulness, and looking after their mental health

Over **41,000** completions in courses related to looking after mental health, creating mindfulness, and establishing positive habits

63 Mental Health First Aiders certified at our properties worldwide



Employee Support Programme

Confidential counselling and referral services are included in our EAP in Hong Kong and Southeast Asia, helping employees in handling personal or work-related stress or trauma

Our Colleague Support Fund is available to all employees globally and supported **23** employees and their families in 2024

Employee engagement activities are arranged regularly, fostering workplace positivity





Creating Better Work Environments

A significant benefit of robotics technology is the opportunity to free our employees from repetitive and labour-intensive tasks. This reduces their injury risk and allows them to spend more time interacting with guests. We are rolling out robots to take on a variety of easily repeatable tasks, including delivering guest amenities, cleaning, and delivering crockery and cutlery. We are also automating staff uniform delivery and pick-up.

Improving Resource Use

We use the latest technology to limit resource consumption. In our kitchens, this includes fridge sensors to monitor and maintain safe food temperatures, as well as smart bins that help our chefs track and reduce food waste. At a Group level, we are utilising an online platform that connects and integrates our sustainability data. We have also started using machine-learning algorithms to aid our analysis, such as checking for spikes in water or energy usage that could indicate potential issues.

Upgrading Safety and Security

AI and smart systems offer an array of improvements to our physical and online security systems, including:

- Monitors that alert kitchen staff to unattended cooking fires;
- Smart cameras that notify security if unexpected persons are detected in back-of-house areas;
- Pattern recognition tools that enhance fraud protection and detection; and
- Drones for aerial patrols and inspections.

Mindful of their rapid development, we continue to monitor regulations related to the safe and ethical use of AI. We are also exploring how to incorporate these considerations into our internal governance framework. For more information on how we address AI risks, please refer to the Technology and Cybersecurity section of this report.

Supporting the Future Science Prize

We believe that the sustainable prosperity of our communities depends on the practical application of scientific advances. The Future Science Prize – the largest non-government science prize in mainland China – held its award ceremony in Hong Kong this year. Often referred to as the ‘Nobel Prize’ of China, this prestigious award is presented annually to honour the achievements of scientists from mainland China, Hong Kong, Macau, and Taiwan. Prizes are awarded in three categories – life science, physical science, and mathematics and computer science – with each winner receiving US\$ 1 million.

We were honoured to serve as a Strategic Partner of the Future Science Prize Week and to host its banquet dinner at Island Shangri-La. By supporting awards like this, we hope to celebrate the remarkable contribution of scientists and inspire the next generation of innovators to tackle the challenges ahead.



Group Chairman Hui Kuok celebrates the extraordinary contributions of scientists at the Future Science Prize award ceremony

Working Together

We place the highest importance on fully complying with laws and regulations concerning employment, remuneration and benefits, freedom of association, and collective bargaining. In 2024, 42% employees were represented by an independent union and/or belonged to a collective bargaining agreement.

We strive to provide a harmonious workplace and attractive working environment for all employees. We offer part-time working options to give our employee flexibility in their working arrangements, as well as support for new parents through the establishment of more employee breastfeeding facilities and paid parental leave offerings for both primary and secondary caregivers.

To support employees in raising concerns, our Grievance Handling Policy sets out appropriate standards across our Group. Employees who raise a genuine and substantiated grievance in good faith under the policy will be protected from reprisal or retaliation.

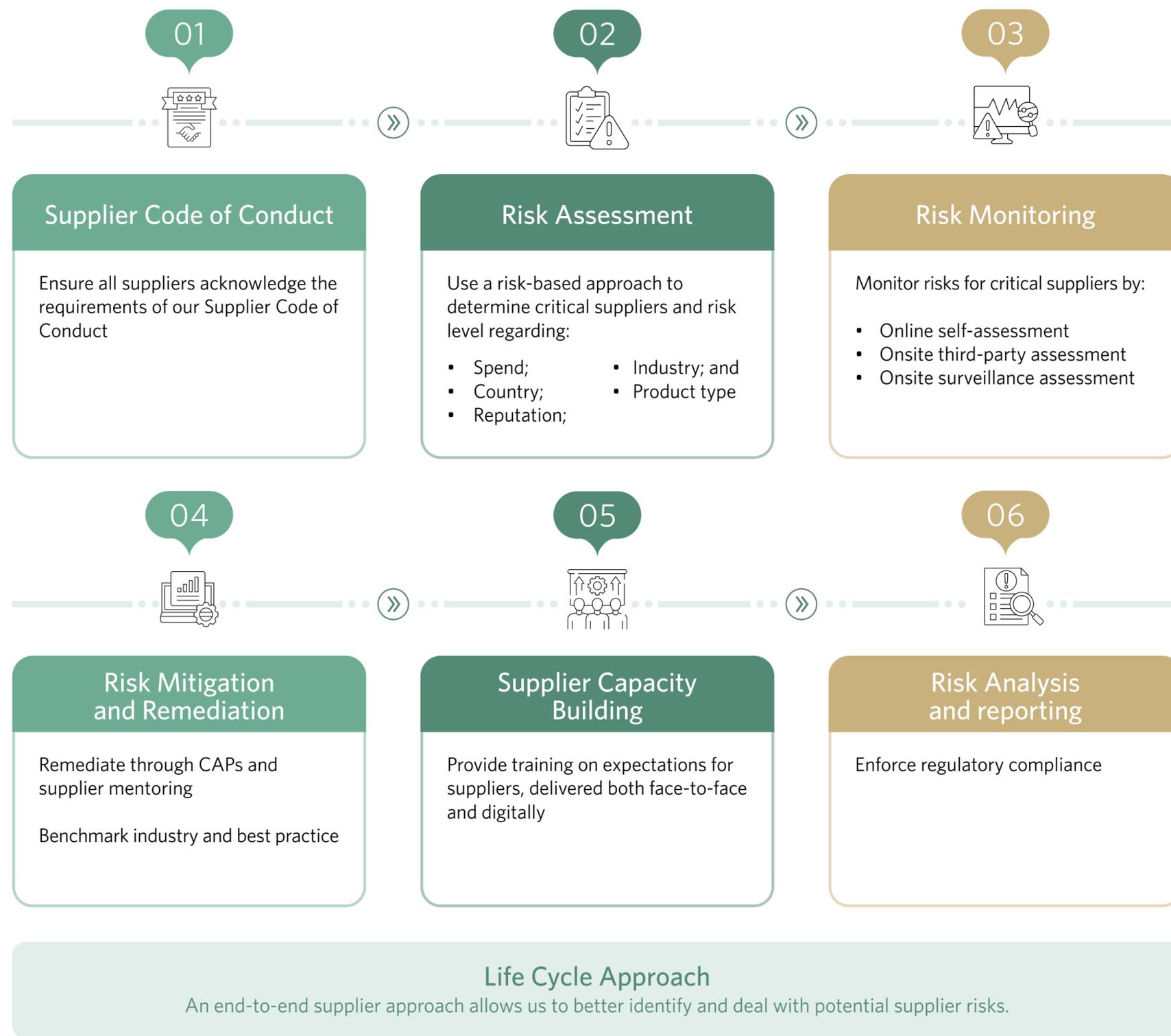
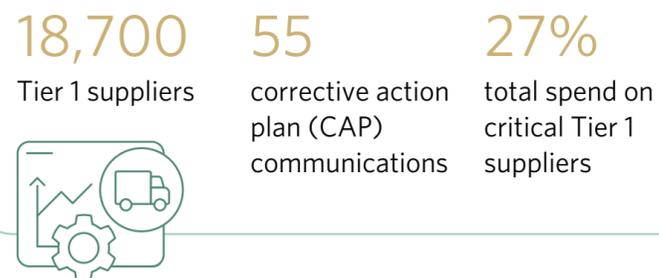
Our Suppliers

We believe that who we do business with matters. Through our comprehensive Responsible Sourcing Programme, we promote transparency, sustainability, and ethical conduct across our supply chain, positively impacting more communities.

The programme helps us understand and respond effectively to supplier-related risks. Potential risks include unethical practices, environmental damage, and human rights violations.

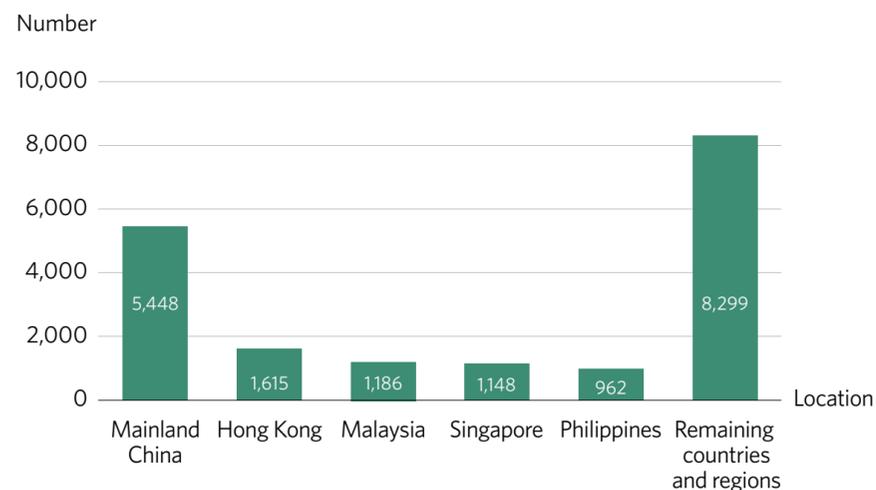
Our [Responsible Sourcing Policy](#) outlines what we expect from employees and suppliers with regard to ethical conduct, human rights, child and forced labour, environmental responsibility, and responsible and continuous improvement.

Responsible Sourcing Highlights (2024)

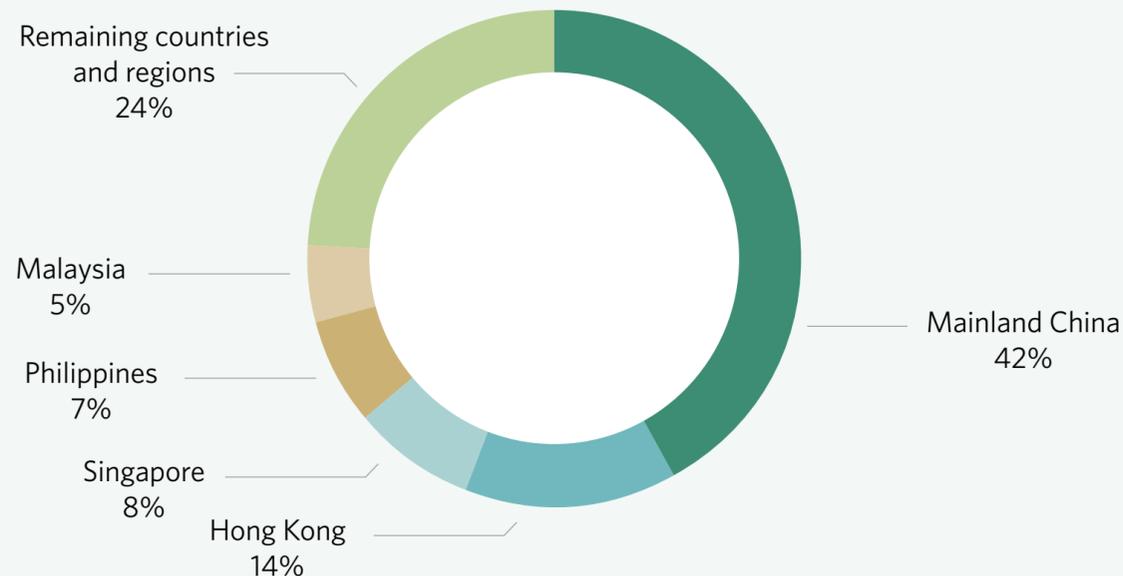


In 2024, we engaged almost 18,700 Tier 1 suppliers across 49 countries and regions. Our top five sourcing countries and regions by number of suppliers this year were mainland China, Hong Kong, Malaysia, Singapore, and the Philippines. The combined expenditure from these countries and regions accounts for more than 70% of our total procurement spend.

Suppliers by Location (2024)



Supplier Spend by Location (2024)



Supplier Code of Conduct

Our reputation is founded on integrity, fairness, respect, ethical business conduct, and excellence in service. These principles are stated in our Supplier Code of Conduct which governs our approach to responsible supply chain management.

The Supplier Code of Conduct sets out the ethical, social, and environmental standards we require from suppliers and their employees, subsidiaries, affiliates, and subcontractors. Failure to comply with any provision may result in termination of our business relationship. We actively select supply chain partners for their commitment to good practice and encourage them to go beyond minimum requirements.

In 2024, we updated our [Supplier Code of Conduct](#) to better describe our expectations regarding product quality and safety. We also clarified the requirement to adhere to intellectual property rights regulations.

To date, 98% of our suppliers have accepted, acknowledged, or signed our Supplier Code of Conduct. We aim to increase this acceptance level in future through further supplier outreach activities.

Risk Assessment

We employ a risk-based approach to identify critical suppliers that may require ongoing risk monitoring. This helps us allocate resources effectively for monitoring and mitigating such risks. Our risk assessment process considers:

- Spend;
- Reputation;
- Product type.
- Country;
- Industry; and

This year, we improved our risk monitoring by referencing international indices that cover ESG topics, such as quality of living, resource abundance, and human rights. We also adopted monitoring technology to collect and analyse large quantities of data and news related to our suppliers. These actions give us greater visibility over regulatory requirements, geopolitical issues, human rights and environmental issues, and other risks associated with our suppliers. In 2024, we conducted risk assessments on more than 100 of our largest suppliers who make up almost 27% of our procurement spend.

Risk Monitoring

Our comprehensive approach to risk monitoring aligns with international and industry standards and best practice. The process covers five key issues: the environment, labour practices, health and safety, business ethics, and management systems.

To begin our assessment, we ask selected critical suppliers to complete a self-assessment questionnaire. This online tool asks questions relating to the five key issues. It empowers suppliers to evaluate their ESG performance, identify areas for improvement, and better mitigate associated risks.

If an identified risk merits it, we use third parties to further evaluate supplier performance against our five key issues. These onsite assessments can be announced or unannounced.

Onsite surveillance is a supplementary tool used as required. The criteria for undertaking it could be, but are not limited to, zero-tolerance violations or any suspicion of social or environmental risks.

Zero-tolerance violations are critical issues that require immediate attention, such as the employment of children or forced labour.

This year, 71 self, third-party or surveillance assessments were completed across our critical Tier 1 suppliers. Our attention to responsible sourcing helped protect social and human rights and ensure safe working conditions for nearly 40,000 employees at our suppliers. No zero-tolerance violations have been identified among our suppliers.

In September 2024, we conducted responsible sourcing and risk monitoring training for the Procurement teams at our headquarters and regional offices. The training focused on supplier assessment and development, as well as local sourcing strategies. These important sessions enhanced our employees' understanding of responsible procurement practices and ethical sourcing.

Risk Mitigation and Remediation

When we identify a risk, we collaborate with the supplier involved to develop and implement CAPs. CAPs serve as a roadmap for our suppliers, outlining specific actions, timelines, and responsibilities to mitigate the identified risks and ensure compliance with our standards and requirements. This collaborative and proactive approach addresses root causes, fostering a culture of continuous improvement that helps suppliers stay compliant and mitigate future risks. In 2024, we issued 33 CAPs.



Supplier Capacity Building

We offer guidance to suppliers based on any identified risks, focusing on best practice and capacity building. This includes providing guidance on environmental stewardship, fair labour practices, health and safety standards, ethical business conduct, and effective management systems. Through this approach, we equip suppliers with the knowledge, skills, and resources to enhance their sustainable practices.



“We at Hunter Amenities are proud to be partnered with Shangri-La to supply high-quality sustainable room amenities. Shangri-La’s extensive supplier codes and regulations are complementary to our values as a responsible manufacturer, providing further incentives for us to reduce single-use plastic use through our natural, recyclable soaps and other wet amenities. During our time as a partner, we have received support to address the unique needs of our company as well as the high expectations set by Shangri-La.”

Hunter Amenities
Shangri-La Original Equipment Manufacturer

Local Sourcing

Sourcing locally can bring significant benefits. For the planet, local sourcing can have lower environmental impacts from reduced transportation emissions and energy usage. For communities, it can generate employment opportunities and contribute to regional development. And for buyers, it can provide access to the freshest, best quality, and most culturally appropriate products.

Since 2014, our Rooted in Nature programme has encouraged hotels to source food and beverages within a 100-km radius. You can read more about the programme in the Rooted in Nature section. In 2024, more than 80% of our suppliers and procurement spend came from the same country or market as the purchasing property or business division.



Employees and fresh produce from the hydroponic farm at Shangri-La Mactan, Cebu



Our Community

Doing good and giving back purposefully are part of our business DNA. Whether it's through our signature community engagement programmes, Embrace and Sanctuary, or the neighbourhood projects organised by our hotels, we work with local partners to nurture children's health and education, promote arts and culture, and care for the planet.

Our Code of Conduct and Ethics underpins policies that set out our commitments to engage with communities and act responsibly wherever we operate.

Our Four Community Engagement Focus Areas

- **Embrace**
Nurturing children and youth
- **Sanctuary**
Respecting biodiversity and climate
- **Traditional Asian Arts and Culture**
Showcasing important cultural heritage
- **Humanitarian Aid**
Supporting families to rebuild their homes and lives

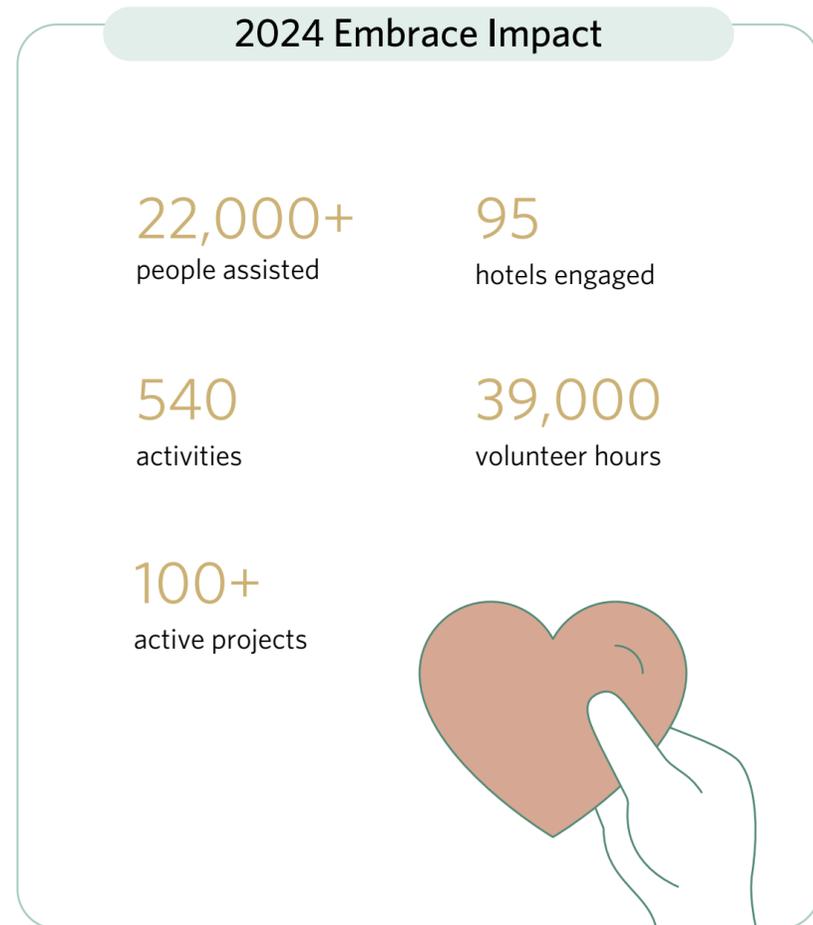
2024 Community Engagement Impact

-  **121,000+** volunteer hours
-  **2,000+** volunteer activities
-  **59%** of our employees participated in community engagement activities
-  **210,000** beneficiaries reached
-  **US\$ 1.8M** in project expenses and donations



Embrace: Our Care for People Programme

To invest in our future, we must invest in our children. We launched Embrace in 2009 to promote the health, wellbeing, and education of underprivileged children and young people around the world. Our initiatives achieve this by building lasting, impactful community partnerships that respond to local needs.



Changing Lives in Penang for 15 Years

Since 2009, Shangri-La Rasa Sayang and Shangri-La Golden Sands, Penang, have partnered with Penang General Hospital. Through the Gift of Life project, they have funded crucial surgeries for children with congenital heart defects, while the Gift of Limb initiative has seen them supply hundreds of prosthetic limbs to children from low-income families.

To date, the two hotels have raised almost US\$ 225,000, transforming the lives of 170 children. In January 2025, they were pleased to welcome Dr Goh Hin Kwang, Director of Penang General Hospital, and his deputy, Dr Wong Khar Ming, who visited to express the hospital’s gratitude for these continuing efforts.



Dr Goh Hin Kwang visits our hotels in Penang to show his appreciation for their longstanding support of the local hospital

World Children's Day

On World Children’s Day and throughout the year, we raised awareness of children’s wellbeing and educational issues through educational outings, visits to children with disabilities, and more. In 2024, employees from 35 hotels logged an impressive 3,100 volunteering hours, benefiting over 1,000 young people.

Employees from Shangri-La Dalian, China, for example, volunteered almost 90 hours for the Little Dolphin Children’s Autism Rehabilitation Centre. They played sports with and donated meals to vulnerable children from the Centre, which the hotel has partnered with since 2011. Over 50 children participated in the day’s activities, having fun and eating well thanks to our caring employees.

At Shangri-La Surabaya, Indonesia, our hotel employees volunteered over 60 hours with the local Tanwir School, engaging students in environmental games and education. The students decorated linen bags to mark the occasion as a memento of their inspiring day.



Shangri-La Surabaya invited students from SD Tanwir to decorate bags made from unused hotel linen



A special Christmas party at Shangri-La The Shard, London. We made wishes come true for dozens of critically ill children in 2024

Make-A-Wish International

In 2022, our hotels in the Middle East, Europe, India, the Indian Ocean, and Canada launched a partnership with Make-A-Wish International to support its inspiring work for children with critical illness. In 2024, the partnership welcomed five more hotels from the region, bringing the total to 12.

Since our relationship began, we have donated over US\$ 60,000 and provided the equivalent of US\$ 130,000 in gifts in kind. These gifts have been generated through several events as well as granting more than 30 wishes for the charity's inspirational children.

For example, Shangri-La The Shard, London, granted seven wishes this year. Each wish created unforgettable memories for a child:

from a chance to meet a beloved celebrity to a special stay at the hotel overlooking their favourite city. Other special moments included a cooking class with our chefs and a magical swim in the hotel's 52nd-floor Sky Pool.

During the festive season, we were also honoured to host a Make-A-Wish Christmas party in London, welcoming 50 guests, including children undergoing treatment, their siblings, and parents. It was a joyful celebration filled with delicious treats, magical moments, and a personally selected gift.

In total, Shangri-La The Shard, London, donated the equivalent of US\$ 33,000 in gifts and granted wishes in 2024.



We are thrilled to collaborate with Shangri-La across the MEIA region to support our wish-granting and to raise funds. Shangri-La's generous provision of hotel stays and their fundraising efforts within their hotels have helped bring joy and hope to wish children and their families. The transformative power of a wish is truly remarkable, and thanks to Shangri-La's support, we look forward to making many more dreams come true for our wish children in the MEIA region."

Fiona Kearney
*Vice President, Fundraising,
Make-A-Wish International*



Sanctuary: Our Care for Nature Programme

We are privileged to operate in some of the world’s most pristine natural habitats. In these extraordinary places, it is our responsibility to conserve biodiversity for the good of all our futures. Our hotels seek to build long-term partnerships with their local communities to protect the environment and build climate resilience. Launched in 2010, Sanctuary brings together these actions to raise awareness about conservation and protect our planet.

Our first Sanctuary initiatives focused on resort hotels in ecologically diverse and sensitive regions. As our understanding of environmental and climate issues developed, we expanded the programme to include city hotels and a greater range of projects.

We took this evolution a step further in 2024 by performing a groupwide nature assessment that referenced the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). We assessed the status of several indicators, such as ecosystem integrity, biodiversity importance, and water risk, to identify properties located in environmentally vulnerable areas. Our analysis highlighted eleven properties located in areas of medium-to-high ecological sensitivity. Of these, four already operate Sanctuary projects (Muscat, Oman; Sanya, China; Bangkok, Thailand). We have identified potential projects for the others and are connecting the hotels with local organisations to discuss opportunities for cooperation. For more information on this analysis and our actions to align with the recommendations of the TNFD, please refer to the Climate- and Nature-Related Disclosures section.

Shangri-La Rasa Ria, Kota Kinabalu: Discover A World of Bioluminescent Mushrooms

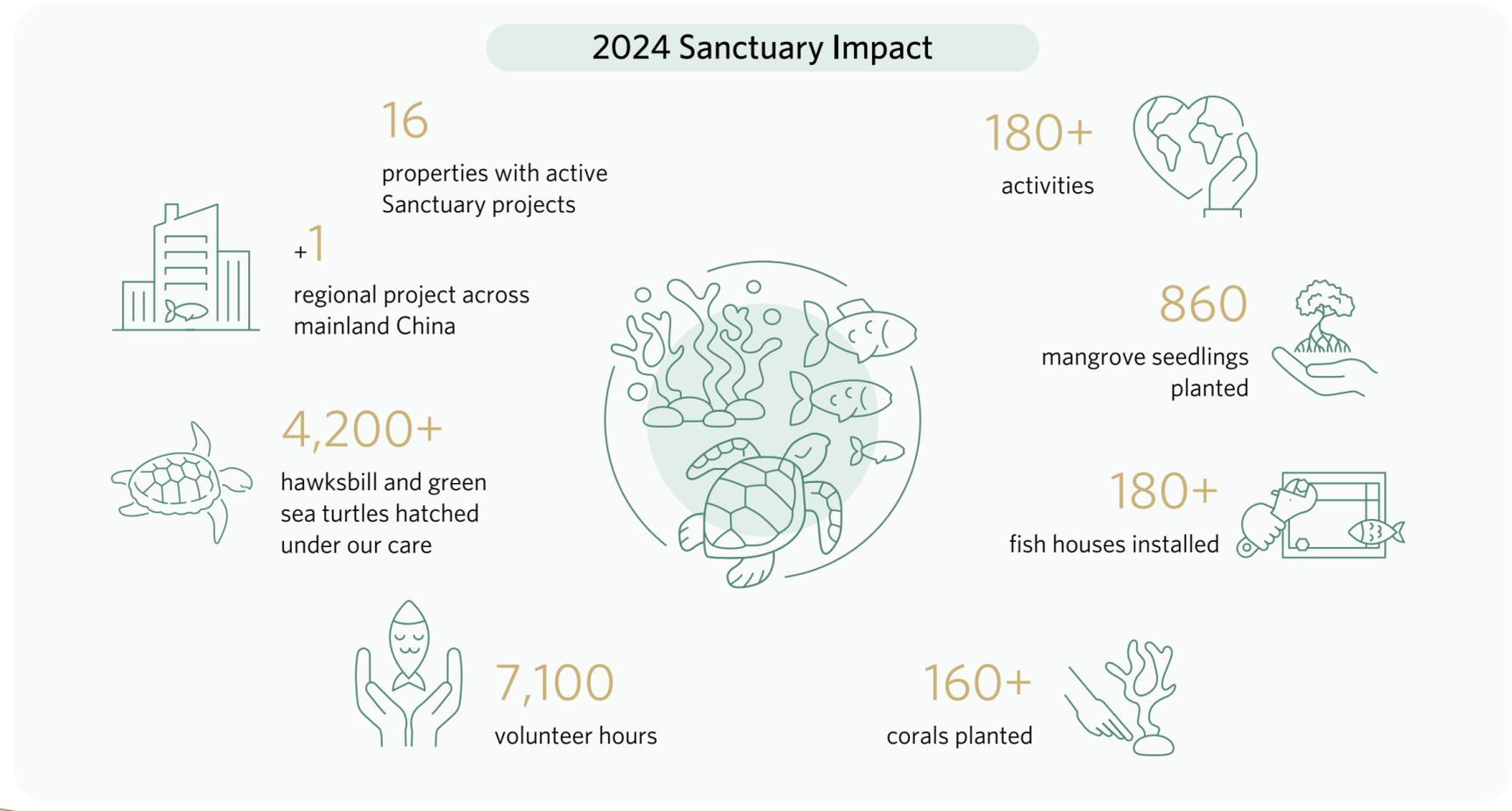
Shangri-La Rasa Ria, Kota Kinabalu, is located in a stunning 64-acre nature reserve. In 2024, the resort partnered with the Institute of Tropical Biology and Conservation at University Malaysia Sabah (UMS) to study the reserve’s abundant biodiversity. As part of this collaboration, UMS has discovered three species of beautiful bioluminescent mushrooms on the site. While the exact reasons for the fungi’s distinctive glow-in-the-dark display remain unclear to science, they present an astonishing night-time spectacle.

To support the university’s work, we have transformed a space in the resort into a satellite lab for their use. Here, UMS students train our resident naturalists how to grow and reintroduce these fascinating and ecologically important fungi.

This year, the hotel is proud to have launched Rasa Ria Reserve After Dark: The Glow Experience. This unique attraction invites our guests to wander through a 150-metre trail within the nature reserve. Illuminated by low-key solar lights, the trail reveals the magic of these extraordinary bioluminescent mushrooms in their natural habitat. This initiative raises awareness about diverse and beneficial biodiversity, ensuring future generations can cherish these natural wonders.



Guests can now experience the beauty of bioluminescence after dark at Shangri-La Rasa Ria’s nature reserve





Shangri-La Barr Al Jissah, Muscat and Shangri-La Al Husn, Muscat: Protecting Turtles Nesting Sites

As one of only five nesting sites in Oman, our resorts in Muscat are vitally important to the preservation of endangered hawksbill and green turtles. Each year, more than 100 turtle nests line the beach, producing over 3,000 tiny hatchlings that must make their way back to the sea. Understanding their crucial role, since 2008, the two resorts have partnered with the Environmental Authority of Oman to protect these nesting areas.

The hotels employ dedicated rangers to monitor the turtles' progress and ensure the nests are kept safe. The rangers also host daily turtle-themed activities for guests and local people to enjoy at the on-site Eco Centre. During the nesting season, temporary barriers protect the nests from beachgoers. The beaches remain unlit at night and the hotels' exterior lights are specially designed to avoid discouraging turtles from coming ashore. Assisted by the rangers, guests are invited to watch from a non-intrusive distance as the eggs are laid. Our resorts' teams also conduct regular beach and sea cleaning activities to safeguard the turtles from plastic pollution.

In the summer of 2024, the turtles were faced with additional hardships caused by climate change. Extreme heat and humidity had a profound effect on the incubating eggs, reducing the number of turtle hatchlings. To minimise the damage to these globally significant populations, the resorts' teams carefully relocated 2,000 eggs to a cool and safe cave nearby. Time was of the essence - the extreme temperature sensitivity of the eggs meant the teams had only 24 hours to complete the move if the hatchlings were to survive. Happily, their hard work proved successful, and once they hatched, baby turtles were helped to find their path to the sea, ensuring this crucial circle of life can continue in the years ahead.



Our Muscat resorts play a vital role in preserving endangered hawksbill and green turtles, hosting over 100 nests producing 3,000 hatchlings every year

Shangri-La Sanya: Planting Mangroves

The idyllic Shangri-La Sanya is a peaceful seaside retreat in Hainan, China. Part of its beauty derives from the adjacent seagrass bed and mangrove forests rich in biodiversity. Since 2017, the hotel has worked with the Sanya Communist Youth League Haitang Committee to support mangrove planting in the area. To date, the partnership has planted almost 4,000 saplings.

Mangroves help protect coastal regions from damaging storms and erosion and are unique environments, critical for nurturing life. They provide food and shelter for a range of plants and animals and act as a nursery for commercially important prawn and fish species. They are also essential for tackling climate change, storing four times as much carbon as tropical rainforests. Despite covering less than 0.5% of coastal ecosystems, they account for around 14% of total ocean carbon storage. All of which means that the hotel's conservation work plays a key role in sustaining people and nature both locally and worldwide.



Shangri-La Sanya works with the Sanya Communist Youth League Haitang Committee to protect biodiversity, planting almost 4,000 mangrove saplings since 2017





Shangri-La Mactan, Cebu, supports reef conservation at the resort's ecologically important underwater sanctuary



The hotel helps clean the seabed and offers snorkelling tours that highlight the need to look after the marine environment



It also hosted a workshop in preparation for coral spawning activities in Cebu

Shangri-La Mactan, Cebu: Restoring Corals Since 2007

The coral restoration project supported by Shangri-La Mactan, Cebu, is one of our longest-running and most impactful Sanctuary initiatives. The hotel's ecologically important marine sanctuary spans six hectares from the resort's beachfront and is home to an impressive 160 species of fish, clams, and coral.

The reef was designated as a marine protected area in 2006. Since then, the hotel has cared for the reef by supporting local organisations and conservation programmes, with the ultimate ambition of restoring the area to its full glory. However, like most reefs around the world, Shangri-La Mactan's coral reef remains under threat.

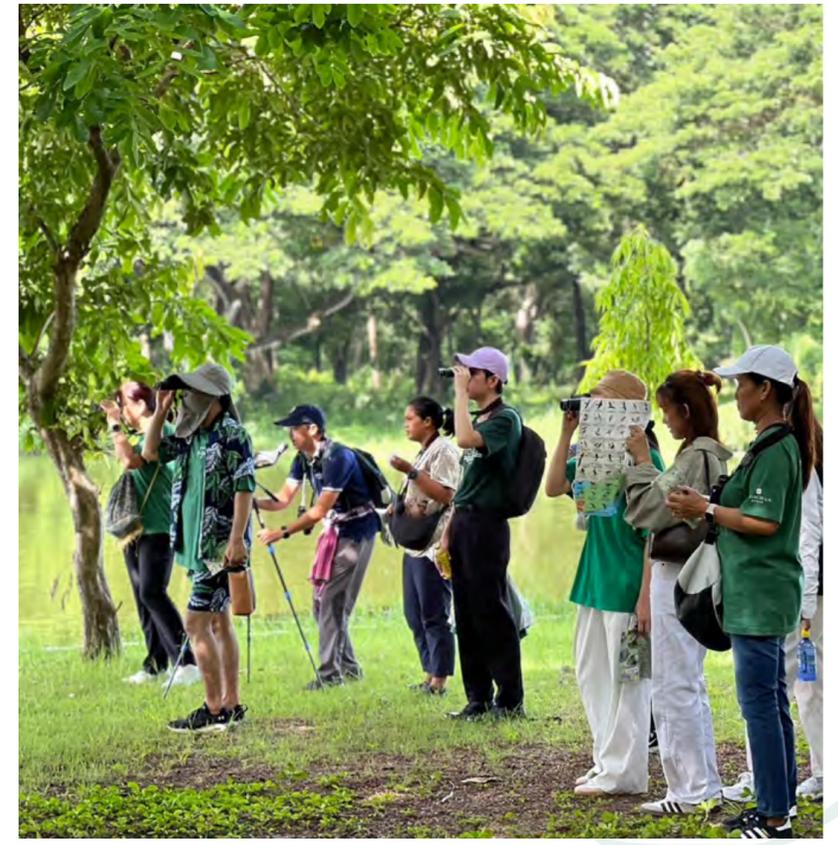
This is just one of the many coral reefs we protect and restore as part of Sanctuary's aim to help safeguard our planet.

- 2006: Local government designates the reef as a marine protected area.
- 2007: Shangri-La Mactan begins conservation activities.
- 2012: The hotel starts offering snorkelling tours to guests, promoting the reef's conservation. The same year, we sponsor 15 fish houses to support the reef's biodiversity.
- 2016: Local organisations perform a series of reef assessments to gauge the health of the marine sanctuary.
- 2021: Hotel employees assist conservationists to assess the reef's health following super typhoon Rai.
- 2022: The hotel supports another assessment, which indicates the reef is in very poor health. Results show a 75% decrease in live hard coral cover and a 305% increase in dead coral. In response, we provide funds and manpower to clean the surrounding seabed, construct 11 fish houses, and transplant over 350 coral fragments.
- 2024: In collaboration with the University of the Philippines' Marine Science Institute and local organisations, Shangri-La Mactan hosts a two-day workshop. The event is organised to prepare attendees for upcoming coral spawning enhancement activities in Cebu. Further reef assessments indicate a healthy level of fish biomass, offering hope for the reef's future.

Shangri-La Bangkok: Bird Conservation

Thailand's Lower Central Basin supports nature in vast numbers and is a particularly important site for birds. Vulnerable species large and small, such as the greater spotted eagle and the Manchurian reed warbler, overwinter here, although urban and agricultural development mean this precious environment is coming under pressure.

Shangri-La Bangkok, which is situated within the Basin area, has, through partnerships with the Bird Conservation Society of Thailand. Through this collaboration, the hotel united the Society's network of local guides and experts to develop activities and campaigns that raise awareness about the remarkable array of wildlife and habitats on our doorstep.



Shangri-La Bangkok's employees enjoyed a day of birdwatching at Phuthamonthon Park, enhancing their understanding of biodiversity and conservation efforts

Traditional Asian Arts and Culture

We are proud to support traditional Asian arts, culture, and cuisine while respecting the values of local communities. By doing so, we hope to building bridges across cultures and promote greater understanding and inclusivity.

This year, we hosted many activities that shine a light on our Asian heritage and culture.

Performance (2024)



12,500+

Guests participated



55

Hotels hosted activities

Knot-Making

At Shangri-La Jinan, guests participated in Chinese knot-making. This traditional art form, known to have existed for more than 2,000 years, is rich in symbolism, with knots offered as gifts or hung for good luck. The hotel's guests were treated to a talk on the history and meanings of knots and were able to take home their unique handmade souvenir.



A guest at Shangri-La Jinan enjoys a Chinese knot-making workshop

Paper Cutting

At Shangri-La Qingdao, paper cut masters showcased their work and shared the best techniques to recreate famous pieces from history. Our guests were able to craft intricate pieces under the tutelage of these experienced practitioners, exploring this traditional Chinese art that traces its origins back to the first invention of paper.



Guided by masters, guests at Shangri-La Qingdao crafted intricate designs using ancient paper cut techniques

Wheat Straw Painting

Shangri-La Songbei in Harbin, China, offered classes in wheat straw painting. Originating during the Sui and Tang Dynasties (6th to 9th centuries), this folk art remains popular in Heilongjiang, Guangxi, and other provinces. Guests learned how to dye, cut, engrave, braid, and arrange the dried straw on paper, creating paintings as they enjoyed this ancient local craft.



Guests at Shangri-La Songbei, Harbin, learn the ancient art of wheat straw painting

Festivals and Regional Cuisines

Shangri-La Qaryat Al Beri, Abu Dhabi hosted a series of Chinese-inspired events throughout 2024. Award-winning chef Benson Peng came from Shangri-La Chengdu for Sichuan Week. He showcased his ability to balance the seven classic flavours of Sichuan – sweet, sour, numbing, spicy, bitter, fragrant, and salty – during an authentic dining experience for the hotel's guests. During Mid-Autumn Festival, the hotel presented an exquisite dim sum lunch, featuring a *Gongfu* tea ceremony and a mesmerising *bian lian* 'face-changing' show made famous by Sichuan opera.



At Shangri-La Qaryat Al Beri, guests are treated to a *bian lian* 'face-changing' show during Mid-Autumn Festival

Dragon Boating

Chinese Dragon Boat Festival, with its 2,000-year history, brings good health, teamwork, and community spirit to life through competitive sport. We promote the festivals at our hotels, inviting guests and employees to participate.

This year, our hotels in the Philippines, Indonesia, and the United Arab Emirates hosted their own dragon boating activities to mark the day. These events provided a fun cultural experience further enhanced by traditional Chinese food.



In Abu Dhabi, Shangri-La and Traders Hotel, Qaryat Al Beri brought a vibrant Dragon Boat Festival to life with thrilling races, cultural performances, and delicious food

Confucius-Aristotle Symposium

Aristotle and Confucius may have been separated by thousands of miles and more than a century in time, but they had many ideas in common. One major shared belief was in an ethical system based on virtue that emphasises social relations. This year, we hosted the third annual Confucius-Aristotle Symposium at Shangri-La Beijing and Shangri-La Qufu. Qufu was a particularly special choice as a host location as it is Confucius' hometown. Over 150 scholars and leaders from more than 10 countries gathered at our hotels to discuss the contemporary relevance of Confucianism and Aristotelianism, ancient philosophical schools that represent the values and ideas of East and West.

We are proud to support this intercultural sharing of ideas and values and are privileged to have had the opportunity to work with event organiser Professor Jeffrey Sachs, a renowned economist from Columbia University. We look forward to hosting similar events that provide a space for intercultural dialogue in the future.



We were proud to welcome Professor Sachs to the speaker's podium at the Confucius-Aristotle Symposium at Shangri-La Beijing

Humanitarian Aid

We actively contribute to humanitarian aid efforts, helping victims receive emergency assistance.

Disaster Prevention Education In Gansu, China

When a powerful earthquake struck China's Gansu province in December 2023, we responded swiftly to help support the affected communities. We donated approximately US\$ 142,000 to the China Foundation for Rural Development to aid in rebuilding efforts, focusing on the construction of new classrooms and the development of a comprehensive disaster prevention education programme.

As of November 2024, seven classrooms have been constructed, providing safe learning spaces for over 5,300 students in Jishishan and Linxia counties. The project will continue into 2025, with an emphasis on developing disaster prevention and mitigation education and providing training and ongoing support to teachers.



In response to the devastating earthquake in Gansu province, China, our contribution has helped support over 5,300 schoolchildren



GOVERNANCE

ESG Governance

Our comprehensive ESG governance framework embeds sustainability throughout our management and remuneration activities.

WELCOME

STAY

SAVOUR

SHINE

GOVERNANCE

CLIMATE- AND
NATURE-
RELATED
DISCLOSURES

APPENDIX

Board Statement on ESG Governance

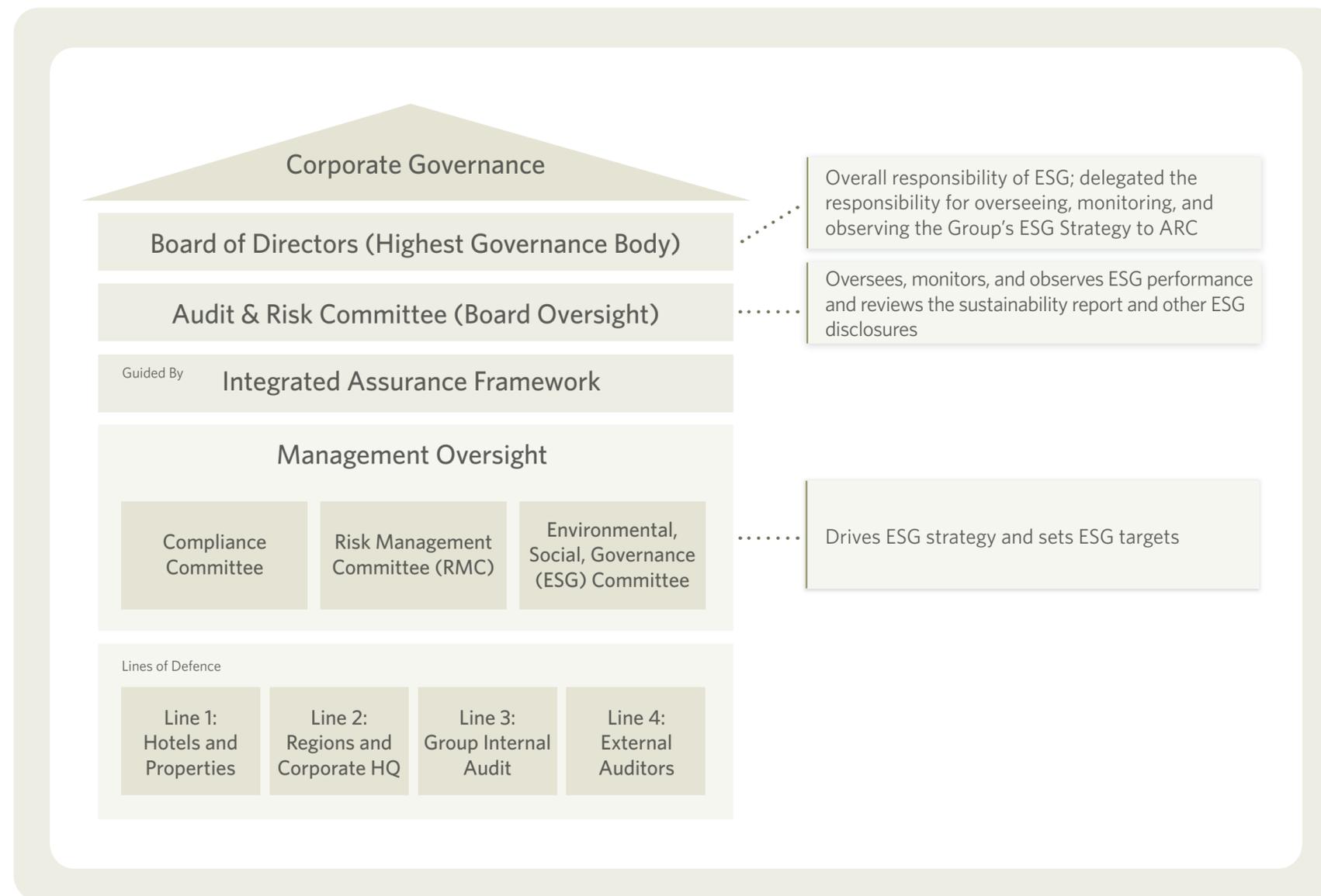
The following subsections set out the Board of Directors' statement on the Group's ESG governance, including the Board's oversight, its ESG management approach and strategy, and how the Board reviews progress made against ESG-related metrics and targets.

Board Oversight

The Board of Directors is our most senior governance body. It has ultimate responsibility for our ESG strategy and reporting, as well as ensuring that climate change, nature, and other ESG-related financial and environmental risks and impacts are identified and assessed. It also strives to ensure that we meet high standards of governance across our operations. The Board and its Committees regularly review governance practices to ensure they remain appropriate.

All Board members and senior executives receive training on ESG and climate- and nature-related risks and opportunities, including the latest climate science and regulatory changes. This training enables our Board members to provide targeted insight into the potential business impacts of such risks and opportunities.

For more details on the skills, experience, and attendance of the Board, please refer to the [Annual Report](#).



Board Committees and Risk Management Framework

The Board delegates responsibility for overseeing, monitoring, and observing our ESG strategy to the Audit & Risk Committee (ARC). The ARC reviews our annual sustainability report and other ESG- and climate-related disclosures for final endorsement by the Board. It also receives updates from the ESG Committee on Shangri-La's ESG strategy and initiatives, including materiality assessments and progress against the KPIs and targets set for key material topics.

The Terms of Reference for the ARC were reviewed and amended in 2023 to reflect our changing needs and evolving governance practices.

Our approach to ESG governance stems from our Integrated Assurance Framework (IAF). This framework provides a robust and holistic basis for managing risks in our business and ensures internal controls can effectively mitigate these risks.

For more information about the ARC and the IAF, please refer to the [Annual Report](#).

Balanced Scorecard

Our groupwide balanced scorecard (BSC) is a strategic management tool for evaluating the performance of business units. We incorporate ESG-related metrics into our BSC so that it aligns our business with the goals of our ESG strategy.

The BSC applies to all Shangri-La employees across our headquarters, regional offices, and properties around the world. Different targets are set at property, region, and Group level. Bonus pay for all employees is tied to the BSC, incentivising our employees to meet and exceed their targets. This consistent, universal approach enables us to motivate each business unit to contribute towards the overall strategy.

This year, we added KPIs from our new material topics, Traditional Asian Arts and Culture and Technology and Innovation, to the BSC.

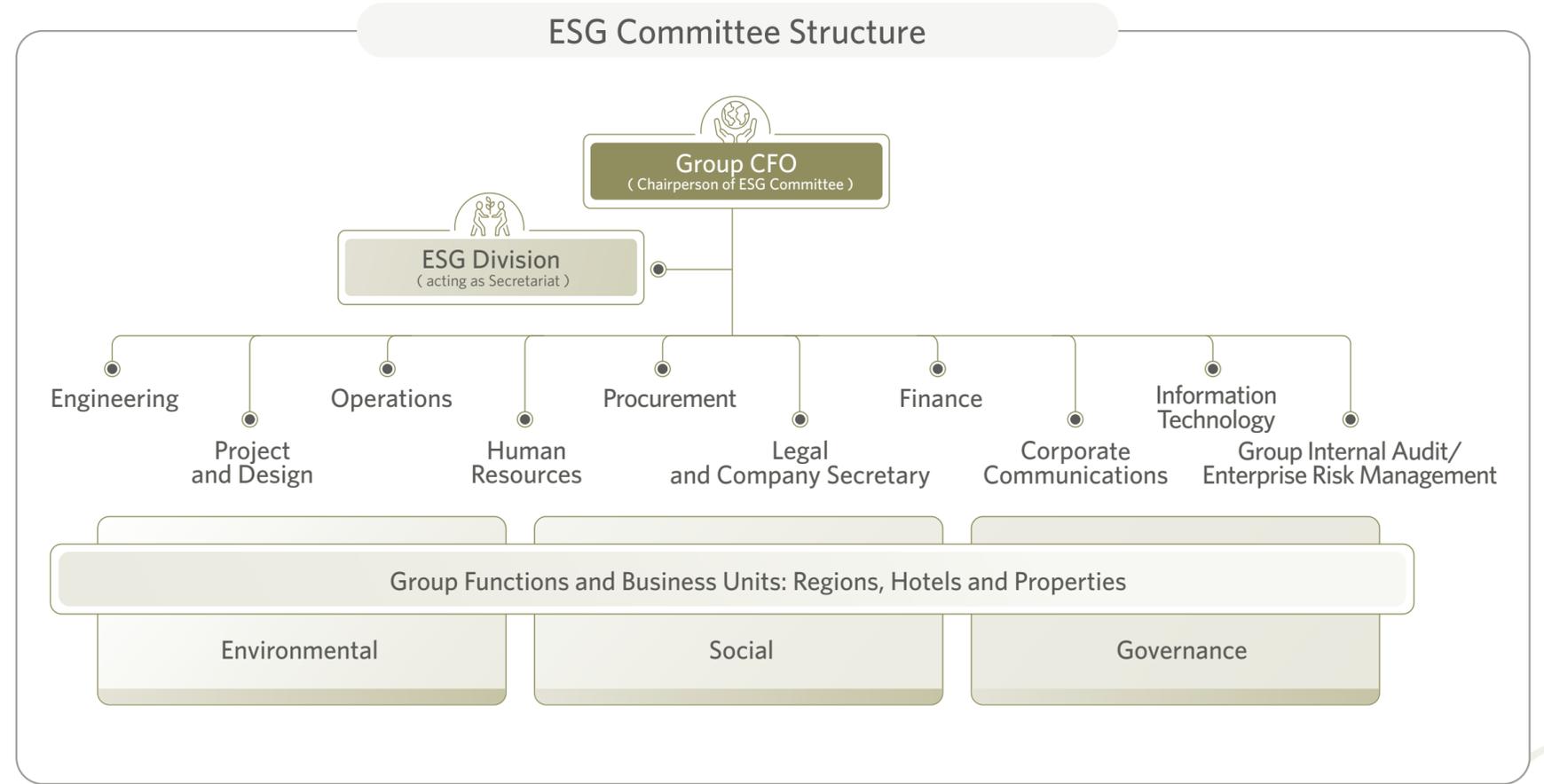


Management Accountability

At a management level, the ESG Committee drives implementation of our ESG strategy and ensures we are accountable for our performance against ESG metrics and targets. The ESG Committee is chaired by the Group Chief Financial Officer and comprises senior management representatives from key group functions, including Operations, Engineering, Project and Design, Human Resources, Procurement, Corporate Communications, Legal and Company Secretary, Information Technology, and Group Internal Audit.

Each member of the Committee is responsible for relevant goals or targets and provides quarterly updates to the Committee on progress and challenges. The ESG Committee reports to the ARC four times a year and to the Board at least once a year. These reports provide an opportunity to review and address our

ESG strategy, initiatives, and targets. The ESG Committee is supported by our headquarters-based ESG Division. The ESG Division collaborates closely with Group functions, regions, and properties to design and coordinate ESG initiatives. Division members undergo continuous professional development to stay updated with emerging trends.



Risk Management

The IAF monitors several key risks that correspond to material ESG and climate-related topics in our ESG strategy. These include risks associated with investment and asset management, fraud and corruption, health and safety, and cybersecurity. To remain adaptable to diverse market conditions, we strive to balance centralised internal controls with local decision-making. Our headquarters' ESG Division and regional offices act as a second line of defence that encourages and supports our properties to identify and manage local ESG risks.

This year, we again updated our risk registers to integrate more ESG and climate and nature-related risks and opportunities. This reflects our ESG strategy and updated materiality matrix. In particular, we conducted a pilot nature-risk and opportunity report aligned with the recommendations of the TNFD, helping us better understand our impact and dependency upon the environment and ecosystems.

For more information on our risk management processes, please refer to the [Annual Report](#).



Directors' Handbook and Group Code of Conduct and Ethics

Our Directors' Handbook is a comprehensive guide that outlines the responsibilities and behaviours of Board members. Except 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. It is supplemented by our [Code of Conduct and Ethics](#), which sets out the values and principles with which we conduct our business as a Group.

The Code sets out high standards of behaviour for all directors, officers, and employees, covering topics such as equal opportunities and respect in the workplace, corruption and bribery prevention, conflict of interest, health and safety, personal data and confidential information protection, insider dealing, and protection of company assets and reputation.

This year, we conducted a cross-departmental review of the Code. The exercise updated the Code's contents based on changes in laws and regulations, as well as the latest best practice for responsible governance. The key changes include:

- New sections on Information and Cybersecurity and Sustainability;
- A stronger emphasis on equal opportunities and health and safety;
- Clarification of employee responsibilities regarding cooperation with investigations;
- Elaboration on the Group's definition of harassment; and
- Enhanced requirements for asset protection and regulatory compliance.

The new Code was endorsed by the Board and took effect from 31 December 2024. Relevant communications and training on the updates will follow in 2025.

We will continue to review and update the Code when necessary to ensure we maintain appropriate rules for conduct, ethics, and governance.

Human Rights

We believe that businesses should respect the rights of people everywhere, so we demand high standards of human rights in our workplaces, stakeholder relationships, and supply chain.

We signed the United Nations Global Compact in 2011 and are committed to internationally recognised human rights principles, such as the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

We insist that all suppliers implement fair, humane, and non-discriminatory employment practices. This includes treating their employees with dignity and with respect for diversity and inclusion. We do not condone any form of slavery, human trafficking or forced labour, including coerced, bonded, indentured, or child labour. In December 2023, we released an updated version of our [Human Rights Policy](#).

It is mandatory for all employees to attend modern slavery and human rights training via our online Academy.

Human Rights Due Diligence

In 2024, we worked with an external human rights advisor to establish a comprehensive, group-level human rights due diligence assessment. The assessment will help us better understand the potential and actual human rights risks associated with our operations, products, and services. It will also identify gaps within our current risk management framework and determine where our human rights approach may require strengthening.

This assessment is a structured, multi-phased journey spanning two years. It begins with a detailed review of the current best practice for human rights processes and frameworks across our sector and operating regions. During this initial phase, we also study relevant regulatory contexts and frameworks, conduct peer comparisons, and fully map our value chain. These activities will help us identify any areas of our value chain with exposure to human rights risks.

We are engaging with internal and external stakeholders throughout this process. This ensures that we learn from a broad spectrum of opinions and experience and consider diverse perspectives on human rights risks, impacts, and actionable measures. To identify areas for improvement and strengthen our alignment with international standards, we evaluate our approach against the United Nations Guiding Principles on Business and Human Rights. Our industry peer benchmarking exercise will also provide insights into the maturity of our practices and highlight opportunities to enhance our approach.

The project's ultimate goal is to use the insights we gain to prioritise our human rights risks based on their severity and likelihood. These findings will then be validated through workshops. The process will conclude with the development of a strategic roadmap outlining targeted actions and key performance indicators to address gaps, mitigate human rights risks, and meet stakeholder expectations.

We are still in the early stages of our human rights due diligence assessment. However, we are proud to be taking action that reflects our ongoing commitment to continuously exploring and implementing robust human rights practices. This work is part of our broader vision for conducting sustainable and ethical business operations.

Data Privacy and Intellectual Property

Our Group Corporate Data Protection policy sets out our commitment to safeguarding the personal information of guests, employees, and business partners. It complies with all applicable laws and regulations, such as the People's Republic of China's Personal Information Protection Law, the European Union's General Data Protection Regulation, Hong Kong's Personal Data (Privacy) Ordinance, and Singapore's Personal Data Protection Act. The policy is embedded within our groupwide risk and compliance management framework, and privacy risk assessments are conducted for projects or systems that involve the processing of personal data.

We conduct internal audits annually, and between the fourth quarter of 2023 and the first quarter of 2024 we also conducted a thematic audit on selected hotels. We maintain zero tolerance for any breaches of our Data Protection policy, taking appropriate disciplinary action in the event of a breach.

Our training platform, Shangri-La Academy, features various personal data protection training modules. Through real-life examples, these exercises enhance our employees' understanding of the importance of personal data protection and provide guidance on data handling procedures and processes.

We take reasonable measures to protect our intellectual property rights, including trademarks and copyrights, in relevant jurisdictions. We also respect the intellectual property rights of others. The measures we take include prohibiting the download of unauthorised software packages, registering our intellectual property rights, issuing guidance notes for employees about brand and logo usage, and regulating the use of images and videos through our established Digital Assets Management System. We also work with external parties to monitor intellectual property compliance and take enforcement action to protect our rights when necessary.

In 2024, there was one reported case of a data privacy breach involving certain particulars of 2,000 part-time employees at Kowloon Shangri-La and JEN Hong Kong. The breach was due to a programme error with the vendor-managed casual labour system, and appropriate follow-up action was taken to remedy the error and tighten controls.

Technology and Cybersecurity

We place significant value on embracing technology throughout our operations. Reflecting this, in 2020, we formed a Technology Committee to meet quarterly and discuss and provide guidance on our technology strategy and the application of technology to support business growth, capture new opportunities, and address potential risks. The Technology Committee is consultative and comprises independent non-executive directors, Board members, and senior management. For examples of how we utilise technology to create better working environments and customer experiences, please see Technology and Innovation at Work section.

Our groupwide information technology security framework has been in place and progressively enhanced since 2019. It reinforces our systems against increasingly sophisticated digital attacks. Our baseline security protection comprises 15 groupwide key security controls. In 2023, we further strengthened our security controls according to the US National Institute of Standards and Technology (NIST) Cybersecurity Framework. To proactively detect and address cybersecurity risks, we conduct regular vulnerability scans and penetration tests for critical systems. At the same time, the Group Internal Audit adopted a risk-based auditing approach and conducted audits of key IT systems and general IT controls in the hotels.

Recognising that our people are the first line of our cybersecurity defence, we require all employees to complete our Cybersecurity Orientation and Personal Data Protection training annually. New hires are also required to attend a mandatory phishing fundamentals course. We conduct monthly phishing email simulation tests, and any employee who fails a test must attend refresher training.

We continue to review our cybersecurity practices and proactively adapt to changes in the threat landscape. Our focus on cybersecurity risks and best practice is underscored by our updated materiality matrix, which gives increased importance to Cybersecurity. One key emerging risk we are monitoring is artificial intelligence (AI). There are several potential AI concerns for our Group, covering conduct and ethics, data privacy and intellectual property, and cybersecurity, amongst others. We will continue to track evolving regulations regarding AI, with the eventual aim of incorporating AI monitoring into our internal governance framework.

Anti-Corruption

Our steadfast commitment to ethical business practices is outlined in our Code of Conduct and Ethics, which incorporates our Anti-Bribery and Corruption policy. It underlines our zero-tolerance approach to fraud, dishonesty, bribery, corruption, extortion, or money laundering, as well as to avoiding conflicts of interest and preventing bribery. In addition, our internal anti-money laundering policies require employees to undertake appropriate due diligence and report suspicious transactions. Any suspected anti-corruption, money laundering, or related issues are dealt with according to our Grievance Handling Procedures.

In 2024, anti-bribery and corruption education was provided to all Board members via continuous professional development bulletin updates including materials covering key areas such as international developments in anti-corruption laws and regulations, practical guides, and recent enforcement examples. In addition, all employees are required to complete an annual anti-corruption training module, ensuring a consistent commitment to ethical practices throughout our organisation.

Whistleblowing

Our [Whistleblowing and Whistleblower Protection policy](#) outlines our procedures for inviting, facilitating, and following up on reports of suspected wrongdoing from any concerned party, including our people and business partners. Our whistleblowing procedures are implemented and monitored by our Whistleblowing Officer and Group Internal Audit function, with reports escalated to the ARC as appropriate.

CLIMATE- AND NATURE-RELATED DISCLOSURES



Climate- and Nature- Related Disclosures

We recognise that climate change and nature loss pose the greatest sustainability challenges to both our business and the communities we serve. These challenges also present several significant opportunities associated with the transition to a more sustainable future. As such, we are strengthening the ability of our business to anticipate, prepare for, and respond to ESG, climate, and nature-related risks and opportunities. This work addresses risks and opportunities that are both physical – resulting from specific climate events – and transitional – the policy, legal, technology, and market transformations required to shift to a lower-carbon, nature-positive economy.

Climate and nature issues interact with our business and communities in complex ways. By acting on these issues and reporting our progress, we can unlock value creation and demonstrate our desire to become a climate and nature resilient business.

Governance

Our Board of Directors guides the overall direction of our Group’s strategies and development, including our ESG and climate- and nature-related strategies and initiatives. Our approach to ESG governance stems from our Integrated Assurance Framework (IAF), which provides a robust and holistic basis for managing risks and opportunities in our business and ensures the effectiveness of internal controls to mitigate risks and address opportunities. Details on the IAF and how ESG and climate- and nature-related risks and opportunities are considered can be found in the Risk Management and Internal Control Systems section of our Annual Report.

Members of our Board sit on the ARC and have oversight of ESG matters. These Board members have extensive experience in overseeing strategies that respond to ESG, and climate- and nature-related issues. At a management level, the ESG Committee is responsible for developing and driving the implementation of ESG strategy and ensuring accountability for our Group’s performance with reference to ESG metrics and targets. To keep the whole Board updated on these topics, the ESG Committee incorporates updates on ESG and climate- and nature-related information, risks, and opportunities into quarterly summaries supplied to the ARC and Board members. For more information on the ESG Committee, please refer to the ESG Governance section.

The Balanced Scorecard forms part of our core remuneration programme and includes reporting metrics on mitigating climate change and stewardship of natural resources. These metrics include carbon emissions and energy and water use. For more information on remuneration, please refer to the Balanced Scorecard section.

For details on stakeholder engagement and human rights policies, please refer to the Stakeholder Engagement, Materiality Assessment, and Human Rights sections respectively.

Strategy

Time Horizons for Climate- and Nature-related Risks and Opportunities

We pride ourselves on being both an asset owner and operator. This helps us take a long-term view of our assets and ESG initiatives.

For climate- and nature-related scenario analysis, we categorise our strategies and responses using the time horizons listed below. These align with our business planning cycles and asset lifecycles.

Short-term	0-3 years	In line with annual budgeting and operational business planning
Medium-term	3-10 years	In line with business strategy planning and planning cycles for major capital expenditure investments (e.g., decisions around large-scale renovations, mechanical plant replacements)
Long-term	10-30 years	Period within which most new builds today will require major capital expenditure investments that consider climate- and nature-related risks and opportunities

Climate-Related Risks and Opportunities

We recognise that climate change has and will continue to have a major impact on our business and communities. As a first step towards minimising the challenges it presents, we performed a model-based analysis to identify our exposure to climate-related risks and opportunities and assess their potential implications for our business. Using a third-party dynamic climate model, we selected two IPCC-adapted climate scenarios to evaluate the impact of climate change on our top 30 properties by asset value, representing 70% of our global portfolio.

The selected scenarios represent two distinct climate futures: RCP4.5/SSP2-4.5, which projects carbon emissions to remain around current levels until the middle of the century with a global mean temperature rise of 2.4°C (“intermediate emission pathway”), and RCP8.5/SSP5-8.5, which anticipates emissions to roughly double from current levels with global mean temperature rising above 4.3°C by 2100 (“high emission pathway”). These scenarios provide data projections that enable us to assess the physical risks of climate change in the short, medium, and long term, aligning with our business’ capital investment time frame and the Paris climate agreement.

Due to uncertainty in the data associated with our identified risks and opportunities, we are not yet able to fully quantify the impacts of all elements on our financial planning processes. Therefore, the modelled financial metrics are used only as an indicator to prioritise climate-related risks and opportunities and identify mitigating actions. We have included qualitative descriptions of the possible financial implications resulting from some of the identified risks and opportunities in the table below. We plan to conduct deeper analyses for selected high-value properties in the near future.

Risk variables	Description	Time horizon	Potential impacts	Financial implications	Actions to mitigate risk or capitalise on opportunity
<i>Physical risks - Chronic</i>					
Temperature extremes	Increased frequency and intensity of temperature extremes and heatwaves	Short/Medium term	<ul style="list-style-type: none"> Increased cooling demand for thermal comfort leading to higher utility costs and potential for HVAC maintenance and upgrades Changes in travel patterns and guest demand Lower employee productivity on extremely hot days for health and safety 	<ul style="list-style-type: none"> Increased capital and operational costs for additional cooling requirements and maintenance Decreased revenue due to changes in consumer patterns and demand 	<p>We are working to incorporate climate risk factors when identifying asset-level risks. As a first step, we are reviewing our business continuity plans for assets with higher exposures to climate-related risks, ensuring we adequately safeguard the health and safety of our guests and employees.</p> <p>We are also working towards asset-level assessments to determine the effect of temperature extremes on our equipment. This will ensure we minimise disruptions to our business activities and enhance our climate resilience.</p>
<i>Physical risks - Acute</i>					
Fluvial flooding	Flooding from streams and natural water-flow networks in the basin within which an asset is located	Short/Medium term	<ul style="list-style-type: none"> Increased business interruptions, including closures and reduced operating days Increased clean up and repair cost due to flood/wind damage to facilities and equipment 	<ul style="list-style-type: none"> Increased operating costs for asset repairs, replacement, and suspended construction Decreased revenue owing to business disruption 	When planning and designing new development projects, we consider the vulnerability of potential sites to extreme weather conditions. Our Hotel Design Standard ensures that new developments are suitably equipped with enhanced safety features and other features for climate-risk mitigation and disaster prevention and management.
Pluvial flooding	Flooding driven by extreme precipitation	Short/Medium term	<ul style="list-style-type: none"> Supply chain disruption 	<ul style="list-style-type: none"> Increased insurance costs for property damage and business interruption 	For future investments, we are reviewing the possibility of including climate-related risk factors in our risk assessment and evaluation process to ensure their exposure to significant climate-related risks remains within acceptable limits.
Tropical cyclone	Tropical cyclones with intense winds and rainfall	Short/Medium term			

Risk variables	Description	Time horizon	Potential impacts	Financial implications	Actions to mitigate risk or capitalise on opportunity
<i>Transition risks</i>					
Technology	Growing trend for technological development in the transition to a lower-carbon economy	Short/Medium term	<ul style="list-style-type: none"> Slow uptake of low-carbon technologies, including EV infrastructure, energy storage, and carbon capture and storage Higher risks of stranded assets 	<ul style="list-style-type: none"> Decreased revenue as a result of outdated technology/systems not accommodating property owners' and guests' needs Increased operating costs due to utility expenses and potential carbon regulation 	<p>As the world moves towards a lower-carbon economy, we expect new technologies to help reduce carbon emissions and enhance energy efficiency. These technologies will likely require us to spend more to achieve our targets for carbon emissions and energy efficiency.</p> <p>Furthermore, the demand for lower-carbon products and services from our property owners and guests will also require us to invest in technologies. We are working towards asset-level assessments to evaluate the financial implications of this technological risk and to identify necessary investments.</p>
Carbon pricing	Policies and regulations that may impose a carbon price through mechanisms such as carbon taxes or emissions trading	Medium term	<ul style="list-style-type: none"> More properties being included in carbon pricing mechanisms 	<ul style="list-style-type: none"> Increased contingent liability and operating costs for potential carbon pricing mechanisms, including taxes or offset requirements 	<p>Carbon pricing, in one form or another, is likely to be an essential element of mitigation strategies. The immediate impact on our financial position would be due to the implementation of carbon taxes in the markets where we operate.</p> <p>In 2024, we reviewed carbon tax developments across our markets and internal carbon pricing set by peers and industry leaders. While there have been developments, none pose immediate material impacts.</p> <p>Our key mitigation action is to reduce our greenhouse gas emissions, especially through the implementation of energy efficiency measures in our assets. Details can be found in the Stay section.</p>
<i>Opportunities</i>					
Products and services	New low-emission products and services adopted to enhance competitiveness amidst shifting consumer preferences towards a low-carbon economy	Short/Medium term	<ul style="list-style-type: none"> Increased investment and new partnerships for delivering energy-efficient and low-carbon products, processes, and services 	<ul style="list-style-type: none"> Decreased operating costs attributed to lower energy consumption Increased revenue through identifying new revenue streams from socially responsible and environmentally beneficial products for guests 	<p>As property owners and guests transition towards a lower-carbon economy, we have been making use of low-carbon technologies and launching eco-friendly products and services. This year, several hotels obtained green hotel certifications, and we plan to learn from this success to pursue similar certifications in other appropriate properties.</p>

Nature-Related Risks and Opportunities

Nature loss, particularly through impacts on ecosystem services, have the potential to affect our business. To mitigate this, we have taken steps to further understand nature-related issues, both positive and negative, associated with our direct operations and value chain.

In 2023, we screened our global portfolio using biodiversity and water risk indicators to better understand our business' impact on nature. In 2024, we took this work a step further by conducting a comprehensive analysis in accordance with the LEAP (Locate, Evaluate, Assess, Prepare) approach. This method, recommended by the TNFD, helps identify and assess nature-related issues that are material to our operations.

Locate

Following TNFD recommendations, we conducted an asset-level mapping exercise to understand how our portfolios interface with nature. We used leading international databases advocated by the TNFD, including Resolve Ecoregions 2017, the WWF Water Risk Filter, and the World Database of Key Biodiversity Areas, to assess the current integrity and resilience of the areas near our hotels.

Biomes

Our 117¹ properties interact with nature across 37 distinct ecoregions and seven terrestrial biomes that support multiple land, freshwater, and marine ecosystems.

Biome	% of properties ²
Deserts and Xeric Shrublands	6%
Montane Grasslands & Shrublands	1%
Temperate Broadleaf and Mixed Forests	40%
Temperate Conifer Forests	2%
Temperate Grasslands, Savannas and Shrublands	5%
Tropical and Subtropical Dry Broadleaf Forests	3%
Tropical and Subtropical Moist Broadleaf Forests	44%

Data source: *Resolve Ecoregions 2017; European Commission Digital Observatory for Protected Areas*

Note 1 Excludes properties currently under development and properties that have been operating for less than one year as of the end of the reporting period.

Note 2 Percentages may not add up to 100% due to rounding.

Sensitive locations

We utilised three indicators to identify properties located in or near areas of high biodiversity integrity and importance. These were:

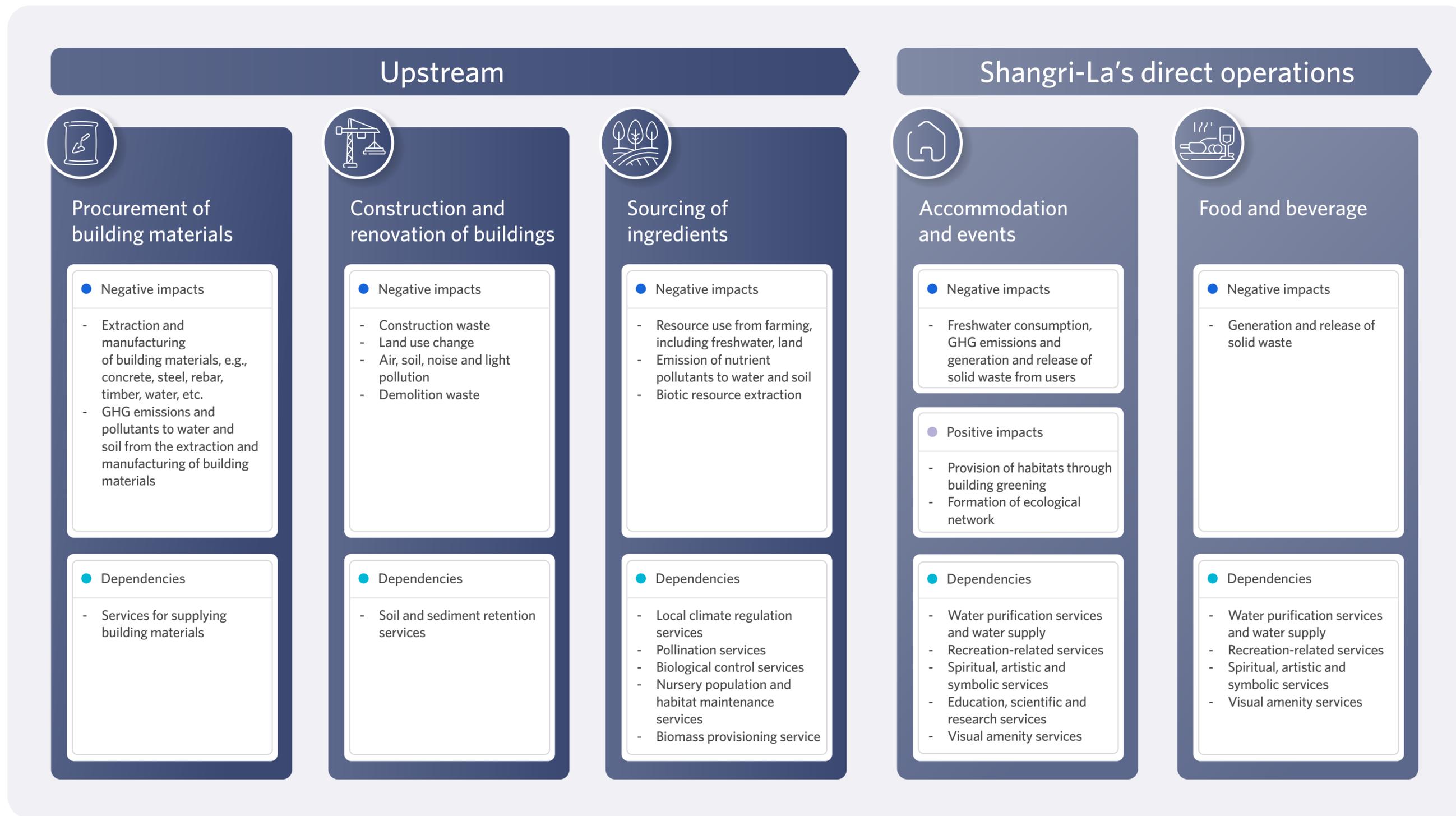
- Ecosystem integrity, referencing the Global Biodiversity Intactness index from UNEP-WCMC and the Natural History Museum;
- Biodiversity importance, referencing proximity to Key Biodiversity Areas; and
- Water physical risk, referencing WWF's Water Risk Filter 2020 baseline and the 2030 and 2050 RCP 8.5 scenarios.

Using these indicators, we identified eleven properties in or near areas with a combined score that indicated medium to high sensitivity. Of these eleven properties, four have existing Sanctuary projects that focus on protecting bird species (Shangri-La Bangkok), restoring mangroves (Shangri-La Sanya), and providing care for turtles (Shangri-La Barr Al Jissah, Muscat and Shangri-La Al Husn, Muscat). We will continue to explore opportunities to protect local biodiversity at the other seven properties.

Business footprint mapping along our value chain

Beyond action to address the impacts of our direct operations, we have also begun mapping our upstream value chains to locate and evaluate potential nature-related impacts and dependencies.

We will continue to manage our negative impacts on nature by exploring opportunities with our suppliers to protect and enhance biodiversity. We will engage with our suppliers in greater detail on the results of this value chain mapping exercise, discussing the environment, nature-related impacts and dependencies of their operations.



Evaluate

In June 2024, following the results of our asset-level and supply chain mapping exercises, we utilised the latest version of the TNFD-prescribed ENCORE tool to identify the materiality levels of the key nature-related impacts and dependencies associated with our business activities. ENCORE assigns each impact or dependency with a score from a five-point scale of very low (VL), low (L), medium (M), high (H), and very high (VH), enabling us to prioritise which of these nature pressures are most material to our business.

It is important to note that the topics described in the following ENCORE heatmap outputs are representative of the global context of our operations and do not consider specific operating context, which encompasses factors such as geographic location and unique business activities. The heatmaps do not represent our actual impacts or dependencies but provide a preliminary indication of areas that warrant further assessment of potential nature-related issues.

Impact and dependency heatmaps of our business activities

Pressure	Beverage serving activities	Restaurants and mobile food service activities	Short term accommodation activities
Area of freshwater use	L	L	L
Volume of water use	L	L	L
Area of land use	L	L	L
Area of seabed use	N/A	N/A	N/A
Emissions of GHG	L	L	L
Emissions of non-GHG air pollutants	L	L	N/A
Emissions of toxic pollutants to water and soil	L	L	L
Emissions of nutrient pollutants to water and soil	N/A	N/A	N/A
Introduction of invasive species	N/A	N/A	M
Generation and release of solid waste	M	M	M
Disturbances (e.g. noise, light)	L	L	L
Other abiotic resource extractions	N/A	N/A	N/A
Other biotic resources extraction (e.g. fish, timber)	N/A	N/A	N/A

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Dependencies	Beverage serving activities	Restaurants and mobile food service activities	Short term accommodation activities
Provisioning services			
Water supply	M	M	L → M ¹
Other provisioning services - Animal-based energy	N/A	N/A	N/A
Genetic material services	N/A	N/A	N/A
Biomass provisioning services	N/A	N/A	N/A
Regulating and maintenance services			
Local (micro and meso) climate regulation services	L	L	L
Global climate regulation services	M	M	VL
Storm mitigation services	L → M ¹	L → M ¹	L → M ¹
Flood mitigation services	VL → M ¹	VL → M ¹	VL → M ¹
Rainfall pattern regulation services (at sub-continental scale)	VL → M ¹	M	VL → M ¹
Water flow regulation services	L → M ¹	L → M ¹	L → M ¹
Water purification services	VH	VH	VH
Soil and sediment retention services	L	L	L
Soil quality regulation services	N/A	N/A	N/A
Solid waste remediation	N/A	N/A	M
Air filtration services	VL	VL	VL
Biological control services	VL	VL	VL
Pollination services	N/A	N/A	N/A
Noise attenuation services	N/A	N/A	M
Nursery population and habitat maintenance services	N/A	N/A	N/A
Other regulating and maintenance service - Mediation of sensory impacts (other than noise)	N/A	N/A	M
Other regulating and maintenance service - Dilution by atmosphere and ecosystems	N/A	N/A	N/A
Cultural services			
Recreation-related services	VH	VH	VH
Spiritual, artistic and symbolic services	VH	VH	VH
Education, scientific and research services	N/A	N/A	VH
Visual amenity services	VH	VH	VH

Data source: Adapted from ENCORE

Note 1: We have made several adjustments to the ENCORE results. As we provide hospitality and F&B services in the majority of our properties, we expect similar risk scores for a given dependency/impact across business lines. In light of the increased frequency and severity of floods in several properties, we have changed the materiality rating for water supply and water flow-related dependencies (i.e., storm mitigation services, flood mitigation services, rainfall pattern regulation services, and water flow regulation services) to medium.

Assess

To better integrate nature-related issues into our operations, we identified relevant risks and opportunities associated with our business activities. This process was informed and supported by the results of the previous two LEAP phases.

We have included qualitative descriptions of the possible financial implications resulting from some of these risks and opportunities in the table below.

Risk type	Time horizon	Associated impacts and dependencies	Risk and opportunity drivers	Potential financial impacts	Actions to mitigate risk or opportunity
Physical risk	Medium/long term	Dependencies <ul style="list-style-type: none"> Global climate regulation services Water supply services Water purification services Storm mitigation services Flood mitigation services Rainfall pattern regulation services Water flow regulation services 	Collapse or degradation of ecosystems providing freshwater, flood and storm protection, climate regulation, etc.	Increased capital and operating expenditure to mitigate extreme weather events and water scarcity	Implement water-saving installations and practices (Please refer to the Water section of this report for further details) Our updated Hotel Design Standard include recommendations to plan for increased drainage capacity due to climate change Review business continuity plans for assets with higher exposure, ensuring we safeguard the health and safety of guests and employees
	Short/Medium term	Impact <ul style="list-style-type: none"> Generation and release of solid waste Dependency <ul style="list-style-type: none"> Noise attenuation services 	More stringent waste disposal, land-use modification, and building code and planning requirements aimed at achieving nature-positive results	Increased capital investment and material procurement expenditures to meet these requirements (e.g., waste handling, recycling, green building certification, low-carbon building materials)	We dispose of our waste responsibly and in accordance with the policies and procedures of our Environmental Management System, with strict enforcement and regular audits that ensure hotels comply with locally applicable regulations and procedures
	Short/Medium term	Overall ecosystem health and services delivery	More stringent nature-related public disclosure requirements	Increased expenditure to meet new reporting requirements	Where possible, we engage with regulators and industry associations to share our experiences and challenges in making climate- and nature-related disclosures

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Risk type	Time horizon	Associated impacts and dependencies	Risk and opportunity drivers	Potential financial impacts	Actions to mitigate risk or opportunity
Market	Short/Medium term	Impact <ul style="list-style-type: none"> Generation and release of solid waste Dependencies <ul style="list-style-type: none"> Recreation-related services Spiritual, artistic, and symbolic services Education, scientific, and research services Visual amenity services 	Growth in guest and tenant preference for properties that impact nature more positively	Increased capital investment and material procurement expenditures to meet these requirements (e.g., waste handling, recycling, green building certification, low-carbon building materials) Potentially higher room rates and rental premiums if we meet these requirements	Where possible, properties partner with local experts to offer eco-tours to increase awareness and appreciation of the natural environment among our guests Some properties contribute towards local conservation and research efforts (see case studies in Sanctuary section)
	Short/Medium term	Overall ecosystem health and services delivery	Growing investor demand for nature-positive investments	Potential to diversify financing sources	We monitor the suitability of new sustainability-linked loans as part of our ongoing Group-level funding requirements
Reputation and Liability	Medium	Impacts <ul style="list-style-type: none"> Introduction of invasive species Generation and release of solid waste Dependency <ul style="list-style-type: none"> Solid waste remediation services 	Increased exposure to nature-related reputation and litigation risks	Increased costs in handling litigation and reputation damage	Our updated Hotel Design Standard include recommendations on selecting locally suitable plant species See earlier sections of this table on waste handling
	Short/Medium term	Overall ecosystem health and services delivery	Enhanced relations with local communities as we promote initiatives that improve the local environment and economy around our hotels	Lower costs in handling litigation and reputation damage	Our properties engage local communities in relevant nature-related educational activities
Technology	Short/Medium term	Overall ecosystem health and services delivery	Increased adoption of technology that improves our monitoring and reduces our dependencies and impacts on nature	Increased capital investments in technology and nature-based solutions Decreased operating costs due to improved resource efficiency and circularity	We monitor the development of these technologies

Prepare

We are now preparing for the nature-related risks and opportunities identified during the locate, evaluate, and assess phases of our LEAP-based analysis. This includes:

- Exploring opportunities to better protect local biodiversity at properties of medium or high ecological sensitivity;
- Establishing realistic nature-based metrics for our business;
- Continuing to report on climate- and nature-related issues in our annual sustainability reports in line with TCFD and TNFD recommendations. We will aim to strengthen our disclosures on these topics every year.

Risk Management

Risk management plays a crucial role in safeguarding our business, and we have established a robust management structure and internal control system to ensure effective governance. Our IAF serves as a guide for our enterprise risk management (ERM) process to identify, assess, monitor, and manage risks. For more details, please refer to the Risk Management and Internal Control Systems section of our Annual Report.

We are currently integrating the results from the climate model and our LEAP activities into our existing ERM process. We aim to complete this work to enhance our evaluation of climate- and nature-related risk and opportunities over the next one to two years. This integration will help facilitate a comprehensive approach to risk management, ensuring that climate-related risks are adequately identified, assessed, monitored, and reported alongside other risk types.

We used a climate model to enhance our understanding of climate risks in our operating locations and in the hospitality industry. This knowledge will enable us to develop more effective climate risk management strategies. The model was used as a screening tool to identify and rank material climate- and nature-related risks and opportunities that significantly affect our Group.

At a project level, we work to understand local climate and environmental conditions in our operating areas through site surveys and collaboration with local authorities. Following these investigations, our engineering team designs an appropriate combination of adaptation procedures. These measures have included raising the floor level of our hotels in Fuzhou and Putian in China and Chiang Mai in Thailand so that they are above potential flooding levels, helping to mitigate the effects of extreme weather events. Wherever required by local jurisdictions, we also address nature-related risks by performing environmental and biodiversity assessments before undertaking new projects. This helps reduce the impact of our actions on local ecosystems.

We regularly monitor climate change impacts, evaluating the need for additional measures. On top of our engineering design considerations, we have building management protocols in place for extreme weather events. We plan to commence in-depth physical risk assessment of selected properties to better understand potential climate hazards and will communicate these results to our senior management for regular monitoring and follow-up.

For other related activities, please refer to the Building and Interior Design and Sanctuary sections of this report.

Targets and Metrics

We acknowledge the importance of transparent disclosures and have made ongoing commitments to manage climate- and nature-related risks while pursuing sustainable growth. To support this, we have set four key environmental targets: carbon emissions intensity, energy intensity, water intensity, and single-use plastics intensity. These were established by assessing the potential for improvement at each hotel and aggregating the findings into Group-level targets. This bottom-up approach ensures our targets are relevant, practical, and ambitious for every property within our business. In addition, we are evaluating the feasibility of developing science-aligned carbon emissions targets.

Our 2024 performance against these four environmental targets have been independently audited by HKQAA, reinforcing transparency and accountability.

When reviewing our progress against carbon-related targets, we also investigated voluntary carbon markets. Our teams concluded that further industry development is required before we give this Group-wide consideration.

For details and progress on our climate and nature-related targets, please refer to the Stay section. We have also set out a summary of our progress and ongoing work to develop robust metrics for enhanced climate- and nature-related disclosures in future reports.

Metric category	Our approach and progress
GHG emissions	<p>We have set up an online platform to collect and analyse environmental data from our properties around the world. We use this platform to measure our Scope 1, Scope 2, and some Scope 3 emissions in line with the GHG Protocol and other relevant standards.</p> <p>This year, we completed a Scope 3 inventory exercise, facilitating more detailed reporting of our emissions under applicable Scope 3 categories. For more information on our GHG emissions, please refer to the Stay section.</p>
Transition and physical risks; climate-related opportunities	<p>In 2023, we conducted a climate-related risk assessment and scenario analysis for our top 30 assets (based on an effective valuation basis). This represents around 70% of our global portfolio. From the analysis, we identified material physical and transition risks and climate-related opportunities.</p> <p>The results of this pilot climate-modelling exercise indicated that the financial implications arising from temperature extremes are highest for our assets in northern mainland China. Additionally, we determined which properties will face the largest challenges associated with technology change; while this transition risk affects our assets regardless of location, it has a greater impact on those with older, less efficient equipment or building designs.</p> <p>This year, we conducted a full-portfolio flooding analysis based on data from insurers and the World Resources Institute Aqueduct Water Risk Atlas. We identified 38 properties located in 100-year flood zones, indicating a higher risk of future floods. To mitigate this potential financial impact, all 38 properties are covered by natural catastrophe insurance. We also adopt various measures to mitigate the physical damage that flooding can cause, including relocating vulnerable machinery to higher floors and using flood barriers, such as sandbags and flood gates.</p> <p>Based on this initial analysis, we are considering how we might improve our data collection methods in future to more accurately quantify the impacts of climate-related risks and opportunities. This could help us determine which assets are most vulnerable to such risks and embrace the potential opportunities.</p>
Capital deployment	<p>Our capital expenditure includes spending on upgrades that, directly and indirectly, help mitigate climate-related impacts at our properties. These include measures which improve energy efficiency, encourage low-carbon building technology, and increase our use of renewable energy.</p> <p>For example, in 2024, we invested over US\$ 3 million in energy- and water-saving initiatives at our properties around the world. We will continue to invest in climate-related upgrades to improve the resilience of our properties against climate- and nature-related impacts.</p> <p>We are monitoring these initiatives over the next two to three years to quantify and gauge their success in increasing climate resilience and in supporting our transition to a lower-carbon economy. Through such monitoring, financial analysis, and reporting, we aim to foster a shared understanding among our stakeholders of our dedication to addressing climate-related challenges.</p>

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Performance Tables

Reporting Boundary

	Operating hotels	Operating Investment Properties
Reporting boundary ¹	103	14

Environment²

	Unit	2022	2023	2024
Energy				
Total	GWh	1,645	1,868	1,873
Intensity	kWh/m ²	207	240	237
Electricity	GWh	956	1,103	1,110 ³
Natural gas	GWh	379	440	423
Diesel	GWh	103	110	118
Purchased heat	GWh	120	116	111
LPG	GWh	48	56	59
Chilled water	GWh	34	39	46
Gasoline	GWh	4	5	5
Carbon emissions⁴				
Scope 1 and 2 GHG emissions (Location-based)	'000 tonnes CO ₂ e	749	869	842
Scope 1	'000 tonnes CO ₂ e	107	150	150
Scope 2 (Location-based)	'000 tonnes CO ₂ e	642	719	692
Scope 2 (Market-based)	'000 tonnes CO ₂ e	-	717	681
Scope 3	'000 tonnes CO ₂ e	-	-	742
Scope 1 and 2 GHG intensity	kg CO ₂ e/m ²	94	112	106
Water⁵				
Withdrawal	ML	13,013	16,302	16,747
Intensity	m ³ /occupied room night	1.9	1.65	1.63
Percentage of water withdrawal in regions with high or extremely high baseline water stress	%	-	-	31%

¹ Unless otherwise specified, 2024 Performance Data Tables include 103 operating hotels and 14 operating investment properties. The scope of disclosure covers the properties under Shangri-La's operational control.

² Properties open for less than 12 months in a reporting year are excluded from the calculation of energy, carbon and water consumption and relevant data to maintain consistency and enable meaningful analysis with reduced fluctuations.

³ Includes 0.1 GWh of onsite solar power

	Unit	2022	2023	2024
Waste⁶				
Hazardous waste				
Total	tonnes	151.5	139.0	189.5
Landfill and Incinerated with Energy Recovery	tonnes	117.7	120.6	128.7
Diverted	tonnes	33.7	18.4	60.8
Diversion rate	%	22%	13%	32%
Non-hazardous waste				
Total	'000 tonnes	27.8	40.8	51.0
Landfill and Incinerated with Energy Recovery	'000 tonnes	15.7	28.9	37.1
Diverted	'000 tonnes	12.1	12.0	13.9
Diversion rate	%	44%	29%	27%
Total food waste				
Landfill and Incinerated with Energy Recovery	'000 tonnes	2.6	6.5	4.6
Diverted	'000 tonnes	7.4	8.4	9.5
Single-use plastics⁷				
Total single-use plastic waste	tonnes	1,020	1,038	961
Single-use plastics intensity	g/occupied room night	150	104	93
Green buildings				
Certified green buildings	number	36	34	42
Properties located in 100-year flood zones	number	-	-	38 ⁸

- 4 Calculation measures and methodologies for GHG carbon emissions:
- GHG carbon emissions are measured with reference to the methodology outlined in the GHG Protocol.
 - Greenhouse gases covered by the Kyoto Protocol are measured: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), as well as hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
 - Scope 1: Direct GHG carbon emissions from fuel combustion such as natural gas, liquefied petroleum gas, diesel, gasoline, coal, etc., as well as fugitive emissions including CH₄ from domestic wastewater treatment; CO₂, SF₆, HFCs from fire safety equipment; PFCs, HFCs from refrigerant used in air conditioners and cooling systems.
 - Scope 2: Indirect GHG emissions from the generation of purchased electricity, heating, cooling, and steam consumed by properties.
 - Scope 3: Other indirect GHG emissions resulting from upstream and downstream activities along the value chain. Please refer to the Stay section for detail.
 - For location-based Scope 2 carbon emissions: Average energy generation emission factors from national or subnational official sources are used, as well as those from international bodies, such as International Energy Agency (IEA) and Intergovernmental Panel on Climate Change (IPCC).
 - For market-based Scope 2 carbon emissions: Where possible, relevant supplier-specific emission factors are used.
 - The total GHG fugitive emissions are estimated as 3% of the calculated Scope 1 and 2 carbon emissions. This does not have a material impact.
 - Biofuel consumption in 2024: 0 kWh; Total CO₂e emission of biofuel: 0 kg CO₂e.
 - Zero emissions from nitrogen trifluoride (NF₃) in 2024, as no related material used.
- 5 Total water consumption refers to the amount of water used by our in-scope properties. These include drinking water, bathroom usage (showers, toilets, faucets), cooking, cleaning and laundry operations, swimming pool maintenance, landscaping, and other operations that require water usage.
- 6 The following definitions are adopted for waste categories:
- Hazardous waste refers to waste that is considered hazardous by national or local legislation, including engineering grease, batteries, fluorescent lighting, e-waste, chemicals, and paint. These materials are collected by licensed waste management companies and are disposed of according to relevant national and local regulations.
 - Non-hazardous waste includes general waste such as food waste, paper, cardboard, glass, used cooking oil, plastic, metal, soaps, and linens. Our properties work with local licensed waste management companies for the disposal of such waste.
 - Food waste refers to any food that is discarded or unused from our restaurants and kitchens, including food scraps, peelings, cores, unserved leftovers, spoiled or expired food, coffee grounds, tea bags, shells, and bones. It does not include used cooking oil.
 - The waste diversion rate for a category is calculated by dividing the diverted waste by the total waste in that category. Waste diversion refers to the prevention of waste disposal through source reduction, recycling, reuse and recycling.
 - The waste diversion rate calculation was adjusted in 2023 to exclude incinerated with energy recovery. Starting in 2023, incinerated with energy recovery has been categorised alongside landfill as non-diversion treatment.
- 7 Single-use plastics waste includes plastic water bottles, guestroom shower bottles, bathroom amenities, food and beverage takeaway containers, soft drink bottles, and others.
- 8 Properties located in 100-year flood zones are identified using spatial data from insurers and WRI Aqueduct Water Risk Atlas.

Social

		2022	2023	2024
Workforce				
Employee headcount⁹		40,746	43,556	42,571
by Gender	Male	23,345	24,634	23,873
	Female	17,401	18,922	18,698
by Age Group	Under 30 years	12,769	14,912	14,180
	30-50 years	21,297	21,869	21,448
	Over 50 years	6,680	6,775	6,943
by Location	Mainland China, Hong Kong SAR and Taiwan	24,191	25,820	24,913
	Rest of world	16,555	17,736	17,658
	Mainland China	19,640	20,930	20,008
	Hong Kong, Mongolia and Taiwan	4,551	4,890	4,905
	Japan and Korea	235	260	293
	Middle East, Europe, India, and Americas	5,203	5,525	5,125
	Southeast Asia and Australasia	11,117	11,951	12,240
by Employment Level	Senior management	7	6	6
	Function/Division Heads- VP level or above but excluding senior management	73	70	87
	Senior managerial/Property Executive Committee - M4-M6	921	942	953
	Managerial - M1-M3	7,494	7,862	7,498
	Non-managerial	32,251	34,676	34,027
by Female Representation	Total headcount	43%	43%	44%
	Senior management	14%	17%	33%
	Function/Division Heads- VP level or above but excluding senior management	37%	40%	44%
	Senior managerial/Property Executive Committee - M4-M6	39%	39%	41%
	Managerial - M1-M3	44%	44%	45%
	Management positions in revenue-generating functions	44%	44%	44%
	STEM-related positions	-	-	7%
People with Disabilities	Number	479	542	522
	% of total headcount	1.4%	1.2%	1.2%

9 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.

		2022	2023	2024
New Hires				
Total number of new hires		11,158	12,576	9,380
by Gender	Male	6,110	6,556	4,590
	Female	5,048	6,020	4,790
by Age Group	Under 30 years	6,891	7,959	6,427
	30-50 years	3,733	3,875	2,547
	Over 50 years	534	742	406
by Location	Mainland China, Hong Kong SAR and Taiwan	6,334	8,548	5,932
	Rest of World	4,824	4,028	3,448
	Mainland China	-	7,234	5,303
	Hong Kong, Mongolia and Taiwan	-	1,314	915
	Japan and Korea	-	82	81
	Middle East, Europe, India, and Americas	-	1,253	890
	Southeast Asia and Australasia	-	2,693	2,191
Internal hiring	Percentage of open positions filled by internal candidates	-	-	12%
Turnover¹⁰				
Total number of leavers		7,906	8,019	7,172
by Gender	Male	4,431	4,477	3,273
	Female	3,475	3,542	3,899
by Age Group	Under 30 years	3,756	4,034	3,706
	30-50 years	3,717	3,512	3,063
	Over 50 years	433	473	403
by Location	Mainland China, Hong Kong SAR and Taiwan	4,634	5,006	4,190
	Rest of World	3,272	3,013	2,982
	Mainland China	-	3,940	3,652
	Hong Kong, Mongolia and Taiwan	-	1,066	774
	Japan and Korea	-	61	42
	Middle East, Europe, India, and Americas	-	1,175	1,253
	Southeast Asia and Australasia	-	1,777	1,451
by turnover rate		19%	19%	17%

¹⁰ Includes only voluntary turnover: Number of employees leaving employment following resignation only (i.e., excluding internal transfers, retirement, or dismissal).

		2022	2023	2024
Learning and Development				
Shangri-La Academy online training hours		1.5 million	2.5 million	1.6 million
Average training hours completed per employee		36	58	38
Average training hours completed per male employee		35	55	37
Average training hours completed per female employee		37	60	40
Average training hours completed per Managerial employee (M1 and above)		41	9	6
Average training hours completed per Non-managerial employee		35	70	46
Average training spend (in USD) per employee		82	58	54
Occupational Health and Safety				
Fatalities as a result of work-related injuries		0	0	0
Total recorded instances of work-related health issues		522	611	646
Total recorded injuries		1,462	1,382	1,478
Lost days due to work injuries		11,655	12,867	15,024
Full-time Equivalent (FTE) ¹¹		45,765	52,003	53,519
Employee Work Injury Rate (per 100 FTE)		3.2	2.7	2.8
Community Contribution				
Volunteering	Volunteers	21,776	25,841	23,613
	Volunteer hours	126,115	124,260	121,792
	Beneficiaries reached	241,701	138,721	210,670
	Activities	2,410	2,370	2,017
Project expenses and donations (US\$)	Total	1,588,548	3,187,387	1,790,245
	Children's education and health	785,500	516,697	1,257,796
	Environment and climate action	113,928	55,283	81,839
	Culture and sports	-	77,419	119,556
	Humanitarian aid	600,000	2,255,844	0
	Innovation	-	51,613	110,194
	Others ¹²	89,120	230,531	225,978
Rooted in Nature				
Number of properties participating in Rooted in Nature		92	94	99
Rooted in Nature menu items		2,763	1,648	2,115

¹¹ FTE represents the total equivalent hours worked by a full-time employee, consisting of all permanent, casual, and contractual staff who are in a direct employment relationship with the Group.

¹² Amount includes SLC points donation from guests.

Governance

	2022	2023	2024
Board Diversity			
Board female representation	25%	25%	25%
Guest Experience			
Overall Stay Experience (OSE) Rating ¹³	86.5	89.7	91.0
Food Safety			
Properties with ISO22000: FSMS and/or Hazard Analysis Critical Control Point	90	90	93
Cybersecurity			
Information security breaches or other incidents	1	0	0
Substantiated complaints from regulators or other third parties	7	0	0
Fines and penalties received or paid	0	0	0

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¹³ Definition of OSE: Average rating from guests on stay experiences across hotels.



Scope 3 Emissions By Category¹⁴

Scope 3 Category	Description	Calculation Methodology and General Formula	Source of Activity Data	Source of Emission Factors	2024 (tonnes CO ₂ e)
1 Purchased goods and services	Extraction, production, and transportation of products and services purchased or acquired by Shangri-La, not otherwise included in Categories 2-8	The spend-based method involves using data on the economic value of goods and services purchased and multiplying it by relevant emission factors.	Primary procurement data from Shangri-La	US Environmentally-Extended Input-Output (USEEIO)	415,493
2 Capital goods	Extraction, production, and transportation of capital goods purchased or acquired by Shangri-La	The spend-based method involves using data on the economic value of goods and services purchased and multiplying it by relevant secondary emission factors.	Primary procurement data from Shangri-La	USEEIO	38,665
3 Fuel- and energy-related activities not included in Scope 1 or Scope 2	Extraction, production, and transportation of fuels and energy purchased or acquired by Shangri-La	<p>The average-data method uses country-specific emission factors for upstream emissions per unit of consumption.</p> <ul style="list-style-type: none"> For fuels purchased, GHG emissions are calculated by multiplying the fuel consumption by type by the corresponding emission factor for extraction, production, and transportation of the fuel type. For electricity purchased, GHG emissions are calculated by multiplying the electricity consumed by the emission factors for upstream emissions and transmission and distribution losses. 	Primary fuel and energy consumption data from Shangri-La	<ul style="list-style-type: none"> International Energy Agency (IEA) Department for Environment, Food and Rural Affairs (DEFRA) of the UK 	159,540
4 Upstream transportation and distribution	Emissions from transportation and distribution of goods and services purchased by Shangri-La	Currently, this category cannot be differentiated from Categories 1 and 2, as the transportation costs associated with product spending are not invoiced separately. Consequently, we assume that 100% of Category 4 emissions are already included within Categories 1 and 2, given that these categories collectively account for the entirety of spending on goods and services.			Not applicable
5 Waste generated in operations	Disposal and treatment of waste generated in Shangri-La's operations (in facilities not owned or controlled by Shangri-La)	The waste-type-specific method involves multiplying the amount of waste disposed by the corresponding emission factors for specific waste types and waste treatment methods.	Primary waste data from Shangri-La	DEFRA	20,514
6 Business travel	Transportation of employees for business-related activities (in vehicles not owned or operated by Shangri-La)	The distance-based method determines the distance and mode of business trips, then applies the appropriate emission factor for the mode used.	Travel related data	DEFRA	2,552

¹⁴ Extrapolation was used where emissions data were not available. The percentage of data extrapolated per category was: Category 1 (77% of spending), Category 7 (98% of employees), and Category 13 (4% of leased area). Other categories did not require extrapolation, meaning emissions data covered 100% of activity data. Extrapolation was conducted in line with GHG Protocol recommendations. Global emission factors have been applied to Categories 1, 2, and 5-7, while country or regional EFs have been applied to Categories 3, 8, 11-13, and 15.

	Scope 3 Category	Description	Calculation Methodology and General Formula	Source of Activity Data	Source of Emission Factors	2024 (tonnes CO ₂ e)	
	7	Employee commuting	Transportation of employees between their homes and their worksites (in vehicles not owned or operated by Shangri-La)	The distance-based method collects data from employees on their commuting patterns and applies the appropriate emission factors for the modes used.	Primary data from Shangri-La's commuter survey	DEFRA	23,429
	8	Upstream leased assets	Operations of assets leased by Shangri-La that not included in Shangri-La's Scope 1 and Scope 2.	The average-data method estimates emissions for each leased asset based on floor space of each leased building and building type of each leased building.	GFA of leased assets	Carbon Risk Real Estate Monitor (CRREM)	819
	9	Downstream transportation and distribution	Transportation and distribution of sold products in vehicles and facilities not owned or controlled by Shangri-La	The average-data method estimates emissions for each product, based on average emissions per tonne. Assumption: A conservative approach was applied for estimation, assuming that the transportation and distribution of Chinese New Year, Dragon Boat, and Christmas products have the same weight/price ratio as the Mid-Autumn Festival products.	Product-related information from Shangri-La	DEFRA	Negligible ¹⁵
	10	Processing of sold products	Emissions from processing of sold intermediate products by third parties subsequent to sale by Shangri-La	This category is not applicable to Shangri-La as we do not engage in the sales of intermediate products.			Not applicable
	11	Use of sold products	Items that fall into category of "property development for sale" where sales occur in the reporting year	The average-data method estimates emissions for sold properties based on floor space and building type. Assumptions: All residential and car park units sold were in China. All sales are primary, not existing assets, per UKGBC.	GFA of sold assets	CRREM	6,142
	12	End-of-life treatment of sold products	Deconstruction of sold buildings at their end of life, i.e., in 60 years' time	The average-data method estimating emissions for sold properties based on floor space and building type. Assumption: Car park demolition emissions assumed equal to residential.	GFA of sold assets	EF from a research paper co-authored by the Hong Kong Housing Authority, The University of Hong Kong, and the Construction Industry Council of Hong Kong	628

¹⁵ Emissions from Category 9 Downstream transportation and distribution constitute less than 0.001% of our scope 3 emissions in 2024 and are deemed immaterial.

Scope 3 Category	Description	Calculation Methodology and General Formula	Source of Activity Data	Source of Emission Factors	2024 (tonnes CO ₂ e)
13 Downstream leased assets	Operations of assets owned by Shangri-La and leased to other entities, not included in Scope 1 and Scope 2 that are reported by lessor	<p>Method 1: The asset-specific method collects asset-specific fuel and energy data from individual leased assets.</p> <ul style="list-style-type: none"> If data on electricity purchased for the leased assets is readily available, GHG emissions are calculated by multiplying the electricity usage by the corresponding emission factor. <p>Method 2: The average-data method estimates emissions for each leased asset based on the floor space of each leased building and the building type.</p> <ul style="list-style-type: none"> If data on electricity purchased of the leased assets is not readily available, GHG emissions are estimated based on the gross floor area. <p>Assumption: CRREM emission factor for shopping malls is used to estimate emissions where electricity data for subleased area is unavailable.</p>	Primary fuel and energy consumption data, or GFA data from Shangri-La	<ul style="list-style-type: none"> IEA CRREM 	34,897
14 Franchises	Emissions from the operation of franchises not included in Scope 1 or Scope 2	This category is not applicable to Shangri-La as we do not operate any franchise businesses.			Not applicable
15 Investments	Operation of investments (including equity and debt investments and project finance) in the reporting year, not included in Scope 1 or Scope 2	The average-data method estimates emissions for an investee company based on floor space and building type.	GFA of investment properties	CRREM	39,503



HKEX ESG Reporting Code Index¹⁶

HKEX ESG Reporting Code		Section	Remark
Mandatory Disclosure Requirements			
Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	Message from the Chairman ESG Vision and Statement ESG Governance	—
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report: Materiality: The ESG report should disclose: (i) the process to identify and the criteria for the selection of material ESG factors; (ii) if a stakeholder engagement is conducted, a description of significant stakeholders identified, and the process and results of the issuer's stakeholder engagement. Quantitative: Information on the standards, methodologies, assumptions and/or calculation tools used, and source of conversion factors used, for the reporting of emissions/energy consumption (where applicable) should be disclosed. Consistency: The issuer should disclose in the ESG report any changes to the methods or KPIs used, or any other relevant factors affecting a meaningful comparison	Reporting Principles Stakeholder Engagement Materiality Assessment Carbon Emissions Performance Tables	—
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	About Shangri-La About this Report Performance Tables	—
Comply or Explain Provisions			
A. ENVIRONMENTAL			
<i>Aspect A1: Emissions</i>			
General disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Carbon Emissions Water Waste Environmental Policy	There were no instances of non-compliance with relevant local laws and regulations relating to air and greenhouse gas emissions, discharges into water and land, and the generation of hazardous and non-hazardous waste that have had a significant impact on the Group's performance in 2024. To ensure compliance with local regulations, we monitor the biological oxygen demand content of effluents from our properties.

¹⁶ This Sustainability Report covers the financial year ending 31 December 2024 and follows the former HKEX ESG Reporting Guide. We are working towards meeting the requirements in Part D of the HKEX ESG Reporting Code and will include the relevant disclosures in the next Sustainability Report.

HKEX ESG Reporting Code		Section	Remark
KPI A1.1	The types of emissions and respective emissions data.		Our operations rely heavily on electricity provided by our electricity supplier, with limited on-site generation. Air emissions are insignificant in our operations.
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) GHG emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Performance Tables	—
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		—
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		—
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Hotel Showcase Carbon Emissions Energy	—
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Hotel Showcase Waste Food Waste Reduction	—
<i>Aspect A2: Use of Resources</i>			
General disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Energy Water Environmental Policy	—
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Performance Tables	—
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).		—
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Hotel Showcase Energy	—
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Hotel Showcase Water	In 2024 our hotels did not have any issues in sourcing water that is fit for purpose.
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	—	We primarily engage in development, ownership and operation of hotel properties and investment properties, hotel management and related services, and development and sale of real estate properties. Although packaging material is not a significant part of waste generated, moving forward we will develop a more comprehensive and transparent reporting framework that accurately captures our packaging waste data. For more information on packaging, please refer to the Waste section.

HKEX ESG Reporting Code		Section	Remark
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Aspect A3: The Environment and Natural Resources

General Disclosure	Policies on minimising the issuer’s significant impacts on the environment and natural resources.	Climate- and Nature-Related Disclosures Environmental Policy	—
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KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Hotel Showcase Building and Interior Design Rooted in Nature Sanctuary: Our Care for Nature Programme Climate- and Nature- related Disclosures	—
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Aspect A4: Climate Change

General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Environmental Policy Climate- and Nature- related Disclosures	—
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KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate- and Nature- related Disclosures	—
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HKEX ESG Reporting Code

Section

Remark

B. SOCIAL

Employment and Labour Practices

Aspect B1: Employment

<p>General Disclosure</p>	<p>Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.</p>	<p>Our Employees Equity, Diversity and Inclusion Performance Management Succession Planning</p>	<p>Policies on compensation and dismissal, recruitment and promotion, working hours, rest periods, and other benefits and welfare are set out in our employee handbooks and internal policies, with specific terms identified in the letter of appointment.</p> <p>Employment-related decisions made in areas including but not limited to compensation and dismissal, recruitment and promotion, and other benefits and welfare are to be made based on fair and unbiased assessments of merit, performance, conduct, and business needs, promoting an equitable work environment for all employees.</p> <p>Our Human Rights Policy emphasises fair labour practices, ensuring compliance with all applicable laws regarding working hours, rest periods and conditions.</p> <p>Our policies on equal opportunity, diversity and anti-discrimination are further detailed in 'Equity, Diversity and Inclusion' of this report.</p> <p>There were no instances of non-compliance with relevant local laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare that have had a significant impact on the Group's performance.</p>
<p>KPI B1.1</p>	<p>Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.</p>	<p>Performance Tables</p>	<p>—</p>
<p>KPI B1.2</p>	<p>Employee turnover rate by gender, age group and geographical region.</p>		<p>—</p>



HKEX ESG Reporting Code		Section	Remark
<i>Aspect B2: Health and Safety</i>			
General Disclosure	Information on: a) the policies ; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Caring for Our Employees	Our Group's Code of Conduct and Ethics includes a section dedicated to health and safety, outlining our commitment providing a safe working environment and protecting employees from occupational hazards. There were no instances of non-compliance with relevant laws and regulations relating to occupational health and safety that have had a significant impact on the Group's performance in 2024.
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Performance Tables	—
KPI B2.2	Lost days due to work injury.		—
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Caring for Our Employees	—
<i>Aspect B3: Development and Training</i>			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Learning and Development	—
KPI B3.1	The percentage of employees trained by gender and employee category. (e.g. senior management, middle management).	Performance Tables	100% of employees undertake mandatory training.
KPI B3.2	The average training hours completed per employee by gender and employee category.		—
<i>Aspect B4: Labour Standards</i>			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Our Suppliers Human Rights	There were no instances of non-compliance with relevant laws and regulations relating to child and forced labour that have had a significant impact on the Group's performance in 2024.
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.		For more information, please refer to our Responsible Sourcing Policy, Supplier Code of Conduct, and Human Rights Policy.
KPI B4.2	Description of steps taken to eliminate such practices when discovered.		

HKEX ESG Reporting Code		Section	Remark
Operating Practices			
<i>Aspect B5: Supply Chain Management</i>			
General Disclosure	Policies on managing environmental and social risks of the supply chain.		For more information, please refer to our Responsible Sourcing Policy.
KPI B5.1	Number of suppliers by geographical region.		—
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Our Suppliers	—
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.		—
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.		—
<i>Aspect B6: Product Responsibility</i>			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Guest Experience Food Safety Data Privacy and Intellectual Property	We adhere to applicable laws and regulations to ensure accuracy and transparency in the advertising and labelling of our products and services. Our policies relating to health and safety and privacy matters are further detailed in the Guest Experience, Food Safety, and Data Privacy and Intellectual Property sections. There were no instances of non-compliance relating to health and safety, advertising, and labelling that have had a significant impact on the Group's performance in 2024.
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	—	There have been no instances of food products sold or shipped being subject to recalls for safety and health reasons.
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Guest Experience	Product and service-related feedback and complaints are resolved according to our Guest Engagement and Complaint Handling Guideline. For recurring problems, we have a process improvement team dedicated to systematically identifying and resolving these issues. In 2024, there were no substantiated complaints received relating to products and services provided that had a significant impact on the Group's performance.
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Data Privacy and Intellectual Property	—

HKEX ESG Reporting Code		Section	Remark
KPI B6.4	Description of quality assurance process and recall procedures .	Guest Experience Food Safety Our Suppliers	Our quality assurance process comprises the establishment of standards, risk controls, inspections, testing, continuous improvement, and compliance with regulatory and legal requirements. For further information, please see Guest Experience, Food Safety, and Our Suppliers section of this report. If unsafe products are identified, recall procedures would be promptly implemented to identify the required scope of recall and accordingly cease sale and/or distribution. Circumstances leading to the recall would be internally investigated, with the cause, extent, result and related remediation actions being recorded and reported.
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Data Privacy and Intellectual Property	—
<i>Aspect B7: Anti-corruption</i>			
General Disclosure	Information on: a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Anti-corruption	There were no concluded legal cases brought against our Group concerning corruption or fraud in 2024. Additionally, there have been no instances of non-compliance with relevant laws and regulations relating to bribery, extortion, fraud, and money laundering that have had a significant impact on the Group's performance.
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.		
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Anti-corruption Whistleblowing	For more information, please refer to our Whistleblowing and Whistleblower Protection Policy.
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-corruption	Anti-bribery and corruption education was provided to all Board members via continuous professional development bulletin updates. All employees are required to complete an annual anti-corruption training module.
Community			
<i>Aspect B8: Community Investment</i>			
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		—
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Our Community Performance Tables	—
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.		—

GRI Standards Index

We have reported the information cited in the GRI content index for the period from 1 January 2024 to 31 December 2024 with reference to the GRI Standards.

GRI Standards		Section	Remarks
<i>GRI 2: General disclosures 2021</i>			
2-1	Organisational details	About Shangri-La	Please refer to the Corporate Information section in 2024 Annual Report for further details.
2-2	Entities included in the organisation's sustainability reporting	About This Report Performance Tables	—
2-3	Reporting period, frequency, and contact point	—	This report covers calendar year 2024 or cumulative year-end data, unless otherwise stated. Sustainability reporting is aligned with our fiscal year and the publishing of our Annual Report. For questions regarding the report, please contact: esg@shangri-la.com
2-4	Restatements of information	—	N/A
2-5	External assurance	Board Committees and Risk Management Framework Risk Management Assurance Statement	HKQAA verified the performance against the five targets and their 2019 baseline: employee work injury rate, carbon emissions intensity, energy intensity, water intensity, and single-use plastics intensity.
2-6	Activities, value chain, and other business relationships	About Shangri-La Our Suppliers	—
2-7	Employees	Employment Profile Performance Tables	—
2-9	Governance structure and composition	ESG Governance	Please refer to the following sections in the 2024 Annual Report for further details: — Board of Directors, Company Secretary, and Senior Management section — Corporate Governance Report: Corporate Governance Functions, Board, Executive Committee, Nomination Committee, Remuneration & Human Capital Committee, Audit & Risk Committee and Management Committees
2-10	Nomination and selection of the highest governance body		—
2-11	Chair of the highest governance body	Annual Report	Please refer to the Corporate Governance Report section in the 2024 Annual Report for further details.
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Governance	—
2-13	Delegation of responsibility for managing impacts	ESG Governance	—
2-14	Role of the highest governance body in sustainability reporting	ESG Governance	—
2-15	Conflicts of interest	—	Please refer to the Director's Handbook and Code of Conduct and Ethics sections in the 2024 Annual Report for further details.
2-16	Communication of critical concerns	—	Please refer to the Whistleblowing Policy section in the 2024 Annual Report for further details.
2-17	Collective knowledge of the highest governance body	ESG Governance	Please refer to the Directors' Training section under Corporate Governance Report of the 2024 Annual Report for further details.
2-18	Evaluation of the performance of the highest governance body	—	Please refer to the Nomination Committee section under Corporate Governance Report of the 2024 Annual Report for further details.

WELCOME

STAY

SAVOUR

SHINE

GOVERNANCE

CLIMATE- AND
NATURE-
RELATED
DISCLOSURES

APPENDIX

GRI Standards		Section	Remarks
2-19	Remuneration policies	—	Please refer to the Remuneration & Human Capital Committee section under Corporate Governance Report of the 2024 Annual Report for further details.
2-20	Process to determine remuneration	—	
2-22	Statement on sustainable development strategy	Message from the Chairman ESG Governance	—
2-23	Policy commitments	Our Suppliers Human Rights Annual Report	—
2-24	Embedding policy commitments		—
2-25	Processes to remediate negative impacts	Working Together	—
2-26	Mechanisms for seeking advice and raising concerns	Working Together Whistleblowing	—
2-27	Compliance with laws and regulations	—	There were no significant instances of non-compliance with laws and regulations in 2024.
2-28	Membership associations	—	Shangri-La is not a significant player in any industrial associations.
2-29	Approach to stakeholder engagement	Stakeholder Engagement	—
2-30	Collective bargaining agreements	Working Together	—
<i>GRI 3: Material Topics 2021</i>			
3-1	Process to determine material topics	Materiality Assessment	—
3-2	List of material topics		—
<i>GRI 204: Procurement Practices 2016</i>			
3-3	Management of material topics	Our Suppliers	—
204-1	Proportion of spending on local suppliers	Local Sourcing	Our local supplier spending remains above 80%, reflecting our commitment to supporting local communities. Local suppliers are defined as suppliers located within the same country or region as the properties
<i>GRI 205: Anti-corruption 2016</i>			
3-3	Management of material topics	Anti-Corruption	—
205-1	Operations assessed for risks related to corruption	—	The identification and monitoring of risks related to corruption is fully integrated in the IAF
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption	—
205-3	Confirmed incidents of corruption and action taken	—	In 2024, there were no confirmed incidents of corruption.

GRI Standards		Section	Remarks
<i>GRI 302: Energy 2016</i>			
3-3	Management of material topics	Energy Environmental Policy	—
302-1	Energy consumption within the organisation	Performance Tables	—
302-3	Energy intensity		—
302-4	Reduction of energy consumption	—	Comparing to 2019 baseline, the energy reduction achieved as a direct result of conservation and efficiency initiatives amount to 275,484,073 kWh. These reductions encompass various types of energy, including electricity, fuel, heating and chilled water. The calculations for the reductions in energy consumption are based on energy efficiency, calculated using the net energy reduction using the same conversion factors employed in 2019.
302-5	Reductions in energy requirements of products and services	Performance Tables	—
<i>GRI 303: Water and Effluents 2018</i>			
3-3	Management of material topics		—
303-1	Interactions with water as a shared resource	Water Environmental Policy	—
303-2	Management of water discharge related impacts		—
303-3	Water withdrawal	Performance Tables	—
<i>GRI 304: Biodiversity 2016</i>			
3-3	Management of material topics		—
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sanctuary: Our Care for Nature Programme Building and Interior Design Environmental Policy	—
304-2	Significant impacts of activities, products and services on biodiversity	Climate- and Nature-Related Disclosures	—
304-3	Habitats protected or restored		—

GRI Standards		Section	Remarks
<i>GRI 305: Emissions 2016</i>			
3-3	Management of material topics	Carbon Emissions Environmental Policy	—
305-1	Direct (Scope 1) GHG emissions	Performance Tables	—
305-2	Energy indirect (Scope 2) GHG emissions		—
305-3	Other indirect (Scope 3) GHG emissions		—
305-4	GHG emissions intensity		—
305-5	Reduction of GHG emissions	Building and Interior Design Carbon Emissions	Compared to 2019 baseline, 319,632 metric tons of CO ₂ e in GHG emissions was reduced as a direct result of the reduction initiatives. The calculation encompasses CO ₂ , CH ₄ , and N ₂ O gases The reductions in GHG emissions occurred in both Scope 1 and Scope 2 categories, calculated using the net energy reduction using the same conversion factors employed in 2019.
305-6	Emissions of ozone-depleting substances (ODS)	—	Our operations rely heavily on electricity provided by our electricity supplier, with limited on-site generation. Air emissions are insignificant in our operations.
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	—	
<i>GRI 306: Waste 2020</i>			
3-3	Management of material topics	Waste Environmental Policy Food Waste Reduction	—
306-1	Waste generation and significant waste-related impacts	Waste	—
306-2	Management of significant waste-related impacts	Food Waste Reduction	—
306-3	Waste generated	Performance Tables	—
306-4	Waste diverted from disposal		—
306-5	Waste directed to disposal		—
<i>GRI 308: Supplier Environmental Assessment 2016</i>			
3-3	Management of material topics	Our Suppliers	—
308-1	New suppliers that were screened using environmental criteria	—	In our ongoing commitment to sustainability, we have plans in the pipeline to screen new suppliers with environmental criteria in the near future. We recognise the importance of integrating these criteria into our supplier selection process and are actively working towards implementing these measures.
308-2	Negative environmental impacts in the supply chain and actions taken	Our Suppliers	—

GRI Standards		Section	Remarks																		
<i>GRI 401: Employment 2016</i>																					
3-3	Management of material topics	Our Employees	—																		
401-1	New employee hires and employee turnover	Performance Tables	—																		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	—	Full-time employees enjoy life insurance, health care, parental leave, and retirement provision at headquarters. Benefits provided to temporary or part-time employees meet or go beyond the legal minimum requirements of local regulations.																		
			<table border="1"> <thead> <tr> <th>Parental leave</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Number of employees that were entitled to parental leave</td> <td>17,582</td> <td>15,367</td> </tr> <tr> <td>Number of employees that took parental leave</td> <td>611</td> <td>572</td> </tr> <tr> <td>Number of employees that returned to work in the reporting period after parental leave ended</td> <td>582</td> <td>506</td> </tr> <tr> <td>Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work</td> <td>475</td> <td>411</td> </tr> <tr> <td>Return to work and retention rates of employees that took parental leave</td> <td>95%</td> <td>88%</td> </tr> </tbody> </table>	Parental leave	Male	Female	Number of employees that were entitled to parental leave	17,582	15,367	Number of employees that took parental leave	611	572	Number of employees that returned to work in the reporting period after parental leave ended	582	506	Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	475	411	Return to work and retention rates of employees that took parental leave	95%	88%
Parental leave	Male	Female																			
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401-3	Parental leave																				
<i>GRI 402: Labor/Management Relations 2016</i>																					
3-3	Management of material topics	Our Employees	—																		
402-1	Minimum notice periods regarding operational changes	—	We adhere to the collective bargaining agreements and local labour laws for the minimum notice periods regarding operational changes, subject to specific circumstances.																		
<i>GRI 403: Occupational Health and Safety 2018</i>																					
3-3	Management of material topics		—																		
403-1	Occupational health and safety management system		—																		
403-2	Hazard identification, risk assessment, and incident investigation		—																		
403-3	Occupational health services		—																		
403-4	Worker participation, consultation, and communication on occupational health and safety		—																		
403-5	Worker training on occupational health and safety	Caring for Our Employees	—																		
403-6	Promotion of worker health		Workers' access to non-occupational medical and healthcare services is facilitated through the provision of detailed information in the employee handbook and/or HR portal about the employee benefits program, which encompasses medical and healthcare services. Voluntary health promotion services and programs are also offered to address major non-work-related health risks. These initiatives aim to target specific health risks through various channels, including safety campaigns, publications, billboards, discussions, sharing sessions, and mandatory and specialised training programs.																		

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GRI Standards		Section	Remarks
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Supplier Code of Conduct	—
403-8	Workers covered by an occupational health and safety management system	Caring for Our Employees	—
403-9	Work-related injuries	Performance Tables	—
			There are no fatalities as a result of work-related ill health in 2024.
403-10	Work-related ill health	—	The number of cases of work-related ill health is not tracked in Shangri-La as our operations generally do not involve working environments with high levels of noise and dust that are known to contribute to occupational health issues. However, we continuously monitor the health and safety conditions in our workplaces to ensure the wellbeing of our employees and take proactive measures to prevent any potential health risks.
<i>GRI 404: Training and Education 2016</i>			
3-3	Management of material topics	Learning and Development	—
404-1	Average hours of training per year per employee	Performance Tables	—
404-2	Programmes for upgrading employee skills and transition assistance programmes	Learning and Development	—
404-3	Percentage of employees receiving regular performance and career development reviews	—	All regular active full-time or part-time employees who joined the organisation before 1 October 2024 would receive an annual performance and career development review during 2024.
<i>GRI 405: Diversity and Equal Opportunity 2016</i>			
3-3	Management of material topics	Equity, Diversity, and Inclusion	—
405-1	Diversity of governance bodies and employees	Performance Tables	Please refer to the Board of Directors, Company Secretary and Senior Management section in 2024 Annual Report for further details.
			Overall (female to male ratio): 1.00: 1.06
405-2	Ratio of basic salary and remuneration of women to men	—	Managerial (female to male ratio): 1.00: 1.15
			Non-managerial (female to male ratio): 1.00: 0.97
<i>GRI 406: Non-discrimination 2016</i>			
3-3	Management of material topics	Equity, Diversity, and Inclusion Human Rights	—
406-1	Incidents of discrimination and corrective actions taken	—	This year, there have been no instance on non-compliance with anti-discrimination that have had a significant impact on the Group's performance.



GRI Standards		Section	Remarks
<i>GRI 408: Child Labour 2016</i>			
3-3	Management of material topics	Our Suppliers Human Rights	—
408-1	Operations and suppliers at significant risk for incidents of child labour	Our Suppliers	—
<i>GRI 409: Forced or Compulsory Labour 2016</i>			
3-3	Management of material topics	Our Suppliers Human Rights	—
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Our Suppliers	—
<i>GRI 413: Local Communities 2016</i>			
3-3	Management of material topics		—
413-1	Operations with local community engagement, impact assessments, and development programmes	Our Community	All of our hotels (except properties that are not fully operational) actively engage in local community engagement and development programs, which encompass initiatives focused on children's education and health, environmental conservation, support for women, and the elderly, on the property level.
413-2	Operations with significant actual and potential negative impacts on local communities		We are not aware of any significant negative impacts on the local communities.
<i>GRI 414: Supplier Social Assessment 2016</i>			
3-3	Management of material topics	Our Suppliers	—
414-1	New suppliers that were screened using social criteria	—	In our ongoing commitment to sustainability, we have plans in the pipeline to screen new suppliers with social criteria in the near future. We recognise the importance of integrating these criteria into our supplier selection process and are actively working towards implementing these measures.
414-2	Negative social impacts in the supply chain and actions taken	Our Suppliers	—
<i>GRI 416: Customer Health and Safety 2016</i>			
3-3	Management of material topics	Guest Experience Food Safety	—
416-1	Assessment of the health and safety impacts of product and service categories	Safety and Security Food Safety Management System	—
416-2	Incidents of non-compliance concerning the health and safety impact of products and services	—	In 2024, there have been no instances of non-compliance related to health and safety impacts of products and services.
<i>GRI 418: Customer Privacy 2016</i>			
3-3	Management of material topics	Data Privacy and Intellectual Property	—
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	—	In 2024, there have been no substantiated complaints concerning breaches of customer privacy identified.

Assurance Statement



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Verification Objectives

Hong Kong Quality Assurance Agency (“HKQAA”) was commissioned by Shangri-La Asia Limited to conduct an independent verification of a set of key sustainability performance indicators (“selected information”) stated in its Sustainability Report 2024 (“the Report”). The selected information covered the period from 1st January 2024 to 31st December 2024 and represented the sustainability performance of The Shangri-La Group (“Shangri-La”) refer to Shangri-La Asia Limited and its subsidiaries and affiliates. The objective of the verification process was to provide an independent opinion with limited level of assurance on whether the selected information disclosed in the Report is accurate over the period covered.

Verification Scope

Shangri-La engaged HKQAA to verify the following selected information:

- Energy intensity (in kWh per square meter)
- Carbon intensity (in kgCO₂e per square meter)
- Water intensity (in Cubic Meter per occupied room)
- Single Use Plastic (weight (g) per occupied room per year)
- Employee work injury rate (No. of Incidents per 100 Full Time Equivalent (FTE))

The organizational boundary of the verification was Shangri-La’s owned and managed hotels and investment properties.

Level of Assurance and Methodology

The verification procedure undertaken by HKQAA is a risk-based driven and sampling approach. Our assurance engagement is referencing the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The verification procedure is designed for devising opinions and conclusions to obtain a limited level of assurance.

Within the scope of our verification, the following procedures were undertaken as part of the evidence gathering process for this assurance engagement:

- reviewing internal data management processes for collecting, analyzing, aggregating and reporting of the performance data.
- interviewing personnel with accountability for handling the data.
- Examining raw data and supporting evidence of the selected samples according to the risk-based sampling plan.

Roles and Responsibilities

Shangri-La is responsible for the organisation’s information system, the development and maintenance of records and reporting procedures in accordance with the system, including the calculation and determination of sustainability information and performance. HKQAA verification team is responsible for providing an independent verification opinion on the selected disclosures provided by Shangri-La for the reporting period. The verification was based on the verification scope, objectives and criteria as agreed between Shangri-La and HKQAA.

Independence

HKQAA did not involve in collecting, calculating or compiling the data. Our verification activities were entirely independent and there was no relationship between HKQAA and Shangri-La that would affect the impartiality of the verification.

Limitation and Exclusion

The following limitations and exclusions were applied to this verification due to the service scope, nature of verification criteria, and characteristics of the verification methodology.

- Our verification scope is limited to examining the raw data or information for the selected disclosures, e.g., Claims and Performance Data stated in the Report. The identified sustainability information may be subject to inherent uncertainty because of incomplete scientific and technical knowledge.
- Evaluating the quality of execution and implementation effectiveness of the ESG practices, the appropriateness of the assumptions made, and the estimation techniques applied are outside the scope of our verification.
- The verification of raw data or information is based on the use of a sampling approach and reliance on the client’s representation. As a result, errors or irregularities may occur and remain undetected.
- Any information outside the established verification period has been excluded.

Conclusion

Based on the verification procedures performed and evidence obtained, nothing has come to the verification team’s attention that causes us to believe that the selected information:

- is not materially correct; and
- is not a fair representation of Shangri-La’s sustainability performance.

**Signed on behalf of Hong Kong
Quality Assurance Agency**

Connie Sham
Head of Audit
March 2025