



BANYAN TREE
HOLDINGS

Sustainability Report 2018

BANYAN TREE HOLDINGS LIMITED

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Our Mission

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

Our Vision

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



This involves:

Creating an enchantingly memorable experience for guests and customers through our services and products;

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



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

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



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

This annual sustainability report presents data as of 31 December 2018 for the calendar year. We issue our sustainability reports on an annual basis since 2006; previous reports can be found at <http://investor.banyantree.com>. We present figures for Key Performance Indicators for the past three years.

This report was voluntarily produced with reference to the **Global Reporting Initiative (GRI)** Standards with disclosures from GRI 102 General Disclosures and GRI 103 Management Approach for each material topic from GRI Standards 2016. This report summarises the importance, scope, management approach, targets and progress for each material topic. Further detail for each material topic is provided online (www.banyantreeglobalfoundation.com) along with a complete GRI Standards content index (www.banyantreeglobalfoundation.com/gri).

Contact Us:

Comments or questions about this Report may be directed to Dr Steve Newman, Group Sustainability Director, at steve.newman@banyantree.com

Leadership Statement

Singapore declared 2018 the year of climate action. While it can be easy to become immune to climate change warnings, or complacent in our actions, the recent IPCC report reinforced the threat climate change poses to the world. Now more than ever it is important for us to heed these warnings, and to act with ever greater vigilance.

As a business founded on sustainable development, we continue to embed climate change within our sustainability efforts and business decisions. Adhering to the precautionary principle isn't always enough, and we strive to do more than the bare minimum.

A sustainable mindset may be seen as a disturbance to business, much like climate change to the environment. However, a forward thinking approach is necessary for us to ensure that business, the livelihoods and communities it supports, and the environment in which we operate, develops and maintains resilience to future change.

We hope our efforts reported here encourage others, and we commit to always do more so that travellers can continue to "Stay for Good" with Banyan Tree.



HO KWONPING
EXECUTIVE CHAIRMAN
BANYAN TREE HOLDINGS LIMITED



Doing good does not always mean doing more, but often requires doing things better. Consequently, we have focussed our sustainability endeavours as we strive to **RAISE** the bar and increase **Resilience** in communities and environments where we operate, **Align** our efforts with global initiatives, drive **Innovation** to tackle new challenges, and connect with **Stakeholders** to increase **Engagement**.

Aligning our approach with the Sustainable Development Goals, we address global contemporary issues within local contexts and better frame our efforts for future challenges. Implementing a philosophy of reduce, refuse, reuse, recycle and remove we began to tackle the global issue of single use plastic. Reducing food waste and evaluating our supply chains are moving to the fore of our sustainability strategy.

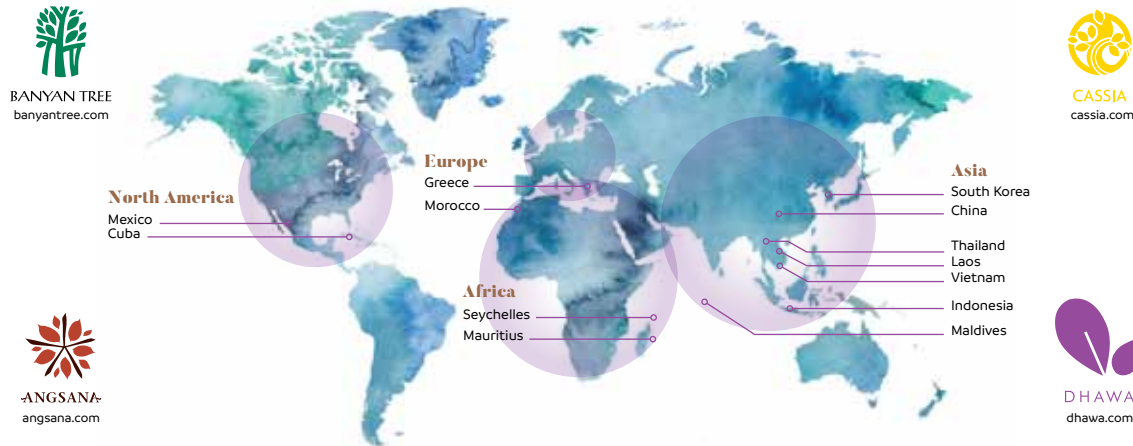
We look to raise the standards of good practices, raise awareness in the community on climate change impact and corrective agendas, and raise the spirit of partnership with various agencies to do good, to ultimately create stewardship for the global community and environment.



CLAIRE CHIANG
CHAIRPERSON
BANYAN TREE GLOBAL FOUNDATION

Who We Are

The Banyan Tree Group is a leading international operator and developer of premium resorts, hotels, residences and spas, with a collection of award-winning brands: Banyan Tree, Angsana, Cassia and Dhawa. Banyan Tree also operates the leading integrated resort in Thailand – Laguna Phuket, and integrated resorts Laguna Bintan in Indonesia and Laguna Lăng Cô in Central Vietnam.



Detailed breakdowns of operations (Pages 34 to 51), markets served (Pages 54 to 59), revenue and finance (Pages 12 to 13 and 66 to 70) can be found in our Annual Report (<http://investor.banyan-tree.com>).

Headquartered in Singapore, we have a global presence including ownership or management interest in:

47 HOTELS	63 SPAS	75 GALLERIES	971,854 GUESTS SERVED
3 GOLF COURSES	23 COUNTRIES	11,013 ASSOCIATES	198 Countries of residence 90% of guests from: China, Republic of Korea, Singapore, Taiwan, United States, Thailand, Great Britain, Vietnam, Japan, Russia, Germany, Australia

2018 Employee Snapshot*

	Non-supervisor	Supervisor	Senior Management
GENDER			
Female	44.4%	43.7%	43.4%
Male	55.6%	56.3%	56.6%
AGE			
Below 30	38.6%	18.3%	1.7%
30 to 50	54.4%	77.7%	71.7%
Above 50	7.0%	4.0%	26.7%
EDUCATION			
No Formal Education	0.4%	0.1%	0.1%
Primary School	9.9%	0.6%	0.0%
High School "O" Levels	19.1%	6.1%	1.6%
High School "A" Levels	23.6%	12.8%	5.1%
Technical	11.0%	10.9%	2.3%
Diploma	17.9%	21.5%	19.4%
Degree and above	18.1%	48.0%	71.5%

*Data compiled for all resorts and business sectors as of 31 Dec 2018

2018 Highlights



Environmental Responsibility

CLIMATE CHANGE

18,382

Trees planted in 2018

493,582

Trees planted to date

RESOURCE CONSERVATION

36

Sectors benchmarked

24%

Reduction in single use plastic



Social Responsibility

EMPLOYEE SATISFACTION*

90%

Satisfaction score

98.7%

Completion

* Based on 11,013 associates.

STAFF DEVELOPMENT

506,826

Total training hours

6.0 hrs

Average training per person per month



Good Governance

\$562,031

Disbursed funds in 2018

\$7,354,653

Total disbursed to date



BIODIVERSITY & ENVIRONMENT INITIATIVES

84,720 kg

Trash collected

92,546

Participants



302

Events and initiatives in 2018

145,532

Participants



SEEDLINGS MENTORSHIP

83

Students in 2018

623

Work days of mentorship



COMMUNITY ENGAGEMENT

52,986

Participants

20,817

Meals handed out

Our Sustainability Journey

1992
American Express and International Hotel Association Environmental Award for remediating "toxic site" into Laguna Phuket



1994
Banyan Tree brand launched with opening of Laguna Phuket

2001
Green Imperative Fund (GIF) launched



2003
First resort based marine lab established in Maldives

2004
Corporate Social Responsibility committee established



2005
Tsunami recovery funds; founding member of United Nations Global Compact Network Singapore; Ms Claire Chiang begins 4 year term as inaugural president for Singapore Compact for CSR, now known as Global Compact Network Singapore

2006
First sustainability report published by Banyan Tree; Banyan Tree Holdings debuts on Singapore Stock Exchange; Earth day appreciation events launched across resorts

2012
GPS Development Services Ltd enters alliance with EC3 Global for integrated sustainable development services

2011
Launched three pillar approach to sustainability: operational efficiency, protecting biodiversity, developing local capacity

2009
Banyan Tree Global Foundation established

2010
EarthCheck selected as strategic partner for external sustainability certification



2007
Resource conservation initiated to support efficient operations; Greening Communities launched to raise awareness of climate change; Seedlings Mentorships launched to empower young people through education



2013
Social Enterprise Seedlings café launched in Hoi An, Vietnam; Laguna Lăng Cô earns certification to EarthCheck's Precinct Planning and Design Standard, the first in South East Asia

2014
Build for Good and Stay for Good frameworks launched; Seedlings Café Phuket launched



2015
Stay for Good framework expanded to include Meet for Good, Eat for Good, Gift for Good and Spa for Good; Cleaning initiative commences group wide

2016
Launched supply chain tool with EarthCheck

2017
Stakeholder inclusive material analysis to frame and direct sustainability efforts; alignment of efforts with UN Sustainable Development Goals; adoption of GRI core standards

2018
Announced commitment to eliminate single use plastic

Brand for Good

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

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

A context based stakeholder engaged approach allows our social and environmental efforts to address local challenges and needs.

Buy for Good

- Responsible supply chain
- Third-party verified

Spa for Good

- Showcase local heritage and ingredients
- Vocational training through Spa Academy

Build for Good

- **DESIGN**
 - Local Architecture & materials
- **CONSTRUCTION**
 - Protect/remediate site
- **THIRD-PARTY CERTIFIED**

Stay for Good

HOTEL OPERATIONS
Efficient and engaged with communities

GREEN IMPERATIVE FUND MECHANISM
Guest & Hotel matching donations

SUSTAINABILITY THEMED GUEST ACTIVITIES
Passive, Active, Engaged

ANNUAL CELEBRATIONS
Earth Hour, Earth Day, World Environment Day, World Food Day

SITE-SPECIFIC ACTIVITIES
Social & Environmental

Eat for Good

- Social enterprise eatery
- Vocational training for young adults

Meet for Good

- Sustainable events venue
- Second party verified

Gift for Good

- Community craft showcase
- Retail with a difference

Sustainable Development

Sustainable by design, Banyan Tree is committed to protecting natural and cultural heritage during development to ensure long term sustainability. Disturbance is minimised and landscape protected, while traditional materials are incorporated to support livelihoods.

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

1
CONCEPT
Vision for adding income to destination, maximising cultural and physical beauty of destination

2
DESIGN
Embed operational efficiency, safeguard ecology and empower communities

3
SUSTAINABLE BUILDING CERTIFICATION
Third party certification validates approach e.g. EC3 Global since 2012, LEED, BREAM

4
CONSTRUCTION
Experts translate sustainable design mindset to operations

5
PRE-OPENING
Upskill local labour, build local capacity, direct tourism dollars to local communities

6
HOSPITALITY OPERATIONS
Embed core founding value of sustainability in all operations

7
BENCHMARK AND CERTIFY
Against location-specific expectation (baseline) and possibility (best practice)

Bang Tao Bay, 1980's

Edible Golf Course

Abandoned rice fields around Lăng Cô golf course were expanded and reactivated in 2017. Four hectares were farmed, with water buffalo as bio-mowers, producing 14 tonnes of rice in 2018, up from 9 tonnes in 2017.



Bang Tao Bay, after remediation

Sustainability Approach

MATERIAL TOPIC IDENTIFICATION*

Seven primary material topics were selected based on their importance to internal and external stakeholders: climate change, pollution and waste, biodiversity, employee satisfaction, leadership, ethical compliance and data privacy. We voluntarily report progress on four additional topics (staff development, culture and heritage, responsible travel and supply chain) due to their importance to our core sustainability values.

This report summarises why each material topic is important, our management approach, commitments, responsibilities, targets and actions. Each material topic is aligned with the United Nations Sustainable Development Goals†. Further details on the alignment, selection, description and progress for each material topic can be found online*.

STAKEHOLDER ENGAGEMENT‡

Regular dialogue through formal and informal channels with our associates, customers, investors, partners, suppliers and communities where we operate is essential to guide and implement our sustainability efforts. We employ a cross-sector collaborative approach engaging with individuals, businesses, NGOs, and academic institutions worldwide to deliver conservation and societal benefits.

In 2018 we opened discussions with several international NGOs to collaboratively support the Sustainable Development Goals. We continue to iteratively revise our stakeholder engagement strategies to improve engagement and maximise positive benefit.

RESPONSIBLE TRAVEL§

As stewards of natural and cultural heritage, tourism has significant transformative power in the face of unprecedented global inequality and change. Our efforts extend beyond the precautionary approach, integrating social and environmental responsibility throughout operations, and our travellers' experience.

Our efforts towards this voluntary material topic are highlighted throughout this report through operations (Pages 8-12), environmental (Pages 13-15) and social initiatives (Pages 16-23). In 2018 we had 302 initiatives and events across the group. Our target is to provide a minimum of five engagement opportunities per property to support responsible travel by connecting guests with cultural and natural heritage to create stewardship and resilience.



* Material topics: www.banyantreeglobalfoundation.com/material-topics
 † Alignment: www.banyantreeglobalfoundation.com/alignment
 ‡ Stakeholder engagement: www.banyantreeglobalfoundation.com/stakeholders
 § Responsible travel: www.banyantreeglobalfoundation.com/responsible-travel



Environmental Responsibility



Climate Change



The release of the IPCC report in 2018 once again highlighted the threat of climate change, and the action needed to restrict global temperature rise.

Banyan Tree's actions on climate change are integrated throughout operations and environmental, social and governance sustainability efforts, in alignment with the World Travel and Tourism Council's (2015)* call to connect with global climate action.

In support of Singapore's Call for Climate Action in 2018, we continue to tackle resource efficiency and use (Pages 9 to 11), promote responsible travel (Page 7), greening and reforestation, and support local capacity development and resilience to change (Pages 18 to 23).

* www.wttc.org/priorities/sustainable-growth/climate-change

Greening Communities

We plant trees to raise awareness of climate change and sequester carbon emissions. The average tree sequesters up to 40kg of carbon per year; the 493,582 trees planted since 2007 sequester up to 19,743 tonnes of carbon annually. In 2019 we will complete a review of our efforts and look to establish new targets.

TREES PLANTED	PARTICIPANTS	OTHER PLANTS
18,382	4,077	3,421
15,142	3,563	3,900
25,391	3,330	-
	2018 2017 2016	

Earth Hour

Every year we give a voice to climate change awareness by joining the global Earth Hour movement and turning off all non-essential lights for one hour at our properties world-wide. In 2018, our engagement increased significantly, saving 3,000 kWh of electricity: the equivalent of 8 months household electricity consumption of a 4-room public housing unit in Singapore*.



PARTICIPANTS

12,682

2,926

551

2018 2017 2016

*source: www.ema.gov.sg



Pollution and Waste



TARGET

5%

annual reduction in energy, emissions, water and waste

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

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

emissions, water and waste. Working with EarthCheck, we are developing context specific targets based on historical performance and reduction progress for each property.

Rigorous benchmarking of energy, emissions, water use and waste production through a strategic partnership with EarthCheck since 2010 measures progress against context-specific industry baselines

and best practices, resulting in certification and assurance.

Data for the calendar year ending 31 Dec 2018 were collected onsite and validated by EarthCheck. Total resource use is reported including hotels, resorts, offices and golf courses. Resource intensity for hotels and resorts is presented per occupied room, rather than per guest night in previous reports, due to greater accuracy of

data. Individual property performance and comparison to best practice and regional averages is provided online*. Group data was not compared to industry average or best practice due to variability in resort size, type, climate, country and other factors preventing aggregated comparison.

Data are reported for the first time for properties that were not registered with EarthCheck. Mobile fuel and waste data were not accurately verifiable and not included, but tracking will be implemented in 2019. All other data were verified based on financial documentation.

* www.banyantreeglobalfoundation.com/consumption-waste

Energy and Emissions

EARTHCHECK PROGRESS

By end of 2018, 36 sectors (80% of eligible sectors) including 29 hotels in which we have management or ownership interest were enrolled with EarthCheck*. Eight sectors were certified gold (up from two in 2017). Of the eighteen properties that were not active in EarthCheck, eight were newly opened, and will be eligible to join after one year of operation.



Gold Certified

- Banyan Tree Bangkok*
- Banyan Tree Lijiang
- Banyan Tree Mayakoba
- Banyan Tree Samui*
- Banyan Tree Ungasan*
- Laguna Bintan (Banyan Tree, Angsana and Golf)*

Silver Certified

- Angsana Ihuru
- Angsana Velavaru
- Banyan Tree Cabo Marqués
- Banyan Tree Macau
- Banyan Tree Ringha
- Banyan Tree Sanya
- Banyan Tree Seychelles*
- Banyan Tree Vabbinfaru
- Laguna Lăng Cô (Banyan Tree, Angsana, Golf, Laguna Services)
- Laguna Phuket (Banyan Tree, Angsana, Cassia, Golf, Laguna Holiday Club, Angsana Villas Resort, LRH Offices, Laguna Services)
- Maison Souvannaphoum Hotel

Bronze Benchmarked

- Angsana Tengchong Hot Springs Village
- Angsana Xi'an Lintong
- Banyan Tree Club & Spa Seoul
- Banyan Tree Huangshan (new)
- Banyan Tree Yangshuo
- Banyan Tree Headquarters Singapore (2 office sector buildings)

* indicates moved up one certification level



2018 RESORT HIGHLIGHT:

ENERGY

(Megajoules per Occupied Room)



Angsana Phuket: 357.1

GREENHOUSE GAS EMISSIONS

(Kilograms Carbon Dioxide equivalent per Occupied Room)



Angsana Maison Souvannaphoum: 1.1

POTABLE WATER

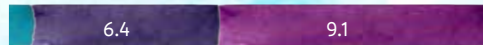
(Litres per Occupied Room)



Banyan Tree Seychelles: 3,125.9

WASTE SENT TO LANDFILL

(Litres per Occupied Room)



Banyan Tree Ungasan: 0.4

OUR PERFORMANCE

BEST PRACTICE

INDUSTRY AVERAGE

* www.earthcheck.org
www.banyantreeglobalfoundation.com/consumption-waste

ENERGY

(Megajoules per Occupied Room)

2018	1,543.1
2017	1,644.3
2016	1,811.8

↓ 6%

GREENHOUSE GAS EMISSIONS

(Kilograms Carbon Dioxide equivalent per Occupied Room)

2018	144.7
2017	152.1
2016	168.7

↓ 5%

POTABLE WATER

(Litres per Occupied Room)

2018	5,678.4
2017	6,170.0
2016	8,019.5

↓ 8%

WASTE SENT TO LANDFILL

(Litres per Occupied Room)

2018	19.2
2017	20.0
2016	19.2

↓ 4%

Energy and Emissions

ENERGY

Annual energy use increased by 3% to 1,903.006 GJ, with new hotels opening in Kuala Lumpur, Bintan, Jinshanling, Anji and Zhuhai. This figure is higher than last years' report also due to inclusion of offices and golf courses and non-EarthCheck registered properties.

Annual energy use by hotels, offices and golf courses benchmarked by EarthCheck in 2018 increased by 1% to 1,634,941 GJ, with 48% purchased electricity, 46% stationary fuel and 5% mobile fuel. Energy per occupied room decreased by 6% for all resorts and hotels, and those benchmarked by EarthCheck.

EMISSIONS

Annual Scope 1 (direct) and Scope 2 (energy indirect) greenhouse gas emissions by EarthCheck benchmarked properties increased by 1.9% to 149,723 tons. Hotel and resort emissions per occupied room reduced by 5% for EarthCheck benchmarked properties.



ENERGY

85%

Properties performing better than industry average



EMISSIONS

96%

Properties performing better than industry average

RESOURCE CONSERVATION INITIATIVES

86

Initiatives

33

Properties

Water and Waste

WATER

Annual potable water use increased by 6.7% to 6.605 billion litres. Hotel and resort water use reduced by 8% to 5,678 litres per occupied room. This value was influenced by high water use at TengChong, Chongqing and Sanya properties; excluding these, average water use was 3,327 litres per occupied room.

WASTE

Total waste sent to landfill increased by 35% to 133,615 cubic metres, due to an increase in waste from Lang Co golf course. Waste production decreased by 4% to 19.2 litres per occupied room. No hazardous waste was produced by operations.

WATER

81%

Properties performing better than industry average

WASTE

54%

Properties performing better than industry average



WATER

Percent recycled/ recaptured

30.7%

39.8%

37.5%

WASTE TO LANDFILL

Recycled, reused or composted

33.8%

36.5%

39.3%



2018 2017 2016

Food Waste

An estimated one third of global food production is wasted resulting in annual losses worth \$750bn. Controlling food waste supports climate change action by reducing waste to landfill and methane production, in addition to cost saving.

Our goals are to measure the food waste footprint at all properties by 2020, reduce food waste by 30% and divert 50% from landfill by 2025, and reduce food waste by 50% and divert 100% from landfill by 2030. In 2018 we shared guidance to all properties for task force creation, baseline measurement, waste prevention recovery and diversion, and stakeholder engagement.

In 2018 Angsana Phuket piloted food reduction with Winnow (www.winnowsolutions.com) resulting in food waste reductions of 84% and 22% from staff and guest outlets respectively. Banyan Tree Bangkok started donating to Scholars of Sustenance (www.scholarsofsustenance.org), diverting 1,275kg of food from landfill over 6 months.

Plastic Waste

Plastic pollution is one of the most pressing threats to the environment and our wellbeing. Single use plastics take a few seconds to produce, a few minutes to use, but hundreds of years to break down.

On Earth Day 2018, we announced our goal to reduce and ultimately eliminate single use plastic. We have tracked 31 categories of plastic including bags, bottles, straws, gloves, caps, cotton buds, cling film, pastry piping bags, tapes, coffee capsules, condiments, candies and wrappers.

Our first steps are to reduce use, replace with biodegradable alternatives, and target the elimination of plastic straws, bottles and bags at all our properties. In 2018 we reduced our plastic footprint at 41 properties by over 4 million items, equating to a 24% reduction in single use plastic excluding clingfilm (measured in metres), despite inclusion of plastic numbers from four new properties operational in 2018.

We support our efforts with collaborative community cleans ups (see Page 15) to remediate and cleanse natural systems, and support a shift from a single use disposable society.



Biodiversity and the Environment



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

Twenty one properties in ten countries are in close proximity to areas of protected status or high biodiversity*.

SCIENCE BASED CONSERVATION

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

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

* www.banyantreeglobalfoundation.com/biodiversity-environment
 † www.banyantreeglobalfoundation.com/conservation
 ‡ www.banyantreeglobalfoundation.com/our-stories

Citizen Science

Citizen scientists contributed sightings to support long term changes in marine megafauna populations in the Maldives, and bird populations and migrations in Bintan. Annual monitoring of 18 coral reef sites in Maldives and 3 reef sites in Bintan entered their fourth and sixth years respectively‡. Training was delivered to implement annual reef monitoring in Koh Samui from 2019.

Turtle Conservation

Seven properties had turtle awareness, hatchling releases, hatchery or head-start programmes in 2018. More turtles were released in 2018 than previous years, but engagement was lower due to the completion of the Maldives turtle conservation project in 2017.

CITIZEN SCIENCE		
Participants	Shark sightings	Bird sightings
2,473	1,851	1,344
2,869	2,946	1,252
2,633	2,212	1,479

Shark Conservation

Long term monitoring of shark populations entered its fourth year, with the 22,690 minutes of underwater footage collected to date characterising shark populations in the central Maldives. This information is being used to assess the efficacy of the national shark ban in the Maldives.



TURTLE CONSERVATION	
Participants	Turtles released
5,357	2,473
10,426	1,080
5,348	320

2018 2017 2016

International Year of the Reef (IYOR)

Declared for only the third time in 2018, IYOR aimed to raise awareness of the growing threats to coral reefs. We delivered presentations, documentary screenings, environmental clean ups and coral restoration programmes to guests, associates and local communities in China, Indonesia, Maldives, Mexico and Thailand. Presentations were also given at non-coastal sites to raise awareness of terrestrial impacts on coral reefs.

2018 2017 2016

Environmental Initiatives



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



Legend

- Goal
- Impact
- Location

AWARENESS

- Education is the cornerstone to environmental conservation and the first step towards effective stewardship.
- Presentations, lectures, ecotours, walks and snorkels connect people to the local environment and increase awareness.
- China, Indonesia, Laos, Maldives, Mauritius, Mexico, Seychelles, Thailand, Vietnam.

AWARENESS

TOTAL		GUEST TALKS	ANIMAL AWARENESS: STINGRAYS
Participants	Properties	Participants	Participants
35,955	35	2,566	12,145
36,880	21	993	12,873
28,215	-	740	13,714

ORGANIC GARDENS	ECOTOURS, WALKS AND SNORKELS	
Participants	Land participants	Sea participants
373	1,515	6,484
368	697	7,079
425	626	8,040

2018 2017 2016





CLEAN

- Four events per property to remediate and cleanse natural communities.
- Coordination of regional efforts in the Riau province, Indonesia, engaged 35,249 people collecting over 50 tonnes of trash to celebrate world clean-up day.
- China, Indonesia, Korea, Laos, Malaysia, Maldives, Mexico, Morocco, Seychelles, Thailand, Vietnam.

CLEAN		
Properties participated	Trash removed (kg)	Participants
37	84,720	43,377
30	32,889	10,325
23	51,380	4,670

PROTECT

- Conserve coral reefs by controlling outbreaks of coral eating Crown of Thorns Starfish (COTS).
- Weekly control efforts alleviated impacts from an outbreak in the Maldives, helping protect coral reef ecosystems.
- Maldives.



PROTECT			
COTS removed	Cumulative total	Reef searched (km)	Participants
2,486	11,658	51	1,422
1,567	9,172	90	766
1,857	-	32	452

RESTORE

- Assist natural reef recovery following the 2016 global coral bleaching event.
- Four coral nurseries support reef restocking, with 4,806 corals transplanted in 2018. Collaborations support investigations on reef recovery (University of Queensland, Australia) and electric reefs (Newcastle University, UK).
- Maldives.



RESTORE	
Corals planted	Participants
4,806	358
1,647	273
3,336	94

Social Responsibility

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

Employee Satisfaction



ASSOCIATE SATISFACTION SURVEY

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

make Banyan Tree a better place to work. Satisfaction and completion continue to improve annually.

HEALTH, SAFETY AND WELFARE

Banyan Tree is committed to the health, safety and welfare of our community.

ASSOCIATE SATISFACTION			ASSOCIATE COMPLETION
Total	Male	Female	
90%	89.8%	90.3%	98.7%
88.7%	88.3%	89.4%	97.7%
87.4%	87.9%	87.6%	98.1%



FIRE AWARENESS
Percent of associates completed training

94%

95%

97%

CPR TRAINING
Percent properties attaining 30% target

72%

87%

90%



A structured and coherent approach to Enterprise Risk Management with on-site inspections provide independent unbiased assessments and recommendations. Key concerns are addressed to the Audit & Risk Committee (ARC) on a quarterly basis. In 2018, 84 associates were involved in workplace accidents, with no mortalities.

Our annual goal is to train all associates in fire awareness and for each property to complete CPR training for 30% of associates.

2018 2017 2016



Associate Development



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

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

Biannual performance reviews identify development needs, which are addressed through individual and group learning opportunities and our management academy, with our goal of 5 hours of training per associate per month.

TRAINING INVESTMENT

Total training hours	Average training hours per associate per month	Training expenditure as percent payroll
506,826	6.0	2.4
435,835	4.4	1.6
554,637	6.3	2.1

TRAINING HOURS

Senior Management Total* / Average†	Supervisor Total* / Average†	Non-supervisor Total* / Average†
6,083 / 4.0	59,079 / 4.9	441,664 / 6.2
5,679 / 3.2	52,452 / 3.9	377,704 / 4.5

2018 2017 2016

* Training hours per job level / † Average hours per month per associate by job level

BANYAN TREE MANAGEMENT ACADEMY

People trained Percent graduated

330 **68%**

282 79%

247 –

MANAGEMENT ACADEMY

Banyan Tree Management Academy (BTMA) supports organisational goals by advancing people development, management excellence, and learning with integrity and meaning. Serving as a centralised training facility, BTMA provides a consistent framework for learning (see Annual Report pages 74 to 76, <http://investor.banyantree.com>).

In 2018 we held our first ever group workshop for 39 CSR property and group appointees, developing sustainability knowledge, capacity and leadership; and conducted group wide sustainability training for 6,141 associates.

SPA ACADEMY

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

In 2018, a women’s talent management programme was introduced to upskill high potential Spa managers to advance their careers, with one Spa Director moving to Hotel Manager role.

6,141

Associates attained group wide sustainability training in 2018

2018

A women’s talent management programme was introduced

SPA ACADEMY

New therapists trained	Total therapists trained to date	New hire training (hrs)
147	2,431	82,352
121	2,284	77,440
120	2,163	79,360

2018 2017 2016



Culture and Heritage



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

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

SPA*

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

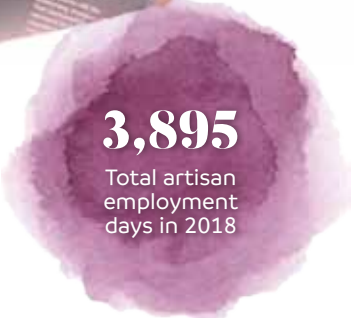
In 2018, we completed the reformulation and review of business sourcing practices for all products.

GALLERY†

Banyan Tree Gallery conserves the culture and heritage of destinations while sustaining artisans' livelihoods and skills through gainful employment. Partnership selections are based on three stringent categories: conservation, community and cause of work.

MATTER‡

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



* <https://banyantreespa.com/>
 † <https://essentials.banyantree.com/>
 ‡ <https://matterprints.com/about/>

Seedlings Mentorship



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

SEEDLINGS* MENTORSHIP

Mentorship and scholarship are provided to young people aged 12 to 18. Structured topics guide mentor-mentee interactions to reinforce social (heritage, culture, arts and crafts), environmental (conservation), academic (language and computing), and health values (nutrition and lifestyle).



NUMBER OF YOUNG PERSONS SUPPORTED



WORK DAYS OF MENTORSHIP PROVIDED



2018 2017 2016



INTERNSHIPS

Internships provide valuable learning experiences to develop future hospitality professionals. Predominantly as part of tertiary education requirements, 1,061 vocational internships were supported with a combined equivalent of 443 years of training in 2018.

SEEDLINGS CAFÉ

Leveraging Banyan Tree's Food and Beverage expertise, training includes an internship within hotel outlets, with graduates working at a Seedlings Café before permanent job placement at local outlets.



* <https://seedlings-restaurant.com/about/>

Empowering Education



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

Total	PARTICIPATION	
	Associates	Guests
28,840	7,489	7,306
30,438	8,591	3,894
	2018	2017

Legend

- Goal
- Impact
- Location

EDUCATION, CLASSES AND CAMPS

- Assist creation of learning environments.
- Classes in schools, equipment donations, and infrastructure maintenance supported 6,016 students with the help of 1,443 associates and guests. National and World Children's Day events in Thailand and Vietnam engaged 2,886 children. Our Children First Fund contributed THB0.95m (USD30,371) to support 400 orphans in Phuket.
- China, Indonesia, Korea, Malaysia, Maldives, Morocco, Thailand, Vietnam.



3,594
Students enrolled to date

6,016
Students supported

LAGUNA PHUKET KINDERGARTEN

- Support early life emotional and intellectual development for independent life-long learning.
- 193 children aged 3 to 6 enrolled in 2018, with 10 guests and 106 associates reading to the students. Since 2001, 3,594 students have enrolled, with 980 graduating. Graduation number may be low due to students transferring before graduation.



8,462

Learners since 2007

LAGUNA PHUKET COMMUNITY CENTRE

- Support long term vocational and life skills training and community enrichment.
- 180 learners (8,462 since 2007) participated in English language, Chinese Culture, performance arts or general life skill lessons.

217

Participants in 2018

VOCATIONAL TRAINING AND CAPACITY DEVELOPMENT

- Develop career skills and capacity of stakeholders and local partners.
- 217 participants engaged in workshops, lectures and training on sustainable tourism.
- Indonesia, Maldives, Morocco, Thailand.

FULLY BOOKED! MOBILE LEARNING CENTRE

- Reintroduce reading, a basis of self-empowerment, to local community members who may lack adequate access to books.
- 1,285 students and 73 teachers in the Phuket and Pang-Nga areas benefitted from weekly sessions on English and Sufficiency Economy Learning. Since 2014, 2,842 students and 154 teachers have benefitted.

2,842

Students since 2014



Community Impact



20,817
Meals provided
in 2018

FEEDING COMMUNITIES TOGETHER

-  Raise awareness of world hunger and improve nutrition by providing meals to underserved segments of the community.
-  20,817 meals were provided by 1,425 associates and guests. Properties in Phuket provided a combined total of 15,165 meals. Since 2014, 74,178 meals have been provided. This was the last year of this initiative, as we look to connect with SDGs that align with our material topics.
-  China, Indonesia, Korea, Laos, Maldives, Malaysia, Mexico, Seychelles, Thailand, Vietnam.

DONATIONS AND FUNDRAISING

-  Support local communities through donation of goods and materials or participation in fundraising events.
-  3,549 participants including 1,294 associates and 1,011 guests, provided donations to vulnerable community members, or supported fund raising events. 2,533 participants ran a combined total of 19,211 km for charity.
-  China, Indonesia, Laos, Mexico, Thailand, Vietnam.

HEALTH

-  Support health care for vulnerable segments of the community.
-  1,235 participants supported awareness of HIV and Breast Cancer, and visited or made donations to hospitals, nursing homes, senior citizens and special needs children, directly benefitting 1,207 individuals. 602 participants donated 197,667ml of blood. 75 guests helped recycle 9.6kg of soap in Indonesia and distribute 60 bars with hygiene education in local schools.
-  China, Indonesia, Laos, Maldives, Mauritius, Mexico, Morocco, Myanmar, Seychelles, Thailand, Vietnam.



CULTURE

- 🎯 Preserve local culture through activity and event participation.
- 🗣️ 9,741 people participated in traditional and cultural tours and classes, or cultural events including Loy Krathong, Alms giving, Sart Duen Sib festival.
- 📍 China, Indonesia, Laos, Maldives, Mexico, Morocco, Thailand.

ASSOCIATE SAVING COOPERATIVE

- 🎯 Provide high interest rate savings and low interest rate loans.
- 🗣️ Membership declined from 1,207 to 1,137 members in 2018, but share volume increased by 10% to 75 million Baht.
- 📍 Phuket, Thailand.

HUMANITARIAN RELIEF

- 🎯 Provide swift coordinated relief to natural calamities and enhance social resilience.
- 🗣️ School kits, sarongs, tents, food and toilets were provided for Palu and Donggala Tsunami victims; and drinking water, clothes and supplies provided to flood victims near Mayakoba.
- 📍 Indonesia, Mexico.

Supporting Eye Care in Myanmar

We supported Global Clinic's* vision team in partnership with Sitagu Mission Trust to deliver eye care in Myanmar. GC's team examined over 1,000 patients, treated over 400 and performed 250 sight-restoring surgeries during a five day period.



* www.global-clinic.org



Good Governance

Businesses have tremendous power to promote sustainable development, contributing to society and the environment in a positive manner. Banyan Tree's governance approach is prudent, ethical and accountable, with internal and external engagement and participation, external benchmarking and certification, and transparent reporting since 2006.

| Leadership

Good leadership must be proactive and adaptive to global societal and environmental change. This requires a pragmatic and holistic approach that connects on a personal level.

As a publicly traded company, our Board of Directors and Management teams are committed to maintaining the highest standards of corporate governance based on the recommendations of the Code of Corporate Governance. The breakdown of the Board of Directors can be found in the Annual Report (Pages 20 to 23, <http://investor.banyantree.com>). The Board of Directors consider sustainability issues as part of the company strategic formulation and

approved the selection and monitoring of the material ESG factors addressed in this report.

Sustainability leadership is supported by a group Corporate Social Responsibility (CSR) committee and the Banyan Tree Global Foundation (www.BanyanTreeGlobalFoundation.com). Each property has a designated CSR representative and committee that meets monthly. Compliance to Banyan Tree's sustainability standards is assessed annually with an online or onsite CSR audit of environmental, social and operational systems and initiatives. In 2018 we conducted a three day workshop for all property CSR representatives to instil and develop sustainability leadership.

www.banyantreeglobalfoundation.com/our-responsibility

| Ethical Compliance and Corruption

99.5%
Associates signed Code of Conduct

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

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

Our Code of Conduct strengthens associates' awareness of good corporate conduct, governs conflicts of interest, and freedom from sexual harassment. Associates are required to sign the Code of Conduct annually, with 99.5% completion in 2018. We promote diversity and inclusiveness, hire without discrimination and recognise freedom of association. Our confidential whistle-blower policy affords freedom to report violations without retaliation.

In 2018, we had zero incidents of corruption or bribery, and no business partnerships were terminated or not renewed due to corruption. In 2018 we developed training on anti-corruption and anti-bribery to be delivered annually to all our associates from 2019 onwards.

* www.unglobalcompact.org

www.banyantreeglobalfoundation.com/compliance-corruption

Data Privacy

Data privacy and protection are key business challenges and the responsibility of the whole organisation. Our holistic management approach to legal compliance and operational management fosters a culture of awareness to respect and ensure the privacy of our stakeholders.

Data privacy policies ensure compliance with the Personal Data Protection Act 2012 in Singapore, and the European Union's General Data Protection Regulation (GDPR) that came in to force in May 2018.

Internal IT Risk Management and Audit teams review best practices and enforce company security policies to identify gaps and support IT Policy governance. Audits target the control of digital data access and mitigating risks of such access, and ensuring rapid

www.banyantreeglobalfoundation.com/privacy-security

implementation of critical security patches and firewall updates. An annual external audit of technology and digital assets is conducted by an international cybersecurity consulting firm, to assess risk and response. Audit recommendations and suggestions are implemented to address ongoing security threats. Insurance coverage is in place to protect against cybersecurity risks.

Associate awareness and engagement with data security occurs through policies and regular information sharing on prevailing risks and recommended actions. This will be further supported by group wide cybersecurity training in 2019. In 2018, no substantiated complaints, breaches or losses of customer data were identified.

Supply Chain



Direct impacts from hospitality operations may be one tenth of the supply chain, which consists of input providers (infrastructure, water and energy, equipment, food and beverages), travel, and service delivery (accommodation, catering and attractions).

Banyan Tree's approach is more than risk management, it is an opportunity to make responsible choices that drive respect for human rights and the environment. We champion local procurement, sustainably sourced food (e.g. MSC certified), and actively seek and favour business relationships with those who share our values and commitment.

www.banyantreeglobalfoundation.com/buy-for-good

Following low engagement with the sustainable supply chain tool created with EarthCheck, a supplier code of conduct was drafted in 2018. This agreement will be integrated in the global foundation website in 2019, with a complete supplier list and map shared online for transparency. We have set targets of 100% Tier 1 suppliers completing a self-assessment and signing the Code of Conduct by 2020, supplier conformity to external accreditations (e.g. ISO) and on-site evaluations enacted for high risk suppliers by 2025. Poor performance will be supported with remediation action. We continue to assess third party support throughout this process.



Corporate Governance

GREEN IMPERATIVE FUND

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

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

RESORT AUTONOMOUS FUND

Each resort is allocated an annual budget of 20% of their previous year’s GIF mechanism contribution.

At the discretion of the property’s General Manager and CSR appointee, this fund can be spent on projects that create value for communities or environmental issues with the primary beneficiary external to Banyan Tree.

Funds may be used for research and development, as long as the results of such research are shared unreservedly and publicly.

BANYAN TREE GLOBAL FOUNDATION

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

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

Table of contributions/income/disbursements/tax

	2001 to 2015 US\$	FY 2016 US\$	FY 2017 US\$	FY 2018 US\$	Cumulative 2001 to 2018 US\$
Contributions					
Hotel guests	3,883,386	294,272	295,125	316,588	4,789,371
Hotel and resorts	4,453,668	395,089	285,869	286,022	5,420,648
Others including employees	1,323,983	-	977	-	1,324,960
Total contributions	9,661,037	689,361	581,971	602,610	11,534,979
Other income					
Interest Income - FD & Bank	78,638	6,826	7,797	11,395	104,656
Disbursements					
Project related	4,519,632	272,823	318,170	363,071	5,473,696
General and administrative	1,339,861	180,701	161,435	198,960	1,880,957
Total disbursements	5,859,493	453,524	479,605	562,031	7,354,653
Income tax					
Income tax expense	377	-53	123	148	595
Surplus/(Deficit)	3,879,805	242,716	110,040	51,826	4,284,387



Future Directions

Doing more does not mean doing better: and our efforts will be further streamlined to support global agendas and needs at local levels using a context based sustainability approach. By 2020, we will have the support in place to guide our journey towards the 2030 Sustainable Development Goals through the following efforts:

SUSTAINABILITY GOVERNANCE

Revision and development of contemporary policies and procedures with impact measurement through triple horizon goals (short, medium and long term) will support our sustainability teams worldwide. Context-based sustainability goals, KPIs and operational blueprints will be created to support implementation of sustainability efforts in diverse locations, environments and communities. As we strive to improve our sustainability governance we will also conduct a comprehensive review of gender equality to build on our efforts supporting women's rights at Banyan Tree.

CLIMATE CHANGE

The publication of the recent IPCC report reaffirms the need to continue tackling climate change issues. Our context based sustainability targets set for energy and emissions in 2018 will be used to develop triple horizon (2022, 2025, 2030) science-based targets aligned with the Paris COP22 reduction targets and the Sustainable Development Goals. We will conduct a feasibility review of renewables and carbon offsetting to support our efforts to combat climate change, as well as increase cradle to grave transparency for responsible sourcing and disposal of resources (energy, water, waste) to minimise impact on local communities particularly with respect to water scarcity.

KEY INITIATIVES

We will continue to tackle three key group initiatives that pose considerable challenge to hospitality but present significant potential for positive impact: elimination of single use plastics (Page 12), reduction of food waste (Page 12), and engagement across our supply chain (Page 26). The realisation of these efforts will reduce environmental and social impact, tackle climate change, and guide sustainable operations.





1.	2.
3.	4.
5.	6.
	7.

1. Banyan Tree Huangshan, China
2. Lăng Cô, Vietnam
3. Angsana Maison Souvannaphoum, Laos
4. Laguna Phuket, Thailand
5. Banyan Tree Koh Samui, Thailand
6. Banyan Tree Vabbinfaru, Maldives
7. Laguna Bintan, Indonesia

Scan this QR code to access the online version of the Banyan Tree Sustainability Report 2018. To learn more, visit www.banyantreeglobalfoundation.com/our-stories



Note About Printing:

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

About the Forest Stewardship Council:

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



This is an FSC™-certified publication.

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