



BANYAN TREE  
GROUP

# The Greater Good

COMPASS  
FOR  
RESILIENCE



**BANYAN TREE GROUP**  
SUSTAINABILITY REPORT

2020

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This annual sustainability report presents data as of 31 December 2020 for the calendar year. We issue our sustainability reports on an annual basis since 2006; previous reports can be found at [banyantreeglobalfoundation.com/stories-we-share/#psr](http://banyantreeglobalfoundation.com/stories-we-share/#psr). We present figures for Key Performance Indicators for the past three years.

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

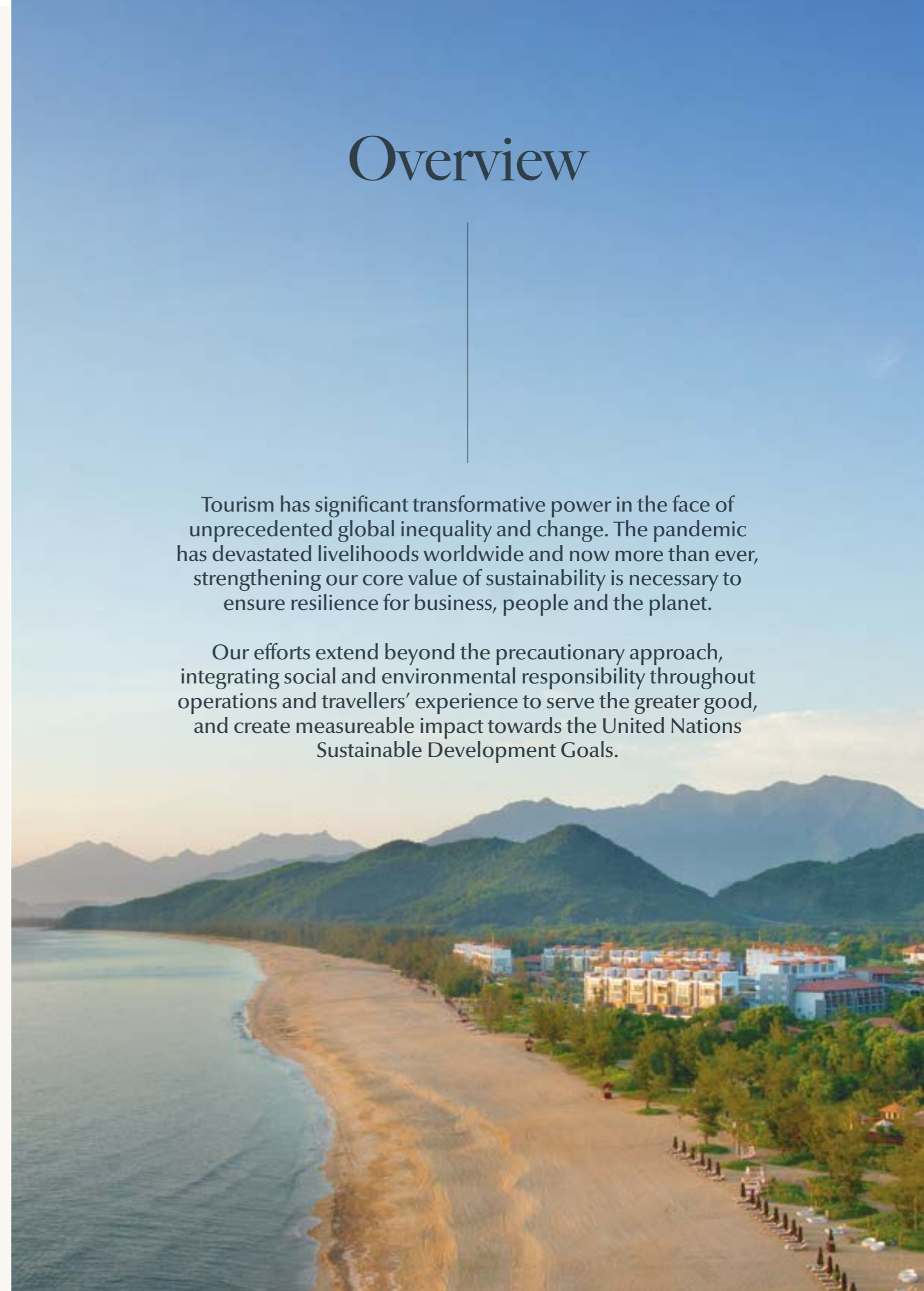
### CONTACT US:

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

# Overview

Tourism has significant transformative power in the face of unprecedented global inequality and change. The pandemic has devastated livelihoods worldwide and now more than ever, strengthening our core value of sustainability is necessary to ensure resilience for business, people and the planet.

Our efforts extend beyond the precautionary approach, integrating social and environmental responsibility throughout operations and travellers' experience to serve the greater good, and create measurable impact towards the United Nations Sustainable Development Goals.



# Who We Are

Banyan Tree Holdings is one of the world's leading independent, multi-branded hospitality groups. The Group's diversified portfolio of hotels, resorts, spas, galleries, golf and residences is centred on five award-winning brands (Banyan Tree, Angsana, Cassia, Dhawa and Laguna).

Established in 1994, Banyan Tree Group was founded with sustainability as a core value with a carefully crafted motto of "Embracing the Environment, Empowering People". A balanced approach to business for the greater good creates an environment in which we can bring out the best in people, and create long-term value for all stakeholders and destinations across a network of properties, products and brands, through a purpose-driven mission.

The year 2020 was particularly challenging for travel and tourism, and Banyan Tree Group was not immune to its effects. Together with overall cash conservation measures and the implementation of flexible working strategies, the Group had to restructure significantly for business continuity given the extent and duration of the pandemic. See page 6 - "Impact Of The Global Pandemic" for a review of our pandemic-related efforts.

Detailed breakdowns of operations (pages 17 to 27), revenue and finance (pages 30 to 35 and pages 58 to 76) can be found in our Annual Report ([investor.banyantree.com](http://investor.banyantree.com)). Headquartered in Singapore, we have a global presence including ownership or management interest in:

22 Countries	7,008 Room Keys	683,932 Guests Served
48 Hotels & Resorts	72 Galleries	158 Countries of Residence
63 Spas	7,784 Associates *	90% of guests from China, Thailand, Republic of Korea, Vietnam, United States and India
3 Golf Courses	68 Nationalities	

\* including pre-opening hotels and corporate offices



Since our last report, reporting scope has changed due to the closure of Banyan Tree Seychelles and Dhawa Jinshanling (China), and opening of Banyan Tree Krabi (Thailand), Hacienda Xcanatun by Angsana (Mexico) and Angsana Teluk Bahang Penang (Malaysia).

## 2020 ASSOCIATE SNAPSHOT (ALL VALUES %)

	by gender		by age			by education						
	Female	Male	Below 30	30-50	Above 50	No Formal Education	Primary School	High School 'O' Level	High School 'A' Level	Technical & Vocational	Diploma	Degree Holder
Senior Management	37.6	62.4	8.1	68.4	23.5	0.8	0.4	3.6	6.5	4.4	19.7	64.6
Supervisor	46.7	53.3	13.5	79.4	7.1	0.1	1.1	5.4	10.6	9.7	25.2	47.9
Non-Supervisor	43.0	57.0	34.4	56.5	9.1	0.5	6.6	19.3	25.7	12.3	15.6	20.1

# Our Core Values

## MISSION

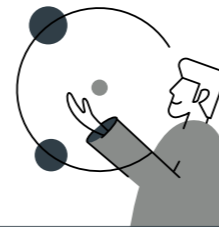
We aspire to build globally recognised brands which, by creating exceptional experiences for our guests, instilling pride and integrity in our associates, and enhancing both the physical and human environment in which we operate, deliver attractive returns to our shareholders.

## VISION

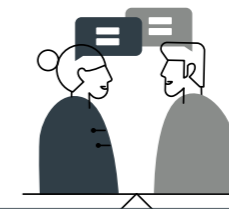
As a socially responsible business, Banyan Tree Group was founded with the core value of driving sustainable development. A global hospitality group operating in diverse locations, Banyan Tree Group's concept of sustainability seeks to create long-term value for multiple stakeholders and destinations.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

## THIS INVOLVES:

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



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



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



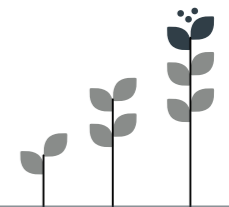
Exercising the precautionary approach to environmental impacts of our operations, and taking an active role in the protection and remediation of global ecosystems



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



Generating sustained, long-term returns for our shareholders



# Leadership Statements

In our 26 year-history, this global pandemic has been by far the worst crisis we have faced in its utter devastation of people's livelihoods. The hospitality industry has been hit hard, yet now is the time to see the opportunity in this crisis, to choose to reimagine and build back better, to leave a legacy that balances profit with the greater good.

Sustainability starts with a company's value system and a principles-based approach to doing business. Our team's safety and wellbeing always remain our first priority, and we are strengthening a culture of empathy and resilience. As we journey through these challenges, we do it with a collective and unchanging voice: the culture of our company remains authentic and connects with, and provides stewardship of, cultural and natural heritage.

To not just survive, but thrive, we continue to go beyond the precautionary principle to create shared value with our stakeholders. This is a critical time to reassert our purpose, to ensure we bounce back with more resilience and sustainability in a post-pandemic world. We look to move from preservation to aspiration, and being resilient means constantly adapting towards a purpose that guides evolution. Purpose is the compass for business, and our original purpose of "Embracing the Environment, Empowering People" is more meaningful than ever.

This is an opportunity as much as a crisis, and has the potential to bring out the best in people. The pandemic will pass and, as people and as a company, we will build back better.



HO KWONPING  
Executive Chairman  
Banyan Tree Holdings Limited



After proudly celebrating our 25th Anniversary in 2019, we faced an unprecedented challenge in 2020. Such a milestone often provides an opportunity for reflection, more so in light of the global pandemic, which serves as a platform to rethink how business interacts with society.

No man or woman, no community, business, city or country is an island, isolated or independent of one another. No nation remains unscathed by the impact of the pandemic, and often it is those less fortunate in Least Developed Countries or at risk of societal exclusion that experience the greatest impacts. The interconnectedness of society means we not only share the consequences of the global pandemic, but we also collectively can engineer a positive future through impactful partnership.

Our ecosystem of greater good is centred on the belief that our business is a vehicle for societal betterment and transformation. In this time where hope and optimism are needed more than ever, we strive to catalyse positive ripple effects that extend our support to more partners seeking to create positive, sustainable change. To this end, we introduced our Greater Good Grants scheme in 2020, to provide funding for community and environment projects that contribute to the United Nations Sustainable Development Goals.

We are not just on a journey of recovery, but a journey of discovery. COVID-19 has been a threshold for new norms, new ways of thinking and working to enhance knowledge and our understanding of people, cultures and the use of technology. This journey of discovery requires a growth mindset to learn while we also unlearn past practices that must be discarded to support a more sustainable and resilient future.

There is much to look forward to in the near future. It is an exciting and exhilarating time for businesses to recover and discover, and to craft a better future, together, for all.

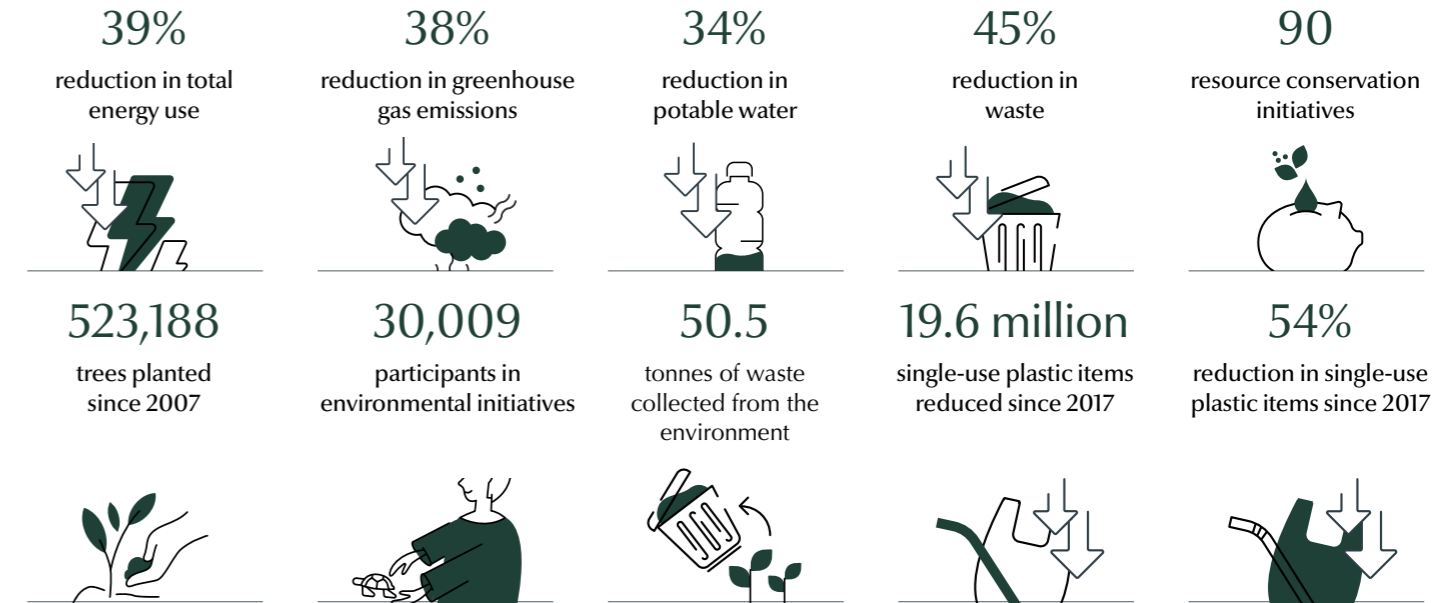


CLAIRE CHIANG  
Chairperson  
Banyan Tree Global Foundation

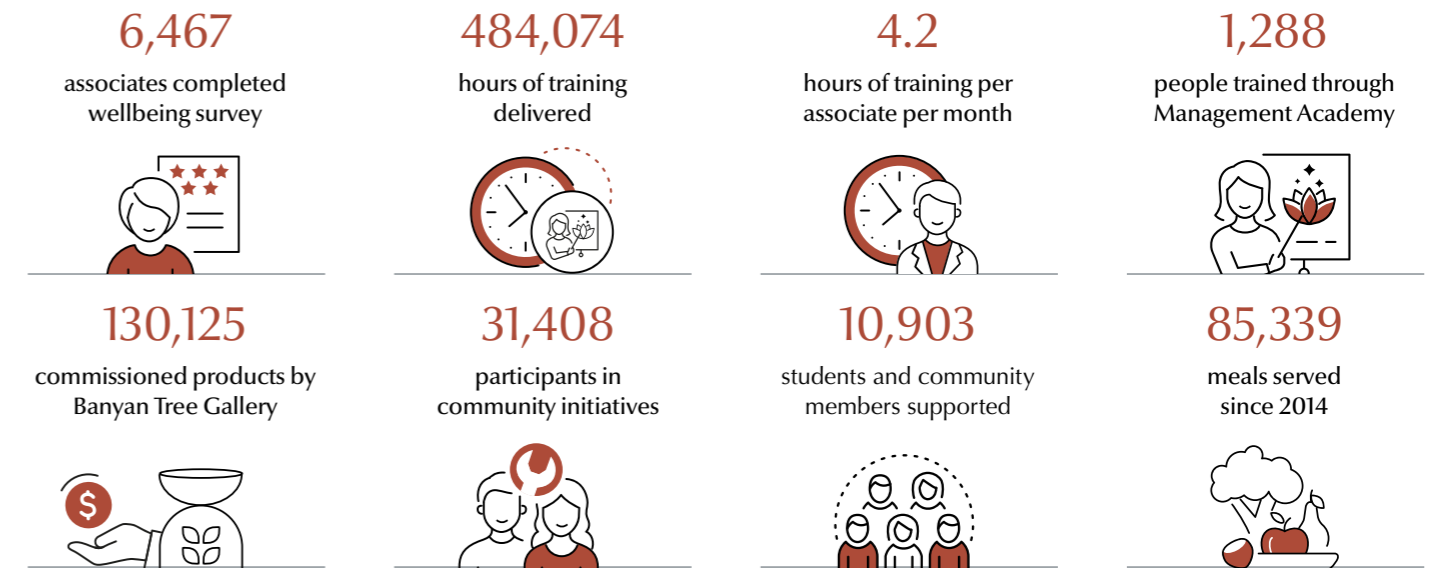


# 2020 Highlights

## OUR ENVIRONMENT



## OUR COMMUNITY



## OUR RESPONSIBILITY



All values apply to 2020 unless otherwise stated

# Serving The Greater Good

## FINANCIAL SUSTAINABILITY

The pandemic has had unprecedented economic impact, with the travel and tourism sector particularly hard hit. Asian tourism was hardest hit in the first five months of 2020, with a 60% year-on-year reduction, while forecast global losses may reach US\$2.2 trillion or 2.8% of global GDP\*.

Sustainability encompasses people, planet, prosperity, peace and partnership. Economic sustainability is the foundation on which Banyan Tree Group creates shared value in culture, nature and livelihoods. Our Group was not immune to the impacts of the global pandemic. This summary of financial capital is provided for transparency as a core pillar of sustainability; a more detailed review can be found in the annual report ([investor.banyantree.com](http://investor.banyantree.com)).

\* [unwto.org/tourism-and-covid-19-unprecedented-economic-impacts](http://unwto.org/tourism-and-covid-19-unprecedented-economic-impacts)

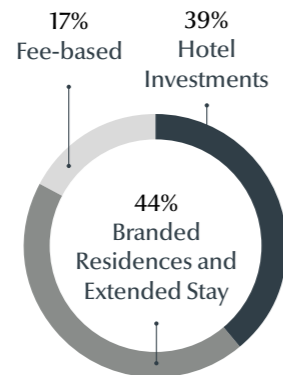
Our Group's revenue includes Hotel Investments, Branded Residences and Extended Stay, and Fee-based business. As at 31 December 2020, revenue from our Hotel Investments was contributed by Thailand (71%), Indian Ocean (27%) and Others (2%). Branded Residences and Extended Stay consist of sales of Hotel Residences and Laguna Residences and Extended Stay. Our Fee-based business comprises hotel, fund and club management, spa and gallery operations, design and other services.

We aim to quantify natural, human and social capital and the intangible assets of our global operations to support transparency and responsible travel by 2025. We began this process in 2020 with a pilot impact assessment at Laguna Phuket.

## OUR BUSINESS IN BRIEF - REVENUE FIGURES

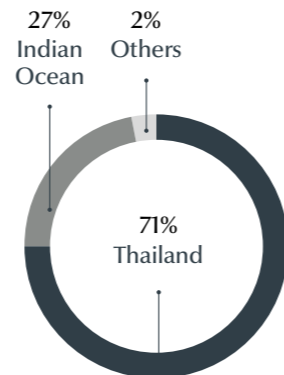
Group Revenue  
Revenue contribution in 2020 (\$)

2020	<b>157.8m</b>
2019:	347.0 m
2018:	329.0 m



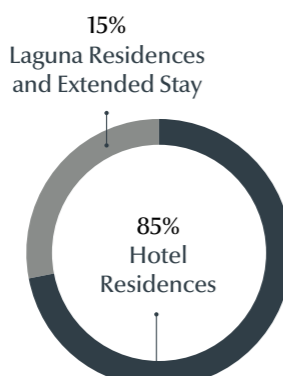
Hotel Investments  
Revenue contribution in 2020 (\$)

2020	<b>62.2m</b>
2019:	173.7m
2018:	192.5m



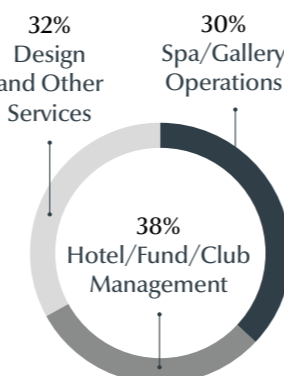
Branded Residences and Extended Stay  
Revenue contribution in 2020 (\$)

2020	<b>69.4m</b>
2019:	114.2m
2018:	77.0m



Fee-based  
Revenue contribution in 2020 (\$)

2020	<b>26.2m</b>
2019:	59.1m
2018:	59.5m



BRAND FOR GOOD

To deliver on our mission and in alignment with our ethos "Embracing the Environment, Empowering People", we have conceptualised our values based on a "for good framework" whereby a visit to our hotels and resorts creates a "Stay for Good".

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

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

[banyantreeglobalfoundation.com/our-approach/](http://banyantreeglobalfoundation.com/our-approach/)

## BRAND FOR GOOD

### Stay For Good

Hotel Operations: Efficient and engaged with communities

Sustainability-Themed Guest Activities: Passive, Active, Engaged, Social & Environmental

Green Imperative Fund Mechanism: Guest & Hotel matching donations

Annual Celebrations: Earth Hour, Earth Day, World Environment Day, World Tourism Day



**Build For Good:** | Design: Local architecture and material | Construction: Protect/remediate site | Third-party certified |



**Buy For Good:** | Responsible supply chain | Third-party verified |



**Gift For Good:** | Community craft showcase | Retail with a difference |



**Spa For Good:** | Showcase local heritage and ingredients | Vocational training through Spa Academy |



**Eat For Good:** | Social enterprise eatery | Vocational training for young adults |



**Meet For Good:** | Sustainable events venue | Second-party verified |



BUILD FOR GOOD

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

Our teams have established track records of delivering on every step of the development process for individual hotels and precinct-level integrated developments and resorts. We comply with local regulations on land use and building design, adhering to guidelines for site coverage, building height and gross floor areas.

[banyantreeglobalfoundation.com/build-for-good](http://banyantreeglobalfoundation.com/build-for-good)

**1. Concept:** Vision for adding income to destination, maximising cultural and physical beauty



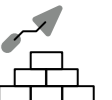
**2. Design:** Embed operational efficiency, safeguard ecology and empower communities



**3. Sustainable building certification:** Third-party certification validates approach, such as LEED, BREAM, EarthCheck Building



**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)



# Sustainability Approach

## IMPACT OF THE GLOBAL PANDEMIC

The pandemic is an unprecedented global health, social and economic emergency, and the enormous toll on international tourism is apparent. No nation remains unaffected, but countries most dependent on tourism for jobs and economic growth are hardest hit, putting an estimated 100 to 120 million jobs at risk particularly in Least Developed Countries (LDCs) and Small Island Developing States (SIDS).

Reductions in tourism have knock-on impacts to natural and cultural heritage. World Heritage sites remain mostly closed, intangible cultural heritage practices such as traditional festivals and gatherings were postponed, and reduced tourism has resulted in significant funding cuts for biodiversity conservation. The global pandemic has undone decades of progress on poverty and disease. This global crisis has highlighted the important role tourism can play in advancing the United Nations Sustainable Development Goals (SDGs).

\* [unwto.org/tourism-and-covid-19-unprecedented-economic-impacts](http://unwto.org/tourism-and-covid-19-unprecedented-economic-impacts)

Out of crisis comes opportunity: to rethink tourism, mitigate impacts on lives and economies, and rebuild a carbon neutral and resilient tourism with people at the centre. Banyan Tree Group's response thus far includes the establishment of our SafeSanctuary programme, creation of a flexible employment programme to protect jobs, a rehiring app that also helps staff find new roles and access reskilling training, complimentary tele-therapy sessions with external practitioners to support associate wellbeing, and an internal learning revolution promoting resilience, self-awareness and self-care.

This report summarises the challenges and successes during this difficult period of our journey, as well as our future ambitions. The travel and tourism sector cannot be satisfied with simply doing least harm. Regenerative travel, whereby we leave a place better than how we found it, is necessary to replenish human and natural capital.

## MATERIAL TOPIC IDENTIFICATION

The material topics presented in this report were prioritised via a stakeholder-inclusive process to frame and focus our efforts, scale up positive impact, and reduce or avoid negative impacts, to support long-term sustainability and resilience.

Seven topics were selected based on stakeholder importance: climate change, pollution and waste, biodiversity, employee satisfaction, leadership, ethical compliance and data privacy.

We voluntarily report progress on staff development, culture and heritage, responsible travel and supply chain due to their importance to our core sustainability values.

† [banyantreeglobalfoundation.com/material-topics](http://banyantreeglobalfoundation.com/material-topics)

This report presents the scope and importance of each material topic, our management approach, commitments, responsibilities, targets and actions. Each material topic is aligned with the United Nations Sustainable Development Goals (SDGs). Further details on the alignment, selection, description and progress for each material topic can be found online<sup>†</sup>.

The global pandemic has fundamentally changed society, with many unforeseen impacts. Consequently, our proposed revision of our material topic assessment shall be delayed until post-pandemic to ensure we capture stakeholder sentiments, identify new priorities, set ambitious targets and establish processes for our journey to 2030 aligned with the SDGs.

## OUR SUSTAINABILITY JOURNEY



1992

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



2004

First resort-based marine lab established in the Maldives

2006

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

2009

Banyan Tree Global Foundation established



2014

Build for Good and Stay for Good frameworks launched

2017

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

2020

Greater Good Grants to support external projects; launch of the supplier code of conduct

2001

Green Imperative Fund (GIF) launched

2005

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



2007

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

2010

EarthCheck selected as strategic partner for external sustainability certification

2015

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



2019

25th Anniversary of Banyan Tree Group; 15th Anniversary of Banyan Tree Marine Lab in the Maldives, 10th Anniversary of Banyan Tree Global Foundation



# Sustainability Approach

## ALIGNMENT WITH SDGs\*

Over the past 20 years, tourism has been one of the fastest growing global industries and accountable for up to 80% of domestic GDP in many Least Developed Countries (LDCs) and Small Island Developing States (SIDS). In addition to this economic value, tourism is inherently linked to natural and cultural heritage and wellbeing.

The 2030 Agenda for Sustainable Development makes a specific call to tourism to support delivery of the United Nations Sustainable Development Goals (SDGs), particularly #8: decent work and economic growth, #12: responsible consumption and production, and #14: life below water. Sustainable tourism is defined as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing

\* [banyantreeglobalfoundation.com/alignment](http://banyantreeglobalfoundation.com/alignment)

the needs of visitors, the industry, the environment and host communities” (World Tourism Organisation). In line with this definition, we believe tourism can, and should, do more to support all the SDGs, especially as guests in the countries where we operate.

We have therefore aligned our efforts with the SDGs, to help better identify needs and support people, planet, peace, prosperity and partnership. Businesses must play a key role in the realisation of the United Nations SDGs, but impact measurement remains a challenge and must be guided by government. We shall look to further develop our stakeholder engagement so we may collectively create positive, measurable impact through partnership.

## STAKEHOLDER ENGAGEMENT†

Serving stakeholders and embracing purpose is central to the way Banyan Tree Group functions in society. Partnership is essential to achieve the SDGs, built on trust that is developed through regular stakeholder engagement. Without stakeholders, a company cannot recover and thrive once more in a post-pandemic world.

We encourage regular, personal, two-way communication with stakeholders, including our associates, customers, investors, partners, suppliers and communities where we operate. This is achieved through informal and townhall style meetings, trainings and workshops, presentations, discussions and feedback forums with guests, and evangelisation of our sustainability philosophy through roundtable discussions within both the travel and tourism, and wider business communities. A cross-sector collaborative approach engages individuals, businesses, NGOs, and academic institutions worldwide to benefit environmental conservation and society.

† [banyantreeglobalfoundation.com/stakeholders](http://banyantreeglobalfoundation.com/stakeholders)

‡ [banyantreeglobalfoundation.com/stories-we-share/](http://banyantreeglobalfoundation.com/stories-we-share/)



In 2020, face-to-face meetings were difficult or impractical. A quarterly e-newsletter‡ was implemented to summarise key efforts towards our broader sustainability goals and objectives carried out at our properties around the globe. Earth Day was marked with the launch of Banyan Tree’s 25th anniversary commemorative book “Rooted in Sustainability”, which we hope provides a sustainability roadmap and inspiration for others. In the wake of COVID-19, we also joined EarthCheck’s Global Hygiene Taskforce to help the travel and tourism industry meet the needed health and hygiene challenges necessary for recovery.

Through partnership, business and communities create shared value that is more than the sum of their individual parts. Our future objectives centre on the concept that no single element of society can bring about long-term sustainable prosperity, but all must work together in cohesion to bring positive change. Now more than ever, it is important to move beyond communication to collaboration.



# Our Environment

Travel and tourism operations are often intrinsically dependent on natural heritage, and Banyan Tree Group’s conservation journey started with its beginnings in 1984 by “Embracing the Environment, Empowering People”.

Extending beyond the precautionary approach, Banyan Tree Group conserves resources through efficient operations, employing a science-based approach and partnership creation to conserve sensitive ecosystems and threatened species, and support climate action and the Sustainable Development Goals.



Climate change is forecast to increasingly impact destination quality and travel, and 2020 provided insight to the catastrophic impacts of disrupted travel to many dependent economies and livelihoods worldwide. Aligned with the World Travel and Tourism Council's (2015)<sup>†</sup> call to connect with global climate action, we have integrated climate change needs throughout our operations and environmental, social and governance sustainability efforts.

<sup>\*</sup> [library.wmo.int/doc\\_num.php?explnum\\_id=10437](http://library.wmo.int/doc_num.php?explnum_id=10437)

<sup>†</sup> [wtcc.org/priorities/sustainable-growth/climate-change](http://wtcc.org/priorities/sustainable-growth/climate-change)

Peak global carbon emissions fell by 17% in 2020 due to lockdowns that significantly reduced transport and industry (WMO, 2020<sup>\*</sup>). While this provided some respite from the long-term global warming trend, the pandemic is not the solution to climate change, but it may provide a platform for sustained and ambitious climate action to reduce emissions to net-zero.

Restricted traveller movements and temporary operational closures decreased our total resource use and waste production (pages 15 to 16) but also reduced the impact of our environmental and engagement initiatives (pages 18 to 20). The experience of 2020 has highlighted the need to establish science-based reduction targets for resource use, and better understand our carbon footprint to develop a roadmap for a net-zero carbon goal.

## GREENING COMMUNITIES

Our Greening Communities programme raises awareness of climate change and sequesters carbon by planting trees in local communities. Despite reduced operations, 14,576 trees were planted in 2020, with 523,188 trees planted to-date, sequestering a maximum of 162,268 tonnes of carbon (based on 40-kg of carbon sequestered per tree per year, and assuming 100% survival), with 20,350 mangroves planted in the last three years that contribute to blue carbon ecosystem services including shoreline protection, fish nursery habitat and local livelihoods.

As we look to better value carbon, green space and greening initiatives, we conducted a rapid tree census at Laguna Phuket as a first step to formalise a valuation methodology for the Group which we shall develop in 2021.

**523,188**  
trees planted since 2007



	2020	2019	2018
Trees planted	14,576	22,351	18,382
Participants	476	4,184	4,077

In partnership with Nuoc Ngot Social Protection Centre in Vietnam, 12,750 paperbark trees (*Melaleuca quinquenervia*) were planted to provide a new income source for the Centre. *Melaleuca* oil is said to protect against inflammation, and revenue from selling the leaves shall support the Centre's operation cost and mission to help poor children and people with disabilities. Following the success of this project, a further 10,000 trees were planted by the community inside An Bang Village and Phuoc Hung Village to support livelihoods.



## EARTH HOUR

**3,500 kWh**  
of electricity saved



Each year we give a voice to climate change awareness by joining the global Earth Hour movement and turning off all non-essential lights for one hour at our properties worldwide.

Lockdowns and operational closures reduced engagement and impact in 2020, but 21 properties were able to participate and saved over 3,500 kWh of electricity in a single hour: equivalent to 9 months' worth of energy to power a four-room public housing unit in Singapore (ema.gov.sg). Prior to temporary closure, our Maldives properties extended this initiative to each full moon, saving an additional 344 kWh.



## Resource Use And Waste



Responsible consumption and disposal of resources reduces climate change impacts, and supports healthy environments and communities. Banyan Tree Group reduces consumption rates through improved efficiency, adoption of new practices and technology, and awareness programmes to encourage behavioural change and best practice. The principles of reduce, reuse and recycle have been implemented at all properties.

Our KPIs are to implement at least one resource conservation initiative per property each year, and a 5% annual reduction for energy, emissions, water and waste. Reporting and tracking of individual resource conservation initiatives were revised in 2020 to better track resource and financial savings over project lifetimes to support the adoption of best practice.

Rigorous benchmarking, certification and assurance of energy, emissions, water use and waste production are conducted via a strategic partnership with EarthCheck<sup>\*</sup> since 2010. Data for the

2020 calendar year were collected onsite and validated remotely by EarthCheck due to travel restrictions preventing on-site audits.

Energy and water use from properties not registered with EarthCheck were verified by financial documentation, but waste data could not be verified and are not included. Calculations of percent water and waste recycled for the Group were made on absolute values rather than averaging across properties, and values may vary from previous reports. Data presented may exhibit minor variance from previous reports due to auditing verification, and this year's report retroactively includes 2019 data for three non-EarthCheck properties: Angsana Bangalore, Angsana and Dhawa Cayo Santa Maria (Cuba).

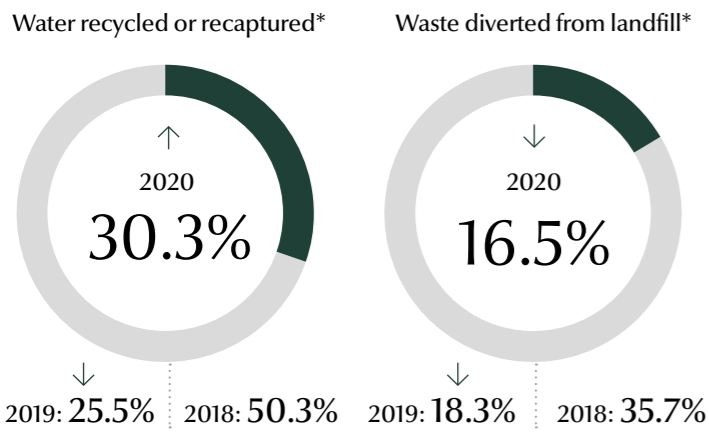
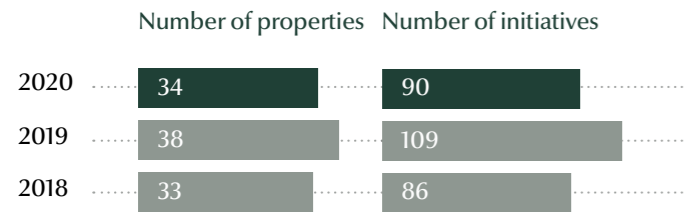
Total resource use is reported as the sum of all hotels, resorts, offices and golf courses. Resource intensity for hotels and resorts is presented per occupied room (POR) to allow comparison at different occupancies. Reduced occupancies due to travel restrictions in 2020 increased resource intensity because baseloads for public areas and operations typically comprise a large proportion of resource use. Consequently, comparisons normally made with regional industry averages and best practice are not valid or insightful for 2020 data and thus are not reported.

<sup>\*</sup> [earthcheck.org/media/49073/final-master-earthcheck-company-standard\\_version-4\\_may18.pdf](http://earthcheck.org/media/49073/final-master-earthcheck-company-standard_version-4_may18.pdf)



# Resource Use And Waste

## RESOURCE CONSERVATION INITIATIVES



\* EarthCheck registered sectors only

## EARTHCHECK PROGRESS

By end of 2020, 40 sectors including 32 hotels in which we have management or ownership interest, were enrolled with EarthCheck. Gold certification was achieved in 2020 by Banyan Tree Cabo Marqués, Angsana Maison Souvannaphoum and Laguna Phuket (Banyan Tree, Angsana, Cassia, Golf, Laguna Holiday Club, Angsana Villas Resort, Offices and Services).

### Platinum Certified

Banyan Tree Lijiang

### Gold Certified

Banyan Tree Bangkok, Banyan Tree Mayakoba, Banyan Tree Samui, Laguna Bintan (Banyan Tree, Angsana, Cassia and Golf), Angsana Ihuru, Angsana Velavaru, Banyan Tree Vabbinfaru, Banyan Tree Ringha, Banyan Tree Sanya, Laguna Lang Cò (Banyan Tree, Angsana, Golf, Laguna Services), Banyan Tree Macau, Banyan Tree Cabo Marqués, Angsana Maison Souvannaphoum, Laguna Phuket (Banyan Tree, Angsana, Cassia, Golf, Laguna Holiday Club, Angsana Villas Resort, LRH Offices, Laguna Services)

### Bronze Benchmarked

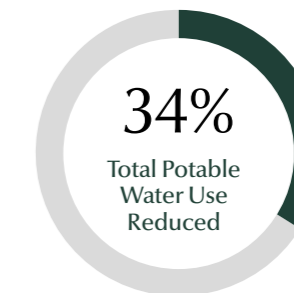
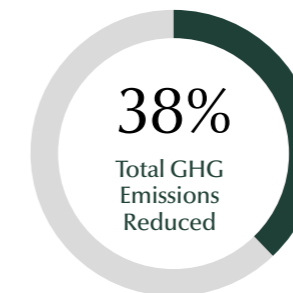
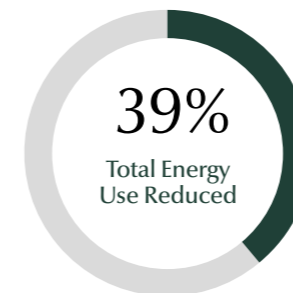
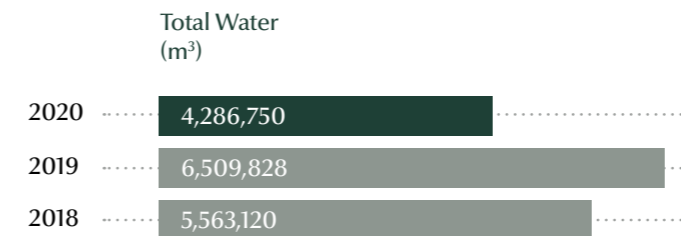
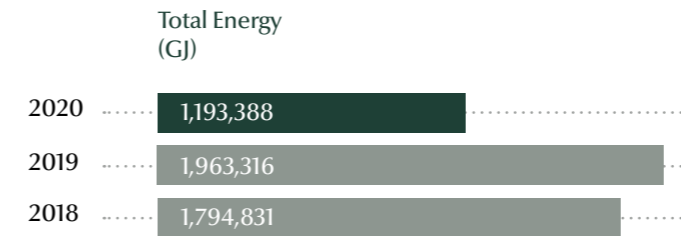
Angsana Tengchong Hot Springs Village, Angsana Xi'an Lintong, Banyan Tree Club & Spa Seoul, Banyan Tree Yangshuo, Banyan Tree Singapore Headquarters (2 office sector buildings), Banyan Tree Chongqing Beibei, Banyan Tree Anji



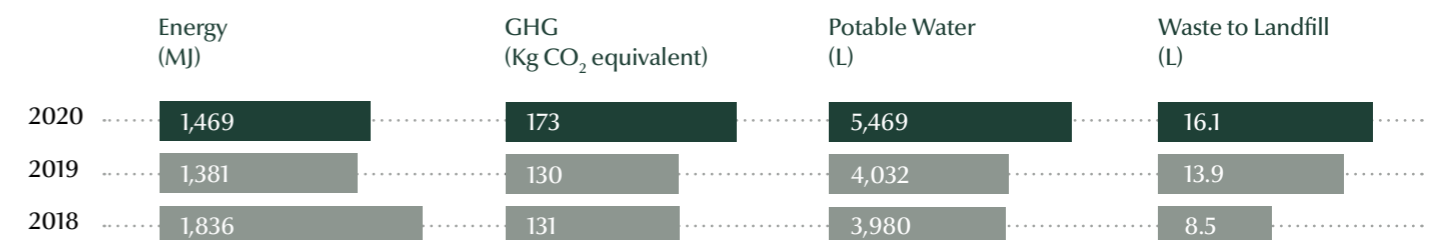
## ENERGY AND EMISSIONS

Total energy use and corresponding Scope 1 and 2 greenhouse gas emissions (GHG) decreased by 39% and 38% respectively due to reduced operations in 2020. Energy use reduced to 1,193,888 GJ, with 51% purchased electricity, 44% stationary fuel and 5% mobile fuel, and GHG emissions reduced to 102,155 tonnes. Intensity of use and production (POR) increased by 6% and 34% respectively, largely due to baseloads and a 52% reduction in occupied rooms.

Sixty-four energy conservation initiatives saved 29.9 million kWh and 1.9 million cubic metres of gas, worth US\$1.7 million in 2020. LED replacement initiatives contributed to over US\$380,000 in savings.



## ENERGY, EMISSIONS, WATER, WASTE INTENSITY (PER OCCUPIED ROOM: POR)



# Resource Use And Waste

## FOOD AND THE ENVIRONMENT

Food choices affect our health and collective future, with food carbon footprints across the value chain making up over one-quarter of the world's greenhouse gas emissions. Sustainable food use is more than just what you eat, but where it is sourced and how it is produced.

Our plan to implement food waste tracking at our properties in 2020 was postponed due to temporary COVID-related property closures preventing accurate baseline measurement. Our long-term goals are to reduce food waste by 30% and divert 50% from landfill by 2025, with a 50% reduction and 100% diversion by 2030. We shall also set our sustainable seafood targets in 2021 as part of our ongoing commitment to food provenance and a sustainable supply chain (see page 33).

Reducing meat consumption and diverting food from landfill can significantly reduce greenhouse gas emissions. In 2020, 15 properties implemented Meat Free days and 13 properties operated organic gardens and farms to raise awareness of healthy diets and reduce emissions. This approach was further supported with the opening of ORI9IN, our first gourmet organic farm in Chiang Mai, Thailand, and a partnership with Grassroots Pantry to develop healthy, plant-based menus and sustainable kitchen practices. A joint venture with chef-turned-sustainable-farmer James Noble of The Boutique Farmers, the agro-tourism partnership of ORI9IN focuses on import substitution and reducing carbon footprint without sacrificing flavour.

Food composting in Vietnam produced 360 tonnes of fertiliser (equivalent value of US\$103,304), while Laguna Phuket joined Banyan Tree Bangkok in donating 1.1 tonnes of food (4,433 servings) via Scholars of Sustenance ([scholarsofsustenance.org](http://scholarsofsustenance.org)). To-date, this partnership has diverted 3 tonnes of food from landfill to provide 12,274 servings and save 4 tonnes of CO<sub>2</sub> emissions.



## PLASTIC REDUCTION AND ELIMINATION

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

Since our pledge to reduce single-use plastic on Earth Day 2018, we have tracked 31 categories of plastic for reduction. Compared to a 2017 baseline, we have reduced single-use plastic by 54%, with 9 million less pieces of plastic used in 2020, and 19.6 million pieces of plastic prevented from going to landfill or the environment since 2018. Over 2,100 km of cling film has been reduced, almost the equivalent distance from Singapore to Manila.

Our efforts have reduced to eliminate, and where suitable alternatives are yet to be found, replaced with compostable or biodegradable alternatives. Of the three target items we prioritised, we have reduced 2.5 million straws (99.7% reduction), 1.8 million bottles (41.6%) and 1.7 million bags (53.0%). Bintan added a water bottling plant in 2020, eliminating over 400,000 plastic bottles annually. The top-ten performing properties have reduced single-use plastic by more than 80%, with four properties achieving reductions over 90% in 2020.

While some of the reductions in 2020 may be attributed to reduced use due to temporary closures, some items use increased due to COVID-associated health measures. The overall trend is of continuing reduction, despite a net increase of three properties since 2017 (5 openings and 2 closures).

We support our reduction efforts with collaborative community clean-ups (see page 20) to remediate and cleanse natural systems, and educate to support a shift from a single-use disposable society.



# Biodiversity And The Environment



Twenty-two of our properties in 10 countries are in, or adjacent to, areas of protected status or high biodiversity\*, and consequently we must act as stewards to safeguard and promote a healthy, resilient and sustainable environment. Our Stay for Good programme invites guests to connect and engage actively and passively with natural heritage to increase awareness, promote engagement and long-term stewardship.

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



Like any resource, we must monitor the environment in order to detect change and direct conservation or restoration efforts. Banyan Tree Group applies a strategic and science-based approach to conservation to engage and educate travellers, communities and our associates to develop stewardship. Our adaptive conservation framework addresses key global issues, critical habitats and priority species†.

Dedicated conservation centres support education, restoration and research programmes in the Maldives and Indonesia. Partnerships with local and international NGOs and researchers support on-the-ground conservation efforts, with generated data reported to stakeholders to support local or regional management.

## CITIZEN SCIENCE

	Number of participants	Bird sightings	Shark sightings
2020	47	165	155
2019	2,715	1,327	3,053
2018	2,473	1,344	1,851

## TURTLE CONSERVATION

	Number of participants	Turtles released	Video footage (min)
2020	518	198	7,000
2019	1,129	477	10,850
2018	5,357	2,473	6,660



Travellers can play an important role in long-term monitoring and conservation as citizen scientists, reporting sightings through our especially curated programmes. Sightings of marine megafauna in the Maldives and bird populations in Bintan support assessments of ecosystem health and climate change.

Annual coral reef monitoring at 18 sites in the Maldives and six sites in Bintan completed their sixth and eighth years respectively, with reports published online and shared with local managers. These scientific assessments inform and direct conservation and restoration projects, and quantify recovery from the 2016 global coral bleaching event.

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



Turtle conservation programmes at six properties focused on generating awareness among travellers, local communities and fishermen, nest protection and hatchling releases in partnership with local organisations and research centres in Indonesia, Mexico and Thailand.

Long-term monitoring of shark populations, established to assess the efficacy of a national fishing ban in the Maldives, completed its sixth year in partnership with Newcastle University and the local government. An additional 7,000 minutes of underwater footage were added to a growing database of 41,540 minutes collected to-date.



# Environmental Initiatives



Site-specific initiatives provide active and passive engagement opportunities to support environmental awareness, remediation, protection and restoration. Travel restrictions and lockdowns reduced total engagement by 21% in 2020, while reef protection and restoration efforts in the Maldives were halted from March.

## 30,009

total participants in environmental initiatives in 2020



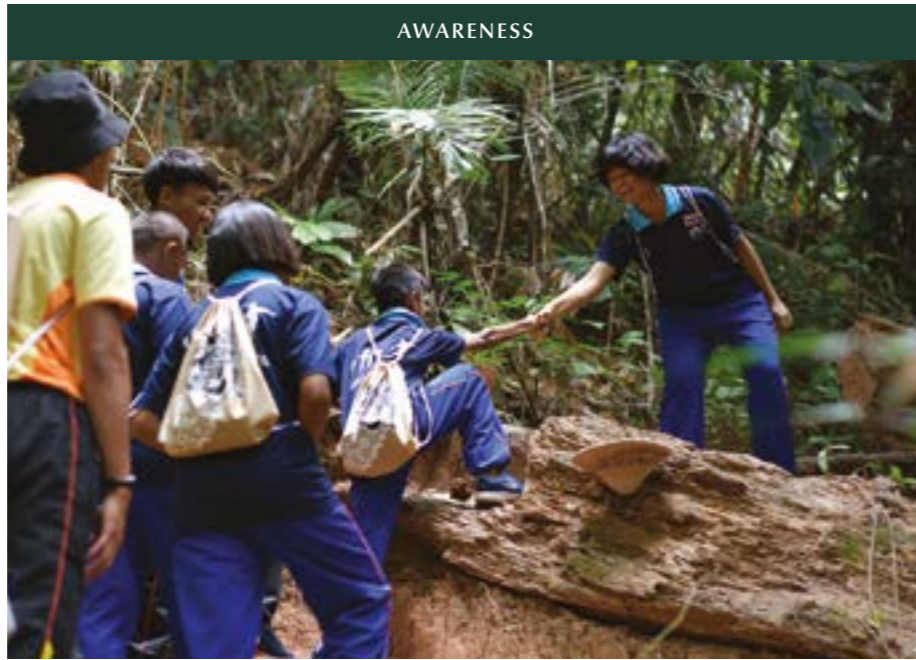
### TOTAL

#### Participants

2020	30,009
2019	37,524
2018	35,955

#### Properties

2020	40
2019	38
2018	35



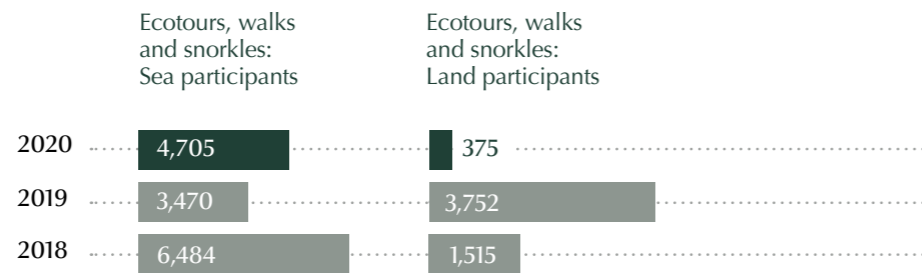
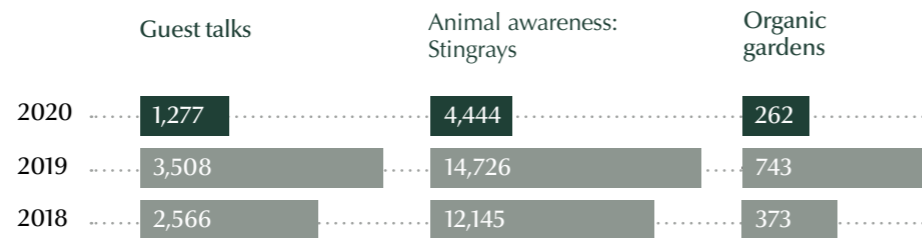
AWARENESS

**Goal:** Education is the cornerstone to environmental conservation and the first step towards effective stewardship.

**Impact:** Presentations, lectures, ecotours, walks and snorkels connect people to local environments and increase awareness.

**Location:** China, Indonesia, Laos, Malaysia, Maldives, Mexico, Morocco, Thailand, Vietnam

### PARTICIPANTS



CLEAN

**Goal:** Four events per property to remediate and cleanse natural communities.

**Impact:** During 2020, over 50.5 tonnes of waste were removed by 6,054 participants during 148 clean-up events conducted worldwide.

**Location:** China, Indonesia, Korea, Laos, Malaysia, Maldives, Mauritius, Mexico, Morocco, Thailand, Vietnam

50.5 tonnes of waste collected



14,130 COTS removed since 2000



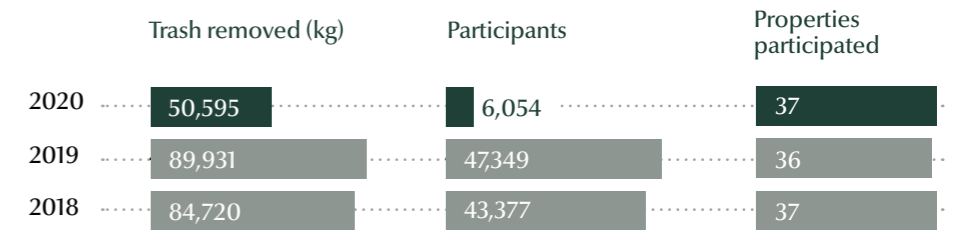
PROTECT

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

**Impact:** Weekly control efforts supporting reef recovery and protecting corals were reduced due to lockdowns

**Location:** Maldives

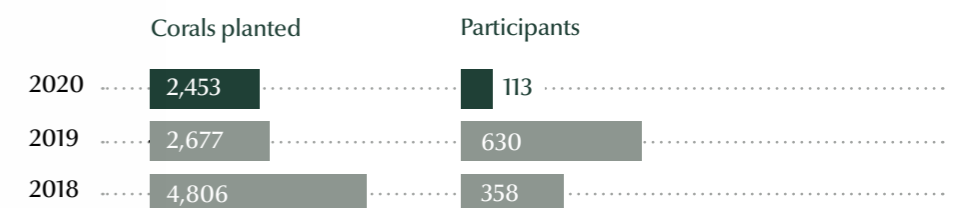
### CLEAN



### PROTECT



### RESTORE



# Our Community

Creating shared value with the community whether they are employees, customers, communities or business partners embodies our commitment to social responsibility.

Internally our approach promotes wellbeing, diversity, satisfaction, health and safety, as well as professional development to increase productivity and improve employee and customer satisfaction and loyalty.

Externally we employ a stakeholder engaged approach to identify areas of aligned interest to promote responsible travel and work towards the 2030 Agenda for Sustainable Development.



Banyan Tree Group is committed to the happiness, health, safety and wellbeing of our family of associates. We advocate a balanced, sustained and dynamic approach to wellbeing that acknowledges the dynamic and interconnected world in which we live, where everyone aspires and desires to live well.

In 2020, due to the global pandemic and cessation of many operations, a wellbeing survey was completed by 6,467 associates (83%) for the first time in lieu of the annual associate satisfaction survey. The survey posed 64 questions, equally divided between eight pillars of wellbeing.

Survey results reveal the degree of awareness, frequency of practice and sustained state of wellness, which respondents can discuss with our Wellbeing Practitioners to explore solutions aligned with individual interests and needs. This wellbeing survey shall be conducted annually, with the associate satisfaction survey to resume biannually in 2021, with a KPI of 100% completion and 85% satisfaction.

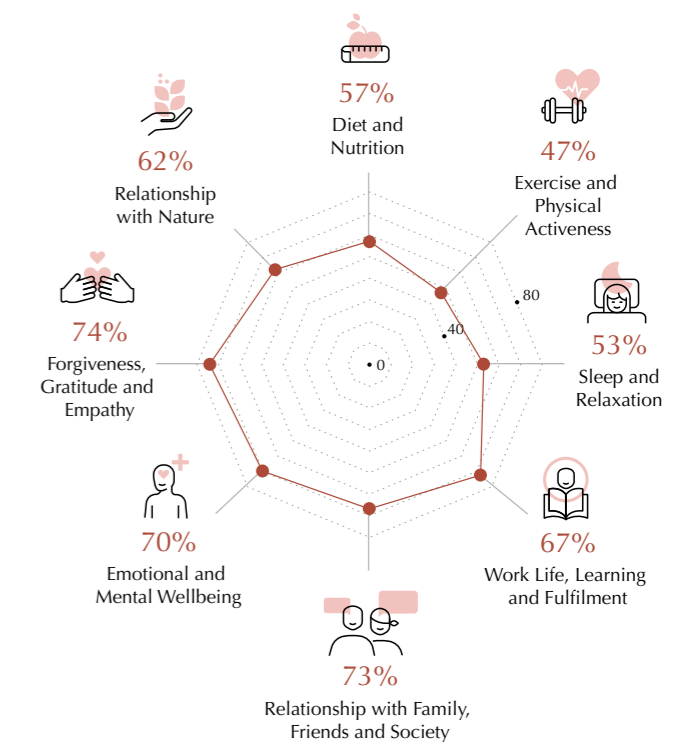
We implemented our SafeSanctuary programme in June to support the health and wellbeing of associates and guests during the global pandemic. The health and safety of our associates is supported by a structured and coherent approach to Enterprise Risk Management. On-site inspections provide independent unbiased assessments and recommendations, with key concerns addressed on a quarterly basis by the Audit & Risk Committee (ARC).

Annual training to associates in fire awareness (KPI: 100% associate attendance) and CPR (KPI: 30% of associates at each property) was reduced due to temporary closures. Workplace incidents and lost workdays declined, with no workplace mortalities. Nine associates tested positive for COVID-19, all of whom were quarantined and recovered to good health.

6,467  
associates completed  
wellbeing survey



### WELLBEING SCORES



	Percent Completion			Workplace Accidents	
	Fire Awareness*	CPR Training†	Associate Wellbeing*	Number of Accidents	Lost Workdays
2020	58	19	83	12	83
2019	90	66	-	66	294
2018	94	72	-	-	-

\* Percent associates trained † Percent properties attaining 30% target

# Associate Development



Education and professional growth is a key component of Banyan Tree Group's social responsibility commitment, supporting sustainable development and pathways out of poverty. 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 five hours of training per associate per month.

[banyantreeglobalfoundation.com/associate-development](http://banyantreeglobalfoundation.com/associate-development)



TOTAL TRAINING HOURS			
	Training hours	Ave training hours per associate per month	Expenditure as percent payroll
2020	484,074	4.2	0.5
2019	528,343	5.3	1.3
2018	506,826	6.0	1.7

TOTAL TRAINING HOURS BY GENDER*		
Male Associates		
	Training hours	Ave training hours per associate per month
2020	230,112	3.9
2019	261,423	4.8
Female Associates		
	Training hours	Ave training hours per associate per month
2020	253,962	4.8
2019	266,919	6.3

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

TOTAL TRAINING HOURS BY JOB LEVEL		
Senior Manager		
	Training hours	Ave training hours per associate per month
2020	8,847	2.0
2019	5,251	2.6
2018	6,083	3.9

Supervisor		
	Training hours	Ave training hours per associate per month
2020	69,057	3.5
2019	62,988	4.5
2018	59,079	4.9

Non-supervisor		
	Training hours	Ave training hours per associate per month
2020	407,595	4.6
2019	460,104	5.5
2018	441,664	6.2

## MANAGEMENT AND SPA ACADEMIES

Established in 2008, Banyan Tree Management Academy (BTMA) serves as a centralised training facility that supports organisational goals by advancing people development and management excellence.

Although interruptions to business prevented the achievement of our KPI of 5 hours of training per month per associate, the global pandemic presented new opportunities. Online trainings became the primary platform for learning, with 56 sessions led by BTMA developing a greater number of associates than previous years.

† see Annual Report pages 69 and 70 at [investor.banyantree.com](http://investor.banyantree.com)  
‡ [banyantreespa.com/academy](http://banyantreespa.com/academy)

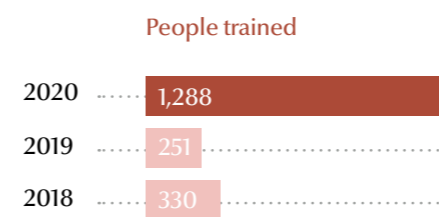
The global pandemic also afforded time to develop 22 new training programmes in eight different categories, to support a structured learning approach. Among them is a signature service culture programme "I Am With You", to distinguish and differentiate our brand service, and promote resilience and mental wellbeing among employees.

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.

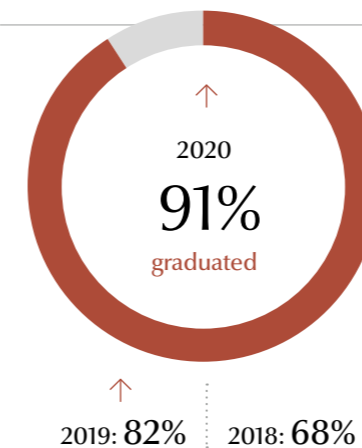
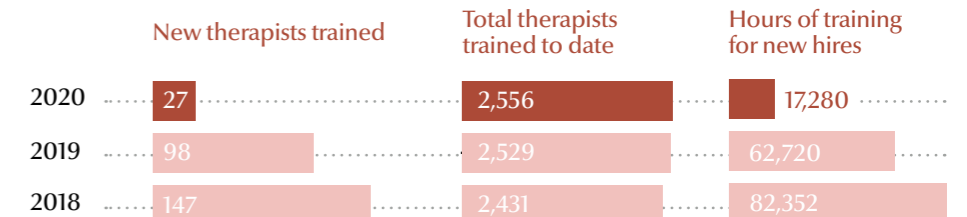
The Spa Academy elevates the status of therapists in the spa industry, providing both a profession and career development †. Training was reduced in 2020 due to the closure of the academy.



### MANAGEMENT ACADEMY



### SPA ACADEMY



# Promoting Cultural Heritage



Supporting long-term societal prosperity is central to Banyan Tree Group's ability to create value for communities. The Group'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-sourced indigenous products to connect with a local sense of place. All products are 100% vegan and cruelty-free, with no sulfates, parabens, synthetic colouring, unsustainable palm oil or mineral oils.

[banyantreespa.com](http://banyantreespa.com)



GALLERY

Banyan Tree Gallery conserves the culture and heritage of destinations while sustaining artisans' livelihoods and skills through gainful employment. Partnership selections are based on three stringent categories: conservation, community and cause of work. The large increase in commissioned products was due to bulk purchasing of turndown gifts and corporate gifting, such as a collaboration with Autistic Thai Social Enterprise Company Ltd. to commission artwork used in the production of tote bags for UCB bank.

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



MATTER PRINTS

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.

[matterprints.com/about/](http://matterprints.com/about/)

**130,125**  
commissioned products in 2020

## GALLERY COMMUNITY COLLABORATIONS



## MATTER COMMUNITY COLLABORATIONS



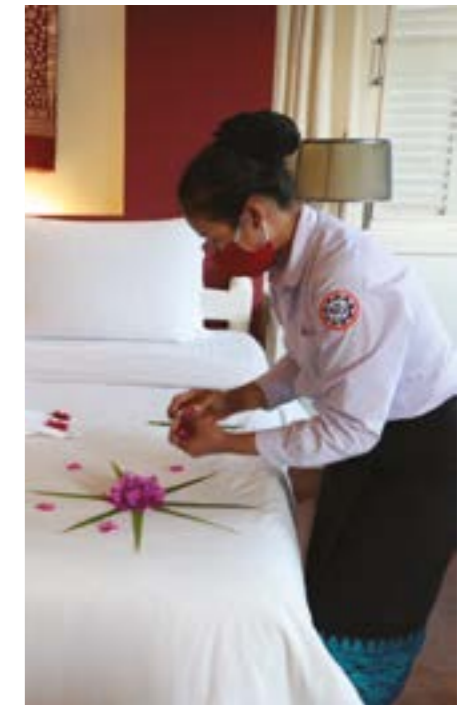
# Empowering Education



Education combats poverty and better livelihoods. A context-based approach identifies local needs and opportunities, resulting in a semi-structured but diverse contribution to supporting sustainable communities through inclusive and quality education. Our efforts support education through vocational training and internships, as well as educational support in the community.

## INTERNSHIPS

Internships provide valuable learning experiences to develop future hospitality professionals. Predominantly as part of tertiary education requirements, 1,083 vocational internships were supported with a combined equivalent of 405 years of training in 2020.



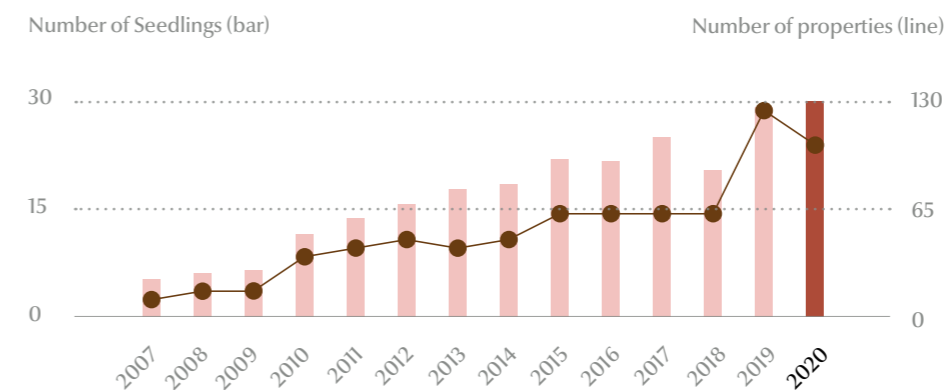
## SEEDLINGS MENTORSHIP



Our Seedlings programmes nurture young people at risk of societal exclusion, providing vocational and life skills, and creating a lasting positive community impact. Mentorship and scholarships are provided to young people aged 12 to 18. Structured topics guide mentor-mentee interactions to reinforce social (heritage, culture, arts and crafts), environmental (conservation), academic (language and computing), and health values (nutrition and lifestyle).

Some programmes were put on hold in 2020 due to lockdowns, reducing the mentorship provided. We have developed new guidance for our programme based on best practice accumulated, and are exploring new Seedlings social enterprise opportunities, as well as mentorship training in 2021.

## TOTAL SEEDLINGS AND PROPERTY ENGAGEMENT



## SEEDLINGS CAFÉ

Leveraging Banyan Tree Group'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. Our Seedlings café was temporarily closed in 2020 due to the pandemic.



# Empowering Education

## EDUCATION, CLASSES AND CAMPS



**Goal:**  
Assist creation of learning environments.

**Impact:**  
Classes in schools and universities, equipment donations, and infrastructure maintenance supported 10,903 students and community members with the help of 796 associates and guests.

Our Children First Fund contributed THB0.59m (US\$19,657) to support 400 orphans in Phuket.

While schools were closed due to COVID-19, our associates from Laguna Lãng Cô documented teaching methodologies, lesson plans and experiences from its 'English is Fun' programme into a handbook to help secondary school teachers plan and deliver English lessons on 20 different topics.

Banyan Tree Holistic Education Outreach Programme ("BE Hero") implemented in Kuala Lumpur increased the pass rate from 74% to 77% for 40 underprivileged students through English classes, a half-day motivation event, and 48 students on a three-day "green" leadership camp.

**Location:**  
China, Indonesia, Malaysia, Maldives, Morocco, Thailand, Vietnam

Total participation declined by 49% to 31,408 people in 2020 due to restrictions on public gatherings and pandemic-related lockdowns.

10,903  
students  
and community  
members supported

156  
children enrolled  
at Laguna  
Kindergarten  
in 2020



## LAGUNA PHUKET KINDERGARTEN

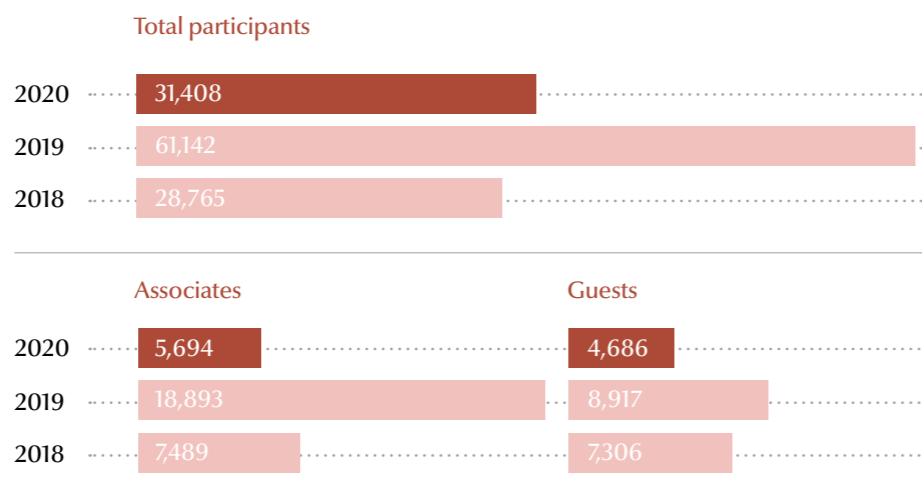


**Goal:**  
Support early life emotional and intellectual development for independent life-long learning.

**Impact:**  
156 children aged 3 to 6 enrolled in 2020, with 16 associates supporting. Since 1992, 1,663 students have enrolled, with 1,035 graduating. The graduation number appears lower due to students transferring before graduation.

**Location:**  
Thailand

## PARTICIPATION



## LAGUNA PHUKET COMMUNITY CENTRE



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

**Impact:**  
48 students (8,736 since 2007) participated in English and Chinese language, and Housekeeping skill courses. A further 200 children joined with the Sathorn district for Thailand's National Children's Day.

**Location:**  
Thailand

8,736  
students taught at learning  
centre since 2007

## FULLY BOOKED! MOBILE LEARNING CENTRE



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

**Impact:**  
178 students and 8 teachers in the Phuket and Pang-Nga areas benefitted from weekly sessions on English and Environment Learning. Since 2007, 9,669 students and 463 teachers have benefitted.

**Location:**  
Thailand

9,669  
students have  
benefitted since 2007

## VOCATIONAL TRAINING AND CAPACITY DEVELOPMENT



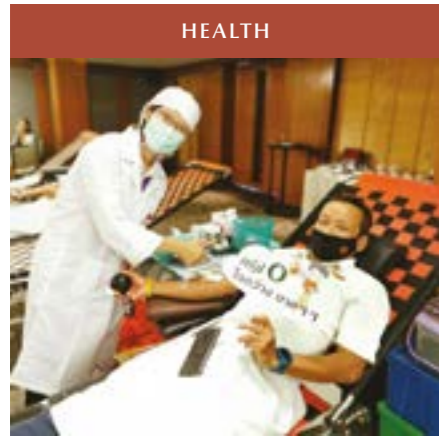
**Goal:**  
Develop career skills and capacity of stakeholders and local partners.

**Impact:**  
691 participants engaged in workshops, lectures and training on sustainable tourism, career development skills and women's empowerment.

**Location:**  
Indonesia, Laos, Thailand, Vietnam

691  
workshop participants  
in 2020





## HEALTH

**Goal:**  
Support health care for vulnerable segments of the community.

**Impact:**  
1,959 participants engaged in health and wellness events and activities, visited or made donations to nursing homes, senior citizens and special needs children, directly benefitting 416 individuals. 283 participants from 10 properties donated 93,100ml of blood (658,303ml since 2018). Support for radiation and chemotherapy for one of our Seedlings students suffering from stage 4 cancer was provided in Vietnam.

**Location:**  
China, Morocco, Thailand, Vietnam

In addition to education, our commitment to business as a part of society supports community impact initiatives, humanitarian relief and connects travellers to local culture and heritage through a context-specific approach based on local stakeholder needs.

**658,303**  
blood donated  
since 2018



## CULTURE

**Goal:**  
Preserve local culture through activity and event participation.

**Impact:**  
9,989 people participated in traditional and cultural tours, classes, events and festivals such as Loy Krathong, Alms giving, and Sart Duen Sib festival.

**Location:**  
China, Indonesia, Laos, Malaysia, Maldives, Mexico, Morocco, Thailand, Vietnam



**9,989**  
people participated  
in traditional and  
cultural tours



## ASSOCIATE SAVING CO-OP

**Goal:**  
Provide high interest rate savings and low interest rate loans.

**Impact:**  
Membership reduced from 1,140 to 576 individuals, and share volume decreased from 85 to 50 million Baht, due to retrenchments at the properties in Phuket.

**Location:**  
Thailand

**50 million**  
share volume  
in community  
co-operative



## DONATIONS AND FUNDRAISING

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

**Impact:**  
4,379 participants including 1,465 associates, supported fundraising events, runs and donations to vulnerable community members, including 1,010 meals (85,339 since 2014).

**Location:**  
China, Indonesia, Laos, Malaysia, Maldives, Mexico, Morocco, Thailand, Vietnam



**85,339**  
meals served  
since 2014



## HUMANITARIAN RELIEF

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

**Impact:**  
COVID-19: The ongoing global pandemic presented an overwhelming number of opportunities to support, and we have taken care to avoid a knee-jerk reaction whereby our efforts may be misplaced and lack impact. Support was provided to the Government of the Maldives through the donation of a nucleic-acid extractor to support national COVID-19 testing. There are many hidden issues associated with COVID-19, such as mental health, water access and scarcity, increased waste production and disposal, domestic

violence against women in lockdowns, and access to education. We shall identify partnership and opportunities where our efforts will be most impactful.

**Tsunami Relief:** Continued relief for the Central Sulawesi tsunami and earthquake in partnership with IBU foundation completed Phase 2, with the delivery of 15 boats and engines for fishermen, tools for repairs, fish production and market tools for a women's livelihood group, supported by socialisation and training workshops.

**Location:**  
COVID-19: Maldives  
Tsunami Relief: Palu City area in Central Sulawesi, Indonesia





# Our Responsibility

As a socially responsible business, Banyan Tree Group was founded with the core value of driving sustainable development. Tourism relies on peace, but it also has transformative power to promote positive change.

Our commitment to sustainable development and responsible travel is founded on prudent, ethical and accountable governance, with internal and external engagement and participation, external benchmarking and certification, and transparent reporting since 2006. We support sustainable development and responsible travel by inspiring associates, guests and partners to take a long-term view when making business decisions.



## Leadership

Resilience in the face of global disturbances such as the ongoing pandemic requires proactive and adaptive leadership that incorporates a pragmatic and holistic approach while connecting on a personal level. Purpose is the compass to resilience, and we see a return to personal and organisational purpose, which is fundamental in shaping the shared reality of work during, and emerging from, the global pandemic.

From crisis comes opportunity, and we have embarked on an organisational culture shift that marries personal and organisational purpose. This is the job of leadership, not management; it is not top-down instruction, but bottom-up facilitation. Engaging our associates from the onset allows us to build a bridge to organisational purpose. We believe that during this time of stress, aspirational leadership is key.

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. A breakdown of the Board of Directors can be found in the Annual Report (see pages 47-51). The Board of Directors consider sustainability issues as part of the company's strategic formulation, and approved the selection and monitoring of the material ESG factors addressed in this report.

Our group sustainability committee meets quarterly, with leadership from the Banyan Tree Global Foundation ([banyantreeglobalfoundation.com](http://banyantreeglobalfoundation.com)). Each property has a designated sustainability representative and 'green team' that meet monthly. We inaugurated regional sustainability leaders to support our properties in 2020, and shall create functional group sustainability committees (e.g. engineering, housekeeping etc.) for a more process and purpose-driven approach in 2021.

[banyantreeglobalfoundation.com/leadership-statements/](http://banyantreeglobalfoundation.com/leadership-statements/)

## Data Privacy

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

Internal IT Risk Management and Audit teams review best practices and enforce company security policies to identify gaps and support IT Policy governance. Audits target the control of digital data access and mitigate risks of such access, ensuring rapid implementation of critical security patches and firewall updates. An annual external audit of technology and digital assets is conducted by an international cybersecurity consulting firm, to assess risk and response. Insurance coverage is in place to protect against cybersecurity risks, and cloud data sits with industry leading players and leverages their security structure.

Associate awareness and engagement with data security occurs through policies and regular information sharing on prevailing risks and recommended actions. Internal phishing campaigns were implemented in 2020 to evaluate awareness and identify individuals in need of targeted refresher and additional training. Group-wide cybersecurity training for IT personnel and access point users was delivered to 5,259 associates (68%). In 2020, no substantiated complaints, breaches or losses of customer data were identified.

[banyantreeglobalfoundation.com/privacy-security/](http://banyantreeglobalfoundation.com/privacy-security/)



95%  
of associates signed  
code of conduct

5,259  
associates trained  
in cybersecurity  
awareness

## Ethical Compliance And Corruption

Banyan Tree Group 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. We expect the same standards from those with whom we do business (See Supply Chain, page 33).

As a founding member and signatory of the United Nations Global Compact in Singapore<sup>†</sup>, we are committed to upholding the Ten Universal Principles on human rights, labour, the environment and anti-corruption. We support the United Nations World Tourism Organisation Global Code of Ethics to support sustainable development, safeguard cultural and natural heritage, integrate local employment, and support worker's rights. Compliance to Banyan Tree Group's sustainability standards is assessed annually with an online or onsite audit of environmental, social, operational and governance systems and initiatives in partnership with EarthCheck<sup>‡</sup>.

In 2020, we had zero incidents of corruption or bribery, and no business partnerships were terminated or not renewed due to corruption.

Our Code of Conduct strengthens associates' awareness of good corporate conduct, governs conflicts of interest, and freedom from sexual harassment, and is supported by group-wide awareness training delivered to 1,607 associates in 2020 (17%). All associates are required to sign the Code of Conduct annually, with 95% completion in 2020. 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.

[banyantreeglobalfoundation.com/compliance-corruption/](http://banyantreeglobalfoundation.com/compliance-corruption/)  
<sup>†</sup> [unglobalcompact.org](http://unglobalcompact.org)  
<sup>‡</sup> [earthcheck.org](http://earthcheck.org)

We make differences matter.



## Diversity And Inclusion

A diverse work environment can boost profitability, productivity, creativity, inclusivity, innovation and more. However, diversity and inclusion are not just a business imperative, they are a moral one. These two interconnected concepts: the make-up of our Group and how we value and integrate the presence and differing views, perspectives, cultures and experiences, are of fundamental importance to our culture, particularly during a period of post-pandemic change.

There is no one-size-fits-all approach. To Banyan Tree Group, diversity and inclusion in the workplace are not about quotas and are more than policies, programmes or headcounts.

We make differences matter and respect uniqueness to build trust and commitment and a more innovative and creative place to work. Rather than forcing people to fit within a culture, we focus on helping them thrive.

Within this report we share our diversity (Who We Are: page 2), how we create a safe and welcoming environment and recruit without bias (Wellbeing: page 22, Ethical Compliance: page 32), and how we create a sense of belonging and purpose through empathetic leadership and bottom-up engagement (Leadership: page 31). In 2020 we conducted a pilot Gender Pay Gap assessment of Phuket, which we aim to upscale across the Group and disclose annually in this report.

## Supply Chain



2,334 suppliers completed code of conduct

\$39.8m worth of purchases from suppliers with a signed code of conduct

A sustainable supply chain is an opportunity to make responsible choices that drive respect for human rights and the environment. Supply chain disruptions experienced in 2020 due to restricted movement and transportation due to the pandemic, provide a catalyst to review what, where and how we source.

Our supply chain consists of input providers (infrastructure, water and energy, equipment, food and beverages), service delivery (accommodation, catering and attractions), and travel. We endeavour to create partnership, evangelise our commitment to sustainability, champion local and sustainable procurement, and actively seek and favour business relationships with those who share our values.

The supplier Code of Conduct was implemented through the Global Foundation website in 2020 for the first time, with a KPI of 80% dollar purchases from Tier 1 suppliers completing self-assessments. By 2025, we target 100% annual completion, with evaluation of poor supplier performance or non-conformity supported with remediation action.

Of 4,928 suppliers reported in 2020, 2,334 completed codes of conduct covering \$39.8 million worth of purchases (69%). Data were not available for seven hotels (Juizhaigou, China; Seoul, Korea; Balaclava, Mauritius; Riads, Morocco; Hacienda, Mexico; Dhawa and Angsana in Cuba), and the lower than targeted completion was largely due to pandemic-related disruptions. Banyan Tree Spa works with local communities and responsibly-sourced indigenous products to connect with a local sense of place. All products are 100% vegan and cruelty-free, with no sulfates, parabens, synthetic colouring, unsustainable palm oil or mineral oils.

Shortened supply chains post-COVID can support resilience for both business and local communities against future disruption. Increased local procurement will also connect travellers to a destination through food and culture, and provide opportunities to promote sustainable practices and responsible production that will benefit livelihoods and climate change through reduced carbon footprints. In 2021, we shall map our supply chain and openly disclose our supplier lists to promote transparency and drive supply chain sustainability.

## GREEN IMPERATIVE FUND

Our sustainable financing mechanism implemented in 2001 supports worthy environmental action and community-based projects where Banyan Tree Group 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.

## GREATER GOOD GRANTS

In 2020, to build on our commitment to sustainable development, we created an external call for project funding for the first time, to support projects aligned with one or more of our six focal areas (health, education and culture; climate change, biodiversity and innovation) within a local context in countries where we operate. This is aimed at supporting measureable impact and progress towards larger regional or global frameworks such as the Sustainable Development Goals to help people and the planet.

It is our ambition to increase support to grassroots and on-the-ground NGOs and worthy projects that create impact and progress towards the SDGs, at a time when people and the planet are most in need. If the first round of projects are successful, this shall be the first of many such annual calls to create partnership necessary to meaningfully contribute to the 2030 Agenda for Sustainable Development.

## RESORT AUTONOMOUS FUND

Each resort is allocated an annual budget of 20% of their previous year's GIF mechanism contribution. The fund is allocated at the discretion of the property's sustainability champion and General Manager, following local stakeholder consultation to identify impactful projects that create shared social and environmental value with the primary beneficiary external to Banyan Tree Group.

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

## BANYAN TREE GLOBAL FOUNDATION

Established in 2009, Banyan Tree Global Foundation directs and guides the Group's continual pursuit of responsible and sustainable business, and allocates donations to worthy projects, under its Singapore-based Board of Directors: Ms Claire Chiang, Mr Eddy See and Mr Dharmali Kusumadi, 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 Group's sustainability efforts and structure. The entity is audited by Ernst & Young LLP, Singapore.

## BANYAN TREE GLOBAL FOUNDATION

	2001 to 2017	FY 2018	FY 2019	FY 2020	Cumulative 2001 to 2020
	US\$	US\$	US\$	US\$	US\$
<b>Contributions</b>					
Hotel guests	4,472,783	316,588	333,591	136,660	5,259,622
Hotel and resorts	5,134,626	286,022	325,623	105,807	5,852,078
Others including employees	1,324,960	-	22,196	76,077	1,423,233
<b>Total contributions</b>	<b>10,932,369</b>	<b>602,610</b>	<b>681,410</b>	<b>318,544</b>	<b>12,534,933</b>
<b>Other income</b>					
Interest Income - FD & Bank	93,261	11,395	78,744	46,825	230,225
<b>Disbursements</b>					
Project related	5,110,625	363,071	326,573	161,107	5,961,376
General and administrative	1,681,997	198,960	174,936	73,504	2,129,397
<b>Total disbursements</b>	<b>6,792,622</b>	<b>562,031</b>	<b>501,509</b>	<b>234,611</b>	<b>8,090,773</b>
<b>Income tax</b>					
Income tax expense	447	148	29	7,354	7,978
<b>Surplus/(Deficit)</b>	<b>4,232,561</b>	<b>51,826</b>	<b>258,616</b>	<b>123,404</b>	<b>4,666,407</b>

The ongoing global pandemic in 2020 meant that our goals and needs shifted, and fundamental shifts and considerations of how we do business were needed. Some of our goals remain unfulfilled from 2020 due to more pressing needs, while new opportunities presented themselves that we have incorporated into our group sustainability strategy. The year 2021 shall be an important year where we look to emerge from the pandemic, stronger than ever.

## OUR ENVIRONMENT



### WASTE REDUCTION:

Building on the 3Rs and our single-use plastic elimination efforts, our next primary goal is the measurement and reduction of food waste footprints. Accurate baseline measurement will depend on business levels, but teams shall be trained and implemented to support this key effort to reduce waste and climate change impact. We aim to support this by piloting food digestion and promoting food diversion from landfill.



### CLIMATE CHANGE:

The pandemic has highlighted the need to establish Science-Based Targets to reduce resource use and better understand our carbon footprint. We shall work with EarthCheck to develop context-based targets, review Science-Based Target setting, and quantify our carbon footprint to evaluate feasibility of a net-zero carbon ambition.

## OUR COMMUNITY



### PARTNERSHIP:

Through our Greater Good Grants scheme, we will implement new external projects through the Banyan Tree Global Foundation that will develop the partnership necessary to meaningfully contribute towards the 2030 Agenda for Sustainable Development.



### COMMUNICATION:

Effective communication is necessary to educate and inspire both internal and external stakeholders, and to facilitate bottom-up engagement. We will support our best practice blueprints with greater sustainability programme development and handbooks.

## OUR RESPONSIBILITY



### A NEW STRATEGY:

Due to many unforeseen impacts of COVID-19, we feel it is necessary to conduct a new material analysis a year ahead of schedule to identify new priorities for our journey towards the 2030 Agenda for Sustainable Development. This will result in the creation of new sustainability strategies, ambitious targets, and processes to track impact and ensure transparent accountability.



### SUSTAINABLE SOURCING:

Our supply chain remains a priority and we will not only aim to increase supplier engagement and awareness, but also map and assess supplier risk in detail. We shall support with recommended supplier lists and responsible procurement guidance, to shorten supply chains through local sustainable procurement.



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Scan this QR code to access the online version of the Banyan Tree Sustainability Report 2020. To learn more, visit

[banyantreeglobalfoundation.com](http://banyantreeglobalfoundation.com)



**NOTE ABOUT PRINTING:**

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

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



**NOTE ABOUT PRINTING:**

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.

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**Photo caption:**

1. Angsana Xishuangbanna
2. Banyan Tree Lijiang
3. Banyan Tree Club & Spa Seoul
4. Banyan Tree Mayakoba
5. Banyan Tree Huangshan
6. Angsana Zhuhai Phoenix Bay
7. Angsana Xishuangbanna
8. Banyan Tree Anji