



ESG ASSESSMENT

GLOBAL REPORT

 Dorchester *Collection*

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EXECUTIVE SUMMARY

Dorchester Collection is on a continuous ESG journey and has begun cementing its Environmental, Social, and Governance initiatives across its hotels. For the second year running, the group undertook an ESG assessment aligned to various international standards to understand where it is and where it wants to go. It has been reported that Dorchester Collection has observed improvements across all its hotels and intends to maintain this positive momentum. This report summarises the assessment's findings, divided into 12 ESG reporting categories. Most hotels are taking positive steps and have identified areas for improvement.

"At Dorchester Collection, we remain committed to our ESG journey, recognising the significant impact we have on society, the economy, and the environment. Over the past year, we've made substantial progress in implementing our ESG Policy, which serves as a guiding framework for our actions and direction. We're proud to be a conscious organisation that prioritises the wellbeing of our people, supports local communities, and champions charitable initiatives. Additionally, we actively monitor and minimise our environmental footprint, upholding values of fairness, responsiveness, and ethical business practices. In doing so, we strive to make a positive and lasting impact."



GOVERNANCE

“Our commitment to sustainability extends beyond compliance. We’re innovating to reduce our environmental footprint, empower our communities, and ensure ethical business practices throughout the entire business.”

The luxury travel industry is rapidly transforming, driven by a growing demand for sustainable and socially responsible practices. This presents a unique opportunity for Dorchester Collection to lead the way by developing innovative policies and initiatives that align with these evolving expectations. The hospitality sector is a significant contributor to carbon emissions, making it imperative for Dorchester Collection to continuously adapt its ESG strategy to address the changing needs of its communities, regulatory landscape, and industry standards.

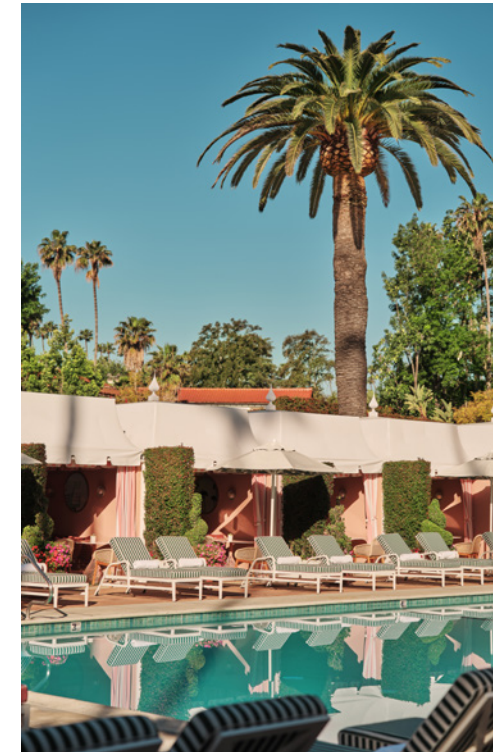
Dorchester Collection has a robust governance framework with a Code of Conduct (DC CODE) that sets out the values and behaviours expected from employees, operations, and its supply chain. The DC CODE is reviewed and updated annually, with every employee signing it yearly. Over the last 12 months, Dorchester Collection has built out ESG further into its existing processes using aspects of established frameworks such as the Task Force on Climate-Related Financial Disclosures (TCFD), Global Reporting Initiative (GRI) and the Corporate Sustainability Reporting Directive (CSRD). The Legacy of Care ESG Brochure reflects the commitment to strong leadership and oversight at senior management and Board level.

Dorchester Collection adopts and adapts excellent policies around gender diversity at the group level and in individual hotels, as documented in the Diversity, Inclusion, and Belonging Policy and the published Gender Pay Narrative. Following the growing importance of climate change and sustainability amongst stakeholders, Dorchester Collection delegated responsibility and accountability for ESG to the individual hotels, with all the hotels having an ESG Committee. The committee delegates ESG-related tasks and manages progress with a detailed internal sustainability timeline.

This plan sets out targets for the hotels with short (up to six months), medium (one to five years), and long-term (five years and beyond) actions and targets for the hotels to measure and manage.

Over the last 12 months, the individual hotels have either developed or formalised an ESG Committee, with an official meeting at least once every two months.

Dorchester Collection is actively working to map material ESG issues across all hotels. This process will help identify key focus areas and align its sustainability efforts. It will be completed by the end of 2024. With the current company values and existing ESG policy, Dorchester Collection commits to publishing this ESG report annually, providing transparency to stakeholders.



GOVERNANCE *CONTINUED*

"Trust is at the heart of ethical business practices and the foundation of meaningful relationships with our guests, employees, and business partners. We are committed to transparency in our organisational goals and decisions to foster this trust."

Over the last 12 months, Dorchester Collection has worked hard to develop new policies aligning with gold standard certifications and best practices. For the UK hotels, these include the Menopause Policy, Reasonable Adjustments and Occupational Health Policy. These also include updates to the Performance Management Policy and Absence Management Policies in collaboration with their external business partner, the Business Disability Forum (BDF), to ensure all policies reasonably consider disability in performance and absence management. A Global Inclusive Recruitment policy will be launched next year in alignment with the new mandatory, inclusive recruitment training launched in 2024.

Corporate Governance

Dorchester Collection is dedicated to implementing robust corporate governance practices—continuously evolving processes that enhance transparency, accountability, and long-term sustainable value for shareholders.

The 'Taking Action' ESG Policies at Dorchester Collection provide good transparency on corporate governance. They are published on the corporate website. Dorchester Collection endeavours to publish all relevant policies on the group website in the future. This will be regularly reviewed, and any changes will be highlighted. Such policies are implemented throughout the individual hotels.

A refreshed ESG Policy will be implemented in 2025 to ensure that new regulations, shifting stakeholder expectations, and emerging best practices are captured and that the policy remains relevant and aligned with best practices.

Dorchester Collection publishes an annual report to Companies House as required. The Annual Report provides a brief overview of its key stakeholder groups and engagement processes; however, more detail could be provided. This will continue to be adapted to share additional information with specific outcomes from the engagement process.

Stakeholder engagement is essential to corporate governance across all the assessed hotels, with various surveys and feedback opportunities provided and regularly reviewed.

For employees globally, Dorchester Collection gathers feedback through 'Your View', an employee engagement survey and employee census through Peakon (owned by Workday) conducted twice a year, and guest feedback using Gallup.

Hotel Eden in Rome specifically utilises the survey results to determine the material direction of the hotel's ESG approach, and this year, it has determined that maintaining the hotel's positive work-life balance culture and team wellbeing is a top priority. For example, in September 2024, the hotel hosted a 'Wellness Week,' which included various activities designed to raise awareness about the importance of a healthy lifestyle. The hotel also organised 'We Care' activities on physical wellbeing, such as yoga, team sports, walking, marathons, and consultations with nutritionists and oncologists.

Global Engagement Survey Results

A score of **8.8** in the employee engagement survey places Dorchester Collection in the top 5% of industries the company is benchmarked against, including organisations across all sectors, not just hospitality.

A score of **8.9** in the employee Diversity & Inclusion survey (which forms part of the engagement survey) also places Dorchester Collection in the top 5% of industries the company is benchmarked against.



GOVERNANCE *CONTINUED*

Dorchester Collection is currently working on applying metrics and reporting on such initiatives across all the hotels, showcasing the great work Dorchester Collection is doing with wider stakeholders.

Membership in industry associations and national advocacy organisations is key throughout the hotels. The Beverly Hills Hotel are part of the 'Clean the World Foundation' and 'Heal the Bay.' The General Manager is part of the Beverly Hills Travel Bureau, which partners with hotels to align with ESG principles, such as promoting transparency and accountability within the tourism industry, with the hotel adhering to high ethical standards. Additionally, in November 2024, the Area Director of People & Culture (P&C) and Director of P&C attended the Society for Human Resources Management (SHRM) Inclusion Conference in Denver, Colorado, with members of the P&C team at Hotel Bel-Air.

Some other notable memberships include all UK hotels, which are members of Stonewall (Diversity and Inclusion champions) and the Business Disability Forum (a business membership organisation in disability inclusion). In addition, Hotel Principe di Savoia recently earned the Dream & Charme ESG Certification this year, and Hotel Eden is also working towards achieving this certification.

"Across all three UK hotels, we have a joint ESG Committee which meets monthly. The committee is made up of around 34 individuals from across the hotels from a variety of areas and specialisms. The ESG Committee includes a variety of staff, from junior members of the team to General Managers. This aspect of inclusivity is important to the hotels and the committee."



GOVERNANCE *CONTINUED*

Economic

Dorchester Collection publishes a Group Tax Strategy on its website each year, which provides detailed information on its tax policy, commitment to compliance, planning and risk management.

Dorchester Collection is aware of the need to adapt to a low-carbon world and of some of the sustainability risks associated with its operations. It acknowledges the climate risks and opportunities of transitioning to a net-zero economy, which will be developed across all the hotels in 2025.

Using the TCFD recommendations as a framework, this will be developed across all hotels in 2025 and subsequently included in a net-zero strategy with KPIs, which will help the Dorchester Collection report on the economic value generated and distributed.

Striving to build and nurture a culture of local talent and inclusiveness is part of Dorchester Collection's DNA, and the group is keen to progress hiring from the local community. In 2024, Hôtel Plaza Athénée completed a survey which reviewed its hiring. The hotel reports that 95% of all employees live within a 20km radius

"We want a legacy that is seen in nature and felt by our people and local communities, so future generations remember us for the positive impact we left behind."

of the hotel. Hôtel Plaza Athénée has multiple monetary policies to help employees live locally and get to and from work. For example, the use of an apartment for new employees who come from abroad for four months to help them find a house.

The hotel also pays 80% of monthly transportation fares to encourage employees to take public transport where possible. In addition, there is a €200 contract with Uber to help employees travel home via public transportation after night shifts.



ENVIRONMENT

The luxury travel industry continually evolves to embrace more sustainable travel, holidays, and hospitality practices. Dorchester Collection is committed to leading this transformation by championing environmentally conscious approaches to luxury travel, aiming to set a benchmark for sustainability within the industry. Dorchester Collection is constantly working to improve its environmental strategy and has made great strides in many different areas across all hotels within its portfolio.

Climate

Dorchester Collection aims to achieve net zero by 2050 and is developing a comprehensive net-zero strategy. This will include clearly defined targets, timelines, and actions to ensure accountability and monitor progress toward this long-term goal. These targets will be published and aligned with the UNSDGs, specifically Goal 13 – Climate Action, reflecting the Collection's commitment to meeting global net-zero and carbon emission objectives.

In 2024, Dorchester Collection began calculating its global Scope 1 and 2 carbon emissions and will begin calculating its Scope 3 carbon emissions in 2025. They aim to set scope 1 and 2 carbon reduction targets in 2025 and scope 3 in 2026. Dorchester Collection has worked with a 3rd party ESG consultancy, Inspired PLC, for two years and has improved ESG performance across all hotels.

One hotel that is performing exceptionally well in this respect is Hôtel Plaza Athénée, which has declared its Scope 1, 2 & 3 emissions on the Ageence De La Transition Écologique (ADEME) website and has been doing this for a few years, leading the way in emissions reporting.

Environmental Interactions

Dorchester Collection is already implementing strategies to make its hotels as sustainable as possible. All hotels are actively working towards reducing water usage and developing action plans to reduce further areas where water is wasted, aiming to minimise environmental impact. For example, by installing tap aerators, hotels can reduce the water used while maintaining pressure.



ENVIRONMENT *CONTINUED*

The hotels are taking a similar approach to waste management, monitoring the use of natural resources and unsustainable materials and developing an action plan to reduce waste production in all operations. At Dorchester Collection, the chefs constantly review food and beverage (F&B) purchases to reduce food waste in the hotel restaurants. In addition, hotels are also monitoring the recycling rate across all operations to reduce the impact of waste and utilise 100% recycled paper internally across all operations.

Dorchester Collection has implemented numerous energy reduction initiatives, including minimising excess energy usage by adopting energy-efficient lighting systems and transitioning entirely to LED lighting across all properties. Across all hotels, linens are changed every two days instead of daily to reduce excess energy usage through excessive washing and drying. Where possible, the Heating, Ventilation, and Air Conditioning (HVAC) systems have also been upgraded to enhance insulation and sealing to minimise heat loss during winter and heat gain during the summer to keep all operations at an optimal and efficient temperature. Dorchester Collection recognises the global shift towards electric vehicles and proactively responds by installing EV charging stations across its hotels and operations. This commitment ensures the Collection remains aligned with evolving sustainability trends while meeting the needs of environmentally conscious travellers.

As a luxury hospitality brand, Dorchester Collection is deeply aware of the environmental impact of single-use plastics and its role in advancing sustainability efforts. In line with this commitment, the Collection has partnered with Wildsmith to create bespoke bathroom products that seamlessly blend science, nature, and sustainability. Each hotel features its own exclusive, custom-made fragrance designed to reflect the unique character of its surroundings. These products are housed in refillable, hand-cast, and hand-painted porcelain bottles, eliminating the annual need for over 723,473 single-use plastic bottles. This innovative initiative enhances guest experiences and significantly reduces the Collection's environmental footprint.

Biodiversity

Dorchester Collection is committed to ensuring its hotels have the smallest possible impact on local biodiversity across all destinations. This goal is pursued through various initiatives, including partnerships with organisations to conduct biodiversity impact assessments, which many of its hotels are scheduled to undertake in 2025 and 2026.

The Collection's properties also feature thoughtfully designed gardens and courtyards that attract diverse local flora and fauna. Maintaining the health of these spaces is integral to supporting local biodiversity. To enhance

sustainability, many gardens are equipped with water collectors to harvest rainwater, which is then reused for irrigation, further reducing the hotels' environmental impact while fostering vibrant, biodiverse ecosystems.

Biodiversity extends beyond local ecosystems, with global impacts arising from certain products' farming and harvesting practices. Dorchester Collection is committed to addressing these challenges by continually reviewing its product list to minimise the risk of using ingredients that harm biodiversity. This proactive approach underscores the Collection's dedication to protecting biodiversity on both a local and global scale.



SOCIAL

"We recognise the impact we make on society, the economy and the planet, and we are committed to making a positive difference in the places where we operate."

Employees

Dorchester Collection considers itself a 'People First' business and prides itself on creating a positive workplace for its employees. Dorchester Collection has a We Care Philosophy and embeds inclusive behaviours across all operations of the Collection.

Employee Engagement

Dorchester Collection's people-centric approach extends to both guests and employees. In practical terms, this means that Dorchester Collection puts guests and employees at the heart of every decision, be it long-term strategic or day-to-day operational. The Collection believe that high employee engagement levels go hand in hand with high guest engagement to benefit guests, employees, businesses, and communities. This belief is backed up by guest and employee engagement data collected over a decade.

To make this people-centric approach work, Dorchester Collection understands people's needs.

Therefore, Dorchester Collection embarked on a multi-year project to understand, articulate and cater to employees' needs. Using quantitative and qualitative data, drawing on motivational theories, partnering with experts within and outside the business, and consulting consultants in human resources, psychology, and branding, Dorchester Collection has articulated the nine employees' emotional needs (EEN). These are Connection, Care, Pride, Confidence, Variety, Empowered, Driven, Impact, and Significance. These emotional needs are weaved through and considered in all employee lifecycle aspects, from selection, performance conversations, individual development, and professional aspirations. The framework is innovative in that it empowers managers to make individual judgments on how to fulfil their teams' emotional needs.

Dorchester Collection subsequently shared the knowledge and intent of the Employee Emotional Needs (EEN) with all the managers via a series of highly interactive workshops. These workshops aimed to further shift the leadership team's approach to understanding each individual employee's unique needs and finding practical ways to support these needs. Additionally, managers were provided with an extensive toolkit to help them navigate the nuances and complexities of individual needs and aspirations.

While the project's success will be measured in the long term, with markers such as increased employee engagement, retention, development, and internal progression, thier surveys showed increases in each employee's emotional needs one year after its launch.

Employee Engagement: *Dorchester Collection has seen the success of the EEN in the engagement survey. Dorchester Collection scored 8.9 in the Peakon Global Diversity and Inclusion Survey and 8.8 in the Peakon Global Engagement Survey. According to Peakon, a score of 8.8 places Dorchester Collection in the top 5% of industries that Dorchester Collection are benchmarked against.*

Retention: *In 2023, voluntary turnover was between 18% and 20%. The hospitality industry average is 28% to 40%, so Dorchester Collection is well below the industry average.*

Development and Internal Progression: *In 2023, internal mobility was 13%—this is the number of promoted employees. Promotions include transfers to other hotels. To facilitate progression, Dorchester Collection aims to fill at least 50% of open vacancies with internal employees.*



SOCIAL *CONTINUED*

Diversity and Inclusion and Belonging

Diversity, inclusion and belonging (DIB) are core beliefs of Dorchester Collection's We Care Philosophy. They have a formalised Diversity, Inclusion, and Belonging Strategy called 'Legends,' which embodies their commitment to nurture their employees into legends who have legendary careers, which is outlined below.

L: Learning & Development

Dorchester Collection facilitates quarterly in-person EDUCATE sessions covering DIB topics reinforced with e-Learning and launching mandatory Inclusive Leadership training in 2026 for people leaders to support new inclusive leadership competencies developed for the global progression framework.

E: Engaging Diverse Talent

Targeted recruitment initiatives planned for 2025, including advertising jobs on diverse job boards to complement the global, mandatory, Skills-Based Recruitment training launched in 2024.

G: Gender Equity

Priority is to nurture family-friendly work environments by supporting working carers while increasing efforts to support those experiencing menopause symptoms.

E: Ethnic Minorities

Developing the UK race equity strategy with the support of an external partner to increase racial/ethnic representation across all collection levels, including senior leadership.

N: Neurodiversity & Disability

Aligned to ESG, all hotels have developed disability/neurodiversity action plans to attract disabled and neurodivergent candidates and nurture inclusive, accessible work environments.

D: Data & Systems

The goal is to capture diversity data in HR systems to track training, promotions and pay gaps by demographics. Dorchester Collection is scoping a new HRIS to track candidate diversity data to aid diversity recruitment.

S: Sexual Orientation

Dorchester Collection will continue to champion LGBTQIA+ inclusion and be ranked on Stonewall's Top 10 LGBTQIA+ inclusive workplaces, with a particular focus on non-binary employees.

Belong @ DC is an annual educational and comms initiative comprising quarterly campaigns. Each quarterly campaign focuses on a single diversity dimension, such as LGBTQIA+, gender, race/ethnicity and disability/neurodiversity, which align with Dorchester Collection's diversity and inclusion strategy. The programme aims to develop empathy and compassion by moving beyond general awareness of DIB topics and taking a deep dive into specific issues, topics or identities that fall under the umbrella of each campaign. These are what the Collection calls 'spotlights' facilitating deeper learning, understanding and thoughtful conversations.

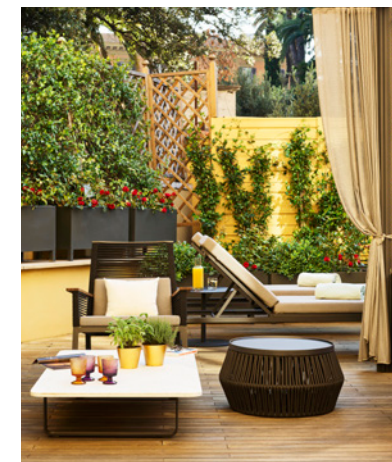
The strategy is based on three guiding pillars: EDUCATE, COMMUNICATE, and CELEBRATE. This framework was used to design the global Belong @ DC programme.

EDUCATE: As part of the campaign, hotels must host at least one EDUCATE session a quarter aligned to the campaign. These sessions can be more formal, in-person training, panels with internal colleagues, or external guest speaker events.

COMMUNICATE: Each hotel has a Diversity and Inclusion Committee, otherwise known as 'We Care Committees'. The purpose of these committees is to facilitate a safe space for people to ask questions, have thoughtful conversations, and learn from their colleagues' experiences.

CELEBRATE: Last is celebrate, where each of the hotels host celebrations in observance of awareness days or months such as Pride and International Women's Day. Dorchester Collection also runs external LinkedIn campaigns and internal campaigns on their intranet for International Women's Day, Pride, Black History Month, etc., where Dorchester Collection shares the accomplishments and contributions of their employees.

The hotel's diversity and inclusion efforts are monitored at the group level via quarterly reporting that is aligned with the global ESG scorecard.



SOCIAL *CONTINUED*

Disability

Dorchester Collection's main priority in 2024 following last year's ESG audit was the disability gap. At the Group level, they launched a new partnership with the Business Disability Forum (BDF). They signed up for the UK Government Disability Confident Employer Scheme, starting at level 1 as a Disability Confident Committed Employer. Their goal is to conduct a disability SMART audit with BDF in 2025 in preparation for moving to level 2 of the scheme to be a Disability Confident Employer.

In 2024, all hotels developed disability/ neurodiversity action plans to increase the representation of disabled employees across the collection to 7%, focusing on increasing representation in leadership positions. One key initiative driving these diversity efforts is the global Skills-Based Recruitment training launched in 2024, which is mandatory for anyone involved in the recruitment process. While the training encompasses best practices for facilitating inclusive recruitment for all demographics, the training has a particular focus on disability and neuro-inclusive practices, with the goal of reducing barriers for disabled and neurodivergent candidates. This will be reinforced in 2025 with an inclusive recruitment toolkit, checklist, and e-learning knowledge check.

The action plans also outline initiatives to nurture accessible and inclusive working environments for disabled and neurodivergent employees, helping Dorchester Collection achieve its goal of

achieving a score of 9.0 from both disabled and neurodivergent employees in the bi-annual diversity and inclusion survey.

Dorchester Collection constantly updates its Diversity, Inclusion, and Belonging (DIB) policies in partnership with external partners like Stonewall and the Business Disability Forum to ensure they consider diverse employees' unique needs and experiences for a truly inclusive work environment.

Guests

Diversity, inclusion, and belonging are core beliefs of the We Care Philosophy, which is how all hotels care for people and guests. Dorchester Collection believes this is its key strength, as internal efforts to educate teams about diversity and inclusion nurture not just engaged teams who deliver exceptional service but teams who are educated on how to embed inclusivity into the experiences they provide our guests, ensuring they remain personalised to them and their unique needs.

With that, Dorchester Collection is working to embed an accessibility checklist into its auditing processes, defining what accessibility features are mandatory for hotels and what must be implemented when new hotels are built or renovated.

	NOVEMBER 2023	NOVEMBER 2024
DISABLED EMPLOYEES	9.0	8.6
NON- DISABLED EMPLOYEES	9.1	9.0
NEURODIVERGENT EMPLOYEES	*	9.3
NEUROTYPICAL EMPLOYEES	*	9.1

*No score, Dorchester Collection added a new neurodiversity question to the census in July 2024.



SOCIAL *CONTINUED*

Awards

Dorchester Collection is leading the way regarding social welfare and creating a welcoming and inclusive work atmosphere, and below are some of the other awards the Collection has accumulated in the last year:

Dorchester Collection's corporate office and UK hotels (The Dorchester, 45 Park Lane, and Coworth Park) have been named in **The Sunday Times 100 Best Places to Work** list for 2024 and included in the **Top Ten Best Places to Work**. Additionally, they have been featured as a spotlight award winner in the **Best Places to Work for Employees Aged 55+ category**.

Dorchester Collection's inclusion in the (powered by WiHTL) **EDI Maturity Curve** earned them recognition as a **Silver inclusion in Employer** in 2024.

After submitting to Stonewall's Workplace Equality Index, Dorchester Collection won the **gold award** and secured a coveted spot on Stonewall's list of **Top 100 LGBTQIA+ Inclusive Employers**.

Several notable awards have been presented to the management team at Dorchester Collection. Among them, **Paul McDonald**, Area People & Culture Director in the UK, was recognised as one of **Checking-IN's Top 10 LGBTQ+ Champions** in 2024.



Wellbeing

All hotels do a lot for the wellbeing of employees and guests throughout the year and also organise many 'We Care' activities across Dorchester Collection. The hotels have a Safety, Security and Health Committee that looks after employees' physical, mental, and wellbeing concerns. Hotels also have numerous staff members to help with employee wellbeing; for example, Hôtel Plaza Athénée has a nurse, doctor, and social assistant who is a psychologist, and the HR director has been trained as a qualified safety officer. Hôtel Plaza Athénée also offers external activities for employees to participate in and discounts on local leisure activities.

Another example of Dorchester Collection's efforts for employee wellbeing is that the UK hotel employees have access to the employee assistance programme, which includes a free-of charge GP service, weight management

advice and financial advice. Additionally, an economic adviser comes onsite every quarter. The hotels also run a mental health first aid course, which consists of about 10-14 people trained annually. The Beverly Hills Hotel offers many wellness benefits for employees to support health and wellbeing, including on-site monthly wellness initiatives, weekly informational flyers on health and wellness benefits, such as the onsite flu vaccination and dental clinic, and an annual wellness fair.

Wellbeing is of the utmost importance to Dorchester Collection, and it is the goal to ensure the welfare of all employees.

Learning & Development

Dorchester Collection emphasises learning and development as essential for fostering a fulfilling and supportive work environment. Global education and development is managed at the Group level by the Dorchester Collection Academy (The Academy) team, which serves as a cornerstone for professional growth and career development across the Collection.

The Academy has developed a formalised training framework that is designed to meet the developmental needs of employees at each stage of their careers:



SOCIAL *CONTINUED*

To this end, The Academy has established global initiatives, such as the launch of monthly LEARN modules, which are short in-person training sessions that are carefully designed to equip team members with the skills needed to advance within the organisation, including progression to management roles, with ample guidance provided along the way. The training topics are developed based on employee feedback during their performance review (called Your Plan), during which development opportunities are identified to aid their career aspirations. In 2024, all employees completed an average of 32 hours of training annually.

Dorchester Collection Academy also has a leadership development programme that consists of courses designed for each stage in an employee's journey, from line-level to senior leaders ready to take the next step to the role of General Manager. This is a tiered approach, starting with EXPLORE (new line level employees) to ELEVATE, EXPAND, INSPIRE, and then APEX tailored to hotel senior leaders ready to take the next step to general management. Dorchester Collection Academy has been very successful and has been recognised by the British Training Awards as one of the best training providers in the UK. In addition, the Institute of Hospitality has also recognised Dorchester Collection Academy as Talent Development Team of the Year 2024.

To further embed a culture of continuous learning, The Academy launched a Learning Management System (LMS) called LEX. Launched in May 2024, LEX embraces constant skill and knowledge retention learning with 3 to 5 minutes daily,

reinforcing the content they learned during in-person training.

Progression

This year, Dorchester Collection piloted its new Progression Framework with hotel executives, which was developed in 2023. Dorchester Collection's Progression Framework (and pilot project) is primarily a retention and engagement tool with a developmental component that focuses on further developing Dorchester Collection's talent pipeline, talent pools and global mobility. It takes an employee-centric approach, asking what employees are interested in and what career pathways they want to pursue. It aims to reduce bias and embed competency and evidence-guided conversations about employee strengths, opportunities and developmental areas. This is being rolled out for all leaders (supervisors and above) in Q1 2025. The progression framework consists of seven core competencies. These core competencies help leaders identify the core skills and qualities employees possess or need to develop further. This aids decision-making for selection, progression and succession purposes.

In 2025, the progression framework will be embedded in YOUR PLAN, Dorchester Collection's global performance review process. It outlines five pathways: championing causes, developing on the job, deepening expertise, and offering cross-exposure and promotion opportunities. The Academy will develop a training programme to onboard leaders into the progression framework. They will also be focusing on developing individual training

modules aligned to each of the seven competencies to ensure that if it's identified that a leader needs to develop a specific competency further, the training is available for them.


Supply Chain

Dorchester Collection also considers sustainable and environmentally compatible suppliers essential. Therefore, in partnership with Inspired ESG, the collection will be creating a questionnaire and way to assess all suppliers on environmental and social criteria. This questionnaire will cover multiple criteria: Modern Slavery, Anti-bribery, Equality, Diversity and Inclusion, Cyber Security, Environmental Management Certification (e.g. ISO 14001), Net-Zero targets, Sustainability Policy, etc. Going forward, Dorchester Collection will also work with Inspired ESG to develop an ESG Procurement Policy, this will assist Dorchester Collection to define a strategy for integrating ESG principles into the procurement processes.

Communities

Dorchester Collection cares about the local communities of all the hotel destinations. The hotels do this by partnering with several different charities across all destinations, including the United Nations High Commissioner for Refugees (UNCHR) in Milan, Noah's Ark Children's Hospital Charity in the UK, Les Hôtels Solidaires, an organisation for French hotels to help fight poverty in a multitude of different ways, LA Promise Fund which is a nonprofit organisation to improve academic achievement as well as college and career access and success for students.

"Dorchester Collection exemplifies the essence of luxury travel while maintaining a commitment to advancing ESG principles. Dorchester Collection is dedicated to setting new standards for sustainability, inclusion, and responsible practices within the hospitality industry. The group consistently strives to integrate environmentally conscious initiatives across its operations, aiming to minimise its ecological footprint while preserving the elegance and excellence that define its reputation. In addition to its environmental efforts, Dorchester Collection champions a culture of inclusivity and belonging, ensuring guests and employees feel valued and respected. Along with prioritising ethical governance and continuously innovating its approach to sustainability and social impact, Dorchester Collection reinforces its position as a trailblazer in responsible luxury travel."



Founded in 2007, Dorchester Collection is the mark of distinction for the world's most extraordinary hotels and residences. Each unique property is chosen for its unmatched character and cultural significance, offering Dorchester Collection's remarkable guests a way of life that is legendary, sophisticated and meaningful.

Dorchester Collection's curated constellation of properties includes:

The Dorchester, London | 45 Park Lane, London | Coworth Park, Ascot | Le Meurice, Paris | Hôtel Plaza Athénée, Paris
Hotel Principe di Savoia, Milan | Hotel Eden, Rome | The Lana, Dubai | The Alba, Dubai (future opening)
The Beverly Hills Hotel, Beverly Hills | Hotel Bel-Air, Los Angeles | Tokyo (future opening)

Luxury residences include:

LONDON: Mayfair Park Residences
DUBAI: AVA at Palm Jumeirah | One at Palm Jumeirah | The Lana Residences
ORLA | ORLA Infinity | VELA | VELA Viento | The Alba Residences

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