



ESG Assessment
Global Report

) (*Dorchester Collection*



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Executive summary

Dorchester Collection is on a continuous ESG journey and has begun to cement its Environment, Social and Governance initiatives across its hotels. This year the group undertook an ESG assessment aligned to various international standards to understand where it is and where it wants to go.

This report is a summary of the assessment's findings split into 12 ESG reporting categories. Most hotels are taking positive steps and have identified areas for improvement.

CEOs' statement

"At Dorchester Collection, we understand our impact on society, the economy, and the planet. Committed to positive change, our current ESG Policy establishes a framework which guides our direction and actions. From caring for our people and integrating seamlessly into local communities to championing charitable efforts and actively monitoring our environmental footprint, we strive to be a conscious organisation. Upholding values of fairness, responsiveness, environmental stewardship, and ethical business practices. Every employee aligns with our code, and each hotel actively works towards minimising its environmental footprint, fostering continuous improvement in our journey towards sustainability."

Eugenio Pirri, CEO
Helen Smith, CEO





Governance

Quote: *“We recognise the importance of the corporate, environmental, and social responsibility to protect the environment through the best operational practices. At Dorchester Collection we are driving change from the top, with effective decision-making and policies to ensure our approach is implemented throughout the individual hotels.”*

There is a high demand for change across the luxury travel industry, which gives Dorchester Collection further opportunities to develop policies and initiatives to drive that change forward. The hospitality industry is responsible for high carbon emissions, and the need to continuously adapt Dorchester Collection’s ESG strategy to the evolving needs of the community, regulation and industry is becoming more evident.

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. Dorchester Collection is currently in the process of building ESG further into their existing processes using aspects of existing frameworks such as; the Task Force on Climate-Related Financial Disclosures (TCFD) and Global Reporting Initiative (GRI).

Dorchester Collection adopts and adapts excellent policies around gender diversity at group level but also throughout the Collection, as documented in the Diversity and Inclusion Policy Statement 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 most hotels having a ‘Green’ or ‘Sustainability’ 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. Examples of The Beverly Hills Hotel and Le Meurice hotels will be used as outstanding models to help formalise and develop this structure across all hotels, which will include monthly reporting to the Group. With the current company values and existing ESG policy, Dorchester Collection aim to produce an annual ESG report, providing transparency to stakeholders.

To support with strategic ESG priorities, some hotels currently have several objectives which drive the way in which Dorchester Collection proactively determine material ESG focus areas. This is something which Dorchester Collection intend to map out and assess across all hotels in the future.





Governance continued

Quote: “At Beverly Hills, we are aligned with our commitment to environmental consciousness. Our comprehensive policy outlines benchmarks for us to reach by 2023 across a three-phrase approach and includes; reduce water intensity by 15%, reduce carbon emissions by 20%, reduce food waste by 90% and eradicate single use plastics.”

CORPORATE GOVERNANCE

Dorchester Collection constantly strives to follow best corporate governance practices and evolve these practices and procedures to deliver long-term sustainable shareholder value.

Good transparency is provided on corporate governance through, the ‘Taking Action’ ESG Policies at Dorchester Collection, which are published on the corporate website. They endeavour to publish all relevant policies on the group website in the future and this is something which will be regularly reviewed, and any changes highlighted. Such policies are implemented throughout the individual hotels.

Dorchester Collection publishes an annual report to Companies House as required. The Annual Report provides a brief overview of its key stakeholder groups and the engagement processes, however through analysis, 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 an important aspect of corporate governance across all the assessed hotels, with various types of surveys and feedback opportunities provided and regularly reviewed. For employees globally, Dorchester Collection gathers feedback through ‘Your View’, an employee engagement survey which is conducted twice a year, along with an employee census through ‘Peakon’ (owned by Workday) and gathers feedback from guests using Gallup.

Hotel Eden Rome utilise the results of the guest survey to determine the material direction of the hotel’s specific ESG approach and this year have determined reducing plastics as a key focus area.

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.

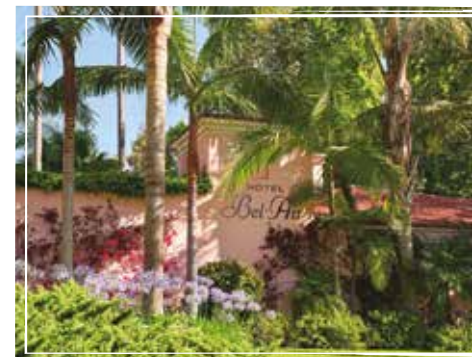
ECONOMIC

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 are aware of some of the sustainability risks associated with its operations. They acknowledge the climate risks and opportunities of transitioning to a net-zero economy. This is something which will be developed, as currently Hôtel Plaza Athénée are the first hotel to independently complete a risk assessment on the effects of climate change on their operations.

Using the Task Force on Climate-Related Financial (TCFD) recommendations as a framework, this will be developed across all hotels and subsequently included in a net zero strategy with KPIs, which will help 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 the Dorchester Collection DNA, with hiring from the local community something which the group are keen to progress. The Beverly Hills Hotel and Hotel Principe di Savoia prioritises the local community as the primary applicant pool when recruiting. Whilst actions are in place, measuring and managing such metrics is something which the group sets to expand upon.





Environment

Quote: *“So how do we build a legacy of care? In accordance with our mission and values, we treat all our people and guests fairly. We seek to minimise our environmental impact, and ensure that our business practices are always ethical, as we step forward into the next chapter of our story.”*

The luxury travel industry is experiencing a heightened demand for transformation towards environmental sustainability driven by its accountability for significant carbon emissions, extensive reliance on single-use plastics, and high amounts of energy usage, resulting in high amounts of waste. Dorchester Collection is in a great position to develop a very strong, market-leading environmental strategy which can be applied to all hotels to reduce the environmental impact of the collection.

CLIMATE

Currently, Dorchester Collection is aware of the changing climate impacts on operations across all hotels. Most of our hotels measure both scope 1 and 2 carbon emissions, with the French hotels also measuring their scope 3 carbon emissions. Dorchester Collection will be measuring and publishing all hotels’ scope 1, 2 and partial scope 3 emissions going forward with the aid of a third-party energy and sustainability advisor.

In addition, Dorchester Collection will be developing the pre-existing environment and sustainability initiatives and policies to look more in-depth at carbon emission targets and formulate a detailed net-zero strategy looking at targets, set timelines and actions. These targets will be published and aligned with the United Nations Sustainable Development Goals (UNSDGs) as Dorchester Collection understands the need to meet the globally set net-zero and carbon emission targets.

Actions have already taken place at several of the hotels, such as Coworth Park, which have made changes in lighting, using more LED and sensor lights, and sustainable heating, using a biomass boiler from willow woodchips. This will reduce their carbon emissions by 50%. Many other initiatives have already taken place across the hotels, and more will be rolled out throughout Dorchester Collection as part of the new carbon emission targets and net-zero strategy.

Carbon emission targets and net-zero strategy have already been implemented internally at several of the hotels, such as The Beverly Hills Hotel, with their own internal ‘Sustainability Strategy’ and ‘Social Impact Plan’ to reduce their environmental impact. This includes a strategy, targets, and a timeline to meet goals such as: “Reduce Carbon Emissions By 20% by 2028”, “Eradicate Single-use Plastics by 2028”, “Reduce Food Waste By 90% by 2028” and many more.

All hotels within Dorchester Collection have delegated responsibility on how they reduce their individual energy impact; for example, both the French hotels, Le Meurice and Hôtel Plaza Athénée, have done great work in developing strategies to reduce environmental impacts and are also the first two hotels to have completed energy audits to have further understanding of their impact. Other hotels plan to conduct energy and water audits in the coming years.





Environment *continued*

CLIMATE INTERACTIONS

Dorchester Collection understands the need to interact with the wider climate not just to have a neutral impact but a positive one. One way they can do this is to increase the amount of waste that is recycled; for example, The Dorchester has made great advances in this area to achieve a 0% waste to landfill by partnering with third-party waste management companies. Many other hotels also do this, such as Le Meurice, which works with 'Green Wishes' and 'Moulinot', which specialises in recycling food waste and sustainable avenues for waste management.

Interacting with climate-related charities is also something that Dorchester Collection has been doing and will continue to do so going forward, such as National Water Day or Earth Day. Training is also an important part of increasing environmental awareness with employees, such as partnering with a third-party environmental training company like 'Atout France', which trains and encourages employees to positively interact with the broader environment and how to do it by looking at energy, water, and waste.

Dorchester Collection will be looking to publish a full ESG Brochure, which will inform interested stakeholders about the recent ESG developments, plans, strategies, and targets.

BIODIVERSITY

Dorchester Collection understands the importance of biodiversity for all hotels across the collection. Dorchester Collection will be looking at conducting biodiversity risk assessments at all hotel sites. Both the French hotels already partner with biodiversity conservation associations and NGOs, 'Parti Poétique' at Le Meurice and 'Ligue pour la Protection des Oiseaux' at Hôtel Plaza Athénée, respectively.



Dorchester Collection also understands the need to think carefully about what natural resources are being used, what materials can be harmful to the environment, and what materials are sustainable alternatives. Many of the collection's hotels have already started the transition away from single-use plastics through a multitude of different initiatives, such as The Beverly Hills Hotel, which has eradicated plastic straws and uses a more sustainable alternative. Or Coworth Park, where the spa is made out of lime hemp, which is a carbon-negative material, as well as installing solar glazing windows.





Social

Quote: *“In our people-first culture, diversity, inclusion, and belonging are core to our DNA – both within our hotels and in our local communities. We’re proud to have achieved 50/50 gender representation at leadership level and boast high employee satisfaction rates”.*

EMPLOYEES

Dorchester Collection considers itself a ‘People First’ business and prides itself on creating a positive workplace for its employees. Policies and standards are driven from group level and implemented throughout the management and the employees of all hotels. For example, Dorchester Collection offers an enhanced parental leave policy, which provides 3 weeks fully paid paternity leave, and 24 weeks fully paid maternity leave.

Dorchester Collection invests in the training and development of its employees, this can be seen across the individual hotels in various ways. The Dorchester Collection Academy is responsible for overseeing global learning and development programmes which are administrated and facilitated

by L&D Managers or Coordinators based at each hotel. Another great example for the wider collection is Le Meurice and Hôtel Plaza Athénée, who partner to offer additional qualifications for employees and invest 2% of wages into further employee training.

Each individual hotel in the group has established employee feedback and communications processes in many forms. This is put into action in the form of annual performance reviews, which feed into a personal action plan for each employee. Hotels offer employees an annual 1:1 conversation with a head of the department.

Dorchester Collection prioritises employee health and wellbeing in a multitude of ways. This is managed at hotel level, with many of the hotels offering wellbeing support through activities such as a weekly meditation session, and access to spa facilities.

Mental health is at the forefront of the philosophy of Dorchester Collection, with each hotel offering their own individual approach to support employees. For example, Hôtel Plaza Athénée have a part-time qualified social worker on-site, and Le Meurice

have implemented an anonymous telephone line, allowing employees to raise any issues confidentially. Similarly, the UK hotels provide an employee helpline and partners with ‘Canada Life’ to offer employee counselling. This offers an opportunity for other hotels in the collection to explore a similar system moving forwards.

DIVERSITY & INCLUSION

Dorchester Collection has a Diversity and Inclusion (D&I) Policy in place for group operations, based on assessing inequalities within the workforce across the whole collection of hotels.

Dorchester Collection is continuing its journey towards a more gender balanced organisation, building on its current programme and activities to improve the mean gender pay gap of 5.53%. This includes the development of a ‘Women in Leadership’ programme, helping to highlight the importance of female capability across the collection.

As part of addressing disability within the workplace, Dorchester Collection has produced two education pieces on the 16 protected statuses, including disability. Dorchester Collection is

looking to develop employee diversity across all levels of the company and aims to improve on this by setting specific targets around employee diversity.

Diversity and inclusion are embedded within the core beliefs of Dorchester Collection as part of the ‘We Care’ philosophy. There are many great examples of individual hotels tackling inequality internally. This is well established at Le Meurice who excel in this area, setting weekly themed dishes at the staff restaurant to incorporate all nationalities, and the UK hotels who advertise specific roles on ‘myGwork’, a platform designed for LGBTQ+ professionals to find work in an accepting business community.



Social continued

HUMAN RIGHTS

Dorchester Collection publishes a Modern Slavery Statement at group Level. All hotels are committed to responsible business conduct, including effective operations management covering Human rights, Child Labour, and Forced Labour. Additional detail will be provided such as explaining the pre-employment checks conducted, and details of several audits conducted in the last year. Dorchester Collection intends to publish the progress they have made in their annual ESG brochure to help provide transparency to stakeholders.

COMMUNITIES

Dorchester Collection feels it is important to be present and engage with the local communities. Engagement occurs across local schools, universities, and colleges offering work experience, apprenticeships, and various employee training courses to young people. Dorchester Collection also offers a graduate scheme called the 'Ultimate Leaders Programme'.

During the Covid-19 pandemic, all hotels supported the wider community and employees throughout. From Le Meurice working with local chefs to help prepare over 200 meals a day for local hospitals, to The Beverly Hills Hotel supporting the homeless population by donating unused materials such as mattresses and food to the Hollywood Food Coalition. With The Dorchester, The Beverly Hills Hotel, and Hôtel Plaza Athénée hotels even having a nurse or doctor who is permanently stationed on-site offering physical and mental health assistance to guests and staff. Across all hotels there is a clear presence within the local community, and this is something Dorchester Collection plans to continue moving forwards.

Pushing for a circular economy approach, various hotels work with local charities and organisations to donate time, money, and resources. An example of this, was the donation of old furniture and electronics that the hotels no longer required, with Hôtel Plaza Athénée donating their discarded fabrics, soaps, bath gels, and furniture to the homeless. This helps to reduce the use of natural products and resources in the wider

community and is something Dorchester Collection is continuing to apply going forwards. Formalising the valuable work each hotel has already achieved, Dorchester Collection aims to construct reports to help track progress year-on-year, illustrating the great strides the collection has already made to support community integration.

SUPPLY CHAIN

Dorchester Collection has a group level procurement policy, which supports supply chain resilience through the diversity and resilience of vendors. All hotels adhere to these group level internal policies, assessing suppliers, and making an effort to use local suppliers where they are available and suitable. This is supplemented by a supplier questionnaire completed at hotel level. Moving forwards, Dorchester Collection is considering using these supplier surveys to collect additional data regarding ESG engagement and performance within the supply chain, covering topics such as diversity, inequality, and wellbeing commitments.

Many hotels in the collection go beyond these group level policies, measuring and managing spend on local suppliers, discussing with local vendors the sustainability of products and processes. This is well established within the gastronomic restaurant at Le Meurice, where 100% of all produce consumed comes from local suppliers within 20km of Paris. Dorchester Collection will look to Le Meurice as an exemplar for other hotels to model and develop this initiative further, implementing a similar approach across multiple hotel restaurants. Hotel Bel-Air sets an excellent example for the wider collection, actively measuring and managing materials used from suppliers. Recently, this has been driven through a hotel wide initiative to reduce plastic use, replacing all plastic bottles with glass bottles.



Social continued

CUSTOMERS

Being well-established hotels, with longstanding health and safety procedures in place which are reviewed regularly, all hotels in the Dorchester Collection are currently following the required legal procedures. All hotels also adhere to the stringent group level Health and Safety (H&S) Policy for all areas of operation. This policy is also firmly enforced into the Standard Operating Procedures (SOPs) of the hotels.

Individual hotels are beginning to look at how they can best implement the policy locally to the best advantage of their hotel. Le Meurice stands out in this regard, carrying out an assessment of cleaning products and the impact of using each product on the environment and the associated risks. This example will be used as a model to drive similar projects across the wider Collection.



DORCHESTER COLLECTION

Dorchester Collection is a portfolio of the world's foremost luxury hotels and residences. The unique properties are all legendary in their own right, with rich heritages and worldwide reputations as places offering the most sought-after experiences of good living, charm, elegance, and unparalleled standards of service.

The current portfolio includes the following hotels:

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 BEVERLY HILLS HOTEL BEVERLY HILLS, **HOTEL BEL-AIR** LOS ANGELES, **THE LANA** DUBAI (opening 2023),
TOKYO (opening 2028)

Luxury residences include:

MAYFAIR PARK RESIDENCES LONDON, **ONE AT PALM JUMEIRAH** DUBAI, **THE LANA RESIDENCES** DUBAI,
AVA AT PALM JUMEIRAH DUBAI, ORLA DUBAI

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