



OETKER COLLECTION

Masterpiece Hotels

CORPORATE SUSTAINABILITY REPORT 2020

Corporate Sustainability Report 2020

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I. Introduction

I.1 About this report

The 2020 Corporate Sustainability Report provides an account of Oetker Collection's efforts to support the implementation of the UN Ten Principles and engage with the UN Global Compact. The report is a transparent overview of the Group's Corporate Social Responsibility (CSR) performance in line with the Oetker Collection 2019 CSR Strategy.

The Executive Committee agreed to continue producing a formal reporting on corporate sustainability in line with the UN Global Compact Communication on Progress. Oetker Collection has participated in this reporting scheme since 2014 with Communication on Progress at Active Level, and Advanced Level was reached for the first time with the 2018 report.

I.2 Reference Framework

The report covers the period 1 January 2020 to 31 December 2020 and is provided on an annual basis. It includes information from the 9 Oetker Collection masterpiece hotels: L'Apogée Courchevel, Brenners Park-Hotel & Spa, Le Bristol Paris, Château Saint-Martin & Spa, Eden Rock - St Barths, Hotel du Cap-Eden-Roc, Jumby Bay Island, The Lanesborough and Palácio Tangará.

Eden Rock – St Barths closed at the end of August 2017 due to Hurricane Irma and remained closed until 20th November 2019 with only a small proportion of operations active. This property has consequently been excluded from some quantitative data analysis (namely in section 4.2 Environmental Monitoring), but information has been provided where possible.

Two more hotels have joined Oetker Collection: The Woodward – Geneva, Switzerland (opening planned for the 1st September 2021) and La Palma – Capri, Italy (opening planned for April 2022). Since both properties have not been opened yet, they have not been included in this report.

I.3 Organisation Overview

GROUP COMPANY COVERED BY THIS CSR REPORT: Oetker Collection

OVERVIEW: Management and operation of high-end luxury hotels worldwide

MANAGEMENT: Oetker Hotel Management Company GmbH (OHMC), registered in Germany, manages Oetker Collection

HEADQUARTERS: Baden-Baden, Germany

EMPLOYEES: Approx. 1830

MARKETS: The tourism and hospitality industry in Antibes (France), Antigua (private island), Baden-Baden (Germany), Courchevel (France), London (Great Britain), Paris (France), São Paulo (Brazil), St Barthélémy (France), Vence (France), as well as Geneva (Switzerland, from 2021) and Capri (Italy, from 2022).

Customers are individuals from worldwide markets.

WEBSITE: <https://www.oetkercollection.com/>

REVENUE: Reported annual business revenue: 133M€

ASSOCIATIONS: Virtuoso – the leading global network of agencies specializing in luxury and experiential travel, with more than 20,000 advisors.

AWARDS: Several awards were attained by individual hotels of Oetker Collection. These are detailed in section I.7.

I.4 Reporting Structure and Content

Oetker Collection's process for defining the report content and boundaries is based on the organization's 2019 CSR Strategy, which builds on the 2015 CSR Strategy. The CSR strategy focalizes on the principles and commitments intrinsic to the company's overall strategy, governance and decision-making process. These are detailed in section 2.0.

Furthermore, the report structure and content are in line with the UN Global Compact Communication on Progress, as well as addressing the UN Sustainable Development Goals (SDGs). Lastly, it provides an initial alignment to GRI Standards - Core options.

I. Introduction

1.5 CEO's Foreword

Oetker Collection today comprises one of the most exclusive portfolios of luxury hotels in the world. We are proud to manage such an exquisite group of hotels, but even more so, we see this as a privilege and are very much aware of the responsibility that comes with it.

The value promise, that guides us in everything we do, is as follows:

At Oetker Collection, we operate extraordinary hotels – all masterpieces – and we do so with a strong family spirit, with elegance and with genuine kindness.

It is this rare combination of quality and attitude, that creates the special emotional bond between our guests and our hotels. This connection is so far-reaching and so meaningful, that many of our guests have come to see our hotels as their home.

The word 'Masterpiece' describes how much we care about the individuality of each of our hotels. The term furthermore relates to quality, to craftsmanship and to rare beauty. As responsible hoteliers we have the ensure that this quality, craftsmanship and rare beauty are constantly nurtured, conserved in a sustained manner and protected for future generations to profit and learn from too.

Our three key values define who we are and how we act. They also form the basis for Oetker Collection's ambition to be a good corporate citizen:

- **Family Spirit:** In a family you care for each other, you support and protect each other. You do so, not because somebody asked you to do it, not because it is your job or a task. You simply do so because you feel emotionally connected. In respect to our CSR strategy, taking care for others means to think about the wellbeing of current and future generations.



- **Elegance:** As we understand it, elegance is first and foremost a state of mind. It describes that we put great dedication and purpose in everything we do. It describes that we pay attention to details, that we are sensitive and act subtly. We are cultivated and interested hosts. Elegance also shows through expertise and grace, which in turn translates into calmness and composure. In the context of CSR, elegance also means that what you do is much more important than what you say or what you actively promote.
- **Genuine kindness:** Courtesy and friendliness are in our nature. We despise arrogance. We like people and we treat all people the way we would like to be treated as individuals ourselves. This puts a focus on our interaction with team members, partners and suppliers, but it also sets the tone for the right integration to our local communities.

The team members of our hotels live these values daily.

Having said that, everybody is aware that 2020 was a very exceptional and tough year in many different ways. The pandemic placed our entire industry under enormous restrictions, financial pressure and hardship. However, despite these enormous challenges that every one of our team members faced also personally, I am proud to see that our teams at our properties did not lose sight of the CSR goals we had set and tried to implement these as best as possible.

Just a few examples: Money was raised for many communities in distress at Jumby Bay Island Resort in Antigua, meals delivered to a Youth Home and families in distress by the F&B department at the Brenners Park-Hotel , Palácio Tangará in São Paulo donated 8 tons of food to an NGO that prepares food for the poor in a nearby Favela to mentioned but a few (more to be found on slides 36 & 37).

During the times the hotels were open and allowed to operate, the Hotel-du-Cap-Eden-Roc organised for an osteopath to come regular to treat their staff, the Green Team at the Brenners Park-Hotel ensured the historic apple orchard's harvest was picked by them and colleagues, Jumby Bay Island increased its 'Farm to Table' concept, growing ever more produce on the island.

These are just a few of the many projects the team kept going despite operating in such turbulent times. This report is proof of our on-going commitment to playing our part in reducing our impact on the environment in every possible way and to being truly passionate good corporate citizens. But the journey has just started.

I. Introduction

The governments in Europe have recently increased the targets for reaching carbon neutrality. This is the right thing to do, considering the sound of the alarm bells that surround us. And also, the hotel industry will have to increase its efforts to reach a zero-balance of carbon emissions. At Oetker Collection, we will therefore review once more what we have achieved so far and what we have to change, organisationally and structurally, to significantly reduce our natural footprint.

In 2020 already we introduced a new 'Compendium of Organizational Requirements and Expectations' to the company and all hotels. This compendium, internally known as CORE, will be key to helping our teams with best practices of hotel management and organizational excellence.

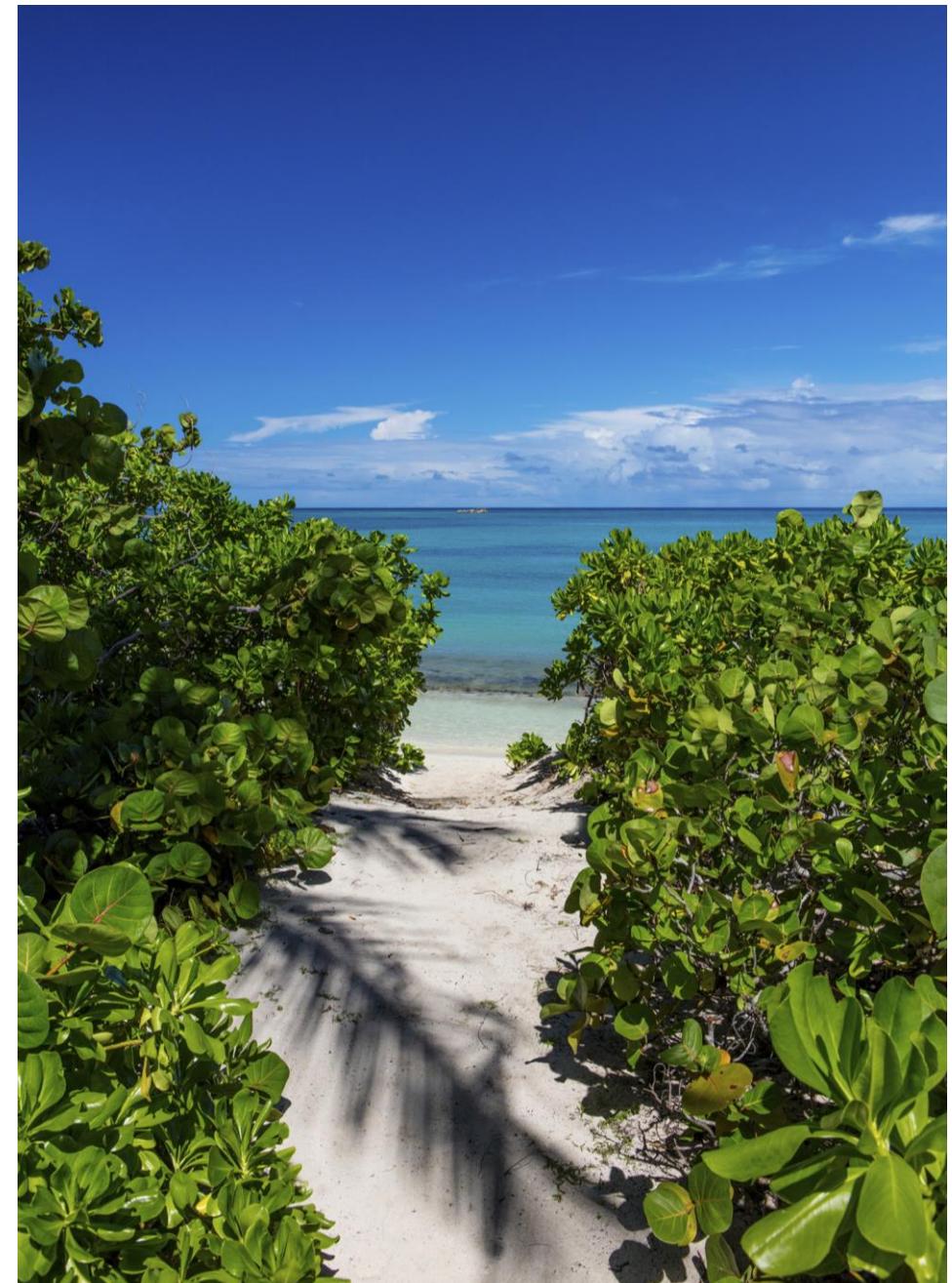
CORE touches on key areas and key principles of management which we would like to be respected, implemented and followed in all our hotels, which makes it to a central piece showcasing our 'Togetherness'. CORE contains a special section on corporate social responsibility, addressing our different commitment and principles. This has various dimensions. We look at our responsibilities as a brand and a group of luxury hotels mainly from four different angles: respect human rights, consume responsibly, raise environmental awareness, and engage with sustainable communities.

This isn't just a 'nice-to-have', nor a side project for the CSR team. It is of strategic importance for the whole company and for every single one of our hotels. A lot of great CSR projects have been completed already, and we are in a very good position to continue with others from here. We want to keep a focus on this subject and find ways to improve. The goal is not to be perceived as a good corporate citizen; the aim is to be good corporate citizens.



Dr. Timo Gruenert

Chief Executive Officer



I. Introduction

1.6 Oetker Collection Profile

About the Company

Oetker Collection hotels are true masterpieces located in the world's most desirable destinations. Each property is a landmark and a timeless icon of elegance. With deep devotion to local culture and community, our Hosts of Choice preserve a tradition of legendary European hospitality and genuine family spirit that began in 1872.



Oetker Collection embraces 9 luxury hotels

L'APOGÉE COURCHEVEL – a luxury chalet with a warm family atmosphere offering the most desirable skiing experience at the top of Courchevel 1850 in the French Alps.

BRENNERS PARK-HOTEL & SPA – an iconic grand hotel, amidst a sprawling private park in Baden-Baden, Germany and historic Villa Stéphanie now offers Europe's most refined and innovative spa experience.

LE BRISTOL PARIS – an authentic vibrant French palace completely refurbished, the ultimate reference for Parisian art-de-vivre, ideally located on the prestigious Rue du Faubourg Saint-Honoré.

CHÂTEAU SAINT-MARTIN & SPA – a romantic property of excellence nestled in the heart of the French Riviera, boasting breath-taking views over the Mediterranean coastline.

EDEN ROCK – ST BARTHS – a luxurious retreat in St Barths built on a rocky promontory, surrounded by white sandy beaches, and turquoise sea; French art-de-vivre in the heart of the Caribbean.

HOTEL DU CAP-EDEN-ROC – a legendary luxury hotel at the centre of a scenic private park, where old-world glamour meets modern luxury at the tip of the Cap d'Antibes.

JUMBY BAY ISLAND – a private and heavenly island in the Caribbean; its personality knows how to capture the imagination and reveals the island's natural beauty.

THE LANESBOROUGH – classically British service in a remarkably vibrant and elegant London residence.

PALÁCIO TANGARÁ – surrounded by the Burle Marx Park, a veritable oasis in the centre of São Paulo's vibrant urban landscape.

The openings of two more properties are planned for September 2021 and April 2022, see 1.2 Reference Framework.

I. Introduction

1.7 Awards, Distinctions & Certifications

The most relevant award obtained in 2020 regarding sustainability, was won by Hotel du Cap-Eden-Roc, which received the “Palme du Tourisme Durable” (see also section 6.1).

Many more awards were won by the hotels (see below), and Restaurant Le Saint Martin (Château Saint-Martin & Spa), Céleste (The Lanesborough) Epicure and 114 Faubourg (Le Bristol) kept their Michelin Stars.

Award / Distinction	Category	Hotel
TTG Luxury Travel Award	Luxury Hotel Company of the Year – Small Group (<25)	Oetker Collection
Guide Lebey	Un des meilleurs restaurants de Paris	Le Bristol Paris, Epicure
	Les meilleurs bars à cocktails	Le Bristol Paris, Le Bar du Bristol
Harper's Bazaar	#73 - Travel Guide 2020	Le Bristol Paris
Spear's 500 Travel Guide 2020	Top Ten - Top City Hotels & Resorts	Le Bristol Paris
Condé Nast Traveler	Gold list 2020: UK - The Best Hotels in Europe; USA - The Best Hotels and Resorts in the World	Le Bristol Paris
Forbes Travel Guide Star Award	5 Stars	Jumby Bay Island The Lanesborough Eden Rock Le Bristol Paris
US. News & Report - Best Hotels Awards	Gold badge Award #3 Best Hotel in Paris #3 Best Hotel in France #13 Best Hotel in Europe	Le Bristol Paris
British Airways Customer Excellence Award for 2019	-	Jumby Bay
Organic Spa Magazine: 2020 Wellness Travel Awards	Best Mineral Bathing/Hot Springs	Brenniers Park-Hotel & Spa and Villa Stéphanie

Award / Distinction	Category	Hotel
Palmes du Tourisme Durable	Accommodation (large companies)	Hotel du Cap-Eden-Roc
Ultratravel 2019 Ultimate Luxury Travel Related Awards	#3 - Best Hotel in the World	Hotel du Cap-Eden-Roc
Departures' 2020 Legend Awards	Best Wellness Experiences in the World	Brenniers Park-Hotel & Spa: Villa Stéphanie
	Best Hotel Renovations of the Year	Eden Rock – St Barths
	The World's Best Hotel Views	Le Bristol Paris
Travel + Leisure It List 2020	Best New Hotels in the World	Eden Rock – St Barths
	#2 The Top 10 Hotels in Paris	Le Bristol Paris
	#3 The Top 5 Resort Hotels in France	Hotel du Cap-Eden-Roc
Travel + Leisure World's Best Awards	#7 The Top 10 London City Hotels	The Lanesborough
	#15 The Top 25 Resort Hotels in the Caribbean, Bermuda, and the Bahamas	Jumby Bay
	#14 The Top 25 Resort Hotels in the Caribbean, Bermuda, and the Bahamas	Eden Rock – St Barths
Wine Spectator	Grand Award 2020	Le Bristol Paris
	2020 Dining Guide – Award of Excellence	Brenniers Park-Hotel & Spa: Fritz & Felix
	Award of Excellence	Palácio Tangará
CNT Readers Choices Awards	#10 Europe – France – Hotels	Hotel du Cap-Eden-Roc
	#3 Europe – France – Paris – Hotels	Le Bristol Paris
	#19 Europe – United Kingdom – London – Hotels	The Lanesborough
#38 Caribbean – Resorts	#2 Caribbean – Resorts	Eden Rock – St Barths
	#38 Caribbean – Resorts	Jumby Bay
	#19 in World – Destination Spa Resorts	Brenniers Park-Hotel & Spa: Villa Stéphanie

I. Introduction

1.8 2020 CSR Highlights & Key Facts

Significant energy reductions during lockdown periods

e.g. Seasonal hotel Château Saint-Martin reduced energy use by a further **23%**

compared to usual closure times



Hotel du Cap-Eden-Roc won the “**Palme du Tourisme Durable**” award for its efforts in protecting a local sea turtle species

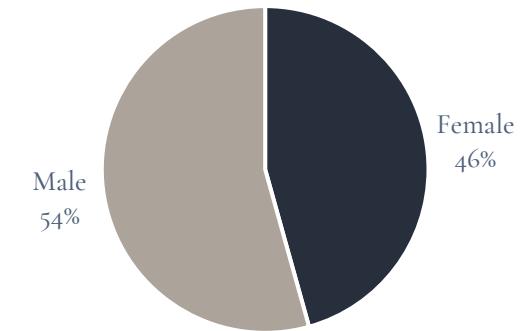
Almost all operating hotels were involved in food deliveries to Covid-19-affected communities



Jumby Bay – participated in the donation/distribution of **22,212 parcels** to local families
Palácio Tangará delivered **8,780 kg** of food for the nearby Paraisópolis Community

All Oetker Collection group suppliers underwent a renewed, more stringent CSR screening

Employees per Gender



New Engagement Survey to include **80 Questions**

about Engagement, Work Environment, Diversity & Inclusion, Learning & Development, Leadership, CSR

72+
ethnicities



2. Corporate Social Responsibility

2.1 Corporate Social Responsibility at Oetker Collection

GOVERNANCE

Governance encompasses all the measures, rules, decision-making, information, and monitoring bodies, which ensure the smooth running and control of an organisation.

Based on this definition, it became clear that a CSR strategy had to be drawn up to define and identify joint objectives, commitments, and principles through the governance subject.

OUR VISION

As Patrons for a safe and guaranteed future, we build meaningful connections with our communities and strive to protect the endearing places that have been entrusted to us.

OUR VALUES

Protect, respect and develop sustainable solutions.

OUR MOTTO AND LOGO



2.2 CSR Governance

Following the development of the CSR Strategy the Oetker Collection's CSR work is supported and developed by an external company, Considerate Group. Considerate Group is a specialist company that helps hospitality businesses, and companies from other industries linked to this sector, to operate more responsibly.

Considerate Group is the Oetker Collection CSR Team and is held accountable for the implementation of the Oetker Collection CSR Strategy. Considerate Group is assisted by CSR Patrons (previously known as CSR Officers) from each property (Table 1).

CSR Patrons work in collaboration with their property CSR team to implement responsible actions. In order to assess CSR progress in each establishment, Considerate Group distributes a quarterly questionnaire to every CSR Patron.

Table 1: List of Oetker Collection 2019 CSR Patrons and Teams

HOTEL	CSR PATRON	CSR TEAM
BRENNERS PARK-HOTEL & SPA	Sascha DOMM	Brenners Greenkeeper
THE LANESBOROUGH	Ana GRILLO	Green Pearl
LE BRISTOL PARIS	Matthieu BOURDON Chloe LEIGNADIER	Bee Green
HOTEL DU CAP-EDEN-ROC	Julie POIROT Amélie PIGEON	Eden Earth
CHÂTEAU SAINT-MARTIN & SPA		Team Avenice
L'APOGÉE COURCHEVEL		BlablApogee
EDEN ROCK – ST BARTHS	Chloe GANSOINAT	Eden Angels
PAL ÁCIO TANGARÁ	Carlos FABBRIS	BurleBirds
JUMBY BAY ISLAND	(temporary) Aleksandra VUKOJEVIC Gerardo RINCON	TBC

2. Corporate Social Responsibility

The table below depicts Considerate Group's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.

Table 2: Considerate Group stakeholder engagement

HOTEL	STAKEHOLDER	FREQUENCY & TYPE	DIRECT/ INDIRECT
EMPLOYEES	CEO/ Management Team	Monthly call	Direct
	Purchasing Team	Monthly e-mail & call	Direct
	PR & Communications	Quarterly calls and regular email up-date	Direct
	Human Resources	Monthly calls	Direct
	CSR Patrons & Teams	Monthly e-mails & ad-hoc calls, meetings*	Direct
	Technical Staff	Monthly e-mails & ad-hoc calls, meetings*	Direct
	General Manager	Quarterly e-mails & annual meetings*	Indirect
	Operations Staff	Monthly e-mails*	Indirect
	All Oetker Collection staff	Internal Social Media System 'PearlNet' monthly postings	Direct
GUESTS & CONSUMERS	Guests	Visual communication in hotels & website	Indirect
SUPPLIERS	Group suppliers & individual hotel suppliers	Annual survey**	Indirect

* Only during months when staff was working and hotels open; ** only to very limited extent during 2020

The remainder of the report will present 2020 Oetker Collection CSR actions in line with the Group's CSR Strategy. Considerate Group will be referred to as Oetker Collection CSR Team or Group CSR Team.

2.3 First CSR Strategy

The work on Corporate Social Responsibility has a long tradition at Oetker Collection.

In 2013 Hotel du Cap-Eden-Roc and Château Saint-Martin & Spa undertook a Social Responsibility assessment, carried out by an external French CSR firm. This assessment covered the 7 core subjects of the ISO26000 international standard and included 6 additional subject areas related to governance (Afnor X 30-031 benchmark document).

Following from the assessment, in 2014 the management of the French properties conducted an analysis of their stakeholders, dividing their stakeholders into 8 categories:

SHAREHOLDERS	PARTNERS
Oetker Collection	Service partners Representatives Oetker partner hotels Hotel associations
EMPLOYEES	SUPPLIERS
Administrative staff Accommodation staff Catering staff Technical staff Future employees	Partner suppliers Key account suppliers Local suppliers
GUESTS & CONSUMERS	COMMUNITIES, CIVIL SOCIETY & NGOs
Resident guests External guests Prospective guests	Charities (Humanitarian and Nature conservation) Local associations Neighbours
PUBLIC AUTHORITIES & COMPLIANCE	MEDIA & COMMUNICATION
Social bodies Tax bodies Regulatory bodies Safety commission Certification schemes	VIP Press Fairs & Exhibitions Generic press Vocational Training Schools TV PR Agencies Trade Unions Social Media

2. Corporate Social Responsibility

Management established dialogue priorities with the stakeholders, once the French properties' stakeholders were identified:

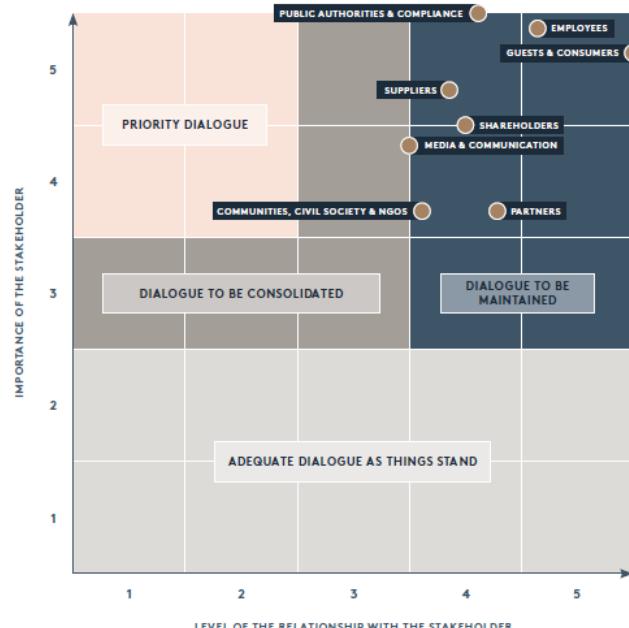


Figure 1: Dialogue priorities established in 2014 by Château Saint-Martin and Hotel du Cap-Eden-Roc

The social responsibility assessment of the two French properties led Oetker Collection to approach social and environmental responsibility at group level.

In order to assess CSR progress in each establishment, Julie Poirot, Regional Corporate Social Responsibility Manager, developed an audit document based on various reference materials and models: UN Global Compact, ISO 2000 and Green Globe. Ultimately, the audit document represented material aspects of Oetker Collection Corporate Social Responsibility. For the audit and future CSR endeavours Oetker Collection Executive Committee appointed a CSR officer in each hotel.

From July to November 2014 CSR officers internally assessed their property. Assessed properties included:

- Le Bristol Paris (LBP)
 - Brenners Park-Hotel & Spa (BREN)
 - Hotel du Cap-Eden-Roc (HDCER)

- Château Saint-Martin & Spa (CSM)
 - Eden Rock – St Barths (ER)
 - Palais Namaskar (PNM) (no longer part of Oetker Collection)

The other five establishments were not assessed as:

- Fregate Island Private – results were not received (no longer part of Oetker Collection)
 - L'Apogée Courchevel – the establishment only opened in 2013
 - The Lanesborough – establishment was added to the collection in November 2014
 - Palácio Tangará – establishment was added to the collection in June 2017
 - Jumby Bay Island – establishment was added to the collection in October 2017

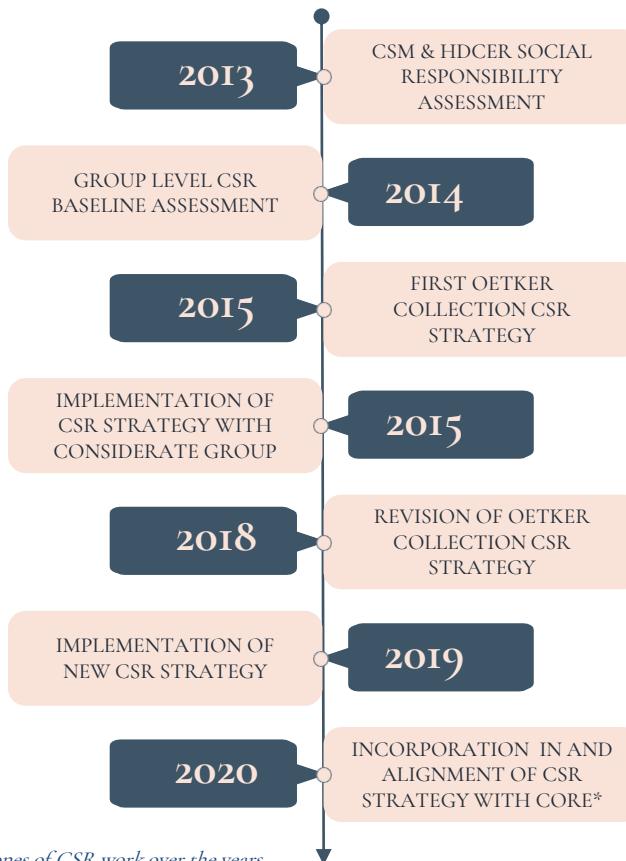


Figure 2: Milestones of CSR work over the years

* CORE = Compendium of Organizational Requirements and Expectations, an internal company wide strategic document on key areas and key principles of management

2. Corporate Social Responsibility

The 2014 Group Level CSR Baseline Assessment demonstrated that the social theme, with core subjects of human rights, working relations and conditions, scored best throughout all establishments, while governance and environmental considerations were not integrated in all establishments as effectively. Following from the audit, Julie Poirot developed a group CSR Strategy in 2015, with a focus on improving governance and environmental performance.

This first group wide CSR Strategy, referred to as the Oetker Collection 2015 CSR Strategy, which remained valid from 2015-2018 and comprised 4 commitments and 10 Principles. To pursue commitments and principles, annual group wide CSR reports were implemented, and goals were set on a yearly basis. Initially 5 goals were tracked for 2015-2016; an additional 6 goals were established for 2017, and another 5 goals were added in 2018

2.4 2019 CSR Strategy

Scope

The new 2019 CSR Strategy of Oetker Collection was developed by Group CSR Team in consultation with the ExCo, and builds on the Oetker Collection's 2015 CSR Strategy. This revision also considers the results of a materiality analysis carried out in 2018, as well as voluntary CSR frameworks and new legal requirements.

The materiality assessment was undertaken by Group CSR Team in line with the Global Reporting Initiative (GRI) methodology. The analysis, based on feedback from Heads of Departments from each property, identified the following topics as most material:

- Guest Engagement & Satisfaction;
- Human Rights & Labour Standards;
- Economic Growth;
- Health & Safety;
- Diversity, Equality & Engagement;
- Risk Management.

The 2019 CSR Strategy covers all these six topics under various commitments.

The scope of the 2019 CSR Strategy has also been shaped by global CSR frameworks. Specifically, Oetker Collection submits a yearly Communication on Progress to the UN Global Compact (UNG), therefore the strategy is set out to cover all 21 criterions of this framework to achieve advanced level communication. The 2019 CSR Strategy also addresses the 17 SDGs, and Appendix 8.1 specifies initial alignment to GRI Standards – Core option.



2. Corporate Social Responsibility

Structure

The framework of the Oetker CSR Strategy was established in 2015 and remained the same: commitments are at the heart of the strategy and are refined into principles, objectives and requirements (previously known as standards) respectively (Figure 3).

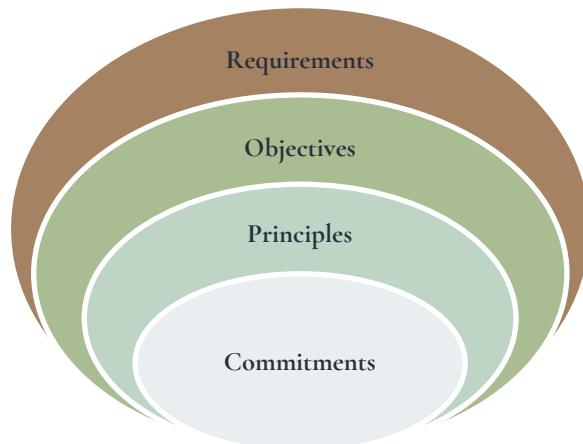


Figure 3: Elements of the CSR Strategy

4 commitments, 13 principles and 36 objectives were defined in the 2019 strategy itself, and requirements remain as an adaptive component which are set on a yearly basis and used internally to improve performance and track progress. Principles and objectives remain adaptable if external circumstances (e.g. global Covid-19 pandemic) hamper the implementation of the strategy, or new developments demand or allow for more ambitious principles and goals.

Positioning of CSR at Oetker Collection

Oetker Collection summarizes a number of internal company wide strategies and tactics in a book called CORE ('Compendium of Organizational Requirements and Expectations'). These strategies and tactics are state of the art when it comes to the management of the hotels. CORE was developed in 2020 and can be considered an organizational backbone for key management areas.

CSR was integrated in CORE as one of six management areas, clarifying and strengthening the importance of CSR at group level. The compendium is a living document and the hotel's performance on 'Requirements & Expectations' is assessed on a yearly basis.

Through the integration with CORE, the yearly changing operational targets, previously known as "CSR Standards" have been renamed to "Requirements and Expectations" and are now referred to simply as "CSR Requirements" (see Figure 3)

CSR Strategy Outlook 2021

While the overarching commitments of Oetker Collection remain unchanged since 2015, principles and objectives of the 2019 CSR Strategy were adapted during 2020/2021. These changes were due to a) the incorporation of CSR in the Oetker Collection Compendium of (see previous section), b) prolonged hotel closures caused by the global Covid-19 pandemic and c) changes under the new CEO Dr. Timo Gruenert.

With regard to the publication date of the present report, the objectives and principles including changes due to the above-mentioned factors can be found in section 7. Moving Forward.



2. Corporate Social Responsibility

The following overview, shows the Oetker Collection 2019 Strategy with its 4 commitments, their alignment to the SDGs and material topics covered as well as the 13 principles attached to them. An overview of the principles for 2021 can be found in section 7. Moving Forward.

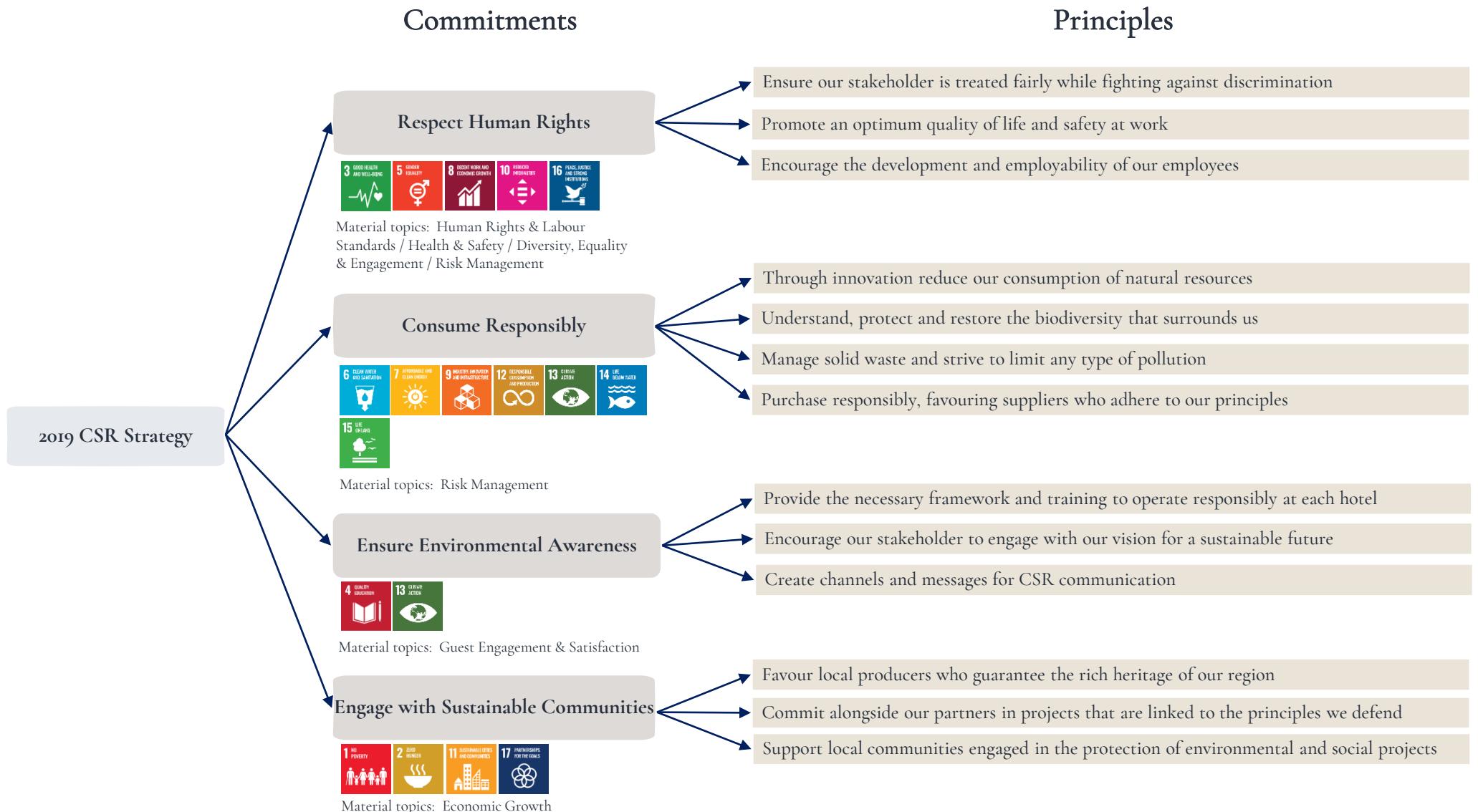


Figure 4: Overview of Oetker Collection 2019 CSR Strategy and inputs

2. Corporate Social Responsibility

The following overview, shows the 13 Principles and 36 Objectives set by the Oetker Collection 2019 Strategy. This same overview of Principles and Objectives including the latest updates for 2021 can be found in section 7. Moving Forward.

Table 3: Objectives of the 2019 CSR Strategy per Commitment and Principle

Commitment 1: Respect Human Rights

Principle	Objective
Ensure our stakeholder is treated fairly while fighting against discrimination	<p>By 2020 develop a Group Equality Label</p> <p>By 2023 ensure implementation of Group Equality Label</p> <p>By 2020 ensure SDG Target 5.2. is addressed with Group's outsourced service companies</p> <p>By 2025 every hotel should endeavour to employ people with a physical disability into their Back Office</p> <p>By 2021 monitor all interview processes for equal opportunities for new applicants via software Talentsoft, including feedback from applicants</p>
Promote an optimum quality of life and safety at work	<p>By 2020 ensure all Oetker Collection employees have access to E-learning platform</p>
Encourage the development and employability of our employees	<p>By 2020 ensure there is a system in place to test employees on Oetker Collection Code of Conduct every 3 years</p>



Commitment 2: Consume Responsibly

Principle	Objective
Through innovation reduce our consumption of natural resources	<p>By 2024 reduce absolute energy consumption by 10 % (at group level)</p> <p>By 2024 reduce absolute water consumption by 10% (at group level)</p>
Understand, protect and restore the biodiversity that surrounds us	<p>By 2021 each property to commit to the protection of 1 species within their surrounding area</p> <p>By 2020 each property to ensure their operation is not negatively impacting surrounding biodiversity</p>
Manage solid waste and strive to limit any type of pollution	<p>By 2024 reduce absolute solid waste by 10% (at group level)</p> <p>By 2023 reuse or upcycle 5 solid waste items (in each property)</p> <p>By 2024 increase recycling rate by 10% at group level from 2018 performance</p> <p>By 2020 ensure all properties use organic fertilizers and pesticides</p> <p>By 2024 increase use of eco-friendly cleaning products by 10% in each property</p> <p>By 2020 ensure all properties are using best available technology to reduce building emissions in line with national legislative requirements</p> <p>By 2020 all properties to provide fleet of sustainable vehicles for guest use</p>
Purchase responsibly, favouring suppliers who adhere to our principles	<p>By 2020 ensure all properties are instructed to buy in bulk to reduce transport and packaging</p> <p>Increase transparency of our supply chain by 50% and work closely with all our suppliers to drive sustainable businesses</p>

2. Corporate Social Responsibility

Table 3 (cont): Objectives of the 2019 CSR Strategy per Commitment and Principle

Commitment 3: Ensure Environmental Awareness

Principle	Objective
Provide the necessary framework and training to operate responsibly at each hotel	<ul style="list-style-type: none"> Ensure all hotels have an operational CSR Team Ensure all new employees are introduced to Group CSR Ensure all CSR standards are fully implemented by 2024 Create online CSR training modules by 2024
Encourage our stakeholder to engage with our vision for a sustainable future	<ul style="list-style-type: none"> By 2020 integrate 5 CSR questions in the annual employee survey Annually develop at least one guest CSR experience per property Annually develop two CSR staff event per property
Create channels and messages for CSR communication	<ul style="list-style-type: none"> Annually update CSR content on website By 2022 achieve Advanced Level of UN Communication on Progress & align to GRI Core option Conduct quarterly update on CSR topics for PR usage Create CSR Photo Library for Oetker Collection Increase CSR social media posts for all properties on a bi-monthly basis by 2021 By 2020 develop a Social Media Strategy in line with CH Social Media Planner for PearlNet posts



OETKER COLLECTION



Commitment 4: Engage with Sustainable Communities

Principle	Objective
Favour local producers who guarantee the rich heritage of our region	By 2022 foster 3 relationships with local and artisanal enterprises at each hotel (starting 2019)
Commit alongside our partners in projects that are linked to the principles we defend	By 2021 establish a system to ensure partner collaborations at property level are guided by at least one of our principles
Support local communities engaged in the protection of environmental and social projects	By 2021 every property to engage in at least two projects where every staff member can participate in

2. Corporate Social Responsibility

2.5 2020 CSR Requirements

The CSR Requirements are reviewed on a yearly basis to establish tangible actions for the Oetker Collection CSR Strategy, which are easy to implement at each property in their own context.

The 2020 CSR Requirements were largely based on the 2019 CSR Requirements. To accommodate progress made two Requirements were adapted and five new ones have been added, while one which had been fully implemented in 2019 got removed. These CSR Requirements, aligned to the Principles & Objectives for 2020 were:

1. Respect Human Rights:

1.1 Communicate and implement Group Equality Label

2. Consume Responsibly:

2.1 Only provide sustainably sourced fish for all staff canteens and guest restaurants

2.2 a: Recycle Nespresso capsules with B2B service or replace with biodegradable capsules, or other sustainable options *

b: Communicate coffee capsule recycling or composting program

2.3 Source sustainable coffee and tea only

2.4 Use only free range and organic eggs and avoid purchasing meat from intensive mass animal farms

2.5 a: Avoid plastic cups in staff canteens

b: Replace all plastic materials in-room (e.g. plastic bottles, laundry delivery bags, slippers sleeves, newspapers bags)

2.6 a: Use ecological cleaning products

b: Use ecological laundry products

2.7 Ensure property has a recycling system in place for both back and front of house trash

2.8 Complete already started LED retrofit installations and share best practice with other engineers within Oetker Collection

2.9 Use FSC or sustainably certified paper and aim for paperless communication

2.10 Use organic fertilizers and pesticides *

2.11 Seek renewable energy utility contracts

- 2.12 Provide fleet of sustainable vehicles for guest use
- 2.13 Identify, plan and conduct for infrastructural improvements to reduce property's water consumption
- 2.14 Employ one CSR intern *
- 2.15 Make active use and disseminate resource reduction tools to reduce water and energy consumption *

3. Ensure Environmental Awareness:

- 3.1 Give guests the choice to change their towels and sheets at two days interval
- 3.2 a: Giving Bags: provide the guest with the possibility to donate their clothes to charity
- b: Bathroom amenities and soaps: giving to charities that have recycling programs for these
- 3.3 Create two CSR events to engage staff and guests per year
- 3.4 a: OC Social Media Channels – 2 Instagram stories per month #GreenPearl
- b: For every quarter post one CSR achievement on PearlNet and for OC Social Media Channels
- 3.5 Recruit one new CSR team member per year
- 3.6 Implement an employee car sharing scheme
- 3.7 Hold an annual CSR info day *

4. Engage with Sustainable Communities

- 4.1 Indicate local (sourced within 200km from hotel) products and dishes in all room service and restaurant menus
- 4.2 Provide Responsible Purchasing Supplier CSR Questionnaire and information flyer to 1) suppliers with greatest impact on hotel's costs; 2) main service companies and; 3) all partners *
- 4.3 Foster relationships with local and artisanal enterprises
- 4.4 a: Support one local and one international charity
- b: Support a charity which focuses on preserving on local species
- 4.5 Hold an annual staff environmental action day *

* new or changed requirements for 2020

3. Commitment I. Respect Human Rights

Principles:

1. Ensure our stakeholders are treated fairly while fighting against discrimination
2. Promote an optimum quality of life and safety at work
3. Encourage the development and employability of our employees

Alignment to SDGs:



Material topics addressed:

- Human Rights & Labour Standards
- Health & Safety
- Diversity, Equality & Engagement
- Risk Management

3.I HR Key Figures

The total number of Oetker Collection employees in 2020 was 1,883. In 2018, the Group implemented a common HR software called Talentsoft to collect more employee data. During 2020, the intention was to further enhance the collection of HR data through this software. The hotel closures and reduced availability of staff hampered this process. Therefore, the focus of the Oetker Collection HR team for the start of 2021 is to ensure completeness and accuracy of data by processing any missing data.

The diversity of the employees in 2020 was as follows:

- Gender: 46% Female and 54% Male
- 72+ different ethnicities are represented (see Figure 7 for more details)
- Age demographics (see Figure 8):
 - 42% under 30 years old
 - 43% between 30 and 50 years
 - 15% above 50 years old

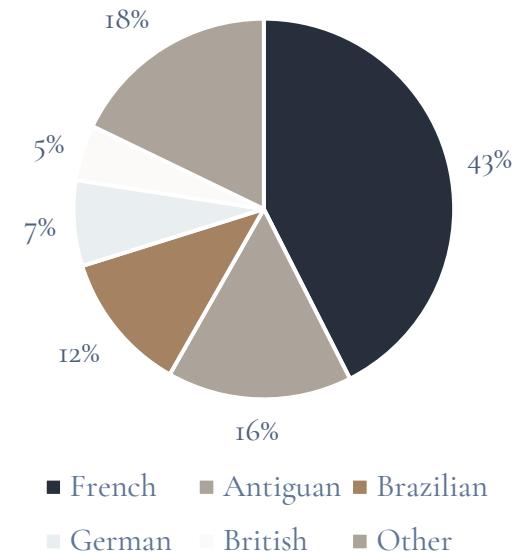


Figure 7: Employees per ethnic background (based on data from 80% of employees)

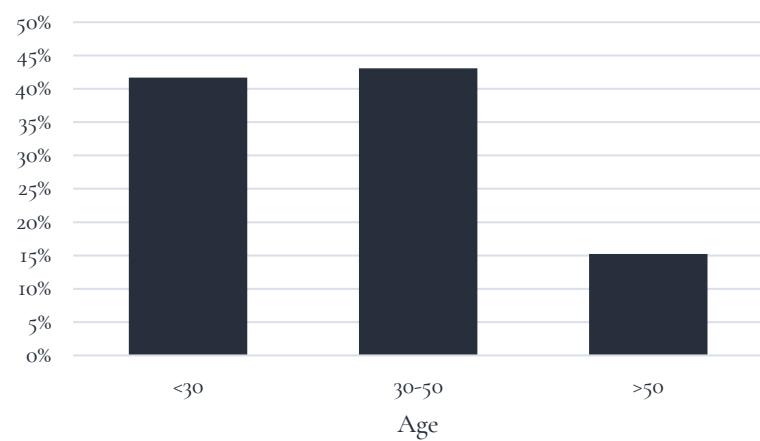


Figure 8: Employees per age category

3. Commitment- I. Respect Human Rights

Employees perform 99% of the organization's activities with 1% of work being performed by external consultants with a commercial signed agreement.

Oetker Collection focusses mainly on permanent employment contracts. In 2020, 93% of staff were employed permanently. This percentage of permanent contracts was particularly high, due to the absence of seasonal employments at the seasonal properties L'Apogée and Château Saint-Martin which remained closed for the 2020 season. 7% of the staff in 2020 had temporary contracts and approximately 1% of staff were interns.

Seasonal contracts are usually only used at the seasonal hotels Château Saint Martin, Hotel du Cap-Eden-Roc and Eden Rock – St Barths in St. Barthélemy. Other seasonal hotels are L'Apogée Courchevel in France and Jumby Bay Island in Antigua. Jumby Bay Island employs a regular workforce and an additional temporary workforce during their high season (December to April).



3.2 Human Rights and Labour Laws

Policies

The OHMC Executive Committee, HR Corporate team, Hotel Managing Director – General Manager and Hotels HR Leader are responsible for the implementation of Human and Labour Rights policies at group and property level. At the same time, all team members are responsible to uphold Oetker Collection's core values: Family, Authenticity, Trustworthy, Joy, Subtlety, Humility, Creativity.

Oetker Collection respects internationally recognised human rights frameworks, including the Universal Declaration of Human Rights and the European Convention of Human Rights.

Furthermore, Oetker Collection's compliance with local and international labour laws is non-negotiable and all Oetker Collection employees are covered by a collective bargaining agreement.

Oetker Collection developed its own Responsible Purchasing Policy which lays down the organisation's ethical values and its social responsibility and environmental commitments in the Purchasing process. Additionally, the Purchasing Policy has been aligned to reflect Oetker Collection's CSR Strategy. (More details about the distribution and use of this policy under Section 4.3 Sustainable Purchasing.)

The Oetker Code of Conduct applies to all domestic and foreign companies, which as part of the Dr. August Oetker KG holding and is implemented by the individual companies within the group, such as Oetker Collection. The principles of conduct specified in the Code of Conduct are binding for all members of the supervisory boards, managing directors, executives and staff members of the Oetker Group. The Oetker Collection complies with labour laws that are under the umbrella of the Universal Declaration of Human Rights and acts in alignment with its company values, philosophy and principles defined in Oetker Collection's "constitution".

The Oetker Code of Conduct lays emphasis on the following points: ban on moral and sexual harassment, right to respect human dignity refusal of any form of discrimination (relating to recruitment, to the manner in which they are treated and included in the team, career prospects, training and communication, and equal opportunities).

3. Commitment – I. Respect Human Rights

The Oetker Group developed a Compliance Management System in line with the group's fair operating practices and increasing legal requirements (see Section 3.3)

Since 2020, requirements and expectations related to human rights, as well as guidelines and structures which Oetker Collection hotels need to adhere to, are stipulated in CORE (Compendium of Organizational Requirements and Expectations, an internal company wide strategic document).

Communication

To ensure its distribution, the Oetker Code of Conduct is attached as an addendum to employment contracts for management team members and integrated in handbooks for non-management team members. Employees can view their rights and responsibilities and their compensation and benefits through their employment contract, collective bargaining agreement, property handbook and welcome book. Furthermore, staff attend induction programs whereby senior managers present and reflect on the company's values, philosophy and principles.

Monitoring and evaluation

The Code of Conduct is monitored in each hotel through:

- HR Corporate Audit
- Strategic Priorities Matrix report completed at least once a month by HR teams at each hotel
- The reporting of the hotels on employment/legal risks, situations and legal cases

The Executive Team periodically reviews legal compliance and alignment of Oetker Collection values, philosophy and principles and respect of Oetker Code of Conduct (more on compliance management in section 3.3).

Through the current implementation of CORE, new additional monitoring and evaluation procedures are being put in place which cover human rights aspects.

Human rights

If team members or if a group of team members have a grievance, they can reach the following groups to expose their situation: HR Hotel Team, HR Corporate, ExCo Members OHMC, Work Council Representative, Union Representative, Local Labour Law Authorities, Industry or Labour Court. If an incident of Human Rights abuse occurs, an internal inquiry is conducted by HR Hotel Team under the supervision of HR Corporate.

Once investigated and verified a disciplinary process is applied up to and including the termination of the employment depending on the level and severity of the offence.

The SVP HR continually reviews the Human Rights status with the most senior level of management to ensure remedial action on any cases that arise. Remediation processes can include training, communication and discipline as appropriate.

During 2020, Oetker Collection started to implement HR CORE Guidelines for each hotel to align to and started to create whistle-blower policy and confidential hotline to the HR Corporate office.

Other goals, originally set for 2020 were put on hold due to the Covid-19 pandemic and hotel closures. These include the promotion of diversity and inclusion and the provision of leadership training in this regard; focus on hiring a minimum 1% of the workforce on people with disabilities by creating partnerships in our communities; focus on analysing reasons for employment risks.

In the area of human rights, the implementation of the following goals set for 2021:

- Create exit interviews and reasons for turnover
- Introduce a new Employee Engagement survey that allows for confidential feedback and confidential reach out for harassment of any kind

3. Commitment I. Respect Human Rights

Labour rights

Oetker Collection is transparent to labour law authorities and always seeks their advice.

Since 2016, Oetker Collection collaborates with their local trade unions, endeavouring a respectful and open dialogue and exchange with the union partners. Also, hotels in France, Germany, Brazil and Antigua have Work Councils and Unions, open to dialogue and exchange; the properties undergo mandatory formal meetings on human rights and consultations on working conditions.

To address and review labour policies, reduce labour risks and respond to labour violations HR Corporate has:

- conducted employment legal risk assessments in the UK, France, Brazil and Antigua
- received support from professional experts and labour law lawyers to understand local practices, anticipate and assess risk, assess current litigation and deploy labour law strategy as aligned with business strategy
- trained and coached local HR Leaders
- organised internal meetings with General Manager and/or Executive Committee Members
- led the review of labour principles results and shared key issues and actions to take up with senior management

Oetker Collection also has regular communication programs in place in regards to labour laws. These haven't been carried out during 2020, due to the global pandemic but usually include: Work Council Committees; Direct Line Meeting; General Assembly/Town Hall ; Department Meetings; GM and/or ExCo Members inviting various team members for casual dialogue over a meal; Engagement Survey: once a year with action plan follow up.

Health and safety are ensured through local laws and Health & Safety Committee meetings. Health & Safety Committees are currently in place in France, Germany and Brazil and Oetker Collection intends to mandate these at all hotels. Additionally, the Oetker Collection opinion survey includes pertinent questions to cover health and safety and the collection of statistical data through the HR software, Talentsoft, will be examined.

If a property incurs an incident of violation of labour principles it will inform Work Council and/or Union to conduct an internal inquiry. If needed an employee representative will attend the inquiry interviews. Work Council and/or Union will be presented with a written report of incident findings. A disciplinary process will apply following the evaluation of the incident, with possible termination of employee contract. HR Corporate will analyse and assess the incident with support and consultation of experts, labour law lawyers, resulting with the implementation of immediate actions. The incident will be provided as an anonymous case study to other hotels for guidance and prevention. HR Leaders will be trained and coached to share best practice throughout the organisation.

There were no Human Rights incident reports in 2020.

From 2020, the Corporate Office started rolling out CORE Guidelines to all hotels. These guidelines will ensure that leaders in each hotel (including CSR, HR, Sales & Marketing, Finance, Purchasing, Operations) understand expectations and guidelines. These guidelines also cover risk assessments, and programs to remedy any ineffective grievance mechanisms.

Further labour right projects and trainings have been planned for 2020 and were put on hold due to the Covid-19 pandemic.



3. Commitment I. Respect Human Rights

3.3 Fair Operating Practices

The Oetker Group developed a Compliance Management System in line with the group's fair operating practices and increasing legal requirements. Within this system's framework, a Compliance Organization was established whose Compliance Representatives are available as neutral and independent contact persons for any questions in relation to the topic of compliance. If there is any indication of a (potential) violation of the law in relation to Oetker Collection, the participant has the possibility to send an anonymous message via the Compliance Hotline System to the Compliance Representatives (<https://www.oetkercollection.com/compliance/>).

Each hotel has a Compliance Coordinator who reports to the Compliance Officer (during 2020: Dr Timo Gruenert, CEO of Oetker Collection). Incidences are then reported further to the Corporate Compliance Committee of the Dr. August Oetker KG and the Advisory Board of the Dr. August Oetker KG. Managing Directors and Compliance Coordinator are responsible and accountable for the implementation of anti-corruption.

The Group's Code of Conduct includes commitments to comply with relevant anti-corruption laws, including the implementation of procedures to know the law and monitor changes. The Code of Conduct also, provides a formal policy of zero-tolerance of corruption.

Oetker Collection's Audit Team conducts internal audits of every company within the Group to assess potential areas of corruption. Following from internal audits the company evaluates its anti-corruption performance through action plans and regular meetings at Group Coordinator level. The sensitisation of the management team leads to proactive prevention of anti-corruption.



3. Commitment I. Respect Human Rights

3.4 Staff Development

Engagement is a feeling produced by the addition of satisfaction and involvement at work.

- Satisfaction at work is the correlation between the expectations and what is obtained in the work.
- Job involvement is the work attachment and employee identification with his/her job or professional role.

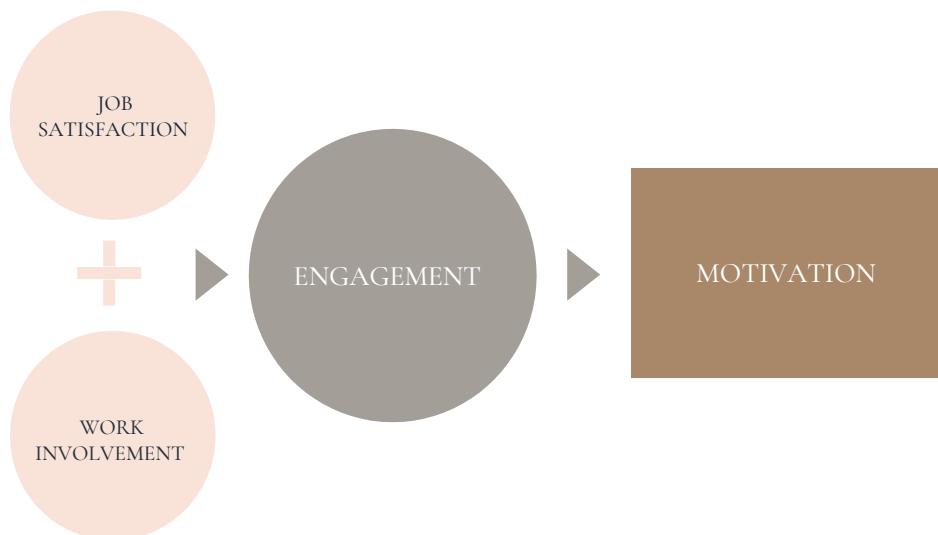


Figure 5: Oetker Collection Engagement Measurement

The Engagement Survey is composed of five questions related to satisfaction and to involvement:

1. All things considered, I am satisfied with my job at this hotel
2. I am proud to work for Oetker Collection
3. I am proud to work for this hotel
4. I would recommend my hotel to family and friends as place to work
5. I would recommend Oetker Collection to others seeking a job

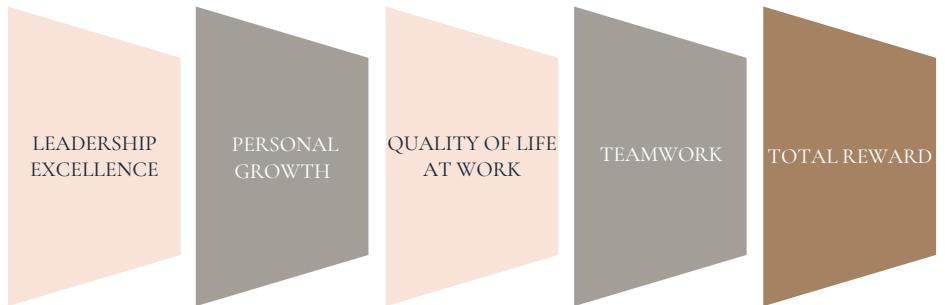


Figure 6: Oetker Collection Engagement Drivers Measured

The engagement survey for 2019 was underway in March 2020 but was then put on hold due to Covid-19. Due to hotel closures during 2020, the next survey is currently being planned for Q4 2021 and will be completed through a new survey provider with improved confidentiality, questions, analytics and action planning. 80 questions will be asked on the topics of Engagement, Work Environment, Diversity & Inclusion, Learning & Development, Leadership, CSR and measured against Global Benchmarks. Furthermore, the new survey tool will help Oetker Collection measure improvement over time and target specific focus groups.

The group believes that education is key to develop and sustain the long-term future of generations to come. Specifically, the learning concept is composed of 3 different phases: Engage, Educate and Excel. Each of the phases have specific learning programs with defined contents. When delivering the programs in the Collection, their format is adapted to respond to each hotel context and circumstances.



Figure 7 Oetker Collection learning Phases

3. Commitment I. Respect Human Rights



Oetker Collection is progressively deploying the Oetker Collection Academy E-Learning Centre to encourage the development and employability of staff. The Academy is a comprehensive ongoing project that considers the entire learning development strategy of Oetker Collection. Oetker Collection Academy is inspired by Dr. Oetker's motto "Once you stop striving to be better, you stop being good".

The OHMC provides training through the Oetker Collection Academy while the hotels provide their own training to team members and managers. An E-Learning Course Library offers a large variety of programs accessible to all Oetker Collection Staff, covering topics such as information about Oetker Collection itself, specific service, communication or technical skillsets and health and safety.

For 2021 going forward there will be a new set of virtual learning videos, called the OC Master Class series.

These envision various employees from all different departments and from senior to junior level to showcase their talents, skills and unique experiences as "Host of Choice" to reflect that OC value and inspire colleagues across the globe.

Additionally, these Master Classes will have an educational aspect and some will be enhanced with quiz questions at the end which all employees will need to answer.

3.5 Property Actions & Processes

BRENNERS PARK-HOTEL & SPA

- The annual 'Healthy Days' were organised in cooperation with their Medical Care partners (check-ups, vaccinations, Yoga sessions...)

EDEN ROCK – ST BARTHS

- There are partnerships with local business in place to get special discounts for staff
- Staff received foreign language trainings
- The hotel supported two bartenders at a bartender contests, where one of them achieved 2nd place for taste & presentation and secured a top position on social media

HOTEL DU CAP-EDEN-ROC

- As during previous years, an osteopath came to the hotel this season. 24 sessions with six employees were held between July and September

JUMBY BAY ISLAND

- Improvements were made to the staff changing rooms and the staff canteen



4. Commitment II. Consume Responsibly

Principles:

1. Through innovation reduce our consumption of natural resources
2. Understand, protect and restore the biodiversity that surrounds us
3. Manage solid waste and strive to limit any type of pollution
4. Purchase responsibly, favouring suppliers who adhere to our principles

Alignment to SDGs:



Material topics addressed:

Risk Management

OHMC Executive Committee and executive staff are adjourned on all CSR and environmental related activities during the annual Oetker Collection Leadership summit. During the summit, the group exchanges Oetker Collection overall goals and incentives, which are ultimately aligned to the CSR Strategy. The Leadership summit was cancelled for 2020, due to the global pandemic, but is planned to take place again in a smaller format in Q3 of 2021.

4.2 Environmental Monitoring

In 2015 Oetker Collection commenced monitoring and evaluating its environmental resource consumption through the data management system Con-Serve™.



Currently, each Oetker Collection property provides consumption data, including electricity, gas, fuel & water into Con-Serve™ as well as room nights as a correlation metric. CSR Patrons, Facility Managers and General Managers are provided with bespoke quarterly consumption reports to review and improve resource consumption performance. The data is annually analysed to include: identification of year-on-year trends in resource and cost consumption, performance ranking of individual hotels, comparison against target values, key electricity, fuel, heat and water statistics, identification of hotspots and best practice, carbon footprint summary and action points.

For 2020, the analysis of consumption data showed exceptional patterns – most hotels reaching baseline consumption during the time they were closed. Due to the Covid-19 closures, hotel operations during 2020 has been incomparable to other years and benchmarking the group's utility consumption of that year has been close to impossible. Therefore, reporting focussed on individual analysis for each hotel, and only best practices are reported in the following figures.

4.1 Organisation Overview

Environmental goals are integrated in the overall Oetker Collection CSR Strategy and environmental stewardship is equally described in the Oetker Collection Code of Conduct; therefore, the group has not developed a separate environmental policy. Environmental commitments are addressed through the Oetker Collection CSR Requirements, as all requirements directly or indirectly relate to the environment.

Group CSR Team is responsible for the development and implementation of environmental actions at group level with the CEO overseeing their ultimate adoption. At property level CSR Patrons, Property CSR Teams, General Managers and Facility Managers are responsible to incentivize and implement environmental initiatives. The latter are also the first point of contact when employees, guests and suppliers at property level have concerns with regards to hotel or company environmental performance. Group suppliers and partners can contact Group Purchasing Team, Management Team and CSR Team for company environmental enquiries.

4. Commitment II. Consume Responsibly

Electricity is the sustainability metric which was tracked most consistently in 2020 across Oetker Collection. A review of the yearly electricity consumption trends has shown that significant drops in electricity consumption (73-82%) were achieved between January and April and changes in operations were clearly visible through renewed increase in electricity use from June. The seasonal properties which were used to closures, showed the best performance during lockdown periods.

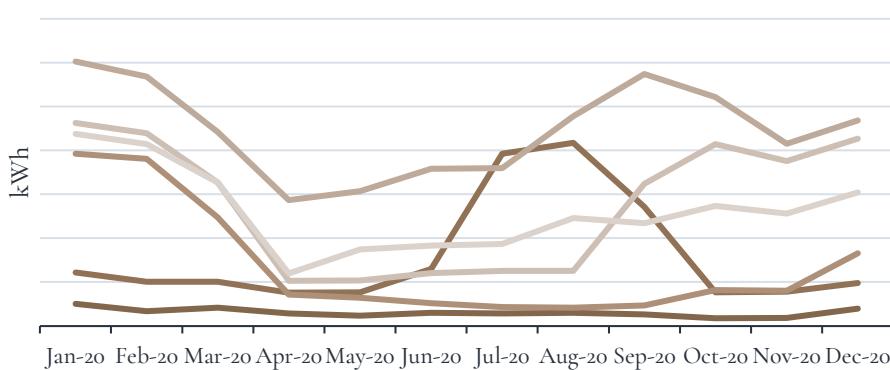


Figure 8: Property electricity consumption

Hotspot analysis was completed to highlight areas for improvement in each property. For example, as shown in Figure 9, the gas consumption showed a sharp increase for the re-opening of the hotel in July, whereas the drop in consumption after closure only occurred with some delay. Despite the hotel closing in September, the drop in gas usage was minor compared to reference periods. Even if with partial operation of restaurant services, a more stringent closure protocol could have resulted in significant savings, both in terms of consumption and in costs.

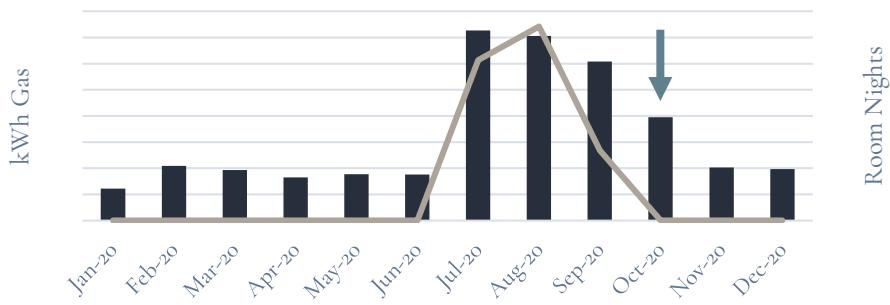


Figure 9 Property gas consumption

The annual analysis includes identification of best practice for each property. Highlights in 2019 are demonstrated in Figure 10.

CHÂTEAU SAINT-MARTIN

Monthly electricity consumption at the hotel was 23% lower than during its closure in 2019.



With its minimal electricity use Château Saint-Martin had the lowest consumption of all Oetker hotels.

This saving would fully charge 107 Tesla Model S cars each month!

PALÁCIO TANGARÁ

Palácio Tangará managed to reduce gas consumption to close to zero during closure.

During the five months of April-August 14,931 kWh were used.

This is as much gas as is needed to heat up an Olympic swimming pool by 5°C.

LE BRISTOL PARIS

While closed, the hotel covered 90-100% of their energy demand through the Parisian district heating network.

By using more district heating and less gas, the same amount of CO₂ was saved as growing 145 tree seedlings for 10 years!



Figure 10: 2019 best practice highlights

4. Commitment II. Consume Responsibly

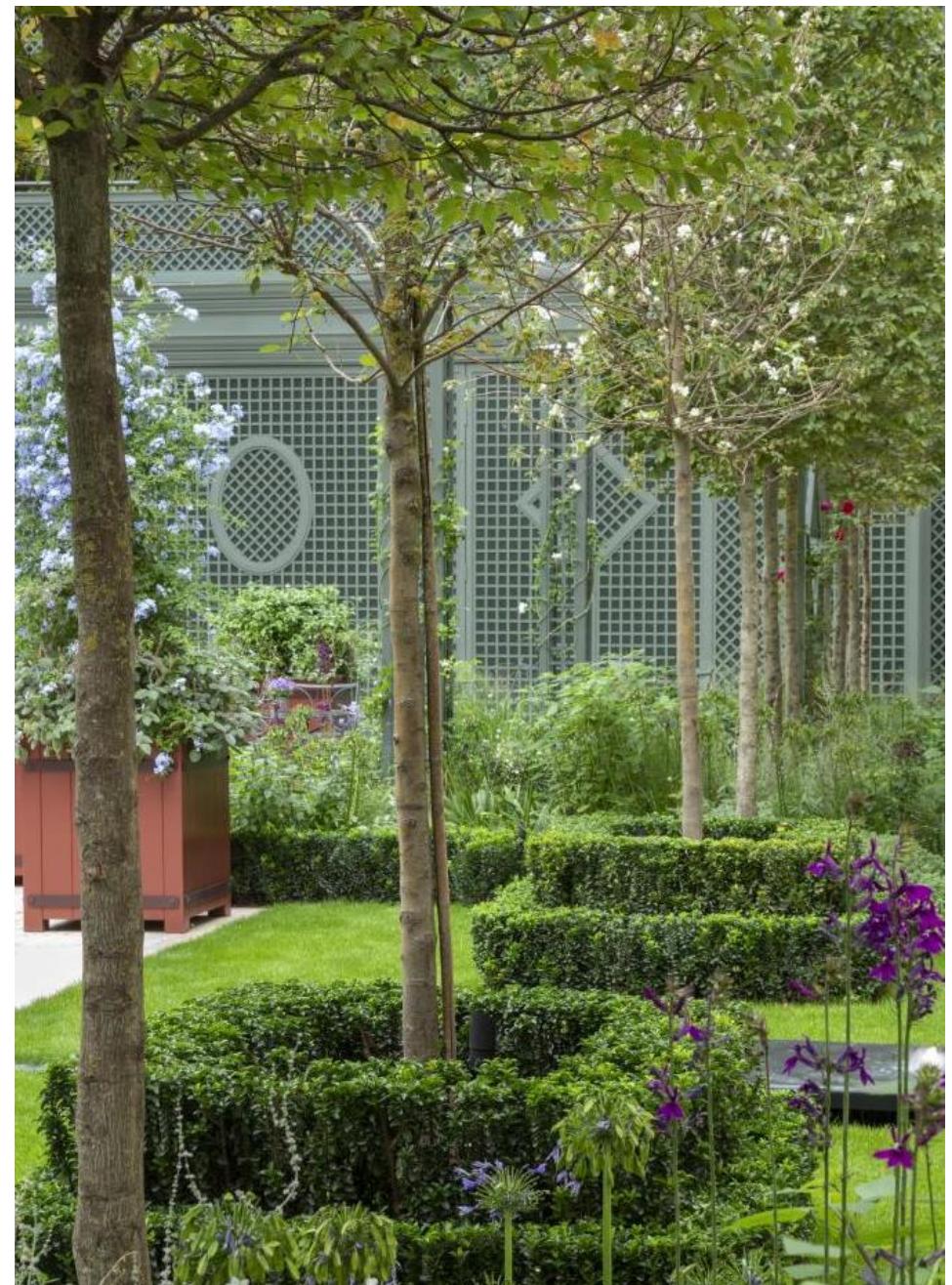
Oetker Collection has committed to reducing their electricity, gas and water consumption by 10% by the end of 2024 (compared to 2018 levels). 2019 represented their first step towards reaching this target. In 2019, Oetker Collection successfully reduced their energy by more than 1.7% compared to 2018, which is the minimum reduction needed to meet the 2024 target. Water consumption also decreased, but only by 1.0%.

For 2020, no evaluation of the progress towards the 10% reduction goal was possible, since the year was characterised by unprecedented operational patterns and exceptionally low consumption of electricity, gas and water during closures.

Due to the same reasons, the carbon footprint of Oetker Collection has not been established for 2020.

To improve resource consumption, Facility Managers, CSR Patrons and Group CSR Team committed to further engage with monthly Con-ServeTM reports. Target meters were set up for each property on Con-ServeTM to help each hotel track their progress against the reduction targets on a monthly basis.

Waste management was planned to be a focus area during 2020. After an initial baseline assessment in 2019, it was decided that the continuation of waste monitoring should be the main task of CSR interns. Therefore, the opening of an internship position at each hotel was planned for 2020, but had to be put on hold due to the global pandemic.



4. Commitment II. Consume Responsibly

4.3 Sustainable Purchasing

Oetker Collection supply chain is dependent on hotel and customers' requirements as shown in Figure 11. Oetker Collection main groups of purchase include: food and beverage, cleaning supplies, guest supplies, operating equipment and others (IT, printing...). Within each group of purchases, specific agreements are negotiated to allow hotels to benefit from specific pricing conditions.

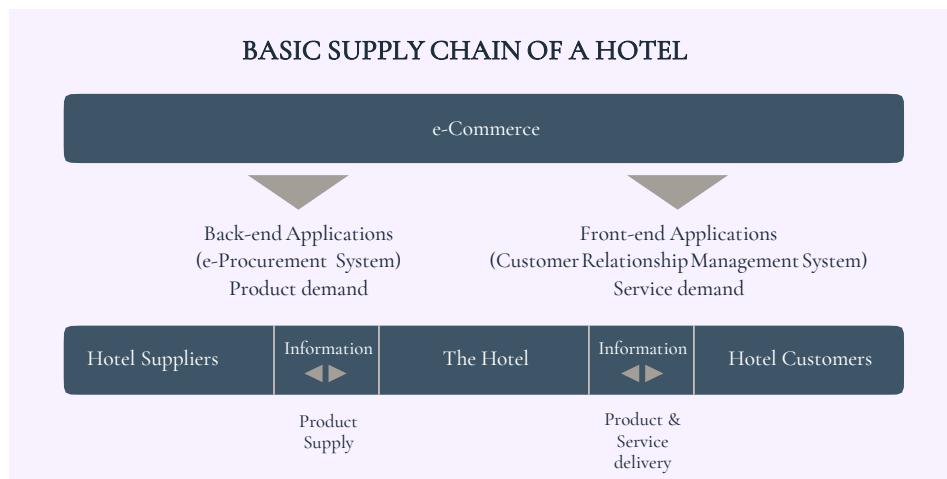


Figure 11: Oetker Collection supply chain

From 2016, about 50 Oetker Collection vendors have been selected, with whom an agreement is signed for preferential group purchasing conditions. Each supplier is selected regarding the following main criteria:

- Price/quality offer
- CSR compliance (location, products traceability, involvement in environmental issues...)
- Ability to react as soon as possible to group's requests.

CSR compliance of Oetker Collection vendors is screened following the process below:

1. Group Purchasing Team or any stakeholder raises to the attention of the Group CSR Team to investigate a specific supplier;
2. Group CSR Team researches and requests for documentation including certifications, reports on topic of scrutiny;
3. Supplier provides requested evidence;
4. Purchasing Team and CSR Team make an informed decision on whether to work with supplier.

All Oetker Collection vendors underwent a renewed, more stringent screening during 2020, to allow Oetker Collection to: A) improve its internal communication about the suppliers' CSR compliance and; B) allow the Oetker Collection procurement and the CSR team to determine possibilities of how to further improve the CSR compliance within Oetker Collection's supply chain.

Through the 2020 vendor screening a rigorous ranking was established. The assessment distinguished between environmental and social commitments as well as reporting efforts, certificates and other aspects. The ranking classified partners as Gold, Silver or Bronze partners, where gold partners have implemented CSR as an integral part of the company's value, silver partners are committed to various CSR actions but still show further room of improvement and bronze partners concentrate on one CSR commitment or aspect and therefore must show room for improvement for contracts to be renewed.

Oetker Collection believes in a collaborative approach to sustainability. The ranking and assessed information will therefore be used to start further conversations around CSR with these suppliers and what further improvements are expected from them.

The results of this more stringent screening (independent of ordering volumes) showed that currently most group suppliers (49%) qualified as bronze partners.

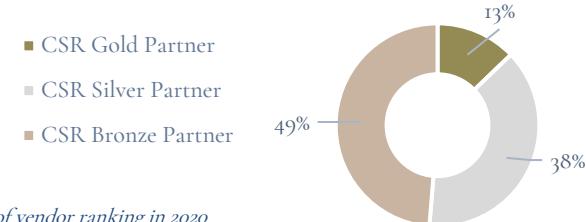


Figure 12: Results of vendor ranking in 2020

4. Commitment II. Consume Responsibly

Further to CSR screening, the Oetker Collection CSR Team has prepared a Responsible Purchasing Policy to support the Oetker Collection hotels with sustainable purchasing choices. It is important for Oetker Collection suppliers to be aware of the Oetker Collection CSR Strategy, as suppliers are an extension of the group.

The Responsible Purchasing Policy is available for all suppliers in English, French, German and Portuguese. Further distribution and awareness is provided by Oetker Collection Purchasing Team who:

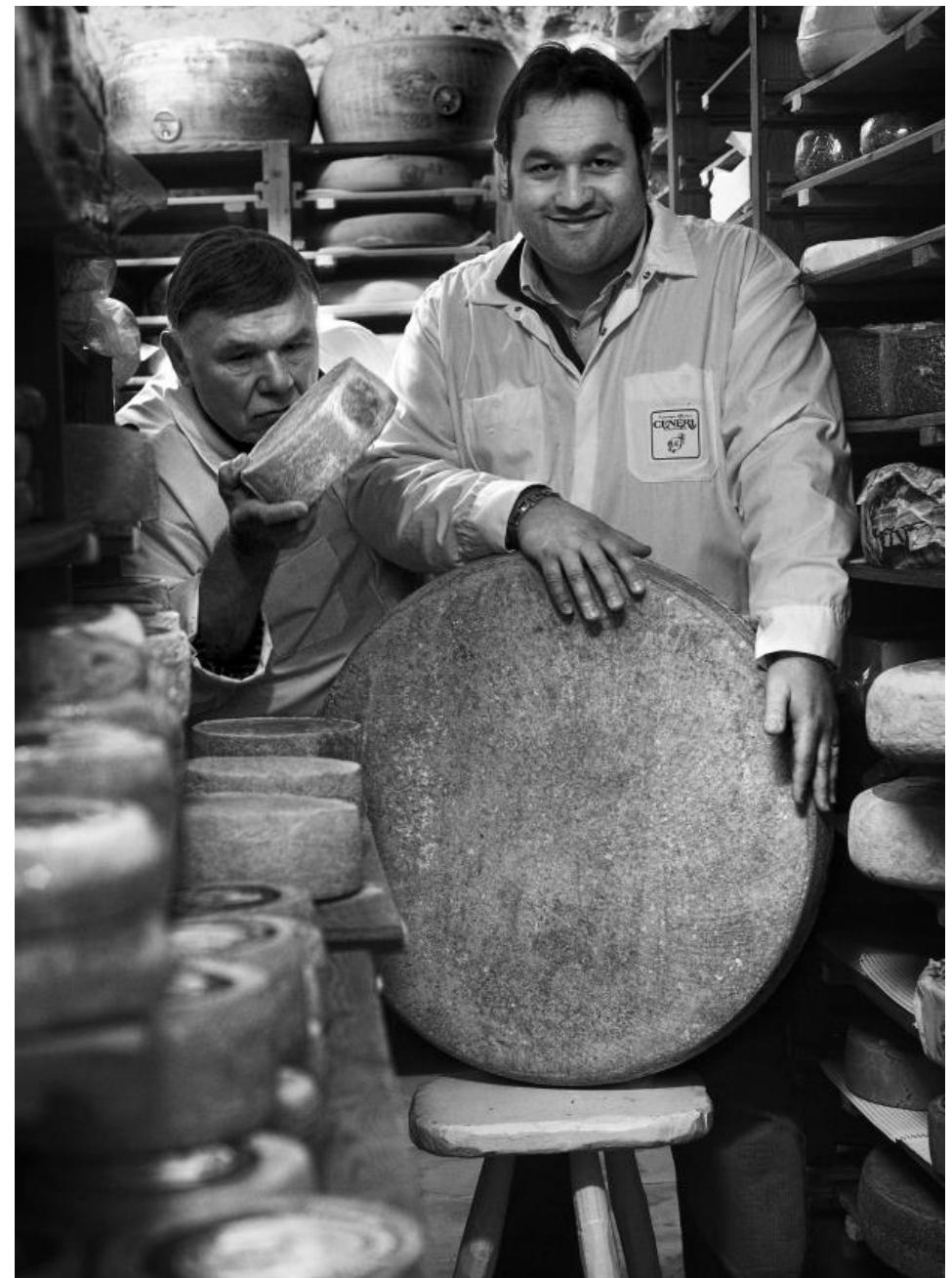
- Shares with suppliers' relevant documents
- Organises trainings in the Oetker Collection hotels with preferred vendors.

A questionnaire was developed in 2017 to ensure suppliers were aware of the Oetker Collection CSR Strategy and to monitor supplier's sustainability performance.

More specifically, the Responsible Purchasing Supplier Questionnaire includes an analysis of suppliers' locality, sustainability documentation/certification, anti-bribery & discrimination stance and environmental performance.

The survey is conducted on a yearly basis. In 2017, the questionnaire was only sent to 30 Oetker Collection vendors; in 2018 and 2019, it was also sent to individual hotel suppliers. In 2019 a total of 433 suppliers completing the questionnaire. 14% of the respondents supply the entire Oetker Group, with the remainder supplying individual Oetker Collection properties.

The 2020 Questionnaire was adapted to extend the range of partners which are assessed beyond suppliers only and satisfy the requirement to include service companies and other partners as well. Due to limited operation of the hotels during 2020, the survey has been postponed to 2021, as well as the goal to tap into potential synergies to improve waste management (a task for the CSR interns).



4. Commitment II. Consume Responsibly

4.4 Property Actions

BRENNERS PARK-HOTEL & SPA

- Cooperated with a local company has been initiated to switch to environmentally friendly and recyclable water cartons, which are served to guest in fitness areas and for their journey home
- Discussions were held to find a solution to separate waste front of house, suitable to guests
- New waste systems were put in place to separate the waste in the administration offices
- All staff were regularly reminded through email or PearlNet to save paper by printing paper on both sides
- The local enterprise which manages the hotel's gardening has been instructed to use only organic fertilizers and pesticides as far as possible. Currently 95% of fertilizers and pesticides are organic
- Four bikes and four charging stations for e-mobility are in place
- Instead of employing a CSR Intern the CSR Team has been supported by another staff member and a cooperation was started with some students of the ISM Stuttgart who have been working on a CSR project / concept for the Brenners Park-Hotel & Spa
- Staff were constantly reminded through PearlNet and information signs to reduce electricity and water

EDEN ROCK – ST BARTHS

- Guest have been informed about the composting program of coffee capsules through signage in their rooms
- All single use plastics were eliminated (as per the CSR plastic ban)
- All areas have been retrofitted with LEDs
- Only organic fertilizers and pesticides are used at the property
- If guests want to rent a car, the hotel's concierge team suggests them an electric car from a local rental company
- Clothes were donated to a local association
- Staff who live at the same place usually do car sharing to come to work

HOTEL DU CAP-EDEN-ROC

- A clear breakdown of the orders between July and September 2020 showed that
 - All eggs are free range or organic
 - All poultry are free range
 - 2/3 of meat is French or local
 - Over half of all fruits and vegetables are French or local
- To further reduce the use of plastic, a change of take-away options prepared, and new fully-recycled plastic bottles were introduced for rooms, cars and swimming pools
- All handwashes and tissues are ecological
- Between 2019 and 2020 the hotel reduced the purchased office paper by 47% and the printing by 43%, and actions to support the reduction in paper use included
 - Reminding employees to reduce paper consumption
 - Setting printers to double-sided printing
 - Removing all written press from guest rooms
 - Plan to install hand dryers in the staff changing room



4. Commitment II. Consume Responsibly



LE BRISTOL PARIS

- Confirmed that no pesticides are used in the hotel's garden
- Two half-days of training on "Zero Waste" was provided by an external party, identifying main waste sources and potential solutions

PALÁCIO TANGARÁ

- A revision of all procedures and equipment was carried out to avoid waste of water *
- A revision of the replacement of all lights to LED including external areas was carried out*
- Confirmed that only certified biodegradable hygiene products are purchased *
- There was a substantial increase of disposable materials due to the pandemic, such as masks, gloves, aprons, plastics (glasses and bottles) - all materials were and are disposed off correctly, without causing any damage to the environment

JUMBY BAY ISLAND

- All "high-touch items" have been eliminated (all paper related in rooms), which helped reducing paper consumption and costs: No stationery is placed in the rooms anymore, all menus and directories are now digital (paper versions as back-up and available on request) *
- The installation of solar panels was completed
- Due to COVID guidelines the hotel switched temporarily to disposable recyclable food containers and cups*
- Discussions were held about further support for the CSR team (related to a CSR intern)
- There are now five sustainable cars available to guest , as well as 60+ bikes and 6+ charging points
- The amount of general waste decreased but more plastic items were used. The hotel did its best to avoid it and find alternatives *

* Action (partially) related to the special circumstances of Covid-19

5. Commitment III. Ensure Environmental Awareness

Principles:

1. Provide the necessary framework and training to operate responsibly at each hotel
2. Encourage our stakeholder to engage with our vision for a sustainable future
3. Communicate transparently about our sustainability goals, initiatives and achievements

Alignment to SDGs :



Material topics addressed:

Guest Engagement & Satisfaction



5.1 Quality & Operating Practices

Quality is a top priority in Oetker Collection Masterpiece Hotels; the group adheres to the 'Leading Quality Assurance' (LQA) system. Each hotel undergoes two annual audits by a mysterious guest. Heads of department are then provided with internal tests and action plans tracked throughout the year to ensure compliance. Due to the pandemic, during 2020, only one audit in one hotel was carried out.

LQA global branding ranking of 2020 (Figure 13), still mainly based on assessments from 2019, demonstrates Oetker Collection's continuous commitment to guaranteeing an impeccable and responsible service. Reaching a score of 91% in 2020, Oetker Collection remained the leading brand in its competitor set, 6% above the competitor set average.

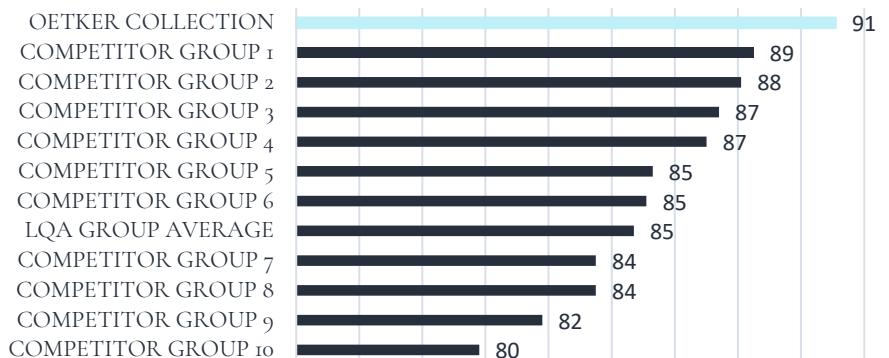


Figure 13: LQA 2020 global brand ranking

Brands Included in LQA Group:

BELMOND
FAIRMONT HOTELS
FOUR SEASONS
JUMEIRAH
KEMPINSKI HOTELS
LEADING HOTELS OF THE WORLD

MANDARIN ORIENTAL
OETKER COLLECTION
RAFFLES
ROCCO FORTE HOTELS
ROSEWOOD HOTELS
SHANGRI-LA

Note: Competitor groups are listed in alphabetical order here, and do not correlate to the ranking order in the displayed competitor set.

5. Commitment III. Ensure Environmental Awareness



5.2 Guest & Staff Communication

Through the Principle “Encourage our stakeholder to engage with our vision for a sustainable future”, Oetker Collection aims to transmit its CSR vision and values to all of its stakeholders, to ultimately have a greater impact. It achieves this Principle through CSR communication and activities.

Communication around all CSR related initiatives at each of the properties has been integrated into the various channels of communications, both internally and externally. These are:

- Social media channels (Instagram, Facebook, LinkedIn)
- Website
- Online Blog (Eden Being) with its own section on CSR, called ‘50 Shades of Green’
- PR – dissemination of relevant press releases to all media contacts of the hotel group (eg. Le Bristol – A green scene, June 2019)
- Travel Trade- information newsletter, called La Gazette, with updates on all hotels (including CSR information) is sent to all travel agents and wholesalers every 3 months
- Eden Being printed magazine published quarterly,
- PearlNet - the group internal communication platform used by all staff and management. The platform has been changed at the end of 2020 and as previously there is a group wide CSR channel, called GreenPearls.

Over the course of 2020 and due to reduced hotel operations, communication was upheld at a reduced level.

With the beginning of the global pandemic in spring 2020, the campaign #WeStayUnited was launched. A boost of Happiness Therapy was provided on the Eden Being blog to stay in touch with Oetker Collection guests. Wellness energizing recipes, spa treatments, yoga practices and other tips were shared, not only for guests but also for staff through the internal communication platform PearlNet. Various departments made their own posts with #WeStayUnited messages and organised group video calls to stay in touch.

5. Commitment III. Ensure Environmental Awareness

Further CSR communication and events

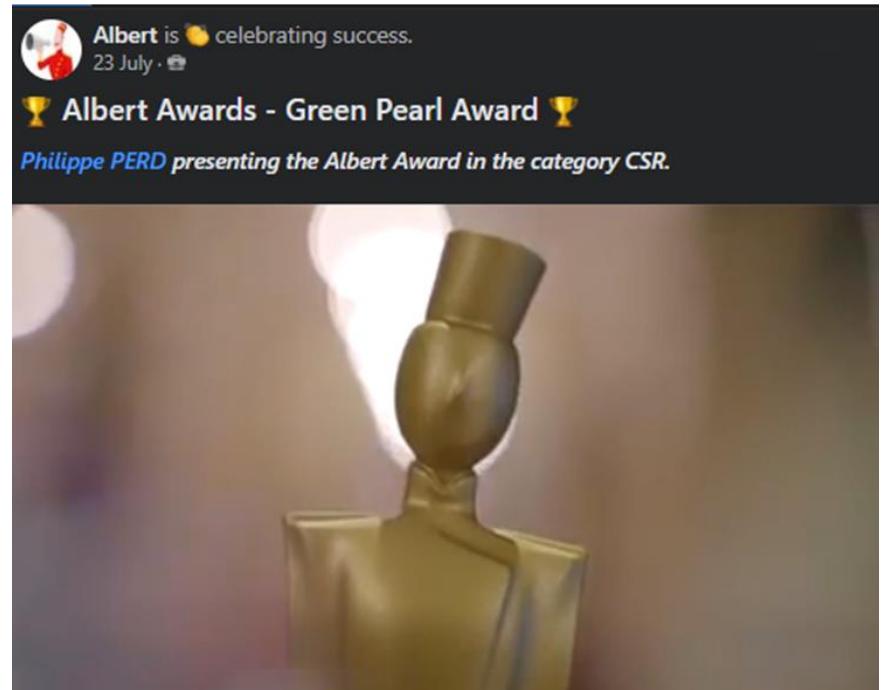
1. To celebrate the CSR highlights of 2019, a series of posts was published on PearlNet.
2. A Instagram Live-Talk was organized about the topic of how Sustainable Hotel Management improves Traveller's Trust
3. CSR Video production took place at Brenners Park-Hotel & Spa

Group CSR Team represented Oetker Collection at following digital events:

1. MIPIM- Real Estate Convention- The importance of Sustainability in Hotel Assets
2. Conde Nast Traveller Summit- Sustainable Travel Trends
3. Questex- Hospitality Insights on Sustainability



5.3 Green Pearl Award



GREEN PEARL AWARD

In 2017, Group CSR Team established an award system for individual property CSR Teams, which is part of range of internal group wide awards called “Albert Awards”. The Green Pearl Award is provided to the CSR team who best performs in fulfilling the Oetker Collection CSR Commitments and CSR Requirements.

In 2020, the Albert Awards were all presented through video messages from various hotels. The 2019 winner, the Burle Birds CSR team of Palácio Tangará was announced by Philippe Perd, the GM of Hotel du Cap-Eden-Roc.

5. Commitment III. Ensure Environmental Awareness

5.4 Guest & Staff Activities

HOTEL DU CAP-EDEN-ROC

- All guests participated in the scheme to change towels and sheets at a two days interval
- In September the Sustainable Development Week was organised on PearlNet with one CSR challenge per day
- Presence on social media was increased both on Instagram (5 stories with 5000+ views) and PearlNet (21 Posts) and posts were also published on Twitter and Facebook

BRENNERS PARK-HOTEL & SPA

- Younger staff organized the harvest of the hotel's apple trees and guests were served the juice obtained
- In cooperation with the child and youth home Baden-Baden and 'JAV', a 'Wish tree' was planned for the Pre-Christmas time: children could hang a wish list on the tree, which staff and guests may take to fulfil, whilst the hotel collects and handing over the gifts
- Several posts and stories were shared on Instagram and Brenners Park-Hotel & Spa Greenkeepers account



JUMBY BAY ISLAND

- Participated in the Jumby Bay Fund Food Parcels program (more details under commitment 4)
- Stories were shared on Facebook, Instagram and the Jumby Bay Fund Website
- Dinner at the Farm concept was upgraded. A new activity was introduced: 'Gin and Golf', for which Guests tee off biodegradable golf balls into the ocean where these dissolve into fish food. The action was exceptionally well received

LE BRISTOL PARIS

- Guests shared stories about the hotels CSR actions: A famous Instagram influencer shared a story about the changing of sheets and towels at a two-day interval, the story was viewed a million times

6. Commitment IV. Engage with Sustainable Communities

Principles:

1. Favour local producers who guarantee the rich heritage of our region
2. Commit alongside our partners in projects that are linked to the principles we defend
3. Support local communities engaged in the protection of environmental and social project

Alignment to SDGs:



Material topics addressed:

Economic Growth

6.I Property Actions, Charities & Donations

Oetker Collection coordinates its efforts with other organizations and initiatives to amplify and not negate or unnecessarily duplicate efforts of other contributors. Also during 2020, many of the partnerships were upheld.

Particular efforts were made to support communities affected by the Covid-19 pandemic with food deliveries. In summary: Jumby Bay participated in the donation/distribution of 22,212 parcels to local families, Palácio Tangará delivered 8,780 kg of food for the nearby Paraisópolis Community, Le Bristol prepared meals for hospital staff, Easter Chocolates were sent to hospital staff by Hotel du Cap-Eden-Roc, the Lanesborough prepared an Afternoon Tea for Hospital workers and Brenners Park Hotel & Spa supported weekly food deliveries for children and youth homes!

PALÁCIO TANGARÁ

- 8.780kg of food were delivered to an NGO who prepared and distributed Meals at the Paraisópolis Community nearby, with a video documentation of the first delivery being shared on social media *

THE LANESBOROUGH

- The hotel prepared an Afternoon Tea for the hospital employees

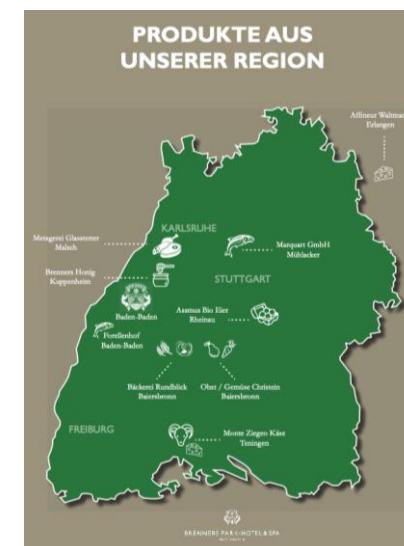
*Action (partially) related to the special circumstances of the Covid-19 pandemic

EDEN ROCK – ST BARTHS

- Staff participated as volunteers at the clean-up around the Rock, together with the Island Nature Saint Barth Expérience, a local association which is continuously supported by the hotel
- The hotel took active part in the on-going protection and restoration of the coral reef at the bay of St Jean. With the help of local associations and their expertise, the technique "Bio-Rock" is used, including long-term scientific follow-ups and adjustments

BRENNERS PARK-HOTEL & SPA

- Amongst others, coffee is purchased from a local roastery and meat and sausages from a traditional, local butchery, a map of the region is displayed at breakfast to showcase where the suppliers are located in the area
- Local children and youth home was supported with weekly food deliveries during lockdown, old towels are given to the Animal shelter and 'lost and found' glasses are donated to an African charity who recycles them (after 1-year retention period)
- It was decided to once again support the *Weihnachtspäckchenkonvoi* ("Convoy of Christmas gifts") for needy children in Eastern Europe. For environmental reasons, the hotel was only a collection point for the gifts, and not taking part in the delivery anymore



6. Commitment IV. Engage with Sustainable Communities

HOTEL DU CAP-EDEN-ROC

- Won the Award “Palme du Tourisme Durable” for its longstanding partnership with the neighbouring organisation Espace Mer et Littoral and the preservation of the Mediterranean coastline and in particular the loggerhead turtle (Caretta Caretta). Which also resulted in a short video documentation by the French broadcasting network TV5 Monde. - The hotel offers soft sea turtle toys, made in France, for adoption by the clients, raising funds of about 30,000 € each year.
- Local and artisanal crockery was purchased for restaurants (Agnès Sandahl, Dubosq & Fils, Crociani)
- Continued support of France Cancer (collection of corks), Secours Populaire and Red Cross (lot of donations, mainly material, to support the city and citizens since January)



• Other actions * :

- Donations of masks, overshoes and shower caps to the medical staff of the Antibes Hospital
- The pastry chef Lilian Bonnefoi and his team prepared chocolates for the hospital staff for Easter;
- Blankets and pillows were donated at the city's communal social action centre
- Storm Alex - October 2nd, the Alpes-Maritimes suffered many damages - hotel employees mobilized to come to help the disaster's victims and donated 20 boxes with materials and 7 food boxes

LE BRISTOL PARIS

- Continued to support the Red Cross (e.g. donations of uniforms and thights) and the “Secours populaire”
- Meals were delivered to some hospitals during the first lock down *
- Soaps, conditioner and shampoo were donated to "A chacun son everest" (association for children and women who had cancer, and which organised a special retreat for hospital staff) *
- The hotel partnered with “La Ferme et le Moulin”: Le Bristol provides the Farm with bran from the hotel's mill which is used to feed the pigs. As a thank you the Biologic Farm provides ham and pork loins to the hotel

JUMBY BAY ISLAND

- Participated in the Jumby Bay Fund Food Parcels program:
In seven months Jumby Bay Fund was able to donate/distribute 22,212 parcels of food which equated 621,936 days of food to families who were and still are left without any means of making a living. Funds available through Jumby Bay Fund reached 3.9 million USD *
- Through the Jumby Bay Fund a variety of other initiatives are supported including institutions for health care, (child) education or social inclusion as well as organisations about health and wellbeing
The recycling of bathroom amenities and soaps was temporarily put on hold *

* Action (partially) related to the special circumstances of the Covid-19 pandemic

7. Moving Forward

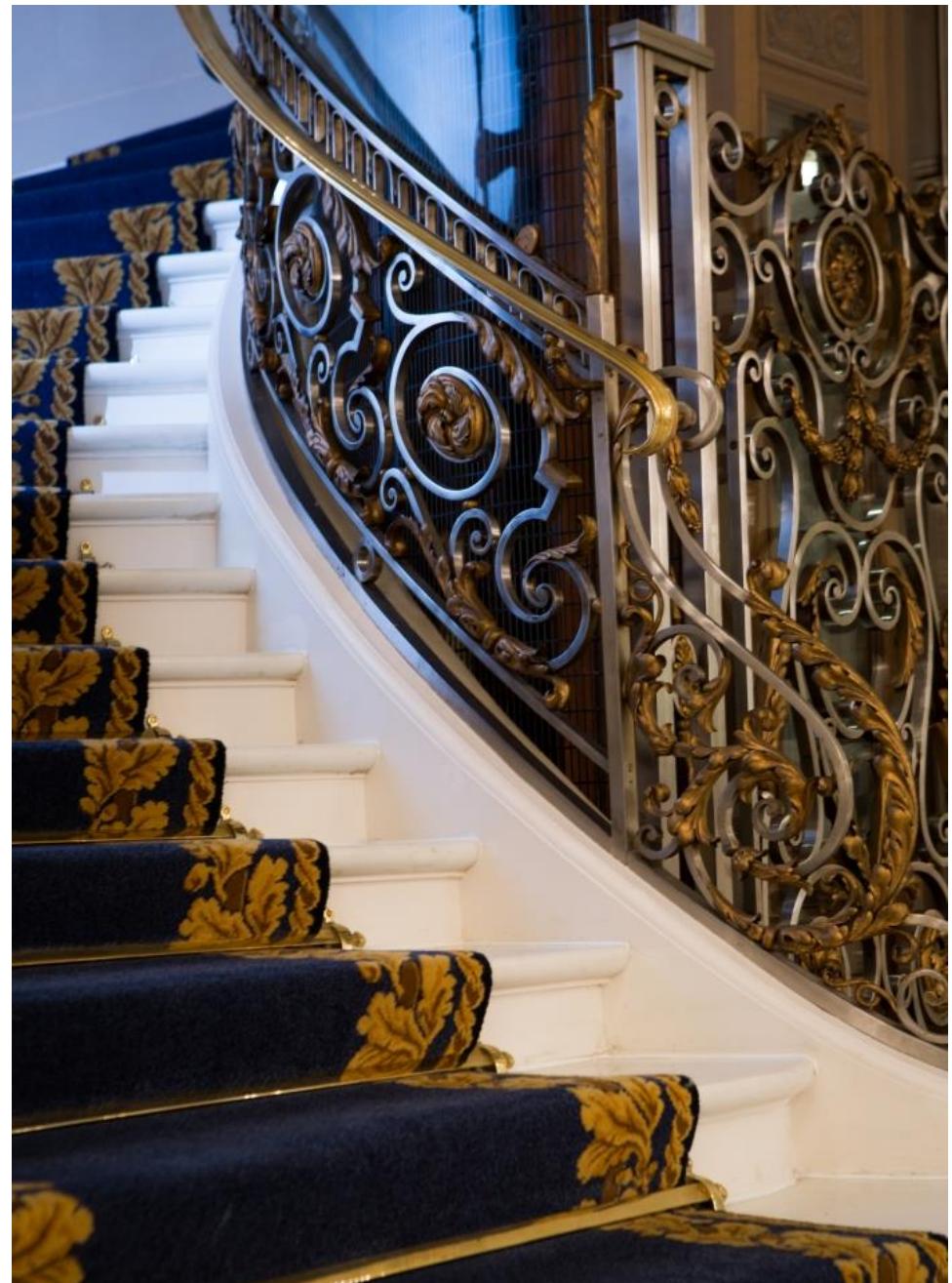
7.1 CSR Strategy Outlook 2021

While the overarching commitments of Oetker Collection remain unchanged since 2015, principles and objectives of the 2019 CSR Strategy were adapted due to a) its incorporation in the Oetker Collection Compendium of Organizational Requirements and Expectations (CORE), b) prolonged hotel closures caused by the global pandemic and c) changes under the new CEO Dr. Timo Gruenert.

Through the integration with CORE (also see section 2.4), the CSR Strategy underwent following adaptations: the yearly changing operational targets, previously known as “CSR Standards” have been renamed to “Expectations and Requirements” and are now referred to simply as “CSR Requirements” (see Figure 3); “CSR Strategy & Structure” has been added as a separate component next to the commitments, grouping CSR Requirements which are of organisational nature; the implementation of CSR Requirements will be part of an internal hotel evaluation process.

The timeline of the objectives of the CSR Strategy, were adapted to ensure they remain achievable after the set backs caused by the global pandemic.

Furthermore, the strategy underwent a full revision under the new CEO of Oetker Collection in Q1/Q2 2021, prior to the publication of this report. Changes included adaptations in wording, as well as new and more measurable objectives, especially under the new principles.



7. Moving Forward

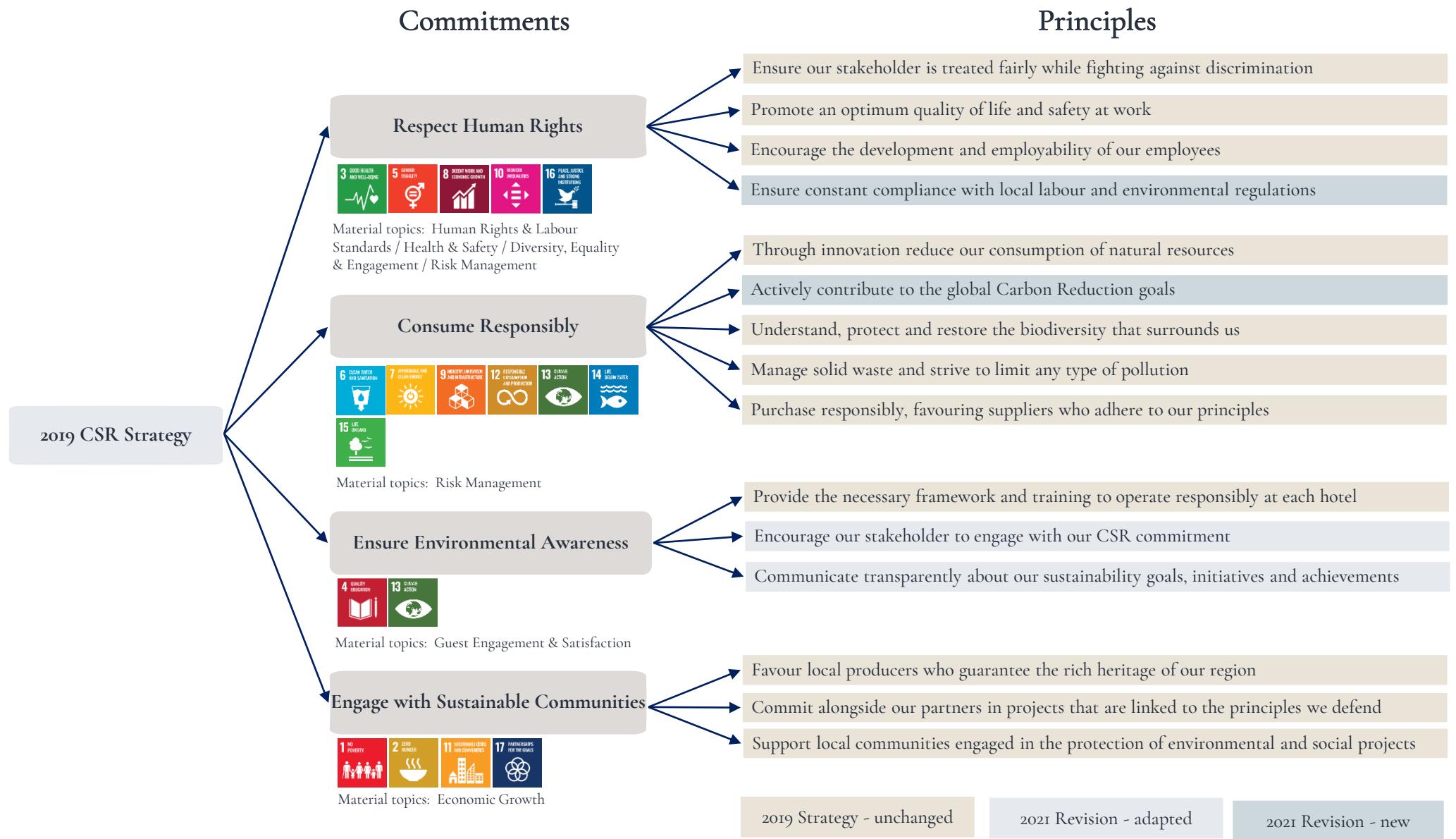


Figure 14: Overview of Oetker Collection 2019 CSR Strategy and inputs – Revision 2021

7. Moving Forward

Objectives to be achieved by Oetker Collection CSR Team, HR Team, Purchasing Team and CSR Patrons were set within the 2019 Strategy and are being reviewed in 2021.

The following table presents the objectives to be achieved in the next five years (based on the latest updates at the time of publication of this report).

Table 4: Objectives of the 2019 CSR Strategy per Commitment and Principle – Revision 2021

Commitment 1: Respect Human Rights

Principle	Objective
Ensure our stakeholder is treated fairly while fighting against discrimination	<ul style="list-style-type: none"> Develop a global Equality Strategy Review all hiring and promotion processes for equal opportunities Discrimination and violence against women and girls is addressed with outsourced service companies Full implementation of global Equality Strategy Every hotel endeavour to employ people with a physical disability
Promote an optimum quality of life and safety at work	<ul style="list-style-type: none"> Develop and implement a training framework on safety at work for all hotels Develop a framework that supports quality of life for all team members at all hotels
Encourage the development and employability of our employees	<ul style="list-style-type: none"> All employees participate in at least one program of the Masterpiece Academy
Ensure constant compliance with local labour and environmental regulations.	<ul style="list-style-type: none"> Adoption of Modern Slavery Act in all hotels Address Modern Slavery Act with outsourced service companies and suppliers Develop a system ensure awareness and test knowledge on the Oetker Collection Code of Conduct

Commitment 2: Consume Responsibly

Principle	Objective
Through innovation reduce our consumption of natural resources	<ul style="list-style-type: none"> Reduce average energy consumption per room night by 10% vs. 2018 Reduce average water consumption per room night by 10% vs. 2018 All new hotels will be given specific reduction targets to align with the above
Actively contribute to the global Carbon Reduction goals	<ul style="list-style-type: none"> Establish Oetker Collection's global carbon footprint Develop specific carbon KPIs and targets for all hotels Develop a global carbon off-setting program Offer the option for carbon-neutral stays in all hotels Develop a carbon in-setting program
Understand, protect and restore the biodiversity that surrounds us	<ul style="list-style-type: none"> Each property to commit to the protection of 1 species within their surrounding area Implement a monitoring scheme and reduction plan for impact on biodiversity
Manage solid waste and strive to limit any type of pollution	<ul style="list-style-type: none"> Implement a process to measure and monitor solid waste in all hotels Establish a sustainable solid waste management plan in all hotels All hotels use organic fertilizers and pesticides only Ensure 70% of cleaning products are eco-friendly in each hotel All hotels provide a fleet of sustainable vehicles for guest use All applicable hotels provide a car sharing schemes for staff
Purchase responsibly, favouring suppliers who adhere to our principles	<ul style="list-style-type: none"> Oetker Collection Responsible Purchasing Policy is developed, updated on an annual basis, aligned to our commitments and available in all our operating languages to all stakeholders Implement bulk purchases procedures to reduce transport and packaging in all hotels Increase transparency of our supply chain by increasing the number of replies to the responsible purchasing survey to 50% of global suppliers. Increase transparency of our supply chain by increasing the number of replies to the responsible purchasing survey to 100% of Oetker Collection preferred partners Foster dialogue with existing suppliers on Oetker Collection's broader CSR principles

7. Moving Forward

Table 4 (cont): Objectives of the 2019 CSR Strategy per Commitment and Principle – Revision 2021

Commitment 3: Ensure Environmental Awareness

Principle	Objective
Provide the necessary framework and training to operate responsibly at each hotel	<p>Develop a global CSR training framework for team members, including onboarding, continuous and online modules</p> <p>CRS requirements are updated yearly and progress is monitored on an ongoing basis and for each hotel individually</p> <p>Conduct a thorough materiality analysis with all relevant stakeholders</p>
Encourage our stakeholder to engage with our CSR commitments	<p>Implement an annual measurement program of the team members' awareness and engagement on the hotels' CSR initiatives</p> <p>Develop at least one CSR guest experience per year per hotel</p> <p>Develop at least three CSR staff events per year per hotel</p> <p>Offer guests various options to participate in our sustainable service offering (Linen program, Giving Bags, Off-setting program, sustainable menu options)</p>
Communicate transparently about our sustainability goals, initiatives and achievements	<p>Define a structure of additional frameworks and certificates to endorse the collection's and hotels' CSR efforts</p> <p>Develop and implement a CSR communication strategy, including a new website section, social media plans, PR initiatives and internal communication</p> <p>Develop and constantly update a CSR section in Oetker Collection's Photo Library</p>



Commitment 4: Engage with Sustainable Communities

Principle	Objective
Favour local producers who guarantee the rich heritage of our region	<p>Foster relationships with local and artisanal enterprises at each hotel</p> <p>Work with and actively support local sustainable companies and enterprises</p>
Commit alongside our partners in projects that are linked to the principles we defend	<p>Establish a system to ensure partner collaborations at hotel level are guided by at least one of our CSR principles in order to promote those jointly</p>
Support local communities engaged in the protection of environmental and social projects	<p>Every hotel to engage in at least two long-lasting projects where staff and guests can participate in</p> <p>Define a structure of additional partnerships to leverage the collections global efforts</p>

7. Moving Forward

7.2 CSR Requirements Outlook 2021

The CSR Requirements are reviewed on a yearly basis to establish tangible actions for the Oetker Collection CSR Strategy, which are easy to implement at each property in their own context.

Due to the special circumstances with the global Covid-19 pandemic in 2020, the implementation of the 2020 CSR Requirements has not been assessed. This is due to irregular, limited or non-operation of the hotels. L'Apogée and Château Saint-Martin remained closed in 2020 and the different locations of the hotels resulted in major differences in the services the hotels could provide and for how long they remained open. Evaluating the performance under these circumstances has therefore been deemed unsuitable.

Due to the circumstances stated above, the 2020 CSR Requirements were largely kept unchanged for 2021 and only minimal changes were adopted. Nonetheless, several requirements were split into two or three separate requirements and new ones have been added as the CSR Strategy was integrated into the new internal CORE framework.



The CSR Requirements aligned to the Principles & Objectives for 2021 are:

3.1.1 CSR Strategy & Structure

1. A dedicated CSR Team is established which meets at least once a month *
2. The Head of People & Culture is an integral member of the CSR Team. (M)*
3. Employ one CSR intern as soon as situation allows it
4. The CSR Team is empowered by the management to take respective actions. (M)*
5. The Data Monitoring System is installed and updated at least on a monthly basis

3.2.1. Human Rights

1. Management actively works against harassment and has a system in place to anonymously report incidents. (M)*
2. Management endeavours to employ team members with a physical disability. (M)*
3. All team members have access to the Oetker Collection E-learning platform. (M)*
4. There is a system in place to test team members on Oetker Collection Code of Conduct at least every 3 years. (M)*

* new or changed requirement for 2021
(M) – to be implemented at management level

7. Moving Forward

CSR Requirements continued

3.2.2. Consume Responsibly:

1. & 2. Complete already started LED retrofit installations and share best practice with other engineers within Oetker Collection
3. & 5. Make active use and disseminate resource reduction tools to reduce water and energy consumption
4. Identify, plan and conduct for infrastructural improvements to reduce property's water consumption
6. Only provide sustainably sourced fish for all staff canteens and guest restaurants
7. Avoid plastic cups in staff canteens
8. Replace all plastic materials in-room (e.g. plastic bottles, laundry delivery bags, slippers sleeves, newspapers bags)
9. Recycle Nespresso capsules with B2B service or replace with biodegradable capsules, or other sustainable options
10. Communicate coffee capsule recycling or composting program
11. Ensure property has a recycling system in place for both back and front of house trash
12. Use organic fertilizers and pesticides
13. Use ecological cleaning products
14. Use ecological laundry products
15. Provide fleet of sustainable vehicles for guest use
16. Implement an employee car sharing scheme
17. Source sustainable coffee and tea only
18. & 19. Use only free range and organic eggs and avoid purchasing meat from intensive mass animal farms
20. Use FSC or sustainably certified paper and aim for paperless communication
21. Seek renewable energy utility contracts

3.2.3. Ensure Environmental Awareness:

1. & 2. Create two CSR events to engage staff and guests per year
3. Hold an annual CSR info day (virtually also possible) *
4. Give guests the choice to change their towels and sheets at two days interval
5. Giving Bags: provide the guest with the possibility to donate their clothes to charity
6. Bathroom amenities and soaps: giving to charities that have recycling programs for these (until single use-plastic bottles are removed from hotels) *
7. The overall CSR engagement is accordingly communicated on the hotel's website and up to date. (M)*
8. An overview of the hotel's CSR engagement is provided to the Corporate Communications and CSR department on a quarterly basis. (M)*
9. OC Social Media Channels – 2 x Instagram stories per month #GreenPearl
10. For every quarter post one CSR achievement on PearlNet and for OC Social Media Channels

3.2.4. Engage with Sustainable Communities

1. Indicate local (sourced within 200km from hotel) products and dishes in all room service and restaurant menus
2. Foster relationships with local and artisanal enterprises
- 3.-5. Provide CSR Questionnaire and information flyer to:
 3. suppliers with greatest impact on hotel's costs;
 4. main service companies and;
 5. all partners
6. Support one local and one international charity
7. Support a charity which focusses on preserving one local species
8. Hold an annual staff environmental action day

* new or changed requirement for 2021

(M) – to be implemented at management level

8. Appendix

8.1 GRI Index

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE / REPORT LOCATION	PAGE
102 – 1	Name of the organization	Oetker Collection	3
102 – 2	Activities, brands, products, and services	Oetker Collection is a hotel collection of 9 masterpiece hotels worldwide. The organization manages and operates the high-end luxury hotels. Each hotel is unique one-of-a-kind, a brand by itself.	3
102 – 3	Location of headquarters	Lichtentaler Strasse 92, Baden-Baden, 76530	3
102 – 4	Location of operations	Germany, France, Great Britain, St Barthelemy, Antigua, Brazil	3
102 – 5	Ownership and legal form	Oetker Collection is managed by the German company Oetker Hotel Management Company GmbH (OHMC).	3
102 – 6	Markets served	<p>a. Markets served, including:</p> <p>i. Baden-Baden (Germany), Paris (France), Antibes (France), Vence (France), Courchevel (France), London (Great Britain), Sao Paulo (Brazil), St Barthelemy (France), Antigua (private island)</p> <p>ii. Tourism industry - hospitality</p> <p>iii. Individuals from worldwide markets</p>	3
102 – 7	Scale of the organization	<p>a. Scale of the organization, including:</p> <p>i. 1883 employees across the Collection</p> <p>ii. Management Company + 9 hotels</p> <p>iii. Total business volume of the Collection: 133M€</p> <p>v. Hotels: around 155.000 room nights per year (pre-pandemic times)</p>	3
102 – 8	Information on employees and other workers	Refer to Section 3.1 HR Key Figures	18-19
102 – 9	Supply chain	Refer to Section 4.3 Sustainable Purchasing	28-29
102 – 10	Significant changes to the organization and its supply chain	<p>a. Significant changes to the organization's size, structure, ownership, or supply chain, including:</p> <p>i. Refer to section 1.2 Reference Framework</p> <p>ii. Not Applicable</p> <p>iii. Changes in the location of suppliers in line with point a.i., no changes in the structure of the supply chain, or relationships with suppliers, including selection and termination.</p>	3
102 – 11	Precautionary Principle or approach	Group CSR Strategy is incorporated in all operations. Operational decisions and actions take into account Group CSR commitments and therefore by keeping a precautionary approach.	-
102 – 12	External initiatives	Refer to Section 1.0 Introduction, Section 1.4 Reporting Structure and Content, Section 2.1 Corporate Social Responsibility at Oetker Collection, Section 3.2 Human Rights and Labour Laws	3/ 9 ff./ 19 ff.
102 – 13	Membership of associations	a. The Leading Hotels of the World	3

8. Appendix

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE / REPORT LOCATION	PAGE
102 - 14	Statement from senior decision-maker	Refer to Section 1.5 CEO's Foreword	4
102 - 16	Values, principles, standards, and norms of behaviour	a. Refer to 2.1 Corporate Responsibility at Oetker Collection, as well as Code of Conduct described under Section 3.2 Human Rights and Labour Laws, 4.1 organisation Overview	8
102 - 18	Governance structure	a & b. Executive Committee Of Oetker Collection, Refer to Section 3.2 Human Rights and Labour Lawas, Section 4.1 Organisation Overview	19-22 / 25
102 - 40	List of stakeholder groups	Refer to section 2.3 First CSR Strategy	10
102 - 41	Collective bargaining agreements	100% of Oetker Collection employees are covered by collective bargaining agreements.	19
102 - 42	Identifying and selecting stakeholders	Refer to section 2.3 First CSR Strategy	10 ff.
102 - 43	Approach to stakeholder engagement	Refer to section 2.2 CSR Governance	9 ff.
102 - 44	Key topics and concerns raised	Refer to Section 3.2 Human Rights and Labour Laws, Section 3.3 Fair Operating Practices, Section 4.1 Organization Overview	20ff./ 26 ff./ 32 ff.
102 - 45	Entities included in the consolidated financial statements	a. OHMC b. Not Applicable	-
102 - 46	Defining report content and topic Boundaries	Refer to Section 1.2 Reference Framework and Section 1.4 Reporting Structure and Content	3
102 - 47	List of material topics	Refer to Section 2.3 First CSR Strategy	10 ff.
102 - 48	Restatements of information	Refer to Section 4.2 Environmental Monitoring	25 ff.

8. Appendix

GRI DISCLOSURE NUMBER	DISCLOSURE TITLE	DISCLOSURE / REPORT LOCATION	PAGE
102 - 49	Changes in reporting	Refer to section 1.2 Reference Framework, 2.3 First CSR Strategy, 2.4 2019 CSR Strategy	3 / 10 / 12 ff.
102 - 50	Reporting period	Refer to Section 1.2 Reference Framework	3
102 - 51	Date of most recent report	Corporate Sustainability Report 2019 (published July 2020)	-
102 - 52	Reporting cycle	Refer to Section 1.2 Reference Framework	3
102 - 53	Contact point for questions regarding the report	Xenia zu Hohenlohe, considerategroup.com	48
102 - 54	Claims of reporting in accordance with the GRI Standards	Refer to Section 1.4 Reporting structure and content	3
102 - 55	GRI content index	Refer to Section 8.1 GRI Index	44-46
102 - 56	External assurance	For the 2020 Oetker Collection Group report external assurance was not requested, however for future reports Oetker Collection will evaluate practice.	-
302 - 4	External assurance	Refer to Section 4.2 Environmental Monitoring	25 ff.
305 - 5	Reduction of energy consumption	Refer to Section 4.2 Environmental Monitoring	25 ff.
308 - 1	Reduction of GHG emissions	Refer to Section 4.3 Sustainable Purchasing	28-29

8. Appendix

8.2 2015, 2017 and 2018 Objectives

A summary of the 2015, 2017 and 2018 objectives and their status quo are included in Table 5. Those that were not achieved have been carried through to the 2019 strategy.

Table 5: Overview of objectives from 2015 CSR Strategy, with the year in which the objectives were set, progress made and the corresponding objective from the 2019 Strategy

Year	Objective	Progress	Corresponding Objective 2019 Strategy
2015	Measure and compare our water and energy consumption	ACHIEVED	
2015	Incorporate sustainable purchasing in the purchasing strategy	ACHIEVED	
2015	Raise awareness of 90% of our employees on social responsibility	IN PROGRESS	Ensure all new employees are introduced to Group CSR
2015	Reach a figure of 30% of local suppliers out of our total number of suppliers	IN PROGRESS	Increase transparency of our supply chain by 50% and work closely with all our suppliers to drive sustainable businesses
2015	Reach the score of 4 on the Opinion Survey on the “communication, training and career prospects” questions	NOT ACHIEVED	By 2020 ensure all Oetker Collection employees have access to E-learning platform
2017	Measure, compare and reduce our water and energy consumption	ACHIEVED	
2017	Establish a comprehensive and integrated communication strategy for all CSR activities	ACHIEVED	
2017	Create an internal Green Champion Award system at hotel level	ACHIEVED	
2017	Create a relationship with a local charity	ACHIEVED	
2017	Ensure gender equality, optimal health and safety conditions for all employees	IN PROGRESS	By 2021 monitor all interview processes for equal opportunities for new applicants via software Talentsoft, including feedback from applicants By 2020 integrate 5 CSR questions in the annual employee survey
2017	Establish a new sustainable product for each month of the year, favouring local suppliers where possible	IN PROGRESS	By 2022 foster 3 relationships with local and artisanal enterprises at each hotel (starting 2019)
2018	Create an internal Green Champion Award system at group level	ACHIEVED	
2018	Establish equality label by March 2018	IN PROGRESS	By 2020 develop a Group Equality Label By 2023 ensure implementation of Group Equality Label
2018	Reduce electricity, water, fuel & heat consumption	IN PROGRESS	By 2024 reduce absolute energy consumption by 10 % (at group level) By 2024 reduce absolute water consumption by 10% (at group level)
2018	Complete all of the 2017 & 2018 CSR Standards by the end of 2018	IN PROGRESS	
2018	Ensure completion of CSR Survey by 100% of Group suppliers	IN PROGRESS	Increase transparency of our supply chain by 50% and work closely with all our suppliers to drive sustainable businesses

4 commitments, 13 principles and 36 objectives were defined in the 2019 strategy itself, and standards remain as an adaptive component which are set on a yearly basis, and used internally to improve performance and track progress.

In fact, the overarching commitments of Oetker Collection remain unchanged since 2015:

- 1. Respect Human Rights
- 2. Consume Responsibly
- 3. Ensure Environmental Awareness
- 4. Engage with Sustainable Communities

8. Appendix

8.3 Further Information

Documents mentioned through out the report can be available upon request. These documents include:

- Oetker Collection Sustainable Purchasing Policy
- Oetker Collection Code of Conduct

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