



SUSTAINABILITY  
REPORT

2022 - 2023

.....

**now** *for tomorrow*

Rogers Hospitality

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# Preamble

## About this report

Rogers Hospitality ('the company') is the leisure and hospitality cluster of Rogers Group. Since its inception, the company is committed to finding the right balance between economic growth, on the one hand, and environmental sustainability and social inclusion, on the other. This report – the second of its kind ever presented by the company since it has endorsed the Now for Tomorrow Pledge – aims at conveying relevant and meaningful information to all stakeholders about sustainable initiatives undertaken from 1st July 2022 to 30th June 2023, including their outcome and impact.

## Boundaries & Scope

This report focuses on the direct impacts identified across the value chain and represents consolidated figures from all the clusters and subsidiaries of Rogers Hospitality: Heritage Resorts, Veranda Resorts, Quick Service & Destination Restaurants, and Leisure Activities. The report, however, excludes Veranda Grand-Baie and La Reserve Golf Links, which were under refurbishment and construction, respectively, during FY 22-23.

## Forward-Looking Statements

This sustainability report contains forward-looking statements and projections about future initiatives and anticipated impact of Rogers Hospitality. These statements stem from our understanding of the situation prevailing at the time of writing this report and assumptions of future developments. By their nature, they are subject to several risks and uncertainties that could materially impact the actual results and outcomes, which may therefore differ from the projections. We therefore advise readers to use caution in interpreting any forward-looking statements contained therein.

## Reporting Frameworks & Standards

The content of this report does not conform to any specific reporting standard or framework. Nevertheless, it follows good practices for global sustainability reporting stated in the Global Reporting Initiatives Standards and the Sustainability Accounting Standards Board (SASB) as well as disclosure expectations prescribed by eco-labels, such as Green Key.

### Rogers Hospitality complies with the following reporting standards:

#### 1. SigneNatir Pact

SigneNatir Pact is a community initiative led by Business Mauritius for a more inclusive and sustainable Mauritius. It provides businesses with a framework to help them measure and report on their sustainability performance in a standardized and transparent way. This framework covers a range of sustainability issues: environmental management, social responsibility, and economic sustainability.

#### 2. Reporting requirements from Amethis

Amethis is an investment firm focussing on sustainable development in Africa. Its reporting requirements include a range of sustainability metrics and indicators covering issues such as environmental impact, social responsibility, governance, and financial sustainability. These requirements also include specific targets/goals related to sustainability, as well as guidelines for reporting and disclosure.

#### 3. Rogers Corporate internal reporting standards

Rogers Hospitality abides by the reporting standards of its parent company, Rogers Co Ltd, namely the SEMSI (Stock Exchange of Mauritius Sustainability Index). In addition, the company has adopted a proactive approach to sustainability and social responsibility, thereby implementing policies and programs that address key issues covered by the United Nations Global Compact.

# CEO's Message



Dear Partners,

As we present the Rogers Hospitality sustainability report for 2022-23, I am reminded of the vital role that sustainability plays in our business ethos and strategy. This year, our organization has not only achieved record profits but has also made significant strides in integrating sustainability into every aspect of our operations. Our financial success this year is indeed a direct result of our sustainable business practices.

We have taken several initiatives to embed sustainability in our culture and operations. Our Green-Certification project has set new standards for environmental responsibility in the hospitality industry. This initiative aligns with the government's vision outlined in the Budget Speech 2023-24, and demonstrates our commitment to leading the industry in sustainable practices.

Our partnership with NGOs and social enterprises this year has been particularly fruitful. These collaborations have enabled us to amplify our impact on the community and environment while gaining valuable insights into sustainable practices. We have engaged in projects ranging from local biodiversity conservation to community development programs, ensuring that our sustainability efforts have both breadth and depth.

We also recognize that our employees are our most significant asset in this journey. The People Experience program, launched this year, focuses on employee well-being

and development, with a special emphasis on sustainability, ensuring that our team members are not only skilled in their respective roles but also champions for the environment.

Our efforts have not gone unnoticed. The awards and recognitions we have received this year from both local and international bodies are a testament to our commitment to sustainability. They serve as a benchmark for our progress and a motivation to continue our efforts.

As we move forward, we are more determined than ever to tackle the challenges that come our way. Our focus will be on continuing to innovate in sustainable practices, deepening our partnerships, and enhancing our operational efficiency.

In conclusion, I invite you, our valued partners, to join us in our commitment to a sustainable future. It is a journey that requires collective effort, innovation, and persistence. Together, we can ensure that Rogers Hospitality not only remains a leader in the hospitality industry, but also sets new sustainability standards.

Yours sincerely,

**Thierry Montocchio**  
CEO, Rogers Hospitality

# Industry Outlook

## The **tourism** sector **back** on track

The local tourism industry is on a strong recovery path. As a matter of fact, the number of tourists who visited the country has substantially increased. From 553,100 tourists (FY 21/22), we reached 1.2 million tourists by the end of June 2023. Moreover, statistics demonstrate that these visitors stay longer and spend more. In fiscal year 22/23, tourism earnings have reached MUR 80 billion, i.e., a 20% increase as compared to pre-pandemic levels. The occupancy rate of all licensed hotels in operation rose from 51% in 1st semester 2022 to 73% in 1st semester 2023, while the bed occupancy rate was 65%, higher compared to 45% in 1st semester 2022.

As announced by the Minister of Finance, Economic Planning and Development, in the Budget Speech 2023-24, government's objective for FY 23/24 is to welcome 1.4 million tourists and increase earnings to reach MUR 100 billion. To do so, Mauritius will focus on promotion and destination marketing. To implement this strategy, the budget of the Mauritius Tourism Promotion Authority has been increased by 25% to reach MUR 500 million.

As a leading player in this industry, Rogers Hospitality will continue to benefit from this market rebound, resulting in a positive outlook for all our four clusters: Hotels & Resorts, Leisure, Destination Restaurants and Quick Service Restaurants.

Furthermore, the government aims at transforming Mauritius into a Green-Certified Destination by 2030. The Tourism Authority will be reformed to foster sustainable tourism development. Rogers Hospitality's strategy aligns with government's vision towards a greener Mauritius.

# Rogers Hospitality in a nutshell

Rogers Hospitality is a prominent player in the travel, hospitality, food & beverage, and leisure sectors. It manages a diverse portfolio of over 17 brands, under which it operates resorts, boutique and business hotel, guesthouse, spa and wellness, gourmet restaurants, beach and golf clubs, quick-service restaurants and coffee shops, catamaran cruises, edutainment, and destination discovery adventures. Each brand bears a unique identity, enhancing the vibrant tapestry of our offerings across Mauritius. Driven by our values, we strive to create authentic moments to remember. Our passionate approach is reflected in everything we do, and we take pride in delivering the finest experiences.

## Our Promise

We are committed to crafting moments that captivate our clients' senses and leave a lasting impression. To that end, we nurture passion and dedication in our team members. Their unique expertise, genuine Mauritian warmth, and unwavering commitment to sustainability blend into each other to create the perfect recipe for guest satisfaction.

## Our Values



### Togetherness

*We share our ambitions and unite to achieve shared success.*



### Excellence

*We are committed to delivering the outstanding daily.*



### Creativity

*We add value and a spark of creativity to everything we do, with our drive to deliver the outstanding every day.*

At a  
*glance*

**14**<sup>TM</sup>  
BRANDS<sup>®</sup>

  
AROUND  
**2,000**  
TEAM MEMBERS

 GREEN  
KEY  
CERTIFIED  
HOTELS

 **2** GOLF  
COURSES

  
**4,1**  
BILLION  
GROUP REVENUE  
(FY 22-23)

# Rogers Hospitality

 **3**  
DESTINATION  
RESTAURANTS

 **950,000**   
GUESTS & VISITORS ANNUALLY

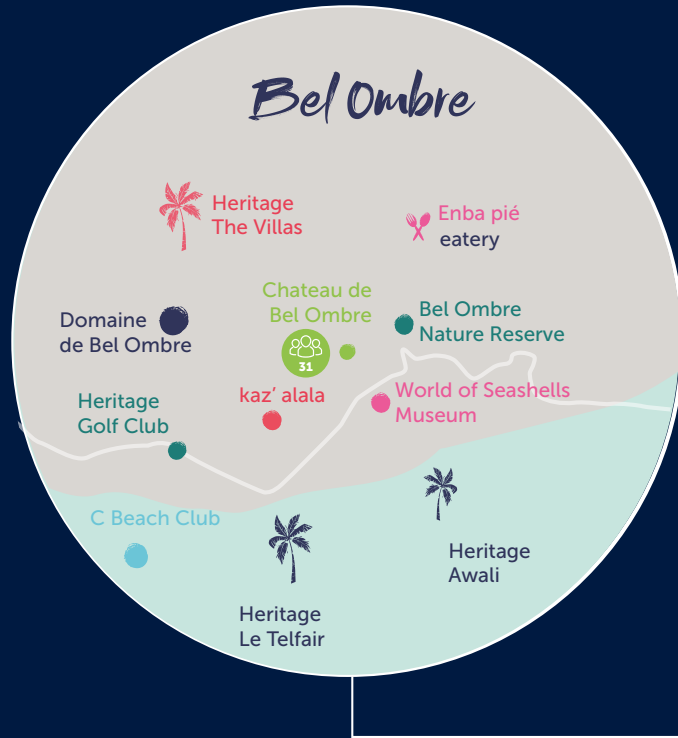
 **11**  
QUICK SERVICE  
RESTAURANTS

 **9**  
HOTELS  
& RESORTS



41,030 TCO2E CARBON FOOTPRINT  
(204,950 TCO2E WITH VISITORS' TRAVEL)

# Our Brands



**Quick Service Restaurants (QSR)**  
Domino's, Ocean Basket & Moka'z

- No. Employees: 189
- Turnover: MUR 397,456,000
- Energy: 6,929 GJ
- Carbon Footprint: 3,822 tCO<sub>2</sub>e

**Leisure – Seven Coloured Earth, Croisières Australes, Le Restaurant Chamarel, Bel Ombre Nature Reserve, World of Seashells, Blue Alizée**

- No. Employees: 160
- Turnover: MUR 217,071,000
- Energy: 4,250 GJ
- Carbon Footprint: 2,241 tCO<sub>2</sub>e

**Heritage Resorts – Heritage Le Telfair, Heritage Awali, Heritage Golf Club, C Beach Club, Le Château de Bel Ombre, Kaz'Alala**

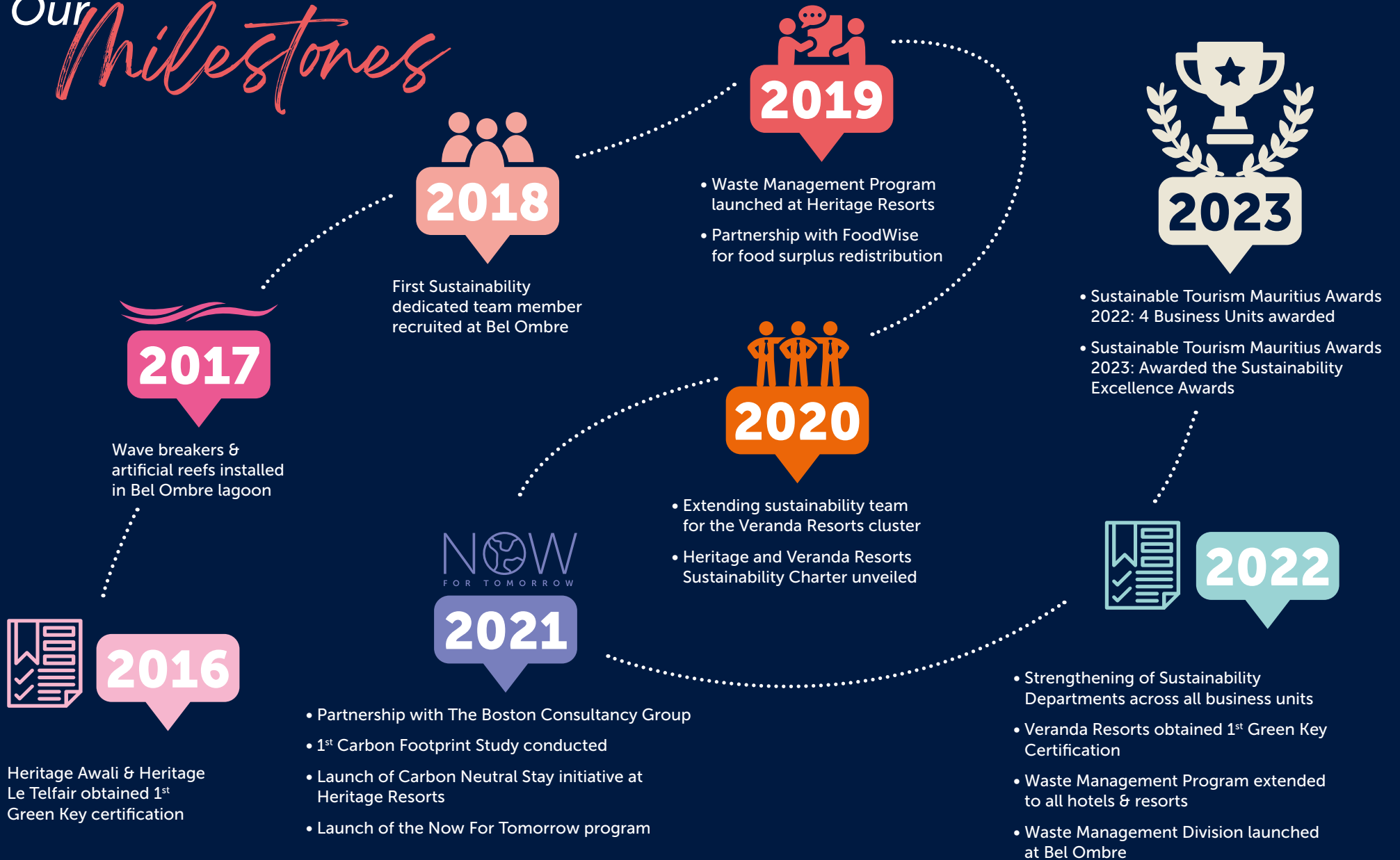
- No. Employees: 974
- Turnover: MUR 2,140,133,000
- Energy: 39,248 GJ
- Carbon Footprint: 24,434 tCO<sub>2</sub>e (excluding visitors' travel)

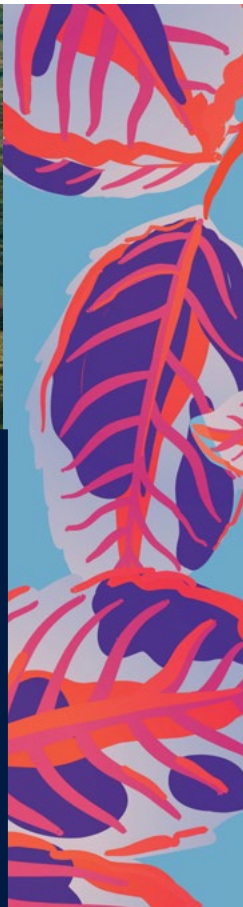
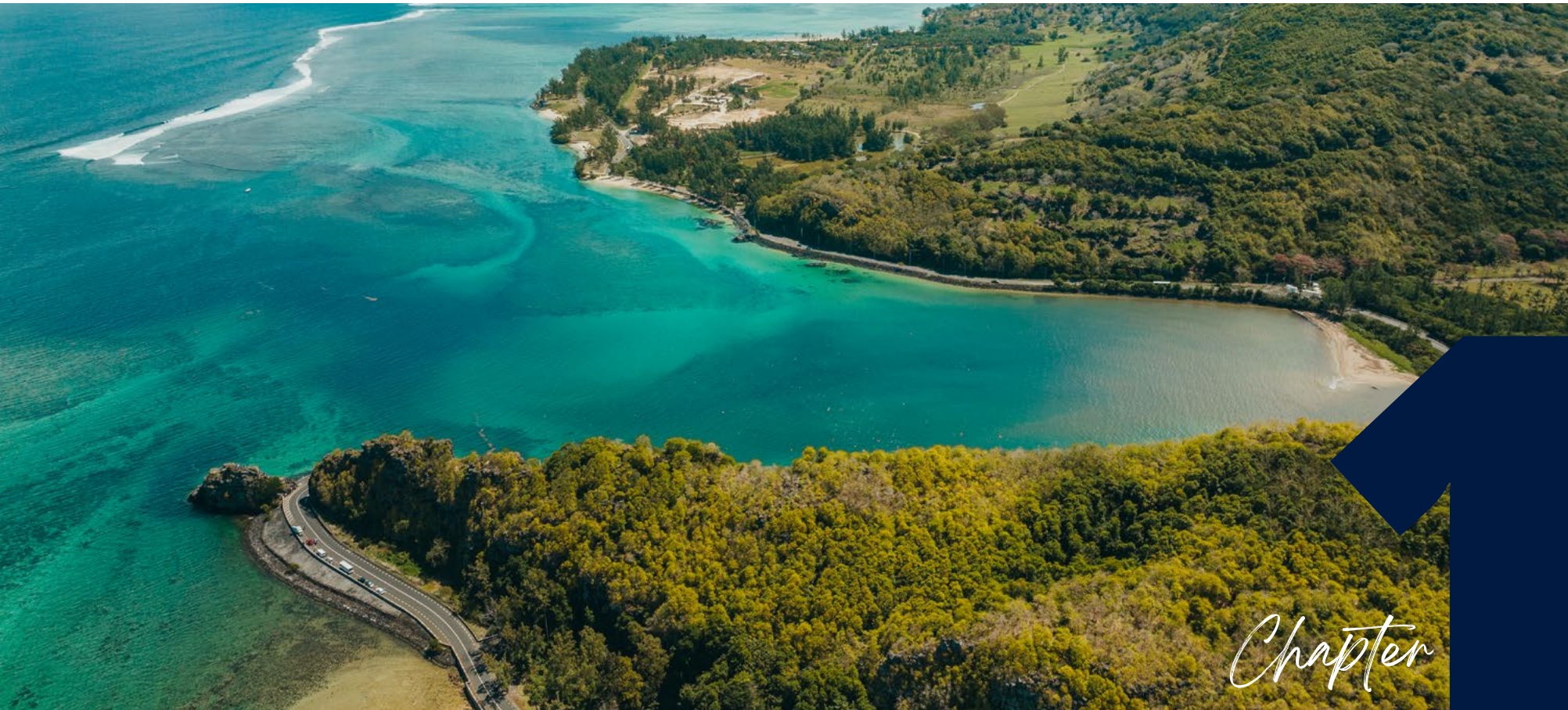
**Veranda Resorts\* – Veranda Tamarin, Veranda Paul & Virginie, Veranda Pointe-aux-Biches, Veranda Palmar & Veranda Grand-Baie**

- No. Employees: 648
- Turnover: MUR 1,246,100,000
- Energy: 11,551 GJ
- Carbon Footprint: 10,418 tCO<sub>2</sub>e excluding visitors' travel

\*The figures (except for carbon footprint) do not include Veranda Grand-Baie since the hotel was undergoing refurbishment during the period under review.

# Our Milestones





## Our Strategy

Sustainability is an integral part of our decision-making process. It is a core responsibility that shapes every aspect of our operations across all clusters. In fact, we see challenges as an opportunity to be resilient, agile, and to lead by example and inspire positive change within our industry and beyond. We fully embrace Rogers Group's motto: Creating meaningful change

for the sustainable growth of our businesses, society, and the planet. Over the past few years, we have crafted a robust management system that now enables us to set clear targets, track our progress and continuously improve.

## Now for Tomorrow: **One Pledge, One Promise**

At the heart of our strategy lies the understanding that sustainability is a fundamental responsibility that shapes every aspect of our operations. Our goal is to pioneer sustainable practices in the hospitality and tourism sector in Mauritius, setting new standards and inspiring others to follow suit. From protecting biodiversity to empowering local communities, our promise is to work tirelessly towards building a future where people thrive in harmony with nature. Now, For Tomorrow.

Our Now for Tomorrow pledge embodies our responsibility and commitment to creating a sustainable, inclusive, and prosperous society for all. It serves as the guiding framework for our sustainability initiatives across all our clusters. As a program, it guides us in the way we operate and design the measures we implement now to create a better tomorrow.

This pledge was developed through a two-year collaborative ideation process carried out before the Covid-19 pandemic. It evolved considering our ambitions and responsibility to be a corporate citizen and drive positive change through our actions. This is how Now for Tomorrow emerged and was launched in October 2021. It now illustrates how we transform our commitments into concrete initiatives that permeate all our subsidiaries, at all levels.

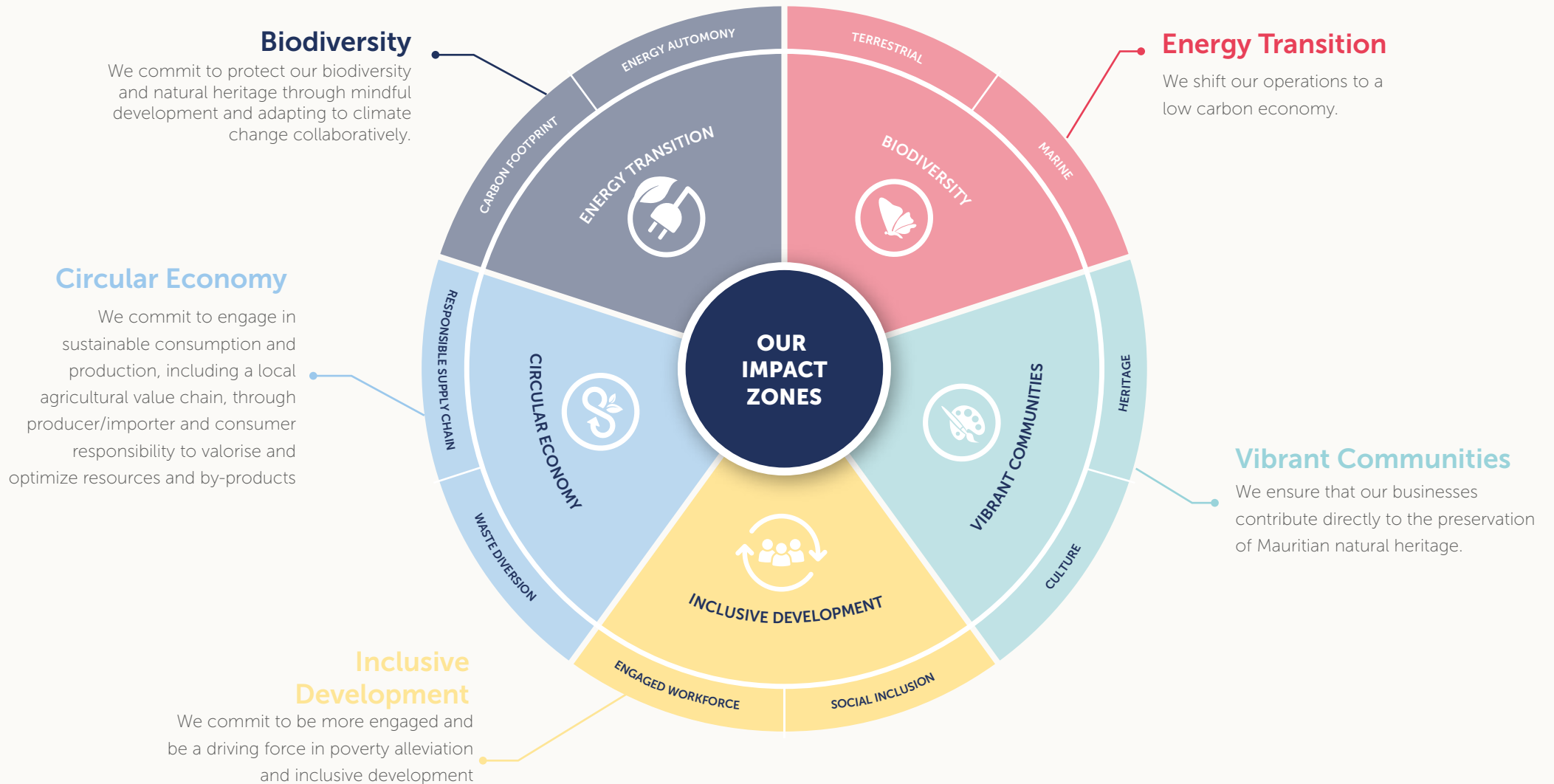
Visit: <https://nowfortomorrow.mu/>

**“ From protecting  
biodiversity to  
empowering local  
communities... ”**





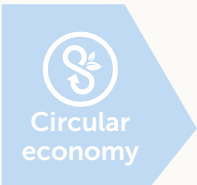

# Sustainability Impact Zones

Now for Tomorrow rests on five impact zones, which have been defined with a view to structuring our actions by focusing on clear objectives and commitments. These impact zones are aligned with the principles established by the SigneNatir Pact, a community initiative led by Business Mauritius.



# Key achievements

We are committed to delivering top-tier services that preserve and restore ecosystems, enrich local communities and elevate overall guest experience. In FY 2022-23, our efforts were focused on achieving six targets. The table below gives a status update on the progress made as at June 2023.

	Objectives/Targets	Status	
I M P A C T  Z O N E S	 <p><b>Energy Transition</b></p>	<p>Reduce energy consumption by 5% per guest night (GN) compared to baseline year FY2018/2019</p> <hr/> <p>To improve the carbon footprint calculation and develop a reduction action plan</p>	<p>Electricity consumption reduced by 16% per guest night in FY22/23 compared to the baseline year FY2018/2019</p> <hr/> <p>Carbon footprint study conducted using Bilan Carbone® Methodology</p>
	 <p><b>Biodiversity</b></p>	<p>Reduce water consumption by 5% per GN</p>	<p>Water consumption reduced by 4% per guest night</p>
	 <p><b>Circular economy</b></p>	<p>Divert at least 75% of waste from landfill</p> <hr/> <p>To phase out single-use and unnecessary plastics</p>	<p>64% of waste diverted from landfills through recycling, reuse, composting</p> <hr/> <p>20 out of 25 single use items eliminated</p>
	 <p><b>Inclusive Development</b></p>	<p>To establish partnership with at least 2 NGOs/or community-based organisations</p>	<p>Collaborated with 6 NGOs for poverty alleviation projects</p>

# Accolades and Certifications

## United Nations Global Tourism Plastic Initiative

In FY 22/23, Rogers Hospitality joined the United Nations Global Tourism Plastic Initiative (GTPI), becoming the first African hospitality group to participate in this campaign aimed at reducing plastic pollution and ensuring sustainable management of plastics across the tourism sector. The company understands the importance of adopting an eco-friendly approach as well as sustainable practices across its operations.



## Green Key Certification

The Green Key Certification was renewed for our hotels and resorts (except Veranda Grand Baie, which was being refurbished). This program holds a paramount position in the global hospitality industry when it comes to sustainability. Hotels bearing the coveted Green Key emblem undergo comprehensive annual audits, ensuring strict adherence to environmentally conscious practices in areas such as ecological management and the promotion of sustainable education among staff, guests, and suppliers. Managed by the International Foundation for Environmental Education and supported by the World Tourism Organization, it is widely recognised by the Global Sustainable Tourism Council (GSTC).



## GEO Golf Certification

La Réserve Golf Links has been awarded the GEO Golf Certification for the Construction phase of the course. This certification honours golf courses that are committed to applying sustainable management practices when it comes to environmental and ecological stewardship, resource efficiency and community engagement. To date, it is the only golf course in the Indian Ocean region to be GEO-certified.



## Rogers Leaders Awards

The Rogers Leaders Awards is an annual event that recognises outstanding individual and team contributions across our parent group. It is an occasion to celebrate commitment and meaningful achievements. At the 2022 edition, Alexandre Piat, Rogers Hospitality's Head of Sustainability, along with Christian Nanon, former Sustainability of Rogers Group, and Jérôme Gourrège, were awarded the Sustainability Trophy for their contribution towards the listing of Bel Ombre Forest as UNESCO Man and Biosphere Reserve.

## Sustainable Tourism Mauritius Awards 2023 - Sustainability Excellence (Rogers Hospitality)

The Sustainable Tourism Mauritius Awards are organized by the Tourism Authority to honour individuals and organisations for their outstanding work to incorporate sustainable practices in their operations during the previous year. At the 2023 edition, Rogers Hospitality won the Excellence Award, while Croisières Australes received a Silver Award, and Bel Ombre Nature Reserve, Le Chamarel Restaurant and Heritage Awali were awarded a bronze distinction in their categories.



# Our Sustainability Champions

A dedicated sustainability team has been created to ensure the effective implementation of the strategy across all business units. It was further consolidated in FY 22/23 and consisted of 9 passionate individuals with different, yet complementary expertise. They are strategically positioned within our business units to instil sustainable practices throughout our operations.



My commitment to sustainability started with my passion for marine life. Today, I'm eager to support behavioral changes that would lead to positive transformation towards a more sustainable future.

**Alexandre Piat**  
Head of Sustainability



I always wanted a meaningful and purposeful job, through which I would contribute to make the world a better place. My current position is in line with that wish, allowing me to protect the environment and support the community.

**Pooja Etwah**  
Sustainable Development Executive



My aim is to embed sustainability in our daily operations, at all levels. Making our actions sustainable is more than just a job; it's a purpose I'm eager to fulfil.

**Reshma Ramgoolam**  
Sustainability Compliance Executive



As a marine scientist at Heritage Resorts, my mission is to foster ecological resilience while ensuring community prosperity. Together, we can climb the sustainability ladder, fulfilling the company's long-term vision.

**Flavio Joseph**  
Sustainable Development Coordinator



I passionately champion sustainability by cultivating excellence with purpose, elevating my business units for a better and more sustainable tomorrow.

**Kimberley Lam**  
Sustainable Development Coordinator



Sustainability is not just a trend, it's a responsibility. It's my way of leaving the world a better place than I found it and ensuring a thriving future for the industry and its employees.

**Chloé Joseph**  
Sustainability Officer



Being a Sustainability Officer at Rogers Hospitality offers diverse opportunities to make meaningful changes. I'm passionate about preserving our precious resources and supporting local communities through various projects.

**Laura Grenade**  
Sustainability Officer



It's a great privilege to be able to share my passion and raise awareness among our team members. Together we can make a change!

**Sindy Labelle**  
Sustainability Officer



Sustainability is my guiding light, a passion that fuels my every step. It's not just a choice, but also a commitment to nurturing our planet for future generations.

**Vinesh Kumar Bhaugerothee**  
Sustainability Officer

## Fostering a **culture** of sustainability

At Rogers Hospitality, many initiatives were taken to embed sustainability in our culture, therefore acknowledging its significance across all our operations. In FY 22/23, the sustainability team along with the corporate executive team worked on the consolidation of the group's business strategy. This collective effort involving key internal stakeholders provided valuable insights and expertise to shape the sustainability management framework. By doing so, Rogers Hospitality highlighted the fact that sustainability is a core business value, and not isolated initiatives.

In this endeavor, we were guided by Dynamia, a committed consultancy firm that works towards creating a more citizen-centric society. Their guidance was instrumental in our continuous pursuit of corporate social responsibility.



### **Capacity building at managerial level**

In FY 22/23, 69 managers and heads of departments across the company have benefited from training sessions delivered by Dynamia. The aim was to empower them with the knowledge and resources they need to ensure sustainability is considered in the daily operations of their business units. These sessions helped them identify the challenges related to their sector and find smart solutions to address them.

# CAP 26: Our 3-year **strategic plan**

The group is committed to sustainable value creation and playing an active role in giving back to the planet and community. We aim to position ourselves as a trendsetter, contributing to a forward-looking hospitality industry, hence generating a positive impact for the company, the society at large, and our ecosystems.





## Our Biodiversity

Rogers Hospitality is committed to preserving the island's natural heritage through sustainable initiatives, from preserving terrestrial and marine ecosystems to practising sustainable land management. As part of our holistic approach, we have elaborated and implemented several projects aimed at protecting and restoring biodiversity across the island. We ensure that our activities are in harmony with nature and acknowledge the urgent need to protect ecosystems and all forms of life on earth.

## Bel Ombre: leading the way towards sustainable living

The territorial brand “Bel Ombre. Lamer. Later. Lavi” was officially launched in May 2022 by Rogers, our parent company. It embodies the group’s vision to create a clear and integrated roadmap to position the region as a benchmark when it comes to sustainable tropical lifestyle destinations. Rogers Hospitality embraces this long-term vision and is committed to making it happen. Our team played a significant role in obtaining the UNESCO Man and Biosphere Reserve label.

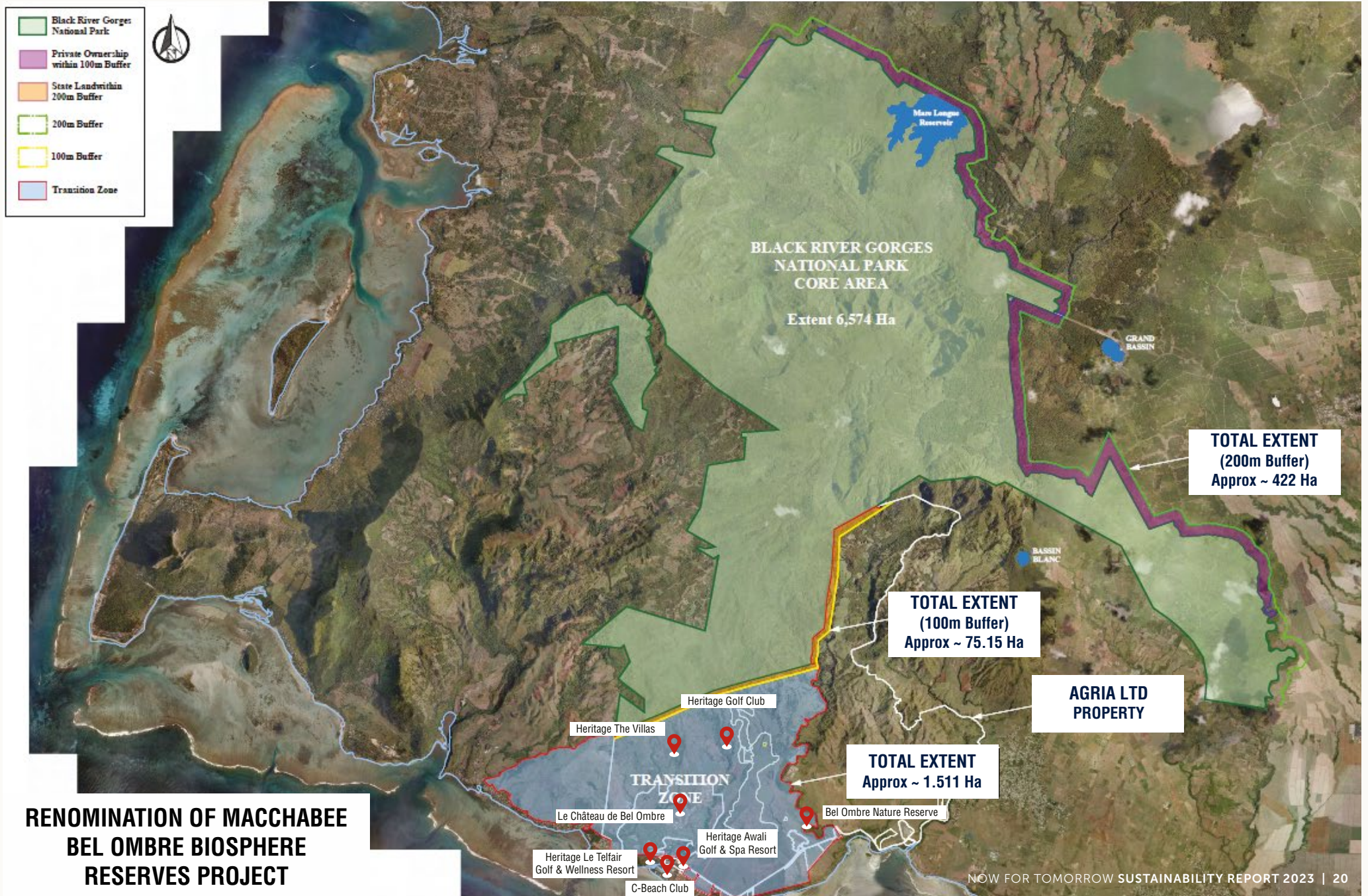
Our hospitality and leisure operations in the region are situated in the transition zone of the UNESCO Man and Biosphere reserve. This zone covers parts of the reserve that are neither core areas nor buffer zones, therefore allowing explicit interactions between people and the environment, provided that sustainable development practices are adopted. Hence, different types of human activities may take place, including settlements, agriculture, livestock breeding, tourism or industry.

During FY 22-23, new projects were implemented within the transition zone, while ongoing initiatives delivered positive results. Thanks to geographical proximity, synergies have been created among our business units, thereby facilitating project implementation. In doing so, our endeavour contributes to making the transition zone a “display window of the biosphere reserve”, which is one of its objectives according to UNESCO’s technical guidelines. Indeed, this area helps promote sustainable development in a region that boasts invaluable land and marine biodiversity.

Even though Bel Ombre accounts for a large part of our sustainable initiatives, it is not the sole region where we are active.



# Bel Ombre: leading the way towards sustainable living



# CASE *Study*

## Marine biodiversity: Lagoon protection and management at Bel Ombre

In 2017, Heritage Resorts installed three breakwaters and a groyne in a bid to mitigate the impact of rising sea levels on beach erosion. This project was implemented following the conclusion of a scientific study carried out by external stakeholders. Ten artificial reefs were further added to help restore marine biodiversity.

Over the past years, these structures are subject to regular monitoring and assessment to fully understand their impact on biodiversity. Field monitoring studies are now conducted every six months by Reef Conversation and Daymarine. The results thereof are compiled in Environmental Monitoring Reports (EMR), which provide accurate data on the positive impact of these structures, and identify additional measures, if needed. Outcomes for the Bel Ombre lagoon are positive: in the EMR of April 2023, 16 species of hard corals, 3 species of soft corals, 43 species of reef fish, 4 species of seagrasses, 3 species of algae and 10 species of invertebrates were observed, while the beach surface in some specific areas has increased by up to 5 meters, in addition to the stabilisation of the beach slope.

In that same perspective, Rogers Hospitality is working along with local stakeholders to come up with additional lagoon protection and management initiatives. A Memorandum of Understanding (MoU) was signed with other neighbouring hotels. Other projects are in the pipeline to encourage water sports activities that do not adversely impact marine biodiversity. Discussions are underway with all stakeholders. Such projects will help reduce human-related stress on the marine biodiversity in Bel Ombre and improve their resilience in the face of climate change.



## Signage to **protect** marine ecosystem

Educational signs have been installed at the boat house of the C Beach Club and Heritage Le Telfair, where guests collect their water sports equipment and book their activities. The signage showcases the best practices guests should adopt and a map indicates the areas where each activity is allowed or not. A dedicated section provides information about the most common species (seagrass, fish, coral, etc.) that can be found in the Bel Ombre lagoon, including hazardous ones. This project aims at increasing awareness and encouraging our guests to be eco-friendly and ensure their own safety at sea while enjoying their activity.

## Nature-based **solutions** for protecting the coastal zone

Rogers Hospitality is collaborating with Reef Conservation in the implementation of an interdisciplinary project entitled Nature-based solutions for protecting the coastal zone, along with other local, regional and international experts. This 5-year project (May 2021 to April 2026), mainly funded by the European Union, aims at strengthening resilience against coastal erosion by initiating nature-based solutions through seagrass restoration that can be scaled up in the future. Monitoring and mapping activities are carried out in three regions across Mauritius, including Bel Ombre. Rogers Hospitality has committed to sponsoring the project to the tune of MUR 1 million over the next three years.

The project assesses the major services provided by seagrass meadows and undertakes education and awareness campaigns on the importance of seagrass. The main output is trialing seagrass restoration at strategic locations in Mauritius using a scientific approach to retain long-term benefits of seagrass ecosystem services. The project highlights best practices for larger restoration actions and the ecosystem services provided by seagrasses.

In Mauritius so far, seagrasses have been largely overlooked in scientific research and no restoration trials have been attempted, despite conclusive results in the Indian Ocean and beyond when it comes to reducing the negative impacts of coastal erosion and helping biodiversity regeneration, and therefore restoring ecosystem services.



# CASE *Study*

## Coral Squad Program

The Coral Squad Program is an immersive and engaging program designed to educate the youth (10 to 17 years old) about the local marine fauna and flora, as well as the challenges this rich biodiversity faces. It is the result of a collaboration with National Geographic. Through a “train the trainer” project as part of this program, all sustainability officers in our hotels are now accredited to run this program. Sessions are organized every Saturday and are open to children living in the vicinity of our hotels or staff’s children. This program includes both theoretical and practical activities.

# 33

youngsters trained  
in FY22/23



**Sindy Labelle**  
Sustainability Officer,  
Veranda Palmar Beach Hotel

**// As coastal villagers, these children use to go to the beach with their families and friends. Thanks to this initiative, they are now sensitized to the impact of pollution on marine ecosystems. These youngsters represent our future, and I have no doubt they will disseminate the information around them and educate their peers and relatives. //**



### Program extended to 3 Veranda Resorts hotels

First launched in Veranda Tamarin in 2021, the Coral Squad Program was extended to three Veranda hotels, namely Veranda Tamarin Hotel, Veranda Pointe-aux-Biches and Veranda Paul & Virginie. Veranda Resorts’ support to this initiative is in line with our Now for Tomorrow pledge.

# Upcoming projects

## Coral Reef Restoration programme under UNDP

Heritage Resorts has been selected for the Coral Reef Restoration programme following a call for proposal. This project is led by Reef Conversation under the aegis of the UNDP. It is the small-scale version of an existing initiative implemented by the NGO in the southeast of Mauritius. Coral bleaching is a growing problem for most small island developing states around the world. However, it has been noted that some species are resistant to the stress induced by climate change. These species have therefore been selected to be grown in nurseries and will, later on, be transplanted in targeted areas.

This initiative started on a larger scale in the southeast of Mauritius, where the local community was well involved. Training sessions were provided on snorkelling, emergency first response as well as coral restoration techniques and nursery maintenance. Given the positive outcomes, the UNDP extended this initiative to the tourism industry for a small-scale nursery, which led to the selection of Heritage Resorts via the Association des Hôteliers et Restaurateurs de l'île Maurice (AHRIM) following a conclusive lagoon feasibility survey.

30 team members from Heritage Resorts will benefit from training sessions delivered by Reef Conservation. One of the objectives is to ensure they are fully equipped to talk about the project, whether to their colleagues or to the guests. Heritage Resorts will benefit from the NGO's technical assistance for a period of two years, following which it should be able to run the nursery independently. Rogers Hospitality will contribute to the initial phase of this project to the tune of MUR 1.9 million over the next two years. The objective of this long-term initiative is to build capacity to manage the nursery on our own and contribute to coral restoration in the long run.

## Marine Education Centre

Heritage Resorts is working towards the creation of a marine education centre. This dedicated pedagogical space will provide our guests with an engaging and immersive edutainment experience, allowing them to deepen their understanding of the challenges and solutions related to marine conservation. It will also be an opportunity to showcase our ongoing and upcoming lagoon protection and management projects. The aim is to give them the opportunity to interact with experts, such as marine biologists, and access materials such as books, 3D-models and even go at sea.

This project is still under development and discussions are underway with Reef Conservation, whose expertise has been sought for the setting up, implementation and running of this centre. The centre, due to open in June 2024, will also target local stakeholders, such as educational institutions, community groups and other relevant associations and organisations.

## World Ocean Day

Several activities were organised in 2023 to mark World Ocean Day:

- Team members from Veranda Resorts, Croisières Australes, Ocean Basket and Moka'Z units joined hands to make a meaningful impact by carrying out a beach clean-up at Palmar Beach and Îlot Mangénie. An underwater cleanup was also conducted at Trou d'Eau Douce to protect marine biodiversity and help the ecosystem regenerate.
  - 100 kg of waste collected
  - 25 volunteers involved
- Veranda Pointe aux Biches teamed up with Odysseo for a beach clean-up in the North. 50 kg of waste were collected in one hour. This initiative was carried out with other partners and sponsors, as well as with local stakeholders.
- Veranda Tamarin Hotel partnered with Odysseo and Sport 2000 to organise two clean-up campaigns in the region.
- Heritage Resorts celebrated Ocean Day by conducting awareness sessions in the children club (painting sessions, marine education, glass bottom tour)



## World Environment Day

In 2023, the theme of this world day was "Ecosystem Restoration". This acts as a reminder that restoring terrestrial and marine ecosystems is essential for securing a resilient and prosperous future for all. Several activities were held to mark this event:

- Team members from Heritage Resorts and Chamarel 7 Coloured Earth Geopark planted 75 endemic species along Rivière Jacotet, in Bel Ombre.
- At Veranda Resorts, team members carried out various activities, such as linen bag distribution for employees, a beach clean-up on the west coast and team brainstorming sessions around "Ecosystem Restoration". Veranda Palmar Beach organised a beach clean-up with the TiMoMo Kids' Club, which helped raise awareness among the youngest. Outdoor activities were organised by Veranda Paul & Virginie, in collaboration with Reef Conservation, to sensitise both our clients and team members about the importance of mangrove for the marine biodiversity.





## Responsible operations

A paradigm shift is at play: clients are increasingly looking for experiences that align with conscious consumerism values. Our dedication to responsible practices aims at creating a compelling proposition that takes into consideration their concerns. We have adopted sustainable measures regarding energy and water consumption, as well as waste and supply chain management.

# Our Carbon Footprint

At Rogers Hospitality, we acknowledge the importance of conducting a comprehensive carbon footprint assessment as a key component of our commitment to reducing our environmental impact over the long term. In FY 22-23, the company carried out an annual carbon footprint study for all its business units and clusters. As a result, the total carbon footprint of the group is **204,950 tCO<sub>2</sub>e (41030 tCO<sub>2</sub>e excluding client air travel and visitors travel)**.

In FY22-23, we partnered with WillChange, a consultancy firm specialized in carbon emissions study and strategies. The consultant assisted us in formalizing and structuring the carbon footprint calculation process. Among the different calculation methodologies available, we chose the Bilan Carbone® method for its comprehensiveness. It is based on a rigorous and recognized protocol and aims to provide a complete and accurate estimate of greenhouse gas emissions (GHG) and therefore identify the most significant emissions sources. It also allowed us to rally our team members, at all levels, around a common project, from calculation to the implementation of reduction plans.

The carbon footprint calculation allowed us to delve into all the material flows, encompassing all flows deemed necessary for the activity of the organization. Departments such as maintenance, finance, human resources and sustainability were trained in carbon footprint calculation, making the exercise a company-wide initiative. As a result, **all carbon emissions have been identified: scopes 1, 2 and 3**. Thanks to the consultants' guidance and expertise, we have been able to calculate the carbon emissions associated with all scope 3 emissions. We are committed to accurately calculating our emissions, enabling us to design appropriate measures to reduce them. We are also committed to working to ensure that we continuously improve the accuracy of our calculations when it comes to Scope 3.

The team has started to work on a decarbonization plan for all our brands following the completion of this comprehensive study. Bilan Carbone® enables us to identify our main sources of emissions, and therefore formulate a reduction plan to reduce greenhouse gas emissions.

**85**  
.....  
internal stakeholders followed the first training on general awareness about carbon emissions and management

**12**  
.....  
working sessions to calculate the carbon footprint

**38**  
.....  
employees involved in the calculation process

**“ 204,950 tCO<sub>2</sub>e (41030 tCO<sub>2</sub>e excluding client air travel and visitors travel) ”**

**“ all carbon emissions have been identified: scopes 1, 2 and 3 ”**



## Scope of assessment

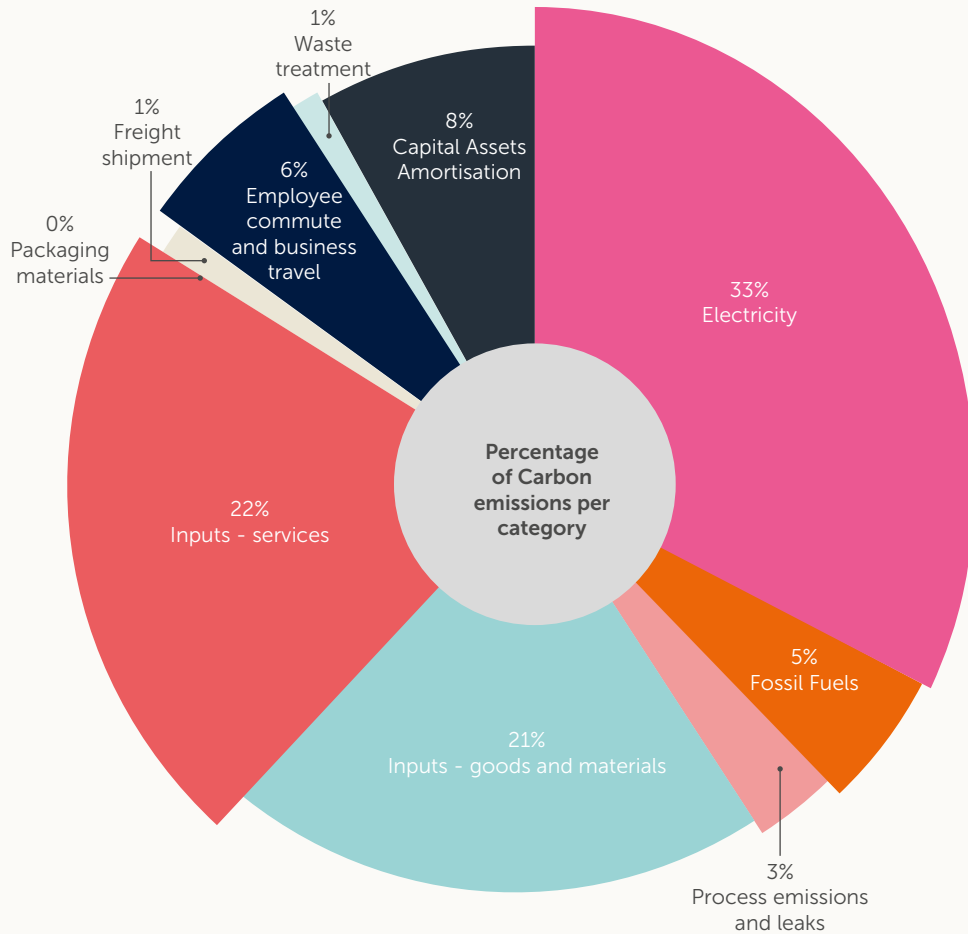
We collect and report emissions data on activities in eleven categories that collectively capture all the GHG emissions associated with Rogers Hospitality's business units. These categories are electricity, fossil fuels, process emissions and leaks, incoming goods and materials, incoming services, packaging materials, freight shipment, client air travel and visitors travel, employee commute and business travel, waste treatment, capital assets amortization, air travel. Since emissions due to agriculture and end-of-life are irrelevant to our activity, and utilization emissions amount to zero, these categories have been removed from the results.

**Table 1: Total emissions per category**

Sources of GHG Emissions	Emissions (tCO <sub>2</sub> e)	Relatives
Electricity	13,442	7%
Fossil fuels	1,825	1%
Process emissions and leaks	1,305	1%
Incoming goods and materials	8,733	4%
Incoming services	9,153	4%
Packaging Materials	12	0%
Freight shipment	351	0%
Client air travel, and visitors travel	163,920	80%
Employee Commute and Business Travel	2,540	1%
Waste Treatment	574	0%
Capital Assets Amortization	3,095	2%
Total Carbon Footprint	<b>204,950</b>	100%
Total (without client air travel and others)	<b>41,030</b>	

**“ Clients air travel and visitors travel emissions account for the largest share of our emissions with 80% of the total footprint, while electricity emissions are the second largest contributor with 7% of measured emissions. ”**

The pie chart below, in which guests' air travel is not considered, represents the percentage of emissions per category. It is evident that electricity is the primary contributor, accounting for 33%, followed by incoming services and the procurement of goods and materials.



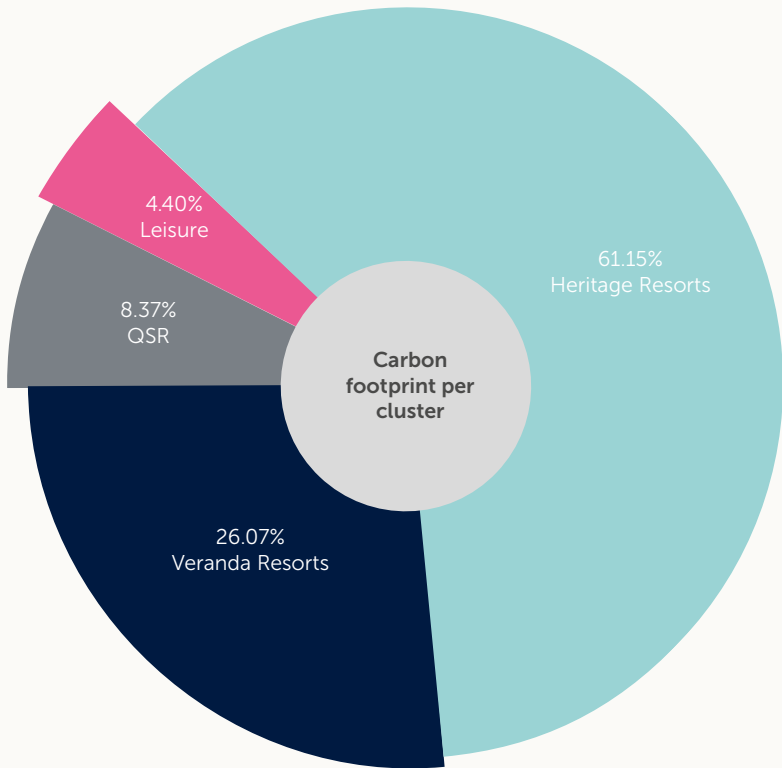
These 13 categories have been reclassified as the three scope emissions as per the GHG protocol. This enables us to compare our carbon footprint results in FY 22-23 to results in FY 21-22, calculated according to the GHG Protocol. The 3 scopes are as follows:

- Scope 1: Direct emissions occurring from sources controlled or owned by the organization (e.g., emissions associated with fuel combustion for, generators, vehicles, etc.)
- Scope 2: Indirect GHG emissions associated with the purchase of electricity, steam, heat, or cooling (electricity)
- Scope 3: Emissions resulting from activities and assets neither owned nor controlled by the reporting organization, but whose indirect impact nonetheless affects its value chain.

	FY21/22	FY22/23
Total Carbon footprint (int CO2e)	32,791	41,030
Scope 1	2,714	3,130
Scope 2	11,593	13,442
Scope 3	18,484	27,553

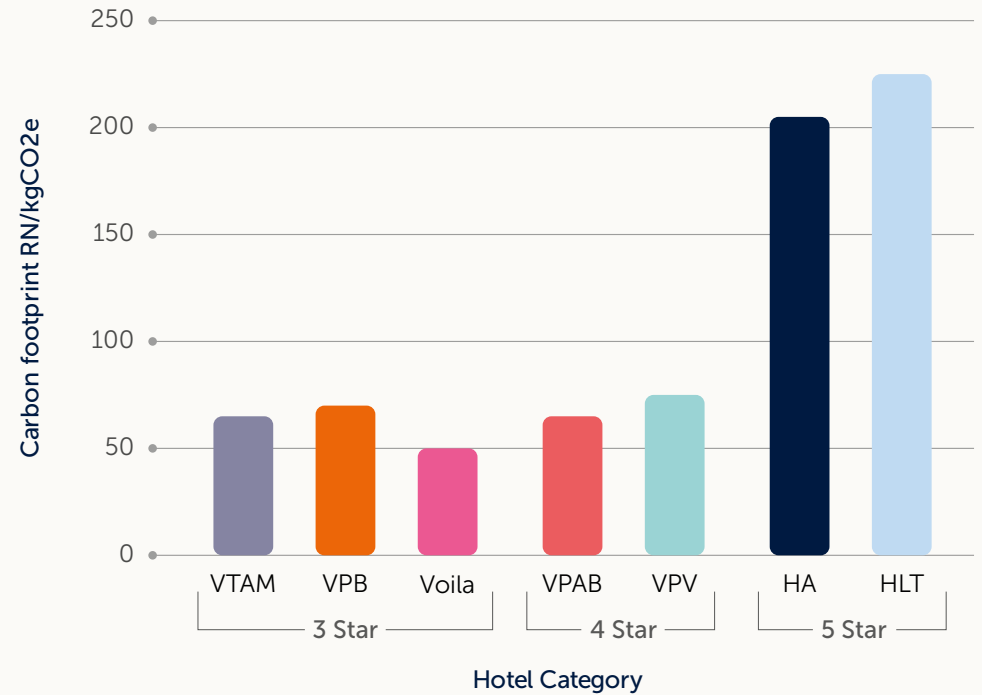
These results do not include carbon emissions related to air travel of clients, which represent 163,920 tCO2e.

**Carbon footprint per cluster**



Our carbon footprint increased by 8,168 tCO<sub>2</sub>e in FY 22-23 as compared to the previous financial year. This result is due to two main factors: 1) a more rigorous methodology, 2) an improvement in data gaps and data maturity, and 3) an increase in guests (as compared to FY21/22 when all activities were put on hold during the first three months). The consultancy firm assisted us in reducing data gaps. In FY 22-23, for example, carbon emissions related to freight transportation in our supply chain were factored into our calculation.

**Carbon footprint per Room Night**



This bar chart outlines the carbon footprint per Room Night (excluding guest travel) across different hotel categories. The five-star hotels have a higher footprint per Room Night. This is due to the fact that these establishments have larger surface areas and different operational practices as compared to hotels classified in other categories.

# Energy Transition

Reducing energy consumption is a key component of our strategy. According to the UN World Tourism Organisation, the hospitality industry is energy-intensive. Rogers Hospitality has developed new ways of using energy to optimise its consumption and reduce dependence on fossil fuels. The group has set specific and measurable targets for Heritage and Veranda Resorts. Targets are being defined for the Leisure and QSR clusters.

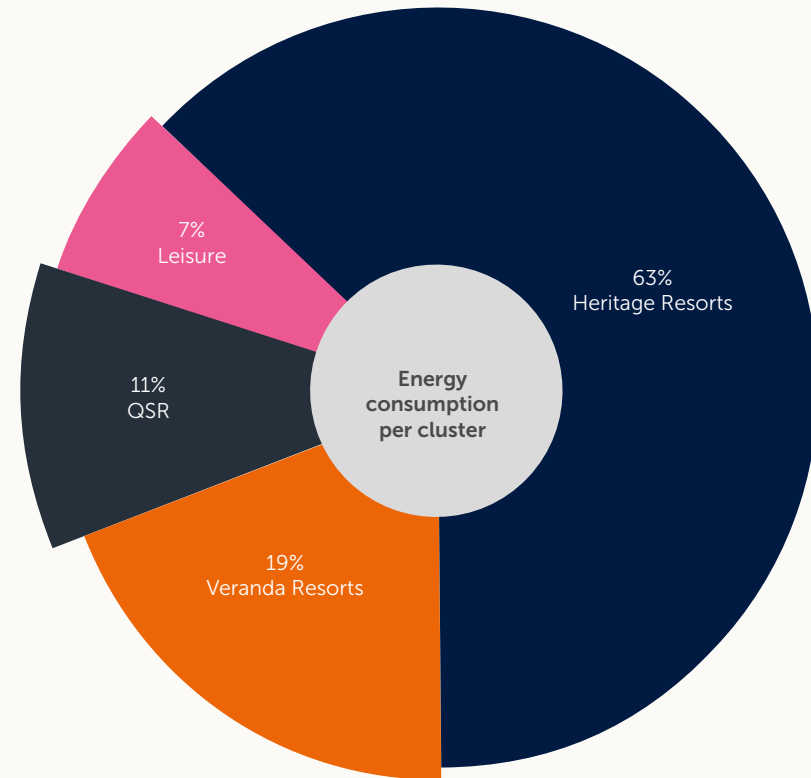
**Table – Total energy consumption**

	FY2022/2023
Grid electricity (in kWh)	11,438,089
Gas consumption (in kg)	408,450
Diesel consumption (in L)	41,592
Petrol consumption (in L)	119,034
<b>Total Energy consumption (in GJ)*</b>	<b>61,980</b>

\* The conversion factors used are from the Canada Energy Regulator.

In FY 22-23, internal processes were formalized and streamlined to better monitor and record relevant data. This has allowed the sustainability team to gather more information when it comes to energy consumption across all subsidiaries and improve data maturity.

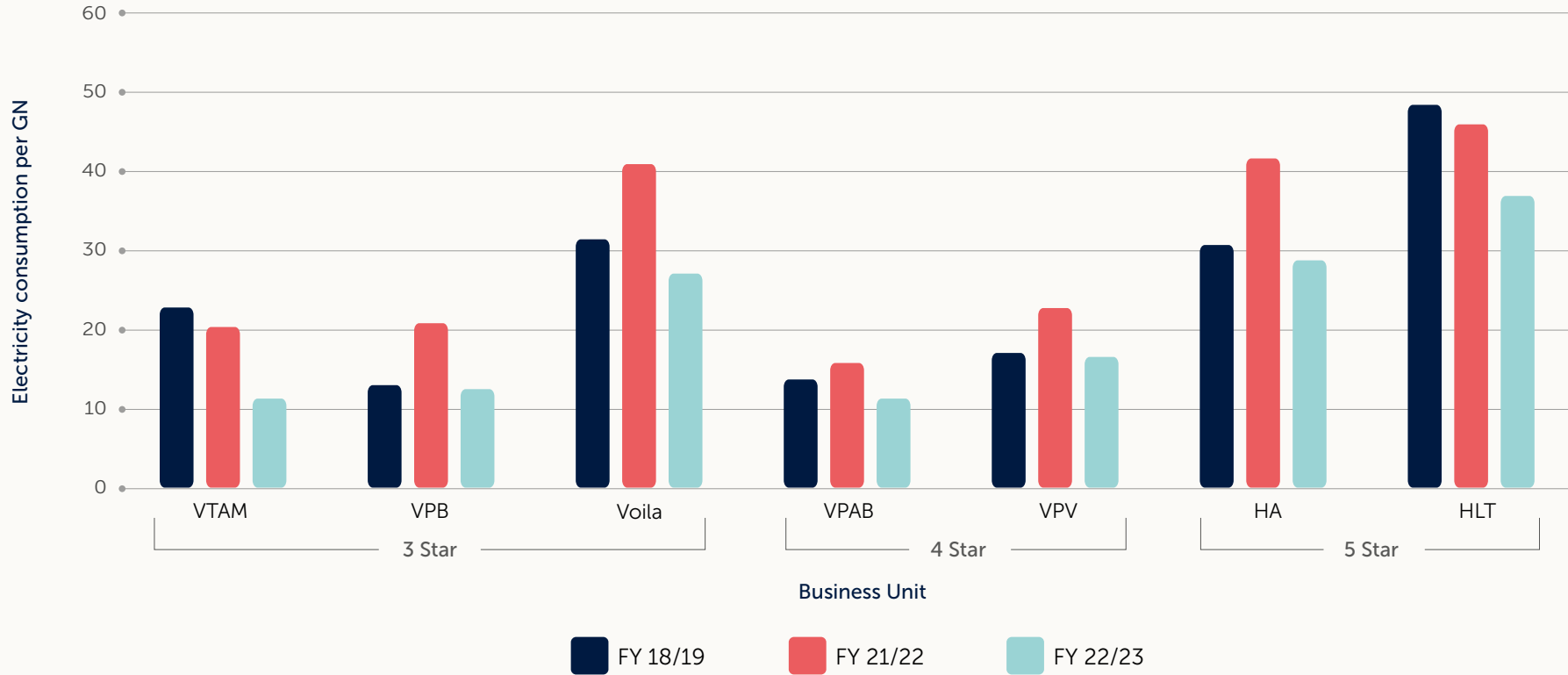
**Energy consumption per cluster**



Heritage Resorts is the most energy-intensive cluster due to its 2 five-star hotels, which have larger surface areas and a greater number of rooms. It also entails other business units, such as Le Château de Bel Ombre, the Heritage Golf Club, the C-Beach Club and Kaz'alala Hosted B&B.

# Electricity consumption per guest night

There is a noticeable overall decrease in electricity consumption per guest night (GN) across all hotel categories from FY18/19 to FY22/23, which is in line with our target reduction of 5% reduction per GN. This is the result of our efforts to improve our energy efficiency and reduce our electricity consumption by 5% per GN from our baseline year FY18/19.



\* \*\*Given that VTAM was under renovation in FY 18/19 and that FY 21/22 was not a full year due to the sanitary situation, the baseline year for this establishment is FY 22/23.

	VTAM	VPB	Voila	VPAB	VPV	HA	HLT
% Reduction in electricity consumption per GN	48%	1%	15%	1%	1%	7%	24%

# Our energy efficiency initiatives

## Efficient heat pumps at Veranda Resorts

Electric heat pumps have been installed at four Veranda Resorts establishments. These pumps are more efficient than LPG heaters, as they use ambient heat to provide comfortable temperatures all year round. This efficient system transfers heat rather than relying solely on the production of heat or cold air. Similar equipment is already operational at Veranda Paul & Virginie, Veranda Grand-Baie and Veranda Pointe-aux-Biches.

Hotel	Number of heat pumps installed	Percentage Energy Reduction in GJ (LPG heat pumps v/s Electric heat pumps)
Veranda Paul & Virginie	2	Not available
Veranda Grand Baie	3	86%
Veranda Pointe aux Biches	3	84%

## Changing Management Principle of people

New Standard Operating Procedures (SOP) have been adopted at Heritage Resorts and Veranda Resorts regarding lighting and air-conditioning. Indeed, AC is now turned on at guest check-in instead of three hours before. These SOPs include sustainability aspects while taking into consideration quality requirements and health and safety matters.

## Energy-efficient equipment

Our purchasing officers have embedded energy efficiency in the assessment criteria for the acquisition of electric appliances.

## Eliminating and **substituting unnecessary and problematic plastics**

Rogers Hospitality is committed to reducing the use of unnecessary and problematic plastics in its operations. To further strengthen that commitment, the company signed the Global Tourism Plastic Initiative (GTPI) in October 2022, becoming the first hotel group in Africa to endorse the United Nations' initiative. However, this is no easy task as plastics are widely used for several purposes, such as packaging, and alternatives are quite challenging to find given the specificities of this material.

**During FY 21-22, our hotels have identified 25 guest-facing single-use plastics, of which 20 have been replaced as at June 2023.** At Veranda Resorts, for instance, measures are taken to find reusable, recyclable and compostable alternatives. The resorts have introduced reusable and recyclable glass containers for tea bags wrapped in paper, sugar (granulated or cubes), and coffee. The measures also aim at eliminating plastic packaging. These efforts have been acknowledged through the Green Key Certification.

Dispensers for wet amenities, such as shampoos, have been replaced with refillable alternatives in both Heritage Resorts and Veranda Resorts. After careful assessment of different options, reusable and recyclable plastic dispensers were chosen. The challenge when it comes to eliminating single-use plastic is to strike the right balance between sustainability and health & safety, while factoring in operational concerns.

**“ During FY 21-22, our hotels have identified 25 guest-facing single-use plastics, of which 20 have been replaced as at June 2023. ”**

### Challenges

Replacing or eliminating plastics in our operations is quite challenging given the material's unique and somehow unmatched properties (low cost, light, etc.). Moreover, business units are confronted with many challenges, some of which are inherent to their industry or the region in which they operate.

However, progress has been noted for other items. Cling film, for instance, has been replaced by a compostable alternative following a long selection process. Mindful of the environmental impact of this wrapping material (which ensures food is kept fresh for a longer period), Veranda Paul & Virginie bought reusable silicone lids, which fit on existing containers, while Heritage Le Telfair purchased new sets of reusable containers with lids included.



Identified plastic products	Recyclable/Reusable Substitutes	Replaced/eliminated
Plastic Keycards	Wooden keycards	
Pens & pencils	No plastic packaging	
Water bottles	Glass water bottles	
Single-use plastic cups	Paper cups	
Plastic bin bags	Cloth bin bag/ Biodegradable bin bag	
Sanitary bags	Biodegradable bags	
Door hanger	Textile pouch or paper note	
Plastic packaging of slippers	Carton packaging	
Laundry plastic bags	Baskets/Linen bags	
Plastic coffee capsules	Aluminium pods/granulated coffee	
Plastic Toothbrush	Wooden toothbrush (provided on demand)	
Comb	Wooden comb	
Straws	Cornstarch or paper straws	
Stirrers	Wooden stirrers	
Cling film	Biodegradable cling film	
Plates and cutlery for picnics	Wooden cutlery for outdoor and no plates	
Sauce sachets	Served in ceramic wares or glass jars	
Meal box & wrappings	Paper boxes	
Single-use drinks containers	Soda & tonic plastic bottles at bar	
Single packaging (sugar/salt/pepper)	Served in dispensers	
Pre-portioned milk cups/ sachets	Served in jugs	
Single tea bag wrappings	Paper packaging or served without packaging	
Single packaged sweets, cookies, nuts & others	Local snacks in non-plastic containers	
Body care liquids/soaps/gels/oils	Refillable containers	

 Completed In progress

# United Nations **Global Tourism Plastic Initiative**



By endorsing the United Nations Global Tourism Plastic Initiative (GTPI), Rogers Hospitality is dedicated to taking concrete steps and actionable commitments by 2025 to reduce plastic waste produced by its operations and encourage guests and other stakeholders to do the same. The group strives for zero-waste goals by minimizing single-use plastics such as straws or cutlery; offers more eco-friendly alternatives such as reusable containers; increases recycling efforts through improved sorting systems; reduces packaging waste with bulk purchasing options for food supplies; creates awareness campaigns about proper disposal methods among staff members and guests alike; and supports local initiatives aiming at eliminating oceanic plastic pollution from rivers or beaches.

Besides reducing existing plastic waste, we also commit to using only recycled materials whenever possible, while promoting circular economy models. These initiatives are all part of Now for Tomorrow, our program towards sustainable and responsible tourism.

The Global Tourism Plastics Initiative unites the tourism sector behind a common vision to address the root causes of plastic pollution. It enables businesses, governments, and other tourism stakeholders to lead by example in the shift towards a circular economy of plastics. Over 100 organizations have become signatories and disclosed their ambitious commitments with regards to the elimination of unnecessary single-use plastics, transition to reuse models and use of reusable, recyclable, or compostable plastic packaging and items.



*Axelle Mazery, our Chief Brand & Communication Officer | Sustainability Leader, was a keynote and panel Speaker at the 2022 Global Sustainable Tourism Forum hosted by the Ministry of Culture, Sports and Tourism of the Republic of Korea in collaboration with the UN Environment Programme and UN World Tourism Organisation. The main theme was "Accelerating the transition to Green Tourism".*

## Waste Management

In an effort to implement effective waste management, the hospitality sector will minimize its environmental footprint by reducing the amount of waste sent to landfills, preserving natural resources and minimizing pollution. Mindful of its impact, **Rogers Hospitality is committed to diverting at least 75% of its total waste from landfills during FY 22-23, and up to 80% by 2025.** To achieve this goal, we have developed a proactive and efficient waste management system that embraces circular economy principles. As a result, **at the end of June 2023, at least 66% of our waste was diverted from landfills to be either recycled, reused, composted or upcycled. Only 47% was diverted at the same period in FY 2021-22.**

However, it is worth noting that all clusters and subsidiaries are at different stages of their respective waste management journeys. While Heritage and Veranda Resorts have established waste management processes, the QSR and Leisure clusters are still in the implementation phase of the system. We must also emphasise the importance of employee engagement concerning efficient operational waste management. Awareness sessions are regularly organised including discussions in other forums, such as the monthly sustainability committee meetings. In addition, standard operating procedures have been amended to include waste sorting procedures.

Waste management is a complex and ever-evolving process, subject to ongoing review and improvement. There is no one-size-fits-all system that could be replicated. Each business unit needs to devise its own system considering its specific challenges. Today, waste management is not only an environmental responsibility, but also a strategic business practice that can lead to cost savings and higher operational efficiency.

**“ Rogers Hospitality is committed to diverting at least 75% of its total waste from landfills during FY 22-23, and up to 80% by 2025. ”**

**“ at the end of June 2023, at least 66% of our waste was diverted from landfills to be either recycled, reused, composted or upcycled. Only 47% was diverted at the same period in FY 2021-22. ”**

# Waste Management Performance

	FY21/22	FY22/23
Total Waste Generated (in tons)	3,354.77	2,423.11
Total Waste Diverted from landfill (in tons)	1,579.06	1,550.08
Waste diverted (%)	47%	64%

The total waste generated by our operations decreased from 3,354.773 tons in FY 21-22 to 2,423.11 tons in FY 22-23. An improvement of 36% in performance is attributed to three main factors:

### 1. Improvement in data maturity.

In Bel Ombre, data collection and monitoring are now done in-house by the Waste Management Division (WMD) with a higher level of accuracy. Instead of roughly estimating waste volumes, the waste is weighed, hence providing more precise data. This allows the team to take appropriate and timely measures to address specific issues.

### 2. Consolidated efforts to reduce waste at source.

During FY 22-23, much effort has been done to reduce waste generated by the operations across all clusters. In the hospitality cluster, for instance, some 20 single-use plastic items have been either replaced or phased out. Reusable containers are now used for room amenities, while secondary packaging has been reduced for items and products such as slippers, tea, etc.

### 3. Greater awareness among team members

The decrease in waste generation demonstrates that our team members are more and more committed to sustainability, and that they have endorsed our policies and guidelines.

# CASE Study

## Waste Management Division at Heritage Resorts

Our commitment led to the setting up of a Waste Management Division (WMD) at Heritage Resorts in September 2022. The mission of this department, comprising 3 people, is threefold: centralize waste management operations, implement innovative waste reduction strategies, and promote resource recovery through responsible recycling practices in partnership with service providers. Every day, the team collects waste generated by each business unit, before weighing and storing them in a dedicated place in Bel Ombre. The waste, classified into 14 categories, is either distributed/sold to recyclers, donated to NGOs or composted by Agria (our sister company).

Thanks to this division, Heritage Resorts has improved its control and traceability of its waste. Indeed, WMD closely monitors waste generation at each business unit. This tracking mechanism gives insights to help reduce waste production. By embracing circular economy principles, WMD collaborates with recyclers to manage specific waste streams effectively. From glass bottles to paper, cardboard, aluminium cans, and plastic, we ensure that valuable resources are recovered and reintegrated into the productive process.

The division manages approximately 125 tons of waste across 5 business units monthly and generated Rs 93,272 from the sale of recyclable items.

Waste Category	Waste treatment	Total (in tons)
Organic (Food)	Animal Feed	439
Carton	Recycled	13
Paper	Recycled	2
Glass	Recycled	61
Batteries	Recycled	0.5
Plastic	Recycled	1
Metal cans	Recycled	1
Scrap (includes scrap metals, linen)	Recycled/Donated/ Reused	2
Waste Electronic and Electrical Equipment (TVs, computers, fridge, aircon, etc.)	Recycled	3
Waste Kitchen oil	Recycled	4
Green waste	Composted	654
Waste to Landfill	Landfill	574

## Varta Reforestation Event

Heritage Resorts participated in the Varta Recycling Program, the aim of which was to collect Varta batteries from hotels and ensuring their proper recycling and recovery. This initiative was led by Scott, the local brand representative, and Varta. For every 10 kg of used batteries collected, they committed to planting one endemic tree. As a result, 27 trees were planted at La Citadelle with the support of Forena – Fondation Resources et Nature on International Day of Forests, on 21 March 2023.

## Zero-waste workshops at Bel Ombre

Workshops were organised for team members at Heritage Awali and Heritage Le Telfair, in which they learned how they could make their own multi-purpose cleaning products using simple, accessible and 100% natural ingredients. The workshops were led by an external resource person. 14 persons benefited from this initiative, the aim of which was also to sensitise the participants about the risk cleaning products could pose to human health and biodiversity.



# Water Management

Water Management is a material aspect of Rogers Hospitality's sustainability management program. We are aware of the need to optimize our water consumption across all business units and clusters as we acknowledge that Mauritius is a water stressed island due to climate change and subsequent disruptions in the water cycle. **At Rogers Hospitality, we consider water as a valuable resource and are committed to reducing our water consumption per GN by 10% from our baseline year (FY 2018/2019).** This target is applicable for all hotels, whereas the targets for QSR and Leisure clusters are currently being worked out.

We are committed to investing in new equipment and technologies. We have introduced in our hotels low-flow shower heads (less than 9L per min) and tap faucets (less than 8L per min). All new toilets are now equipped with 3/6 dual flush cisterns. Moreover, regular checks are done to ensure that dripping taps and leaky toilets are identified and repaired in a timely manner. Operational procedures have been introduced whereby staff members, across all departments, can inform the maintenance team as soon as they notice a leakage. Veranda Resorts have installed water meters at specific areas (e.g., pools, hotel room blocks, etc.) within their hotels to better monitor water consumption and take remedial actions if needed.

All hotels (including the golf club and Le Chamarel Restaurant) treat their wastewater, which is then used to irrigate green spaces. At golf courses, water retention ponds have been created to provide for irrigation of both golf courses.

The table below shows the total water consumption of Rogers Hospitality in FY22/23.

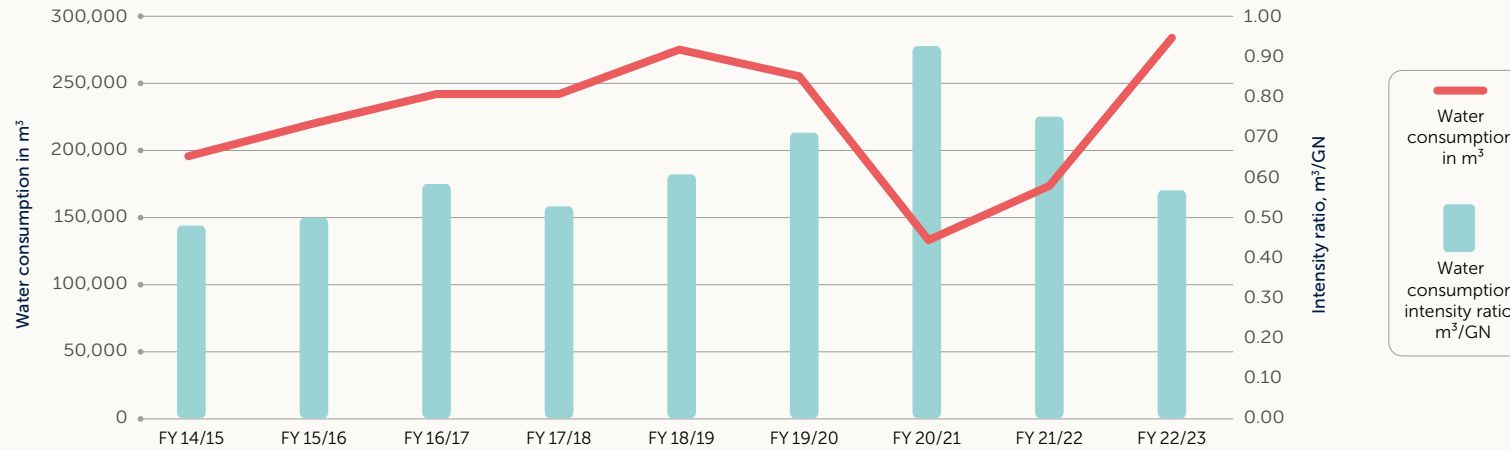
	FY21/22	FY22/23
Water Consumption, m <sup>3</sup>	176,031	336,603
Water Withdrawal, m <sup>3</sup>	136,736	68,897
Water Treated, m <sup>3</sup>	60,976	158,541

The increase recorded in FY22/23 is accounted for by the fact that the reporting perimeter was extended to all business units (except Croisières Australes, Bel Ombre Nature Reserve, World of Seashells, Chamarel Terre 7 Couleurs), while it was restricted to hotels only during the previous financial year. In our bid to improve the data accuracy and quality, we are working on defining the monitoring methodology to track water consumption at Croisières Australes, Bel Ombre Nature Reserve, World of Seashells and Chamarel Terre 7 Couleurs.

Moreover, the monitoring of treated water is still to be improved. Hotels, golf courses and the Chamarel Restaurant treat its wastewater through either onsite or offsite treatment plants. However, 3 out of 9 facilities are not equipped with water meters at the exit. We are therefore not able to measure the amount of treated water for these sites, hence the need to make an approximate calculation.

**“ At Rogers Hospitality, we consider water as a valuable resource and are committed to reducing our water consumption per GN by 10% from our baseline year (FY 2018/2019) ”**

The graph below illustrates the water consumption and the water intensity ratio from FY14/15 to FY22/23 for hotels only. We noticed an increase in water consumption in FY22/23 compared to FY21/22. This increase is due to the rise in operational activity of the hotels. However, we also noticed that there is an average decrease of 4% in the water consumption per Guest Night from FY18/19 to FY22/23. This demonstrates that our hotels have been able to increase their efficiency in water management.



Two business units, namely Veranda Palmar Beach and Veranda Tamarin, are located in water stressed regions. Due to insufficient water supply, they had to rely on water bowsers. 37,090 m³ of water was purchased in FY 22-23.

The table below provides a comparison of water consumption per Guest Night (m³/GN) across different hotel categories against the International Finance Corporation (IFC) Environmental Health and Safety guidelines on water consumption per guest night, for a tropical climate.

Hotel Category	Water consumption m³ per GN, FY22/23	IFC, Environmental H&S guidelines* m³/GN
<b>Luxury Serviced hotels, tropical climate</b>		
HA	0.81	Excellent (<0.9)
HLT	0.84	Excellent (<0.9)
<b>Mid-range serviced, tropical climate</b>		
VPAB	0.32	Excellent (<0.7)
VPV	0.47	Excellent (<0.7)
<b>Small serviced hotels, tropical climate</b>		
VPB	0.44	High (0.3 - 0.46)
VTH	0.33	High (0.3 - 0.46)
Voila	0.35	High (0.3 - 0.46)

\* International Finance Corporation, Environmental, Health, and Safety Guidelines Tourism and Hospitality Development

In general, we observe that luxury and mid-range serviced hotels are performing satisfactorily in terms of water efficiency, exceeding the IFC guidelines. However, small serviced hotels are in the upper end of the range and will therefore require water optimization measures.

# Responsible Procurement

Procurement practices play a pivotal role in Rogers Hospitality's sustainability strategy. Over the past few years, we have developed a responsible and sustainable procurement policy and guidelines. This document guides all our procurement decisions, ensuring that sustainability criteria are considered before any purchase. We favor suppliers who share our commitment to operating responsibly by adopting ethical practices. Our procurement team performs due diligence checks on them to ensure that all criteria are met.

These criteria are as follows:

- 1. Environmental certifications** are third-party certifications that demonstrate a supplier's commitment to environmental sustainability and compliance with specific environmental standards, such as FSC, PEFC, MSC and ISO14001.
- 2. Social responsibility** as we prioritize suppliers committed to applying fair labor practices and respecting employees' human rights.
- 3. Local sourcing** since we prioritize local suppliers to support the local economy and reduce the environmental impact of transportation.
- 4. Waste reduction** as we promote the use of products and services that minimize waste and promote circular economy.

While our policy and guidelines remained unchanged, we managed to strengthen our partnership and synergies with our suppliers.

## Towards a more sustainable food System

Thanks to our efforts in line with our commitment to purchasing food products locally, around 90 % of our vegetables, fruits, seafood, poultry, and meat were exclusively sourced from the Mauritian market and the broader Indian Ocean region (including South Africa and Australia) as at 30 June 2023. This is the result of a local and responsible procurement strategy implemented in FY 2021-22, hence embedding sustainability in our supply chain. Through this strategy, Rogers Hospitality supports local and regional producers, while at the same time reducing its carbon footprint and making the food system more sustainable.

Food items	Local (%)	Imported (%)
Fish and seafood	9	91
Vegetables	78	22
Fruits	62	38
Meat	0	100
Chicken	100	0
Pork	82	18
Venison	100	0
Average	62	38

## Promoting a **sustainable** food system



### **Gastronomie Durable at Bel Ombre**

Heritage Resorts hosted the second edition of La Semaine de la Gastronomie Durable. The resorts' chefs and their team had to rise to many sustainability challenges during the planning and preparation of their culinary creations, such as a limited budget, an obligation to use local sourcing and ensure zero waste of their ingredients, among other things. The dishes were assessed by Thomas Colomb and Florent Descourt, who also run various masterclasses with our kitchen teams, providing them with an opportunity to learn new techniques related to sustainable culinary arts.

### **Bartender competition at Heritage Resorts**

In April 2023, a bartender competition was organised for barmen and barmaids working at Heritage Awali and Heritage Le Telfair. A strong focus was laid on the sustainability aspects of their creations, mainly short supply chains and waste reduction practices. This contest aimed at promoting bartenders' talent and further encouraging them to include sustainability in their creative process while creating or revisiting cocktails. The winner highlighted the use of pineapple peels from the kitchen and ayapana from Le Domaine de Bel Ombre, to which he added syrup and flat tonic, before serving it in an empty coconut.

### **Zero Kilometer Project**

Heritage Resorts supports the Zero Kilometer project, an initiative of Agria Ltd, in collaboration with Rogers Group. This programme is meant to inspire sustainable entrepreneurship, achieve farm-to-fork ambitions and develop a circular economy in the Bel Ombre region. 18 local entrepreneurs from the southern region of the island have embraced agroecological farming practices. Heritage Resorts buys the produce for Heritage Awali and Heritage Le Telfair.

## Sustainable Golf Management

Le Chateau Golf Club is located in the UNESCO Man & Biosphere transition zone. Since its inception in 2004, the club has always been mindful of its environmental impact, adopting sustainable practices to protect the local ecosystem, optimize the use of resources, and provide jobs and other economic opportunities to local communities.

Operating a golf course can have a significant impact on the environment due to several factors: water and energy use, pesticide and fertilizer use, waste generation, amongst others. However, new technologies and practices have been developed over the years to reduce this impact. At Rogers Hospitality, **water management** is a key area of focus. We have opted for paspalum grass, a variety that is well suited to Bel Ombre's climate. Its drought-resistant attributes reduce its water consumption. Furthermore, it is worth noting that only rainwater from retention ponds are

used for irrigation and cleaning purposes. The amount is closely monitored to ensure optimum use of this resource and the water is tested several times yearly, both upstream and downstream, to ensure quality is maintained.

We are also careful about the use of chemical products. The club has adopted sustainable practices by integrating **bioproducts and organic fertilizers** in our programs. We are constantly looking for new options with a view to reducing to a large extent the use of chemical products.

**“ We prioritize the usage of bioproducts, organic fertilizers, and are actively seeking alternatives to minimize chemical usage ”**

**“ Water conservation is prioritized through drought-resistant grass, non potable water irrigation, and rigorous quality monitoring of waterways. ”**

**Waste management** is also an area of focus. Over the past years, green waste has been systematically composted in specific areas across Le Chateau Golf Course, while many items are now recycled, such as plastic packaging, engine oil, golf cart batteries, etc. Discussions with our close neighbours, to find a more centralized and efficient composting solution are ongoing.

All golf carts are now electric. Plastic bottles have been banned; players are strongly encouraged to carry reusable bottles they can refill at specific water points across Le Chateau Golf Course. The club is also committed to applying an inclusive policy when it comes to employment. Indeed, it recruits employees from the region. The number of staff as at 30 June 2023 is 51, 41 of whom live in surrounding villages. Many of them received on-the-job training since they had no prior experience in golf.

**“ Green waste is composted, batteries, plastic and others are recycled. ”**

## La Réserve Golf Links: A GEO-certified golf course

La Réserve Golf Links is the first and only GEO-certified golf course in Mauritius and in the region for golf development and course. Sustainability has been taken into consideration from conception to completion of the golf course. To optimise water consumption, two types of grass were selected: the Melinis grass and the Paspalum grass. Besides being a key feature of the links landscape, the Melinis grass, a wild grass variety, will not require regular maintenance over the long run. The Paspalum grass is both salt and drought resistant. These grass varieties involve fewer chemical input in their maintenance.

This new golf course is equipped with a smart irrigation system that enables the maintenance team to individually control each sprinkler to either increase or decrease the water flow when required. Small weather stations are being installed to make more informed decisions when it comes to irrigation. The new clubhouse is equipped with a water recycling plant that will be used to water the outdoor garden.

The natural topography of the site has been preserved by limiting earthworks during the landscaping process. As a result, the plateaus are unchanged. Waterways across the golf course have been preserved or improved through retention ponds, which help to slow the water flow and prevent any issues downstream.

Energy transition is another focus area. Indeed, besides golf carts, some of the maintenance equipment in use are either hybrid or fully electric. Solar panels have been installed to cover part of the energy requirements. Engaging with local communities is also an important aspect of this golf course.



# Data Reporting and Structuring

## Our journey towards sustainability reporting

Sustainability reporting involves the disclosure of a company's environmental, social and governance goals and provides information about the progress and efforts made to reach these goals. Its first purpose is to monitor progress through well-defined and measurable performance indicators. As the popular saying goes, **"you can't improve what you don't measure."** The second purpose is communication with all key stakeholders, providing them with information regarding the company's environmental and social performance and impact.

For our first sustainability report for FY 21/22, we identified key performance indicators based on GTSC criteria, SigneNatir Pact, GRI, and other international standards. We identified key resource persons in each business unit, whose mandate is to record and report sustainability data monthly. The data were then collected and compiled in an Excel document.

In FY22/23, we acknowledged the need to embrace new technologies to improve our sustainability data collection. Feedback from responsible parties was taken into consideration and the KPIs were streamlined as a result. This led to the development of a personalised in-house data collection platform. The advantage of this tool is that it is tailored to the needs of Rogers Hospitality and designed to evolve over time. We will also be able to broaden its functionalities once we develop our sustainability management system. It is also very user-friendly and presentation sessions have been organised to encourage team members to use it to its full potential. A pilot test was done in one BU, before it was extended to all BUs (hotels only). There are around 18 users, each having a personal login.

This system has allowed us to reduce errors in data collection and better track changes and outliers, thereby increasing data accuracy. Procedures have also been developed to measure KPIs (e.g., weighing or estimating waste volume). This ensures that the process will remain the same, even if there is a change in personnel.

The data collected is represented on Microsoft Power B.I through a sustainability dashboard, thereby providing us with an overview of the performance of each business unit as well as consolidated data for the group.





## Vibrating with local communities

Empowering and supporting the communities where we operate is part of our mission. We believe that sustainable development and social well-being are intertwined. Through strong partnerships, skill-building programs, and cultural initiatives, we aim to create inclusive, prosperous, and vibrant communities. At

Rogers Hospitality, we engage with them with a view to achieving sustainable outcomes and deepening meaningful partnerships. It involves active participation, inclusion, and deep respect for the diverse perspectives and unique contributions of each community member.

# Our community initiatives

During FY 2022-23, several CSR activities were carried out, namely a cleaning and sensitization campaign, a cultural and artistic project, employee volunteering, event sponsorship and donations (both financial and in-kind).

## Ensam Cont Plastik campaign

In July 2022, Veranda Resorts launched Ensam Cont Plastik. The objective of this campaign was to raise awareness about plastic pollution and promote recycling among local communities. As part of this initiative, plastic bottles collection initiatives and beach clean-ups were organised by Veranda Pointe-aux-Biches, Veranda Palmar and Veranda Paul & Virginie, in collaboration with village councils and other local stakeholders for greater impact. This project also enlisted the support of the NGO We-Recycle. The campaign had a particular importance considering that the target audience was coastal villagers, who are directly impacted by marine plastic pollution. Beach clean-ups helped raise awareness about the issue of microplastics and their damaging effects on marine life.



## Employee volunteering at Veranda Paul & Virginie

Since December 2022, some team members of Veranda Paul & Virginie volunteered to support the NGO Abaim on Saturdays. They are from different departments (accounting, human resource, administration, and kitchen), and chose to put their talents and skills at the service of this NGO. The time they devote every Saturday is counted as working hours.

**177kg**  
.....  
of PET plastic collected

Approximately  
**100**  
.....  
community members and  
team members participated

**21**  
.....  
team members volunteered

**72**  
.....  
hours spent

# Sponsorships

## Kouler Moris

Actively supported by Veranda Tamarin, Kouler Moris is an innovative urban art project aimed at embellishing the main avenue leading to the famous Tamarin Bay. It showcased local talents, fostered artistic expression, and promoted the cultural diversity and richness of Mauritius. The local community was involved throughout the whole creative process, which created a sense of ownership among the inhabitants. Indeed, the murals portray the community's commitment to urban art, environmental preservation and solidarity. Through this project, art has gathered the community and helped them add value to the place they live.



## Veranda Tamarin Hotel close to the local community

Veranda Tamarin Hotel sponsored the Jeux Inter Écoles de l'Ouest in July 2022. This sports event gathered 200 children from 4 different schools (St-Benoit school Tamarin, Cascavelle primary school, Black River primary school and Case Noyale primary school). The establishment sponsored a fun day for students. The day started with a football match followed by a visit of Veranda Tamarin. A lunch was served to the children followed by activities on the beach.

## Heritage Mauritius Ladies Open

Heritage Golf Club was the main sponsor of the Mauritius Ladies Open, the most important ladies' golf event in the Indian Ocean. From 3rd to 6 May 2023, the club hosted this international tournament with players coming from all over the world for the first time. For this edition, participants were invited to give an environmental purpose to the event by making a voluntary contribution to the upcoming Coral Reef Restoration programme. Moreover, underwater photos were sold, and funds collected were redirected to the marine conservation project.

## Strengthening our partnership with FoodWise

At Rogers Hospitality, we believe that collaboration is the cornerstone of success. In this perspective, we further strengthened our partnership with FoodWise. During FY 2022-23, several initiatives were carried out with the social enterprise in our bid to combating food waste and food insecurity in Mauritius. We partnered with FoodWise for the redistribution of food surplus from hotels and Quick Service Restaurants (Ocean Basket & Domino's).

Rogers Hospitality also supported the social enterprise in the implementation of education and sensitisation initiatives through:

- The MEAL Programme: a six-week teacher-led programme focused on nutrition and food waste for children aged between 12-17 years. Using games, problem-solving, and teamwork, the programme provides children with the tools they need to understand the role that food plays in their lives and the country's socio-economic development.
- Recettes5\*: a cookbook that features 30 easy and low-budget recipes that minimise food waste. The recipes were designed by renowned chef Patrick Vitry, along with his team.

### Partnership between our Quick Service Restaurants (QSR) and FoodWise

- August 22: Ocean Basket Bagatelle prepared 100 meals that were distributed to beneficiaries of M-Kids association in Camp Chapelon
- September 22: Ocean Basket donated 100 balanced meals to beneficiaries of Mouvement pour le Progrès de Roche Bois
- December 22: Domino's Pizza of Curepipe and Port-Louis conducted a pizza-making workshop for 15 children of SOS Poverty and ANFEN – Espérance 2000
- December 22: Ocean Basket distributed more than 300 meals to vulnerable people, thanks to a collaboration with ANFEN – École Familiale de l'Ouest



### "Slice of Happiness" campaign by Domino's

Domino's Mauritius has launched the Slice of Happiness initiative in September 2022, whereby the chain restaurant donates its food surplus to six local NGOs via FoodWise. As at June 2023, 90% of the donation were pizza dough (transformed into bread) and the remaining were oil, butter, pepper, and onions. 3328 kg of food items were donated. These products were used by the NGOs to prepare daily meals for vulnerable families across Mauritius.

### Beneficiaries

- Ti Diams - Quatre Bornes
- SOS Poverty - Port Louis
- ANFEN - Espérance 2000
- Association Pour Les Handicapés de Malherbes (APLHDM)
- Association Dominique Savio
- Grand Bay Hibiscus Sports Club - Grand-Bay

## Donations

- Amount of food donated to FoodWise (kg)



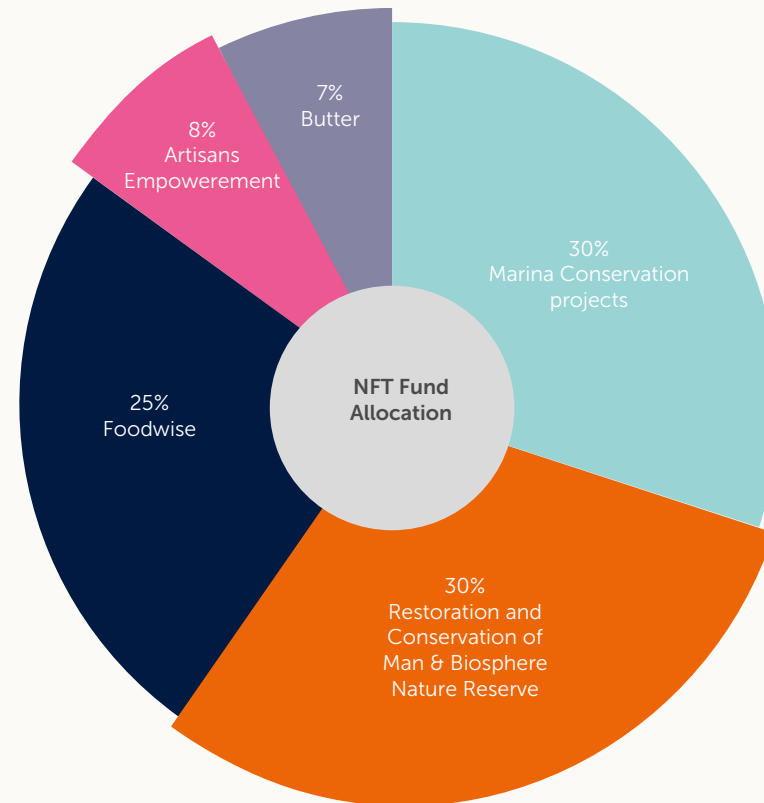
### Partnership with the Good Shop

The Good Shop is a social enterprise engaged in circular economy with a triple bottom line mission of Education, Employment and Environment. In FY 22-23, we encouraged our employees, from all clusters, to embrace a circular mindset and to donate items they no longer use but still in good condition. Some subsidiaries did the same, such as Seven Colours Spa, Veranda Grand-Baie, Tamarin and Palmar as well as our Head Office. These items collected include as books, stationery, clothes, towels, etc. Around 100 kg of materials were collected and resold in shops and donated to partners.

## NFT Sustainability Fund at Heritage Resorts

Set up in December 2022, the Now for Tomorrow Sustainability Fund provides our guests with an opportunity to voluntarily contribute to the initiatives we are leading through the eponymous program. If they so wish, they can donate a minimum of Rs 100 for every night spent in one of the resorts. Through their contributions, guests can actively support our commitment to the environment and local communities. From December 2022 to June 2023, Rs 3,008,234 have been collected via this Fund.

The financial resources are redirected to (1) marine conservation projects in Bel Ombre, led with local NGOs to regenerate the lagoon and raise awareness on marine ecosystems; (2) initiatives related to the restoration and conservation of the Man & Biosphere Nature Reserve, such as the rehabilitation of 9.8 km of the Jacotet River banks and awareness campaigns on terrestrial ecosystems; (3) FoodWise, a social enterprise committed to reducing food waste and ensuring food security among local communities; and (4) artisans empowerment through a circular economy project





## People at Heart

At Rogers Hospitality, we strongly believe that our people are our strength. Our aim is to foster a diverse and inclusive workforce, as well as attract and retain the best talents. To do so, we are committed to promoting well-being at work by

ensuring a safe and healthy workplace, and providing good working conditions, fair compensation and opportunities for growth and development.

# Talent acquisition & retention

One of the main challenges the hospitality industry is facing is staff shortage. At Rogers Hospitality, we believe that tackling this issue in a sustainable way requires a holistic and proactive approach.

Throughout FY 22-23, many recruitment campaigns were carried out for our business units. At Veranda Grand Baie, for instance, 60 additional team members were recruited prior to its reopening following refurbishment, i.e., a 50% increase of its staff resources. To date, the hotel is fully manned. New staff were also recruited for La Réserve Golf Club, the opening of which is scheduled for December 2023.

In a bid to attract new people to the industry, Rogers Hospitality introduced the FlexJob Program, whereby candidates could apply for a part-time job with flexible hours. Candidates must create a profile on the company's job portal, select the appropriate option, and specify their availability. This program carries several benefits: fortnightly paychecks based on an hourly rate, training, free uniforms, reimbursement of transport costs, and free meals offered during working hours. In FY 22/23, 60 staff members have been hired under this program.



## CASE Study

### Bis Travay campaign



Bis Travay was implemented to meet and engage with potential talents, whether experienced or not, and inform them about both full-time and part-time job (FlexJob Program) opportunities across Rogers Hospitality. Two editions were organised: the first in November 2022 for the group at large, and the second one in March 2023, which was more focused on Veranda Resorts in the North, especially Veranda Grand Baie, the reopening of which was scheduled for July 2023. This initiative is part of our endeavour to empower the communities living in the vicinity of our business units, especially our hotels. One of the objectives was also to address the staff shortage in the hospitality and tourism sector, by showcasing career growth opportunities.

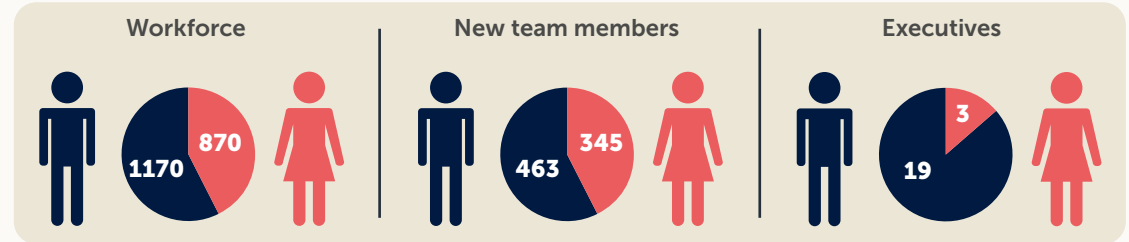
Bis Travay			
Total completed Application Forms	Contacted for Interviews	Interviewed	Recruited
360	223	111	60

# Employee Value Proposition

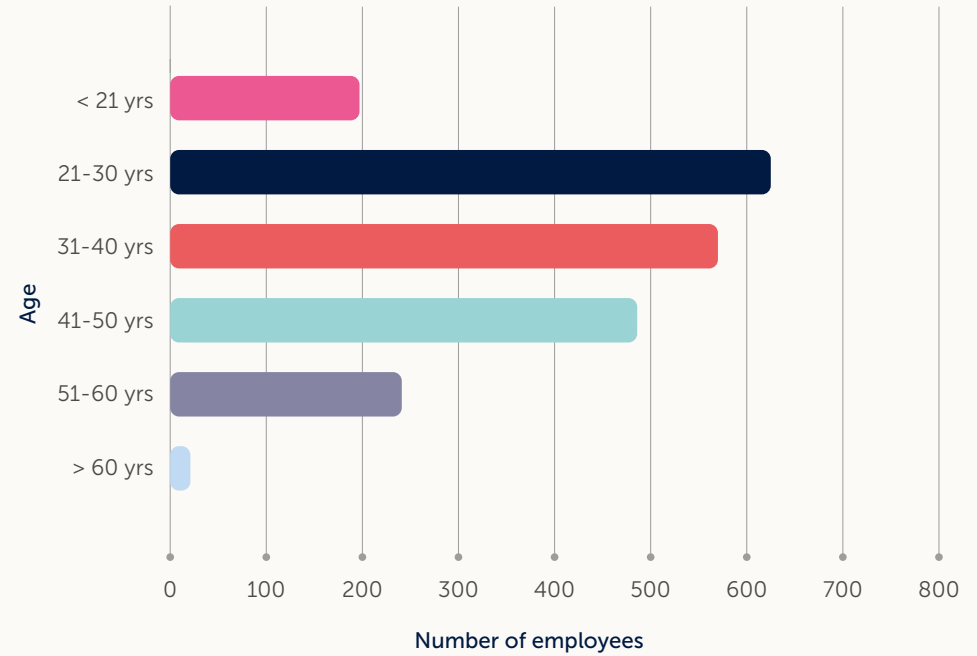
The People Experience (PEX) program was launched during the financial year under review. Consultations have been carried out across the company, in all business units. All team members took part in a survey. The results thereof enabled the company to redefine its brand pillars as well as its brand essence, which now reads: Live moments worth sharing. Based on a bottom-up approach, this exercise helped the management team identify areas for improvement when it comes to benefits, wellbeing, and opportunities to grow, among others. A series of new benefits will be unveiled at the beginning of FY 23/24. The aim is to enhance employee experience, therefore improving the attractiveness of Rogers Hospitality, and positioning the company as an employer of choice in a sector where staff shortage is a critical issue.



## Our workforce gender profile



## Employees age distribution



# Training & Development

A new impetus was given to people development initiatives at all levels across the different clusters. The Leadership Accelerator Management Program (LAMP) was launched and is set to become a permanent feature, which will benefit all managers. A Supervisory Development Program was also launched to provide all managers and middle managers with the opportunity to further improve and learn new skills.

Moreover, Rogers Hospitality leverages its partnership with Polytechnics Mauritius to enable its employees to enrol for a Diploma in Hospitality Management. The fees will be entirely borne by the company. This initiative is in line with one of the brand pillars, i.e., Recognition and Opportunities to Grow. Training opportunities for Food & Beverages jobs are also available at Institut Escoffier thanks to a partnership. In FY 22/23, several talents had the opportunity to improve their skills through cross-exposure experiences abroad.

The Click-and-Learn platform, introduced last year, has been improved. Thanks to this online tool, staff members have access, anytime, anywhere, to training courses and materials on several topics (sustainability, company values, health & safety, skills development, etc.) Leveraging gamification techniques, with videos, quizzes and simulations, this platform makes the learning experience more engaging. It also generates data that are analysed to continuously improve both the content of the training program and the features of the platform.

The onboarding programme was revisited, and newcomers are now directed to Team Connect, an online platform where they can assess their understanding of the company's code of conduct. New team members are also training on the steps to be followed to report any grievance within the workplace.



# CASE Study

## Adult Literacy Program

The Adult Literacy Program was created when we noticed that some team members were unable to fill in the training feedback form. A survey was then conducted, the results of which showed that some 70 staff were unable to read and write. Caritas' assistance was sought, and the NGO proposed to send their educators. However, the Head of People Development, Martine Agathe, decided to follow the Train the Trainer program delivered by Caritas.

She started the Literacy Program Level 1 (Functional), in 2019, at Veranda Tamarin Hotel. 15 team members were enrolled in this first batch, mainly from Housekeeping and Maintenance departments. They all succeeded and received their certificates. In 2022, nine of them resumed the program to complete the Level 2 and received their certificates in 2023.

In a bid to build capacity and train more team members, she started a train the trainer literacy program in May 2023 with 15 volunteers from all business units. The aim is to provide all our team members with literacy skills with a view to bringing value to their life. Once this objective is achieved, the plan is to extend this program to the community at large.

**“ 15 team members  
were enrolled in this first batch,  
mainly from Housekeeping and  
Maintenance departments.  
They all succeeded and received  
their certificates. ”**

## Employee Wellbeing

Rogers Hospitality is committed to fostering a workplace that is inclusive, fair, and diverse, where all employees are valued, respected and supported, irrespective of gender, race, age, sexual orientation, etc. The objective is to ensure that our team members work in an environment that promotes personal growth, overall wellbeing, and a proper work-life balance. In FY 22/23, much emphasis was laid on awareness activities, such as drug awareness in all hotels and Road Safety.

Breast cancer screenings and sensitisation workshops were organised in collaboration with Breast Cancer Care and Link to Life, along with medical practitioners. Doctors as well as cancer patients had the opportunity to share valuable information and experiences with employees with a view to raising awareness about this disease and the importance of early detection. Awareness sessions were also organised on endometriosis. Team members also benefited from regular health checks and eye screenings at their workplace in all business units across our four clusters.

The Health & Safety team has been strengthened and now comprises of 5 specialists. This has improved our onsite presence with a view to providing our team members with a safe and healthy work environment and raising awareness through regular training sessions and talks.

FY 22/23	
Accidents with injury leaves	188
Reported accident without injury leaves	40
Total number of injury leaves reported (days)	2109
Total lost time injuries	128

Health initiatives/Trainings	No. of Participants
Health screening	40
Stress Management	2109
Eye screening	30
Health talks	191
Fire Safety training	483
S&H Induction	178
First Aid training	242
Other Safety trainings	948
<b>Total</b>	<b>2122</b>

### Engagement Rate

According to the survey carried out in FY 22/23, **the engagement rate stood at 86%, i.e., a 3% increase as compared to FY 21/22. In 2018, the rate stood at 65%.** This is testament to the soundness of the measures that have been taken in terms of talent acquisition and retention, training and development, and employee wellbeing.

# Conclusion



Sustainability is a dynamic and nonlinear process. While we are satisfied with our achievements for the year under review, we remain clear-headed as we know that much is yet to be done. FY 22-23 has enabled us to make progress in various aspects, one of them being the improvement in data maturity, thereby increasing the effectiveness of our monitoring process.

Regular assessments play a pivotal role as they allow us to track progress, identify shortcomings, and plan for a more impactful sustainability journey. Our challenge going forward will be to further reduce data gaps, and more importantly, harmonize monitoring processes across clusters and brands to ensure consistency.

Our achievements in waste management and energy transition, along with the adoption of a comprehensive method for calculating our carbon footprint, are encouraging. Looking ahead to FY 23-24, our goal is to integrate renewable sources into our energy mix, exemplifying our dedication to sustainable practices.

Anticipating the opening of the Marine Education Centre in Bel Ombre, we recognize its significance in preserving the local marine ecosystem. Beyond environmental initiatives, our collaboration with local craftsmen not only showcases their products within our hotels, but also contributes to the circular economy dynamic.

Regarding community engagement, our partnership with local NGOs and social enterprises has yielded positive outcomes, providing essential resources to vulnerable communities. The promising engagement of our team members across clusters and brands is a testament to our collective momentum towards sustainability.

As we deepen sensitization efforts and raise awareness, our aim is to embed sustainability further into our practices. Continuous improvement in monitoring processes remains a priority, and I express gratitude to the sustainability team and all team members, across the group, for their dedication and willingness to embrace new approaches.

In our role as key players in various sectors, Rogers Hospitality is entrusted with the responsibility to set sustainability benchmarks. This challenge is one we eagerly embrace, striving to lead the way towards a more sustainable future.

**Alexandre Piat**  
Head of Sustainability

SUSTAINABILITY REPORT 2022-2023

NOW  
FOR TOMORROW

*Rogers Hospitality*

If you have any feedback or queries regarding this report,  
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Publication Date: January 2024