



# **CORPORATE SUSTAINABILITY MANAGEMENT PLAN 2020**



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# MESSAGE FROM OUR CEO

Constance Hotels and Resorts are renowned for service excellence in luxury hospitality, which is delivered daily by 3,000 colleagues from nearly 45 nationalities.

Together we care for our guests, we care for the Indian Ocean islands where our properties are located and we care for the planet we all live on.

We consider social responsibility to be an important part of our growth strategy and a source of competitive advantage.

We are committed to operating our hotels to the highest standards and in responsible and sustainable ways. We integrate environmental leadership into everything we do and adopt best practices while complying with regulatory requirements.

Multiple actions in line with our group's strategy towards sustainability management, ranging from energy consumption management to preservation of the natural environment, are in place in our properties.

With the growing commitment from the teams and increased initiatives over time, we are proud to have achieved scores near 90% for the last Green Globe re-certification in 2016.

Looking ahead, the Group will continue to encourage colleagues to advance sustainability, and engage with communities and stakeholders to achieve measurable results over the decades to come.

We wish to reassure that we will pursue our proactive approach towards achieving goals of excellence in management, sustainability and performance.

We seize this opportunity to thank each and every one for their precious contribution.

Sincerely,



**JEAN-JACQUES VALLET**  
**CHIEF EXECUTIVE OFFICER**  
**CONSTANCE HOTELS & RESORTS**



# COMPANY PROFILE

## CONSTANCE HOTELS AND RESORTS

Constance Hotels and Resorts is a group of luxury hotels and resorts in the Indian Ocean with two distinctive collections:

### “The Ultimate Hotels Collection” & “The Unique Resorts Collection”

Situated in stunning tropical destinations, Mauritius, Seychelles, Maldives and Madagascar, we are proud to offer luxury comfort and excellent service to all guests.



## Our Concept

Our Ultimate and Unique collections are located in very special sites in the Indian Ocean, each site having its own key attributes both in terms of natural beauty and history. We have developed a concept that evolves around our guests, enabling them to experience many different elements.

**Ultimate hotels** and **Unique resorts** offer an incomparable, authentic experience emphasizing on providing an exceptionally discreet service with hospitality designed to anticipate the guests needs and desires.

Authenticity is further enhanced in our restaurants, which display the ‘**Culinary Spirit**’ of the Constance group by using locally sourced products.



Constance Hotels and Resorts is also synonymous with family friendliness and our younger guests are invited to unleash their spirit and adventure at the Constance Kids Club where, under the supervision of a dedicated and passionate team, they indulge in exciting activities that include island discovery, local and traditional arts & crafts, culinary experience, scavenger hunts to name a few. Eco-friendly activities have been added to the list in view of sensitizing our young guests to the green a greener tomorrow.

Wellbeing is central to the **Constance 'experience'** of pampering and rejuvenation. We look after the smallest details providing our guests with everything they need with the sole purpose of exalting their sense of well-being.

Our **Ultimate Hotels** are magical places that enable our guests to experience the essence of sheer luxury. Our uncompromising, tailor-made service allows relaxation in an intimate and serene setting. These three stunning locations are all enhanced by their attention to detail:

- Constance Le Prince Maurice – Mauritius
- Constance Lémuria – Seychelles
- Constance Halaveli - Maldives

At our **Unique Resorts**, freedom is luxury. Based in four magnificent locations, they offer a total resort experience with a wide range of activities

- Constance Belle Mare Plage – Mauritius
- Constance Ephelia – Seychelles
- Constance Moofushi – Maldives
- Constance Tsarabanjina – Madagascar



# LIST OF AWARDS



## **Constance Le Prince Maurice**

17th - Top 25 Hotels In The World  
1st - Top 25 Hotels In The Africa  
1st - Top 10 Hotels In Mauritius  
6th - Top 25 Luxury Hotels In Africa  
2nd - Top 10 Luxury Hotels In Mauritius  
3rd - Top 10 For Romance Hotels In Mauritius  
3rd - Top 10 Hotels For Service In Mauritius

## **Constance Belle Mare Plage**

22nd - Top 25 Hotels In The Africa  
10th - Top 10 Hotels In Mauritius

## **Constance Tsarabanjina**

6th - Top 10 For Romance Hotels In Madagascar

## **Constance Moofushi**

15th - Top 25 Hotels In The World  
3rd - Top 10 Hotels In Maldives  
3rd - Top 10 Luxury Hotels In Maldives  
4th - Top 10 For Romance Hotels In Maldives  
3rd - Top 10 Hotels For Service In Maldives

## **Constance Halaveli**

8th - Top 10 Hotels In Maldives  
7th - Top 10 Luxury Hotels In Maldives

## **Constance Lémuria**

22nd - Top 25 For Romance Hotels In Africa



### **Trip Advisor 'Hall of Fame' of Five-time Certificate of Excellence Winners Certificate of Excellence 2015**

Constance Halaveli  
Constance Moofushi  
Constance Lémuria  
Constance Ephelia  
Constance Belle Mare Plage  
Constance Le Prince Maurice  
Constance Tsarabanjina



### **Trip Advisor Certificate of Excellence 2015**

Constance Belle Mare Plage  
Legend Golf Course & Links Golf Course

## VIP International Traveller



Reader's Travel Award:  
Most Outstanding Golf Resort

Constance Belle Mare Plage & Constance Le Prince  
Maurice

## World Travel Awards



Indian Ocean Leading Dive Resort	Constance Moofushi
Indian Ocean Leading Luxury Resort	Constance Le Prince Maurice
Indian Ocean Leading Green Resort	Constance Ephelia
Maldives' Leading Luxury Resort 2015	Constance Halaveli
Seychelles' Leading Hotel 2015	Constance Lémuria
Seychelles' Leading Family Resort	Constance Ephelia
Seychelles' Leading Hotel	Constance Lemuria
Mauritius' Leading Green Resort / Luxury Hotel Villa / Luxury Resort	
Constance Le Prince Maurice	

## 2015 / 2016 Wine Spectator Best of Award of Excellence



Constance Le Prince Maurice	Archipel Restaurant
Constance Halaveli Maldives	Jing & Jahaz
Constance Belle Mare Plage	Blue Penny Café
Constance Ephélie Seychelles	Cyann restaurant
Constance Lémuria Seychelles	Seahorse restaurant
Constance Moofushi Maldives	Alizée restaurant

## The World of Fine Wine awards



Best Hotel Wine List in Africa & The Middle East Award  
Best Champagne & Sparkling Wine List in Africa & The Middle East  
Jury Prizes-2015  
Three-Star Award  
Three-Star Award

Constance Le Prince  
Maurice

Constance Lémuria  
Constance Halaveli  
Constance Belle Mare Plage  
Constance Ephelia



# MISSION & VISION STATEMENT

In our quest for the highest standards in all our development initiatives, we continuously inculcate in our people a luxury philosophy with a delicate touch of passion. We strive in inspiring our people to become high performers.

## OUR VISION

*"Our passion is driven by turning each and every guest's dream into emotional experiences exceeding their expectations."*

## OUR MISSION

*"We define a lifestyle at each Constance Hotels and Resorts through location, design and the creative power of dedicated personnel"*





# Our Core Values

## Driving Value

**Creativity:** We never stop to challenge our mind set, generate new ideas and re-invent our profession, review practices and systems in order to become artists of excellence

## Enabling Values

**Communication:** We share knowledge, information, feelings and ideas and respect the integrity of every Team Member

**Empowerment:** We take responsibility for our own success and collaborate to equip everyone in their jobs with the necessary tools, developmental actions & freedom to act.

**Team Spirit:** We create and maintain cross-functional teams where members support and value each other, provide and receive guidance, share knowledge and unite individual potential and talents to act as one high performing family

**Culture of Change:** We seize every opportunity to respond proactively to our dynamic environment by demonstrating flexibility and openness, so as to lead the way

**Sustainability:** We carry out operations in a sustainable manner, taking every step to minimise operational impact on, and preserve the environment wherever we operate

## Our Beliefs

- Assets (people, physical, financial) should be systematically maintained and developed
- Communication should be open, respectful, honest and factual
- Environment should be healthy, safe and secure
- Everyone should be treated with dignity, courtesy and respect in the achievement of win-win relationships
- Guests should receive every time, what is mutually agreed, through quality service
- Leadership should proactively provide direction, motivation, growth, development and support to all Team Members
- Local Community should receive appropriate support and consideration
- Objectives should be shared, agreed, set and measured within Key Result Areas
- Owners should receive a fair and positive return on their investment
- Quality Service should never be compromised and continuously promoted at all levels
- Recognition & Reward should be granted for outstanding performance and productivity
- Suppliers should be considered as partners and form part of our value added chain
- Teams should manage processes and solve problems creatively using company-defined criteria.
- Preventive/Corrective Action should take place at the lowest possible levels
- Resources should be used in a responsible manner so as to reduce wastage and ensure sustainability
- Preservation of the environment is the responsibility of each and everyone

# SUSTAINABILITY STRATEGY

## SUSTAINABILITY MANAGEMENT PLAN – PURPOSE

Our strategies and approach, while abiding to the local laws and regulations of the countries where we operate, aim at increasing the sustainability of our operations through positive contributions to biodiversity conservation, cultural heritage preservation and community development. We continuously strive to refine our level of understanding of sustainability, and have adopted a yearly audit program to review our sustainable practices so as to identify and minimise the negative impacts of our operations on the surrounding ecosystems and cultures, and improve further our environmental management practices.

Sustainability within the Constance Hotels & Resorts is defined as “carrying out our business in line with the company’s guiding principles of being conscious of global environment issues and acknowledge our responsibility towards the environment”. While the well-being of our guests remains the fore-front, we commit ourselves to carrying out operations in a sustainable manner, taking every step to minimise operational impact on, and preserve the environment wherever we operate.”

Hence, the Constance Hotels & Resorts has developed a Sustainable Management Plan (SMP) to guide the Management teams of all its properties in decision making and daily operations of the business by encompassing four key areas:

- I. **Environmental** – to be actively involved in conserving resources, reducing pollution, conserving biodiversity, ecosystems and landscapes.
- II. **Socio-cultural** – to be involved in corporate social responsibility actions, community development, promote local employment, fair trade, support local entrepreneurs, respect local communities, implement a policy against commercial exploitation, responsible sourcing, equitable hiring, colleague protection and last but not least, that our business does not jeopardize the provision of basic services, such as water, energy or sanitation to neighbouring communities.
- III. **Quality** – any activity that can sustain itself economically through creating competitive advantages within the industry with inspired service that not only meets, but exceeds guest expectations; it continues to contribute to the economic well-being of the surrounding community through local ownership, employment, buying local products, etc. A sustainable business should benefit its colleagues, customers, business partners, owners, other stakeholders.
- IV. **Health & Safety** – comply with established Occupational Safety and Health legislation & regulations and ensure instruments are in place to protect every person on its premises.



## SUSTAINABILITY MANAGEMENT PLAN – SCOPE

Since the year 2013, Constance Hotels & Resorts has embarked on an environmental sustainability performance program to better promote our environmental credentials. The Green Globe Certification, which is the world's most recognised global certification for sustainable travel and tourism, also offers the world's most recognised and longest running program, allowing us to strengthen our commitment to the people and prosperity of our different locations.

With the initial target of achieving the Green Globe certificate within one year, each of its properties in Mauritius, Seychelles and Maldives nominated a Green Globe Champion whose main tasks were to:

- Conduct a gap analysis between the property's practices and the GG standards
- Identify with the Management team achievable and responsible performance targets and develop a Sustainability Management Plan (SMP)
- Create awareness, identify key people in the implementation process and provide guidance as required
- Monitor the SMP to ensure achievement of the required standards within deadlines
- Conduct a regular review to ensure that sustainable practices are maintained

Successful implementation was the result of team work and the passion with which the whole team made efforts to bring positive changes to their environment.

### Highlights

The following images demonstrate green actions initiated and on-going at Constance Hotels and Resorts:



Staff awareness campaigns



Staff activities on Earth Day



Lagoon cleaning



Coral regrowth programme



Tree planting



Beach cleaning



Composting





## Turtle management plan



Exploration of the mangroves with kayak

## Earth Day activities



Community cleaning



Green College Competition



Community awareness



Towels re-use initiative



Segregation of waste

Our properties encourage the younger guests of the age of 4-11 years to participate in our Constance Kids Club activities whereby they are initiated to sustainable practices through eco-friendly activities such as using recycled materials for crafts, nature walks, nature discoveries etc.





Coconut Easter eggs activity



Mangrove planting



Plant nursery



Eco-themed

Other initiatives taken include:

- Self-bottling to reduce the use of PET bottles
- Recycling of grey water for irrigation
- Recycling of paper
- Eco-bulbs
- Vacant room policy in respect of lighting and air conditioning
- Sensitizing team members on energy saving and control
- Use of organic and eco-friendly pesticides
- Purchase of key cards made of eco-friendly material
- Implementation of half-load washing formulas to decrease water level and percentage of chemical in washing load
- Eco-friendly activities in our Constance Kids Club programme
- Food donations to local farmers for animals feeding
- Sensitize guests about eco-system (preservation of coral and local species...)
- Promotion of local culture and traditions through culinary events, craft and entertainment

This paper is the full Sustainable Management Plan and provides a comprehensive insight into our policy towards a sustainable management of our properties. Having been developed through the contribution of its resorts, it ensures the full integration within all its resorts embarked on the Green Globe certification program.

To ensure the implementation of our SMP, we:

- a) issue Policies and Procedures that encompasses the four key SMP areas i.e. environmental, social-cultural, quality and health & safety,
- b) regularly communicate to team members and stress on the responsibility of each and every one in maintaining a green culture,
- c) set a framework for monitoring and reviewing of SMP objectives and targets on a periodical basis.

# Environment Policy

We, at Constance Hotels and Resorts (CHR) are conscious of global environmental issues and acknowledge our responsibility towards the environment. While the well-being of our guests remains on the forefront, we commit ourselves to carry out operations in a sustainable manner, taking every step to minimise operational impact on, and preserve the environment wherever we operate.

In delivering this commitment, all CHR properties will endeavour to:

- Meet or exceed applicable environmental legislations, environmental standards and best practices
- Value and preserve the natural and cultural heritage of our properties, thus enabling our guests to enjoy an authentically local experience
- Promote efficient use of materials and resources across our properties, especially water and energy
- Work diligently to minimize our waste stream by reusing, recycling and conserving natural resources, particularly through energy and water conservation
- Set sound environmental and social objectives and targets, integrate a process of review and issue progress reports on a periodic basis
- Continually identify opportunities for improvement of our environmental management system
- Promote awareness and educate employees on environmental issues and sustainable working practices
- Engage our guests, team members, suppliers, contractors and the local community in our initiatives to preserve the environment and consider their opinions/ feedback when setting our environmental programs and procedures
- Conduct Environmentally Preferable Purchasing
- Participate in efforts to improve environmental protection at local and national levels

## Environmental Awareness

- We will maintain awareness among our team members on environmental issues, preservation of local cultures and the necessity for everyone to act in a responsible manner
- We will communicate to our team members the environmental practices that need to be implemented at the workplace as well as other simple environment-friendly measures that they can apply in their everyday lives
- We will encourage our team members to participate in and support environmental initiatives

- We will communicate our environmental commitment to guests and give them an option to support us in our green initiatives
- We will extend awareness on environmental issues, local cultures and best practices to the local community

## Energy

Reducing energy consumption will help to reduce environmental impact and at the same time lower energy costs. In order to minimise energy consumption, we will:

- Take steps to make our workplace more energy efficient
- Reduce the use of fossil fuels and opt for renewable energies
- Maintain our machinery and equipment in good working condition
- Opt for energy efficient equipment and low energy appliances
- Ensure optimal use of plant and machinery
- Use timers, sensors and other devices that regulate energy consumption
- Make use of solar energy wherever applicable
- Reduce loss of energy, for example by using insulated pipes to carry hot or chilled fluids
- Set objectives for limiting consumption, regularly monitor progress and improve processes

## Water

With global warming, sources of freshwater are being depleted faster than they can be recharged by natural processes. Water conservation is therefore becoming essential and as a responsible company, we will:

- Continually find ways to reduce water consumption
- Reduce water losses by regularly checking for leaks
- Install sensors, regulators and other water saving devices
- Ensure efficient use of laundry equipment
- Sensitise both employees and guests on the responsible use of water
- Offer to guests the option of reusing towels and sheets
- Limit the use of freshwater by:
  - capturing and using rainwater wherever possible
  - using recycled greywater for irrigation
- Set targets for minimising water consumption, monitor and analyse periodically
- Consider the option of desalination of sea water



## **Waste**

We generate an important amount of waste that constitutes a major pollutant, affecting both the environment and public health. We will do utmost to avoid, recycle and reuse in order to reduce its impact on the environment. Our Waste Management Plan will include the following:

- Limit the use of disposable packaging for the hotel supplies
- Use bio-degradable products and materials, whenever the option is available
- Limit individual packaging of hygiene products in bedroom
- Organise sorting and separating of recyclable wastes
- Collect and recycle cooking oil for permitted uses
- Separate and collect grease from food stuffs
- Organise recycling of materials such as paper/cardboard/glass/plastic packaging, metal cans, ink cartridges, restaurant organic waste, garden green waste, etc.
- Engage in projects with the local community for the reuse of recycled materials
- Safely dispose of hazardous wastes such as batteries, electrical and electronic devices, fluorescent bulbs/tubes, etc.
- Organise and/or support clean-up of the surrounding environment

## **Green Procurement (Environmentally Preferable Purchasing)**

Green procurement or EPP is the practice of procuring products and services that are less harmful to the environment (land, air and water) and all species that depend on the environment for survival. Green products are those that are produced with less harmful materials or which upon usage / consumption would have a minimal impact on the environment

We will carry out EPP whenever green options are available, while giving due consideration to guests' satisfaction, company standards and reasonable costing. Our green purchasing measures will include the following:

- Encourage and favour eco-friendly and power-efficient products
- Prefer recycled and bio-degradable products
- Buy seasonal and locally produced goods as far as possible and thus avoid transport energy
- Buy in bulk to reduce packaging wastes
- Favour less harmful fertilisers and cleaning agents
- Prefer eco-friendly designs and eco-labelled products
- Prefer to purchase from a source that is less polluting or uses clean technology
- Encourage and prefer vendors who use recycled packaging material. Explore the possibilities of further reuse and/or recycling with the vendor
- Green the supply chain by seeking vendors who share our values and have in place an environment management system

### Destination Protection

The natural environment is one of the primary attractions for leisure visitors. In order to develop sustainable tourism, we will

- Ensure protection of the natural and cultural values of the area while developing and creating recreational facilities / activities for our guests
- Participate in efforts to restore habitat whenever possible
- Promote local food, entertainment, culture and cottage industry
- Engage with local people when developing cultural attractions
- Offer guests souvenirs of a local nature and making, and which are made of eco-friendly products
- Provide guests with a list of environment-friendly products and local souvenirs that they may shop

### Conservation of Marine Life and Reefs

The ocean and the reefs are home to numerous sea creatures and plants, some of which are even used for medical purposes.

We will take every possible step towards the conservation of marine life and protection of our reefs. Measures taken by our properties will include:

- Ensuring waste water is not discharged in the ocean
- Using ecological or organic fertilisers
- Sensitising our team members and guests about the negative environmental impact of littering on the beach and in the sea
- Ensuring all trash are properly disposed of and no debris are left hanging on the beach
- Sensitising our guests and ensuring with service providers that snorkelling and diving are practiced in a way that does not affect our coral reef
- Encouraging and supporting clean-up of the marine and coastal environment
- Complying with local conservation policies, for e.g., by promoting non-motorised water sports
- Keeping boats clean and in proper working condition in order to minimise noise pollution
- Plant trees as the latter reduce runoff into the oceans and contribute to reversing the warming of our planet and the rising temperatures of our oceans

## Biodiversity

Biodiversity boosts ecosystem productivity where each species, no matter how small, has an important role to play. In order to protect biodiversity, we will:

- Reduce our use of insecticides, weed killers, fungicides
- Use organic fertilisers
- Use environmentally friendly products for cleaning
- Buy sustainably harvested seafood and agricultural products
- Water plants in a rational way
- Use indigenous plants for landscaping and minimising light and noise
- Plant at least one tree every year
- Ensure that invasive alien species are not introduced in our gardens and landscapes
- Not display or sell products made from threatened or protected plant and animal species
- Participate in ecological restoration initiatives in the local area



# Stakeholder Engagement and Policy Advocacy

<b>CUSTOMERS</b>	Guest Satisfaction Surveys, sustainable guest room products, customer forums, research, social media (Facebook, blogs, Twitter, Instagram, YouTube...), tent cards,
<b>COMMUNITIES</b>	Community engagement programs, volunteering, fundraising and cash contributions, in-kind donations, disaster relief
<b>SHAREHOLDERS</b>	Annual report is sent to all shareholders Sustainability reporting is included in the Annual Report Quarterly earnings are published on Newspaper & Stock Exchange and are also available to Shareholders upon request Shareholder meetings are held annually Analyst meetings with institutional investors, brokers, etc. are held upon request. The Audit and Corporate Governance committees of the Board meet at least thrice a year
<b>ASSOCIATIONS</b>	Executive meetings held as and when required Working groups organized for special projects such as Green Globe, Marketing, LHW, Audit, etc. Advisors – Legal, Internal Audit, Architect, etc. Partnerships – Leading Hotels of the World, Green Globe, SGS, HACCP Workshops attended by our Team Members: internal, external (MloD, ERM) Strategic Partnerships – Etihad Airlines, Baglioni Hotels, Lobbying: Internal : Trade Union, External: AHRIM
<b>SUPPLY CHAIN</b>	Support local suppliers, supply chain screening, strategic partnerships/sponsoring
<b>Non-Governmental Organisations (NGOs)</b>	Pils - TiDiam - Lizie dan Lamain - Etoile de Mer School
<b>GOVERNMENT</b>	Regulatory filings: FSC, Registrar of Companies, Stock Exchange, Financial Reporting Council, MRA

## Communication with stakeholders

**Employees:** Constance 'Open Doors' newsletter - ConstanceNext intranet – open days – signboards – teletext - policies – training

**Guests:** in-room directory – IPTV - tent cards – Newsletters - Facebook – Twitter – Constance Blog – Instagram – surveys – Tripadvisor– brochures -

**Shareholders:** Annual Report

# BUSINESS ETHICS & HUMAN RIGHTS

## Respect Local Population

Constance Hotels & Resorts has a rich diversity of cultures coming from more than 45 countries across its resorts. However, we foster local populations and our guests are made aware of the local culture when discussing tours or visits to cultural sites.

## Exploitation

Constance Hotels & Resorts are in strict compliance to applicable labour laws and regulations. Hence, the employment of children, sexual harassment and exploitation is strictly prohibited.

The element of avoidance of exploitation is supported by:

- Equal Employment Opportunity policy
- Code of Conduct policy
- National Labour Laws

# QUALITY

## Customer Satisfaction

Guest's satisfaction being our priority, CHR has defined its Constance Minimum Standards which guide all our hotels in quality service and product.

Guests' satisfaction surveys and mystery audits, our quality tools in place, enable us to ensure that the standards of our products and services are maintained throughout all our resorts.

The data captured on the satisfaction surveys are used to closely monitor and evaluate the guests' satisfaction and expectations. Furthermore, it enables the Group to benchmark its operating and services indices and helps to identify need for improvement to better customise its product and services.

Mystery audits are regularly conducted to evaluate compliance with our standards and identify any areas where we can improve the guest experience.

We value feedback from our guests and encourage them to post reviews and comments about their stay on online social platforms, such as Tripadvisor. We manage our online reputation and social media with ReviewPro, a leading provider in online reputation and social media analytics for the hospitality industry.

Every customer feedback is taken into consideration in our quest for continuous improvement of our product and services.

The emotions a guest feels during a hotel stay are critical components of satisfaction and loyalty.

The set of key loyalty-inducing emotions that are evaluated in the survey are:  
Welcome – comfort – pampered – relaxed

A 'secure' guest has these two characteristics and as per Market Metrix research the increasing percentage of secure guest has a positive impact on the repeat visit and

# WORKFORCE & DEVELOPMENT

## Health & Safety

The safety of our Team Members and guests is one of the main concerns of Constance Hotels & Resorts. Therefore, our Group Safety & Health Policy provides the framework to complement local laws and regulations, while guiding the Management on sound practices to provide our team members and guests with a risk-free environment, including those with special needs.

Team Members are appropriately trained to respond to health and safety issues and emergency situations, while guests are made aware of hazards through appropriate signage and other forms of communication.

Our guests have the choice of the type of food they want, taking into consideration any allergy or specific food requirement. This requires a strict food handling program, in line with the best practices in food hygiene and safety, involving regular audits from authorities and third party certifying bodies.

Purchasing and operating policy is in place to ensure that all machinery, equipment and facilities are in compliance with applicable standards. Our team of engineers and technicians further ensure that all machinery, equipment and facilities operate with low emissions and consumption energy settings by carrying out preventive maintenance.

Our properties have a non-smoking policy and guests are encouraged not to smoke in rooms, restaurants and buildings for the comfort of other guests. However, designated smoking areas have been catered.

## Employee Training

Team Members' hiring, training, annual appraisal and performance review at Constance Hotels & Resorts are in line with the corporate competency framework that help to define the skills, knowledge and key attributes that make individuals to support organisational objectives and challenges. Competency frameworks are the fundamental underpinnings of human resource strategies, because they reveal the behavioural characteristics that organisation needs to be successful. Once competencies are identified, people are recruited and trained to develop the required competencies to be capable of delivering business goals and execute strategy, thus creating a succession of local inhabitants into the management team.

**BRIGHT**  
**BRIDGING THE GAP THROUGH HOLISTIC TRAINING**

**Target audience :**

- Supervisors – Team Leaders - Assistant Head of sections

**Some of their Projects :**

- Energy conservation program in staff areas
- Tracking and recording guest preferences on property PMS
- Effective management of quantity and portion control in butchery
- Reduce spoilage in main store
- Improve room maintenance program
- Improve cashiering process

**254 graduates since May 2011**



In addition, our commitment is to ensure that all team members receive periodic training which include:

- general information about the resorts and Constance Minimum Standards
- HR policies and procedures including the code of conduct
- health & safety and emergency response
- Green Globe sustainability awareness

### Local Employment

Constance Hotels & Resorts proactively supports the recruitment and development of locals at various positions across its operational and support functions, and is in line with all applicable laws and regulations concerning human rights and labour rights at all levels of the business.

In areas where there is a lack of expertise in the local market, fully qualified expatriates are sought. All posts are filled in respect to gender equality, from casual workers up to the management level. Our company aims to achieve equality of opportunity and treatment for all employees in recruitment, training, promotion, transfer and benefits as well as in disciplinary matters. All employees are treated as individuals irrespective of their status, age, caste, colour, creed, ethnic origin, impairment, political opinion, race, sex or sexual orientation.

Moreover, we do not tolerate any form of harassment and exploitation and our managers foster an atmosphere in which everyone feels free to report potential violations. All employees have to go through an induction workshop to learn about the properties' Code of Conduct and its necessity to adhere to.

### Employees' Satisfaction Surveys

Employees are invited every year to complete a satisfaction survey to evaluate their engagement and satisfaction of the workplace and conditions.

#### ***EMPLOYEES SATISFACTION SURVEYS***

##### ***DIMENSIONS***

*Communication*

*Work Environment*

*Leadership*

*Rewards & Recognition*

*Training & Career Development*

*Moral & Welfare*

*Sense of Belonging*

*Perception of the Group*

### Equitable Hiring

Constance Hotels & Resorts promotes diversity and equality on all levels of the business, and no applications are discriminated against in any way. All positions are filled on the basis of competence. Our resorts adhere to applicable local laws and regulations, and offers conditions and wages superior to the minimum requirement.

# Social Cultural

## Community Engagement

This section is supported by the Constance CSR Policy, stating that the Company recognises its role and responsibilities in contributing to the sustainable development of the communities in which it operates. This policy aims at maximising the return on Community Investments and their impact on the local community.

Through our community investment initiative, we have identified unique areas of involvement where we can actively support our local communities and engage in a mutually rewarding way with our stakeholders.

## Education

Supporting initiatives focused on vocational training and skills development that improve employability in the tourism and hospitality sector. This is done by taking on interns from local educational establishments and supporting their growth and development. Further job opportunities are offered within the company.



## Cultural Preservation

Supporting initiatives aimed at enhancing the ability of small businesses that are strategically linked to business needs to perform more effectively in order to create economic growth.

## Environmental Protection

Supporting initiatives that help protect the integrity of the environment. We also want to support initiatives that use innovative products and services to help solve environmental problems.

# Economic Performance

## Water

Monthly water usage and costs are recorded across the group.

Our efforts to reduce water consumption over the past years at both Belle Mare & Le Prince Maurice, has resulted into a reduction from respectively 750 to 550 m<sup>3</sup>/day, and 420 to 260 m<sup>3</sup>/day. With these results, we believe that we have attained the optimal cost savings.

Within the group, Lemuria is self-supplied with water with its own natural source.

Our both resorts in Maldives as well as Ephelia in Seychelles have their own desalination plant.

Some initiatives in place contribute to the saving of water:

- Towel and linen re-use program
- Leaks rapid identification system and repairs
- Water saving toilets
- Water saving washing machines
- Re-use of grey water for irrigation
- Sensitization of team members

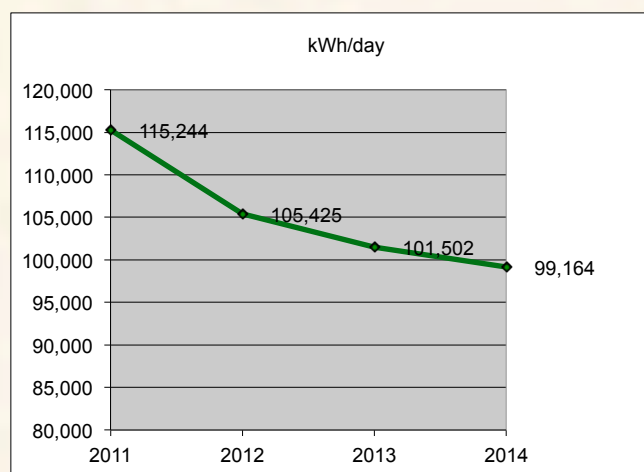
## Energy Cost-Saving Program

All our resorts are fitted with meteorological stations, connected to the Supervisory Control and Data Acquisition (SCADA) system since 2011.

Monthly energy usage and costs are recorded and analysed, which has proven that further energy saving on air conditioning was possible by optimizing the settings.

The SCADA of each resort has been expanded with a cold room monitoring system, reporting permanently on temperature and door openings, which have direct impact on energy savings as well as health and safety.

Since we launched the first SCADA on April 2011, the energy demand in electricity for the Group has dropped by 14%.





Resume of actual situation of energy savings:

Energy savings		
Resort	Up to date	Reference
Le Prince Maurice	-24.20%	Since 2005
Belle Mare Plage	-20.50%	Since 2005
Lemuria	-27.20%	Since 2005
Ephelia	-8.40%	Since 2011
Moofushi	-6%	Since 2011
Halaveli	-11%	Since 2011

## Diesel

In Maldives and Seychelles, the diesel consumption is directly linked to the electricity produced since these resort are on prime power generators. The savings on electricity resulted in savings on diesel.

Energy savings		
Resort	Up to date	Reference
Le Prince Maurice	N/A	Since 2011
Belle Mare Plage	N/A	Since 2011
Lemuria	-24.70%	Since 2011
Ephelia	-8.40%	Since 2011
Moofushi	-19.42%	Since 2011
Halaveli	-11.65%	Since 2011

Diesel is also used by some resorts (Lemuria and Prince Maurice) for water heating. To save on diesel fuel in this case, we have entirely redesigned the heat recovery system of these two hotels.

Over the last two years, Le Prince Maurice have reduced an average consumption of diesel from 415 to 130 litres/day (68.3%). Similarly, Lemuria dropped approximately from 215 to 80 litres/day.

Energy savings		
Resort	Up to date	Reference
Le Prince Maurice	-68.30%	Since 2005
Lemuria	-62.80%	Since 2005

## Gas

To date the lack of instrumentation do not permit to set appropriate saving strategy.

However, measures have been taken to minimise gas consumption:

- ensure the integrity of distribution network
- ensure the gas banks are properly sized to match the evaporation rate demand
- sensitization campaign to encourage team members to minimize usage
- ensure the burners are calibrated, etc.

#### **Actions taken to achieve these results:**

- SCADA monitoring
- Phase balancing
- Capacitor banks installation (power factor correction)
- Load profile adjustments
- Good Energy Saving Behaviour Program (GesBees)
- Presence detection in guest rooms
- Movement sensors in public toilets
- Energy saving light bulbs
- Timers monitoring (pools, lighting, etc.)
- Chillers setting with meteo
- Chiller flow optimization,
- Hot water flow optimization
- STP sequences adjustment
- Pools and ponds filtration sequences adjustment
- Double glazing windows
- UV window films
- White painting of roof slabs
- Constant efficiency monitoring of all major equipment (Chillers, main pumps, boilers, etc.)
- Water temperature adjustments (chilled and hot)
- Leaks rapid identification system and repairs.
- Water saving toilets, washing machines, etc.
- Piping insulation rehabilitation
- Piping restrictions suppression
- Cold rooms and Freezers temperature and opening daily monitoring
- Meteorological data monitoring for eventual solar or wind energy development.

## OUR OBJECTIVES FOR THE COMING YEARS

We will pursue with our strategy as established in 2011, i.e. to reduce the consumption by changing our behaviours, reviewing our standards and operations, eliminating wastage, improving the performance of the installation and the equipment and so on.

In some resorts, there is still place for improvement while in others not much more can be done and therefore we will consolidate results already obtained.

Some of the new initiatives include:

- Redesign of the heat recovery system on chillers.
- Re-calculation of the thermodynamics on hot and chilled water network (balancing, flow adjustments, insulation).
- Rehabilitation of the steam boiler system: burner's efficiency, insulation, etc.
- Installation of gas Coriolis meters
- Combined pool heating with chill water pre-cooling
- Redesigning of garden lighting.
- Recovery of exhaust heat on generators to operate an absorption chiller
- Photo-voltaic farm

## WASTE MANAGEMENT

Actions initiated include the following:

- We strive to ensure that most of our waste is biodegradable and that our non-biodegradable material is reused, recycled or disposed of correctly. Solid waste is properly eliminated and doesn't contaminate the delicate ecosystems.
- When possible we purchase in bulk to reduce packaging
- 'Take back' policy is applied where ever possible.
- Amenities dispenser are available (soap, shampoo) in guests' bathrooms, spa, fitness centre, employees' locker rooms.
- Organic wastes are used for composting
- Food donations to farms
- Used items donations (e.g. fabric items, furniture, electronic equipment etc.)
- Printing policy is communicated to team members
- Where ever possible segregation of waste is in place: glass, metal, paper and plastic.
- Where ever possible garbage is compacted thus reducing transport and disposal costs.
- Self-bottling plants help to reduce plastic bottle waste
- Sensitization of team members to the waste management plan.

## RESPONSIBLE SOURCING

### Fair Trade

Fair trade within Constance Hotels & Resorts is driven by the Procurement Policy wherein Constance Hotels & Resorts ensures the use of right methods to select suppliers and procure goods and services at the right quality, price, time, source and delivery while protecting the company.



## Local Entrepreneurs

Constance Hotels & Resorts does not engage with local entrepreneurs dealing with historical artefacts, or those not permitted by law.

## NATURAL CAPITAL

Some of the main initiatives undertaken by our properties are:

### Energy

- Reduction in the consumption of electricity
- Insulation of generators and pipes
- Energy saving bulbs

### Water

- Reduction of consumption of water
- Preventive maintenance to prevent water leaks
- Re-use towel and linen policy

### Biodiversity

- Mangroves preservation program
- Turtle preservation program
- Restoration and preservation of coral reef program
- Snorkelling activities to understand marine biodiversity
- Use of eco-friendly cleaning products
- Use of eco-friendly pesticides
- Lagoon and beach cleaning
- Barriers to protect sand erosion
- Keep boats clean and in proper working order
- Use plants and trees locally adapted
- Tree planting
- Ensure proper mooring of boats to avoid damage by anchor.
- Removal of invasive plants species

### Emissions

- Favour local goods to save on transport costs
- Consider level of CFC when purchasing equipment

### Effluence and wastes

- Use of grey water
- Organic waste used for composting
- Electronic waste management
- Reduction on plastic bottles waste with self-bottling and reuse of dispenser gallons
- Compacting of waste
- Recycling of paper
- Implementation of half load washing formulas
- Waste separation

## Others

- Organic herbs gardens
- Special programs on Earth Hour involving both hotel guests and staff
- Special programs on World Environment Day involving both hotel guests and staff, e.g. green talks, clean up, tree planting, nature walks
- Noise management
- Guests & staff awareness
- Mangroves nature walk and talk
- Printing policy
- Recycling of paper

# CONSTANCE HOTELS & RESORTS

## TARGET 2020

		Actual	Target 2020
<b>1 Electricity</b>	Measures in place since 2011	since 2011 reduced by 14%	
		actual : 99164 kWh/day	96000 kWh/day
<b>2 Water</b>	Hotels in Mauritius		
	2013 : 1300m3/day	810m3/day	to maintain this level
<b>3 Waste</b>	Weighing of waste	not in place	to be implemented
<b>4 Self-bottling of water</b>	To record consumption and costs savings	4 properties have self-bottling plant	further reduction in plastic bottle waste
	To increase production throughout the group		
<b>5 Training</b>	No. of training hours per employee	6.6 hours	8.5 hours
	Bright Training		to be extended to Heads of Departments
	Induction course		Sustainability awareness as well as Health & Safety to be included in the induction programme
<b>6 Customer Satisfaction</b>	Overall satisfaction score	88.60%	to be higher than 86%
	Secured guests	68.70%	to be higher than 65%
	Emotions	94.40%	to be higher than 90%
<b>7 Employees</b>	Employees satisfaction survey score	78%	80%
	New initiative		To launch a survey focusing on sustainability practices
<b>8 Health &amp; Safety</b>	Health & Safety Performance		To improve: compliance, implementation of remedial measures, training, incident frequency rate



# **SUSTAINABILITY MANAGEMENT PLAN 2015**

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