

SUSTAINABILITY REPORT

2020

Extracts



Attitude committed to tourism with a positive impact

FOREWORD

The Sustainability Report 2020, published in 2021, contains initiatives and measures taken by us as a group with clear objectives and Key Performance Indicators for the Financial Years 2017-2018, 2018-2019, and 2019-2020.

This document, an extract from the Sustainability Report 2020, brings forward Attitude Hotels' engagements to incorporate sustainability into the strategies within our group and the operations within our nine hotels.

It is meant to communicate with the public, our partners and other stakeholders about our contributions to the local community, to the local economy and to the environment, our commitments to the Sustainable Development Goals and our way forward: the Positive Impact movement.

Since our previous actions have led to the creation of the Positive Impact movement, the writing of this report follows the same format.

While we are aware of the uncertainties and other factors which can influence the materialisation of our objectives post-COVID-19, we will remain true to our purpose and shall continue to strive for the welfare of the island.

The path to sustainability is an ever-evolving and never-ending journey, which is why your feedback is important to us. If you have any queries regarding this report, please contact:

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SUSTAINABILITY CHARTER

Sustainable development is essential for future generations and for the planet, as well as for building better business resilience. This is why our strategy revolves around three commitments. Our commitments are defined as the Strategic Goals (SGs) of our group and are broken down into different Operational Goals (OGs), which are our main lines of work. We use Key Performance Indicators (KPIs) as tools to measure and quantify the OGs of the company in order to visualise our effectiveness and efficiency into achieving our OGs. The reference values used in this Sustainability Report are the KPI values from Financial Year 2017-2018 (FY 17-18). The target values and deadlines were set and validated by the different Heads of Departments (HODs) with respect to the previous annual performances in order to evaluate the measurements recorded over a period of three years (FY 17-18, FY 18-19 and FY 19-20).

SG I: WE PROTECT OUR ENVIRONMENT

Our first SG reflects our commitment to protect the environment by covering four subjects: energy consumption, water resources management, solid waste production management, and marine biodiversity.

N° OG	OG	Main Work Axis	N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.1	Set up an efficient energy strategy	Reduce the total consumption of energy	1.1.1	Rate of energy intensity per overnight stay	kWh / GN	≤ 20,82	30/06/2023	21.92	22.22	22.21
1.2	Set up an effective water management system	Reduce the volume of water used	1.2.1	Rate of water consumption per overnight stay	L / GN	≤ 539	30/06/2023	599	581	518
1.3	Set up a sustainable waste management system	Reduce the amount of wastes generated	1.3.1	Standardised document for wastes data collection (per category) for all hotels	Yes / No	Yes	30/06/2021	No	No	No
			1.3.2	Total weight of paper bought in all hotels per guest night	g / GN	≤ 17	30/06/2022	22.6	22.4	28.0
1.4	Promote the protection of marine and coastal ecosystems	Sensitise people to the protection of the lagoon	1.4.1	Total number of people sensitised	pax	≥ 2500	30/06/2019	3504	2401	NA
			1.4.2	Total number of students sensitised	pax	≥ 1000	30/06/2019	1547	1148	NA
			1.4.3	Total number of people from the local community (excluding school students) sensitised	pax	≥ 1000	30/06/2019	1440	898	NA

SG 2: WE SUPPORT THE LOCAL ECONOMY

Our second SG translates our commitment to support the local economy and focuses on three topics: local purchases, craftsmanship and small entrepreneurs.

N° OG	OG	Main Work Axis	N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
2.1	Amplify the contribution to the local economy	Expand the share of local purchases	2.1.1	Percentage of local F&B suppliers labelled 'Made in Moris'	%	≥ 50 %	30/06/2021	25.0 %	35.2 %	34.4 %
			2.1.2	Percentage of local seafood purchases	%	≥ 35 %	30/06/2021	22.1 %	24.0 %	24.8 %
2.2	Partner with local entrepreneurs	Support local young companies	2.2.1	Number of local entrepreneurs financially supported	number	≥ 2	30/06/2022	NA	NA	1
2.3	Promote local craftsmanship	Encourage the encounter between local craftspeople and our guests	2.3.1	Number of local craftspeople who sold their products in Otentik Bazar	number	≥ 20	30/06/2021	22	20	21

SG 3: WE CARE ABOUT THE LOCAL COMMUNITY

Our third SG emphasises our commitment to take care of our local community and highlights our four priorities: the work environment of our Family Members, the professional development of our Family Members, our Family Members' relatives, and our cultural heritage.

N° OG	OG	Main Work Axis	N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.1	Provide fairness for Mauritian within the workplace	Prioritise the recruitment of talented Mauritians	3.1.1	Percentage of Mauritian employees within the group	%	≥ 97 %	30/06/2021	99 %	99 %	99 %
		Ensure an uplifting atmosphere in the work environment for our Family Members	3.1.2	Obtain the label 'Great Place To Work'	Yes / No	Yes	30/11/2021	Yes	Yes	Yes
			3.1.3	Score obtained for label 'Great Place To Work'	%	≥ 80 %	30/11/2021	72 %	82 %	85 %
3.2	Encourage the professional progress of our Family Members	Provide our Family Members with trainings	3.2.1	Mean number of training hours per FM	h / FM	≥ 50	30/06/2021	84.9	77.9	63.7
			3.2.2	Success rate for the online training programme for managers	%	≥ 80 %	30/06/2021	83.4 %	90.1 %	85.5 %

		Support the progress of our Family Members	3.2.3	Percentage of FMs getting an internal promotion within the group	FM	≥ 5 %	30/06/2021	5.5 %	5.7 %	6.3%
		Acknowledge and reward the quality of work and initiatives of our Family Members	3.2.4	Mean number of 'Mari Top' actions acknowledged per FM	actions / FM	≥ 1	30/06/2021	NA	0.73	1.56
		Train young Mauritians in hospitality industry	3.2.5	Number of partnerships with schools for internship programmes	number	≥ 3	30/06/2021	3	3	3
3.3	Encourage the personal growth of our Family Members	Give our Family Members and their families access to medical services	3.3.1	Number of days of access to the Health Month service for all FMs	number	≥ 6	30/08/2021	NA	6	12
			3.3.2	Percentage of participants to the Health Month service over the total number of FMs	%	≥ 50 %	30/08/2021	NA	NA	70 %
		Offer study opportunities to our Family Members' children	3.3.3	Number of 'Ti Balad Dan Nou Lotel' sessions	number	≥ 3	30/06/2021	3	3	1
			3.3.4	Number of scholarships offered to our FMs' children	number	≥ 1	30/09/2021	1	2	0
3.4	Develop and support projects championing the local culture	Encourage our guests to explore and discover the Mauritian culture	3.4.1	Percentage of guests aware of the Otentik experiences	%	≥ 50 % (branded hotels)	30/06/2021	47.0 %	41.9 %	45.6 %
						≥ 60 % (≥ 100 rooms)		54.1 %	55.4 %	54.8 %
						≥ 70 % (< 100 rooms)		68.5 %	67.3 %	66.8 %
		3.4.2	Percentage of guest occupancy of Kot Nou	%	≥ 25 %	30/06/2020	23.7 %	27.0 %	29.6 %	
		3.4.3	Percentage of occupancy of Otentik Dinner	%	≥ 40 %	30/06/2020	32.5 %	39.5 %	44.6 %	
		3.4.4	Percentage of downloads for the Otentik Discovery app per unique guest	%	≥ 10 %	30/06/2022	8.4 %	5.4 %	9.4 %	
		Promote the Mauritian culture	3.4.5	Number of events sponsored	number	≥ 5	30/06/2021	5	5	6

GENERAL ASSUMPTIONS

Unless otherwise specified in KPIs, the following assumptions are used for calculation of our KPIs.

Period of report

FY 17-18, FY 18-19 and FY 19-20 are analysed in this report.

However, due to the COVID-19 impact, the four months of March 2020 to June 2020 (included) are removed from the KPI calculation. Most of the time the KPI are intensity ratios, based on guest night numbers (i.e. the number of overnight stays). As from March 2020, these numbers dramatically decreased because all guests left the hotels after 24 March 2020.

The analysis takes into account the fact that these four months are excluded.

All our data is calculated and compiled by financial year.

Scope of study

The nine hotels of the Attitude group are included in the study, only the head office is not studied, due to lack of data. Moreover, some KPIs are only valid for hotels and thus these/those KPIs do not exist for the head office.

For each KPI, it will be specified whether it takes into account all the Family Members within the group (all the hotels as well as the head office) or only the Family Members of the hotels.

Margin of error

Most KPIs are based on large databases and the calculation of these KPIs requires special care in order to avoid errors. We have been vigilant and rigorous during the calculation process, and several checks have been made, but errors might still have been made.

Furthermore, the collected databases are not always completely reliable, consequently a margin of error is possible, due to:

- data entry errors
- omissions
- lack of data

Processes are set up, audited and adapted regularly to reduce the overall margin of error.

Acronyms and units

All acronyms and units used in this report are listed at the end of the report in the section “*List of acronyms*”.

WE PROTECT OUR ENVIRONMENT

INTRODUCTION

Tourism and the environment have a very dynamic relationship; tourism depends on natural resources while environmental problems such as pollution, the climate crisis or biodiversity decline affect tourism (Stefănica and Butmaru, 2015). In other words, a natural environment with culture and social history motivates tourists to travel and generates activities while sustainable tourism leaves the natural environment unaltered and clean. Expanding tourism in a country requires an increased use of natural resources such as water and land, therefore putting an additional pressure on the ecosystem, potentially causing fragmentation, habitat loss, soil erosion, pollution, and discharge into the sea (Faraji rad and Aghajani, 2010). The responsibility of mitigating the impacts of tourism on the environment rests with all stakeholders engaging in touristic activities. In fact, tourism can considerably contribute to the protection of the environment and the conservation of biodiversity. It has the potential to raise awareness about environmental problems by connecting people to nature and increasing their appreciation of the environment (Faraji rad and Aghajani, 2010). Natural environments and heritages belong to the people of the world and the preservation of the world's fundamental assets is essential for future generations. At Attitude Hotels, we have been working on implementing a system of ecological management within our hotels and in our business strategy. Tourism with a positive impact will emerge with our guests, Family Members and business partners grasping the concept 'environment and sustainability' not just by words, but by heart (Faraji rad and Aghajani, 2010).

I.1 SET UP AN EFFICIENT ENERGY STRATEGY

The energy sector, which includes electricity and heat production, transportation, and industrial processes, contributes to most of the global greenhouse gases (Our World in Data, 2020). There is an urgent need to reduce greenhouse gas emissions in order to address the climate crisis and according to the United Nations World Tourism Organization, the hotel industry is one of the most energy-intensive sectors in the tourist industry. In Mauritius, our main sources of energy depend on fossil fuels as almost 86 % of our electricity is generated from coal and fuel oil (United Nations Environment Programme, 2019). It is therefore crucial that we work on an energy efficient strategy in order to reduce our total consumption of energy within our hotel operations. Our strategy is based on three main axes, as described by Negawatt Association:

- Sufficiency: prioritising essential needs in individual and collective usage
- Efficiency: reducing the amount of energy required to satisfy each need
- Renewables: prioritising renewable energies

Today, most of our actions carried out are related to efficiency. The other two areas require more time for analysis and development.

To reduce the total consumption of energy in our buildings

Operating in nine different locations across Mauritius, it is essential to control and reduce our energy impact. Several hotel refurbishments took place between 2017 and 2020, allowing the integration of energy efficient solutions wherever possible. In order to plan such implementations, it is necessary to develop a good understanding of our consumption through the analysis of our monitoring data.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.1.1	Rate of energy intensity per overnight stay	kWh / GN	≤ 20,82	30/06/2023	21.92	22.22	22.21

Purpose

We have chosen to calculate our energy consumption intensity as a ratio between the energy consumption (kWh) and the number of overnight stays (GN) to obtain a stable indicator, independent of non-relevant factors such as the number of buildings in the scope or the size of the hotels.

Our target is to reduce the energy consumption within our hotels to a maximum of 20.82kWh/GN by FY 22-23 (a 5 % reduction compared to our FY 17-18 consumption) and ambitious energy-saving actions focusing on air conditioning, kitchen appliances, lighting, hot water, and pumps and sockets need to be favoured in order to meet our objectives.

Assumptions

I/ The different types of final energy consumption in our hotels are as follows:

- Electricity:
 - Comes mainly from grid power, included in this KPI [kWh]
 - Diesel-powered generators are used in case of power cuts. Consumption of diesel [L] is not included in the KPI calculations since the data are inconsistent and non-exhaustive
 - There is no additional production of electricity on site (solar panels, etc.)
- Gas:
 - Much of our gas consumption comes from our storage tanks, included in this KPI [L]
 - Consumption from individual gas cylinders is not significant, not included in this KPI

2/ Data collection and conversion

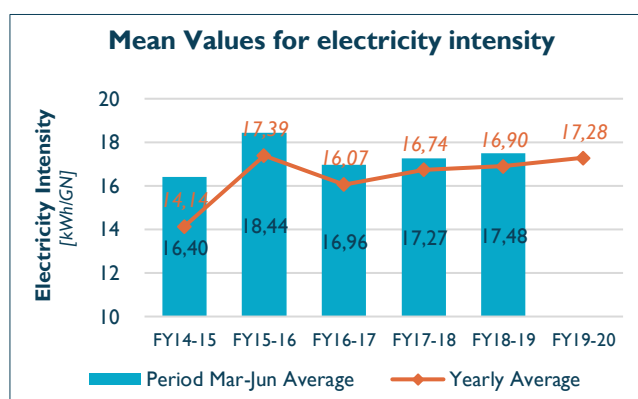
- Electricity:
 - Some hotels are equipped with communicating meters, either for the main meter only, or with a detailed sub-metering plan as well
 - All hotels carry out at least one manual reading per day of the main meter. **The KPI is based on these data**
 - There is no conversion factor as the unit of measurement is kilowatt hour [kWh]
- Gas:
 - All hotels carry out at least one manual reading per day of the main meter. **The calculation is based on these data**
 - As the gas used is mainly butane, the conversion factors used to convert L consumed into kWh are: 0.571 kg/L; 12.66 kWh/kg
 - The gas data for Récif Attitude is not considered in this KPI, as the data appear to be non-reliable, and much data are missing

3/ Our calculations do not include correction factors, especially for the following points:

- **Climate correction:** the use of degree days generally allows air conditioning consumption to be adjusted to a reference climate, in order to eliminate variations due to the climate, which allows to compare consumption values between years. However, as the degree days data is not available for Mauritius, this correction cannot be applied for the calculation of our KIPs.
 - According to the World Meteorological Organisation, the year 2019 was Earth's second warmest year after 2016 and for Mauritius, the year 2019 has been the warmest year since 1960. The mean temperature over the island was found to be 1.1 °C higher than the normal (Mauritius Meteorological Services, 2020). Some regions experienced temperatures warmer by 3-4 °C lasting for more than seven days, and the maximum temperature recorded was 35.5 °C. Except for February, May, June and September, the temperature across the island was warmer than normal throughout the year and could explain an increased consumption of air conditioning and other cooling equipment. Thus, we have assumed that electricity intensity ratios for FY 18-19 and FY 19-20 presented in this report are biased.
- **COVID-impact correction:** as four months of FY 19-20 are excluded from our analysis due to inactivity, the energy consumption ratios are slightly biased. We have analysed our consumption by energy source from previous years to estimate whether the ratios have been artificially biased upwards or downwards:

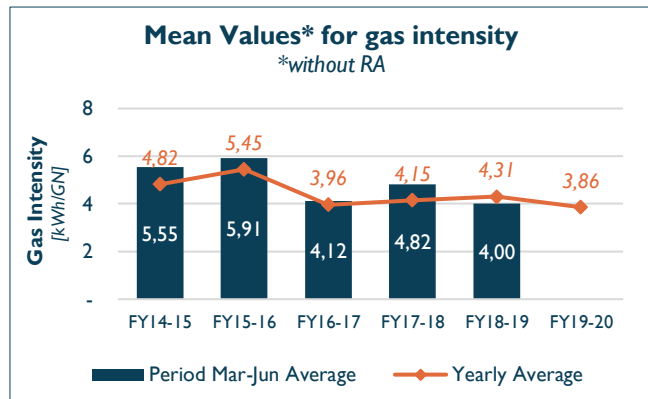
- **Electricity**

Over the last four financial years (FY 15-16 to FY 18-19), it has been calculated that the electricity intensity is generally higher (by 4.5 %) in the four months of March to June than the yearly average. Thus, we have assumed that the electricity intensity ratios for FY 19-20 presented in this report are biased, and probably slightly smaller than our real electricity intensity ratios.



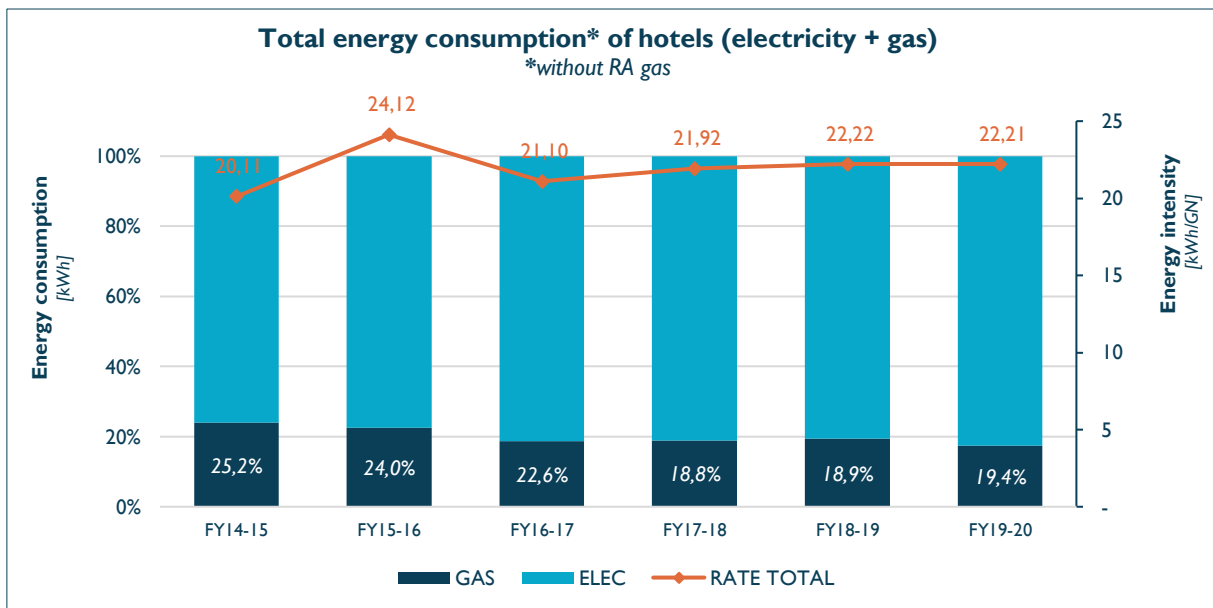
○ **Gas** (without RA)

Over the last five financial years (FY 14-15 to FY 18-19), it has been calculated that the gas intensity is generally higher (by 4 to 16 %) in the four months of March to June than the yearly average. In contrast, in the FY 18-19, the gas energy intensity ratio was 7 % lower for the period of March to June than for the rest of the year. Thus, we have assumed that the gas intensity ratios for FY 19-20 presented in this report are biased, and probably slightly smaller than our real gas intensity ratios.



Analysis and actions

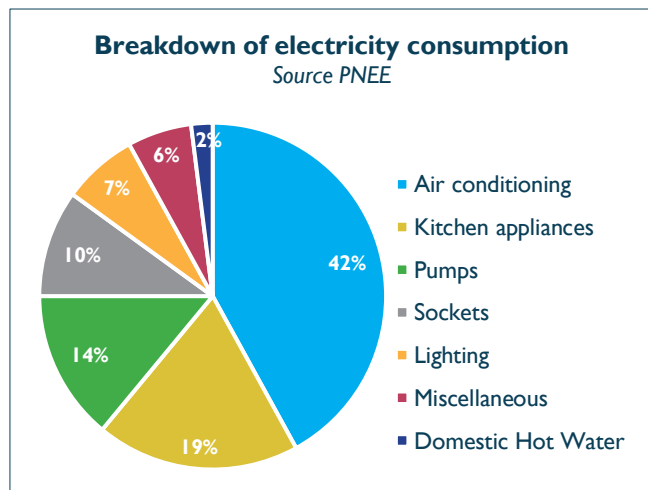
Breakdown of energy consumption



Electricity is our main source of energy (share of 78.64 % in total energy mix in FY 19-20).

Thus, most of our services consume electricity: air conditioning, kitchen appliances, pumps, lighting, sockets, laundry appliances, etc. Although we do not have our own statistics on the shares of each use, the study conducted by Business Mauritius as part of the Programme National d'Efficacité Energétique (PNEE) identifies the breakdown of electricity consumption of 23 hotels.

We use gas for 2 main processes: domestic water heating and cooking, but we do not know the breakdown of consumption between these two services, as we do not have specific meters for each service in our hotels.



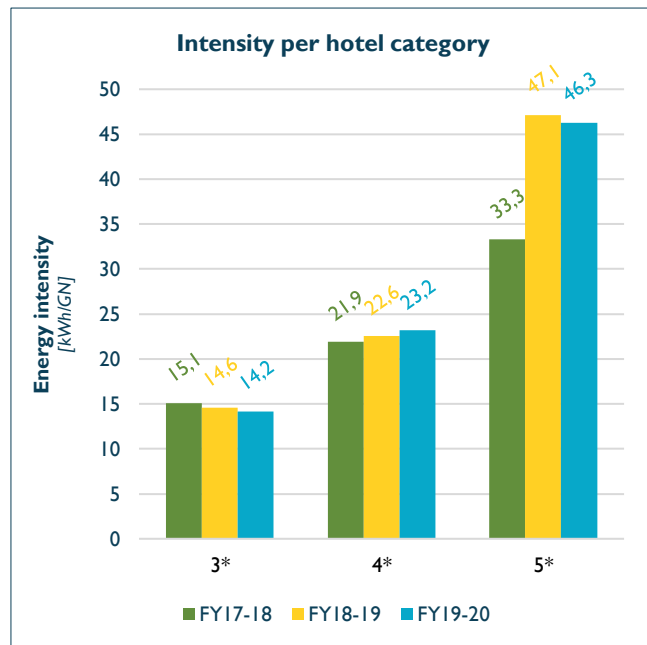
Analysis

Despite our actions to reduce our energy consumption, this KPI has slightly declined between FY 17-18 and FY 19-20 with an increase of 1.3 % in the energy intensity estimated per overnight stay and in particular:

- The share of gas intensity in the total energy mix has decreased slightly in recent years from 18.9 % in FY 17-18 to 17.4 % in FY 19-20.
- The gas intensity has decreased from 4.15 kWh/GN in FY 17-18 to 3.86 kWh/GN in FY 19-20, i.e. a reduction of 7.0 %.
- The electricity intensity has increased from 17.77 kWh/GN in FY 17-18 to 18.36 kWh/GN in FY 19-20, i.e. an increase of 3.3 %.

Furthermore, it can be noted that the category of a hotel has a significant impact on its energy consumption:

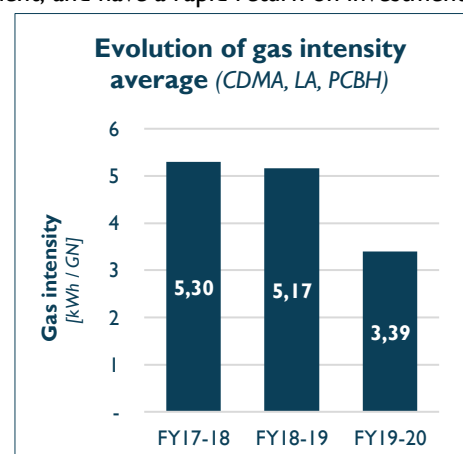
- Our 3* hotels have the lowest consumption ratio and this ratio has decreased over the last three years to 14.2 kWh/GN (- 6.1 %)
- Our 4* hotels have an average consumption ratio, but it has been increasing over the last three years, reaching 23.2 kWh/GN in FY 19-20 (+ 5.7 %)
- Finally, our 5* hotel has seen a very sharp increase in consumption over the last three years (+ 39.0 %) to reach a ratio of 46.3 kWh/GN, which is double the consumption of the 4* category and triple that of the 3* category.



Balance of energy saving and spending actions

We have tried to determine why our KPI has declined by looking at our energy saving and spending actions. Between FY 17-18 and FY 19-20, we decided to focus our energy renovation actions on three services, representing about 50 % of the electricity consumption, and an undetermined share of gas consumption:

- **Air conditioning** (42 % of electricity consumption): As air conditioning is by far the largest consumer of electricity in hotels, it was important for us to focus on reducing the consumption of this usage. Solutions had already been deployed in some hotels as early as 2013 (ZA) and 2015 (CDMA). In FY 17-18 to FY 19-20, we extended and completed this project to all our other hotels.
- **Lighting** (7 % of electricity consumption): Although this service is one of the least energy intensive ones according to literature (this is partly because some of the hotels in the sample have already made the transition to LEDs), the lighting changes are easy to implement, and have a rapid return on investment.
- **Domestic hot water** (undetermined share of gas consumption): Until FY 17-18, only ZA had been equipped with solar water heaters (only for water preheating). Between FY 17-18 and FY 19-20, four hotels had their gas domestic hot water heating partially or totally replaced by solar heating (CDMA, LA, PCBH, RA). As a result, we observed that the gas consumption significantly decreased for three of the four hotels concerned, with an average reduction in gas consumption of 36 % between FY 17-18 and FY 19-20. For the fourth hotel equipped with solar heating (RA) during this period, gas consumption data is unusable (unreliability and missing data).



Energy Saving Actions

Type of Energy	Final Use	Renovation	Details	Number of hotels deployed
Gas	Domestic hot water	Solar water heater	Water heated by the sun, thus avoiding the use of gas for this purpose. However, electrical boosters have to be added to provide hot water on cloudy days.	4 completed 1 partially completed
Electricity	Air conditioning	Inverter AC	Replacement of the existing traditional air conditioning systems with inverter systems that are more energy efficient and offer better comfort to the guest by maintaining a constant temperature.	4 completed 2 partially completed
		AC door switch	Adding door switches to automatically switch off the air conditioning when the door is left open.	4 completed
		White epoxy waterproofing	Waterproofing of roofs with white epoxy reflecting solar radiation and thus limiting the heat coming through the roof. This reduces the need for air conditioning.	8 completed
	Lighting	Relamping LED	Replacement of all traditional or economic bulbs by LED in rooms and common areas.	2 completed 7 partially completed
		Solar outdoor lighting	Replacement of outdoor lighting by autonom solar lighting where possible (sufficient exposure).	3 completed 1 partially completed

Energy Spending Actions

Type of Energy	Final Use	Modification	Details	Number of hotels concerned
Gas	Cooking	Addition of cooking equipment	Opening of Kot Nou in all hotels has required additional gas cooking equipment.	8 hotels with Kot Nou
Electricity	Domestic hot water	Installation of electrical booster	Electrical boosters have to be added to solar water heaters to provide hot water on cloudy days.	4 hotels
	Multi	Creation of rooms	Creation of superior rooms or villas has direct influence on consumption of several services, such as lighting, AC, sockets, etc. However, this has not been shown to affect the KPI.	Creation of 11 villas in TA
		Implementation of new outlet	In addition to cooking stations for Kot Nou, other electrical equipment has had to be added with implementation of new outlets such as Kot Nou and Taba-J.	8 hotels with Kot Nou and Taba-J
	Sockets	Deployment of digital equipment	To avoid waste of paper, some digital media have been deployed, such as Smart TV (which replaces conventional TV) and tablets for check-in.	All hotels

The balance between the saving actions and the expenses is difficult to analyse because:

- some energy saving actions were carried out only a few months before the interruption of all activity (due to COVID-19), and we do not yet have the necessary hindsight to confirm their effectiveness
- our sub-counting plan is not precise and consistent enough to calculate consumption reductions or increases associated with each project

However, we can see that over the last three FY our electricity consumption has increased by over 3 %. This shows that additional electrical equipment has had a greater impact on the electricity balance than electricity saving actions.

The recent savings in gas consumption only just offset the increase in electricity consumption. However, some of the electricity savings will probably only be visible in the ratios when the operation restarts.

Many energy-saving measures can still be taken in energy-intensive processes such as the use of kitchen appliances, pumps and sockets (accounting for about 43 % of total hotel consumption).

Training and continuous awareness-raising of Family Members

In addition, regular training is provided to Family Members, and in particular the maintenance teams, so that they can incorporate energy-saving measures into their work habits. However, the impact of this action on our KPI is not quantifiable.

Renewables

Although we currently only use solar energy for water heating in some of our hotels, projects to generate electricity from renewable sources are now under consideration, with the aim of increasing the share of renewable energy in our energy mix.

Learn more about our development and future strategy in the section Attitude and the next steps.

1.2 SET UP AN EFFECTIVE WATER MANAGEMENT STRATEGY

Water is a natural resource which is vital for the survival of all life forms. Water and climate are closely linked – in fact, they influence each other. The climate crisis is altering the hydrological cycle by shrinking lakes (Prange et al., 2020), by causing flash floods and by increasing the risk of droughts. Scientists predict a temperature increase of 3-5 °C and a decrease in rainfall with a shorter rainy season in the Southwest Indian Ocean. Moreover, a new study by Mamalakis et al. (2021) found a shift in the tropical rain belt over eastern Africa and the Indian Ocean which will result in increases of drought stress in south-eastern Africa, Madagascar, and our region. According to the United Nations World Water Development Report (2019), three out of ten people still did not have access to safely managed drinking services in 2015, despite the target set by the United Nations. Water thus becomes a critical resource and needs to be conserved as much as possible.

To reduce the volume of water used

As with energy, controlling and reducing our water consumption is essential to reduce our negative impact. In order to have an efficient water management, we work on several preventive and curative solutions. The analysis of our consumption data allows us to verify the effectiveness of our actions.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.2.1	Rate of water consumption per overnight stay	L / GN	≤ 539	30/06/2023	599	581	518

Purpose

We have chosen to calculate our water consumption intensity as a ratio between water consumption (L) and the number of overnight stays (GN) to obtain a stable indicator, independent of irrelevant factors such as the number of buildings in the scope or the size of the hotels.

Our goal is to reduce water consumption in our hotels to a maximum of 539 L/GN by FY 22-23 (a 10 % reduction compared to our FY 17-18 consumption) and ambitious water saving actions must be prioritised in order to achieve our goals.

Assumptions

1/ The different sources of water used in our hotels are as follows:

- Water comes mainly from the water distribution network, included in this KPI [L].
- Rainwater can be collected and used through our hotels for watering green areas. It is however not included in this KPI as we do not yet have a metering system on water collection tanks.

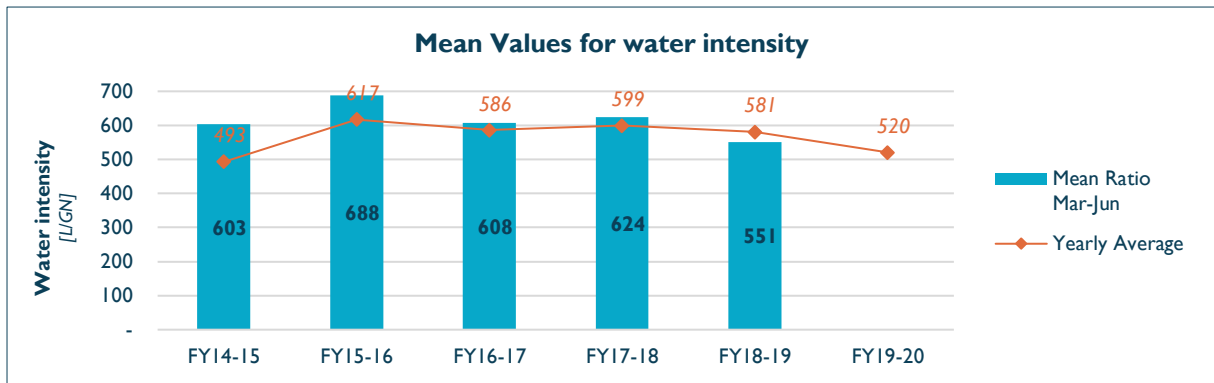
2/ Data collection

- Some hotels are equipped with communicating meters for the main meter only.
- All hotels carry out at least one manual reading per day of the main meter. **The KPI is based on these data.**

3/ Our calculations do not include correction coefficients, especially for the following point:

a - COVID-impact correction: as four months of FY 19-20 are excluded from our analysis due to inactivity, the water consumption ratios are slightly biased. We have analysed our consumption from previous years to estimate whether the ratios have been artificially biased upwards or downwards:

- Over the last five financial years (FY 14-15 to FY 18-19), it has been calculated that the water intensity is generally higher (by 4 to 22 %) in the four months of March to June than the yearly average. In contrast, in the FY 18-19, the gas energy intensity ratio was 5 % lower for the period March to June than for the rest of the year. **Thus, we have assumed that the water intensity ratios for FY 19-20 presented in this report are biased, and probably slightly smaller than our real water intensity ratios.**



Analysis and actions

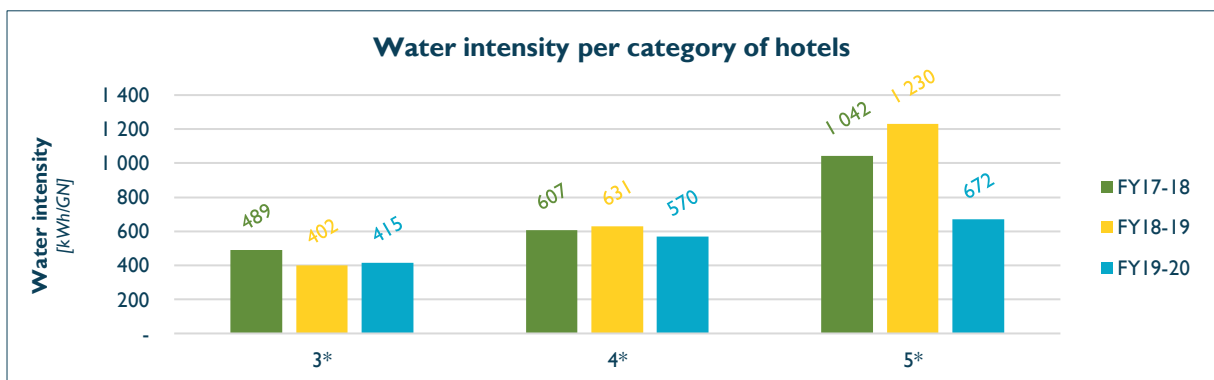
As a result of the water saving actions undertaken, the KPI has decreased significantly over the last five years (-15.7%), particularly between FY 18-19 and FY 19-20 (-10.5%). This strong improvement in the KPI is due to the efforts made in all hotels: only two hotels have increased their consumption, while three hotels decreased their water usage significantly (between 27 and 52%), and in four hotels it stabilised or decreased less (between 0 and 9%).

Furthermore, it can be noted that the category of a hotel has a significant impact on its water consumption:

- Our 3* hotels have the lowest consumption ratio, and this ratio has decreased over the last three years to 415 L/GN (-15.2%)
- Our 4* hotels have an average consumption ratio, which has decreased slightly over the last three years, reaching 570 L/GN in FY 19-20 (-6.0%)
- Finally, our 5* hotel has had a very high consumption ratio in recent years, and has seen a drastic decrease (-35.5%) to reach a ratio of 672 L/GN. Although this ratio is still the highest of the three categories, efforts have resulted in substantial water savings.

Most of the reductions in consumption in previous years were due to one main action.

Although flow rates are monitored regularly, a campaign to adjust flow rates was carried out in all hotels to reduce consumption. For example, shower flow rates were reduced from 11 L/min to 9 L/min, and aerators were installed on washbasin taps to limit the flow to 4 L/min.



Training and continuous awareness-raising of Family Members

In addition, regular training is provided to Family Members, and in particular the maintenance teams, so that they know how to identify water leaks and how to react, but also to integrate water conservation measures into their work habits.

1.3 SET UP A SUSTAINABLE WASTE MANAGEMENT STRATEGY

An increase in the number of tourists and rapid development of tourism infrastructure can cause a rise in the amount of wastes generated on our island. A lack of proper waste management strategies can lead to habitat destruction, degradation of the recreational value of ecosystems and can eventually become a threat to human safety. According to the Ministry of Environment, Solid Waste Management and Climate Change, 1,488 tonnes of wastes are produced daily on the island where 27 % represent food wastes, 14 % represent paper and 14 % represent plastic. At Attitude Hotels, we believe that the best waste we can produce is no waste at all. This is why the reduction of wastes lies at the centre of our waste management strategy.

To reduce the amount of wastes generated

Although we wanted to present a numerical indicator in this section, our action is designed for all our waste and is based on the effective 5R's method. We refuse over packaged products, especially when it comes to plastic. If we cannot refuse these products, we look for more sustainable alternatives with a lower impact on the environment, and we try to reduce their consumption, with the example of paper presented in our indicators. We extend the life of objects as much as possible, and in particular the waste collected in the blue nets made available to our customers is upcycled for use as decoration in our hotels. Even if recycling possibilities are limited in Mauritius, we make use of all possible solutions and our waste is sorted so that it can be recycled by professionals. Finally, we compost most of our green and food waste, and this compost is reused for the maintenance of our green spaces.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.3.1	Standardised document for wastes data collection (per category) for all hotels	Yes / No	Yes	30/06/2021	No	No	No

Purpose

In order to track and monitor our progress with respect to waste management, it is very important that our data in all hotels are homogenous for easier analysis and interpretation. This is why a standardised document has been created which segregates the wastes according to different categories such as paper, cardboard, glass, metal, plastic bottles and batteries.

Assumptions

We indicate 'Yes' only if the monitoring is carried out correctly by all hotels, and if the data collected is usable for an overall analysis of the nine hotels.

Analysis and actions

A standardised document has been provided to the hotels. However, the document is not used or completed in the same way by all hotels, which does not allow for an overall analysis of the data.

An improvement in monitoring is being considered, in particular by working on the processes, in order to homogenise the sorting of waste and the frequency of weighing.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.3.2	Total weight of paper bought in all hotels per guest night	g / GN	≤ 17	30/06/2022	22.6	22.4	28.0

Purpose

As the monitoring data on waste quantities cannot be exploited (see previous KPI), we have chosen to replace the initially planned indicator (quantity of waste in kg per category) by an indicator representing our average paper consumption per GN and calculated by FY period.

Reducing our consumption of paper by 25 % in all hotels by the end of FY 21-22 is one of our objectives and it is quantified by measuring the total weight of paper bought. Therefore, regarding the performance value for FY 17-18, we have set our target at 17.0 g/GN.

Assumption

The indicator is calculated based on the quantities of paper purchased per FY from the procurement department and the total number of guest nights per FY from the statistics department.

Analysis and actions

The measurements for the FY 17-18, FY 18-19 and FY 19-20 are 22.6 g/GN, 22.4 g/GN and 28.0 g/GN respectively.

It can be noted that the indicator is rather stable in the first two periods, then increases sharply in the third period. This increase can be explained by the cessation of all activity due to COVID-19. In fact, although there was a drop of more than 20 % in the quantities of paper purchased, the number of guest nights itself dropped by 37 % and the indicator therefore does not reflect the drop in consumption.

An analysis by hotel over the FY 17-18 and FY 19-20 periods also reveals several interesting facts:

- most of our 3* and 4* hotels have similar consumption ratios, on average around 18.8 g/GN. There are some exceptions, however:
 - RA has a much lower paper consumption of around 13.0 g/GN
 - TRA and ZA have a higher consumption of about 24.1 g/GN. This is due to the fact that both hotels have conference rooms, where paper use is higher than in the rest of the hotel.
- our 5* hotel has a paper consumption ratio almost 2.5 times higher than the lower category hotels

Thus, this analysis by hotel cluster allows us to define the levers of action to reduce our paper consumption by targeting the higher category hotels and those hosting conferences.

Zero single-use plastic in guest experience

An efficient way to reduce the amount of waste generated is to refuse to consume some products with overpackaging. We have chosen to remove single-use plastic within our hotels in the guest experience. Each year, around 3,600,000 objects of plastic will no longer spill into landfills thanks to various initiatives. In our hotels, guests will no longer find plastic bottles because we do the water bottling ourselves, and they will also be able to fill their water bottles in our water fountains. Additionally, snacks, tea and coffee in the rooms have been replaced by a bulk shop system, where the guest can come and get what he/she needs in glass jars.

Beach cleaning

Clean-ups may be the last solution to avoid wastes, but they are unfortunately still essential in Mauritius to preserve the coastal environment. At Attitude, we regularly organise clean-ups, not only around our hotels but also in other sensitive areas. Some islands in the north and in the east have been cleaned several times by our teams. Our last big event allowed us to segregate the wastes and to collect more than 1.2 tonnes of general wastes and more than 1.1 tonnes of recyclable wastes.

I.4 PROMOTE THE PROTECTION OF MARINE AND COASTAL ECOSYSTEMS

Coastal and marine ecosystems are threatened by dense coastal development, forest clearings, pollution, and the climate crisis. While coral reef ecosystems are home to 25 % of the marine species, these ecosystems cover less than 1 % of the planet (Burke et al., 2008). Every year, 14,000 tonnes of toxic sunscreens end up in the oceans (Downs et al., 2016). Toxic chemical substances alongside other factors such as rising sea temperatures cause deformations in juveniles and result in coral bleaching. According to Frieler et al. (2012), at least 2/3 of the coral reefs around the world will suffer degradation by 2050 even if we limit global warming to 2 °C. At Attitude Hotels we believe that raising awareness through our Marine Discovery Centre on the activities threatening these fragile ecosystems is an important step towards the protection of the oceans.

Oil spill in Mauritius

The Wakashio oil spill hit Mauritius in July 2020, and immediately threatened coastal biodiversity. However, the mobilisation of the population, local NGOs, associations, and some private companies made it possible to contain the spread of pockets of heavy oil in the southern and eastern lagoons. Thanks to the initiative of Terra and the Attitude Group, more than 1,500 volunteers took turns at the Beau Plan Creative Park to make "babas", absorbent floating booms made from sugar cane straw. This event was an unprecedented mobilisation of citizens. We are proud of all the Family Members who were able to participate in the effort, and we are more than grateful to the Eco-Sud association for its involvement.

To sensitise people to the protection of the lagoon

In order to sensitise the users of the lagoon, we have created the Marine Discovery Centre (MDC). It is a centre dedicated to the discovery of the marine and coastal environment. It is accessible to guests of Attitude hotels, Family Members and Mauritian residents. The MDC activities revolve around: environmental awareness, education, training, and scientific monitoring of marine and coastal ecosystems. It was initially launched in Anse-la-Raie ten years ago under the name Nauticaz, in collaboration with the NGO Reef Conservation. The Nauticaz focused on the dissemination of knowledge and the sharing of good practices concerning the marine environment through various activities, such as the glass bottom boat tour at the Voluntary Marine Conservation Area (VMCA). Since its creation, the awareness programme at the Nauticaz touched a total of 20,000 visitors including school children, the neighbouring communities, our guests, our local and international partners, and our Family Members. Children from the community could enjoy movie clips on biodiversity by the NGO 'Un Océan de vie' (founded by René Heuzey) dubbed in Mauritian creole (funded by the Green Attitude Foundation). With the transformation of the Lagoon Attitude into an eco-committed hotel in 2019, the Attitude Group decided to opt for an in-house management of the centre to be able to invest more in research, preservation, education, and awareness related to environmental issues. The centre was also expanded and renamed.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
1.4.1	Total number of people sensitised	pax	≥ 2500	30/06/2019	3504	2401	NA
1.4.2	Total number of students sensitised	pax	≥ 1000	30/06/2019	1547	1148	NA
1.4.3	Total number of people from the local community (excluding school students) sensitised	pax	≥ 1000	30/06/2019	1440	898	NA

Purpose

Each FY, we have targeted a number of 2,500 people to visit our centre and to take part in our awareness programme. Out of these 2,500 people, we also set targets for specific audiences, such as schoolchildren or the local community, because we want to prioritise these audiences.

Assumptions

The data collection process of the number of visitors was neither adapted nor reliable, and the database is not complete as some periods are missing. In order to re-calculate the total number of visitors per financial year, an extrapolation of the database has been carried out.

Nauticaz was closed in July 2019 when the collaboration with the NGO Reef Conservation came to an end and the transformation of the Lagoon Attitude (and the Marine Discovery Centre) was about to start. In addition, the cessation of all activity due to the COVID-19 pandemic shortly after the reopening of Lagoon Attitude, did not allow new visitors to the recently inaugurated Marine Discovery Centre. Therefore, no visitors were recorded for the period FY 19-20.

Analysis and actions

We managed to meet and exceed our target of 2,500 visitors at Nauticaz in FY 17-18. However, the following year we welcomed 30 % fewer visitors, or 4 % below target; an evidence that the model set up at Nauticaz was becoming less efficient.

In terms of targets set for students, we have managed to stay above the 1,000 students reached per FY, although there has been a sharp reduction between FY 17-18 and FY 18-19.

Finally, regarding the local community, the decline in number of visitors is also showing in this KPI, as we did not reach our target in FY 18-19.

However, the numbers are still encouraging as many people have been able to access Nauticaz since its opening (20,000 visitors in total). The new, improved centre will also allow us to welcome more visitors in the years to come by setting up partnerships with local schools and associations.

WE SUPPORT THE LOCAL ECONOMY

INTRODUCTION

Tourism is one of the biggest and fastest growing economic sectors around the world. In developing countries, tourism is considered as a tool which can be used to promote economic development and alleviate poverty as an alternative to industrialisation (Marzuki, 2011). However, the growth of tourism can negatively impact many related industries such as agriculture and handicrafts whereas its contributions to the host country's economy can be difficult to define. While private businesses have an important role to play in local economic growth, the benefits are not always equitably distributed. The tourism sector can be pro-poor and help the marginalised communities by providing them with the ability and position of benefitting financially by being included (Meyer and Meyer, 2015). This is why it is crucial that we invest in local linkages, which are different ways of creating economic links with local micro-entrepreneurs, small enterprises in the country and talents from the surrounding communities (Meyer and Meyer, 2015; Marzuki, 2011). The idea behind investing in local linkages is to use the privilege of private businesses for the benefit of the local economy. It can be easily achieved by looking for common ground between the goals of the company and ways of generating profits for the local businesses. The mindset of the companies in the tourism industry should focus on maximising local diversification opportunities and on optimising the local linkages for long-term benefits (Marzuki, 2011). The difference we make at Attitude Hotels does not depend on the profit we make but on the way we do our business.

“Our economic model is based on inclusion, to better share the resources with the local population. The group's activities need to benefit everyone. We are now far from the model where the hotel group keeps all the business and revenues for itself.”

Vincent Desvaux de Marigny, Chief Operating Officer

2.1 AMPLIFY THE CONTRIBUTION TO THE LOCAL ECONOMY

The Mauritian economy has diversified from being agriculture-based to tourism, industrial and financial. Today, the local economy depends mostly on sugar, tourism, textiles and financial processes and is integrating fish processing, information and communications technology, hospitality and education. The tourism sector has been criticised for economic leakage: money leaving the host country and ending up in the hands of international corporations instead of flowing into the local economy. Many companies in this industry try to favour cost-efficiency and therefore prefer cheap products and services which are imported to products and services from the local communities, thus affecting the local economy and people. This is why at Attitude Hotels we try as much as possible to increase our ratio of local purchases to our total purchases.

“We interact with local partners to build strong long-term partnerships which will secure both our partners’ and the company’s objectives. We help entrepreneurs diversify their business. We performed regular analyses of existing raw materials so as to favour new opportunities in our local markets to maximise exploitation of resources.”

- **Charlène Modeley**, Centre Procurement Executive

To expand the share of local purchases

We measure the effectiveness of the strengthening of our partnerships with local businesses through two indicators: we encourage our suppliers to apply for the ‘Made in Moris’ labelling process, and we also measure the share of local products in the Food & Beverage (F&B) category.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
2.1.1	Percentage of local F&B suppliers labelled ‘Made in Moris’	%	≥ 50 %	30/06/2021	25.0 %	35.2 %	34.4 %

Purpose

‘Made in Moris’ is a label for certified brands that produce products locally. In our efforts to support the local economy, the indicator calculating the share of F&B suppliers with the ‘Made in Moris’ label is essential.

We plan to have a minimum of 50 % of our suppliers labelled (as a share of purchases) by the end of FY 20-21. We have not chosen a higher target, because our aim is also to be able to continue working with small local producers, even if they do not have the possibility to be certified at the moment.

Assumptions

Only the F&B suppliers are taken into account in this indicator.

In order to be counted as labelled for a FY, a supplier must have been labelled by the last day of the relevant FY. The ratio is calculated in volume of purchases (Rs) for each FY.

Analysis and actions

We can see a clear increase in our indicator from 27.4 % (FY 17-18) to 36.1 % (FY 18-19). However, in the following year we see a slight decrease and our indicator falls back to 35.7 %. This is explained by the fact that many files were put on hold because of COVID-19. As 12.5 % of our current purchasing volumes originate from suppliers that are still in certification process, and depending on the purchase volumes for FY 20-21, it suggests that the required target of 50 % will be just achieved.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
2.1.2	Percentage of local seafood purchases	%	≥ 35 %	30/06/2021	22.1 %	24.0 %	24.8 %

Purpose

Suppliers do not systematically indicate the origin of their products, and it is a huge task to trace the information for products purchased in previous years, so it has not been possible to make this calculation for all our F&B products. In order to give an overview of our efforts in purchasing local products, we have chosen to calculate the share of local products in the seafood category for two main reasons. First of all, this is one of the three most important categories in our food purchases, with a share of 14.0 to 16.2 % depending on the FY. Furthermore, as our country is an island, it is a category that we prioritise. Therefore, we have set a minimum limit of 35 % of local products in our global seafood purchases.

Assumptions

This indicator is calculated based on the database of seafood purchases per financial year. The origin of each reference has, whenever possible, been checked/verified with the suppliers in order to calculate the share of local products. However, for 2.8 % of seafood products bought between FY 17-18 and FY 19-20, we have not been able to determine the origin of the product.

As product weight data is not always available, this indicator is calculated as a purchase volume ratio in Rs (purchase volume of local seafood products in Rs divided by purchase volume of total seafood products in Rs), not as a weight ratio (weight of local seafood products in kg divided by weight of total seafood products in kg).

Analysis and actions

The share of local products increased slightly from 20.8 % (FY 17-18) to 22.5 % (FY 19-20), with a peak of 26.4 % (FY 18-19), i.e. almost 1/4 of our seafood purchases. However, this rate is still very low and well below our minimum requirement of 35 % local products. The analysis of our data has enabled us to identify three main areas for action:

- **Sea bream alone represents almost 1/4 of our seafood purchases**, although it is not a local product. We are already working on setting up partnerships with local fishermen to replace sea bream with local species, such as moon fish (which currently represents only 3.5 % of our seafood purchases).
- **Besides sea bream, almost 50 % of our seafood purchases consist of only six different species**; only two of them are mainly locally sourced (tuna and marlin), even though local alternatives exist for the other four species (lobster, shrimps & prawns, camarons, squid) as well. Increasing the share of local purchases of these products would allow us to rapidly improve our KPI.
- There are wide disparities in the share of local purchases between each hotel, ranging from only 3.2 % to 63.7 % local purchases in FY 19-20, and **only two hotels exceed the target**. Awareness raising and training to create menus based on local products are therefore essential to reach our target.

Finally, this approach to increasing our share of local purchases cannot be achieved without a thorough control to exclude threatened species.

2.2 PARTNER WITH LOCAL ENTREPRENEURS

Various types of partnerships with local enterprises exist. Partnering with a range of local entrepreneurs to introduce products, to improve services and to upgrade facilities can result in sales opportunities for the locals and better services to our guests (Bah and Goodwin, 2003). Other arrangements can involve investing in those companies, making the hotel premises available for workshops, and providing the local communities with training. At Attitude Hotels, we have faith in the talents of the Mauritians and their skills to provide quality products and services while respecting the environment. Our engagement goes beyond local procurement and includes investment in the young and local companies.

To support local young companies

To support the Mauritian economy, the Attitude Group has created an investment company: **Otentik Investments Ltd**. It was born out of the desire to give a boost to local start-ups and small businesses. It supports the entrepreneurs in their growth by helping them define an expansion strategy, by offering operational structures adapted to their activity and money to finance their growth. Attitude favours entrepreneurs whose economic activities:

- are in line with the commitments of our **Positive Impact movement**
- will contribute to the creation of jobs in the long term

For an agreed duration, Otentik Investments Ltd provides them with equity through the acquisition of a minority stake in the capital – a necessary aid to finance their projects. The Attitude Group is committed to helping two or three local entrepreneurs each year and targets to invest Rs 8 to 10 million over the next two years. The first company to benefit from this is Everland Ltd, a producer of Mauritian cosmetics under the brand Kokodezil. Everland Ltd is also accredited with the ‘Made in Moris’ label.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
2.2.1	Number of local entrepreneurs financially supported (via Otentik Investments Ltd)	number	≥ 2	30/06/2022	NA	NA	I

Purpose

By setting a targeted number of investments per year, we ensure the continuity of the project over the long term, and thus **a positive impact for the local entrepreneurs**. Young companies are looking for financial support to develop their activities and Otentik Investments Ltd meets the demand by allocating a certain amount without becoming the major investor.

Assumptions

This indicator counts the number of start-ups financially supported by Otentik Investments Ltd. An enterprise is counted in the indicator for a given FY only if a financial contribution was made during that FY.

Analysis and actions

The project started during FY 19-20 with one company, Everland Ltd. Due to COVID-19 and the temporary closure of our hotels, Attitude Group decided to put investments on hold until the reopening of the borders.

Helping small farmers to grow

Attitude has at heart the collaboration with small entrepreneurs and the positive effects it can have on the community around. For example, the group is working with the Mayaven couple; hydroponic and organic vegetable planters who have been delivering to Zilwa Attitude and Ravenala Attitude for three years. Originally, this couple got into farming to get out of a difficult economic situation. Three years ago, Attitude committed to purchasing the majority of what they could produce. This commitment significantly fuelled their growth and allowed them to set up a beautiful stall where they could sell their vegetables to local people. They have also found other leasehold land to increase their production and are now preparing to get into agroforestry. Their next goal is to be able to meet the new expectations of our group and provide produce for more Attitude hotels. *“At the start, there were only three of us. Today, we work with more than 20 people. It allows us to help people like us who have experienced unemployment and hardship. The more our workload grows, the more people we hire.”*

Everland Ltd company to benefit from Otentik Investments Ltd

This company was born when its founders, Emmanuel and Julie Lepert, sought alternatives to soaps and commercial care products for their baby's allergies. Concerned about the environment and health, KokoDezil manufactures hand-made healthy soaps and natural care products in its workshop in Pereybere. The brand uses only natural ingredients: pure vegetable oils (coconut, avocado, shea, olive), organic or natural spices and plants (from local producers or wild pickings) and natural vegetable wax. All plant ingredients are certified organic (USDA, Ecocert or AB). Neem, babool, aromatic plants, cinnamon or even elaiti (cardamom) are produced in Mauritius. With its 100 % natural, local and ecological ingredients, KokoDezil has been labelled 'Made in Moris' since July 2018, with a score of 97 %.

2.3 PROMOTE LOCAL CRAFTSMANSHIP

Skilled people with historical and local knowledge are becoming less common nowadays but are yet important. They often do not know how to valorise their products and services on the market and how to make them accessible to potential customers. Tourist businesses can engage in various activities which can promote the work of these local artisans and give them access to international buyers while maintaining the authenticity. Additionally, shopping for local products is a fundamental component of tourism and can significantly contribute to the local economy. At Attitude Hotels, we wish to strengthen the link between our local craftspeople and our guests by setting up a space which allows the locals to display their products to our guests who can shop on the spot.

To encourage the encounter between local craftspeople and our guests

Otentik Bazar has been created with the aim of giving local craftspeople access to our hotels. These markets invite artisans and creators to present their original made in Mauritius products. Mauritian craftsmanship is displayed in all its diversity, with rattan baskets, bags and handbags, engravings and drawings, jewellery, or products in recycled boat sails. Buying these local and hand-made products means supporting a positive approach, respectful of the environment (many products are made from natural or recycled materials) and committed to Fairtrade: 95 % of the sale amount is paid to the craftspeople and 5 % is dedicated to the Green Attitude Foundation.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
2.3.1	Number of local craftspeople who sold their products in Otentik Bazar	number	≥ 20	30/06/2021	22	20	21

Purpose

The evaluation of the number of local artisans selling their products at the Otentik Bazar allows us to measure our impact on the craft industry in Mauritius. Local artisans are looking for places where they can sell their products, especially those destined for the international market. So providing access to these products with the assurance of local origin and quality for our guests is essential to their experience. Our objective is to support at least 20 artisans or small craft enterprises by giving them the opportunity to display their products in our Otentik Bazar.

Assumptions

Artisans are counted in this indicator if one or more of their products were displayed and offered for sale in Otentik Bazar during an FY.

Analysis and actions

Over the past three years, the objective has been consistently achieved; we have supported a total of 23 artisans or small craft enterprises.

In order to be able to give access to even more artisans or small craft enterprises, we have been working on a new partnership model, described in the section *Attitude and the next steps*.

WE CARE ABOUT THE LOCAL COMMUNITY

INTRODUCTION

In 1990, Martin Albrow and Elizabeth King, two sociologists, defined globalisation as “all those processes by which the peoples of the world are incorporated into a single world society”. Globalisation is closely linked to tourism; both are dependent on each other – globalisation gave rise to and encourages tourism by opening doors to different corners of the world while tourism is part of the globalisation process (Song et al., 2018). Although this phenomenon has allowed for the exchange of values, ideas, cultures, experiences, and goods, it is contributing to the reckless loss of cultural identity (Sadykova et al., 2014), especially in southern countries. Therefore, the potential negative impacts of tourism on local communities in terms of local customs, food, socio-cultural characteristics, and entertainment activities cannot be neglected (Garau-Vadell et al., 2018). If done wrongly, tourism can actually be an exploitative practice and damage the local culture, the ecology and will eventually fail to support the economy (Sharpley, 2002). According to Gursoy and Rutherford (2004), the success of tourism is largely determined by the participation of the local population. Moreover, going beyond our barriers for cultural influence and promoting cultural communication can pave the way for successful experiences, enhancement of our own culture and eventually raise the culture higher (Sadykova et al., 2014). This is why at Attitude Hotels, we wish to put the local people, including our Family Members, at the heart of our business and valorise the Mauritian heritage through cultural tourism.

3.1 PROVIDE FAIRNESS FOR MAURITIANS AND WITHIN THE WORKPLACE

A very strong local linkage from the tourism industry is to include local people in the business. Tourism is a tool for transferring currencies from income generating countries to income receiving countries (Zaei and Zaei, 2013). A direct method of cash flow straight into the local economy from the tourism industry is the recruitment of locals. Local recruitment has many benefits such as creating jobs adapted to the locals and to the services required. Moreover, a fun and productive atmosphere with positive values encourages our Family Members to become creative. The tourism sector can in fact make a big difference in a local community. At Attitude Hotels, we feel that it is important for us to make our Family Members feel valorised, appreciated, and acknowledged.

International labour and human rights

Various policies to improve working conditions have been put in place to combat any form of violence, harassment, or discrimination, as well as access to work for people with disabilities.

- Through the **AHML Violence, Discrimination and Harassment Policy**, Attitude intends to promote and maintain a workplace free from all kinds of violence. The Group makes every effort to ensure that all Family Members are treated with dignity, respect and courtesy.
- In accordance with national requirements and laws, Attitude ensures fair treatment of people with disabilities through its **AHML Employment of Disabled Person Policy**.
- As an employer subscribing to the principle of **equal opportunities**, Attitude recruits in different areas and regions. In addition, to offer all Family Members the same chance to progress in their professional career, internal recruitment is preferred.

To prioritise the recruitment of talented Mauritians

We are convinced of the talent of our people, and we privilege the recruitment of Mauritians, in our hotels and our head office. Indeed, our Family Members are the best placed to be ambassadors for our Mauritian way of life to our guests.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.1.1	Percentage of Mauritian employees within the group	%	≥ 97 %	30/06/2021	99 %	99 %	99 %

Purpose

The number of local employees in the company is compared to the total number of employees in our group. We have set a very high target, as we want to ensure that most employment opportunities are widely available to the local community.

Assumptions

We define local employees as those who are Mauritian by birth or who have obtained the Mauritian nationality. Thus, Family Members holding an occupational permit, or a work and residence permit are not considered as local employees.

The calculation includes Family Members from our nine hotels and from the Head Office.

This percentage is calculated by the end of June for each financial year as follows:

Percentage of Mauritian employees = (number of local employees / total number of employees) * 100

Analysis and actions

From FY 17-18 until FY 19-20, the result has remained stable at 99 % – beyond our target value. We have chosen to leave a margin for the recruitment of non-Mauritians in case the talent we are looking for at Attitude Hotels is not found locally, and our aim is to bring forth external talents who will add missing values to the company.

To ensure a stimulating atmosphere in the work environment for our Family Members

'Great Place to Work' is a certification that rewards an organisation by collecting and evaluating employee engagement through a rigorous methodology of both employee survey feedback and culture audit (management practices audit) which is established by data scientists.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.1.2	Obtain the label 'Great Place To Work'	Yes / No	Yes	30/11/2021	Yes	Yes	Yes
3.1.3	Score obtained for label 'Great Place To Work'	%	≥ 80 %	30/11/2021	72 %	82 %	85 %

Purpose

These indicators have been created to ensure that we provide a safe and stimulating working environment for our Family Members.

We base our indicators directly on the results of the 'Great Place To Work' certification to guarantee the objectivity of the evaluation, and also because this label is a reference worldwide.

We want to meet two main objectives:

- to obtain certification, regardless of the criteria set by the label. Currently, the label has two components: the employee survey (confidence index; minimum score 65 %) and the cultural audit (minimum score 30/60).
- to maintain an excellent Trust Index score by achieving at least 80 % positive results

Assumptions

The assessment is done by an external company and on a yearly basis and management practice data is provided by the human resources department. Concerning the employees survey feedback, the employees of the group who participate in this process have at least six months of service and out of the eligible employees, the participation rate is at least 95 %, so we assume that the sample is representative.

Analysis and actions

3.1.2 - From our first participation, we were awarded the 'Great Place To Work' certification, with an overall score of 72 %, confirming that the Attitude Group provides its employees with a safe and comfortable working environment. Since then, we have renewed our certification every year, with an ever-increasing score.

3.1.3 - For the FY 17-18, we scored a mean of 72 % with three hotels obtaining at least 80 % and by the FY 19-20, the mean jumped to 85 % with all hotels (excluding Paradise Cove Boutique Hotel, as the hotel was under renovation during the study) scoring at least 80 %. The ratings allow us to check the work environment for our Family Members. Since our target value has been reached, this evaluation has been extended to December 2021. However, due to COVID-19, the management will decide whether to conduct this exercise or not.

3.2 ENCOURAGE THE PROFESSIONAL PROGRESS OF OUR FAMILY MEMBERS

Studies show that individuals who participate in training are well-equipped with knowledge and possess the appropriate tools to enhance their performance (Younas et al., 2018) and adapt to changes within their workplace. Additionally, they may feel valued and challenged during training, further making them feel fulfilled in their careers (Afsheed and Sidra, 2017). Training and professional development of an individual throughout one's career can result in job satisfaction and enhancement in productivity (Younas et al., 2018). Moreover, these opportunities can help our Family Members obtain promotions and move up the management ladder within the company.

To provide our Family Members with trainings

Our Family Members make up the identity of Attitude Hotels and it is key that each Family Member master new skills and improve existing ones. Learning about different concepts related to their scope of work will motivate them and they will gain confidence and efficiency in their daily tasks. We choose to offer our Family Members continuous training to ensure the quality of service we offer to our guests, but also to provide our own Family Members with opportunities to improve in their work and set new milestones in their professional development. In parallel, we provide our Family Members with training sessions linked to our corporate culture and our commitments, **in particular those linked to the Positive Impact movement**, which makes it even more meaningful to work together.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.2.1	Mean number of training hours per FM	h / FM	≥ 50	30/06/2021	84.9	77.9	63.7

Purpose

The number of training hours per Family Member is assessed to ensure that our Family Members receive training for their own progress within their workplace.

We have targeted a mean of 50 hours of annual training per Family Member.

Assumptions

All training, whether internal (for example the departmental training programme), corporate, external, or online, is taken into account in this indicator.

Training hours are recorded on the basis of attendance sheets, which are signed at the end of each training session by the Family Members of the group who participated. These data are compiled by each HR department.

Analysis and actions

Although the objectives have exceeded the target value, the number of training hours have decreased from 84,9 hours per Family Member (FY 17-18) to 63,7 hours per Family Member (FY 19-20). However, a reduction does not imply a deterioration. In fact, we are more focused on the quality of the training delivered to our Family Members instead of the quantity. Moreover, during 2017 multiple hotels were under renovation, thus it was necessary to conduct specific training adapted to the new concepts and processes of the hotels. Despite this reduction in recent years, we are still meeting our target of a minimum of 50 hours of annual training per Family Member in normal operation.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.2.2	Success rate for the online training programme for managers	%	≥ 80 %	30/06/2021	83.4 %	90.1 %	85.5 %

Purpose

We want to ensure that we give the keys to success to all Family Members with a managerial position, i.e. all our Head of Departments (HODs). Indeed, HODs are responsible for their teams, and while some have undergone management training or already have experience, others take on this position following an internal evolution. In this way, we want to give everyone the same keys to success, no matter their background. This indicator is therefore based on the success rate of our online management training programme, and we aim to achieve an overall score of 80 %, thus ensuring the excellence of our HODs.

Assumptions

All HODs of the group have participated in an online training for a period of four years, which ended in 2020, covering all the competencies in personal progress and team success framework. At the end of each training, they have undertaken an examination done by an external party.

Analysis and actions

The success rate for the FY 17-18 was 83.38 %, peaked for the FY 18-19 with a result of 90.07 % and decreased to 85,51 % for the FY 19-20. These rather high scores remain above our target year after year. The new programme for the FY 20-21 will largely depend on the budget availability post-COVID-19.

To support the progress of our Family Members

As an employer, we do our best to promote from within our group in order to value and encourage our Family Members, rather than recruiting new employees.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.2.3	Percentage of FMs getting an internal promotion within the group	FM	≥ 5 %	30/06/2021	5.5 %	5.7 %	6.3%

Purpose

Our indicator is expressed as the percentage of Family Members who have been promoted internally out of the total number of Family Members. We aim to promote at least 5 % of Family Members from within our group.

Assumptions

Promotions are only counted if there is an ascension in the hierarchical structure and is done per financial year. The percentage is calculated on the basis of the number of Family Members in the company at the end of each financial year.

Analysis and actions

We witness and acknowledge our Family Members' hard work and are committed to encourage opportunities for their professional development within the workplace. There has been an increase in the percentage of Family Members getting an internal promotion from 5.5 % in the FY 17-18 to 6.3 % in the FY 19-20, indicating that a larger share of our Family Members has benefited from these promotions.

Consideration is being given to transforming this indicator and enabling us to integrate a comparison between the number of internal promotions and the number of external recruitments for hierarchical positions.

To acknowledge and reward the quality work and initiatives of our Family Members

Several programmes allow us to value and reward the quality work and initiatives of our Family Members. One example is the annual Attitude Ena Talen (AET) competition, which rewards Family Members according to several criteria, including criteria specific to the core business of the hotel industry. This competition has evolved since its inception and will in its next edition incorporate our Positive Impact movement, and more prizes to reward initiatives. The Mari Top Recognition Programme is also a means of empowerment: this is a peers recognising peers' good actions over and above their normal duties initiative. It aims to help our Family Members to reach their potential through our Personal Progress Team Success (PPTS) model. Recognition is another way to create a culture driven by performance and which reflects our commitments and core values.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.2.4	Mean number of 'Mari Top' actions acknowledged per FM	actions / FM	≥ 1	30/06/2021	NA	0.73	1.56

Purpose

This indicator represents the involvement of our Family Members in our Mari Top Recognition Programme by counting the total number of actions recognised per Family Member.

Assumptions

The HR department of each hotel keeps track of the Mari Top cards received by each Family Member.

This KPI is counted only for Family Members in the nine hotels.

Analysis and actions

In the launch year, FY 18-19, this average was well below one recognised action per Family Member, but in FY 19-20 it doubled to over 1,5 recognised action per Family Member. This model encourages them to go the extra mile in their work to ensure service excellence and to engage with us in our Positive Impact movement.

To train young Mauritians in the hospitality industry

It is not only our Family Members that we are committed to, but also to the training of young Mauritian students in the hospitality sector. Therefore, we have set up partnerships with Mauritian schools to encourage students to apply to us, and we are delighted to welcome students every year and offer them the opportunity to complete their theoretical training with practical internships, which can lead to employment.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.2.5	Number of partnerships with schools for internship programmes	number	≥ 3	30/06/2021	3	3	3

Purpose

This indicator represents the number of hotel school partners, and our aim is to promote the training of students by offering them internships or projects during their studies.

Assumptions

Only partnerships through Memorandum of Understanding or Agreement with Institution are counted in this indicator.

Analysis and actions

The number of students accepted each year for internships is variable, as it depends on the number of applications we receive. So it is more relevant to set up partnerships with schools; this allows us to become more well-known by students and to arouse their interest in our group, thus increasing the number of applications per year.

Attitude Hotels contributes to the training of young Mauritians in the administration, hospitality, and tourism sector. Throughout the FY 17-18, FY 18-19 and FY 19-20, the number of partnerships has remained constant, corresponding to our target value.

3.3 ENCOURAGE THE PERSONAL GROWTH OF OUR FAMILY MEMBERS

According to Ariza-Montes et al. (2019), the social and psychological well-being of individuals have a major influence over the success of a company. Above all, our Family Members are mothers, fathers, daughters, and sons. At Attitude Hotels, we take care of our Family Members and welcome their families heartily. Knowing that access to medical services is a huge step towards protecting the ones we love, we have worked on a strategy where our Family Members and their families can benefit freely from medical services. Additionally, education is the key to any child's dream. Therefore, we have set up programmes where the children of our Family Members can discover our jobs and receive scholarships to pursue their tertiary studies.

To give our Family Members and their families access to medical services

Taking care of our Family Members is also taking care of their health. We know that accessing health services can be expensive for Family Members and their families, which is why we have introduced the Health Month, which provides access to basic health services free of charge for a particular month.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.3.1	Number of days of access to the Health Month service for all FMs	number	≥ 6	30/08/2021	NA	6	12
3.3.2	Percentage of participants to the Health Month service over the total number of FMs	%	≥ 50 %	30/08/2021	NA	NA	70 %

Purpose

The aim is to promote the benefits of a healthy lifestyle. The number of days, in a particular month, during which a health activity is carried out, is tracked and quantified.

Assumptions

A period is defined every year whereby emphasis is placed on the health of Family Members of the group.

Analysis and actions

The target value was set at six days to allow each Family Member to benefit from this service, and this target was achieved in FY 18-19. This number doubled the following FY but the upcoming initiatives regarding medical services will depend on COVID-19 and its impacts on our company.

Initially, we targeted 50 % of our Family Members to participate in the Health Month service. Unfortunately, the participation rate was not recorded in the first year we offered this service; we only recorded it for FY 19-20, during which 70 % of our Family Members took part in the health-related activities.

To organise activities for our Family Members' children to discover our hotels

The Ti Balad Dan Nou Lotel programme is intended for our Family Members' children to experience life behind the scenes in our hotels during the three school holiday periods. During fun and educational workshops, the children, whose age limit depends on the activity proposed, discover the various hotel professions.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.3.3	Number of 'Ti Balad Dan Nou Lotel' sessions	number	≥ 3	30/06/2021	3	3	1

Purpose

Our indicator represents the number of Ti Balad Dan Nou Lotel conducted each financial year.

Assumptions

The number of sessions is tracked by the HR department.

Analysis and actions

The number of sessions remained constant for FY 17-18 and FY 18-19 with three sessions of the Ti Balad Dan Nou Lotel programme but reduced to only one session for FY 19-20 due to a change in the programme where we innovated by allowing the kids to have one session of 'improvisational theatre' rather than the normal programme which we had carried out for 2 years already.

To offer study opportunities to our Family Members' children

Tertiary education for children is usually expensive for families, and we want to give the children of our Family Members the opportunity to continue their studies, without the cost of education being a barrier.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.3.4	Number of scholarships offered to our FMs' children	number	≥ 1	30/09/2021	1	2	0

Purpose

The aim of this indicator is to encourage the children of our Family Members to pursue undergraduate studies or diploma in Mauritius.

Each year, one or more children of our Family Members are selected by an external committee and offered a scholarship for tertiary studies, either a diploma or an undergraduate degree, in an institution in Mauritius. To be eligible for the scholarship, the institutions should be recognized by the Tertiary Education Commission and the course should last a minimum of two academic years.

Assumptions

Unsuccessful applicants are not counted in this indicator. Only children who have been selected by the committee to receive a grant are counted.

Analysis and actions

The number of scholarships increased from one for the FY 17-18, to two for the FY 18-19. It should be noted that our Family Members' children do not engage in tertiary studies every year. For the FY 19-20, no scholarship was offered due to an absence of applications.

3.4 DEVELOP PROJECTS CHAMPIONING THE LOCAL CULTURE

Local culture and traditions can easily be overwhelmed by the weight of the tourism industry, which often favours international codes. But at Attitude Hotels, we are Mauritians, and we are committed to share our culture and traditions with our guests. The diversified Mauritian cuisine and the music, called sega, form a major part of the identity of the island and are features we wish to valorise at Attitude Hotels. Through our Otentik Experiences, we have made the authenticity of Mauritius readily available to our guests within our hotels, with our Family Members and on the island. In addition to that, local events can encourage local communities to share their values and customs. At Attitude, we understand that the local culture is the heritage of the local communities and it is therefore very important to make sure that it is being preserved and shared.

To encourage our guests to explore and discover the Mauritian culture

Launched in 2012, the Otentik Experiences encourage our guests to meet the locals, discover our island's cultural facets and feel the authenticity of Mauritius through various experiences, such as our culinary traditions, local dance and music, Mauritian craftsmanship, Mauritian convivial culture, and an app to discover the real Mauritius. 200,000 guests participated between June 2018 and July 2019.

- **Otentik Fooding (previously Otentik cuisine)** We bring traditional food and typical local street food to our guests via outlets in the hotels such as Kot Nou and Taba-J, where they can enjoy the local specialties. Kot Nou also offers cooking classes where guests use local spices to master traditional dishes like a vindaloo or a curry.
- **Otentik Music:** Via this experience our clients are offered sega shows and music lessons with Mauritian instruments, representing a big part of Mauritian culture. Additionally, the national music competition Konpoz to Lamizik was created in 2018 by Attitude Hotels to promote local talents.
- **Otentik Bazar:** This is a market to support and promote local craft: craftspeople, artists and local creators can showcase and sell their sustainably made, unique products.
- **Otentik Dinner:** By sharing a unique moment around a Mauritian meal, our guests discover the real Mauritius outside the hotel through a dinner at a Family Member's house, learning both about the food and the rich Mauritian culture. From June 2017 to July 2018, 1,500 guests took this opportunity. The full amount paid by the guest for the meal goes to the Family Member.
- **Otentik Discovery:** With this free mobile app, our guests can explore the island, discover towns and small villages, travel by bus like a local or go on a trip inland not only to see the country but also to encounter its inhabitants.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.4.1	Percentage of guests aware of the Otentik experiences	%	≥ 50 % (branded hotels)	30/06/2021	47.0 %	41.9 %	45.6 %
			≥ 60 % (hotels ≥ 100 rooms)		54.1 %	55.4 %	54.8 %
			≥ 70 % (hotels < 100 rooms)		68.5 %	67.3 %	66.8 %

Purpose

The Otentik Experiences programme was set up to encourage our guests to learn more about Mauritian culture. The reputation of the Otentik Experiences is quantified by assessing the percentage of guests' awareness of the Otentik Experiences. The outcome allows us to better understand the efficiency of our training and communication skills regarding this subject.

As there is a difference in the number of guests that can be reached by awareness raising depending on the size and type of the hotel, we have defined different targets:

- branded hotels (LA): minimum 50 % guest awareness
- hotels with more than 100 rooms (CDMA, TRA, ZA): minimum 60 % guest awareness
- hotels with less than 100 rooms (EBA, FA, RA, TA): minimum 70 % guest awareness

Assumptions

The results are based on an overall estimation of 1/3 of our guests who responded to our post-stay survey. We assume that the sample is representative for this KPI.

To note that the Paradise Cove Boutique Hotel is not included in this KPI, as it does not offer Otentik Experiences to its guests.

Analysis and actions

For the category of branded hotels, we did not manage to reach our target. Although the variations in the indicator are significant, this can be explained by the fact that Lagoon Attitude hotel was previously a TUI branded hotel which offered a large choice of activities in addition to the Otentik Experiences. It was therefore more difficult to reach 50 % guest awareness due to the diversity of activities proposed. Lagoon Attitude was inaugurated in December 2019 and will from FY 20-21 integrate the category of hotels with more than 100 rooms.

For hotels with more than 100 rooms, the percentage increased slightly from 54.05 % (FY 17-18) to 54.81 % (FY 19-20). Although we did not manage to achieve the 60 % target in this category, the peak of 55.39 % in FY 18-19 suggests that there is still room for improvement.

The percentage for hotels with less than 100 rooms decreased slightly from 68.51 % (FY 17-18) to 66.78 % (FY 19-20) and deviated from the target. However, individually, several hotels manage to exceed by far the target set for this cluster, the highest score being achieved by TA for FY 19-20 with a KPI of 76.5 %.

We note that none of the categories have reached their target, even occasionally over the years, and actions are already underway to rectify the trajectory of the KPIs.

For example, the Otentik experiences were reviewed in 2019, and training for Family Members is planned for FY 20-21 to upgrade their knowledge, and the way they present the experiences to our guests.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.4.2	Percentage of guest occupancy of Kot Nou	%	≥ 25 %	30/06/2020	23.7 %	27.0 %	29.6 %

Purpose

Our guests can enjoy the local specialties within our Attitude hotels at Kot Nou outlets. After a study of the first occupancy rates of the Kot Nou, we set a low and achievable target of 25 % minimum occupancy in all hotels.

Assumptions

The KPI is calculated based on several data: the total number of guests who have eaten at Kot Nou, the capacity of each restaurant and the number of days the restaurants are open, which may vary depending on the restaurant and the season. This KPI remains therefore relatively stable, even if there is an opening of a new Kot Nou outlet during the period (five of them opened between FY 17-18 and FY 18-19), as the outlets have been progressively implemented in the hotels.

Since some hotels do not have an automatic reservation system, the completeness of the reservations is not guaranteed, and the KPI is therefore biased.

Analysis and actions

Our target value was set at 25 % occupancy in Kot Nou outlets. The target has been met, and our performance is still growing, soon reaching 30 % of occupancy in our hotels. However, the overall occupancy rate does not seem to be representative of the reality on the ground. Kot Nou restaurants are often fully booked, and therefore the calculated rates seem to be quite low.

In addition, we carefully study the reviews of the Kot Nou left by guests in post-stay surveys, to ensure that the guest experience lives up to our promise. Guest satisfaction increased from 87.55 % (FY 18-19) to 88.19 % (FY 19-20), with a 3 % increase in 'excellent' ratings.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.4.3	Percentage of occupancy of Otentik Dinner	%	≥ 40 %	30/06/2020	32.5 %	39.5 %	44.6 %

Purpose

The objective of measuring the occupancy rate of the Otentik dinner allows us to calculate the awareness of this experience and to realise the impact that the group has on a local family through an action. The Otentik Dinner encourages our guests to share a Mauritian meal with a local family. This experience is chargeable and therefore occurs at the convenience of the guests and our Family Members. The amount spent by the guests on the dinner goes directly to the host family.

Assumptions

The KPI is calculated based on several data: the total number of guests who have experienced the Otentik Dinner, the accommodation capacity of each host and the number of days per week the host can accommodate.

Analysis and actions

This KPI has increased significantly from 32.5 % (FY 17-18) to 44.6 % (FY 19-20). So, although this experience is chargeable, the occupancy rate is increasing year by year. This experience is promoted by the Family Members who welcome guests into their families to share a meal, and it is also a unique experience that seems to appeal more and more to guests. Two hotels in particular stand out with an excellent occupancy rate above 70 % in FY 19-20 (CDMA and ZA).

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.4.4	Percentage of downloads for the Otentik Discovery App per unique guest	%	≥ 10 %	30/06/2022	8.4 %	5.4 %	9.4 %

Purpose

This indicator allows us to monitor our customers' interest in discovering our country, as the Otentik Discovery app, made available free of charge, allows them to discover Mauritius the local way.

The target has been set at 10 % download on the total number of unique guests per FY.

Assumptions

The number of unique guests is calculated per financial year. A single guest can be counted in several different financial years if he/she stays several times in our hotels. This is to correct for the fact that the same guest may download the app more than once, for example if it is uninstalled between each stay. Also, we take into account that some guests simply do not want to download an app on their phone.

Analysis and actions

The indicator scored well (8.4 %) when the app was launched in FY17-18. However, the number of downloads decreased sharply the following year to 5.4 %. In order to improve these results, interactive totems with QR codes were installed in the hotels to encourage our customers to discover the app before downloading it and thus discover the multitude of routes offered. Thus, in FY 19-20, we once again saw a good download rate (9.4 %) for the application, although it has not yet reached the target of 10 %.

In order to further improve our download rate, we plan to review the actual itineraries and add new routes such as snorkelling trails which are a good way for our international guests, but also for our local guests, to discover the beauty of the lagoon in a different way.

To promote the Mauritian culture

“The commitment of Attitude Hotels to the cultural sector is significant. We believe that artistic initiatives of quality can have a positive impact. With this in mind, we have been a partner of the Dreamers events and the La Isla 2068 festival since their creation. We have also launched the Konpoz to Lamizik music competition. There is no lack of talented people and the craze is there!”

- **Clémentine Katz**, Chief Marketing Officer

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
3.4.5	Number of events sponsored	number	≥ 5	30/06/2021	5	5	6

Purpose

Assessing the number of sponsored events allows us to keep track of our contribution to the island's cultural life. Indeed, promoting cultural expressions helps the community to show its richness and helps make bonds inside the community. Attitude Hotels sponsor local events which promote Mauritian artists and musicians.

Assumptions

This KPI includes all arts and music events where Attitude is a sponsor. It does not take into account Konpoz to Lamizik, non-cultural or sporting events.

Analysis and actions

Sponsoring music festivals is important to us and represents a large expense. Since the FY 17-18, we have sponsored at least five events per FY. We are a key partner to La Isla Social Club which organises three Dreamers' Festivals and one big La Isla Festival each year. Our goal is to help local artists gain recognition for their talents and to support local music. While we sponsored six events for the FY 19-20, the target value for the next FY will depend on the COVID-19 situation.

ATTITUDE AND THE NEXT STEPS

POSITIVE IMPACT MOVEMENT

At the launch of our Positive Impact movement, our priority was to get our Family Members up and running, provide them with all the necessary training and tools, as well as engage in initial discussions with our business partners and raise awareness among our guests.

We are now moving on to the second phase of our movement, that of **uniting all the actors around our movement**: commercial partners, hosts, but also Mauritian citizens are the targets of this second phase.

Collaboration charter with our business partners

In order to ensure a good basis of collaboration, we will launch our 'Collaboration charter' in early 2021; it will be sent to all our business partners. This charter is divided into three parts covering all the aspects of a sustainable and honest collaboration: ethics, transparency, and sustainable development (with the three subsections local procurement, environment and community). This charter has not been created to impose or constrain our partners, but to improve the dialogue and enable mutual progress in trading.

Guest commitments within our hotels

From this idea of gathering all the good initiatives and spreading the good word, we have decided to implement a 'guest commitments' wall in all our hotels during 2021. The aim is to sensitise and guide our clients on how to get onboard with us and make a difference. They will symbolically sign the charter by tying ribbons on a grid. The 'guest commitments' are already available online on our **Positive Impact website**: www.positiveimpact.mu

DATA COLLECTION

The analysis of our data for each commitment KPIs for our hotels has been challenging due to an inconsistency in the availability of information. From FY 20-21, we will implement an automatic and centralised data collection system to ensure a continuous and detailed data analysis of our actions and our plan in order to achieve our objectives.

WE PROTECT OUR ENVIRONMENT

Energy management

The production of this first sustainable development report has enabled us to take a step back from our energy strategy and to readjust our action plan for the coming years. In the future, we will focus on the following areas:

- **Monitoring**: in line with our data collection strategy, we are working on automating the reports related to our energy consumption for more reliable and easily available data.
- **Energy efficient solutions**: continue to develop energy efficient solutions, which may include the installation or replacement of equipment, or the implementation of timers, sensors, and automats to limit over-consumption due to human oversight.
- **Renewable energies**: we want to keep up the momentum of solar water heaters by using even more of the energy available in our environment. Solar photovoltaic projects are being studied.
- **Training and awareness**: We are concentrating on educating our Family Members, guests, and local community about the need for ecological transition and on making them aware of our actions.

Water management

Similar to our energy management strategy, we will focus our water management strategy on three main areas:

- **Monitoring:** in line with our data collection strategy, we are working on automating the reports related to our water consumption for more reliable and easily available data.
- **More water-efficient solutions:** we will prioritise solutions and actions that will encourage the reduction of water consumption, for example by installing rainwater harvesting systems.
- **Training and awareness:** our Family Members, guests and local community will also be trained on our green transition goal and on new equipment to reduce water consumption in our hotels.

Waste management

Waste production is a serious problem since it constitutes a big part of our waste footprint, especially on an island like Mauritius where recycling facilities are limited. This is why we decided to start a collaboration with specialised companies to handle our wastes and to ensure that every waste gets a second life locally when possible, if the facilities are present on the island. Working with specialists will allow us to collect data for analysis to reduce our waste production. Compost facilities will also be implemented to reduce our green wastes and to give back to Earth with the help of local partners who will collect and reuse the compost.

Following the successful single use plastic ban in the guest experience, we shall strive to reduce the amount of single-use plastic in our back office. We continuously work with local suppliers to conceptualise a new delivery system and new packaging for the products used in our hotels. Additionally, we seek to further reduce the amount of paper ordered every year.

Preservation of our lagoon

Following the reopening of the Marine Discovery Centre, our main objective is to increase the number of visitors and its scope of action. We aim to organise theme weeks to welcome school students and children from the local communities and to get in touch with surrounding villages so as to establish lasting relationships. The centre will remain closed until the hotel stops being used for quarantine stays. In the meantime, we are currently working on long-term collaborations with local and regional actors for marine biodiversity protection. Our goal is to share data, and sensitisation content, and to study and monitor the surrounding marine ecosystems and to implement conservation projects.

Chemical input

Chemical wastes from bath and cleaning products also pollute our environment. After having replaced all our bath products with natural ones, we will focus on our cleaning products and their consumption in order to reduce the use of toxic chemicals.

Moreover, the same process will be implemented at our new spas: POZ (for the retail products). In addition, the new spas will offer 100 % natural products, and 100 % local or regional products. The production of some of the ingredients, like the coconut oil, helps financing the education for Agalean students (from Agalega) living in Port Louis.

Carbon Accounting

Counting our carbon footprint is essential to understanding how to reduce our greenhouse gas emissions. Once we have done our assessment, we can then establish an action plan based on two main areas:

- Reducing our greenhouse gas emissions by directly intervening in our value chain: our processes, our consumption, our purchases, etc.
- Offset our greenhouse gas emissions, for the emissions that we cannot reduce.

WE SUPPORT THE LOCAL ECONOMY

‘Made in Moris’ certification

We have set as an objective to have at least 50 % of our suppliers certified ‘Made in Moris’. The end target date for this ongoing project to increase our share of purchases with ‘Made In Moris’ suppliers, is June 2021. Once accomplished, the label will remain a prioritisation criterion when doing business with suppliers, without excluding small farmers who cannot afford the label procedures.

Local products

Moreover, to help and promote local suppliers, we will continue to analyse our purchases and shift to local products as much as possible (such as food, beverages, decoration). A detailed analysis of the procurement statistics will allow us to challenge our suppliers and hotels to increase our global share of local products. Additionally, all our hotels’ visual identity will change and be redesigned by Mauritian artists to promote local talents.

Otentik Investments Ltd

As soon as the borders and our hotels have reopened, we will continue the process of selecting one new young local company per year that will benefit from Otentik Investments. The next companies to receive the investment will have to abide by the following criteria: to be eco-committed and to create local jobs.

WE CARE ABOUT THE LOCAL COMMUNITY

Professional and personal development of our Family Members

In addition to the 10,000 hours of training on sustainable development defined as one of Positive Impact movement objectives, we will continue to offer thematic training on sustainable topics. The training will be focused on subjects such as waste sorting, upcycling, and the marine and coastal environment.

Local artists and music

Although a new season of Konpoz To Lamizik will not be feasible, we will release the Positive Impact movement theme song, created by and recorded with local artists from the second season. Artists from previous editions of Konpoz To Lamizik will also perform in our hotels to increase their visibility and to create new opportunities for themselves.

Otentik Experiences: Otentik Bazar

The Otentik Bazar is managed through an intermediary between local craftspeople and our guests, who acts as a specialist regarding local crafts. The local craftspeople are provided with a collaborative platform where they can be included and represented in the hotel industry. The selection of products is based on several criteria which will benefit the local community and environment such as being locally made, zero-single use plastic, etc. A new way forward will be implemented in the Otentik Bazar shops where 5 % of the sales will be paid to the Green Attitude Foundation to fund new projects.

APPENDIX

LIST OF ACRONYMS

CDMA	Coin de Mire Attitude	
EBA	Emeraude Beach Attitude	
DHW	Domestic Hot Water	
F&B	Food & Beverages	
FA	Friday Attitude	
FM	Family Member	
FY	Financial Year	
	FY 17-18	Financial Year 2017-2018, from 01/07/2017 to 30/06/2018
	FY 18-19	Financial Year 2018-2019, from 01/07/2018 to 30/06/2019
	FY 19-20	Financial Year 2019-2020, from 01/07/2019 to 30/06/2020
GM	General Manager	
GN	Guest night	
HO	Head Office	
HOD	Head of Department	
HR	Human Resources	
KPI	Key Performance Indicator	
KTL	Konpoz To Lamizik	
LA	Lagoon Attitude	
MDC	Marine Discovery Centre	
OG	Operational Goal	
PCBH	Paradise Cove Boutique Hotel	
RA	Récif Attitude	
SDGs	Sustainable Development Goals	
SG	Strategic Goal	
TA	Tropical Attitude	
TRA	The Ravenala Attitude	
UN	United Nations	
VMCA	Voluntary Marine Conservation Area	
ZA	Zilwa Attitude	

Units of Measurements

kWh	kilowatt hour
L	litre
m ³	cubic metre
g	gramme
pax	person, people (per pax: per person)
h	hour

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