



SUSTAINABILITY

R E P O R T 2 0 2 0

Attitude committed to tourism with
a positive impact

attitude

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.

Our hotel group has always had a strong commitment to sustainability. This document sets out a sustainable development strategy for all eight Attitude Hotels and Paradise Cove Boutique Hotel in Mauritius.

It is meant to communicate with the public, our partners and other stakeholders about our commitments to support the island's economy, protect the environment and care for the local community, and also our contribution to the Sustainable Development Goals.

Being an active player of positive development in Mauritius, we launched 'Positive Impact', a movement intended to encourage a collective approach, inviting both guests and business partners to help make a difference and create the sustainable holiday experience of the future.

Since our previous actions have led to the creation of our structured strategy and 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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AMENDMENT

Date	Description of modification
08/04/2022	Adding of annex "Detailed KPIs"



Getting to know us

SUMMARY

The introduction presents our group, Attitude Hotels, and our values within the company and in our hotels. We set forth both our previous initiatives throughout the years since the creation of our group and our current strategy, that leads to our Positive Impact movement.



WHO WE ARE

In 2008, Michel Pitot and his son Jean-Michel had an intuition: that the future of tourism in Mauritius would be within the 3* and 4* segments. There and then began the Attitude adventure! Created 12 years ago and now managing **nine hotels** in Mauritius, Attitude Group is a young Mauritian family-owned business.

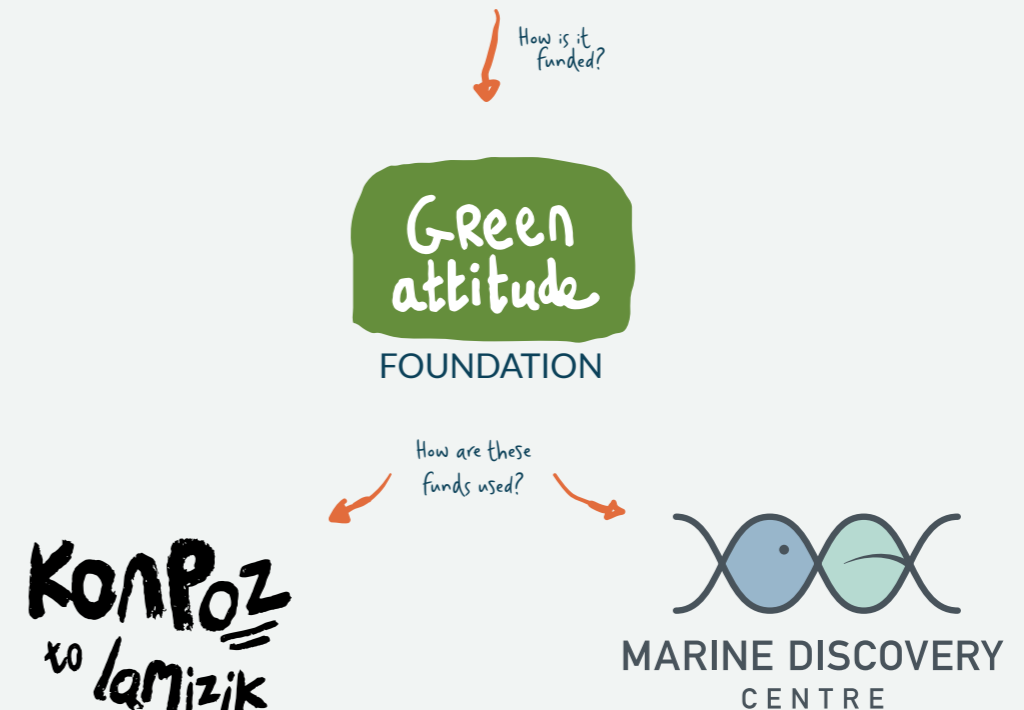
We are a team of 1,499 **Family Members**; Mauritian, passionate, dynamic, creative and fun to be with! Our Family Members are the best ambassadors for the Mauritian warm welcome and way of life. For the 4th consecutive year in 2020, **we were certified 'Great Place to Work'**, an international label. We are proud to have achieved 85 %, the best score in Mauritius. Nou tou kamarad isi! Here at Attitude we are all friends!

Our mission is to offer our guests a **genuine Mauritian experience**, reflecting our sense of hospitality, inviting them to discover our culture, our music and our art de vivre through unique encounters. Our Creole language says:

“ Partaz nou Moris avek nou bann clients, sa mem pli zoli kado ki nou kapav ofer zot: nou invit zot dan nou lakaz, nou fer zot goute seki nou manze, nou aid zot al dekouver nou tizil avek Otentik Discovery. ”

In English we would say: sharing our culture with our guests is the most beautiful welcome gift we can offer: with the Otentik Dinner experience, we invite them into our homes and encourage them to taste our traditional food and meet local families, and with our Otentik Discovery app, we help them **discover our beautiful island off the beaten tracks**.

We are committed to our fellow Mauritian citizens, especially those with fewer opportunities, through various projects financed by the **Green Attitude Foundation**, the **Attitude Group** itself, and small companies through **Otentik Investments Ltd**.



[Discover more on Otentik Bazar page 70, on POZ products page 69, on Konpoz to Lamizik page 85, on Marine Discovery Centre page 57]

Since our inception, we have demonstrated an ever-increasing commitment to being 100 % Mauritian and to favouring a sustainable and local economic development. We are labeled '**Made in Moris**'.

We are **committed** to protect our cultural and environmental heritage and act as a responsible economic player with strong local roots. We pledge to a more **sustainable tourism**, leaving a **positive impact on Mauritius**. In 2019, we opened Lagoon Attitude (LA), our first **eco-committed hotel** with the implementation of several flagship actions. Since 1st November 2020, all our hotels offer a **zero single-use plastic** experience to our guests, following the same model as LA.

In 2020, we launched our **Positive Impact movement**, which encourages a collective approach, inviting both guests and business partners to help make a difference and create the sustainable holiday experience of the future. It goes beyond the holiday experience as well, making sure we have a positive impact on society, inspiring other companies to make a difference and ensuring tourism benefits all *[see more page 26]*.



Jean-Michel Pitot,
CEO of the Attitude Group

“ Since the creation of the group, we have integrated environmental preservation into our strategy, and positioned ourselves as a responsible economic player, committed and locally anchored. We have endeavoured to show the real Mauritius to our guests, by encouraging them to explore beyond our hotels. Our economic model is based on inclusion: we believe that tourism should benefit everyone. We are a world away from the model where the hotelier retains all wealth and income sources within the organisation. Sharing wealth remains the key to sustainable tourism. Over the years, our desire to include Mauritians in our development has only increased. As a Mauritian hotelier and group – but also, quite simply, as citizens – we believe that we have a role to play and a responsibility to take. We have decided to strengthen our commitment by creating the Positive Impact movement. We would like to invite our guests, our Family Members (employees of the Attitude Group), our partners, and all stakeholders in the tourism sector to be part of this movement. ”

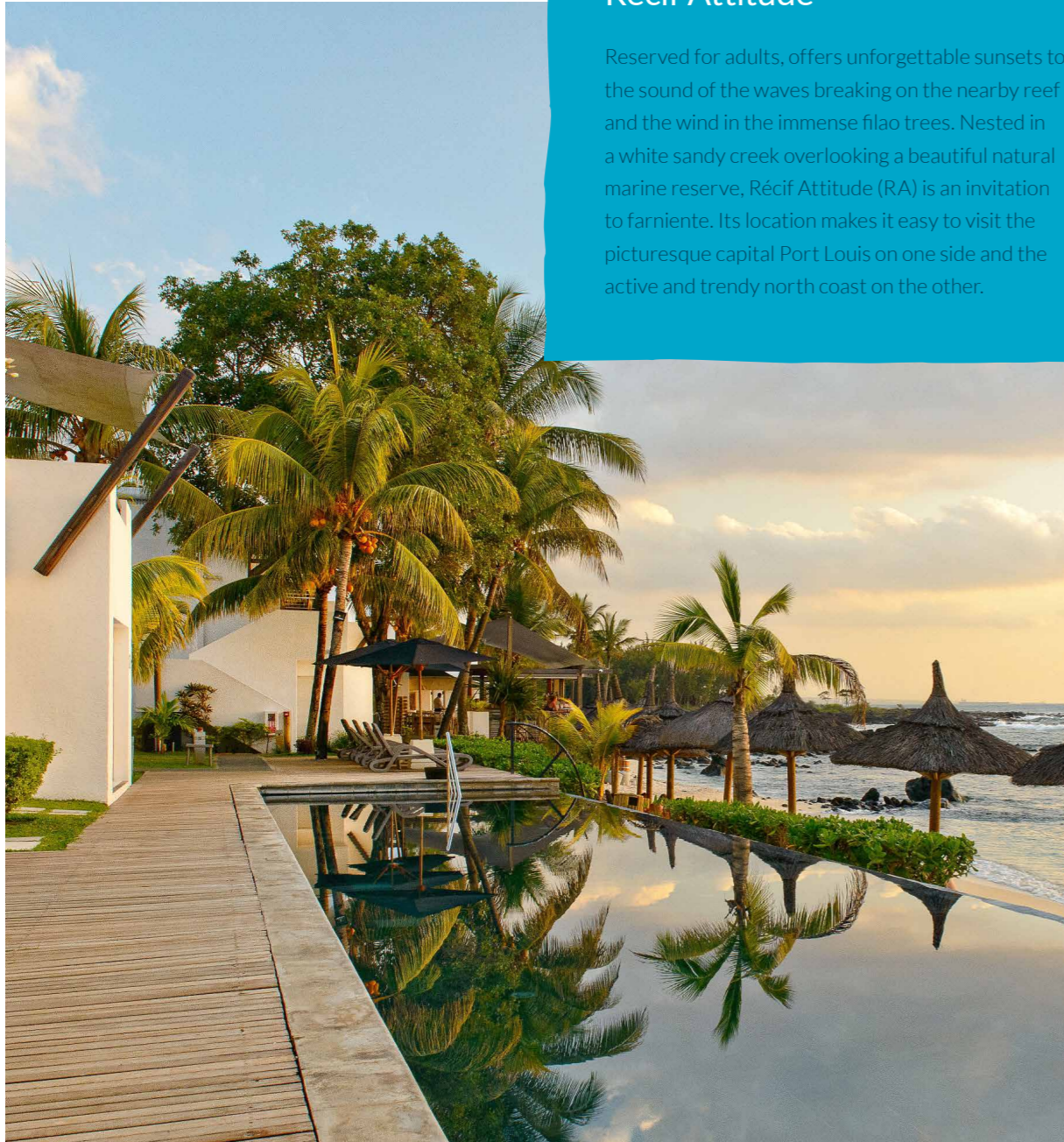
OUR HOTELS

Attitude Group was launched in 2008 with the aim to think outside the box with a new 'Attitude', encouraging guests to discover the authentic soul of Mauritius and position itself as a responsible economic player that supports sustainable development. Today our group manages nine hotels, known collectively as Attitude Hotels, and employs 1,499 people, known as Family Members, within the hotels and the head office.



Récif Attitude

Reserved for adults, offers unforgettable sunsets to the sound of the waves breaking on the nearby reef and the wind in the immense filao trees. Nested in a white sandy creek overlooking a beautiful natural marine reserve, Récif Attitude (RA) is an invitation to farniente. Its location makes it easy to visit the picturesque capital Port Louis on one side and the active and trendy north coast on the other.



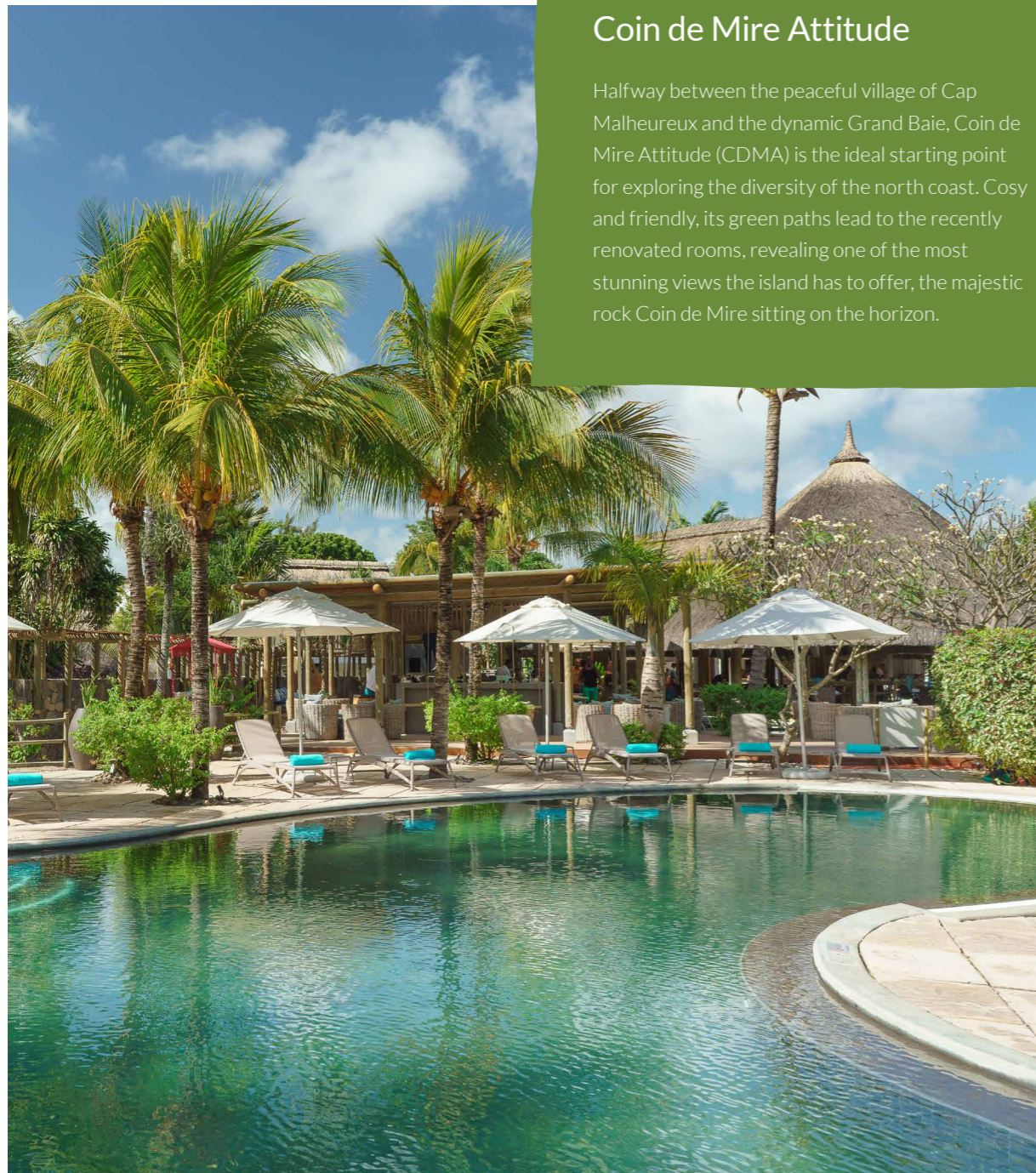
- 3* Sup
- Pointe aux Piments
- Adult-Only Hotel
- Renovation: 2012
- 70 rooms
- 3 restaurants
- On site: spa, gym, kids club
- 84 Family Members
- GM: Warren Foo Tam Fong (since 2019)



Friday Attitude

This Hotel (FA) is the carefree, positive and stress-free energy of an eternal beginning of the weekend. Here, it is the art of living barefoot in the sand, in a colourful and relaxed atmosphere, focused on the pleasures of the sea. Facing a beautiful white sand beach, an oversized lagoon, shades of blues and greens, the hotel atmosphere is an invitation to idleness, sunbathing, swimming and snorkelling.

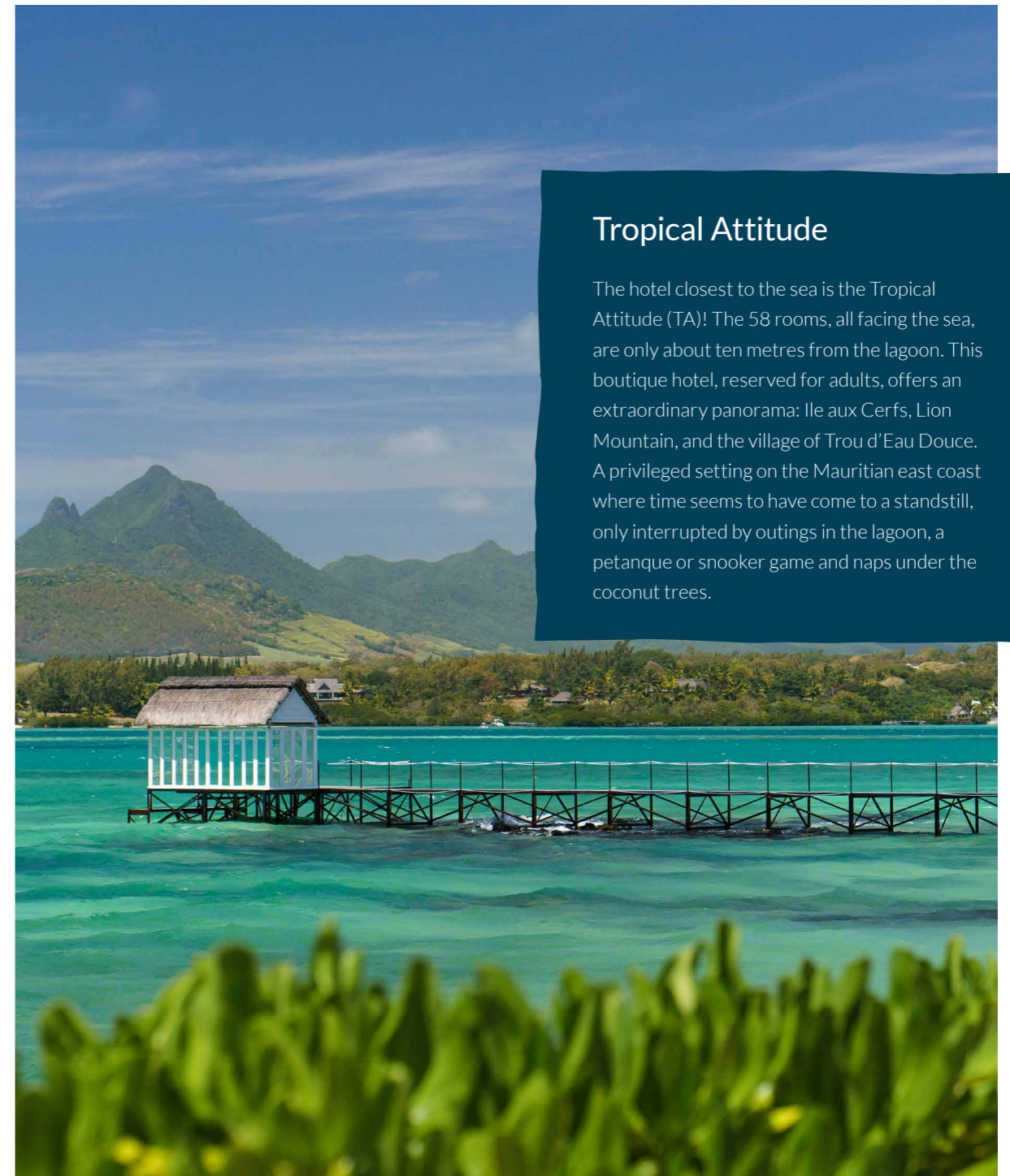
- 3* Sup
- Trou d'Eau Douce
- Family-Friendly Hotel
- Renovation: September 2014
- 50 rooms
- 3 restaurants
- On site: spa, gym, kids club, conference room
- 55 Family Members
- GM: Ravi Kowlessur (since 2019)



Coin de Mire Attitude

Halfway between the peaceful village of Cap Malheureux and the dynamic Grand Baie, Coin de Mire Attitude (CDMA) is the ideal starting point for exploring the diversity of the north coast. Cosy and friendly, its green paths lead to the recently renovated rooms, revealing one of the most stunning views the island has to offer, the majestic rock Coin de Mire sitting on the horizon.

- 3* Sup
- Bain Boeuf
- Family-Friendly Hotel
- Renovation: October 2017
- 122 rooms
- 3 restaurants
- On site: spa, gym, kids club
- 109 Family Members
- GM: Ravi Venkanna (since 2008)



Tropical Attitude

The hotel closest to the sea is the Tropical Attitude (TA)! The 58 rooms, all facing the sea, are only about ten metres from the lagoon. This boutique hotel, reserved for adults, offers an extraordinary panorama: Ile aux Cerfs, Lion Mountain, and the village of Trou d'Eau Douce. A privileged setting on the Mauritian east coast where time seems to have come to a standstill, only interrupted by outings in the lagoon, a petanque or snooker game and naps under the coconut trees.

- 3* Sup
- Trou d'Eau Douce
- Adult-Only hotel
- Renovation: September 2017
- 58 rooms and 11 villas
- 3 restaurants
- On site: spa, fitness corner
- 77 Family Members
- GM: Désiré Prodigson (since 2015)

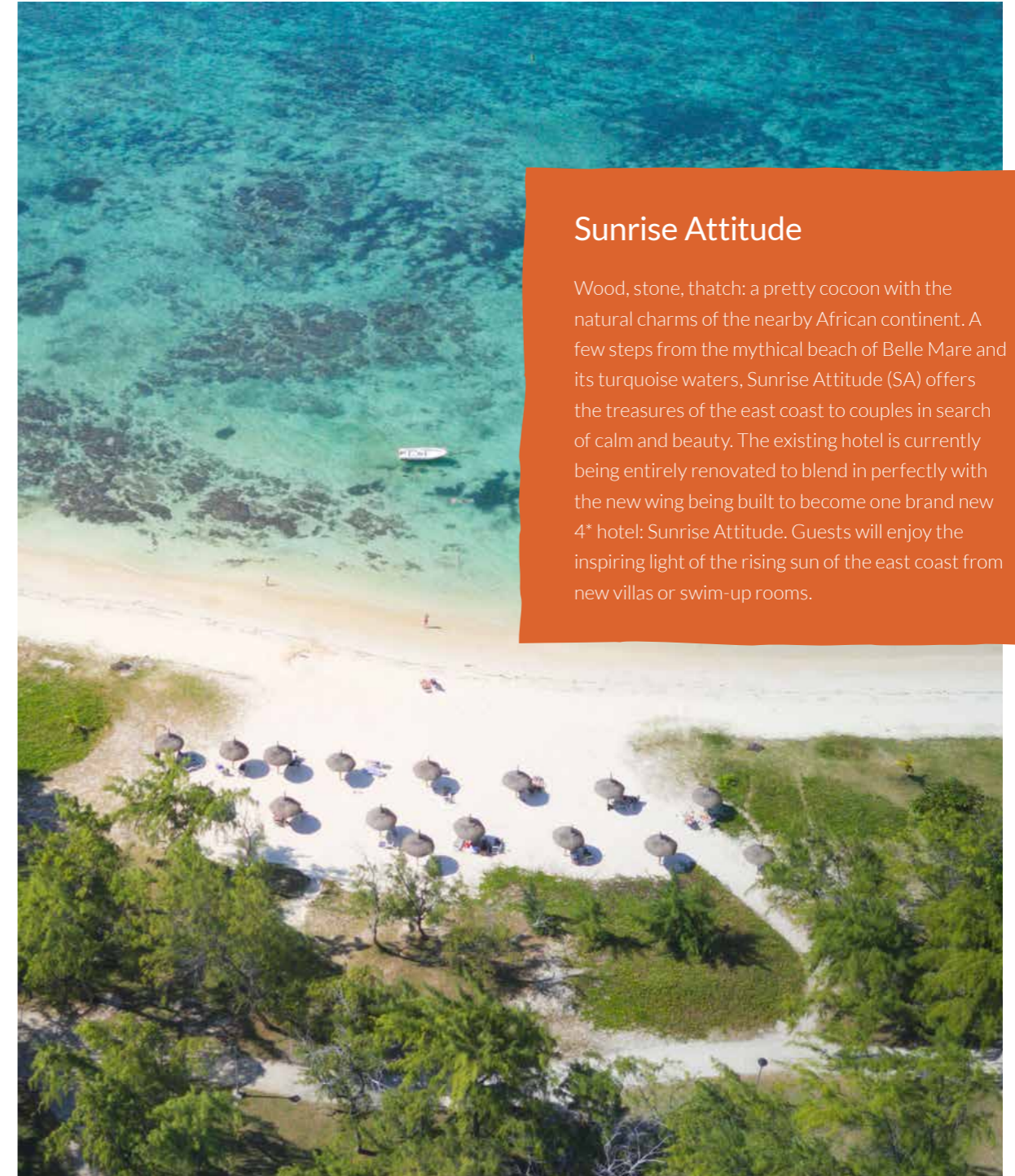


Lagoon Attitude

Between sea and sky, countless shades of blue, and white sand and light-coloured woods: here at Lagoon Attitude (LA), colours and textures are resolutely inspired by the exceptional nature all around. Underwater snorkelling trail, stand up paddle boarding, kitesurfing, kayaking, diving, catamaran excursions: this adult-only hotel claims its love of the ocean and sets an example in terms of environmental preservation, notably by being the first hotel in the group to completely stop using single-use plastic.

- 4*
- Anse La Raie
- Adult-Only Hotel
- Renovation: 2019
- 182 rooms

- 5 restaurants
- On site: spa, gym, Marine Discovery Centre
- 206 Family Members
- GM: Rubens Maureemootoo (since 2018)

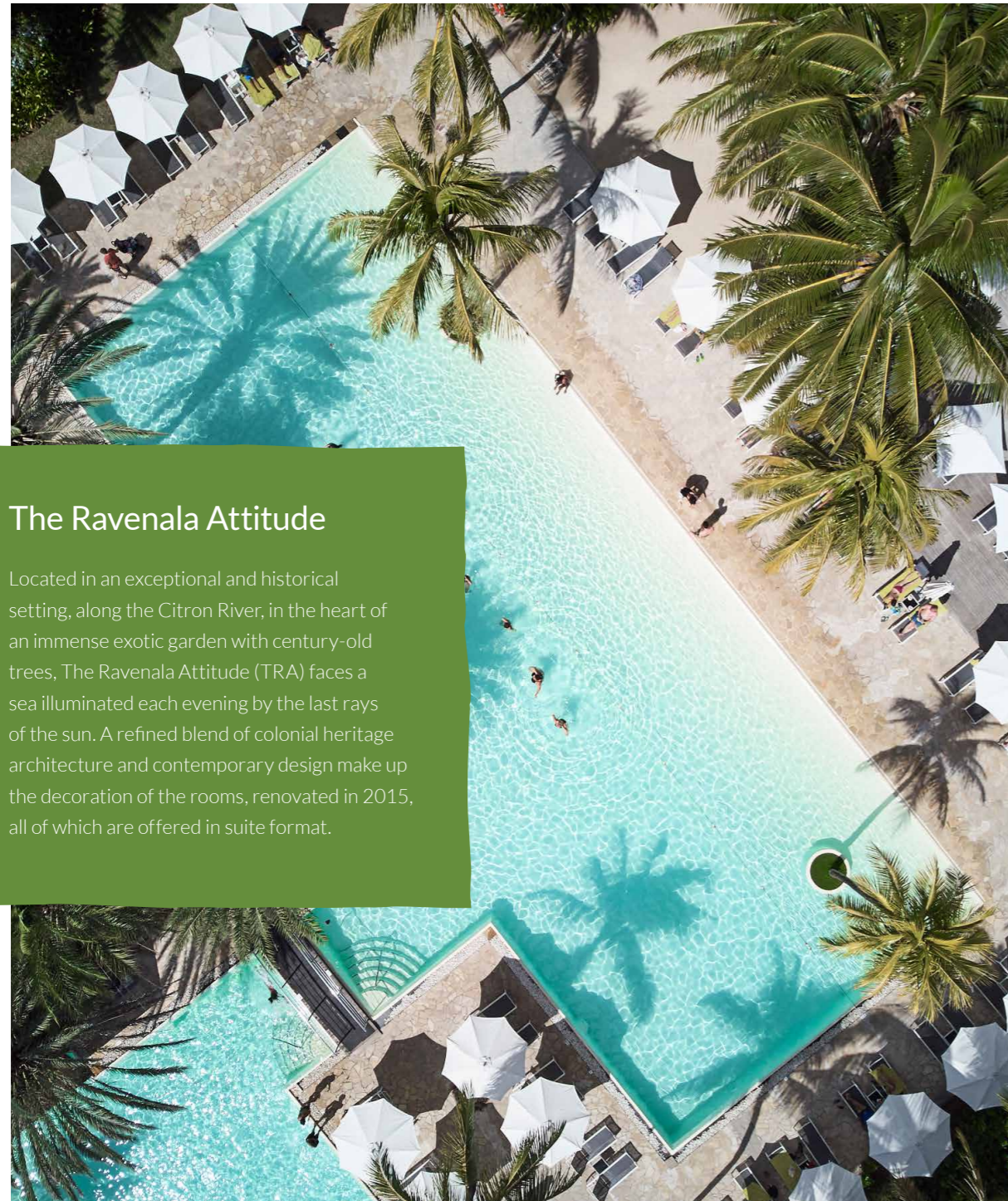


Sunrise Attitude

Wood, stone, thatch: a pretty cocoon with the natural charms of the nearby African continent. A few steps from the mythical beach of Belle Mare and its turquoise waters, Sunrise Attitude (SA) offers the treasures of the east coast to couples in search of calm and beauty. The existing hotel is currently being entirely renovated to blend in perfectly with the new wing being built to become one brand new 4* hotel: Sunrise Attitude. Guests will enjoy the inspiring light of the rising sun of the east coast from new villas or swim-up rooms.

- 4*
- Belle Mare
- Adult-Only hotel
- Renovation : 2020-2021
- 145 rooms and 8 villas after renovation

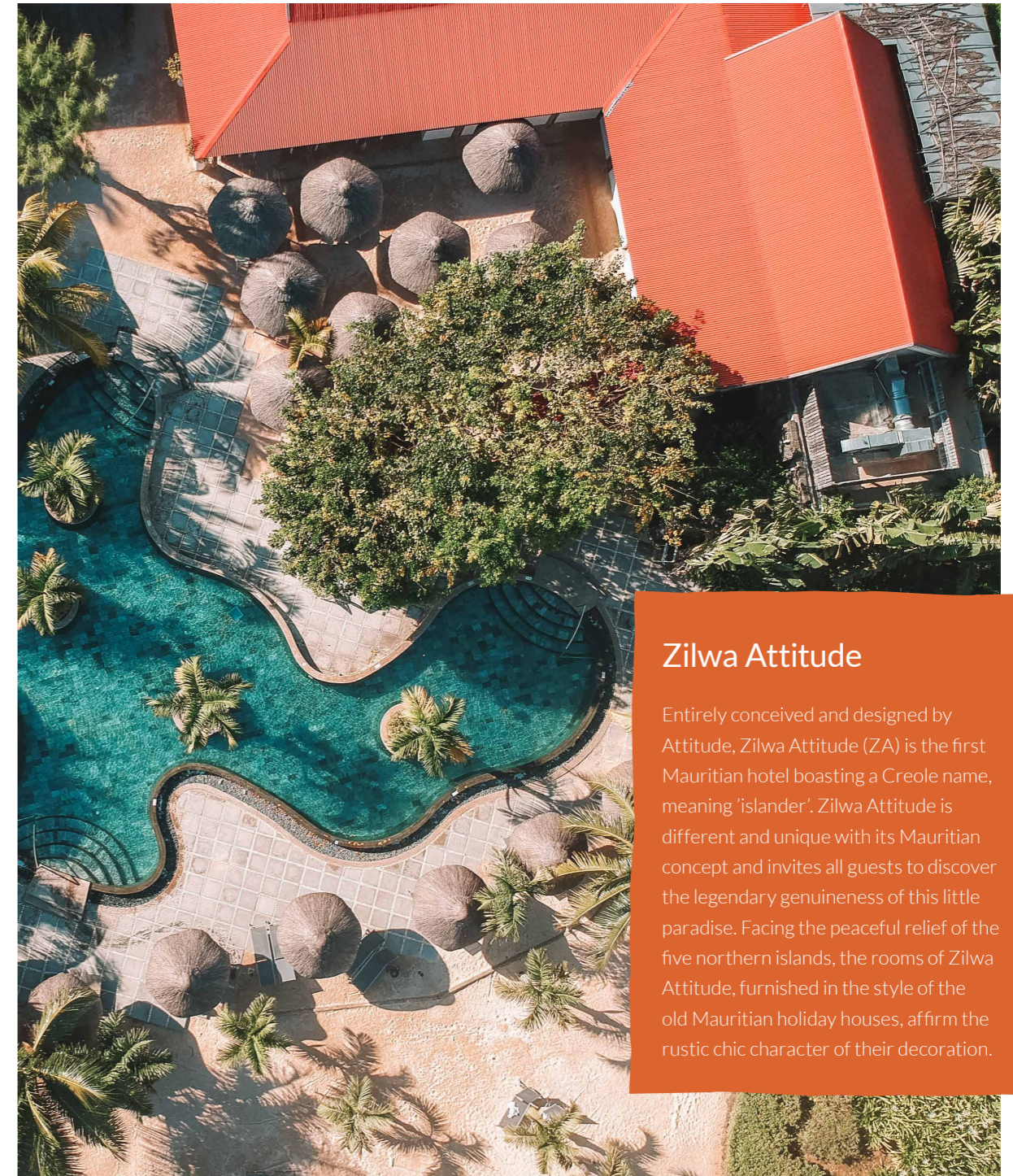
- 4 restaurants
- On site: spa
- 66 Family Members
- GM: Kevin Govinden (since 2019)



The Ravenala Attitude

Located in an exceptional and historical setting, along the Citron River, in the heart of an immense exotic garden with century-old trees, The Ravenala Attitude (TRA) faces a sea illuminated each evening by the last rays of the sun. A refined blend of colonial heritage architecture and contemporary design make up the decoration of the rooms, renovated in 2015, all of which are offered in suite format.

- 4*
- Balaclava
- Family-Friendly Hotel
- Opening: October 2015
- 272 suites
- 10 restaurants
- On site: spa, conference rooms, kids club, teens club, sport village
- 386 Family Members
- GM: Alessandro Schenone (since 2016)



Zilwa Attitude

Entirely conceived and designed by Attitude, Zilwa Attitude (ZA) is the first Mauritian hotel boasting a Creole name, meaning 'islander'. Zilwa Attitude is different and unique with its Mauritian concept and invites all guests to discover the legendary genuineness of this little paradise. Facing the peaceful relief of the five northern islands, the rooms of Zilwa Attitude, furnished in the style of the old Mauritian holiday houses, affirm the rustic chic character of their decoration.

- 4*
- Calodyne
- Family-Friendly Hotel
- Opening: November 2013
- 214 rooms
- 7 restaurants
- On site: spa, gym, kids club, conference room
- 282 Family Members
- GM: Guillaume Tyack (since 2016)

Paradise Cove Boutique Hotel



This prestigious boutique hotel (PCBH) with an international reputation is nestled in a white sandy cove on the northern tip of the island. A member of the 'Small Luxury Hotels of the World', this exceptional setting adds a romantic touch to the walks for the couples who stay here. The nobility of leather, ceramics and linen create a rare and refined atmosphere of intimacy in the rooms.

- 5*
- Anse La Raie
- Adult-Only Hotel
- Renovation: October 2019
- 75 rooms
- 4 restaurants
- On site: spa, gym
- 144 Family Members
- GM: Guillaume Tyack (since 2018)

OUR PREVIOUS
INITIATIVES AND
CURRENT STRATEGIES

Since its creation 12 years ago, Attitude Group is more than just a group of hotels. It is a company that has created brands, experiences, concepts, and committed to long-term projects.

Launch of Green Attitude programme

Created to encourage initiatives and actions revolving around environmental education for the preservation of our natural heritage. The activities were carried out within our hotels with the support of our Family Members and guests. One remarkable result of this programme was the creation of Nauticaz, in collaboration with the local NGO Reef Conservation.

Launch of Green Attitude Foundation

Its role is to support some projects under the Green Attitude programme by financing social and environmental actions. Several initiatives originate from this Foundation such as training sessions for youth on how to adopt good practices for the environment, sensitisation of the local community through Nauticaz (now the Marine Discovery Centre), and participation in the mangrove plantation project – a government programme for the protection of the coastal zones.

First edition of 'Konpoz to Lamizik'

With the creation of this nationwide competition, we are happy to give a boost to Mauritian musical talents, to sponsor creativity, giving the younger generation the opportunity to progress, to record their best compositions, and benefit from professional coaching. It has already revealed many talented artists such as Emlyn (grand winner of the first edition) and Mélanie Pérès (grand winner of the second edition).

Launch of Marine Discovery Centre (former Nauticaz)

This marine education centre, focusing on dissemination of knowledge and sharing of good practices concerning the marine and coastal environment, was renovated and extended in 2019 to be reopened in 2020 as the Marine Discovery Centre. It has a fully equipped laboratory and is managed by two Scientific Programme Coordinators.

[section 1.4 and related KPIs]

20,000 VISITORS
participated in the Nauticaz awareness programme

Launch of our Positive Impact movement

Since our beginning, we have proven our constant commitment to sustainable development. This movement based on a holistic approach to sustainable development has been mulled over for more than a year and encourages a collective approach in which customers and business partners are invited to make a difference and create the sustainable holidays of tomorrow. Beyond the hotel experience, we choose to have a positive impact on society and we wish to inspire other companies in the hotel sector to also participate in the development of a tourism industry that benefits everyone.

[Discover more about our Positive Impact movement on the next page].



Launch of Otentik Experiences

Aim to motivate our guests to meet the local people, to discover all the cultural facets of our island, and to feel the authenticity of Mauritius through various experiences that are lived inside and outside our hotels. Initially four experiences were proposed to our guests, but since 2017 we have revised the concept to propose five experiences: Otentik Music, Otentik Bazar, Otentik Fooding, Otentik Dinner, and Otentik Discovery. [see section 3.4 and related KPIs]

Obtaining 'Travelife Gold Award'

Certification received for all our nine hotels in recognition of our commitment to sustainable development. Travelife is an internationally well known accommodation sustainability programme. The whole Travelife certification procedure allows us to improve our environmental, economic and social impacts thanks to practical tools and resources.

Obtaining 'Great Place To Work' label

Its mission is to build a better world by helping organisations become a great place to work FOR ALL. With a very good score since the first year of participation in 2017 (72%), we have continued to improve ourselves and obtained our best score of 85% in 2020. [see KPI 3.1.2 and 3.1.3]

Obtaining 'Made in Moris' label

Because we are proud of our authenticity, we collaborate as much as possible with local producers, and we were the first service company to receive this label. This young label has a great responsibility: that of authenticating the Mauritian roots of a product. [see KPI 2.1.2]

Inauguration of our first eco-committed hotel Lagoon Attitude

This refurbishment and reopening with a new concept represents an extension of our historical commitments, now translated into concrete actions, such as eliminating all single-use plastic in the guest experience [see more on page 56], and providing our guests with a locally manufactured mineral sunscreen.

Launch of Otentik Investments Ltd

This investment company was born out of the desire to give a boost to local start-ups and small businesses. It aims to support the entrepreneurs in their growth. [see KPI 2.2.1]



Attitude Hotels has always had a strong commitment to sustainability, building the company and its positioning statement on the support and sharing of the local culture through the Otentik Experiences [see more page 85]. Our group's Green Attitude programme was launched in 2010, followed by the Green Attitude Foundation in 2014. For Attitude Hotels, 2020 was the 'year of acceleration', with the launching of the Positive Impact movement which is based on the company's strategy to help guests discover the authentic Mauritius and, in the future, other countries and cultures, with the same harmonious development that is respectful of the environment and economic development. To take the company forward, our group's new core value is:

Attitude, committed to tourism with a positive impact

The **Positive Impact movement** aims to unite our clients, our partners and on a wider scale all the inhabitants of our island, around a sustainable and well-thought-through model. We launched this movement because we are convinced that a positive change can only come from a **collective action**, that it is together that we can change our model of society.

This movement for a Positive Impact aims to offer holidays that support the island's economy, protect the environment and care about the local community. Those three pillars set out a sustainable development strategy for all our nine hotels in Mauritius.

Our group's hotels include the eco-committed Lagoon Attitude, which has acted as a prototype for the future vision

of the company. Since 1st November 2020, each hotel of the group has eliminated all **single-use plastic** from the guest experience, offering a help-yourself bulk shop where guests can stock up on tea, coffee, sugar and snacks for their rooms.

The group's strategy also includes initiatives such as funding small Mauritian companies, **supporting local craftsmanship** and giving the island's musicians, artists and photographers the chance to showcase their talents within our hotels. Attitude Group also strives to **source local food**, fund university scholarships and encourage guests to experience an authentic side of Mauritius with its Otentik Experiences, which include having dinner with a local family.

“ Tourism should benefit the whole island and do good, even after the holiday is over. Where attitudes have changed, sustainability credentials will be key to winning clients back in the post-COVID era. It is not easy and we do not have all the answers, but we do have the drive to innovate and lead the change. Along with our desire to preserve the island's cultural and environmental heritage, we also want to bring about a change in behaviour and raise awareness. The movement intends to unite guests, our partners and the wider tourism industry to follow a model for sustainable development. ”

Jean-Michel Pitot, Chief Executive Officer

Our three core commitments and objectives



As a hotelier, and an economic player that benefits from a luxuriant nature, especially the lagoon, we believe we need to actively participate in its preservation.

- Zero single-use plastic in guest experience within all our nine hotels *by 1st November 2020*
 Achieved
- 3 partnership agreements signed between the Marine Discovery Centre and committed organisations *by 31st August 2021*



We mainly source from Mauritian producers, whenever possible, and build strong partnerships as we know that it directly benefits the local economy.

- 50 % of our group purchases from suppliers certified 'Made in Moris' *as at 30th June 2021*



True to our commitment from the early days, we are always dedicated to supporting Mauritian artists and our Family Members to perpetuate our local heritage.

- 10,000 training hours on sustainable practices *by 31st December 2020*
 Achieved
- 600 children to attend an awareness session conducted by the Marine Discovery Centre team *by 31st December 2021*

Our actions resulting from our three core commitments are further detailed in dedicated sections.

The need for sustainability

At Attitude Hotels, we are conscious of the social, environmental and economic problems which are building up around the world. We are concerned by the issues which are rising in Mauritian society and we are mindful of our impact. Aware of our responsibility towards Mauritius, we believe that a holistic, based on the Sustainable Development Goals of the United Nations, and inclusive approach is required. Besides, we need Key Performance Indicators to measure our progress.

GLOBAL PROBLEMS

GLOBAL PROBLEMS

The ecological crisis, an unprecedented event in its magnitude, pace and severity (Park, 2001), is threatening life on the planet and the questions around the survival of species are becoming more serious. According to the Living Planet Report published in 2020, the populations of mammals, birds, amphibians, reptiles and fish have decreased by 68 % in 46 years. This ecological crisis shows us the multiple dimensions of the planet's systems that are undergoing extreme changes and degradation: climate, ozone layer, air, water, land, soil, ecosystems and biodiversity.

Environmental changes can significantly impact a community, a society and a country. The easiest way to understand the link between environment and society is when we consider natural calamities around the world. Storms, floods, fires, droughts and hurricanes can take human lives, threaten food security, destroy infrastructures, and people are often relocated or need to migrate. With the current climate crisis, the natural calamities increased from 4,212 events (from 1980 to 1999) to 7,348 events (from 2000 to 2019) according to the United Nations Office for Disaster Risk Reduction.

The environmental problems stem from the overexploitation of natural resources for technological developments, overconsumption of energy and other resources as a consequence of rising standards of living since the Industrial Revolution. For example, researchers have established a clear relationship between our current consumption patterns and biodiversity decline (Living Planet Report, 2020). Additionally, the need for continuous economic growth to sustain and fuel capitalism is enhancing the ecological crisis by compromising the resources of future generations.

Right now, 70 % of the global population are already victims of inequality as the natural resources for the present needs are not distributed equally and evenly across the planet (World Social Report, 2020). Inequality between countries increased dramatically during the 19th and 20th century when the world's leading economies rose, leaving poorer countries behind. Branko Milanovic, an expert in inequality, stated that the growth of globalisation has fuelled an economic boom in inequality in advanced nations where only 1 % of the planet, the richest, have benefited from this system. Billionaires which consist of only 2,208 people see their wealth increase by \$2.5 billions a day while nearly half of the world's population making up to 3.4 billion people is living on less than \$5.50 a day (Public Good or Private Wealth Oxfam Report, 2019). This gap is expected to widen with the ecological crisis as resources will become scarce and the climate crisis will force people and communities to relocate.

In fact, without rapid climate actions, greenhouse gas emissions will continue to increase, leading the surface temperature of the planet to rise by 3-4 °C by 2100. According to the Intergovernmental Panel on Climate Change (IPCC) report (2018), coral reefs worldwide will decline by 70-90 % with a rise of 1.5 °C in the mean global temperature. Another global issue is plastic pollution which, according to Surfrider Foundation Europe, is the main source of pollution in the ocean. Plastic, a petroleum-derived product, releases toxic chemicals upon heating. Globally, more than 400 million tonnes of plastic are produced each year and around 13 million tonnes of plastic end up in the ocean. Since the start of plastic mass manufacturing, out of the 9.2 billion tonnes produced, 75 % of plastic wastes are found to have no sustainable solution. Half the plastic consumption around the world consists of single-use plastic.

THE MAURITIAN CONTEXT

THE MAURITIAN CONTEXT

Mauritius is a Small Island Developing State (SIDS) found east of Madagascar in the Indian Ocean and is part of the Mascarene Islands. The natural environment in Mauritius has been subject to degradation with the introduction of exotic species, the killing of native and endemic species for food, and forest fragmentation following human colonisation for human settlement (Norder et al., 2017). In the 19th century, deforestation increased significantly as a consequence of the expansion of the sugar cane agricultural activities (Florens, 2013) and now less than 2 % of the native forest remains on the island (Yonature, 2018). In addition to anthropogenic activities, previous episodes of El Niño caused massive coral bleaching events in the Indian Ocean including Mauritian reefs (Turner et al., 2000).

Local scientists estimate that 70 % of the corals in our lagoons have been degraded (bleached or dead) due to warm-water anomalies (McClanahan et al., 2005; Moothien Pillay et al., 2002, 2012). Other threats to our lagoons are nutrient enrichment and pesticides from agricultural run-offs, illegal dumping in the lagoon, untreated wastewater, destruction of important ecosystems such as wetlands, seagrasses and mangroves, and plastic pollution. These drastic changes in the natural ecology of the island are already creating a pressure on society by preventing natural ecosystems from functioning adequately and delivering their services (protection of coastline against erosion, absorption of water).

Moreover, the climate crisis and other environmental problems such as the continuous destruction of Ecologically Sensitive Areas (ESAs) are threatening the remaining biodiversity and the Mauritian society. For instance, the degradation of the lagoons are threatening the livelihood of artisanal fishers and the destruction of wetlands are causing accumulations of water in localised regions (the north and the west), therefore resulting in flooding. Localised floods have become more frequent in Mauritius with a lethal case in March 2013 causing 11 deaths (Kelly, 2013).

With the climate crisis, the predictions are that Mauritius is expected to have a long dry season in the first half months of summer but is also expected to have rapid and heavy rainfall in the second half of summer. As a consequence, Mauritius is expected to experience both – droughts and flash floods, which will affect the vulnerable communities. Island nations are among countries with very high risk according to the WorldRiskIndex 2012-2016. The World Risk Report (2017) places Mauritius at the 5th position for beaches most exposed to natural disasters such as storms and sea-level rise. Without a proper strategy to address the climate crisis, the livelihoods of local communities in coastal regions will be in danger. It is hence vital that we anticipate, make use of resources efficiently and sustainably and help these communities.

Mauritian culture is threatened by globalisation because the island's identity is being overlooked and a homogeneous set of values and beliefs is being promoted. Corporates have encouraged consumer culture and exploitation of workers, drowning out the local trades and businesses. By the end of the 20th century, Mauritius had many carpenters and shoe repair shops but those skills soon disappeared with the importation of furniture, shoes and other products. Women used to make bags out of screwpine leaves but these are becoming rare. As a consequence, Mauritius' economy relies greatly on sugar cane exportation and on international trade. Since there are new industries rising in the country, it becomes very difficult for the locals to make a living out of traditional skills such as carpentry, bag making, singing, dancing and cooking. At Attitude Hotels we try to improve the situation, promoting local crafts, craftsmanship and culture by directly working with local people, favourising their products and services.

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABLE DEVELOPMENT GOALS

It is undeniable that social challenges are closely associated with environmental degradations, for example destruction of ecosystems, and economic issues, for instance the widening gap in social inequality. The initiatives and actions we take at Attitude Hotels aim, as much as possible, to be aligned with the 2030 Agenda for Sustainable Development which consists of 17 Sustainable Development Goals (SDGs), adopted by the member states of the United Nations in 2015 (including Mauritius). Although our strategy conglomerates the SDGs, our group focuses mainly on three goals where clear objectives are set and the results can be quantified and translated to ensure that the targets are being met. These three objectives are in fact closely linked to our group's touristic activity and are therefore priorities:



"Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." Sustainable development can only be achieved through inclusion. Progress is required to create decent employment opportunities for youth and the local community, and to ensure a safe working environment for all.



"Ensure sustainable consumption and production patterns." Scientists have concluded a clear relationship between destruction of the natural environment and production and consumption patterns of the modern society. It is crucial that our current material footprint (indicator reflecting the consumption of natural resources) decreases and the natural resources are sourced locally and used sustainably.



"Conserve and sustainably use the oceans, seas and marine resources for sustainable development." The marine environment sustains millions of people around the world including Mauritius, and plays a key role in the climate crisis. The oceans and their marine ecosystems are important natural carbon sinks and support people's economic, social and environmental needs. Current anthropogenic pressures are however significantly altering the marine ecosystems and threatening marine life.



Nevertheless, even if we put all our heart and efforts into strengthening our commitments to these three SDGs, we do not forget the other 14 SDGs in our decisions. We take into account the interconnections and the transversality of the different SDGs and work in a way to avoid any eventual bad impact it could have on other SDGs and rather strengthen the synergies between them. For example, we will always focus on building strong partnerships with local farmers (SDGs 8 and 17) but we are also mindful about selecting those practicing pesticide free farming (SDG 15).

SUSTAINABILITY CHARTER

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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 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 1: 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 in our buildings	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 strategy	Reduce the volume of water used	1.2.1	Rate of water consumption per overnight stay	L / GN	≤ 539	30/06/2023	599	581	520
1.3	Set up a sustainable waste management strategy	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	≤ 17.0	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	≥ 2,500	30/06/2019	3,504	2,401	NA
			1.4.2	Total number of students sensitised	pax	≥ 1,000	30/06/2019	1,547	1,148	NA
			1.4.3	Total number of people from the local community (excluding school students) sensitised	pax	≥ 1,000	30/06/2019	1,440	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, small entrepreneurs, and craftsmanship.

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'	%	≥ 50.0 %	30/06/2021	27.4 %	36.1 %	35.7 %
			2.1.2	Percentage of local seafood purchases	%	≥ 35.0 %	30/06/2022	20.8 %	25.1 %	22.2 %
2.2	Partner with local entrepreneurs	Support local young companies	2.2.1	Number of local entrepreneurs financially supported (via Otentik Investments Ltd)	number	≥ 2	30/06/2022	NA	NA	1
2.3	Promote local craftsmanship	Encourage the encounters 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 Mauritian	3.1.1	Percentage of Mauritian employees within the group	%	≥ 97 %	30/06/2021	99 %	99 %	99 %
			3.1.2	Obtain the label 'Great Place To Work'	Yes / No	Yes	30/11/2021	Yes	Yes	Yes
		Ensure an uplifting atmosphere in the work environment for our Family Members	Score obtained for label 'Great Place To Work'	%	≥ 80 %	30/11/2021	72 %	82 %	85 %	

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
3.2	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	≥ 50.0	30/06/2021	84.9	77.7	63.7
			3.2.2	Success rate for the online training programme for managers	%	≥ 80.0 %	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	%	≥ 5.0 %	30/06/2021	5.5 %	5.7 %	6.3 %
		Acknowledge and reward the quality work and initiatives of our Family Members	3.2.4	Mean number of 'Mari Top' actions acknowledged per FM	actions / FM	≥ 1.00	30/06/2021	NA	0.73	1.56
		Train young Mauritian 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 educational 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	%	≥ 50.0 % (branded hotels)	30/06/2021	47.0 %	41.9 %	45.6 %
						≥ 60.0 % (≥ 100 rooms)		54.1 %	55.4 %	54.8 %
						≥ 70.0 % (< 100 rooms)		68.5 %	67.3 %	66.3 %
		3.4.2	Percentage of guest occupancy of Kot Nou	%	≥ 25.0 %	30/06/2020	23.7 %	27.0 %	29.6 %	
		3.4.3	Percentage of occupancy of Otentik Dinner	%	≥ 40.0 %	30/06/2020	32.5 %	39.5 %	44.6 %	
		3.4.4	Percentage of downloads for the Otentik Discovery app per unique guest	%	≥ 10.0 %	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

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 are excluded from the KPI calculation. Some KPIs 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 had left the hotels by 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 eight Attitude hotels and Paradise Cove Boutique Hotel 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 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.

The hotel categories applicable during the study period are as follows:

- 3*: CDMA, EBA, FA, RA, TA
- 4*: LA, TRA, ZA
- 5*: PCBH

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

This chapter brings forth our actions for the protection of the environment and our responsibility as a hotelier to unite the stakeholders we work with towards the same goal. Our engagement towards the environment goes back as early as to the creation of our group and has only been reinforced since. Our commitment to the natural world consists of different initiatives which will allow us, our Family Members, our guests, and our partners to reduce our ecological footprint.

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 (Stefanica 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. It is 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).



1.1 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 négaWatt 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.

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 20.82 kWh/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

1/ 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.

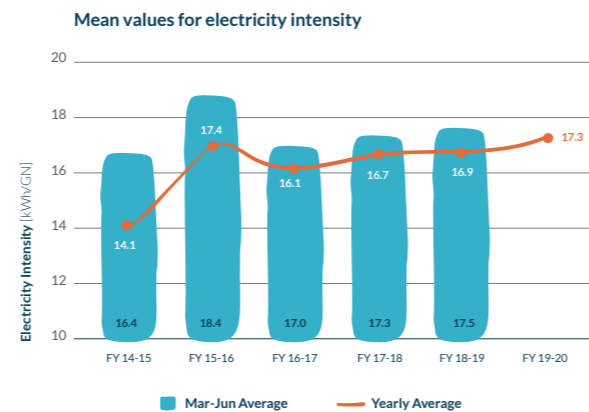
3/ Our calculations do not include correction factors, especially for the following points:

- **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.

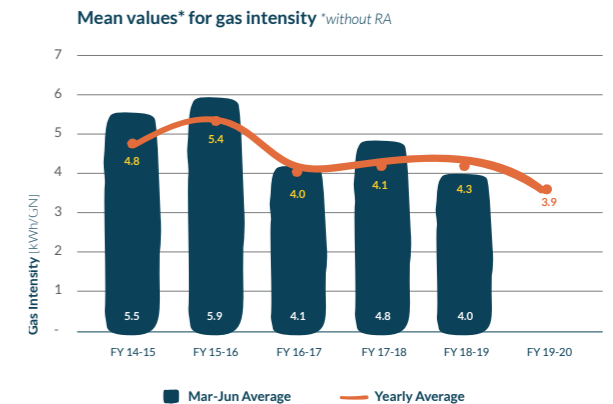
- According to the World Meteorological Organisation, the year 2019 was Earth's second warmest year after 2016 and for Mauritius, the year 2019 has been the warmest year since 1960. The mean temperature over the island was found to be 1.1 °C higher than the normal (Mauritius Meteorological Services, 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: 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.



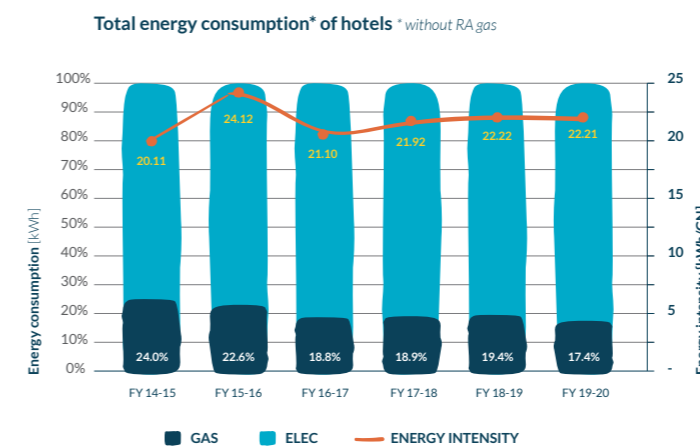
Analysis and actions

Breakdown of energy consumption

- Electricity is our main source of energy (share of 80.6 % 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

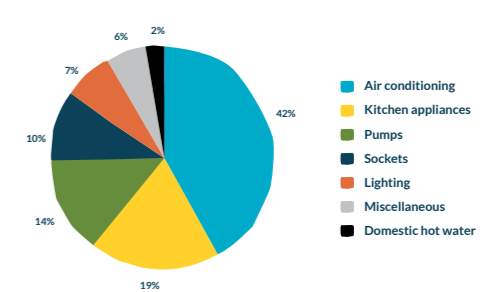
Programme National d'Efficacité Énergétique (PNEE) identifies the breakdown of electricity consumption of 23 hotels.

- 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.



Breakdown of electricity consumption

Source PNEE



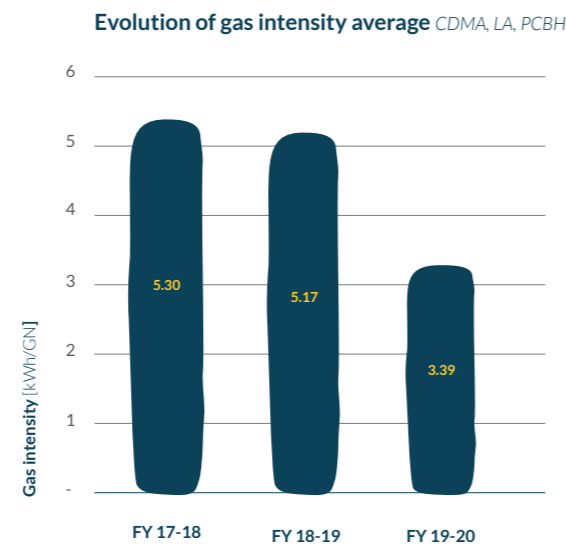
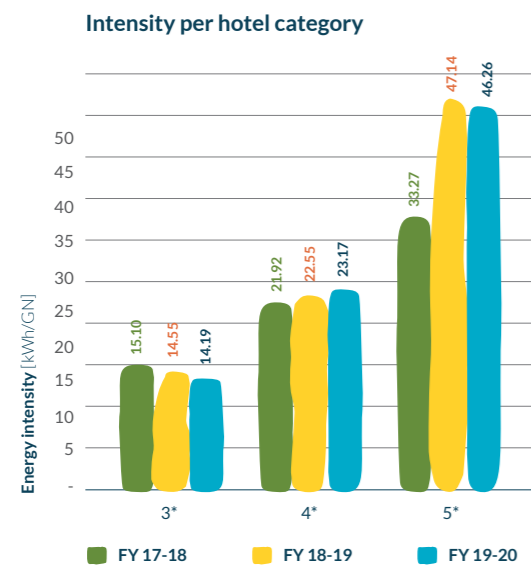
Analysis

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 consumption in the total energy mix has increased slightly in recent years from 18.8 % in FY 17-18 to 19.4 % 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 service. 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 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 outlets	In addition to cooking stations for Kot Nou, other electrical equipment 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

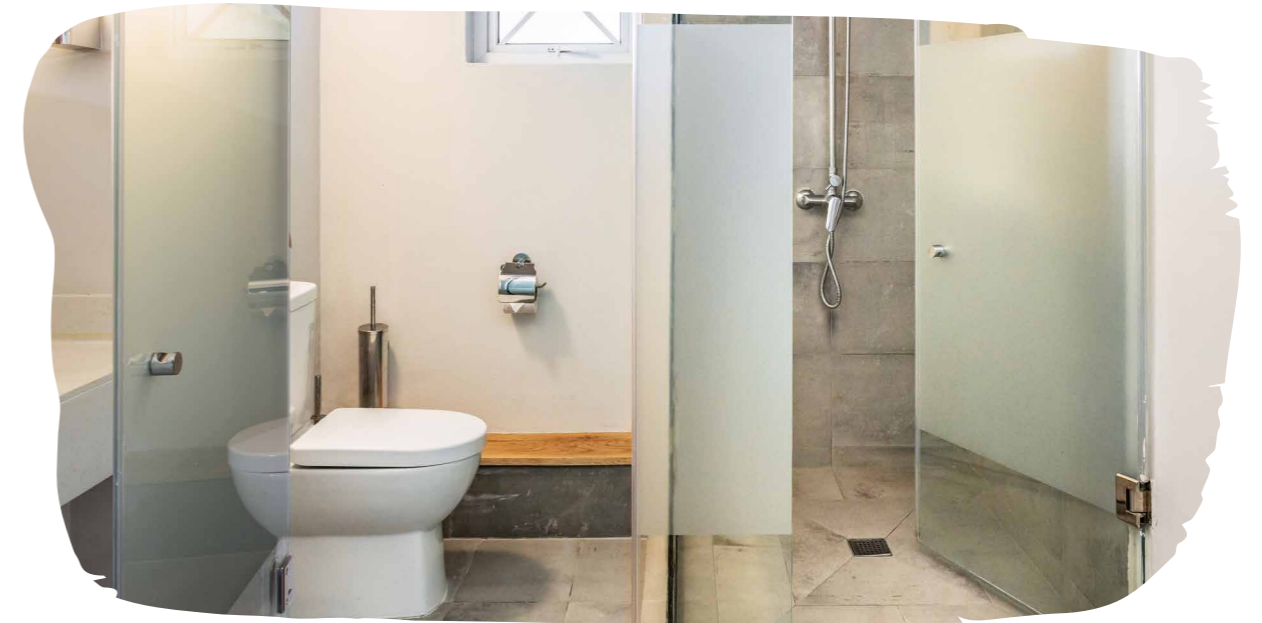
In addition, regular training is provided to Family Members, and in particular the maintenance teams, so that they can incorporate energy-saving measures into their work habits. However, the impact of this action on our KPI is not quantifiable.

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 \[page 98\]](#).

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.

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	520

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.

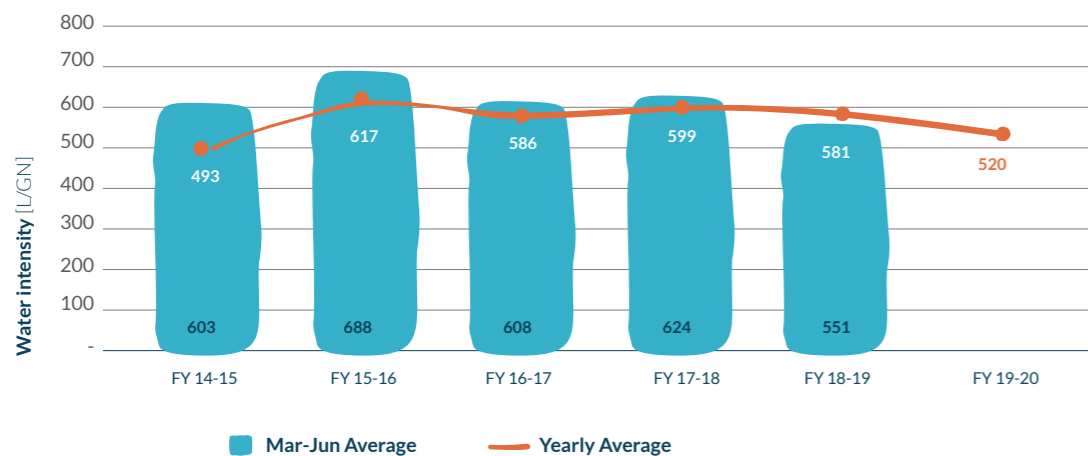
2/ Data collection

- 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:

- 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.

Mean Values for water intensity



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 %).

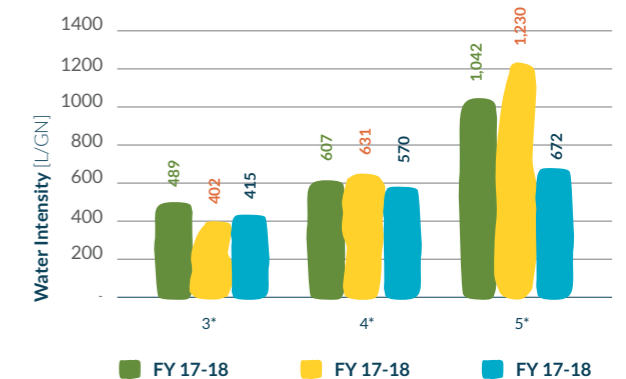
Furthermore, it can be noted that the category of a hotel has a significant impact on its water consumption:

- 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, due to the replacement of all taps and shower heads in the rooms with devices equipped with flow regulators and aerators. 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.

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.

Water intensity per category of hotels



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.

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	≤ 17.0	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 a KPI 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 KPI 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

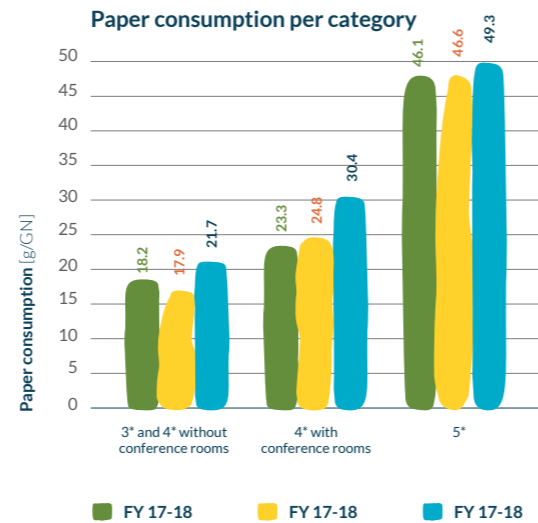
It can be noted that the KPI is rather stable in the first two periods, then increases sharply to 28.0 g/GN in the third period. This increase can be explained by the cessation of all activity due to COVID-19. In fact, although there was a drop of more than 20 % in the quantities of paper purchased, the number of guest nights itself dropped by 37 % and the KPI 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 17.9 g/GN. There are some exceptions, however:

- RA has a much lower paper consumption of around 13.3 g/GN (FY 18-19),
- TRA and ZA have a higher consumption of about 24.8 g/GN (FY 18-19). 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.



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 reusable water bottles in our water fountains. Additionally, snacks, tea and coffee in the rooms have been replaced by a bulk shop system, where guests can come and get what they need in glass jars.



Beach cleaning

Clean-ups should be the last solution to avoid lagoon's pollution by waste, 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 in July 2020 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.

1.4 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.

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 community, 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
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1.4.1	Total number of people sensitised	pax	≥ 2,500	30/06/2019	3,504	2,401	NA
1.4.2	Total number of students sensitised	pax	≥ 1,000	30/06/2019	1,547	1,148	NA
1.4.3	Total number of people from the local community (excluding school students) sensitised	pax	≥ 1,000	30/06/2019	1,440	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, which are directly concerned by the protection of marine and coastal ecosystems..

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

This part presents our contribution as a hotel group to the local economy of the island by building up linkages with local stakeholders. The way of doing business can have a positive effect either directly or indirectly on the local economy. Our engagement stems from the unbreakable loyalty of our group to Mauritius. Our commitment to the local economy is divided into several measures and involves our Family Members, our guests, and local craftspeople and businesses.

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 to benefit the local economy. It can be easily achieved by looking for common ground between the company's goals 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.



Vincent Desvaux de Marigny,
Chief Operating Officer

“ 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. ”

2.1 AMPLIFY THE CONTRIBUTION TO THE LOCAL ECONOMY

The Mauritian economy has diversified from being agriculture-based to tourism, industry and finance. 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 sector try to favour cost-efficiency and therefore prefer cheap imported products and services to local community products and services, thus affecting the local economy and population. Therefore, 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, Central Procurement Executive

Lagoon Attitude refurbishing

75%

of our furniture
has been produced
in Mauritius



Expand the share of local purchases

We measure the effectiveness of the strengthening of our partnerships with local businesses through two KPIs: we encourage our suppliers to go through 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’	%	≥ 50.0 %	30/06/2021	27.4 %	36.1 %	35.7 %

Purpose

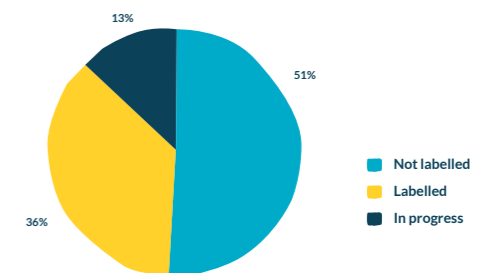
‘Made in Moris’ is a label for certified brands that produce products locally. In our efforts to support the local economy, the KPI calculating the share of F&B suppliers with the ‘Made in Moris’ label is essential.

We plan to have a minimum of 50.0 % 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.

Analysis and actions

We can see a clear increase in our KPI from 27.4 % (FY 17-18) to 36.1 % (FY 18-19). However, in the following year we see a slight decrease and our KPI 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 only just be achieved.

Forecast share of purchase for FY 21-22 regarding suppliers’ label status



Assumptions

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

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.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
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2.1.2	Percentage of local seafood purchases	%	≥ 35.0 %	30/06/2021	20.8 %	25.1 %	22.2 %
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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 35.0 % of local products in our global seafood purchases.

Assumptions

This KPI is calculated based on the database of seafood purchases per FY. 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 purchased between FY 17-18 and FY 19-20, we were unable to determine the origin of the product.

As product weight data is not always available, this KPI 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).

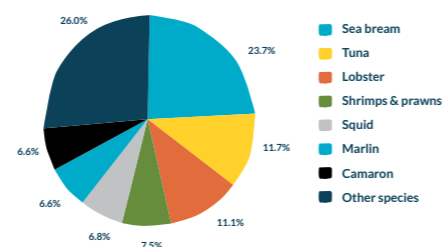
Analysis and actions

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 35.0 % 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.

Share of seafood purchases by species
FY 17-18 to FY 19-20



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 community with training. At Attitude Hotels, we have faith in the talents of Mauritians and their skills to provide quality products and services while respecting the environment. Our engagement goes beyond local procurement and includes investment in young and local companies.

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 funds 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.



Mr and Mrs Mayaven,
grow our vegetables

“ 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. ”

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, we are 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 products for more Attitude hotels.

N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
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2.2.1	Number of local entrepreneurs financially supported (via Otentik Investments Ltd)	number	≥ 2	30/06/2022	NA	NA	1
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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 KPI counts the number of small businesses financially supported by Otentik Investments Ltd. An enterprise is counted in the KPI 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.



Everland Ltd company to benefit from Otentik Investments Ltd

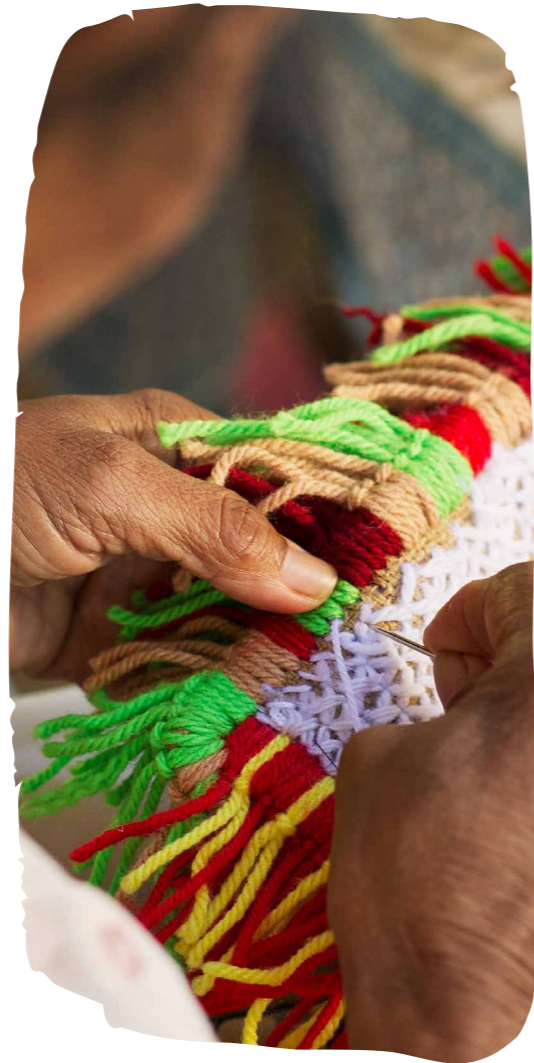
This company was born when its founders, Emmanuel and Julie Lepert, sought alternatives to soaps and commercial care products for their baby's allergies. Concerned about the environment and health, KokoDezil manufactures hand-made healthy soaps and natural care products in its workshop in Pereybere. 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.

Encourage the encounters 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.



5%
of sales will be
donated to to our
**Green attitude
Foundation**

95%
craftspeople



Natural or recycled
materials



Locally handmade
products

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 KPI 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 different artisans or small craft enterprises.

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* [page 100].

We care about the local community

This section focuses on how our practices in the hotel industry can benefit the local communities. Our engagement towards the local community goes beyond words and is rooted within our group. Mauritian culture has always been at the heart of our brand and part of Attitude Hotels' DNA. Our commitment is cascaded into different objectives and actions which will benefit different sections of the local community including our Family Members, their children, local families and artists. The famous Mauritian hospitality is fundamental to the Attitude brand. By appointing and treating all its employees as members of the same family, the hotel group has created a powerful human and equal approach.



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 enabled 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 overlooked (Garau-Vadell et al., 2018). If done wrongly, tourism can actually be an exploitative practice and damage the local culture, environment 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 involvement of local people. Moreover, going beyond our barriers for cultural influence and promoting cultural communication can pave the way for successful experiences, the 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 population, including our Family Members, at the heart of our activity 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 that are suitable for local people and the services required. Moreover, a fun and productive atmosphere with positive values encourages our Family Members to be creative. The tourism sector can indeed 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 valued, 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.

Prioritise the recruitment of talented Mauritians

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

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

$$\text{Percentage of Mauritian employees} = (\text{number of local employees} / \text{total number of employees}) * 100$$

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.

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.

Ensure an uplifting 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 KPIs have been created to ensure that we provide a safe and stimulating working environment for our Family Members.

We base our KPIs 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.

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.

“ I had no experience in the hospitality industry. [...] I could not read or write, and they still employed me. I joined Coin de Mire Attitude in 2012, I used to peel vegetables. As I am a reliable worker, I was promoted; I started making breakfast and then local pastries and different cakes for the Taba-J. Our Manager taught me how to speak to the guests. I grew with the hotel. Attitude gives you the opportunity to learn a lot. ”

Nevidita Luckoo (Leena), Assistant Cook at Coin de Mire Attitude

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	≥ 50.0	30/06/2021	84.9	77.7	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 50.0 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 KPI.

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 50.0 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	%	≥ 80.0 %	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 KPI is therefore based on the success rate of our online management training programme, and we aim to achieve an overall score of 80.0 %, 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 83.4 %, peaked for the FY 18-19 with a result of 90.1 % and decreased to 85.5 % for the FY 19-20. These rather high scores remain above our target year after year.

The implementation of the new programme for the FY 20-21 will largely depend on the budget availability post-COVID-19.

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	≥ 5.0 %	30/06/2021	5.5 %	5.7 %	6.3 %

Purpose

Our KPI 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 5.0 % of Family Members from within our group.

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.

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.

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

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 Talan' (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	≥ 1.00	30/06/2021	NA	0.73	1.56

Purpose

This KPI 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.

Train young Mauritian in 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 KPI 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 KPI.

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 Mauritian 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.

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 Family Members	%	≥ 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.

Offer educational opportunities to our Family Members' children

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.

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
3.3.3	Number of Ti Balad Dan Nou Lotel sessions	number	≥ 3	30/06/2021	3	3	1

Purpose

Our KPI 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.



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

The aim of this KPI 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 KPI. 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 AND SUPPORT 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 the local community to share their values and customs. At Attitude, we understand that the local culture is the heritage of the local community and it is therefore very important to make sure that it is being preserved and shared.

Encourage our guests to explore and discover the Mauritian culture

The Otentik Experiences were launched in 2012 to 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.



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 Tabaj, 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 segashows 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.

200,000
PARTICIPANTS
between June 2018 and July 2019

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	%	≥ 50.0 % (branded hotels)	30/06/2021	47.0 %	41.9 %	45.6 %
			≥ 60.0 % (≥ 100 rooms)		54.1 %	55.4 %	54.8 %
			≥ 70.0 % (< 100 rooms)		68.5 %	67.3 %	66.8 %

Purpose

The reputation of the Otentik Experiences is quantified by assessing the percentage of guests who know about them. 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 KPI 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
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3.4.2	Percentage of guest occupancy of Kot Nou	%	≥ 25.0 %	30/06/2020	23.7 %	27.0 %	29.6 %
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Kot Nou Restaurant

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 during the FY, 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.

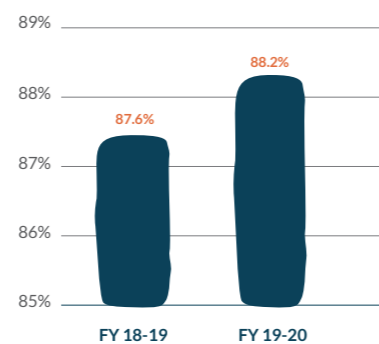
Since some hotels do not have an automatic reservation system, the completeness of the reservations is not guaranteed, and the KPI is therefore biased.

Analysis and actions

Our target value was set at 25.0 % occupancy in Kot Nou outlets. The target has been met, and our performance is still growing, soon reaching 30.0 % 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 87.6 % (FY 18-19) to 88.2 % (FY 19-20), with a 3 % increase in 'excellent' ratings.

Guest satisfaction at Kot Nou



N° KPI	KPI Description	KPI Unit	Target Value	Target Deadline	FY 17-18	FY 18-19	FY 19-20
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3.4.3	Percentage of occupancy of Otentik Dinner	%	≥ 40.0 %	30/06/2020	32.5 %	39.5 %	44.6 %
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Otentik Dinner

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.

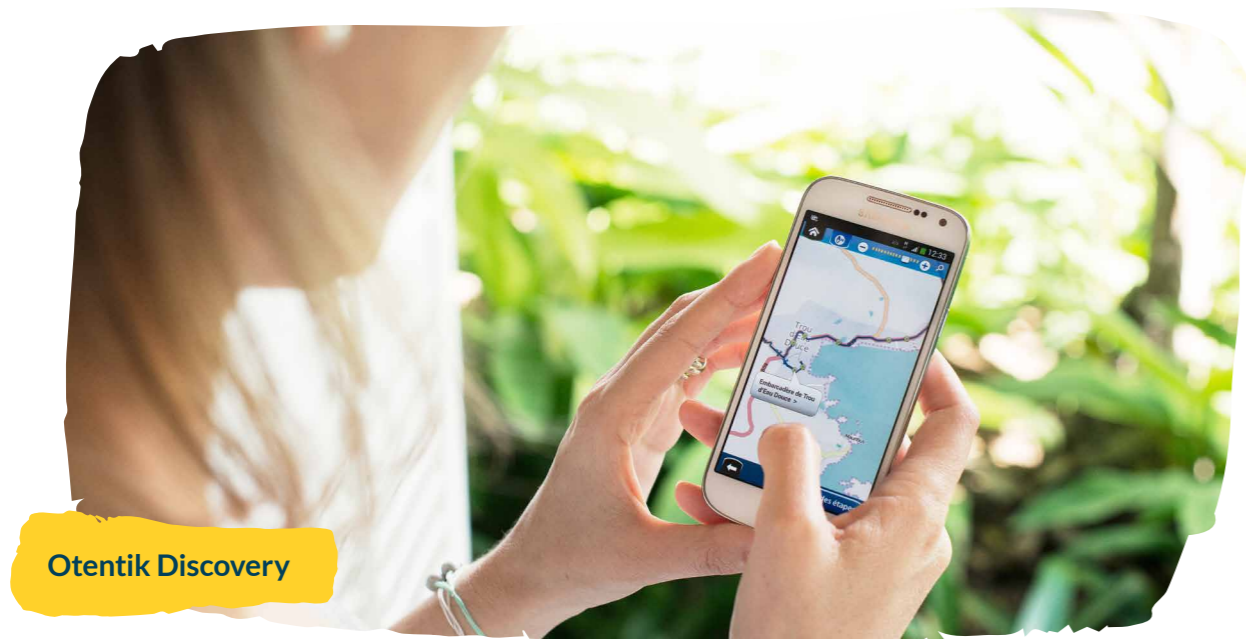
Assumptions

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	%	≥ 10.0 %	30/06/2022	8.4 %	5.4 %	9.4 %



Purpose

This KPI 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 consider the fact that the same guest may download the app more than once, for example if it is uninstalled between each stay. Also, our target takes into account the fact that some guests simply do not want to download an app on their phone, or that one person may download the application for a whole group.

Analysis and actions

The KPI 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.

Promote the Mauritian culture

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.



Clémentine Katz,
Chief Marketing Officer

“ The commitment of Attitude Hotels to the cultural sector is significant. We believe that quality artistic initiatives 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! ”



Attitude and the next steps

Our initiatives and actions are not restricted to sustainable projects for the Green Attitude Foundation. Our commitment to the environment, the local economy and the local community is rooted in our strategy and activities. The Positive Impact movement will, as much as possible, involve our partners and guests. This movement is not a one-off project, rather it is continuously evolving to go further and to rally more participants over time. While analysing our data, we have identified weak points, detailed in this section, which we wish to address in the future to improve ourselves. Although the situation is uncertain because of the COVID-19 crisis, we will continue most of our projects.

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

We protect our environment



DATA COLLECTION

The analysis of our data for each KPI 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.

Energy and water management

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

- 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.
- 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: 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.

Waste management

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 working on long-term collaborations with local and regional actors for marine biodiversity protection. Our goal is to share data and sensitisation content, 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 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 50.0 % 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 criteria when making 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 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 at least 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 aligned with our Positive Impact movement 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 our 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 financial model 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 REFERENCES

Listed in alphabetical order

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LIST OF ACRONYMS

AET	Attitude Ena Talen	
CDMA	Coin de Mire Attitude	
EBA	Emeraude Beach Attitude (now Sunrise Attitude)	
ESA	Ecologically Sensitive Area	
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	
IPCC	Intergovernmental Panel on Climate Change	
KPI	Key Performance Indicator	
KTL	Konpoz To Lamizik	
LA	Lagoon Attitude	
MDC	Marine Discovery Centre	
NA	Non Applicable	
OG	Operational Goal	
PCBH	Paradise Cove Boutique Hotel	
PNEE	Programme National d'Efficacité Énergétique	
PPTS	Personal Progress Team Success	
RA	Récif Attitude	
SDGs	Sustainable Development Goals	
SG	Strategic Goal	
SIDS	Small Island Developing State	
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

DETAILED KPIS

KPI 1.1.1 Rate of energy intensity per overnight stay

Unit: KWh/GN • Target Deadline: 30/06/2023

	FY17-18	FY18-19	FY19-20	Target Value
General	21.92	22.22	22.21	20.82
CDMA	14.70	13.12	11.55	11.76
EBA (SA)	14.92	16.30	17.67	17.90
FA	19.01	18.87	17.88	18.06
LA	23.14	21.68	23.50	21.98
PCBH	33.27	47.14	46.07	31.61
RA	32.46	32.58	33.97	30.84
TA	14.88	14.32	13.89	14.14
TRA	19.89	21.53	20.74	18.90

KPI 1.2.1 Rate of water intensity per overnight stay

Unit: L/GN • Target Deadline: 30/06/2023

	FY17-18	FY18-19	FY19-20	Target Value
General	599	581	520	539
CDMA	773	433	388	618
EBA (SA)	388	425	561	466
FA	391	304	285	313
LA	398	393	399	378
PCBH	1042	1230	669	677
RA	381	458	508	362
TA	371	336	362	352
TRA	839	999	763	797
ZA	456	366	430	433

KPI 1.3.1 Standardised document for wastes data collection (per category) for all hotels

Unit: yes / no • Target Deadline: 30/06/2021 • Not detailed per hotel

KPI 1.3.2 Total weight of paper bought in all hotels per guest night

Unit: g / GN • Target Deadline: 30/06/2022

	FY17-18	FY18-19	FY19-20	Target Value	Target
General	22.6	22.4	28.0	17.0	-25%
CDMA	19.1	17.2	20.4	14.3	-25%
EBA (SA)	17.4	16.7	20.5	13.1	-25%
FA	15.5	18.3	22.5	11.6	-25%
LA	19.2	18.9	25.7	14.4	-25%
PCBH	46.1	46.6	49.3	34.6	-25%
RA	12.6	13.3	14.4	9.45	-25%
TA	25.7	23.2	24.0	19.3	-25%
TRA	25.2	26.5	32.0	18.9	-25%
ZA	20.9	22.9	28.6	15.7	-25%

KPI 1.4.1 Total Number of people sensitized

KPI 1.4.2 Total Number of students sensitized

KPI 1.4.3 Total Number of people from the local community (excluding school students) sensitized

Unit: pax • Target Deadline: 30/06/2019

Not detailed per hotel (Attitude Hotels group, sessions conducted at MDC)

KPI 2.1.1 Percentage of local F&B suppliers labelled 'Made in Moris'

Unit: % • Target Deadline: 30/06/2021

Only global calculation of percentage until FY19-20.

KPI 2.1.2 Percentage of local seafood purchases

Unit: % • Target Deadline: 30/06/2022

Not detailed per hotel (Attitude Hotels group)

	FY17-18	FY18-19	FY19-20	Target Value	Target
General	20.8%	25.1%	22.2%	35.0%	-25%
CDMA	31.6%	47.4%	64.2%	35.0%	-25%
EBA (SA)	25.7%	9.1%	3.9%	35.0%	-25%
FA	69.9%	38.2%	43.1%	35.0%	-25%
LA	46.5%	46.0%	44.5%	35.0%	-25%
PCBH	45.6%	30.8%	25.2%	35.0%	-25%
RA	25.4%	22.4%	39.3%	35.0%	-25%
TA	24.7%	30.0%	17.5%	35.0%	-25%
TRA	18.7%	227.7%	44.0%	35.0%	-25%
ZA	50.3%	23.9%	9.5%	35.0%	-25%

KPI 2.2.1 Number of local entrepreneurs financially supported (via Otentik Investments Ltd)

Unit: number • Target Deadline: 30/06/2022

Not detailed per hotel (Attitude Hotels group)

KPI 2.2.1 Number of local craftspeople who sold their products in Otentik Bazar

Unit: Number • Target Deadline: 30/06/2021

Only for the 8 Attitude Hotels

	FY17-18	FY18-19	FY19-20	Target Value
General	22	20	21	20
CDMA	3	1	0	NA
EBA (SA)	13	14	14	NA
FA	20	20	19	NA
LA	12	6	2	NA
PCBH	NA	NA	NA	NA
RA	14	14	14	NA
TA	11	0	0	NA
TRA	12	11	10	NA
ZA	10	3	0	NA

KPI 3.1.1 Percentage of Mauritian employees within the group

Unit: % • Target Deadline: 30/06/2021

Not detailed per hotel (Attitude Hotels group)

KPI 3.2.1 Obtain the label 'Great Place to Work'

Unit: Yes/No • Target Deadline: 31/11/2021

	FY17-18	FY18-19	FY19-20	Target Value
General	Yes	Yes	Yes	Yes
HO	Yes	Yes	Yes	Yes
CDMA	Yes	Yes	Yes	Yes
EBA (SA)	Yes	Yes	Yes	Yes
FA	Yes	Yes	Yes	Yes
LA	No	Yes	Yes	Yes
PCBH	No	Yes	Yes	Yes
RA	Yes	Yes	Yes	Yes
TA	Yes	Yes	Yes	Yes
TRA	No	Yes	Yes	Yes
ZA	Yes	Yes	Yes	Yes

KPI 3.2.2 Score obtained for the label 'Great Place to Work'

Unit: % • Target Deadline: 31/11/2021

	FY17-18	FY18-19	FY19-20	Target Value
General	72%	82%	85%	80%
HO	77%	83%	83%	80%
CDMA	77%	85%	83%	80%
EBA (SA)	81%	94%	88%	80%
FA	73%	79%	81%	80%
LA	64%	74%	Not Done	80%
PCBH	64%	83%	87%	80%
RA	80%	91%	92%	80%
TA	72%	90%	91%	80%
TRA	63%	73%	85%	80%
ZA	84%	87%	81%	80%

KPI 3.2.3 Mean number of training hours per FM

Unit: h/FM • Target Deadline: 30/06/2021

	FY17-18	FY18-19	FY19-20	Target Value
General	84.9	77.7	63.7	50.0
HO	20.4	38.4	24.0	20.0
CDMA	197.1	78.6	44.6	50.0
EBA (SA)	57.9	76.4	50.9	50.0
FA	81.4	79.6	67.4	50.0
LA	71.3	93.4	122.8	50.0
PCBH	67.7	81.1	82.4	50.0
RA	74.0	66.1	42.7	50.0
TA	109.8	68.8	42.0	50.0
TRA	99.6	98.2	88.4	50.0
ZA	69.6	96.8	71.8	50.0

KPI 3.2.4 Mean number of 'Mari Top' action acknowledged per FM

Unit: actions/FM • Target Deadline: 30/06/2021

Not detailed per hotel.

KPI 3.2.5 Number of partnerships with schools for internship programmes

Unit: number • Target Deadline: 30/06/2021

Only at group level

KPI 3.3.1 Number of days of access to the Health Month service for all FMs

Unit: number • Target Deadline: 30/08/2021

Only at group level

KPI 3.3.2 Percentage of participants to the Health Month service over the total number of FMs

Unit: % • Target Deadline: 30/08/2021

Only at group level for confidentiality reasons

KPI 3.3.3 Number of 'Ti Balad Dan Nou Lotel' sessions.

Unit: number • Target Deadline: 30/06/2021

Only at group level.

KPI 3.3.4 Number of scholarships offered to our FMs children

Unit: number • Target Deadline: 30/06/2021

Only at group level.

KPI 3.4.1 Percentage of Guests aware of Otentik Experiences

Unit: % • Target Deadline: 30/06/2021

	FY17-18	FY18-19	FY19-20	Target Value
General	47.0%	41.9%	45.6%	
Hotels > 100 rooms	54.1%	55.4%	54.8%	60%
Hotels < 100 rooms	68.5%	67.3%	66.8%	70%
CDMA	55.4%	59.0%	56.4%	70%
EBA (SA)	69.4%	71.4%	75.7%	60%
FA	65.0%	55.6%	50.7%	60%
LA	47.0%	41.9%	45.6%	70%
PCBH	N/A	N/A	N/A	N/A
RA	70.2%	67.5%	64.2%	60%
TA	69.5%	74.6%	76.5%	60%
TRA	52.5%	51.5%	54.1%	70%
ZA	54.2%	55.6%	53.9%	70%

KPI 3.4.2 Percentage of Guests occupancy at Kot Nou

Unit: % • Target Deadline: 30/06/2020

	FY17-18	FY18-19	FY19-20	Target Value
General	23.7%	27.0%	29.6%	25.0%
CDMA	35.2%	36.5%	36.0%	25.0%
EBA (SA)	3.5%	50.0%	34.7%	25.0%
FA	N/A	NA	72.4%	25.0%
LA	N/A	15.8%	9.7%	25.0%
PCBH	N/A	N/A	N/A	N/A
RA	35.1%	59.6%	51.9%	25.0%
TA	N/A	33.8%	66.5%	25.0%
TRA	16.7%	15.9%	14.8%	25.0%
ZA	28.2%	21.9%	24.1%	25.0%

KPI 3.4.3 Percentage of occupancy at Otentik Dinner

Unit: % • Target Deadline: 30/06/2020

	FY17-18	FY18-19	FY19-20	Target Value
General	32.5%	39.5%	44.6%	40.0%
CDMA	14.6%	59.9%	83.7%	40.0%
EBA (SA)	82.3%	67.5%	56.3%	40.0%
FA	15.9%	10.7%	7.0%	40.0%
LA	18.9%	19.5%	42.1%	40.0%
PCBH	N/A	N/A	N/A	N/A
RA	19.6%	30.4%	28.2%	40.0%
TA	15.4%	16.0%	13.7%	40.0%
TRA	13.4%	25.7%	22.4%	40.0%
ZA	127.6%	83.5%	70.4%	40.0%

KPI 3.4.4 Percentage of downloads of Otentik discovery app per unique guest

Unit: % • Target Deadline: 30/06/2022

Only at group level.

KPI 3.4.5 Number of events sponsored

Unit: number • Target Deadline: 30/06/2021

Only at group level.

SUSTAINABILITY
R E P O R T 2 0 2 0

The Junction Business Hub, Bloc C
Calebasses Branch Road
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