

Millennium & Copthorne Hotels Limited (“M&C”) is committed to operating its hotels in an economically, socially and environmentally sustainable manner whilst making a positive impact on the communities where its properties are located. We continuously strive to be a preferred employer of choice by fostering an engaging and inclusive work environment, supporting our local communities through charitable activities and preserving the environment for future generations.

This report highlights some of the actions we have taken in 2025 to enhance our sustainability efforts.

GOVERNANCE

At M&C, we believe that good governance defines how we conduct ourselves as a business. In addition to regulatory compliance, good governance encompasses a strong sense of values and a commitment to act in the best interests of our stakeholders, including our guests, suppliers, colleagues, regulators and the communities in which we operate. We strive to conduct our business in an ethical and responsible manner.

Structure

M&C is the wholly owned hospitality division of its shareholder, Singapore-listed conglomerate, City Developments Limited (“CDL”). Millennium Hotels and Resorts (MHR) is the global brand of M&C, a hotel company which owns, manages and operates over 130 properties across approximately 80 destinations. It operates several distinct brands, including Grand Millennium, Millennium, M Social, Copthorne and Kingsgate, across Asia, Europe, the Middle East, New Zealand and the United States.

Board responsibility

M&C is governed by a Board of Directors comprising Executive and Non-Executive Directors (as of 31 December 2025). An Executive Committee, comprising the Executive Chairman, Executive Directors and other senior members of the management team as appointed by the Board, reports to the Board.

The Executive Committee has overall responsibility for the Group’s corporate responsibility efforts, with Kwek Eik Sheng, Executive Director, continuing to lead on such matters. Both the Board and the Executive Committee are chaired by Kwek Leng Beng, who also serves as Executive Chairman of CDL.

Underpinning our commitment to sustainability, the Executive Committee supports a few policies and procedures, collectively referred to as “Responsible Hospitality”, which are designed to recognise and manage the Group’s wider impact on the environment and the communities in which we operate. These policies are reviewed and updated as necessary. Key policies are available on the Group’s corporate responsibility webpage.

Since July 2023, the Sustainability Committee, as appointed by the Board, has continued to drive the development, implementation and monitoring of M&C’s environmental improvement programme, which is incorporated within its Sustainability Management System.

Compliance

Within its operations, M&C is fully committed to meeting its legal and regulatory compliance obligations. We strive to adhere not only to the letter of the law, but also to the spirit of the law.

In 2025, we did not receive any material fines or penalties associated with non-compliance with any applicable laws relating to the environment, human rights, labour standards or anti-bribery and corruption.

No donations were made by M&C for political purposes during the year (2025: £nil)

To raise awareness of key operational risks and ensure we meet our compliance requirements, our global compliance training programmes continue to deliver training on laws and regulations relating to anti-bribery and corruption, data protection, competition, and modern slavery.

Anti-bribery and anti-corruption

M&C’s anti-bribery policy is aligned with the requirements of the UK Bribery Act 2010. Risk assessments are conducted periodically to identify employee groups requiring anti-bribery and corruption training, with particular focus on higher-risk functions such as procurement and sales.

As part of CDL, M&C has adopted CDL’s whistleblowing policy since 2020. This policy provides employees with a safe and confidential channel to report concerns relating to unethical or illegal practices within the Group. By encouraging and protecting whistleblowers, CDL (including M&C) is able to identify and address potential issues at an early stage, thereby safeguarding the Group’s reputation and mitigating legal and financial risks. The whistleblowing policy is managed by CDL’s Ethics Officer and is supported by a dedicated hotline and email channel for reporting concerns.

A group-wide anti-bribery compliance guide complements the policy and is made available to all employees. This guide identifies key operational activities and geographies where corruption risks may be higher, and outlines procedures to manage these risks, including due diligence on business associates and counterparties, operational risk assessments and escalation mechanisms.

Millennium Hotels and Resorts maintain a strong stance against fraud and breaches of internal policy. All reported incidents are managed in accordance with established compliance and investigation procedures, aligned to the Group’s governance framework and subject to oversight through the Audit and Risk Committee.

In 2025, a total of eight fraud related matters were reported across the Group. Each case was formally investigated, with appropriate disciplinary and corrective actions taken where required.

Importantly, the approach extends beyond incident management. Each case is reviewed to identify control gaps and strengthen operational processes. This includes reinforcing approval thresholds, increasing oversight on financial transactions, and ensuring consistent application of internal controls across regions.

This structured approach ensures that incidents are not only addressed promptly and fairly, but also used as an opportunity to enhance governance, mitigate future risk, and reinforce a culture of accountability and integrity across the organisation.

Ethical operations

Beyond our legal and regulatory compliance obligations, M&C is committed to maintaining high standards of ethics and integrity in the conduct of its business. Our Code of Ethics and Business Conduct (“Code of Ethics”) sets out the minimum standards expected from all employees in their interactions with colleagues, customers, suppliers and other stakeholders, ensuring that our business is conducted responsibly.

We also expect our suppliers and business partners to adhere to the standards outlined in our Code of Ethics and related policies, including, for example, our Anti-Bribery and Business Hospitality and Gifts policies, which are overseen by the Executive Committee.

Respect for human rights, including the rights of our colleagues, customers, suppliers and business partners, is fundamental to our global operations. We maintain a human rights policy that reflects our commitment to key principles aligned with those of the International Labour Organisation and the UN Guiding Principles on Business and Human Rights, including freedom of association and collective bargaining.

In accordance with the requirements of the Modern Slavery Act 2015, M&C does not tolerate any form of slavery or human trafficking within its business or supply chains. We are committed to continuously reviewing our business practices and maintaining a robust approach to supplier management, including both existing suppliers and the identification and selection of new partners, in order to mitigate and manage associated risks.

Details of our compliance framework are set out in our Modern Slavery and Human Trafficking Statement, which is available on our corporate website. [Corporate Responsibility : Millennium Hotels and Resorts](#)

OUR PEOPLE

We continuously work to ensure that our colleagues around the world are suitably skilled and qualified to meet the operational needs of the business. M&C recognises that successful hospitality businesses must deliver excellent service and we are committed to developing, supporting and retaining the right team to provide this. Our aim is to offer opportunities for them to develop and grow through effective succession planning processes.

Our hotels also foster young people who are interested in developing a career in the hospitality industry, including many from disadvantaged backgrounds, by providing employment skills training, internship and vocational opportunities. For example, our European/UK regions operate internship and apprenticeship programmes within various functions, often in partnership with local universities and Government-regulated training providers.

During the year, M&C UK was a Cornerstone Employer for Central London Careers Hub (<https://londoncareerscentral.co.uk/>), working on projects with the aim to improving outcomes for young people. This included working collaboratively with other employers to build on locally led best practice, engaging directly with schools and colleges, and engaging our staff to join the network of volunteers, inspiring young people across the region and helping them to take their best next step into working life.

M&C’s management team continues to keep employees informed about matters of concern to them, whether through management presentations, updates from regional and functional heads, regional intranet sites and other virtual communications. M&C also consulted with employees through various means on a regular basis so that their views could be considered in the decision-making process. Since the establishment of the Sustainability Committee, employees are also kept informed of its initiatives through regular newsletters and focused webinars.

Diversity and equal opportunities

Diversity is the concept of understanding that each individual is unique, and that each of our individual differences, when they come together for a common purpose, can achieve remarkable results. We believe that having a diverse workforce which includes individuals with a range of characteristics (such as gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes) and different perspectives allows us to better understand and serve our customers and the communities in which we operate. We believe that workplace diversity leads to innovation and creates a work environment where employees see a representation of a variety of cultures, backgrounds, and ways of thinking, are happier and more productive. M&C’s diversity and inclusion policy supports this belief and helps to cultivate a more inclusive work environment that embraces the engagement and development of a diverse workforce. Regional policies that address local requirements are also in place in various jurisdictions. Likewise, these policies encourage the employment or redeployment, training and advancement of disabled persons, having regard to their particular aptitudes and abilities, provided that they can be employed in a safe working environment. Suitable employment would, if possible, be found for any employee who becomes disabled during the course of employment.

M&C is committed to treating all employees fairly and offering equal opportunities in all aspects of employment and advancement regardless of age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Reflecting our commitment to meritocracy, our compensation and rewards policies are performance-based, promoting a culture of fairness and motivation. No employee should receive less favourable treatment, directly or indirectly, on the grounds of gender. We are committed to this objective and have in place a pay and grading structure for all employees. This means that each role has agreed pay ranges irrespective of whether the role is occupied by a male or female. We also use benchmarked rates where necessary to ensure competitiveness within the marketplace. We continue to finetune our recruitment and selection practices to ensure we attract a broad range of applicants for roles and that open positions will have, to the extent practicable, a gender-balanced shortlist. We always strive to select the best person for each job, whilst recognising that gender and ethnic diversity add value to our workforce.

As of 1st December 2025, the number of employees employed by the respective region was as follows:

Region	Total No. of Employees (2024)	Total no of Employee (as of 1 Dec 2025)
M&C (EU/UK)	1715	1620
M&C (US)	817	851

M&C (NZ)	1054	1062
M&C (Greater China)	419	409
M&C (Asia)	2127	2001
Ok Total	6132	5943

Supporting Health and Safety

We are committed to creating a safe and healthy environment for our employees, customers, suppliers and all other stakeholders we work with or who are impacted by our operations. Policies, procedures and training programmes are implemented to ensure compliance with relevant safety and security legislation in each of the regions in which we operate. Moreover, risk assessment, management and monitoring measures continue to be developed and rolled out, with the overriding goal of making our sites safer and ready to deal with any emergencies if they arise.

PRESERVING OUR ENVIRONMENT

In 2025, M&C continued to implement a range of initiatives to strengthen its sustainability commitments. Key areas of focus included:

- Continued deployment of energy efficiency measures across properties in the UK, Europe and Asia, including optimisation of building cooling/heating systems, including measuring and monitoring of energy consumption, modulating air and water flows, and demand/supply balancing with feedback loops.
- Ongoing efforts to reduce waste and improve recycling practices across the UK, European and selected Asian properties, supported by enhanced segregation processes and strengthened partnerships with waste service providers.
- Reduction of single-use plastics across all regions, including Asia, Europe and the Middle East, through the progressive replacement of guest amenities with more sustainable alternatives and the introduction of bulk dispensers where appropriate.
- Implementation of water conservation measures across selected properties in Asia and New Zealand, alongside increased operational awareness to support more efficient water use.
- Further development of environmental data monitoring and reporting capabilities across the Group, through the use of centralised platforms using AI.
- Adoption of innovative solutions to enhance both guest experience and sustainability, including the introduction of In-room control unit, AI voice activation and more, starting from Singapore.

Certifications for our buildings and operations: M&C has since secured the following sustainable tourism certificates (as of 31 December 2025) obtaining relevant sustainability and green certifications.:

- GSTC – 6 Hotels in Singapore
- Green Mark – 5 Hotels in Singapore
- LEED- 1 Hotel in China (M Social Suzhou)
- GreenRe – 1 Hotel in Malaysia (M Social Penang)
- Green Tourism – 17 Hotels in the UK (with 10 such hotels awarded gold)
- Green Key Global – 4 Hotels in the US
- Qualmark Sustainable Tourism – 13 Hotels in New Zealand
- Green Key – 3 Hotels in EU (M Social Hotel Paris, Millennium Hotel Paris CDG & Grand Hotel Palace Roma)
- BREEAM – 1 Hotel (Hilton Paris Opéra, franchised Hotel)

Energy efficiency

The management of resources, in particular energy use, remains a key component of M&C's sustainability strategy. Each of M&C's operating regions continues to identify opportunities to reduce energy consumption by optimising the efficiency of plant and equipment and upgrading less efficient systems.

We continue to upgrade or replace equipment such as boilers, lifts, water pumps and ventilation systems with more efficient alternatives to support reductions in energy consumption. All hotels are regularly reviewed as part of ongoing maintenance programmes to identify opportunities for building improvements, including through the use of energy management systems.

The adoption of renewable energy is also considered in the design and construction of new developments. For example, in California, construction of a new hotel incorporating a planned solar roof and other green technologies has commenced.

Since October 2024, UK-based hotels have been supplied with electricity via Smartest Energy, supporting the Group's transition towards renewable electricity sourcing.

In addition, M&C continues to assess the feasibility of further solar panel installations across its properties to increase the use of renewable energy. In 2025 our data set for the M&C group's greenhouse gas reporting includes 76 owned and managed hotels which were in scope for the reporting period. Energy consumption by these consisted of electricity from grid, natural gas, diesel, purchased steam and chilled water. The Group's overall energy consumption for the year decreased by 4.3% on an absolute basis compared to 2024, as well as an increase in kWh per guest room by 5.4%

The 2025 energy consumption of our owned and operated hotels is shown below:

2025		2024	
ABSOLUTE (KWH)	PER ROOM (KWH)	ABSOLUTE (KWH)	PER ROOM (KWH)
369,710,777	17,937	386,163,384	17,022

Greenhouse gas reporting

The Group's greenhouse gas reporting covers the last quarter of 2024 and the first three quarters of 2025, from 1 October 2024 to 31 September 2025. For this reporting period, the carbon footprint of our owned and managed, managed as well as franchised hotels was 581,907 tCO₂e using a location-based emission factors for Scope 2. To calculate our emissions, we reported in compliance with ISO 14064-1:2018 using the operational control approach to define organisational boundaries and hotels for inclusion for reporting.

In line with the current guidance provided by ISO 14064-1 and The GHG Protocol regarding Scope 2 reporting, we have used market-based emissions factors as well as location-based emissions factors in order to provide a clearer picture of the nature of our electricity consumption. Deriving emission factors from contractual instruments, market-based calculations allow the Group to account for the real nature and consequent carbon intensity of the electricity purchased. It should be noted that for the purpose of year-over-year comparisons, location-based emissions has been used, as not all hotels have supplier provided emission factors.

Emission conversion factors are updated annually and change depending on local energy mixes. We used the latest factors available from government bodies and energy companies to ensure accurate and up to date reporting of emissions. Specific factors were used for each country and for some locations, region specific factors such as state-specific electricity factors for the US, were used to further increase accuracy.

Science-Based Target

From 2025, M&C Science-based Targets (SBT) are subsumed under our parent company CDL's Science-based targets. M&C's carbon emissions are part of CDL's total carbon footprint. Therefore, reduction targets are set at CDL, the highest entity's level, with subsidiaries, including M&C contributing to these targets.

Under this framework for carbon emission accounting and reduction, M&C aimed to achieve a 58.8% in absolute reduction of total GHG emissions from 2016 levels (refer to CDL's ISR page 53). Currently M&C has made good progress towards this target since 2024 (see table below).

2024 Emissions compared to 2016	2025 Emissions compared to 2016	Target
-40.5%	-51.6%	-58.8% by 2030

Going forward, to achieve the target, efforts will continue to be made to further reduced our carbon emissions through greater efficiencies in consumption and resource utilization.

The Group has been disclosing its Scope 1, 2 and 3 GHG emissions since 2010. Details of our total carbon footprint are summarised in the table below:

	GLOBAL TONNES OF CO ₂ E	
	2025	2024
Scope 1 ¹	27,549	40,067
Scope 2 Location-Based ²	98,587	113,892
Scope 2 Market-Based ³	75,852	120,469
Scope 3 (incl Franchises) ⁴	455,771	319,687
No. of rooms	20,612	22,270
Carbon intensity excl. Franchises (tonnes of CO ₂ e/room)	7.87	8.95
Franchise Hotels Emissions	419,626	274,345
Total gross emissions excl. Franchises (Location-Based) and excl. purchased goods and services	162,282	199,301
Total gross emissions excl. Franchises (Market-Based) and excl. purchased goods and services	139,547	205,878
Total gross emissions incl. Franchises (Location-Based)	581,907	473,646
Total gross emissions incl. Franchises (Market-Based)	559,173	480,222

¹ Direct emissions from activities owned or controlled by our organisation that release emissions into the atmosphere. In 2024, emissions from refrigerants were estimated for sites where there were no engineers reports to confirm zero leaks using tCO₂e/m² floor space as an intensity ratio. The increased in Direct (Scope 1) emissions is primarily due to such estimation.

² Indirect emissions that are a consequence of our organisation's activities but which occur at sources we do not own or control (includes electricity, district heating, district cooling and imported steam).
³ Scope 2 market-based emissions reflect emissions from electricity that the Group has purposefully chosen.
⁴ Other indirect emissions that are a consequence of the Group's activities, but which occur at sources that are not owned or controlled by us and which are not classed as Scope 2 emissions (includes emissions associated with water use, energy consumed by third party laundry, waste, business travel, well-to-tank and transmission and distribution) Does not include other purchased goods and services to allow for year-on-year comparison.
⁵ Total of Scope 3 emissions for 2024 includes purchased goods and services for the first time this year using spend based approach.

Tonnes CO ₂ e		
Year	Per room	Per m ²
2025	7.87	0.067
2024	8.95	0.141
2023	8.46	0.099
2022	7.85	0.095
2021	7.33	0.087

During the 2025 reporting period, absolute location-based emissions (excluding franchises) decreased by 18.57 % compared to 2024. This is largely due to the decrease in consumption of energy (above), especially fossil-energy, and electricity.

The Group's Scope 1, 2 and 3 emissions, as well as the underlying energy, refrigerant, waste, water, and travel data, have been externally verified by an independent third party Singapore Environment Council, in accordance with ISO 14064-3: 2019 Standard. A copy of the verification statement can be found at [Corporate Responsibility : Millennium Hotels and Resorts](#).

Waste

As a group, we encourage all our hotels to reduce the amount of waste they produce. This is achieved in different ways, including reducing the use of consumables such as plastics, packaging and paper with a view to further minimising environmental impact.

We are also driving change through our goal of eliminating unnecessary single-use plastics throughout our hotels on a global basis. Single-use plastics have been posing a significant adverse impact on the environment, particularly to our marine system. Single-use plastic is defined as plastic that is used instantaneously (i.e. a one-off application, for example single milk portion carton) and is unnecessary (either for: food safety purposes; to allow extended shelf life/ protect product leading to reduce food waste; or, as removing does not lead to unintended consequences such as increased food waste, increased carbon emissions from increased transportation). In Singapore, PET single-use water bottles are being replaced by in-room water dispensers, while wet amenities (shampoo, bath gel, conditioner) have been replaced by multi-use large format dispensers. Globally, our hotels have reduced the use of single-use plastic bottles by 51% compared to 2024. Dry amenities will be replaced with non-plastic alternatives in all hotels from 2026, starting with Singapore hotels. M&C is the first hotel group in Singapore to implement AI Voice Technology by replacing outdated in-room amenities and printed materials, further reducing paper waste.

In 2025, total tonnes of waste (landfill, recycled, composted, incinerated and other waste) increased by 7.35% on an absolute basis and by 18% on a per room basis compared to 2024. More specifically, as seen in the following table, disposal of waste to landfill has decreased by 30.2% on an absolute basis and by 22.8% on a per room basis.

2025		2024	
ABSOLUTE (TONNES TO LANDFILL)	PER ROOM (TONNES TO LANDFILL)	ABSOLUTE (TONNES TO LANDFILL)	PER ROOM (TONNES TO LANDFILL)
5,590	0.27	8,011	0.35

In 2025, beyond recycling food waste and redistributing surplus food, M&C has adopted innovative technologies and implemented best practices to further minimise food waste, reduce environmental impact, and drive positive social change. Key initiatives include reducing kitchen waste during food preparation, analysing dine-in crowds for better portioning control, smaller plate sizes at buffet lines, and replacing buffets with plated service for events where possible and training programme for staff on proper waste separation protocols to optimise food recyclability.

Water use

We understand that water is a scarce resource and that demand is likely to surge over the next few decades. We therefore actively strive and encourage our colleagues and guests to conserve water usage in our hotels, particularly where we operate in water-stressed regions.

In line with our commitment to reduce water consumption at source, we continue to execute a series of water conservation strategies including investing in water efficient technologies, process improvements and reusing and recycling water. This work targeted kitchens, laundry areas, gardens, pools and spas, heating, and cooling systems and is ongoing. We also continued to retrofit motion sensors and low flow fixtures in common areas, back of house areas and guestrooms.

Central to our water conservation plan is to increase the amount of water that we can recycle and reuse, using alternative methods to provide cooling to our chiller systems whilst maintaining high system efficiency. We look to implement these at the design stage or in conjunction with major system or property renovations.

Water consumption data is as follows:

2025		2024	
ABSOLUTE (M ³ CONSUMED)	PER ROOM (M ³ CONSUMED)	ABSOLUTE (M ³ CONSUMED)	PER ROOM (M ³ CONSUMED)
2,775,083	135	3,449,659	155

Water consumption data collected from hotels that were owned or operated by the Group

2025 absolute consumption was 19.5% and 12.9% more than that consumed in 2024, on an absolute and on a per room basis. In 2025, 11 hotels in the UK have implemented the Green Housekeeping system, aimed at reducing water, chemical and energy consumption by giving guests the option to skip housekeeping, request a refresh service, or opt for full housekeeping.

RESPONSIBLE SOURCING

Another key area where M&C can make a difference is through its supply chain. While it is essential that hotels procure the goods and services required to operate effectively and at the right price, it is equally important to ensure that appropriate due diligence is conducted on suppliers to identify and address potential social and environmental risks.

We work closely with both local and international suppliers to ensure that their products and services meet operational requirements as well as the expectations of our guests and stakeholders. We expect our suppliers to demonstrate effective management of key environmental impacts, including energy use, greenhouse gas emissions, water consumption, waste, pollution (air, water and land), resource use and biodiversity.

In addition, we assess whether suppliers have appropriate governance structures in place to support ethical and sustainable business practices, including the promotion of diversity and equal opportunities.

Our supplier selection process is robust. We request and review information relating to packaging reduction, environmental policies, sustainability practices and, where available, relevant certifications and sustainable transport plans prior to contract award. Within the UK and Europe region, structured supplier onboarding and due diligence processes are in place to assess new suppliers against environmental, labour, anti-bribery and human rights criteria. Preference is given to suppliers that demonstrate strong sustainability commitments and actively seek to reduce their environmental impact.

These processes enhance transparency and support a structured audit and review approach. In the UK, they also enable more centralised supplier management and improved visibility over sourcing and transportation practices.

Wherever practical, M&C prioritises the procurement of products from local, renewable and ethically sourced materials. Particular focus is placed on reducing emissions associated with food miles, with a preference for suppliers that demonstrate sustainable production methods.

SUPPORTING OUR COMMUNITIES AND THE ENVIRONMENT

We are dedicated to making a positive impact on our customers and the communities we serve. Through job creation, training opportunities, and support for local charities, we aim to foster growth and development. Below are some of the initiatives our colleagues have undertaken to help build brighter futures for their communities.

CONTINUING CONSERVATION EFFORTS

In 2025, M&C continued to strengthen its environmental and sustainability initiatives across key regions, with a focus on biodiversity, resource efficiency and operational engagement.

In New Zealand, hotels actively supported biodiversity and conservation through partnerships with local organisations. Initiatives included staff participation in tree planting, wetland and ecosystem restoration, as well as ongoing support for wildlife conservation programmes such as *Save the Kiwi*. A guest-led "no room servicing" initiative also contributes to reducing water and energy consumption while supporting conservation efforts.

Hotels further integrated sustainability into their operations through on-site initiatives such as native planting, vegetable gardens and beehives, supporting pollinators and strengthening the connection between guests and the natural environment. The Green Housekeeping programme also continued to be promoted, encouraging guests to opt out of daily room servicing, thereby reducing water, energy and chemical consumption.

In the United Kingdom, hotels implemented practical biodiversity measures including the planting of wildflowers and the installation of insect habitats and bird boxes to support pollinators and local wildlife, contributing to the enhancement of urban ecosystems around hotel properties. The Green Housekeeping programme is actively implemented across hotels, helping to reduce unnecessary linen and towel changes, lower chemical use and minimise waste generation through guest participation.

In addition, hotels participated in the DripDrop umbrella rental programme, providing guests with reusable umbrellas made from recycled materials. Each rental contributes to plastic recovery initiatives, supporting the reduction of plastic waste and promoting circular economy principles.

In continental Europe, selected hotels supported biodiversity through initiatives such as on-site beehives and pollinator-friendly practices, contributing to the protection of local ecosystems while raising awareness among guests and colleagues. DripDrop has also been deployed across several properties, further supporting plastic reduction efforts and encouraging more sustainable guest behaviour.

In Singapore, hotels continued to support community-focused initiatives and responsible operational practices through guest engagement programmes and partnerships with local organisations, promoting more sustainable behaviours and local community support.

Across these regions, M&C also continued to strengthen its waste management and operational practices, including food waste segregation, reduction of single-use materials and initiatives aimed at improving resource efficiency across hotel operations.