

power of
purpose



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power of
purpose

Ours has been a journey driven by purpose - to establish, and constantly reinforce our standing as Sri Lanka's most innovative hospitality chain and to be at the forefront in promoting the country's incredible tourism offering.

By embedding our purpose at the core of our strategy, we have designed an offering encompassing the best of people, a culture of excellence, and the commitment to create deeply personal moments and memories for each guest that experiences the Cinnamon promise. We have strived to constantly build positive value, inspiring every stakeholder in our sphere of influence to boldly disrupt and innovate while reaching for better outcomes and always, remaining true to our purpose.

We know that the power of our purpose will deliver the right kind of progress.



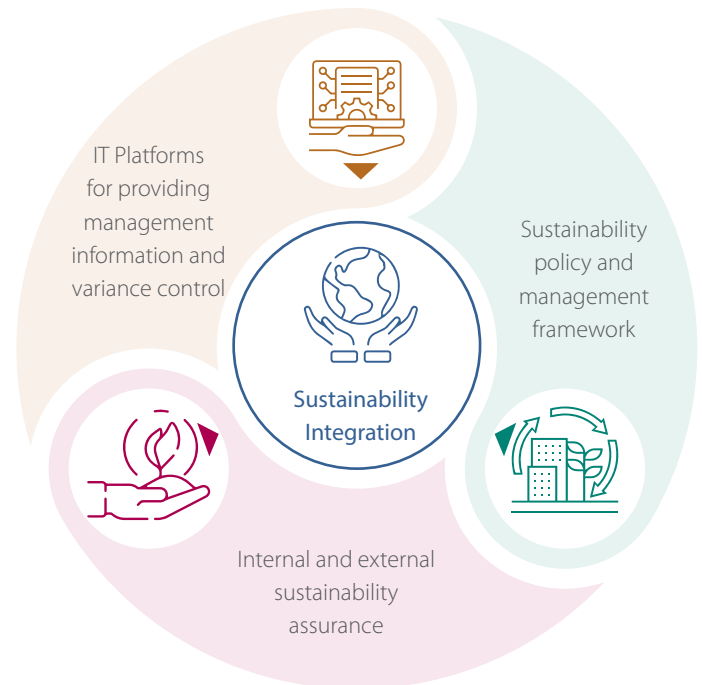
Sustainability at John Keells Hotels PLC is a key strategic imperative, and we ensure that sustainability considerations are incorporated into all aspects of our operation and value chain.

Our sustainability policy which is aligned to the John Keells Group sustainability policy is aimed at creating long-term value for all our stakeholders. This is achieved by continuously monitoring the impact on our employees, on the environment and on wider society to mitigate negative impacts and drive positive change.

As a participant of the United Nations Global Compact (UNGC) we ensure that our operations and CSR activities are aligned to the UNGC Principles, Sustainable Development Goals (SDGs) as well as to national priorities. We also ensure strict compliance with all applicable laws and regulations.

This Sustainability Report together with our Annual Report for 2021/22, is an Integrated Report prepared in accordance with the International Framework of the International Integrated Reporting Council and the GRI Standards: Core option of reporting. The company sought independent third-party assurance from Messrs. Ernst & Young, in relation to the non-financial information contained in this Sustainability Report.

The ensuing sections set out our sustainability goals and describe in detail how we incorporate these goals into our operations and supply chain to create sustainable value for our stakeholders.



Cinnamon Rainforest Restoration Project

Cinnamon Hotels & Resorts proudly launched its latest sustainability initiative, "Cinnamon Rainforest Restoration Project" aimed at restoring a degraded 50-acre plot of forest land situated in the buffer zone of the Sinharaja Rainforest over a period of three years. The project which is a part of the Group's long-standing commitment to biodiversity conservation, is expected to not only enrich the ecological significance of the region but also create a habitable environment for the birds and other endemic species.

The 50-acre site is situated in the Ratnapura District, just 3.5 kilometers from the biodiversity hotspot and UNESCO World Heritage Site, the Sinharaja Forest Reserve, one of the few virgin forests left in the country.

The project provides guests at Cinnamon properties the unique opportunity to visit the site with a trained naturalist and explore the biodiversity in the area. Guests are also offered the opportunity to be a part of this impactful initiative by planting a tree and monitoring its progress over the years.



Resource allocation

Man Hours
32,000 +



Contribution to SDGs





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SUSTAINABILITY HIGHLIGHTS 2021/22

Reduction of Single-use Guest Facing Plastic



Cinnamon Hotels & Resorts continue to focus on reducing the consumption of plastic and have specific Key Performance Indicators (KPIs) to achieve zero customer facing single-use plastic consumption by 2025. We are gradually phasing out of single-use guest facing plastic at our resorts by introducing non-plastic options for guests. A key achievement during the year was that we achieved zero consumption of single-use plastic water bottles at our resorts in the Maldives in the month of March 2022.



Bio-diversity Assessments and Action Plans



Protecting the bio-diversity of our surrounding environments is a key focus area of the Group's environmental agenda. A key initiative of this effort is the development of biodiversity action plans for the areas that our resorts are operating in. The process involves developing a scientific database of the biodiversity surrounding our resort properties through the identification of threatened species, identification of adverse effects on biodiversity and mitigation of such effects, education and training in biodiversity conservation, and monitoring and evaluation of biodiversity in the area.



One Island, A Thousand Treasures



"One Island, A Thousand Treasures" is a promotional campaign that aims to promote Sri Lanka as a 'must visit' travel destination, to experience tropical hospitality by showcasing our unique places, people, and experiences. This initiative is aimed at unravelling the unknown stories that lie behind this little island of treasures.



EmpowHer Network Launch

Cinnamon Hotels & Resorts along with its parent company John Keells Holdings PLC, has identified and acknowledged the need to address gender disparities across its business, and create a diverse, equal & inclusive workplace.



This networking forum focused on women being able to express themselves openly and collectively, thereby encouraging an inclusive and empowered work culture that breaks biases. The main goal is to create an environment where women are respected and treated equally.

Through the “EmpowHer Network”, we will provide an enabling environment for women to excel not only in their jobs but also allows them to pursue their passion outside the workspace, thereby establishing Cinnamon as more than just a workplace.



Cinnamon Online Academy

Cinnamon Online Academy (COA) is our latest learning tool aimed at providing employees an interactive and agile learning environment with the flexibility to learn anytime, anywhere and at their own pace. COA uses top of the range technology used in online learning management systems and is equipped with best of class data security measures to safeguard user data and content.



Cinnamon Brand Ambassador Programme

This uniquely designed programme for non-executive staff aims to inculcate the newly rolled out brand standard and nurture brand catalysts at Cinnamon Hotels & Resorts.



Digitisation of HR Processes

Digitisation of transactional HR processes continued during the year with the implementation of a new HR Time & Attendance system for non-executive employees. The system which is accessible on a Mobile App and KIOS, also provides real time matrix on critical HR data that allows for better decision making. The project has brought about significant cost and time savings through greater efficiencies whilst improving HR service levels.



2025 Sustainability Goals

Responsible Consumption of Resources

Goals

- Reduce carbon footprint by 1,300 tCO₂e
- Reduce water consumption by 10 litres/ Guest Night
- 100% reduction in single use plastics (guest facing)
- Establish food waste reduction programme

UNGC
Principle 9

Progress

Carbon Footprint per guest night	Water Consumption per guest night	Landfill Waste per guest night
▼	▼	▼
18.18 KgCO₂e	582 litres	0.22 kg

Contribution to SDG



More Information
Protecting our Planet
(Page 37)

Responsible Supply Chain

Goals

Supplier Impact Assessments to be carried out for all contracted suppliers in top 10 purchase categories

UNGC
Principle 8

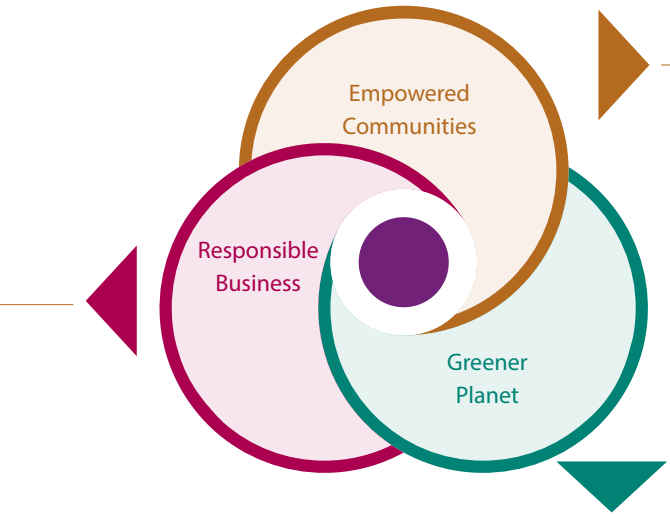
Progress

147 supplier audits were carried out for the 2021/22 including 20 randomly selected supplier impact assessments

Contribution to SDG



More Information
Reinforcing our Relationships
(Page 27)



Biodiversity Conservation

Goals

- Implementation of property specific bio-diversity plans

UNGC
Principle 7

Progress

Bio-diversity conservation projects	05	Bio diversity management plans	08
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Contribution to SDG



More Information
Protecting our Planet
(Page 37)

Responsible Spaces

Goals

- All new buildings to be LEEDS certified
- All hotels to be certified by at least one reputable sustainability standard approved by the Global Sustainable Tourism Council (GSTC)

UNGC
Principles 8,9

Progress

No. of LEEDS certified buildings	02	No. of Resorts with Solar Power	05
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Contribution to SDG



More Information
Differentiating our Values
(Page 32)

2025 Sustainability Goals

Female Empowerment

Goals

- Increase female participation in the work force to 24%
- Increase female representation in leadership to 25%

UNGC
Principle 6

Progress

Percentage of female employees

12%



Percentage of women in leadership

4%

Contribution to SDG



More Information
Enriching Employee Experiences (Page 12) and Gender Parity Report (Page 23)

Empowerment of disadvantaged groups

Goals

- Improving differently abled participation across Cinnamon Hotels & Resorts - framework to be laid by 2022/23

UNGC
Principle 6

Progress

Ongoing efforts to increase diversity of work force

Contribution to SDG



More Information
Enriching Employee Experiences (Page 12)

Youth Empowerment

Goals

- 7.5% of approved cadre to be filled through community youth development programmes

UNGC
Principle 1

Progress

Ongoing youth development projects in communities surrounding our resorts

Contribution to SDG



More Information
Enriching Employee Experiences (Page 12)

Community Awareness

Goals

- Awareness programme targeting 3,000 persons a year

UNGC
Principle 6

Progress

Awareness creation around biodiversity conservation, COVID-19 safety

Contribution to SDG

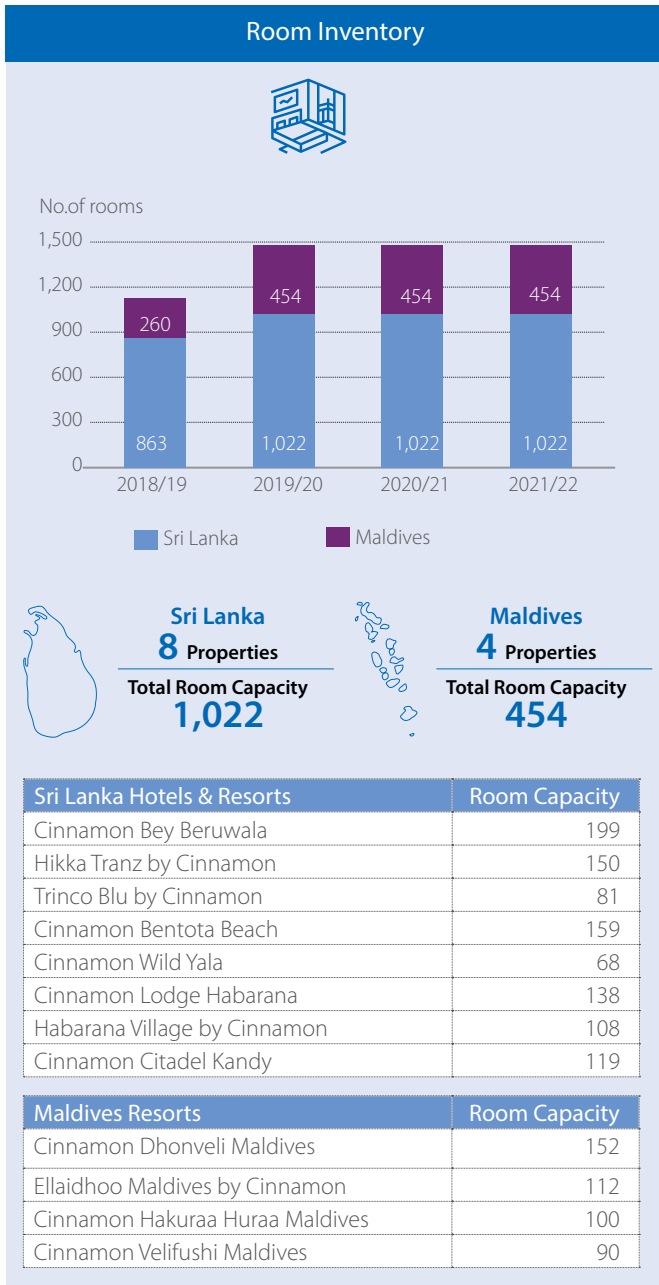


More Information
Reinforcing our Relationships (Page 27)

REDEFINING OUR SPACES

We continued to invest in our manufactured capital during the year, enhancing health and safety standards and carrying out refurbishments to enhance the overall guest experience.

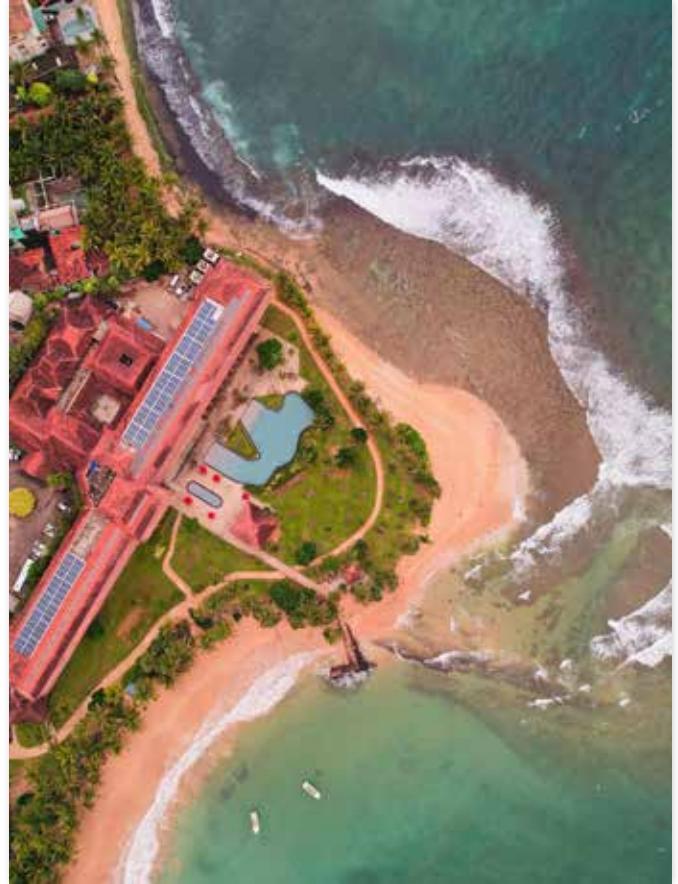
Our Manufactured Capital



The Value We Created

Key Investments during the year

- During the year, the Group invested Rs.516.7 Mn in enhancing its manufactured capital through additions to property, plant and equipment. The capital expenditure investments during the year was mainly represented by the structural repair work carried out at Hikka Tranz by Cinnamon. Additionally, we continued to invest in maintaining safety protocols and in making our spaces more energy efficient.



Newly refurbished spaces - Hikka Tranz by Cinnamon

Contribution to Sustainable Development Goals



We continue to modify our spaces to ensure COVID-19 Safety protocols



Our buildings are environmentally friendly, energy efficient and cost-effective with minimal impact on the surrounding environment.



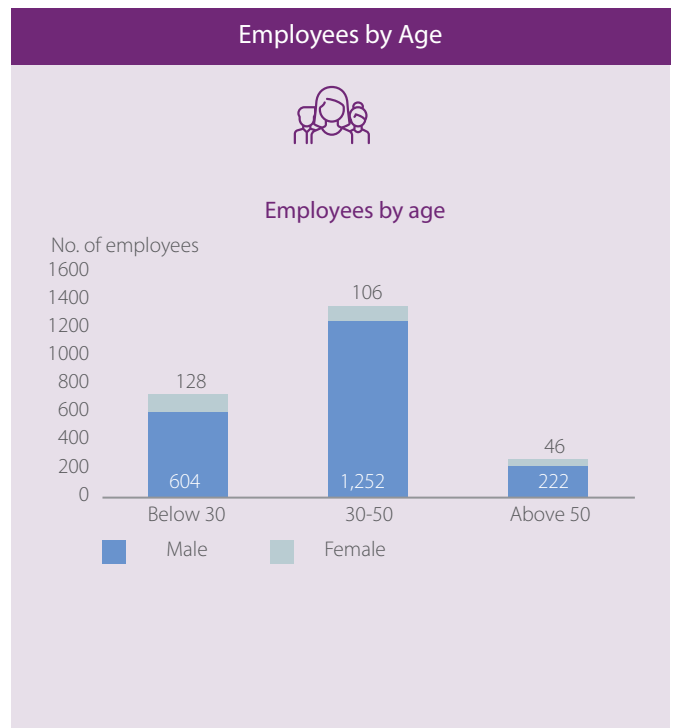
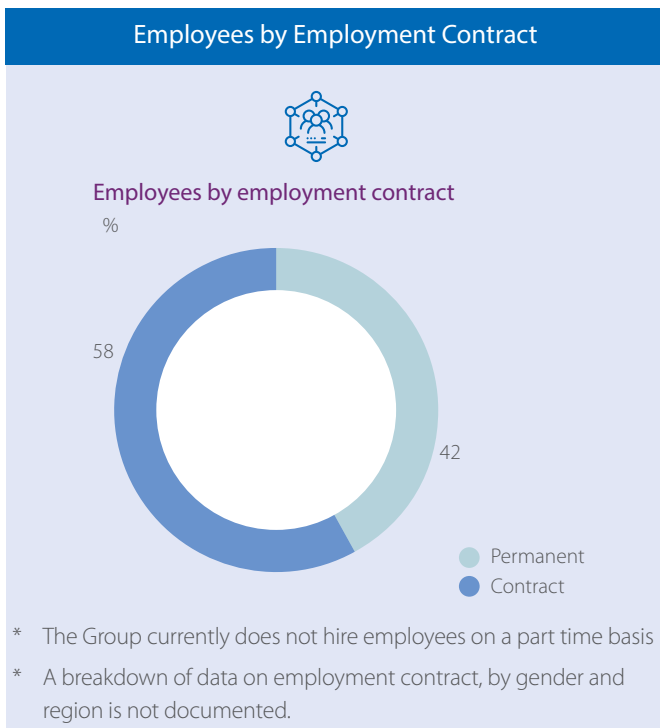
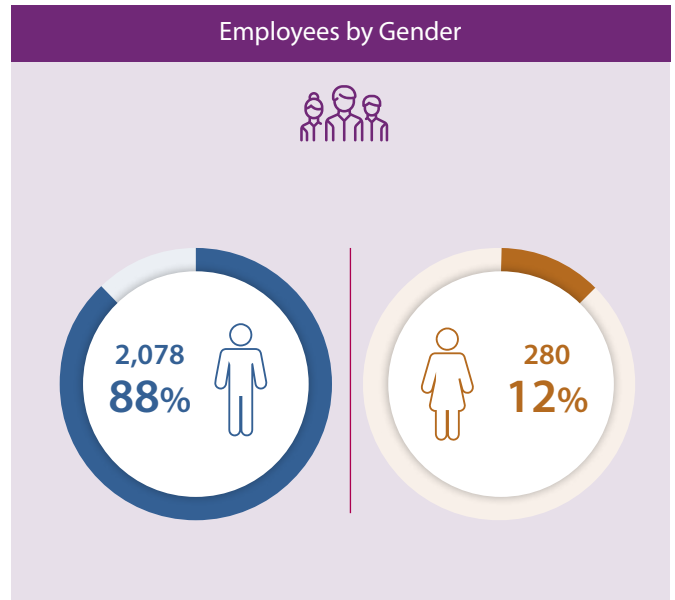
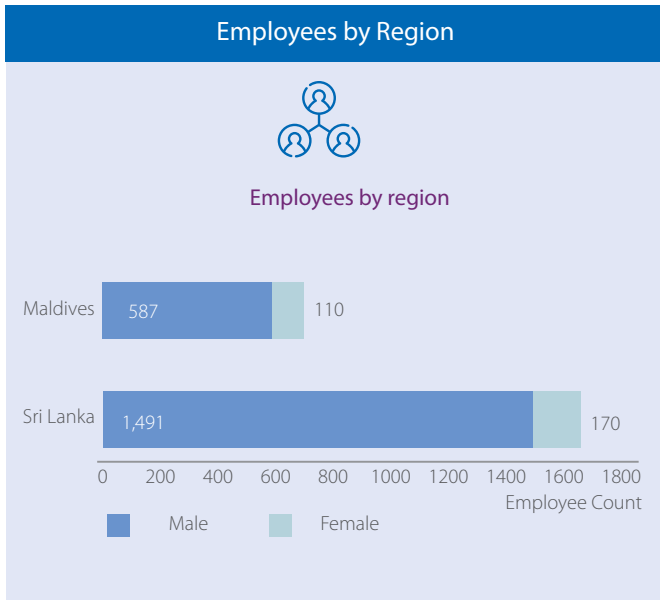
Environmentally friendly and energy efficient spaces - Cinnamon Bentota Beach



ENRICHING EMPLOYEE EXPERIENCES

We continued to enhance our employee value proposition to be able to attract, develop and retain employees in an increasingly competitive labour market.

Our Human Capital



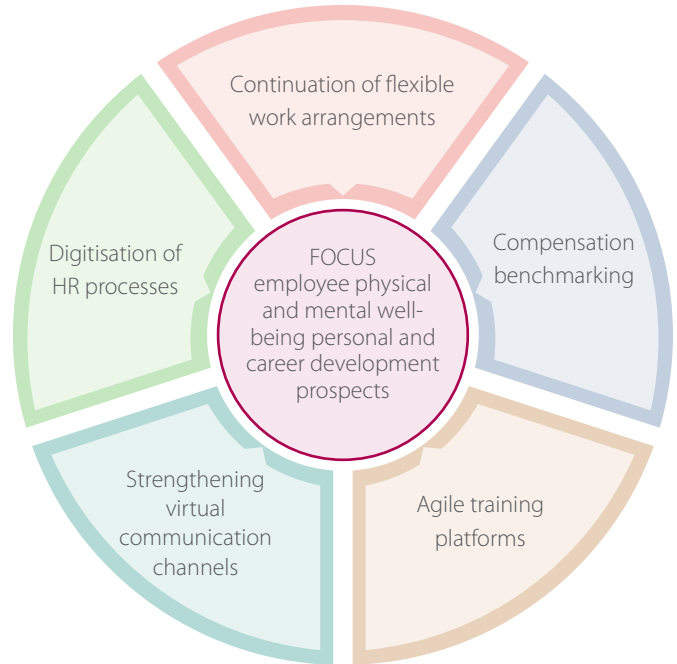
The Value We Created





Management Approach

As a subsidiary of John Keells Holdings PLC, our HR policies, procedures and frameworks are aligned with those of our parent company and reflect global industry best practices. Within this group governance framework, overall strategy and policy formulation for Cinnamon Hotels & Resorts (CH&R) is carried out at a central level while Business Unit HR heads are tasked with operationalising strategies.

Driving HR efficiencies

We continued to streamline and improve our HR processes and systems to drive greater value to the company and our employees. Key improvements implemented during the year include the implementation of a new HR time and attendance system and the launch of the Cinnamon Online Academy.



	Impact	
<h3>Digitisation of HR processes</h3> <p>Digitisation of transactional HR processes continued during the year with the implementation of a new HR Time & Attendance system for non-executive employees. The system which is accessible on a Mobile App and KIOS, also provides real time matrix on critical HR data that allows for better decision making. The project has brought about significant cost and time savings through greater efficiencies whilst improving HR service levels.</p>	 <p>Man hour Saving 14,000</p>	 <p>Cost Saving Rs. 1.5 Mn per year on payroll</p>
<h3>Shift to virtual training platforms</h3> <p>Over 2,900 hours of (19% of total training hours) were provided through our newly launched (October 2021) online training platform a "Cinnamon Online Academy" allowing more employees the flexibility of learning on the go.</p>	 <p>Training Coverage 70%</p>	

ENRICHING EMPLOYEE EXPERIENCES

Attracting New Talent

The hospitality industry in Sri Lanka is increasingly facing a challenge in attracting and retaining skilled hospitality professionals. As part of our efforts to address this issue, we rolled out a three-pronged recruitment strategy aimed at exploring flexible recruitment, effectively communicating our employee value proposition and personalising the onboarding process.

Flexible Recruitment Options

We are increasingly exploring new recruitment models such as part time employment and flexible work, to attract untapped cohorts such as school leavers, undergraduates and others seeking flexible, part time job opportunities in the hospitality industry. Meanwhile, our apprenticeship programme also serves a dual purpose of motivating youth to explore the hospitality industry whilst nurturing a pool of trained potential employees for the Group.

Launch of Employee Value Proposition (EVP) Tagline

The Cinnamon EVP tagline “Your Great Journey Starts Here” was launched during the year with the aim of communicating the core elements of our EVP to prospective employees.

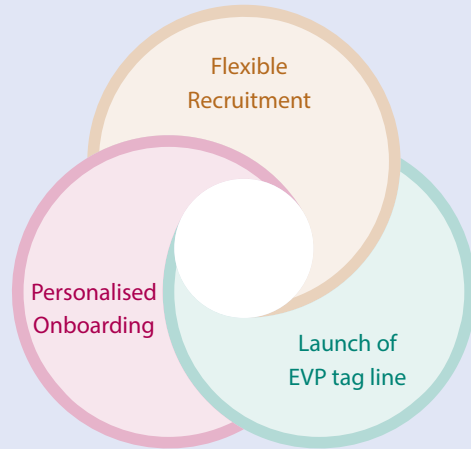
Personalising the Onboarding Process

A personalised onboarding process comprising of ongoing one-to-one engagement, training programmes and mentor system was introduced during the year to ensure new employees are seamlessly integrated into the organisation with a strong sense of culture and belonging.



Our people

Our Recruitment Strategy

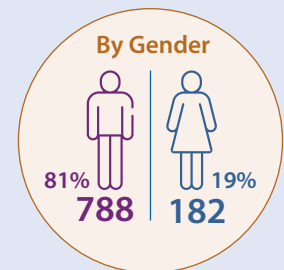


Recruitment in FY 2021/22

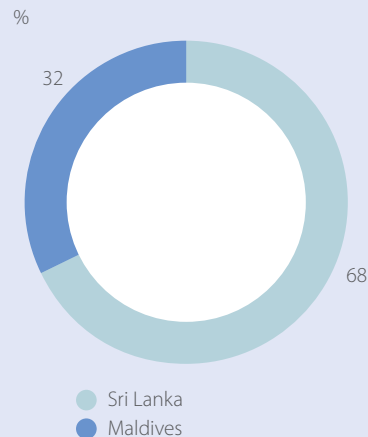
Total New Recruits	970
Number of unfilled skilled positions (Monthly average)	157
Percentage of unfilled skilled positions for which the company will hire unskilled candidates and train them (%)	37%

Profile of New Recruits

By Age		
Below 30	639	66%
30-50	302	31%
Above 50	29	3%

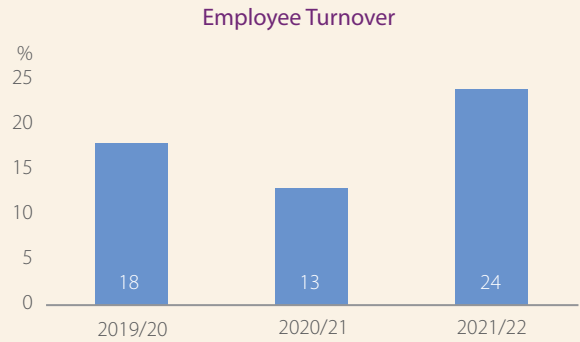


New Recruits by Region



Labour Turnover

One of the key challenges faced by the hospitality sector in Sri Lanka is shortage of skilled employees. Lucrative opportunities in competing tourist destinations, such as the Middle East and Asia, continue to draw skilled employees from the Sri Lanka resulting in relatively high levels of turnover particularly at the entry and mid level categories.



	Number in 2021/22	2021/22 Rate	2020/21 Rate	2019/20 Rate
Turnover by age				
Below 30	253	52%	55%	62%
30-50	213	43%	39%	35%
Above 50	25	5%	5%	3%
Turnover by Gender				
Male	419	85%	85%	87%
Female	72	15%	15%	13%
Turnover by Region				
Sri Lanka	338	69%	64%	72%
Maldives	153	31%	36%	28%

Developing Existing Talent

Training and Development activities continued uninterrupted during the year with the broad focus of equipping our employees for the future of tourism. Training programmes were conducted to build awareness and skills around the new brand standard and emerging trends in the tourism industry. Meanwhile, a heavy emphasis was placed on providing leadership development opportunities across all employee levels to support employees to move up the management chain.



ENRICHING EMPLOYEE EXPERIENCES

Learning in the New Normal

Agile Training Platforms

Our purpose built online learning platform, Cinnamon Online Academy (COA) is our latest learning tool aimed at providing employees an interactive and agile learning environment with the flexibility to learn anytime, anywhere and at their own pace. COA uses top of the range technology used in online learning management systems and is equipped with best of class data security measures to safeguard user data and content



No. of Virtual Programmes
30



No. of Participants
2,311

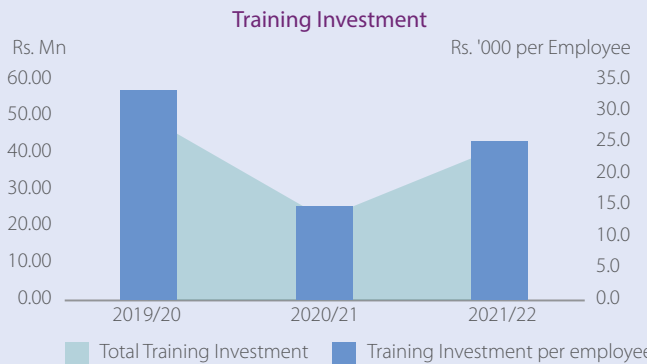
Quality Training

Our rigorous training and apprenticeship programmes are some of the best in the industry and continue to be recognised by industry training bodies. We are currently in discussion with the Vocational Training Authority of Sri Lanka (VTA) to provide National Vocational Qualification (NVQ) certification to existing employees using the Recognition of Prior Learning (RPL) methodology.

We are also looking to develop a cohort of internal Trainers and Assessors based on the NVQ process requirements and obtain NVQ certification for Cinnamon Hotels & Resorts technical training programmes which will further strengthen our training capabilities.

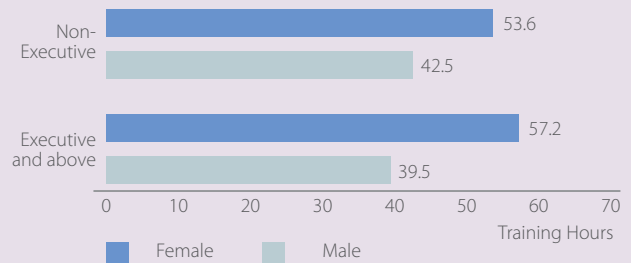
During the year we also developed and launched a collection of On-the-Job Training (OJT) tools in collaboration with SHATEC Singapore covering all operational departments and health & safety.

Training Investment



Training Reach

Average Training Hours (by gender and employment category)



Training Focus	Programme	No. of participants
Health and safety aspects	Fire training	6,717
	First aid training	
	COVID-19 prevention and safety	
Leadership training	GMAP, LEAP, MAP, TAP, STEP (See diagram alongside)	74
	Certificate in Management & Leadership Studies	4

Brand Awareness Training Cinnamon Brand Ambassador Programme

This uniquely designed programme for non-executive staff grades aims to inculcate the newly rolled out brand standard among and nurture brand catalysts in Cinnamon Hotels & Resorts.



Key Objectives

- Identify brand ambassadors based on current performance and contribution to customer satisfaction.
- Further enhance their contribution towards exceptional customer service and brand delivery
- Provide a focused intensive development plan
- Rewards, Recognition and Retention of the successful participants.



Leadership development and succession planning

During the year we further expanded our internal leadership development programmes, launching the "Graduate Management Acceleration Programme" (GMAP) for senior management levels and "Supervisory Talent Enhancement Programme" (STEP) for non-supervisory level associates. We also rolled out a unique programme in partnership with National School of Business Management (NSBM Green University) and Luminary Learning to offer 4 management

employees the opportunity to obtain the Certificate in Management & Leadership Studies. A total of 74 employees participated in leadership development programmes during the year. APEX, a signature General Manager Development programme was also launched during the year, providing employees in the General Manager grade a structured training programme with a range of development interventions with local and international facilitators.

Leadership Development Programmes



* LEAP was rolled out in 2022

ENRICHING EMPLOYEE EXPERIENCES

Performance Management

Our robust performance management system enables us to identify skill gaps and develop relevant training and development programmes which in turn ensure better alignment between business needs, individual aspirations, training and development opportunities.

The performance appraisal system at Cinnamon follows a Balance Score Card method to ensure greater alignment between employee performance and business objectives. Individual KPIs based on business objectives and identified competencies for each employee level are discussed and agreed upon with respective employees at the beginning of the year and assessed bi-annually. The evaluation process is a two-way process that involves self-evaluation by the employee, a supervisor review and validation by a separate Career Committee consisting of top management. Performance evaluations were carried out for all employees during 2021/22.

Ensuring the health and safety of our people

Ensuring the health and safety of our associates was a key priority as we gradually recommenced operations. Stringent health and safety protocols were implemented across all our locations through the Cinnamon standard for care and cleanliness; “Cinnamon Care” to ensure the health and safety of our frontline associates. We also continued with the agile work arrangements introduced last year to minimise exposure and maintain social distancing wherever possible.

Our Employee Safety Record 2021/22	
Workplace related accidents and incidents	19
Work place related fatalities	0
No. of lost work days due to workplace related injuries	132

Employee Safety First

Robust health and safety Systems

- Cinnamon Care Standard
- ISO 45001:2018 for all locations
- Centralised Health and Safety Team to oversee health and safety initiatives at Group Level
- Hotel specific Health and Safety teams with employee representatives
- Quarterly audits, annual surveillance audits and periodic third-party audits to ensure compliance
- Implementation of Health, Safety and Environmental Key Performance Indicators (HSE KPIs) framework for continuous monitoring

Access to healthcare facilities

- Medical Insurance benefits for all staff
- 29% of employees were vaccinated for COVID-19 through our inhouse vaccination drives

Health and safety training

- 1,739 hours of training hours were provided in health and safety training, including fire, first aid, COVID-19 safety and health and wellness issues

Occupational Health and Safety Environment (OHSE) monitoring is carried out on an annual basis at each hotel to manage and minimise the impact of the hotels activities on the environment and protect the health and wellbeing of our employees and communities. Wide ranging testing parameters including boundary noise levels, flue gas emissions, relative humidity measurements and other identified indicators are measured on an annual basis to ensure compliance with laws and regulations.

Whilst ensuring the physical health and safety of our employees, we also continued to address the mental wellbeing of our employees, particularly during the unsettling times brought about by the pandemic. During the year we initiated a counselling programme specifically for the Intermediate COVID-19 Intermediate Care Centre

(ICC) operational staff in collaboration with Sarvodaya Shramadana Movement under the theme “Moving forward with COVID-19” to enhance the psychological wellbeing of employees during the ICC operations conducted at our resorts.



COVID -19 Vaccination drives

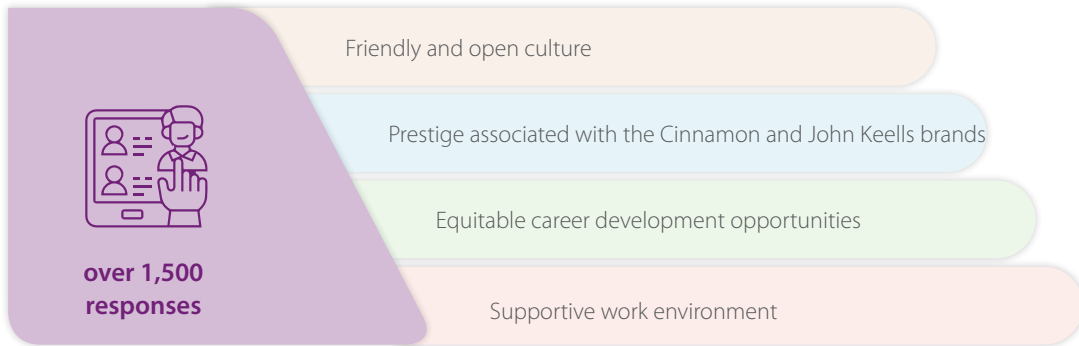


Enhancing our Employer Brand

Continuing to be recognised as an Employer of Choice remains a key priority of our HR strategy as we compete for skilled labour in an increasingly competitive labour market.

During the year we conducted two employee surveys to understand existing and potential employees understanding & expectations of our Employer Brand Value Proposition. Over 1,500 responses were obtained from potential candidates, recently hired employees and other key stakeholders for this purpose. Based on the findings of the survey, the tagline “Your Great Journey Starts Here” was launched to better communicate our Employee Value Proposition.

Employee Perception of Employer Brand Value



Creating an Open Culture

We are committed to fostering an open, supportive, friendly culture that encourages collaboration and teamwork and do so by maintaining an ongoing dialogue with our employees. In addition to

conducting two employee surveys; the “Back to Office Survey” and the “Employee Onboarding Experience Survey”, we strengthened our virtual communication channels and explored innovative ways to continue to engage and motivate our employees.

How we communicate with our employees

Open Door Policy

Formal and informal communication lines



Employee surveys

Back to Office Survey
Employee On boarding Experience Survey



Robust grievance mechanism

A clearly articulated grievance policy and procedure which includes escalation mechanisms and Group level Ombudsperson



Engagement and team building activities

See page 20 below

ENRICHING EMPLOYEE EXPERIENCES

Despite ongoing COVID-19 restrictions we continued to find innovative ways to encourage employees to engage with each other and with their communities. Employee volunteerism also continues to be a key component enabling our staff to enrich their personal experiences through community engagement and service. Recognising the invaluable contributions made by our employees

is also a way in which we engage with our employees and show our appreciation. During the year 150 employees of Cinnamon Citadel Kandy and 140 employees of Hikka Tranz by Cinnamon were awarded certificates and felicitated in recognition of their efforts to support the Intermediate Care Centres for COVID-19 patients operated at these respective hotels.

Employee Engagement Activities



Virtual Avurudu Celebration



Virtual Trivia competitions



Children's day- E campaign



Remarks by the judge

"Seeing ocean, plants takes effort and luck, taking images out in the ocean takes skill, and to calculate the perfect moment when a Blue whale take Ender view (see not with the writing one) is simply spectacular. This is seen in a picture - 'Wald Bone Canyon'."

Online Photography Competition



Career Week 2021



Art competition of employees children



Men's Day e- campaign



Hamper give-away to employees



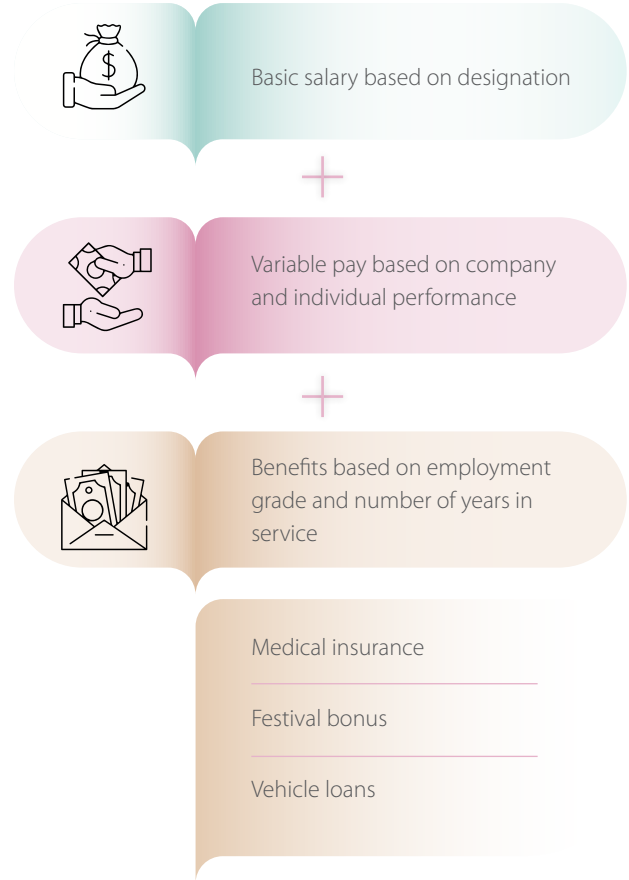
Valentine's day e- campaign

Competitive Compensation

Competitive compensation is an important element of our Employee Value Proposition and critical to attracting and retaining talent within the organisation. Further to a salary survey carried out in 2021/2022, we are currently in the process of re-aligning our organisational structure and salary bands which will enable us to be more competitive in terms of employee remuneration and benefits schemes.

Celebrating Diversity

We strongly believe in the business case for diversity and inclusion and strive to ensure that our policies, processes cultivate a diverse, equitable and inclusive workplace for all. In addition to a range of progressive policies such as the diversity equality & inclusion policy, gender policy, anti sexual harassment policy and non-discrimination policy, a wide range of initiatives and interventions are currently underway through the ONE JKH initiatives to build awareness and drive change from the grassroots. There were no reported incidents of discrimination during the year. For more details on our gender diversity initiatives please refer Gender Parity Report on Page 23.



Diversity of governance bodies and employees		
Male		Female
89%	Board of Directors	11%
96%	Management	4%
89%	Executives	11%
88%	Non - Executives	12%
88%	Total Employees	12%

* We do not report on the age breakup of the governance body

ENRICHING EMPLOYEE EXPERIENCES

Working towards gender parity

Key Initiatives

- Launch of "EmpowHer Network" along with a scholarship and mentorship program
- Recruitment of females for nontraditional roles
- Daycare facility for young children
- Improvements of female accommodation
- Incorporating achievement of D&I targets as key objectives for senior managers of the company
- Female leadership and mentorship programmes
- Female focused recruitment campaigns
- Flexible work arrangements
- For detailed list of initiatives refer Gender Parity Report on Page 23.

Female participation in the work force

12%



"ONE JKH", John Keells Group's Diversity, Equity, and Inclusion brand, represents our commitment to valuing diversity in our workforce and ensuring that Life at JKH is inclusive for all.

Increase participation of persons with disabilities across our hotels

Key Initiatives

- Educate employees on the importance of inclusive work place
- Educate HR personnel and employees on the policies around differently abled participation at work place, and ensure equality is maintained in selection process
- Hotel level targets to improve differently abled participation
- Provide equal learning opportunities for the differently abled colleagues by proving the right channels to learn & grow within Cinnamon Hotels & Resorts
- Set equality on all activities at hotel level and sustain the inclusive work culture across CH&R

Protecting Human Rights

As a company committed to the Principles of UNGC we strive to foster a culture that prioritises ethical behaviour and have in place stringent policies on forced, compulsory and child labour and child protection. Rigorous checks are carried out during the recruitment process to ensure that minimum age requirements are met while minimum wage regulations are strictly complied with. There were no instances on non-compliance with socio economic laws or

regulations during the year. There were also no instances of child labour and forced or compulsory labour during the reporting period.

We also maintain the right to freedom of association and collective bargaining. 51% of our employees from Sri Lankan Resorts belong to 3 trade unions which is covered by a MoU. We continue to carry out ongoing engagements with trade unions through joint consultative committees and other mechanisms ensuring a minimum notice period of two weeks prior to any significant operational change.

Contribution to SDG's



We have clear targets to increase female participation and leadership and actively strive to achieve these goals.



Our buildings are environmentally friendly, energy efficient and cost-effective with minimal impact on the surrounding environment.



Our Employee Value Proposition is aimed at providing a fulfilling work environment that ensures physical and mental wellbeing.



Our training and development programmes are aimed at providing life long learning opportunities.

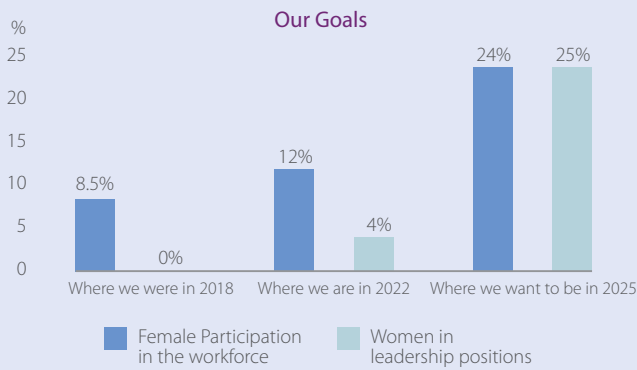
GENDER PARITY AT JOHN KEELLS HOTELS PLC

We are committed to cultivating a diverse, equitable, and inclusive workplace which provides all employees a common platform and equal opportunity. Increasing female participation in the workforce and driving gender parity are key areas of focus under our Diversity, Equity and Inclusion (DE&I) agenda.

We strive for gender parity in our organisation and wider society through the following initiatives

Developing policy and structural enablers to promote gender parity

Progressive policies, robust mechanisms and clear governance structures are in place to drive gender parity across the organisation.



64%
growth in female population from FY 2018/19 to FY 2021/22

Gender policy

Gender equality through empowerment and inclusion, equal opportunity and equal participation

Policy against sexual harassment

Zero tolerance for physical, verbal or non-verbal harassment based on gender or any other basis

Policies on equal opportunities, non-discrimination, career management and promotion

A workplace free from any form of discrimination

Grievance policy

A formal process for employees to raise grievances without fear of reprisal



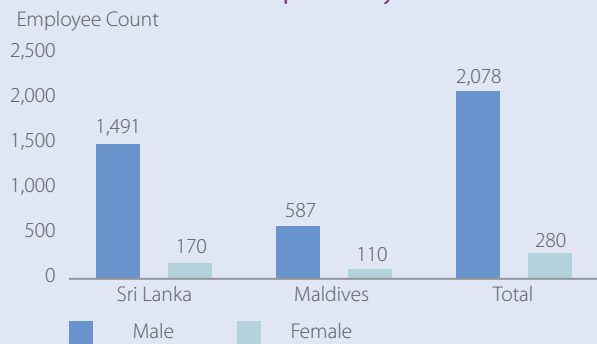
GENDER PARITY AT JOHN KEELLS HOTELS PLC

We strive for gender parity in our organisation and wider society through the following initiatives contd.

Ensuring females are represented at every level and that female voices are heard and respected.

We continue to introduce interventions to attract and retain women at all levels including leadership. Having identified the lack of childcare support as a major barrier for women to join and remain in the workforce, we continue to explore alternate working arrangements such as part-time work and agile work arrangements to provide women the flexibility to manage competing responsibilities. We also, have enhanced maternity and paternity leave, introduced adoption leave and rolled out processes for employer-supported child care facilities to increase female participation in the workforce.

Gender Composition by Location



New recruits
788 (81%)

Promotions
56 (97%)

Exits
419 (85%)



New recruits
182 (19%)

Promotions
2 (3%)

Exits
72 (15%)

Female representation by employee Level

Board of Directors



11%

Management



4%

Executives



11%

Non- Executives



12%

Parental Leave	Male	Female
Employees entitled to parental leave	1,782	232
Employees that took parental leave	30	4
Total number of employees that returned to work after parental leave ended	28	0
Total number of employees that returned to work after parental leave, and were still employed after 12 months	18	0

EmpowHer Network

During the year we launched the “EmpowHer Network”, as part of our efforts to ensure women’s voices are heard at all levels. The EmpowHer Network is an in-person networking forum that facilitates open discussions and dialogue to enhance and strengthen working relationships, share knowledge, and provide peer support for women. The network which focuses on the importance of finding a voice, developing leadership, networking and negotiating skills through a series of activities creates opportunities for self-development and professional development that extend beyond skills training.

The resource Group created through the network also aims to give a new perspective to the hospitality industry by breaking the bias, stereotyping and stigma aligned to the industry, and positioning the hospitality industry as a safe and secure place to work for women.

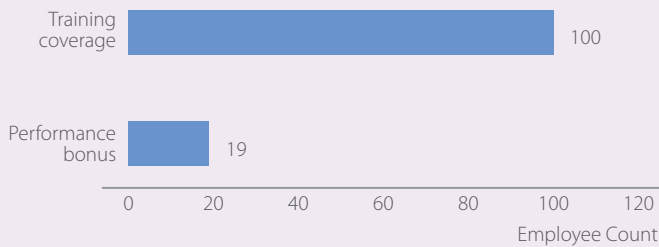
Actively driving change to close the gender gap

We are committed to closing the Gender Gap and continue to drive change by creating a work environment for women to thrive and grow. Women centric training and structured mentoring and leadership programmes support career aspirations and mentor female talent. We are also identifying non-traditional roles for women within the company and introduced an apprenticeship programme to attract females to non-traditional roles. Meanwhile, we continue to conduct awareness sessions and discussions to address unconscious bias and drive meaningful change.

Women Centric Training

Training Programme	No. of participants
Breast Cancer awareness session	56
Sexual Harassment Policy	158
Diversity and Inclusion - Short take	125
Female Grooming Session	56
Female Leadership Programme	6
Basic Table Etiquettes	10
Outbound Training for Female	38

Opportunities for Women



Average training hours



Proportion of women in non-traditional roles

We continue to encourage women to take up non-traditional roles and do so through progressive policies and targeted initiatives that create greater awareness. “Project Aloka” an apprenticeship programme specifically aimed at attracting and training females into non-traditional roles was launched during the year. We also recruited the first female maintenance technician and pool attendants to Cinnamon Hotels.

GENDER PARITY AT JOHN KEELLS HOTELS PLC

We strive for gender parity in our organisation and wider society through the following initiatives contd.

By communicating a positive gender narrative throughout our organisation, supply chain and wider community.

Our gender agenda extends to our value chain and our communities as well. We actively encourage female participation in the traditionally male dominated hospitality industry through targeted recruitment programmes and awareness campaigns for young women. Our suppliers are required to comply with our supplier code of conduct, which includes compliance with human rights including womens rights. We also continue to contribute to the gender dialogue by communicating our stance on gender diversity and inclusion through media campaigns and by actively participating in global change agent networks that drive positive change in the gender equality sphere.

Empowering women through opportunity	Global partnerships to drive change
EmpowHer scholarships and mentorship support were offered to selected female graduates of leading hotel schools including SLITHM, William Angliss Institute and NSBM.	Our Youth Development Programmes continue to provide young women training and employment opportunities in the hospitality sector and seek to address biases against women’s participation in the sector.
Partnership with the IFC SheWorks Sri Lanka to enhance gender-smart solutions and increase women in the workforce. Member of UN Global Compact’s gender equality accelerator programme.	



EmpowHer Launch



Breast Cancer Awareness

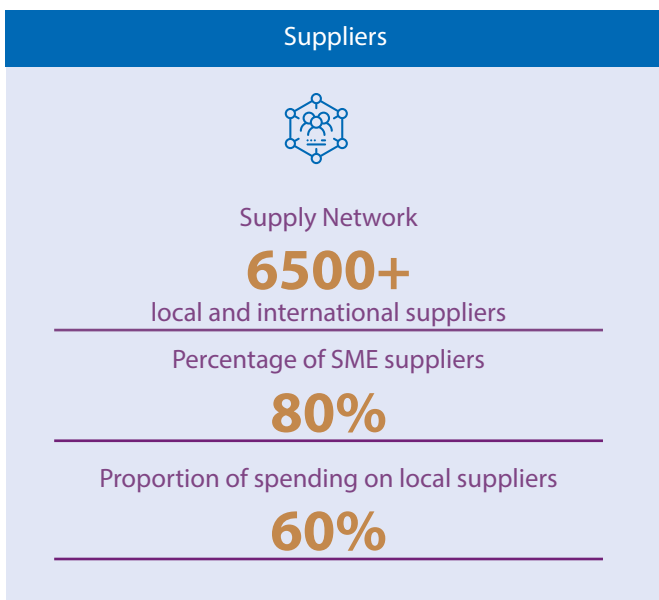
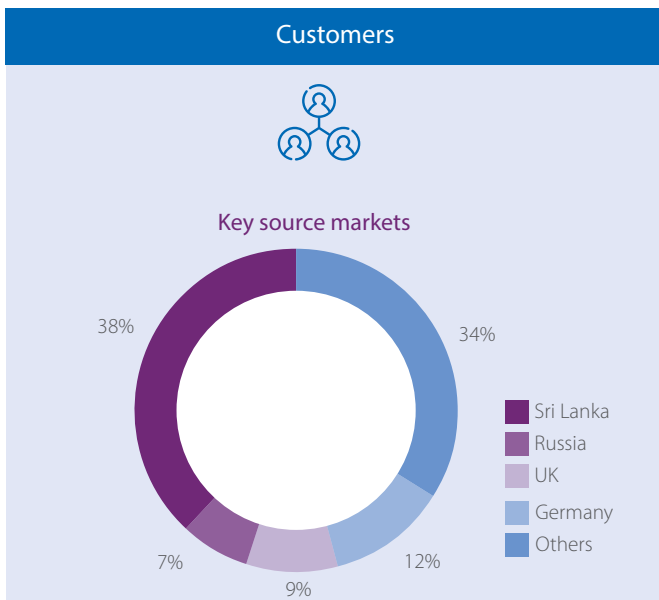


Women in Non-traditional Roles

REINFORCING OUR RELATIONSHIPS

We leveraged technology to engage closely with our guests, business partners and communities and to effectively address concerns and provide innovative solutions that reassure our stakeholders and instill confidence as the travel industry gradually picks up.

Our Social and Relationship Capital



REINFORCING OUR RELATIONSHIPS

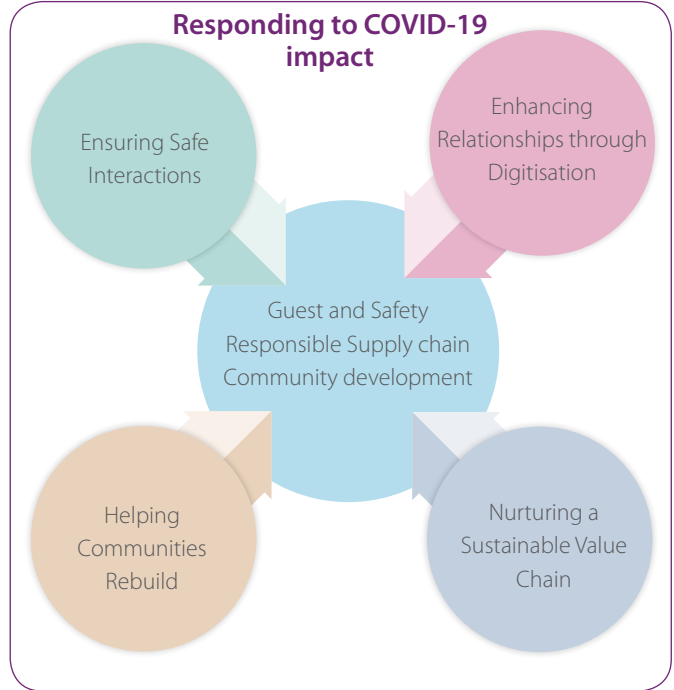
The Value We Created

Management Approach
 A culture of respecting and caring for one another form the basis of all our relationships, while comprehensive policies and robust systems and processes ensure that our dealings are transparent, fair and mutually beneficial.

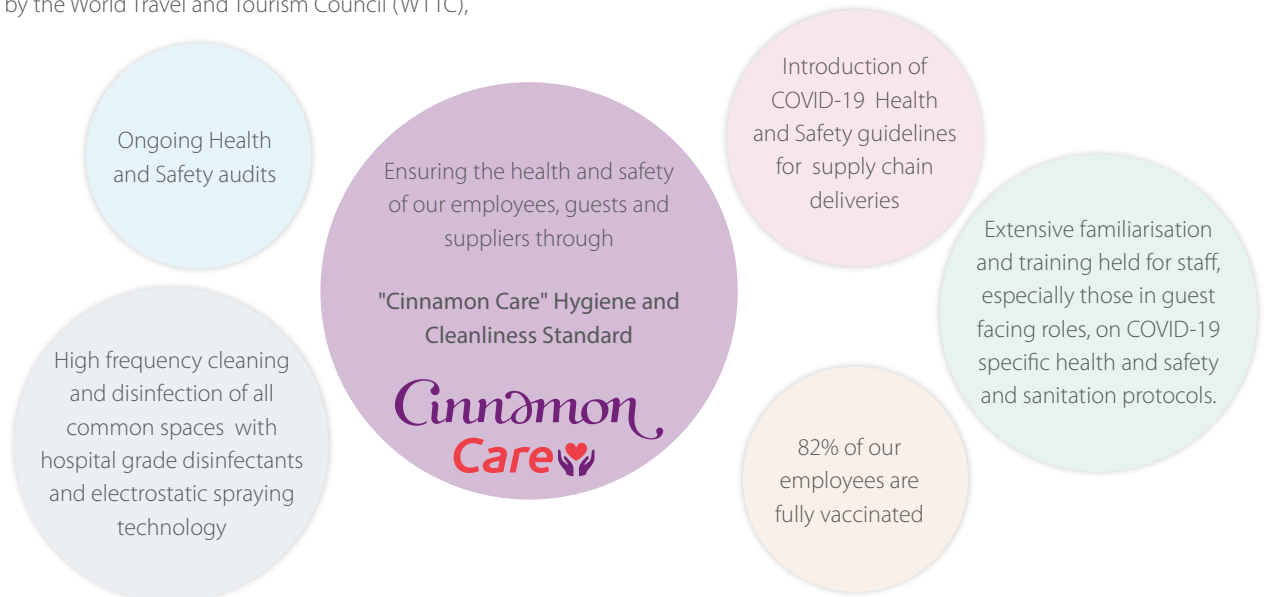
Ensuring Safe Interactions

Ensuring the health and well-being of our guests, employees, business partners and communities was a key priority during the year. A successful vaccination drive was conducted for all employees and stringent safety protocols were implemented across all our locations through 'Cinnamon Care' –our very own health and safety standard for care and cleanliness to ensure that all our spaces and interactions with guest, business partners and the wider community comply with the highest health and safety standards. Regular audits ensure on going assessment of health and safety impacts of our hotels and strict compliance with health and safety protocols and standards across all aspects of the operation. All significant product and service categories for health and safety impacts were assessed during the financial year 2021/22.

Cinnamon Hotels & Resorts was one of the first hotel chains to be audited and certified 'Safe & Secure' by the Sri Lanka Tourism Development Authority (SLTDA) and Sri Lanka's Ministry of Health for having implemented COVID-19 operational guidelines. It was also the first Group of hotels in Sri Lanka to be awarded the 'Safe Travels' stamp by the World Travel and Tourism Council (WTTC),



certifying its property-wide compliance to global health and hygiene protocols. All Cinnamon properties are in full compliance with World Health Organisation (WHO), Centres for Disease Control and Prevention (CDC), Environmental Protection Agency (EPA), HPA (Health Protection Agency) Maldives and recommendations made by Ministry of Health, Sri Lanka as applicable. These certifications have helped reassure our guests and welcome them back to our resorts. There were no reported incidents of non-compliance concerning health and safety impacts of products and services during the year.





"Cinnamon Care" Highlights

Enhancing Relationships through Digitisation

As digitisation continues to transform the travel and hospitality industry, we are proactively exploring ways in which we can leverage technology to enhance our guest experience, improve supply chain efficiencies and deepen our relationship with our communities. Key digital initiatives undertaken to enhance our relationships with our guests, suppliers and community are listed in the table below.

Greater dependence of digital channels and the increased use of customer data for analytics has increased the importance of data security. A comprehensive policy on customer privacy, which is

accessible on our website, ensures that information on guests are protected with adequate security measures against unauthorised access. There were no substantiated complaints concerning breaches of customer privacy or losses of customer data, reported during the year. We also remain committed to responsible marketing, ensuring that information made available through our representatives, online channels and social media channels are accurate, non-offensive and easily accessible. There were no instances of non-compliance regarding product and service information, labelling or marketing communications during the year.

Enhancing Relationships through Digitisation

Customers	Enhancing our customer value proposition
	<ul style="list-style-type: none"> Partnered with ReviewPro, an industry leader in Guest Intelligence solutions to measure, monitor and obtain a deeper understanding of reputation performance as well as operational/service strengths and weaknesses. Through their online reputation management tool, we are able to manage and improve our online reputation and deliver better guest experiences and increase our rankings on review sites and OTAs. Extensive use of digital marketing for wider dissemination of information on rates, health and safety measures adopted and other guidelines Contactless payments via QR codes Monitoring Key Performance Indicators (KPIs) on a monthly basis based on customer voice captured through online reputation management tool "ReviewPro"
Suppliers	Efficient supply chain management
	<ul style="list-style-type: none"> Strengthening online channels to enhance distribution channels Upgrades to existing Property Management System
Community	Greater engagement with community
	<ul style="list-style-type: none"> Use of social media channels to engage with community

Our Online Presence



REINFORCING OUR RELATIONSHIPS

Nurturing a Sustainable Value Chain

Creating a sustainable supply chain is an integral part of our sustainable tourism ethos and we continue to work closely with our suppliers to ensure responsible behaviour. Documented selection criteria which include social and environmental criteria, a detailed scoring system and tender procedures ensure that the selection process is transparent and fair and that the suppliers onboarded are socially and environmentally responsible. Periodic supplier audits, supplier visits and supplier impact assessments enable us to identify social and environmental risks in the supply chain and address these issues through regular engagement with suppliers. During the year supplier impact assessments based on social and environmental criteria were carried out for 20 randomly selected suppliers including SME's. Meanwhile we also continued to conduct online reviews on food safety and sustainability aspects for local suppliers in Sri Lanka and main distributors in Maldives despite the disruptions caused by the pandemic. There were no negative environmental or social impacts in our supply chain during the year.

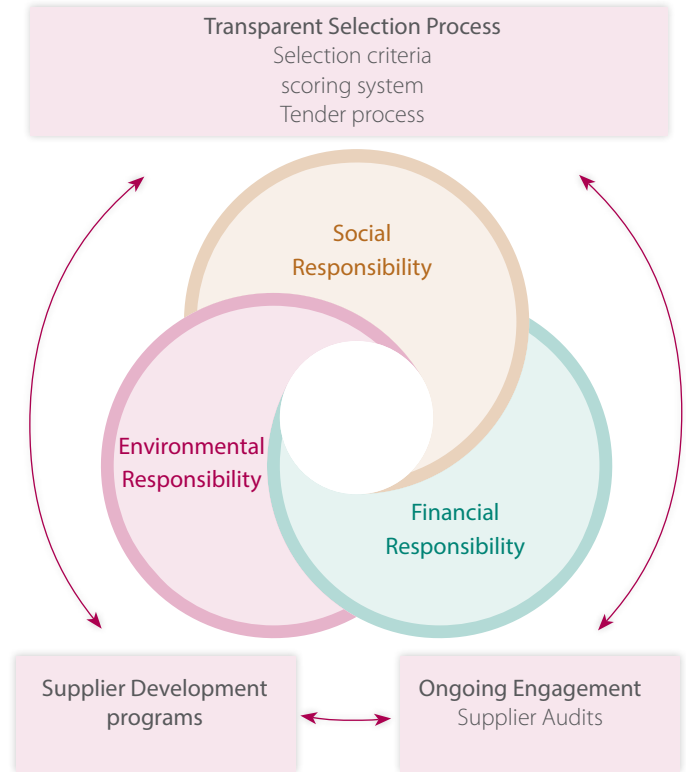
Sourcing locally wherever possible is yet another aspect of nurturing a sustainable value chain as it contributes to community development and reduces supply chain disruptions. Almost 40% of our suppliers are from surrounding communities.

Percentage of new suppliers screened based on social and environmental criteria (Mainly of Food and Beverage suppliers)	100%
Percentage of random supplier impact assessments conducted during the year	24%
Percentage of supplier audits conducted during the year	67%

Helping Communities Rebuild

Responsible and sustainable tourism remains the bedrock of our community engagement efforts and we strive to ensure that our operations and CSR activities contribute to the socio-economic development of our communities whilst maintaining the rights and cultural identity of the communities surrounding our resorts. We also ensure that all laws and regulations are strictly adhered to. There were no reported instances of non-compliance with laws and regulations in the social and economic area.

During the year we continued to support our communities by providing critical assistance in combating the spread of the virus and helping communities rebuild post pandemic. Two of our resorts, 'Hikka Tranz by Cinnamon' and 'Cinnamon Citadel Kandy' were converted to Intermediate Care Centres during the height of



the 3rd wave. An innovative food donation programme "Meals that Heal" was also initiated during the year to support our surrounding communities where each time an order is placed on Cinnamon's food delivery platform 'Flavours by Cinnamon', a meal is provided to communities in the area with the assistance of the Sri Lanka Police. The 'Cinnamon Travel Pledge' initiative which offered 2,000 complimentary full board holiday packages for Sri Lanka's healthcare workers received the PATA Grand Award at The Pacific Asia Travel Association (PATA) Gold Awards 2021 under the category of Sustainability and Social Responsibility.

During the year Cinnamon Hotels & Resorts became the first hotel chain in Sri Lanka to commit to UNESCO Sustainable Travel Pledge, further reinforcing our long standing commitment to ensuring the social and economic well-being of local communities through engagement, education and empowerment.

Community Engagement activities

Our surrounding communities are an integral part of our operations, and we continue to engage with our communities in a meaningful manner. Key initiatives carried out by our resorts are listed below.

Cinnamon Lodge Habarana and Habarana Village by Cinnamon	<ul style="list-style-type: none"> Undertook a project to paint and upgrade the Horiwila Ayurveda Medical hospital
Cinnamon Citadel Kandy	<ul style="list-style-type: none"> Donated wall paint to a community temple and donated a new meal room for Kandy Municipal Council Staff
Hikka Tranz by Cinnamon	<ul style="list-style-type: none"> In collaboration with the Divisional Secretariat (DS) of Hikkaduwa, we continued to support community women engaged in the batik craft to enhance their skills, capacity and market access. Notable activities during the year included market linking with Artravele the luxury brand of Walkers Tours Limited
Cinnamon Wild Yala	<ul style="list-style-type: none"> Conducted an English Language scholarship programme for Grades 08 and 09 school children at Thelulla Vidyalaya, Hambantota as part of the Group's English language scholarship programme
Cinnamon Dhonveli Maldives	<ul style="list-style-type: none"> Supported the Hurra Council and its community with Personal Protective Equipment during the COVID-19 pandemic and supported the Himafushi Police Station to uplift their Health and safety standards Entered into a MoU with Maldives National Drug Authority to sponsor 2 technical specialists to their rehabilitation center for a period of 2 years
Cinnamon Hakuraa Huraa Maldives	<ul style="list-style-type: none"> Donated a Human Resource Management System to the Muli Regional Hospital
Cinnamon Bey Beruwala	<ul style="list-style-type: none"> A Special COVID-19 vaccination programme was organised to provide vaccinations to associates and the community with the assistance of MOH Beruwala. Supported the Seeniwatta Government Hospital to clean and paint walls. With the support of the area community, arranged a beach cleaning programme Sponsored the Dhammikaramaya Temple to initiate repairs Sponsored the annual sports meet of Don Bosco Orphanage. A Special programme was organised by Beruwala Pradeshiya Sabha and the hotel to appreciate and recognise the students who passed grade 5 Scholarship.
Ellaidhoo Maldives by Cinnamon	<ul style="list-style-type: none"> Celebrated "World Tourism Day 2021", at Hangaameedhoo island with community participation. The programme included awareness programmes on COVID-19 related health and safety protocols and a tree planting initiative.
Cinnamon Velifushi Maldives	<ul style="list-style-type: none"> Donation to the Felidhoo Atoll School and facilitated culinary competition Donated a 55" LED TV and 2,500 face masks to the Vaavu Atoll Police



Contribution to Sustainable Development Goals



The "Cinnamon Care" health and safety standard for care and cleanliness is aimed at minimising the risk of spreading the COVID-19 virus through our day to day operations.



We are leading the way in the digitisation of the hospitality sector in Sri Lanka



Our CSR initiatives are aimed at creating empowered communities free from poverty.



We provide sustainable employment opportunities in our communities and drive grassroot economic growth.

DIFFERENTIATING OUR VALUE

We continued to invest in technology, digital transformations, and meaningful brand marketing initiatives to provide differentiated value in an increasingly complex operating environment.


Our Intellectual Capital


Brand Equity

Rs. 3,226 Mn
(Brand Finance)

Ranked among
top 50
most valuable Sri Lankan brands
(2021 Ranking 34)

Systems and Processes


07
Accreditations and Certifications


Rs. 8.1 Mn
Investment in Digitisation
efforts and system and process
improvements

organisational Knowledge

- 28% of our team count over 10 years of experience in the hospitality industry.

Employees Categorisation Based on Experience



Experience Category	Percentage
Less than 10 years	72%
10 to 15 years	13%
Over 15 years	15%

Industry Leadership Position

- Launched “One Island, A Thousand Treasures” destination promotion campaign in partnership with SLTDA
- First hotel chain in Sri Lanka to receive “Safe and Secure” certification from SLTDA to resume operations post COVID-19

The Value We Created

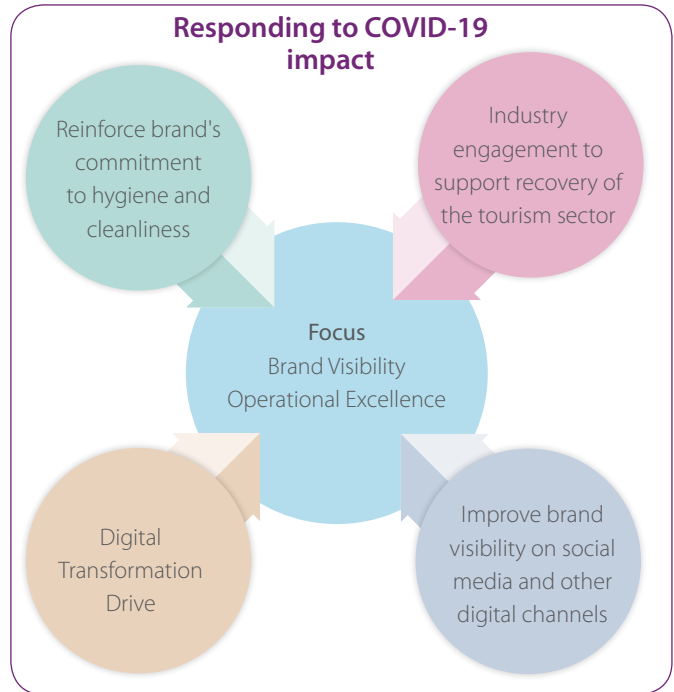
Management Approach

We are committed to nurturing a distinguishable brand that is associated with operational excellence and social responsibility.

Brand Equity

Despite the hospitality sector being one of the most affected sectors by the pandemic, Cinnamon Hotels & Resorts remained among the top 50 most valuable Sri Lankan brands and was recognised as the 'Most Valuable Hospitality Brand in Sri Lanka' by Brand Finance Lanka for the three consecutive years 2020, 2021 and 2022, being a true testament to the brand's resilience and strength.

During the year we continued to strengthen our brand value by distinguishing ourselves as an empathetic brand that has customer, employee and the community interests at the center of our business decisions. We remained committed to offering our guests unique experiences true to our brand proposition of curated emotional experiences while reinforcing our brand's commitment to health and safety through regular updates on our website and other social media channels. We also engaged with our communities through



CSR activities thereby fostering brand goodwill in our communities. We also continued to leverage our brand for national destination marketing initiatives aimed at attracting tourists back into the country.



Cinnamon Travel Pledge



Meals that Heal



One Island, A Thousand Treasures Campaign



Classic Car Run

DIFFERENTIATING OUR VALUE



Systems and Processes

We continue to invest in systems and processes that enhance our value proposition by driving greater efficiencies across our operation. We also comply with a range of domestic and international accreditations relating to all key aspects of our operations including food safety, sustainability and occupational health and safety, among others. This commitment to excellence through the adoption of global best practices continues to enhance our intellectual capital.

During the year we also introduced new core brand standards in line with international benchmarks for Front Office, Housekeeping, Food & Beverage and other key areas of Operations to revamp our operational capabilities. Accordingly significant changes were introduced to our food offering and service standards, further improving operating excellence and customer experience.

Systems and processes

“Cinnamon Care” the brand’s standard for hygiene and cleanliness is a holistic approach to sanitation across all hotel spaces with stringent cleanliness and safety protocols in line with the guidelines issued by the World Health Organisation and the Government of Sri Lanka and the Maldives.



Certifications and Accreditations

Occupational Health and Safety

- ISO 45001:2018 (Occupational Health and Safety Management System)

Guest Safety

- ISO 22000:2018 (Food Safety Management System)
- Safe & Secure Tourism certificate of compliance
- Safe Travels Stamp from the World Travel & Tourism Council (WTTC)

A state-of-the-art Utility Management System (UMS) enables us to centrally monitor our utility consumption while a Groupwide Online Sustainability System tracks sustainability indicators based on GRI Reporting Standards on a quarterly basis.



- ISO 14001:2015 (Environmental Management System)
- LEED Certification

Platinum - Cinnamon Bentota Beach

Gold - Cinnamon Bey Beruwala

- Travelife Certification (In progress)
- SL National Sustainable Tourism Certification



The newly introduced HR Time & Attendance system provides a real time matrix on critical HR data that allows for better decision making



- Implementation of ‘Fornova’ Revenue Intelligence Tool
- The implementation of IDEAs Revenue Management Tool is in progress
- Automation of Channel Content



DIFFERENTIATING OUR VALUE

Industry Engagement

As a leader in the country's hospitality sector, we continue to lead the industry response to COVID-19. In addition to participating in various industry forums and actively engaging with industry counterparts and relevant authorities to address issues faced by the industry; we are also actively involved in destination marketing both at industry and Group level. One of the key initiatives during the year was the One Island, A Thousand Treasures destination promotion campaign launched in collaboration with SLTDA. Several other programmes such as the "Sri Lanka Unexplored" webinar series and "Sri Lanka Travel Story – World Tourism Day Competition" were also conducted during the year as part of our efforts to bring tourists back to Sri Lanka.


Recognition

Our relentless pursuit of excellence in all aspects of our operation continues to garner industry recognition and we are proud of the numerous awards and accolades we received during the year.

Hotel Specific Awards
Cinnamon Velifushi Maldives <ul style="list-style-type: none"> • TripAdvisor's Travellers' Award for 2021 • Booking.com Traveller Review Awards 2022 (8.9/10)
Cinnamon Hakuraa Huraa Maldives <ul style="list-style-type: none"> • Hotels.com "Loved By Guest Award" in 2021 (9.2/10) • 'TripAdvisor Travellers Choice' Award in 2021 • Bookings.com Traveller Review Awards 2022 (9.6/10)
Cinnamon Dhonveli Maldives <ul style="list-style-type: none"> • Booking.com Traveller Review Award 2021/22 (8.8/10)
Ellaidhoo Maldives by Cinnamon <ul style="list-style-type: none"> • Booking.com Traveller Review Award 2022 (8.4/10) • Hotels.com Loved by Guests Award 2021 -(8.8/10) • TripAdvisor Travellers Choice 2021

- Awarded 'Most Valuable Hospitality Brand in Sri Lanka' for 2020, 2021 and 2022 by Brand Finance Lanka
- Cinnamon Hotels & Resorts is now part of the elite CNN Partner Hotels for business travellers around the world.

Brand Excellence




- Received PATA Grand Award at The Pacific Asia Travel Association (PATA) Gold Awards 2021 under the category of Sustainability and Social Responsibility for the 'Cinnamon Travel Pledge' initiative
- Cinnamon Hotels & Resorts became the first hotel chain in Sri Lanka to commit to UNESCO Sustainable Travel Pledge, further reinforcing our long standing commitment to ensuring the social and economic well-being of local communities through engagement, education and empowerment.

Sustainability



- John Keells Maldivian Resorts won the Corporate Maldives 'GOLD 100 Gala award' as one of the leading 100 companies of Maldives in the year 2021

Corporate Excellence



Contribution to Sustainable Development Goals



Our digitisation drive is pushing boundaries and transforming the hospitality industry in Sri Lanka.



We continue to partner with key stakeholders in the industry as part of our efforts to support the recovery of the tourism sector in Sri Lanka

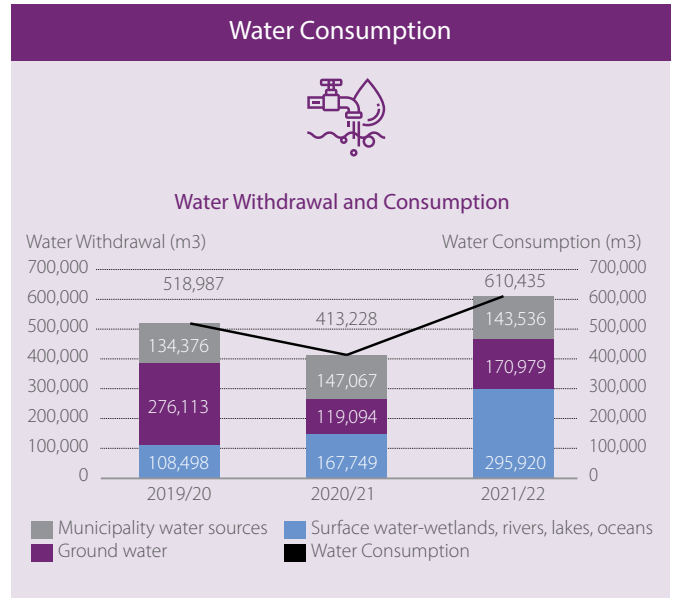
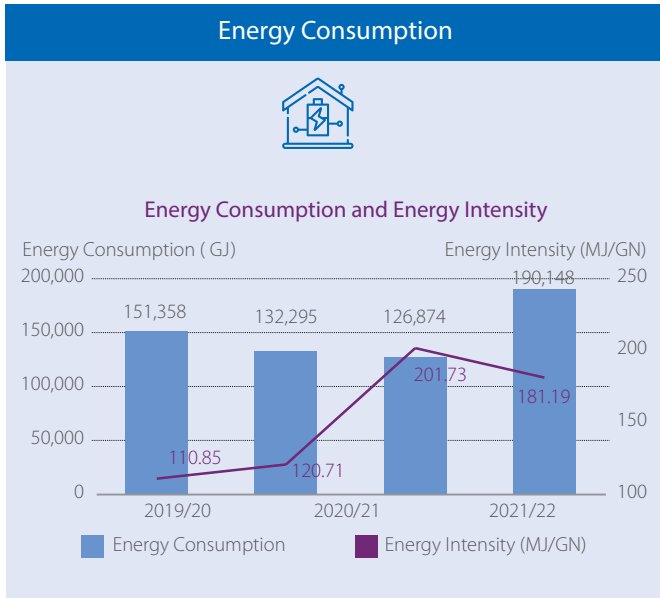


Brand building initiatives include activities that promote sustainable communities.

PROTECTING OUR PLANET

As environmental concerns including climate change continue to have an increasing impact on all aspects of our operation, we remain committed to our long-term environmental goals of reducing our carbon footprint, ensuring responsible consumption of natural resources and promoting biodiversity conservation.

Our Natural Capital



Solar PV System - Hikka Tranz by Cinnamon



Water Treatment Plant - Cinnamon Velifushi Maldives

PROTECTING OUR PLANET

The Value We Created

Management Approach

Guided by the John Keells Group sustainability policy, the Environmental Management Framework of Cinnamon Hotels & Resorts, is aimed at ensuring responsible consumption of resources, managing our environmental impacts and promoting bio-diversity conservation. We also ensure strict compliance with all laws and regulations whilst adopting global best practices. There were no incidents of non-compliance with environmental laws or regulations during the year.

What We Achieved in 2021/22



15% reduction in carbon footprint per guest night YoY

10% reduction in water withdrawn per guest night YoY



41% reduction in landfill waste per guest night YoY

1,036 MWh of solar power generated



Policy

A clearly articulated sustainability policy describes its sustainability priorities, expectations and lays the foundation on which the Group's management framework is developed and implemented.



2025 Goals

Reduction of Carbon Footprint: 1.3Mn Kgs CO2e from overall carbon footprint	Zero customer facing single use plastics	All new developments with LEED certification	Improve landscape health and resiliency through bio diversity conservation efforts
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Monitoring Mechanism

A state-of-the-art Utility Management System (UMS) enables us to centrally monitor our utility consumption while a Groupwide Online Sustainability System tracks sustainability indicators based on GRI Reporting Standards on a quarterly basis. The data entered is periodically audited by an external audit firm to ensure the reliability.

Monitoring the sustainability data and its accuracy monthly basis by the Sustainability Manager at head office level. Inform any deviations to the Sustainability Champion of relevant hotel to do the required corrections in more precise manner.



Employee Engagement

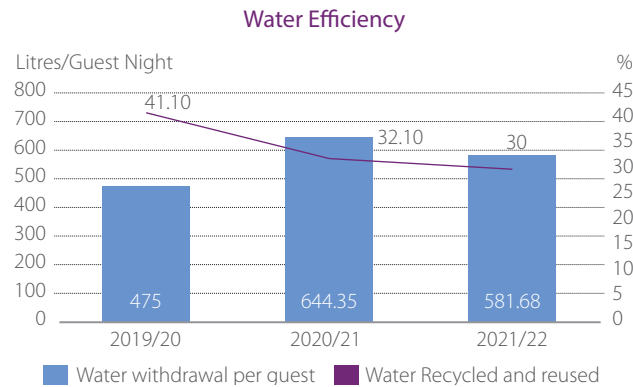
Transparent and open communications with stakeholders while creating awareness about our sustainability agenda

Energy Management

Driving energy efficiency across our operation was a key focus amidst rising oil prices in the global market and the energy crisis in the domestic market. Continuing an initiative we introduced last year, energy consumption and energy efficiency levels at our resorts are closely monitored against daily benchmarks and immediate action taken to address inefficiencies or energy wastage. Meanwhile we continue to encourage employees and guests to contribute towards conserving energy through responsible behaviour.


We also continue to invest in energy efficient equipment across locations. These efforts will assist in achieving our 2025 Sustainability Goals. In the longer term we remain committed to gradually shifting to renewable energy sources to meet our energy requirements. Solar-Diesel hybrid electricity generation plants have been installed at Cinnamon Dhonveli Maldives and Ellaidhoo Maldives by Cinnamon while solar PV systems have been installed at Hikka Tranz by Cinnamon and Cinnamon Bentota Beach. During the year a total of 1,036 MWh of solar power was generated at our properties.

Energy Usage -	2021/22
Diesel (GJ)	123,957
Petrol (GJ)	11,353
LPG (GJ)	10,069
Electricity (GJ)	44,796
Direct Energy (GJ)	145,379
Indirect Energy (GJ)	44,769
Total energy consumption (GJ)	190,148
Energy consumption per Guest Night (MJ/GN)	181.19



10%

reduction in water withdrawn per guest in FY 2021/22

Shift to Solar Power	
	Generation Capacity kW
Cinnamon Dhonveli Maldives	311 kW
Ellaidhoo Maldives by Cinnamon	150 kW
Hikka Tranz by Cinnamon	80 kW
Cinnamon Bentota Beach	300 kW

Water management

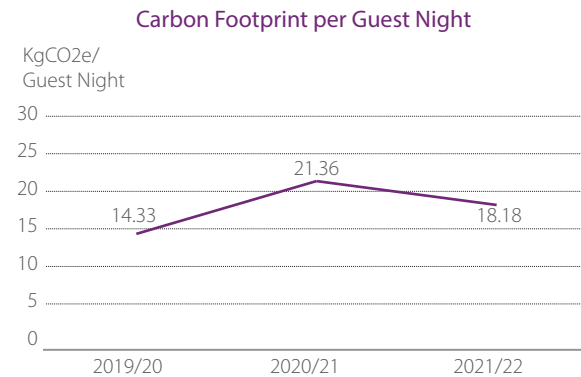
Maintaining adequate water supplies for our hotel operations is of critical importance as its directly impacts our guest experience. We remain committed to conserving water and improving water efficiency across our operation to reduce the impact on our water sources. We make a concerted effort to reduce our water requirement by recycling treated effluents and bringing it to stipulated levels for reuse.

Water conserving equipment such as flow restrictors have been installed in all our properties and we continue to educate our staff and guests on water conservation.

Rainwater harvesting and waste water recycling is also practiced across our locations to reduce fresh water withdrawal. Rain water systems have been installed at Cinnamon Citadel Kandy, Cinnamon Bentota Beach, Cinnamon Dhonveli Maldives and Ellaidhoo Maldives by Cinnamon. Recycled waste-water is used where ever possible particularly for gardening and flushing purposes. Currently almost 30% of the water withdrawn is recycled for inhouse purposes.

Emission Management

We monitor our carbon footprint as per the Green House Gas Protocol as governed by the World Resource Institute (WRI) and the World Business Council for Sustainable Development. Our ongoing

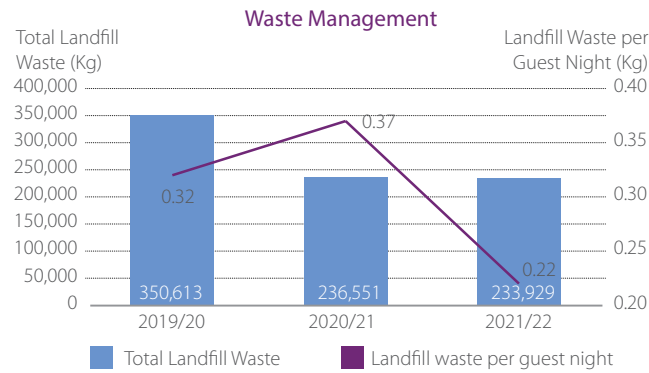


PROTECTING OUR PLANET

efforts to increase energy efficiency and gradually increase our dependence on renewable energy sources such as solar power has resulted in a gradual decline in our overall carbon footprint during the last 4 years. During the year our Carbon Footprint amounted to 19,083 tCO₂e while our carbon footprint per guest night witnessed a 15% decline compared to the previous year.

Direct and Indirect GHG Emissions (tCO₂e)

	2021/22	2020/21	2019/20
Scope 1 emissions	10,607	6,570	5,698
Scope 2 emissions	8,476	6,865	10,006
Total Carbon footprint	19,083	13,435	15,704



Compost yard - Ellaidhoo Maldives by Cinnamon

Effluents Management

We ensure that waste water and effluents generated through our operation, are responsibly released into the environment having met all regulatory quality standards. All our hotel properties (except Hikka Tranz by Cinnamon and Cinnamon Bentota Beach) have separate on-site Effluent Treatment Plants to ensure that all effluents from our resorts are treated before being released into the environment. Effluent water from Hikka Tranz by Cinnamon is sent directly to the Hikkaduwa Public Wastewater Treatment plant while Cinnamon Bentota Beach effluent water is sent to the Tourist Board Treatment plant in Bentota. Periodic audits are also conducted by independent assessors to ensure that water quality standards are consistently met. There were no instances of significant spills or water bodies affected by water discharge during the year.

Waste Management

Total waste generated during the year amounted to 1,798,936 kg, of which almost 99.32% classified as non- hazardous waste such as food waste, kitchen waste and human waste. Streamlined waste management systems have been implemented at all our resorts to effectively segregate, recycle and responsibly dispose of waste in an environmentally-friendly manner. Hazardous waste including e-waste is disposed of through specialised third-party contractors while reusing and recycling is practiced extensively to manage non-hazardous waste.



Waste water treatment plant - Cinnamon Lodge Habarana

Towards zero guest facing single use plastic consumption

We continue to focus on reducing the consumption of plastic and have specific KPI's to achieve zero customer facing single use plastic consumption by 2025. We are gradually phasing out of single use guest facing plastic at our resorts by introducing non plastic options for guest. A key achievement during the year was that we achieved zero consumption of single use plastic water bottles at our Maldivian resorts in March 2022.



43.6 g/GN

**Plastic Consumption per Guest
Night FY 2021/22**



Environmentally friendly Christmas decorations

Wooden key cards and biodegradable food containers



Introduction of Ceramic pump bottles instead of plastic shower tubes

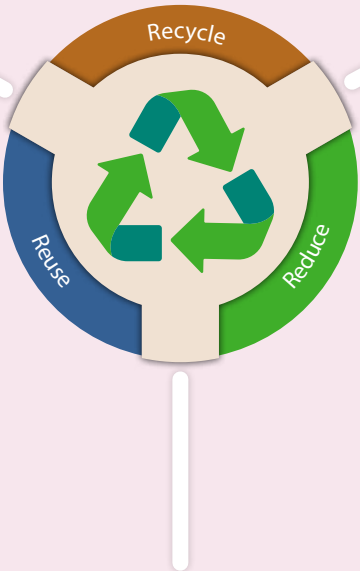
Replacement of plastic straws and stirrers with paper straws & wooden stirrers

Introducing wooden bins (Fabricated in house) instead of plastic and metal bins

Introduced fabric wrist bands instead of plastic bands

PROTECTING OUR PLANET

- Recyclable material in our Sri Lankan resorts is sent to recyclers certified by the Central Environmental Authority



- A significant amount of food waste generated is converted to bio gas through Bio-gas Digester Plants installed at Habarana Village by Cinnamon, Cinnamon Citadel Kandy and Cinnamon Wild Yala.
- Garden waste from our resorts is used to generate eco-friendly fertilisers.
- Reusing of wastewater for garden & organic farming
- Discarded cooking waste oil is collected for production of bio diesel production by Central Environment Authority (CEA) approved collector

- Replacing plastic water bottles (PET) with reusable glass water bottles for guests (Maldives)
- Installing water dispensers to reduce single-use plastic water bottles
- Replacing plastic stirrers and straws with paper and wooden alternatives
- Refer to the "Towards zero guest facing single use plastic consumption" section for more information.

Bio-diversity Conservation

The impacts of climate change have a significant impact on our business as it affects the quality of the experience at our resorts. Protecting life above land and life below water through biodiversity protection and conservation are therefore key areas of focus for us. As depicted in the table below many of our resorts are in close proximity to protected areas and areas of high diversity value. We are therefore committed to protecting the bio-diversity in our surrounding areas through targeted conservation efforts and by minimising the environmental impact from our operations. Please see below for details of initiatives carried out during the year.



balance

WITH NATURE

	Name of Protected Area	Proximity to Resort	Bio Diversity Value and protected status
Cinnamon Lodge Habarana	Minneriya National Park Ritigala Strict Nature Reserve	Within 20 Km radius	Wildlife & Forestry
Habarana Village by Cinnamon	Kaudulla National Park	Within 22 Km radius	Flora and Fauna Protection Ordinance 1937 IUCN Category II - National Park
Cinnamon Bey Beruwala	Hikkaduwa Marine National Park	45 km	Maritime
Hikka Tranz by Cinnamon		0.5 km	Flora and Fauna Protection Ordinance 1937 IUCN Category II - National Park
Cinnamon Bentota Beach		40 km	
Cinnamon Wild Yala	Yala National Park Bundala National Park	Within 32 Km radius	Wildlife & Forestry Flora and Fauna Protection Ordinance 1937 IUCN Category II - National Park
Trinco Blu by Cinnamon	Pigeon Island Marine National Park	16 km	Maritime IUCN category 11-National Park Flora and Fauna Protection Ordinance
Cinnamon Citadel Kandy	Udawatte Kele Sanctuary	6 km	Wildlife & Forestry Flora and Fauna Protection Ordinance 1937 IUCN Category IV - Habitat/ Species Management Area
Cinnamon Dhonveli Maldives	Thamburudhoo thila	1km	Maritime The Environmental Protection & Preservation Act
Cinnamon Hakuraa Huraa Maldives	Lhazikuraadi	1 km	Maritime The Environmental Protection & Preservation Act
Ellaidhoo Maldives by Cinnamon	Orimas thila	1 km	Maritime The Environmental Protection & Preservation Act

PROTECTING OUR PLANET



Bio-diversity Assessments and Action Plans

Protecting the biodiversity of our surrounding environments is a key focus area of the Group’s environmental agenda. A key initiative of this effort is the development of biodiversity action plans for the areas that our resorts are operating in. The process involves developing a scientific database of the biodiversity surrounding our resort properties through the identification of threatened species, identification of adverse effects on biodiversity and mitigation of such effects, education and training in biodiversity conservation, and monitoring and evaluation of biodiversity in the area. Detailed biodiversity studies have been conducted by our in-house ecologists from Cinnamon Nature Trails at Cinnamon Lodge Habarana, Habarana Village by Cinnamon, Trinco Blu by Cinnamon, Cinnamon Wild Yala, and all four Maldivian resorts. Fauna and flora sampling, including visual encounter surveys and targeted sampling methods are being used to assess the ecological value of the Habarana complex which is home to staggering 4,006 plant species and 376 types fauna. We have also expanded this exercise at all our resort islands in the Maldives as well. Identification of reef restoration initiatives were part of this assessment.



Cinnamon Rainforest Restoration Project

Launched in February 2022, “Cinnamon Rainforest Restoration Project” is our latest climate action project. Carried out as a Public private partnership between Cinnamon Hotels & Resorts, Ruk Rakaganno, Forest Department Sri Lanka and John Keells Foundation, the project aims to restore a degraded 50-acre plot of forest land situated in the buffer zone of the Sinharaja Rainforest over a period of three years through the scientific clearing and re-planting of over 20,000 native plants

Tree Planting Programme

Over 321 trees including 22 varieties such as Mango, Mee, Nelli, Kumbuk, Guava, Madang, Dang, Wood Apple, Tamarind, Margosa etc. have been planted at Trinco Blu by Cinnamon over a period of three years to improve carbon dioxide sequestration efforts while enriching habitats for different Fauna species





Project Leopard

The project aims to address the ongoing human- leopard conflict in the areas surrounding the Yala National Park by providing a viable solution to cattle farmers in the area to protect their cattle from leopards.



Project Gathering

A collaborative effort between Cinnamon Hotels and the Centre for Conservation and Research, the project aims to develop best practices in elephant tourism by integrating elephant viewing with research on behavioural patterns, demographics and health status of elephants in the area. The project has been the first such attempt to place 02 satellite radio collars on elephants which has helped researchers to gather valuable information on elephant herds in the area and support efforts to address the ongoing human- elephant conflict in the area. During the year we partnered with TUI foundation to continue to provide direct assistance to villages impacted by the conflict by providing funding for much needed electric fences.

Animal Welfare

Cinnamon Nature Trails works in close collaboration with Coast Conservation department and Wild Life department to protect the wild life in our surrounding areas. From saving stranded turtles on the coast of Trincomalee to providing water for wild animals at the Yala National Park, we continue to take proactive action to ensure animal welfare.



PROTECTING OUR PLANET



Coral Propagation Project

The project was launched in 2018 by Cinnamon Dhonveli Maldives, in collaboration with Meridis Dive & Relax Team to create awareness on the importance of coral conservation through ongoing research activities. During the year several reef cleaning campaigns were carried out. We also launched Dive Stream Maldives (Live Telecast) in collaboration with Maldives Tourism to highlight and create awareness around sustainable marine activities in the Maldives. Ellaidhoo Maldives by Cinnamon also continued its reef conservation efforts through the artificial reef project where structures made out of crushed glass, sand and cement are placed to protect the surrounding reefs.



Project Wild Blu

Initiated in 2013, the project seeks to collect data on Blue Whales and super pods of Sperm Whales off the Trincomalee sea. The data collected through the projects used for high quality whale watching programme as well as public awareness programmes. This data will be able to support the research efforts of the Department of Wildlife Conservation. Cinnamon Nature Trails has already drafted a proposal to the authorities to declare a protected area for marine mammal protection based on this valuable data collected over a period of six years.

Contribution to Sustainable Development Goals



5 Hotels use renewable sources and we continue to expand our solar power generating capacity.



We are committed to reducing our single use guest facing plastic consumption by 100% by 2025.



We launched the Cinnamon Rainforest Restoration Project as part of our long term efforts to combat climate change.



Projects such as the Coral Propagation initiative and Project Wild Blu are aimed at protecting our marine environment.



Project Leopard and Project gathering are two of our projects aimed at conserving biodiversity in our surrounding environment.

INDEPENDENT ASSURANCE REPORT



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INDEPENDENT ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF JOHN KEELLS HOTELS PLC ON THE SUSTAINABILITY REPORTING CRITERIA PRESENTED IN THE INTEGRATED ANNUAL REPORT- 2021/22

Scope

We have been engaged by the management of John Keells Hotels PLC (“the Company”) to perform an independent assurance engagement, as defined by the Sri Lankan Standard on Assurance Engagements, on the sustainability reporting criteria presented in the Integrated Annual Report for the year ended 31 March 2022 (the “Report”).

- Reasonable assurance on the information on financial performance as specified on page 202 of the Report.
- Limited assurance on other information presented in the Report, prepared in accordance with the GRI Standards: Core option.

Criteria applied by John Keells Hotels PLC

The sustainability reporting criteria presented in the Report has been prepared in accordance with The Global Reporting Initiative’s (GRI) Sustainability Reporting Guidelines, publicly available at GRI’s global website www.globalreporting.org.

This Report has been prepared in accordance with the GRI Standards: Core option (the “criteria”).

John Keells Hotels PLC’s responsibilities

John Keells Hotel PLC’s management is responsible for selecting the criteria, and for presenting the Report in accordance with the said criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to support the sustainability reporting process of the Report, such that it is free from material misstatement, whether due to fraud or error.

Ernst & Young’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Report in accordance with the GRI Standards: Core option based on the evidence we have obtained.

We conducted our engagement in accordance with the Sri Lanka Standard on Assurance Engagements SLSAE 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information (SLSAE 3000) issued by the Institute of

Chartered Accountants of Sri Lanka and the terms of reference for this engagement as agreed with John Keells Hotels PLC in the engagement letter dated 18 May 2022.

The standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Report in order for it to be in accordance with the criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our independent assurance conclusion.

Our Independence and Quality Control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the Institute of Chartered Accountants of Sri Lanka and have the required competencies and experience to conduct this assurance engagement.

EY also applies Sri Lanka Standard on Quality Control (SLSQC 1), Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

We performed our procedures to provide an independent assurance engagement in accordance with SLSAE 3000.

Procedures performed in the reasonable assurance engagement depend on our judgement, including the assessment of the risks of material misstatement whether due to fraud or error. In making those risk assessments, we have considered internal control relevant to the preparation and presentation of the reasonable assurance Indicators in order to design the assurance procedures that are appropriate in the circumstances. Our procedures also included assessing the appropriateness of the reasonable assurance indicators, the suitability of the criteria in preparing and presenting the reasonable assurance indicators within the Report and obtaining an understanding of the compilation of the financial information to the sources from which it was obtained.

INDEPENDENT ASSURANCE REPORT



Procedures performed in the limited assurance engagement consisted of making inquiries, primarily of persons responsible for preparing the Report and related information and applying analytical and other appropriate procedures. These procedures vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

We also performed the below procedures as we considered necessary in the circumstances:

- Perform a comparison of the content of the Report against the Global Reporting Initiative (GRI) - GRI Standards guideline.
- Interviewing relevant organization's personnel to understand the process for collection, analysis, aggregation and presentation of data.
- Review and validation of the information contained in the Report.
- Check the calculations performed by the organization on a sample basis through recalculation.
- Advice, make recommendations and suggestions on the Sustainability Reporting indicators to improve the presentation standard.
- Independently review the content of the Report and request changes if required.

- Express an independent assurance conclusion on the performance indicators presented in the Sustainability Reporting criteria.

Emphasis of matter

Social, natural and intellectual capital management data/information are subjected to inherent limitations given their nature and the methods used for determining, calculating and estimating such data.

We also do not provide any assurance on the assumptions and achievability of prospective information presented in the Report.

Restricted use

This report is intended solely for the information and use of John Keells Hotels PLC and is not intended to be and should not be used by anyone other than the specified party.

Conclusion

Based on our procedures and the evidence obtained, we conclude that:

- The information on financial performance as specified on page 202 of the Report is properly derived from the audited financial statements of the Company for the year ended 31 March 2022.
- Nothing has come to our attention that causes us to believe that other information presented in the Report are not fairly presented, in all material respects, in accordance with the Company's sustainability practices and policies some of which are derived from the GRI Standards: Core option.

Chartered Accountant

Colombo

Partners: H M A Jayasinghe FCA FCMA, R N de Saram ACA FCMA, Ms. N A De Silva FCA, W R H De Silva FCA ACMA, Ms. Y A De Silva FCA, Ms. K R M Fernando FCA ACMA, N Y R L Fernando ACA, W K B S P Fernando FCA FCMA, Ms. L K H L Fonseka FCA, D N Gamage ACA ACMA, A P A Gunasekera FCA FCMA, A Herath FCA, D K Hulangamuwa FCA FCMA LLB (London), Ms. A A Ludowyke FCA FCMA, Ms. G G S Manatunga FCA, A A J R Perera ACA ACMA, Ms. P V K N Sajeewani FCA N M Sulaiman ACA ACMA, B E Wijesuriya FCA FCMA, C A Yalagala ACA ACMA

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GRI Standard	Disclosure	Page number	Comments
General Disclosures			
Organisational Profile	102-1 Name of organisation	Annual Report Page 5	
	102-2 Activities, brands, products and services	Annual Report Page 5	
	102-3 Location of headquarters	Annual Report Page 5	
	102-4 Location of operations	Annual Report Page 5	
	102-5 Ownership and legal form	Annual Report Page 5	
	102-6 Markets served	Annual Report Page 5	
	102-7 Scale of the organisation	Annual Report Page 5	
	102-8 Information on employees and other workers	Sustainability Report Page 12	
	102-9 Supply chain	Sustainability Report Page 27	
	102-10 Significant changes to the organization and its supply chain		No significant changes to organization and its supply chain during the year.
	102-11 Precautionary principle	Annual Report Page 93	
	102-12 External initiatives	Annual Report Page 106	
	102-13 Membership of associations		Tourist Hotels Association of SL, Chamber of Commerce
Strategy	102-14 Statement from senior decision maker	Annual Report Page 20	
	102-15 Key Impacts, risks and opportunities	Annual Report Page 93	
Ethics and Integrity	102-16 Values, principles, norms and standards of behaviour	Annual Report Page 70	
	102-17 Mechanisms for advice and concerns about ethics	Annual Report Page 49	
Governance	102-18 Governance structure	Annual Report Page 31	
	102-19 Delegating authority	Annual Report Page 31	
	102-20 Executive -level responsibility for economic, environmental and social topics	Annual Report Page 33	
	102-21 Consulting stakeholders on economic, environmental, and social topics	Annual Report Page 45	
	102-22 Composition of the highest governance body and its committees	Annual Report Page 33,38	
	102-23 Chair of the highest governance body	Annual Report Page 32	
	102-24 Nominating and selecting the highest governance body	Annual Report Page 34	
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	102-26 Role of highest governance body in setting purpose, values, and strategy	Annual Report Page 33	
	102-27 Collective knowledge of highest governing body	Annual Report Page 33	
	102-28 Evaluating the highest governance body's performance	Annual Report Page 37	
	102-29 Identifying and managing economic, environmental, and social impacts	Annual Report Page 46	
	102-30 Effectiveness of risk management processes	Annual Report Page 93, 107	
	102-31 Review of economic, environmental and social topics	Annual Report Page 46	
	102-32 Highest governance body's role in sustainability reporting	Annual Report Page 33	
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	102-34 Nature and total number of critical concerns	Annual Report Page 49	
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	102-36 Process for determining remuneration	Annual Report Page 43	
Stakeholder Engagement	102-40 List of stakeholder groups	Annual Report Page 72	
	102-41 Collective bargaining agreements	Sustainability Report Page 22	
	102-42 Identifying and selecting stakeholders	Annual Report Page 72	
	102-43 Approach to stakeholder engagement	Annual Report Page 72	
	102-44 Key topics and concerns raised	Annual Report Page 72	
Reporting Practice	102-45 Entities included in the consolidated financial statements	Annual Report Page 4	
	102-46 Defining report content and topic boundary	Annual Report Page 4	
	102-47 Material topics	Annual Report Page 75	
	102-48 Restatement of Information	Annual Report Page 4	
	102-49 Changes in reporting		No changes
	102-50 Reporting period	Annual Report Page 4	
	102-51 Date of most recent report	Annual Report Page 4	
	102-52 Reporting cycle	Annual Report Page 4	
	102-53 Contact point for questions regarding Report	Annual Report Page 4	
	102-54 Claims of reporting in accordance with GRI Standards	Annual Report Page 4	
	102-55 GRI context index	Sustainability Report Page 49 - 56	
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GRI Standard	Disclosure	Page number	Comments
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	103-2 The Management Approach and its components	Annual Report Page 202	
	103-3 Evaluation of the Management Approach	Annual Report Page 202	
GRI 201: Economic Performance			
	201-1- Direct economic value generated and distributed	Annual Report Page 202	
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report Page 180	
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GRI 103: Management Approach	103-1 Explanation of material topics and its boundaries	Sustainability Report Page 30	
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GRI 204: Procurement practices			
	204-1 Proportion of spending on local suppliers	Sustainability Report Page 27	
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GRI 302: Energy			
	302-1 Energy consumption within the organization	Sustainability Report Page 37,39	
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	303-2 Management of water discharge related impacts	Sustainability Report Page 39	
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	103-3 Evaluation of the Management Approach	Sustainability Report Page 42	
GRI 304 Biodiversity			
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability Report Page 43	
	304-3 Habitats protected or restored	Sustainability Report Page 44-46	
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GRI 305 Emissions			
	305-1 Direct (Scope 1) GHG emissions	Sustainability Report Page 40	
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GRI 306 : Effluents and Waste			
	306-1 Waste generation and significant waste-related impacts	Sustainability Report Page 40	
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	103-2 The Management Approach and its components	Sustainability Report Page 38	
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GRI 307: Environmental Compliance			
	307-1 Non-compliance with environmental laws and regulations	Sustainability Report Page 38	
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GRI 308 Supplier Environmental Assessment			
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	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report Page 30	
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GRI 403: Health and Safety 2016			
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	403-2 Hazard identification, risk assessment and incident investigation	Sustainability Report Page 18	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report Page 18	
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GRI Non- Discrimination			
	406-1 Incidents of discrimination and corrective actions taken	Sustainability Report Page 21	
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GRI 103: Management Approach	103-1 Explanation of material topics and its boundaries	Sustainability Report Page 22	
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	103-3 Evaluation of the Management Approach	Sustainability Report Page 22	
GRI 407 Freedom of Association and Collective Bargaining			
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report Page 22	
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