

# CROWN & CHAMPA RESORTS

## CORPORATE SUSTAINABILITY REPORT



January 2018

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# STATEMENT FROM THE CEO

Crown and Champa Resorts (CCR) is a renowned hospitality company in the Maldives, offering premium quality experiences and quality service at great value. The company currently operates seven properties and employs over 2 700 staff, majority of which are located in the Lhaviyani Atoll, with the remainder scattered across various atolls.

Collectively the CCR family cares for guests, each other, the island communities in which it operates as well as the biodiversity of the environment.



CCR is committed to operating in accordance with best possible standards, in a responsible and sustainable manner.

The company has integrated environmental leadership into all aspects of business, and adopts best practices while complying with regulatory requirements outlined by both local and international authorities.

The groups sustainability management program includes 3R practices which translates to varied tactics across the properties. Properties integrate this strategy through waste management, energy consumption management to preservation of the natural environment and resources.

The team's continued commitment and increase in initiatives over time has ensured CCR properties achieve targeted scores. CCR was commended with a score of over 90% for the last Travelife re-certification in 2016 as well as various certification bodies.

Looking ahead, CCR's corporate responsibility will continue through the advancement of sustainability by engaging communities and stakeholders to achieve measurable results annually.

CCR's continued commitment to the proactive approach outlined by Travelife and other global certification bodies is seen in the company's strategy outlining management, sustainability and performance.

CCR extends a big thank you to each and every person involved in contributing to this report.

Sincerely,

MARTIN VOSSEN  
CHIEF EXECUTIVE OFFICER  
CROWN AND CHAMPA RESORTS

# COMPANY PROFILE

## CROWN AND CHAMPA RESORTS

CCR, established 2000, is the trade name for a group of resort hotels in the Republic of Maldives, owned and operated by various Maldivian and foreign partners. CCR manages the common interest of the partners to ensure efficient and effective business performance. These common interests include but are not limited to; new developments, design, concepts, construction, marketing & sales, operations, finance, purchasing, and human resources development in a sustainable manner.

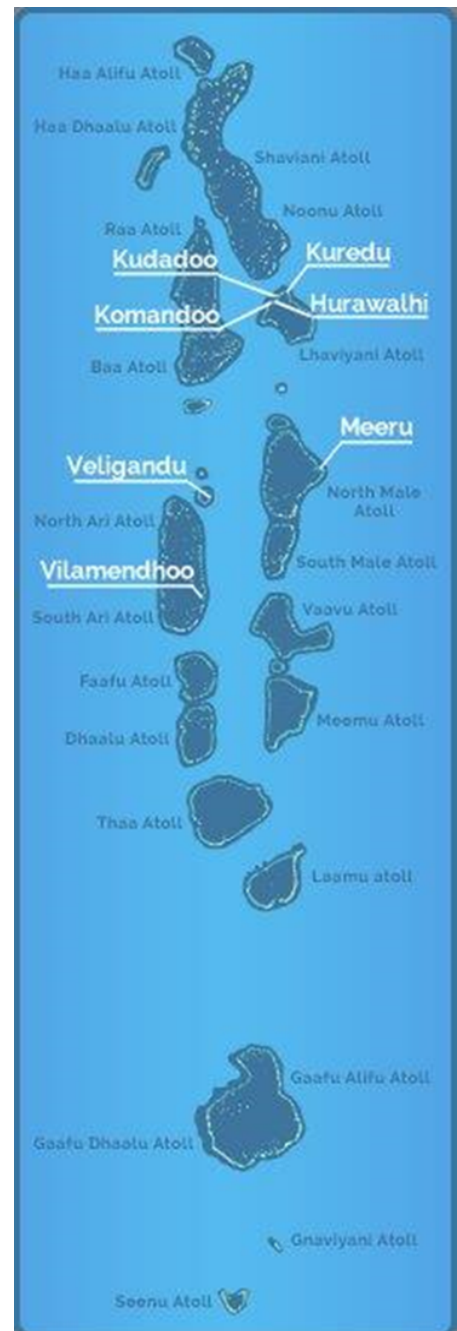
CCR operates with two distinct concepts, **Family and Friends** as well as **Adults Only**, across several resorts, with 1 187 rooms and over 2 700 employees.

### CCR' Concept

The **Family and Friends** as well as **Adults Only** resorts are unique in their experiential value, offering distinctive flare. Each island boasts its own key attributes both in terms of natural beauty and services.

**Family and Friends** as well as **Adults Only** resorts offer an unique and authentic Maldivian 'touch', combining experiences emphasising remarkable service, with hospitality designed to anticipate the guests' needs and desires.

Authenticity is further garnered through the resorts holistic brand architecture, a visual display of '**Clustered Maldivian Ambience**', executed through locally sourced products and services; naming conventions, design, equipment, staff dress-codes, etc.



The CCR **Family and Friends** resorts are charming places that enable guests to experience the essence of sheer happiness. The tailor-made services allow one to relax in an intimate and tranquil setting.

These family friendly properties invite younger guests to unleash their spirit and enjoy an adventure at the resorts Kids Club where, under the supervision of a dedicated and passionate team, the little ones can indulge in exciting activities; that include island discovery, local and traditional arts & crafts and scavenger hunts. There are future plans to add additional eco-friendly activities, to sensitise the future generation to greener living. Guests have a choice of three stunning **Family and Friends** resorts;

- **Meeru Island Resort and Spa** – Male’ Atoll
- **Kuredu Island Resort and Spa** – Lhaviyani Atoll
- **Vilamendhoo Island Resort and Spa** – South Ari Atoll

The CCR **Adults Only** resorts allow guests a sense of ‘freedom & natural luxury’. This concept applies to four magnificent resorts, in varying degrees, and offers a total resort experience with a wide range of services and activities. These resorts are;

- **Hurawalhi Island Resort** – Lhaviyani Atoll
- **Komandoo Island Resort and Spa** – Lhaviyani Atoll
- **Veligandu Island Resort and Spa** – North Ari Atoll – welcoming families from 01/05/2017
- **Kudadoo Maldives Private Island by Hurawalhi**– Lhaviyani Atoll

Wellbeing is central to the CCR experience of pampering and rejuvenation. The company collaborates exclusively with the Spa well-known group: **Duniye Spa**. Ensuring attention to detail, and providing guests with everything they could need. The spa’s sole purpose is to revitalize the guests sense of wellbeing. The spa is complimented by various facilities targeted at the guest’s wellbeing; including sports centers, gyms, tennis, badminton and swimming pools. CCR properties also offer an in-house doctor as part of the broader wellbeing of guests.

#### **Champa Central Hotel (CCH) – Male’**

Catering to business executives, transit and local customers. The hotel offers various opportunities and packages for the MICE (meetings, incentives, exhibitions and events) industry as well as foodies with a great food & beverage offering.

# CERTIFICATION AND AWARDS

In order to satisfy broader sustainability criteria including the socio-economic impacts and staff welfare, CCR believes that it is important to strive for Travelife Gold Awards for CCR properties and manage the outcomes annually.

## **Crown and Champa Resorts**

Outstanding Commitment to Sustainability Award.

This award was specially dedicated to **CCR** by MATATO,2017.



## **Hurawalhi Island Resort & Spa**

Travelife Gold Award 2017, UK

## **Komandoo Island Resort & Spa**

-TUI Environmental Champions 2016

-Travelife Gold Award 2016, UK



## **Kuredu Island Resort & Spa**

-TUI Environmental Champions 2017 &  
2018

-Travelife Gold Award 2016, UK

## **Meeru Island Resort & Spa**

-TUI Environmental Champions 2017 &  
2018

-Travelife Gold Award 2016, UK



## **Veligandu Island Resort & Spa**

-Travelife Champions Award 2017-  
Winner in the category "Working with and  
supporting the local community"

-Travelife Gold Award 2016, UK

## **Vilamendhoo Island Resort & Spa**

Travelife Gold Award 2016, UK

# VISION AND MISSION STATEMENT

## OUR VISION

“Year upon year, Crown & Champa Resorts and its people will be recognized as the most successful hotel and Resort management group in the Maldives.”

## OUR MISSION

“In order to realize our Vision, our Mission is to exceed the expectations of our guests, our partners and fellow employees. Our shared values across Crown & Champa Resorts allow us to deliver the unique combination of outstanding accommodation, service and the highest levels of customer satisfaction, with extraordinary emphasis on the creation of value. In this way we will ensure that our environmental, profit, quality and growth goals are met”

# Core Values of CCR

## Energising Value

**Continue improvements:** We never stop seeking new challenges in a progressive approaches, generate new ideas and re-invent our business, review practices and systems in order to become creative, year upon year.

## Supporting Values

**Respect:** We respect everyone in the resort, Guests, management and our employees regardless of which nationality and work together to achieve our common goals.

**Empathy:** We believe Empathy is the secret to hospitality customer service and sales. We believe Staff empathy helps create an enjoyable guest experience and motivates them to write a positive reviews, both of which affect revenue. Empathy assures the guest that you sense the value of the issue to them personally.

**Sincerity:** We believe Sincerity in customer service would reflect the overall values and culture of our company. We believe customers tend to associate with and stay with us whose values match their own values.

**Openness:** Open communication is an important element of successful stakeholder relationships, and workplace relationships are no different. Openness is crucial in building an atmosphere of trust between employers and employees and our customers.

**Reliability:** Reliability is essential to employee performance, company success, customers' trust. A reliable employee is one who shows up for work on time and is prepared to complete his work in a timely manner that helps customer to rely on.

**Sensitivity:** We are sensitive to other people's needs, problems, or feelings. We show understanding and awareness of customers, staff and management in all the aspects. We sensitize in educating our management, employees and customers and operating our resorts in an environmentally responsible manner in best practices of sustainable approaches.



# CCR' Beliefs

- People, equipment, buildings and financials should be systematically maintained and developed as the main assets of CCR.
- Communication should be open, respectful, honest and factual as per the values set out by CCR.
- Environmental aspects should be managed in a healthy, safe and secure manner.
- Everyone should be treated with dignity, courtesy and respect in order to achieve a symbiotic relationships.
- Guests should always receive what is mutually agreed upon through quality service.
- Management should proactively provide direction, motivation, growth, development and support to all team members in a fair manner.
- The local community should receive appropriate support and consideration.
- Owners should receive a fair and positive return on their investment.
- Quality service should never be compromised and continuously promoted at all levels.
- Recognition and rewards should be granted for outstanding performance and productivity.
- Suppliers should be considered as partners and form part of the value-add chain.
- Resources should be used in a responsible manner so as to reduce wastage and ensure sustainability.
- When approaching resort operations preservation of the environment is the prime responsibility of each and every individual.

# SUSTAINABILITY STRATEGY OF CCR

## Purpose of Sustainability Management

CCR strategies and approach, while abiding to the local laws and regulations of the countries in which the company operates, aims to increase the sustainability of operations through positive contributions to biodiversity conservation, cultural heritage preservation and community development. CCR continuously strives to refine the company's comprehension of sustainability, and adopted an annual audit program to review sustainable practices through Travelife as a strategic partner. This enables CCR to identify and minimise the impact of operations on the surrounding ecosystems and cultures, in order to further improve the company's environmental management practices.

Sustainability within the CCR properties is defined as 'carrying out business in line with the company's prime principles of being conscious of global environment issues and the acknowledgement of the company's responsibility towards the environment. While the well being of the guests and staff remains at the forefront of operations. It is CCR's commitment to carry out operations in a sustainable manner, taking every step to minimise the operational impact on, and preserve the environment in which the company operates.

As one of the pioneers in the industry, CCR has generated sustainable management practices (SMP) to guide the management teams across its resorts in decision-making and daily operations of the business by encompassing four key areas:

- I. **Environmental** – to be actively involved in conserving resources, biodiversity, ecosystems, landscapes and reducing pollution.
- II. **Socio-cultural** – to be involved in corporate social responsibility activities, community development, promote local employment, fair trade, support local entrepreneurs, respect local communities, implement policies against commercial exploitation, responsible sourcing, equitable hiring and colleague protection.

All business operations are developed to ensure they do not jeopardise the provision of basic services, such as water, energy or sanitation to neighboring communities such as Dhiffushi Island nearby Meeru Island Resort & Spa. CCR also assists with the waste management system at Hinnavaru near Komandoo Island Resort & Spa, and engages in socio-economic activities for Dhangethi Island near Vilamendhoo and Rasdhoo Island near Veligandu Island Resort & Spa.

In collaboration and partnership with the government, the owners of CCR also assist in nationwide projects through the NGO, [Ali Fulhu Thuthu Foundation](#) (AFTF). AFTF is wholly funded by the owners of CCR, with the aim of partnering for greater impact and reach in community development.

- III. **Quality** – any activity that can sustain itself economically through creating competitive advantages within the industry with inspired service that not only meets, but exceeds guest expectations. Continuously contributes to the economic well being of the surrounding community through local ownership, employment, purchasing local products, etc.

CCR encourages and practices sourcing fish from local islands (Dhifushi, Naifaru, Rasdhoo, Thodhoo and Hinnavaru Island and from the local market in the capital Male' etc), fruits and vegetable from local islands (Thoddoo Island etc). In addition, properties grow fruits and vegetables on the resort. CCR believes a sustainable business should benefit its colleagues, customers, business partners, owners, and other stakeholders.

- IV. **Health & Safety** – compliance with established occupational safety & health legislation and regulations (ABTA/FTO and MFDA, Maldives) and assurance measurements are in place to protect every person on CCR premises. CCR is also certified with HACCP, all CCR properties are recognised by Codex Alimentarius and ISO 22000. Regular annual audits are conducted at the resorts by both international auditors (Tour Operators- Travelife, TUI, SGS) and local authorities (MFDA, Ministry of Tourism, MNDF etc).

### **Scope of Sustainability Management**

For many years, CCR has embarked on an array of environmentally sustainable activities to bolster the organisation's environmental credentials. The Travelife Certification, which is one of the world's most recognised global certifications for sustainable travel and tourism, also offers the world's most recognised and longest running program, allowing CCR to strengthen its commitment to the people and the prosperity of the locations in which it operates.

Alongside CCR's initial target of achieving the Travelife Certificate on an annual basis, each of the CCR properties has a Travelife Champion whose main tasks were to:

- Conduct regular gap analysis between the resort's practices and Travelife standards.
- Identify alongside the management team achievable and responsible performance targets as well as develop sustainability management practices.
- Create awareness, identify key people in the implementation process and provide guidance as required through T&D and HR.
- Monitor sustainability management practices to ensure the achievement of the required standards within the deadlines set out by Travelife.
- Conduct regular reviews to ensure that sustainable practices are maintained.

The successful application of these practices is the result of team work and passion, it is the continuous commitment to these efforts which ensured the materialisation of positive changes to the sustainability programs in CCR properties.

### Highlights of CCR Sustainability Activities Across the Properties

The following images demonstrate sustainable and eco-friendly actions initiated and on-going at CCR properties:



Tree planting at Kuredu Island Resort.  
This is a common activity in all CCR properties.



Beach clean-up at Veligandu Island Resort.  
This is a common activity in all CCR properties.



Blood donations drive for the National Blood  
at Vilamendhoo Island Resort.  
This is regular activity in all CCR properties.



Community based activity with Naifaru  
School children at Kuredu Island Resort.  
This is common activity in all CCR properties.



Hurawalhi Hosted Nature Club Of  
Madhrasathul Ifthithaah School



Lagoon clean-up at Veligandu Island  
Resort.  
This is common activity in all CCR  
properties.



Tsunami Drill activity at Kuredu Island  
Resort.  
This is one of the emergency drills that CCR  
exercise in all properties.



Coral re-growth program at Meeru Island  
Resort.  
This is one of the marine biology activities in  
all properties.





25<sup>th</sup> March, 2017, Earth hour at Komandoo



Kuredu contributes to the Naifaru Turtle protection program by visiting Naifaru



Champa Central Hotel Management celebrates World Tourism Day and invites school children for the day.



Tourism Day activity at Vilamendhoo Island Resort.  
This is annual activity in all properties.

## CCR Sustainability Activities at a Glance

No.	Eco-Friendly/Sustainable Activities	MER	KUR	VIL	VEL	HUR	KOM
<b>Energy</b>							
1	Reduction in the consumption of electricity	X	X	X	X	X	X
2	Insulation of generators and pipes	X	X	X	X	X	X
3	Energy saving bulbs	X	X	X	X	X	X
4	Solar Powered Energy		X			X	X
<b>Water</b>							
1	Reduction in the consumption of water	X	X	X	X	X	X
2	Preventive maintenance to prevent water leaks	X	X	X	X	X	X
3	Re-use towel and linen policy	X	X	X	X	X	X
<b>Biodiversity</b>							
2	Turtle preservation program		X				
3	Restoration and preservation of coral reef program	X	X				
4	Snorkelling activities to understand marine biodiversity	X	X	X	X	X	X
5	Use of eco-friendly cleaning products	X	X	X	X	X	X
6	Use of eco-friendly pesticides	X	X	X	X	X	X
7	Lagoon and beach cleaning	X	X	X	X	X	X
8	Barriers to protect sand erosion		X	X	X	X	X
9	Keep boats clean and in proper working order	X	X	X	X	X	X
10	Use plants and trees locally adapted	X	X	X	X	X	X
11	Tree planting	X	X	X	X	X	X
12	Ensure proper mooring of boats to avoid damage by anchor	X	X	X	X	X	X
13	Removal of invasive plants species	X	X	X	X	X	X
<b>Emissions</b>							
1	Favour local goods to save on transport costs	X	X	X	X	X	X
2	Consider level of CFC when purchasing equipment	X	X	X	X	X	X
<b>Effluence and wastes</b>							
1	Use of grey water	X					
2	Organic waste used for composting	X	X	X	X	X	
3	Electronic waste management	X	X	X	X	X	
4	Reduction in plastic bottle waste with glass self-bottling plant and reuse of dispenser gallons	X	X	X	X	X	X
5	Compacting of waste	X	X	X	X	X	X
6	Recycling of paper	X	X	X	X	X	X
7	Waste separation	X	X	X	X	X	X
<b>Others</b>							
1	Organic herb gardens		X		X		X
2	Special programs with Earth Hour involving both hotel guests and staff	X	X	X	X	X	X
3	Special programs with World Environment Day involving both hotel guests, staff and community, (e.g. green talks, clean up, tree planting, nature walks)	X	X	X	X	X	X
4	Noise pollution management	X	X	X	X	X	X
5	Guests & staff awareness	X	X	X	X	X	X
6	Printing policy	X	X	X	X	X	X

# ENVIRONMENTAL POLICY

CCR is conscious of global environmental issues and acknowledges the organisation's responsibility towards the environment. While maintaining the well-being of guests and staff remains at the forefront of operations. The company has committed itself to carrying out operations in a sustainable manner, while taking steps to minimise operational impact on, and preserve the environment in which the company operates.

In delivering this commitment, all CCR properties will endeavour to;

- Meet or exceed applicable environmental legislation, environmental standards and best practices governed by both local and international authorities.
- Value and preserve the natural and cultural heritage of CCR properties, thus enabling guests to enjoy an authentic local experience.
- Promote efficient use of materials and resources across properties, especially water and energy.
- Work diligently to minimise waste streams by reusing, recycling and conserving natural resources, particularly through energy and water conservation.
- Set sound environmental and social objectives and targets, integrate a process of review and issue progress reports on a periodic basis.
- Continually identify opportunities for improvement in the CCR Environmental Management System.
- Promote awareness and educate employees on environmental issues and sustainable working practices.
- Engage guests, team members, suppliers, contractors and the local community in initiatives to preserve the environment and consider opinions and feedback when setting out the environmental programs and procedures.
- Conduct responsible ( environmentally preferable) purchasing in line with the CCR HACCP Policy.
- Participate in efforts to improve environmental protection at local and national levels.

## Environmental Awareness

- Maintain awareness among team members on environmental issues, preservation of local cultures and the necessity for all individuals to act in a responsible manner.
- Communicate with team members around environmental practices that need to be implemented at the workplace as well as other simple environmentally friendly measures that individuals can apply.
- Encourage team members to participate in and support environmental initiatives.
- Communicate CCR' environmental commitment to guests, inviting them to support the green initiatives.
- Extend awareness on environmental issues, local cultures and best practices to the local community.



## **Energy**

Reducing energy consumption assists in the reduction of CCR' environmental impact and at the same time lowers energy costs. In order to minimise energy consumption, CCR will;

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

## **Water**

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

- Continually find ways to reduce water consumption.
- Reduce water losses by regularly checking for leaks (special plumbing team is allocated).
- Install sensors, regulators and other water saving devices.
- Ensure efficient use of laundry equipment.
- Sensitise both employees and guests on the responsible use of water.
- Offer guests the option to reuse towels and sheets.
- Limit the use of freshwater by;
  - Capturing and using rainwater wherever possible.
  - The use of recycled grey-water for irrigation (sewage treated water, sewerage treatment plants are installed in each resorts).
- Set targets to minimise water consumption, monitor and analyse periodically.
- Install desalination water plants in each resort.

## **Waste**

The hospitality industry and by virtue CCR generates a significant amount of waste that contributes to pollution, affecting both the environment and public health. Therefore, CCR has invested enormous amounts of capital in each resort for waste management. This includes, incinerators, macerators, glass crushers, shredders, etc. In addition, the resorts have implemented appropriate waste separation systems to support the HACCP system. As part of CCR' continuous efforts towards sustainability activities which reduce the organisation's impact on the environment through recycling and repurposing, the waste management plan will further include;

- Limiting the use of disposable packaging for hotel supplies.
- The use of biodegradable products and materials, whenever possible.
- Limit individual packaging of hygiene products in bedrooms and food service areas.
- Organise, sorting and separating of recyclable waste in all areas.
- Collect and recycle cooking oil for permitted uses in consultation with the group environment consultant (ECD).
- Separate and collect grease from food stuffs.
- Organise recycling of materials such as paper/cardboard/glass/plastic packaging, metal cans, ink cartridges, restaurant organic waste, garden green waste, etc.
- Engage in projects with the local community for the reuse of recycled materials.
- Safely dispose of hazardous wastes such as batteries, electrical and electronic devices, fluorescent bulbs/tubes, etc.
- Organise and/or support clean-up's in the surrounding environment.

## **Destination Protection**

The natural environment is one of the primary attractions for leisure visitors. In order to develop sustainable tourism and considering the vulnerability of the Maldives on this subject, CCR will;

- Ensure the protection of the natural and cultural values of the resorts and the Maldives while developing and creating recreational facilities and/or activities for guests.
- Participate in efforts to restore the natural habitat whenever possible.
- Promote local food, entertainment, culture and cottage industries.
- Engage with local people when developing cultural attractions.
- Offer guests local souvenirs produced from natural eco-friendly materials.
- Provide guests with a list of environmentally-friendly products and local souvenirs available through social media, TV and website.

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

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

In upcoming years, CCR will focus more on EPP whenever green options are available, while giving due consideration to guests' satisfaction, and staff acceptance, company standards and reasonable costing. CCR' green purchasing measures will include and will not exhaust the following:

- Encourage and favour eco-friendly and power-efficient products (more energy saving and water saving equipment).
- Encourage recycled and bio-degradable products year upon year through group purchasing.
- Buy seasonal and locally produced goods as far as possible and thus avoid transport energy.
- Increase responsible bulk purchasing to reduce waste from packaging, emission etc
- Favour less harmful fertilisers and cleaning agents through the appointment of appropriate supplies, an effort recently energised by an integrated pest control consultant (Pest-Terminator Maldives Pvt. Ltd).
- Preference to eco-friendly designs and eco-labelled products (Affiliated with Eco-Lab, UK and Maldives).
- Preference to purchase from an environmentally conscience supplier, sources that minimise polluting and use clean technology, approved by suppliers in line with the HACCP system.
- Encourage vendors and select vendors who use recycled packaging material. Explore the possibilities to further reuse and/or recycle with vendors.
- Green the supply chain by selecting vendors who mirror CCR' values and ensure an environment management system is put in place. CCR will advocate environmentally friendly practices with local and International suppliers, this includes direct tour operators and travel agents.

## **Conservation of Marine Life and Reefs**

The ocean and the reefs are home to numerous marine life, which is of key importance to tourism in the Maldives, whose protection solely depends on coral reefs, some of which are utilised for medical purposes.

CCR aims to take every possible step towards the conservation of marine life and protection of property reefs. Measures taken by the resorts and CCR' continuous efforts will include;

- Ensuring waste water is not discharged directly in the ocean.
- Using ecological or organic fertilisers as mentioned above through shredder plants.
- Informing team members and guests around the negative environmental impact of littering, particularly on littering's impact on the beach and sea through monthly campaigns.
- Ensuring all trash is properly disposed of and no debris is left on the beach.
- Sensitising guests through the selection of the correct service providers, thus ensuring the provider educates customers around environmentally sound best practices for snorkelling and diving. Further to this, providers should be informative around practices affect coral reefs (SEA departments, divers, guest transport staff, front office staff).
- Encouraging and supporting clean-up efforts of the marine and coastal environment at least twice a year.
- Compliance with local conservation policies, e.g., the promotion of non-motorised water sports.
- Keeping boats clean and in proper working condition in order to minimise pollution.
- Plant trees within the annual environmental activity calendar to reduce runoff into the oceans and contribute to the reversal of global warming.

## **Biodiversity**

Biodiversity boosts the ecosystems productivity, where each species, no matter how small, has an integral role to play. To protect biodiversity, CCR will;

- Reduce the use of insecticides, weed killers and fungicides.
- Use organic fertilisers.
- Use environmentally friendly products for cleaning.
- Buy sustainably harvested seafood and agricultural products.
- Utilise water plants in a responsible manner.
- Use indigenous plants for landscaping and as natural light and noise barriers.
- Plant at least one tree annually.
- Ensure that invasive alien species are not introduced into the properties.
- Ensure no endangered or protected products are sold or displayed in properties, including plant and animal species - such as turtle skin, shark skin or fins, sea-shells, black coral, etc.

- Participate in local ecological restoration initiatives.
- Improve and update current marine-biology awareness programs across CCR properties.
- We have currently 3 in-house marine biologists based in Hurawalhi, Meeru and Vilamendhoo.

## Team Member Engagement

### Employees

- Resorts newsletter
- Staff E-Notice boards
- Employee handbooks
- Different training platforms
- E-Newsletter
- Morning briefing
- HOD meeting
- HRM meeting
- GM meeting

### Guests

- In-Room directory
- Baskets
- booklets
- IPTV
- Tent cards
- Newsletters
- Social media (Facebook, Twitter, CCR Blog, Instagram, Trip-advisor)
- brochures
- Resorts' websites

### Shareholders

- Annual report

# BUSINESS ETHICS & HUMAN RIGHTS

## **Respect the Local Population**

CCR has a rich diversity of cultures, from more than 25 countries across its properties, in comparison to many other companies in the Maldives. As part of the CCR ethos it is the company's aim to foster awareness and understanding of the local populations and culture. This is achieved through tours, visits to cultural sites or uninhabited islands.

## **Exploitation**

CCR complies with strict labour laws and regulations. Hence, the employment of children, sexual harassment and exploitation is strictly prohibited. Harassment committees are established in each CCR property.

Exploitation is negated through the adherence to;

- Equal Employment Opportunity Policy.
- Code of Conduct Policy.
- National Labour Laws.

## **Quality Standards**

At CCR guest satisfaction is a priority, as such CCR has defined minimum standards of quality which guides all properties' in their selection of services and products.

Guests' satisfaction surveys alongside various service audits and quality assurance tools in place, enable CCR to ensure that the standard of products and services are maintained throughout all properties.

The data captured on the satisfaction surveys by resort executive offices is used to closely monitor and evaluate guests' satisfaction and expectations in common forums, such as HODs meetings, morning briefings and departmental meetings. Furthermore, it enables the properties to benchmark its operating and services indices and assists in the identification of areas of improvement to better customise its product and services.

CCR believes the introduction of regular mystery audits will help to evaluate compliance with standards and identify any areas of improvement, elevating guest experience and applications of SOPs by operational staff.

Additionally, guest's online feedback is managed through the group's e-commerce department. Feedback from guests is a valuable asset, as such guests are encouraged to post reviews and comments about their stay through various online platforms, including, Trip Advisor, Agoda, Booking.com, Expedia, Facebook, Google, Holiday Check, hotel.com and Zoover. Online reputation management is done through monitoring and analytics tools, Revinate and post-stay surveys integrated with the Opera live system. All customer feedback is taken into consideration in the group's quest to continuously improve.

# TEAM DEVELOPMENT

## Health & Safety

The safety of CCR team members and guests is of great importance to the organisation. Therefore, the group's safety & health practices provide the framework to complement local laws - MFDA, MOT - and regulations. This framework guides management on sound practices, providing team members and guests with a risk-free environment, including those with special needs.

Team members are appropriately trained (fire-safety, first-aid, rescue swim and food safety) through accredited training institutions to respond to health & safety issues and emergency situations guided by the group's emergency preparedness plan. Guests are made aware of hazards through appropriate signage and other forms of communication, main assembly points are identified in case of emergencies.

CCR properties have a non-smoking policy and guests and employees are encouraged not to smoke in rooms, restaurants and buildings for the comfort of other guests and employees. However, designated smoking areas are available in both guest and staff areas.

## Training and Development Activities at CCR

CCR Human Resources (HR) is managed by the human resource departments located at each property under the supervision of the group human resource manager. CCR also has a separate corporate training & development (T&D) department, which is structured to ensure each property has a designated resident corporate trainer and fully equipped training facilities. The function of training and staff development is done under the supervision of the group training and development manager. CCR understands the importance of employee development and thus the need for a specialised department. Both the HR management and T&D department work together to achieve company goals aligned to its vision and mission.

Team members' hiring, training, annual appraisal and performance reviews at CCR are in line with the corporate competency framework laid out by T&D and HR, this assists in defining the skills, knowledge and key attributes required in individuals to support the company's objectives and challenges. Competency frameworks are the fundamental underpinnings of HR and T&D strategies, because they reveal the behavioural characteristics that CCR requires to be successful. Once competencies are identified, people are recruited and trained to develop the required competencies to deliver business goals and execute strategy, thus creating a management succession plan ensuring the empowerment of the local community within the guidelines of employee development schemes.

## T&D's Mandate

### In-house Training

Focus on in-house training - soft skills, behavioural and attitudinal, based in classrooms. A new initiative is on job training (OJT) programs focuses on technical skills.

### **CCR Sponsorship Program**

This is one of the programs most coveted by CCR employees. The program becomes available to individual employees of CCR after two years of uninterrupted service. The program includes the sponsorship of qualifications at certificate, diploma and degree level, at selected local and international colleges and universities with a primary focus on hospitality and tourism related areas. Tuition fees, accommodation, monthly salaries, service charges and other study related finances are provided. To date 238 employees have been granted sponsorship, with the company spending over a million Rufiya annually on average.

### **Graduate Management Training Program**

The objective of this program is to enable the group to identify and recruit exceptional students that are studying towards a degree in hospitality. On completion of studies, CCR employs students at a junior management level, to meet growing business demands at each property. The program is focused on fostering talent in the hospitality industry.

### **Departmental Cross-Exposure**

To improve employability within the team, CCR T&D organises departmental cross-exposure. This is especially for new staff and those who desire additional exposure to operations.

### **Inter-Resorts Cross-Exposure**

To improve employability within the team and streamline CCR standards across the resort, CCR T&D organises inter-resorts cross-exposure, especially for those who are new to the company and those who want additional exposure to operations.

In addition, CRR commits to ensuring all team members receive periodic training which includes;

- Monthly orientation for new employees - general information about the properties and service standards.
- HR policies and procedures includes the code of conduct.
- Health & safety and emergency response environmental awareness program (Travelife sustainability audit awareness).



**Local Employment**

CCR proactively supports the recruitment and development of locals at various positions across its operational and support functions, aligned to all applicable laws and regulations of the Maldives concerning human rights and labour rights, and at all levels of the business.

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

Moreover, we do not tolerate any form of harassment and exploitation. Managers nurture an atmosphere in which everyone feels free to report potential violations. All employees go through an induction workshop, including orientation to learn about the properties' code of conduct and the necessity to adhere to this code.

**Equitable Hiring**

CCR promotes diversity and equality at all levels of the business, and no applications are discriminated against in any way. All positions are filled based on competence. Properties adhere to applicable local laws and regulations, and offers conditions and wages superior to the minimum requirement.

In addition to the benefits brought about by employing many skilled and qualified members of the local community and hosts from other Asian countries, a number of contributions will be made to social projects each year. These activities will utilise the resorts human and financial resources and will primarily, but not exclusively, be funded through CCR' Social & Environmental Responsibility Budget. This budget consists of 0.5 % of total annual revenue and the total guest laundry revenue.

# CORPORATE SOCIAL RESPONSIBILITY (CSR)

## Community Engagement

This section is supported by CCR' CSR activities, the company recognises its role and responsibility in contributing to the sustainable development of the communities in which it operates as one of the pioneers in the Maldives Tourism Industry. The community-based initiative is aimed at maximising the return on community investments and their impact on the local community. CCR' effort is dual based, a combination of micro and macro activities, micro activities originate at property level, and the macro activities originate through the AFTF, on a nation-wide scale.

Through community investment initiatives, CCR has identified unique areas of involvement, where the active support and engagement of local communities leads to mutually beneficial cycles.

## Brief outline of AFTF

AFTF's vision is to improve the common citizen's quality of life. AFTF came in to existence in November 2000, aiming to provide equal opportunities for every Maldivian. This is purely a family venture, non-profit initiative initiated by the owners of CCR. AFTF initially focused on youth development through education. In 2009 AFTF ventured into social development projects, opening up atoll projects, which give funding opportunities to the entire nation, dependent on community requests. AFTF has assisted in over 400 projects from 2009 till 2016, which has led to major growth in the atolls through these community-based collaborations. A major portion of AFTF sponsored funds, 82%, are used for education.

Some of AFTF's highlights in recent history include, improving healthy living standards, ensuring availability of clean water facilities in rural areas, providing accessibility through initiating sea vehicle docking in the harbour and setting up waste management systems for water supply and sewerage disposal on the islands. Recently, AFTF broke ground on a project in K. Dhifushi. This project remains one of the largest projects of this scale and is in partnership with Meeru Island Resort & Spa, the total cost of the project amounted to US\$ 4 million. For more details on AFTF, visit: <http://www.aftfoundation.org/>.

## Community Support Education

Supports initiatives focused on vocational training and skills development that improve employability in the tourism and hospitality sector. This is done by placing interns, within the group, from local educational establishments and supporting their growth and development in collaboration with the National University (FHTS) and other related institutions (MAPS College, Cyryx College, etc). Further job opportunities are offered within the company to eligible candidates. Apart from these, CCR properties grant assistance to community schools, such as environmentally friendly activities, field trips and career development programs through visiting the islands surrounding.

Most of the resorts are located in areas where there are many coral-reef islands. All the resorts are surrounded by several inhabited islands, many of which benefit directly and indirectly through interaction with the resort. CCR endeavours to employ Maldivian nationals, with an aim to employ 60 % Maldivian and a further 30 % from within the atoll. Goods (local fish, fruits and vegetables) and services (construction or repair work) is sourced from the surrounding area, whenever possible.

# Economic Performance

## Water

CCR endeavours to ensure that available water resources are used in the most environmentally sustainable manner. The current water supply is from the sea and is put through a reverse-osmosis (RO) mechanism which desalinates the sea water and is then supplied to the entire resort. This process consumes a lot of electricity, as such the group continuously takes measures to minimise waste and achieve efficiency in water usage. The RO system has been installed with an ERI (energy recovery system), which functions similarly to turbo - the 'waste' discharge water pressure is re-used to inject the incoming water feeder with pressure. The system therefore uses up to 40% less energy, with an increase in output of over 30% more fresh water.

All faucets and shower heads are equipped with low pressure nozzles and dual or low flushing toilets are used wherever applicable. Only grey water is used for irrigation on the island and this changes the ground water aquifer.

## Waste Water Treatment

Waste water or sewage from the resort facilities is collected by a small bore sewerage network. A low cost, powered mechanical system treats this waste water at the sewage and wastewater treatment plant on the island. The water is treated with prescribed chemicals at the end of the process to disinfect the water. The treated water is then used for irrigation in the island gardens. The treated water recharges the ground water aquifer. On a weekly basis water samples are sent to an independent laboratory for testing.

## Water Conservation

The installations of low flow showerheads, low flush toilets and tap aerators are corporate rooms' standards. Additionally, all properties participate in sheet and towel exchange programs to conserve water resources by reducing the frequency of laundering linen.

A typical occupied hotel room consumes 218 gallons (825 liters) of water every day. Installation of water-efficient guest fixtures will help resorts to decrease water usage by an average of 31%. Water-efficient showerheads and tap aerators have already been installed at most properties, and the replacement of all toilets that have a flush capacity over 2 gallons has been initiated.

Engineering initiatives throughout the portfolio have been instrumental in conserving water and include capital works projects such as water-recycling systems for laundry and irrigation.

## Gas

To date the lack of instrumentation negates the possibility of setting appropriate and measurable saving strategies. However, measures have been taken to minimise gas consumption;

- Ensure the integrity of distribution network.
- Ensure the gas banks are properly sized to match the evaporation rate demand.
- Sensitization campaigns to encourage team members to minimise usage.
- Ensure the burners are calibrated, etc.

## **Energy Cost-Saving Programs**

All outboard motor engines have been changed from two to four stroke engines, which are around 30% more efficient in terms of fuel consumption. Moreover, surface transport uses battery operated golf cars that do not consume petrol. Guests are also given bicycles for their transportation on the island.

CCR has commissioned a heat recovery system and connected it to the generator sets. This system traps the excess heat that escapes from the generators often at very high temperatures. This heat is then supplied to its end users through a pipeline network. This has drastically reduced the usage for electric boilers for heating water, hence reducing the overall heating bill. Other ways to save electricity;

### **Turning Lights Off**

- Having a switch-off policy encourages employees to turn off lights when not needed. This is the easiest method to save energy, simply by educating and training staff.
- To eliminate the use of 24 hour lighting, the installation of timers and/ sensors in all guest room verandas/balcony, deck down lights, exterior locations and rooms where lighting is not continuously required, such as storerooms.
- Removal of unnecessary lighting, where possible.

### **Using Light Effectively**

- The cheapest form of light is natural day light. Maximise natural lighting by removing heavy blinds or curtains. Clean windows and lightning fixtures regularly.
- Light wall colours reduces the need for artificial lighting.
- In guest rooms, choose lampshades with maximum reflective and light-penetrating qualities. This may decrease the number of lamps required.
- Install sodium or mental halide fixtures in areas with high ceilings and areas with access limitations.

### **Finding Efficiencies in Other Areas**

- Energy efficiencies can be found not only by turning off lights, but also turning off any electrical devices - computers, audiovisual devices, etc when not in use. Whenever there is any vacant room, shut down the whole room.

### **Diesel**

In the Maldives and in the resorts, the diesel consumption is directly linked to the electricity produced as these resorts are primarily on power generators. The savings on electricity results in savings on diesel.

# CCR OBJECTIVES

CCR aims to strategically and continuously reduce the consumption of resources by changing behaviours, reviewing standards and operations, eliminating wastage, improving the performance of installed equipment and so on. While implemented initiatives vary across properties the below is a consolidated list of initiatives;

## WASTE MANAGEMENT

Actions initiated include the following;

- Strive to ensure that as much waste as possible is biodegradable and that non-biodegradable material is reused, recycled or disposed of correctly. Solid waste is properly eliminated and does not contaminate the delicate ecosystems.
- When possible, purchases are made in bulk orders to reduce packaging.
- 'Take back' policy is applied where ever possible.
- Amenities (soap, shampoo, ect.) dispensers are available in guests' bathrooms, spa and fitness centre.
- Organic waste is used for composting.
- Printing policy is communicated to team members.
- Wherever possible segregation of waste is in place; glass, metal, paper and plastic.
- Wherever possible garbage is compacted thus reducing transport and disposal costs.
- Self-bottling plants help to reduce plastic bottle waste.
- Sensitisation of team members to the waste management plan.

## RESPONSIBLE PURCHASING

CCR properties should consider environmentally preferred products where possible. This reflects the company's environmental stewardship commitment through the green partnership program designed to mitigate the impact of the properties on the planet.

Environmentally preferable products are those that have a reduced effect on human health and the environment in comparison to competing products that serve the same purpose. Properties will purchase these products where possible. Additionally, each property can make specific arrangements with its suppliers to ensure that the supplier's practices are consistent with the group's environmental mandate.

## **Eco-Lab**

Eco-Lab is CCR 'corporate supplier of environmentally preferable sanitation products. This includes laundry products as well as those used in guest rooms and back of house areas.

CCR understands the importance of conducting business with local communities especially in terms of local purchasing. To this end, CCR strives wherever possible to purchase local products and to help the economies of the communities in which the company does business.

Guests and staff have various food choices, taking into consideration any allergy or specific food requirements through an established HACCP System across CCR properties. This requires strict adherence to the food handling program, in line with international best practices in food hygiene and safety as per Codex Alimentarius (WHO/FAO,UN) and involves regular audits from authorities (MFDA, IGI, CIEH and RSPH UK) and third party certifying bodies (CIEH,SGS and RSPH UK).

## **Waste**

- Liquid soaps, shower gel, shampoo and body lotion are stored in refillable ceramic bottles and supplied in bulk.
- Supplies to the resort come in bulk.
- Fruits and vegetables come in reusable baskets.
- Waste baskets in the guest rooms do not have a plastic or paper liner.
- Waste collection bins in the kitchen and public spaces have tough, reusable liners.
- Waste-free breakfast: The use of individual packs of cereal, butter, jam and yoghurt will be stop at the breakfast buffet. Items for breakfast can be purchase in bulk and displayed on the buffet in bowls to eliminate waste.
- Initiate the use of starch-based biodegradable materials for picnics and excursions.

## **NATURAL CAPITAL**

Some of the main initiatives already undertaken by CCR properties are:

### **Energy**

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

### **Water**

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

### **Biodiversity**

- Restoration and preservation of coral reef program.
- Snorkelling activities to understand marine biodiversity (Marine Biologists).
- Use of eco-friendly cleaning products.
- Use of eco-friendly pesticides in consultation with Pest-Terminator Pvt. Ltd Maldives.
- Lagoon and beach cleaning.
- Barriers for protection against sand erosion.
- Keep boats clean and in proper working order.
- Use indigenous plants and trees.
- Tree planting.
- Ensure proper mooring of boats to avoid damage by anchor.
- Removal of invasive plants species.

### **Emissions**

- Favour local goods to save on transport costs and locally grown products in resorts where possible.
- Responsible bulk purchasing.
- Consider level of CFC when purchasing equipment.

### **Effluence and wastes**

- Use of grey water - STP project.
- Organic waste used for composting.
- Electronic waste management (compacting machine in each resorts).
- Reduction in plastic bottle waste with self-bottling plant (via RO systems) and reuse of reusable glass bottles.
- Compacting waste.
- Recycling paper (general policy across CCR applied).
- Implementation of half load washing formulas.
- Waste separation has been implemented in line with HACCP project.

# NEW INITIATIVES AND SCHEMES

- Organise nature trips; every year, the resorts and a national NGO, undertake to organise and sponsor a week-long field trip for dozens of school children from the neighboring islands and the capital of Male'. The aim is to increase awareness around local social and environmental problems and the unique flora, fauna and geology of the Maldives.
- Tree planting on nearby island sand on the resorts; CCR will implement a tree planting campaign in conjunction with the residents of neighboring islands, as part of the resort's social responsibility program.
- Organise football and volleyball matches between resort staff, schools & local clubs to increase flair of community based business activity within CCR.
- Make donations as per plan to local NGOs, private schools etc. in conjunction with government.
- Career fair; organised to assist Maldivian school graduates with access to information about career opportunities at CCR. Improve relationship with schools, colleges and universities.
- Drug awareness program; together with the National Narcotics Control Bureau, CCR endeavours to carry out drug awareness events for its employees and nearby communities.
- Blood donation program; together with the Society for Health Education/Thelessaemia centre, and National Blood Bank, CCR will arrange blood donation events amongst its employees, thereby supporting local thalassaemia patients.
- Continue sponsoring waste disposal management activities on local islands.
- Help to carry out weekly mosquito-prevention programs on nearby local islands.
- Local islands development committee aims to initiate employing women for island-cleaning activities on a weekly basis. This effort assists with community-based business activities and improves economic empowerment in communities.
- Assist disabled children on local islands financially when required.
- Assist the local community in transporting waste from their island to Thilafushi.
- Prioritise purchasing fruits and vegetables locally grown on nearby islands.