

2022-2023

SUSTAINABILITY REPORT

IN SEARCH OF HOSPITALITY
IN HARMONY WITH THE NATURAL WORLD



WELCOME

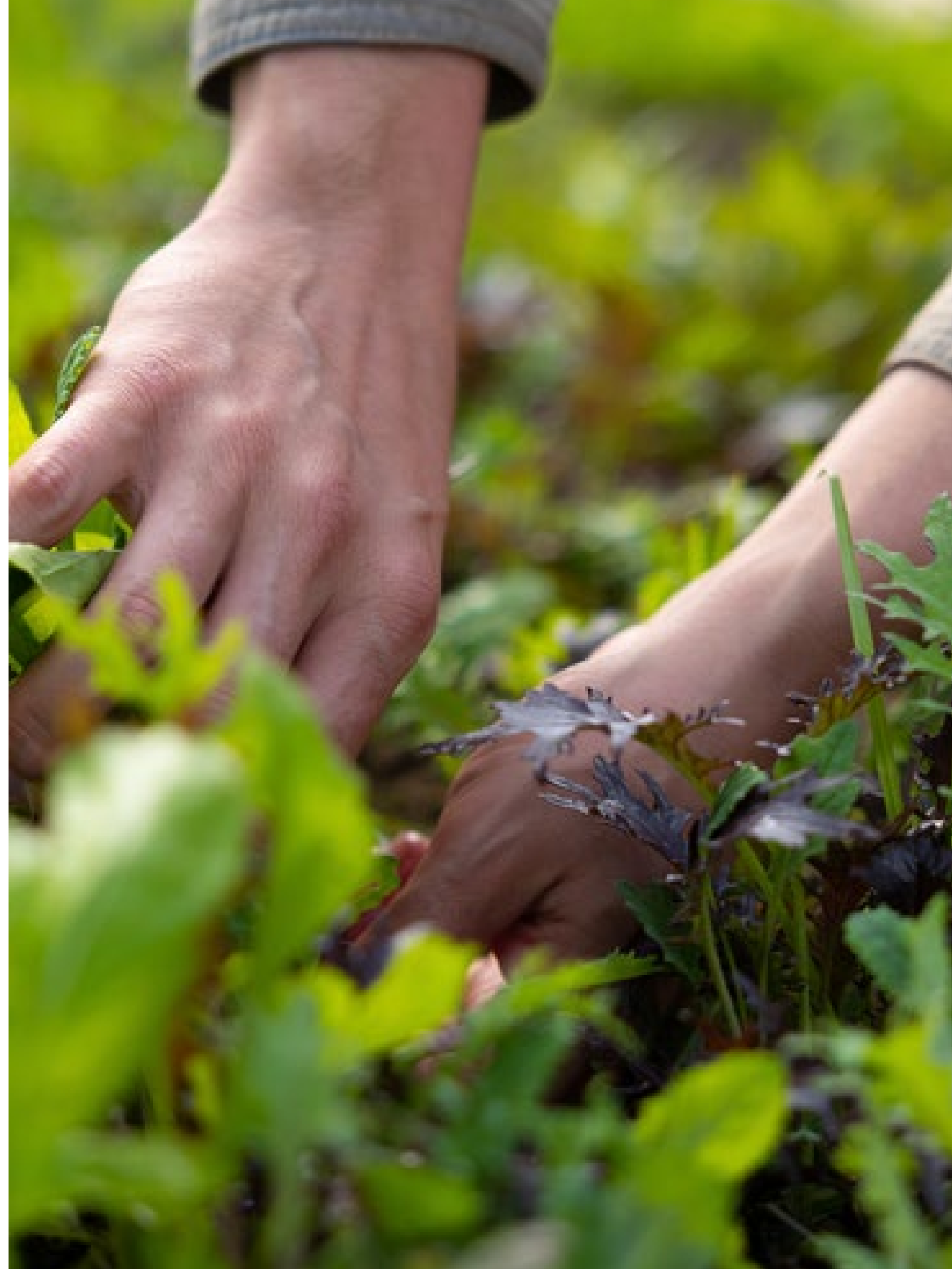


01	METHODOLOGY	
	PURPOSE, VISION & MISSION	P.7
	EMBEDDING OUR TRANSFORMATION	P.9
	OUR SUSTAINABILITY COMMISSION	P.11
	A SENSE OF URGENCY	P.13
	THE LAUNCH OF A ROADMAP	P.15
02	OUR RESPONSIBILITIES	
	OUR SDG PROGRESS	P.19
	15 OBJECTIVES	P.23
03	INDICATORS & ROADMAP	
	ENVIRONMENTAL CONSERVATION	P.32
	SUSTAINABLE CUISINE	P.46
	SOCIAL & SOCIETAL EMPOWERMENT	P.62
	CALCULATION EXPLANATION	P.76
04	THE FUTURE IS NOW	
	OUR JOURNEY TOWARD SUSTAINABILITY	P.81
	LOOKING AHEAD	P.91
	PARTICIPATION	P.93
	CREDITS	P.95
	ANY QUESTIONS?	P.96

01



METHODOLOGY



PURPOSE, VISION & MISSION

As outlined in our Articles of Association from 1954, Relais & Châteaux seeks to preserve all that is 'good and beautiful' in this world. These three words can be interpreted in many ways – no doubt they have been over the course of the 70 years that Relais & Châteaux has operated as a not-for-profit organization.

They took on a particular relevance in 2014, when we outlined 20 commitments for a better world, through cuisine and hospitality, in a pledge at UNESCO.

In 2023, the words 'good and beautiful' now take on a renewed vigor as we write the next chapter of our history, embedding the measurement of sustainability indicators into our values.

Relais & Châteaux has always been more than a brand. It represents a profound philosophy that can rally independent hoteliers, restaurateurs and chefs in every corner of the world to become a powerful movement. That has never been more important than today.



Our philosophy is summarized in three ways:

PURPOSE

To inspire travelers to discover the world in the most beautiful way: consciously, responsibly and engaged with local communities.

Our purpose statement defines WHY we exist. It showcases our core values as an Association of independent hotels and restaurants with a shared *raison d'être*.

VISION

To create a better world for future generations through cuisine and hospitality, two traditions that have always been part of *art de vivre* and world peace.

Our vision statement describes WHAT we hope to achieve as an Association. It inspires us to work together on a global level towards common goals.

MISSION

To unite the most exceptional collection of independent hotels and restaurants, brought to life by artisans that protect their local culture and pass on their passion for all that is good and beautiful in this world.

Our mission statement articulates HOW we plan to achieve this. It guides us in how we operate, collaborate and serve as an Association, but also as a meaningful movement.



EMBEDDING OUR TRANSFORMATION

Since taking office in January 2023 as President of Relais & Châteaux, it has been my ambition to accompany our member properties to fully embrace the sustainable transformation of our Association, because future generations will look to us and ask: could we have done more? It is a fair question.

Sustainability has been part of our approach to hospitality for decades, even if we didn't yet call it by that name. Now is the time to build on all our past achievements, but also to go further to preserve nature, culture and the art de vivre we so revere, and to enshrine a fairer, socially conscious way of doing business. To that end, our efforts are now focused around a number of clear topics: reducing our carbon footprint, protecting the oceans, enhancing biodiversity, eliminating single-use plastics, building an attractive workplace and promoting healthy, sustainable food.

My predecessor, Philippe Gombert, published our first Sustainability Report. It outlined the collective efforts of our properties in protecting and preserving their natural surroundings, leading sustainable culinary innovation and empowering their staff and communities. Sharing this work so transparently was a crucial step in both driving forward real change and reinforcing that we are on this journey together.

While that report contained a great many achievements to be proud of, it also acknowledged how far we still have to go. I am delighted to say that the figures in this second report already show significant progress. It demonstrates our contribution to the UN's Sustainable Development Goals and confirms the ambition of the 15 objectives we set in our first report.

From a personal perspective, it is my mission that we pursue our sustainability agenda with economically realistic solutions that take into account the uniqueness of each independently-owned business. On this journey, I am proud to have talented and equally demanding colleagues by my side. First, the Vice President, Chefs: Mauro Colagreco, owner of the three-Michelin-star restaurant Mirazur in the South of France—the world's first restaurant to achieve Plastic Free Certification. He leads our work in tackling single-use plastics and promoting sustainable cuisine, and is a truly exemplary role model for how we can all evolve and adapt without sacrificing the highest standards.

“The approach to sustainability may differ depending on the country. But I am confident we will reach our destination.”

Next, I would like to highlight the work of Lars Seifert, our Chief Communications Officer. He and his team have played an invaluable role in placing sustainable values at the heart of our Association.

To further enhance our ambitions, I am proud to announce two new developments. First, I have decided to bring on a dedicated Director of Sustainability, Jeanine Blachère, to take overall responsibility for our work in this crucial area. Next, I have decided to form a Sustainability Commission, to serve as a liaison between the board of directors, the



wider management team and our member properties. Our seven commissioners, each renowned for their expertise and passion for sustainability, will help drive adoption of our sustainability policies on the ground, while ensuring we at headquarters remain alert to what hoteliers and restaurateurs are facing locally.

This ongoing journey will demand much from each of us, not least as each of our members faces a unique local context – the approach to sustainability may differ depending on the country. But I am confident we will reach our destination even as the path gets steeper.

As I reflect on the early part of my tenure as president, I am convinced that by acting together, with an appreciation of how each of our individual goals and objectives

contribute to a wider plan, our efforts demonstrate how hospitality can play a positive role.

And as I look ahead, I am excited to mark the celebrations for our Association's 70th anniversary. In November 2024, I will announce new strategic objectives that will further drive our sustainability goals and make clear how integral they are to our future.

LAURENT GARDINIER
President, Relais & Châteaux
Co-owner Domaine Les Crayères
and Le Taillevent

OUR SUSTAINABILITY COMMISSION

Our newly formed Sustainability Commission is fully focused on steering and refining our sustainability strategy, to ensure Relais & Châteaux remains agile and adaptable amid a rapidly evolving landscape. The seven commissioners will serve the Association with expert input, leveraging their own real-world experience. They are not only hospitality professionals but also early adopters and innovators of influential sustainability approaches around the world. They have been hand-picked by our President, Laurent Gardinier—their five-year tenure runs concurrent with his own.



AGGIE BANDA
ROYAL CHUNDU, ZAMBIA

Aggie, recipient of the esteemed Relais & Châteaux Woman of the Year award in 2023, serves as the dedicated lodge manager at Royal Chundu property nestled amidst the lush wilderness along the Zambezi River. At the heart of the operation lies a profound commitment to local empowerment and community development. Through fostering small businesses within our community, Royal Chundu strives to channel 70% of its revenue back into the local economy, enriching lives through employment, education, and entrepreneurial opportunities. This steadfast dedication to investing in the community means they prioritize employing 99% Zambian staff, source food locally, provide hospitality training, support local artisans, fund a digital tablet-equipped school, and supply seeds to local growers. Under Aggie's leadership, their endeavors ensure that the property serves as a catalyst for sustainable growth and positive change.

MAURO COLAGRECO
MIRAZUR, FRANCE

Our Vice President, Chefs, is at the forefront of the circular gastronomy movement. His three-Michelin-starred restaurant, also voted the best restaurant in the world in 2019, is the first to be certified «zero plastic». A UNESCO Goodwill Ambassador for Biodiversity, he has developed 5 hectares of regenerative biodynamic and permaculture gardens a few metres away from Mirazur, which provide up to 80% of the fruits, herbs and vegetables used in the kitchen throughout the year, inspiring a lunar menu that changes with the seasons. By choosing to completely eliminate single-use plastic from his restaurant, Mauro and his team are saving 12,000 km of cling film a year and preventing many other plastic items from ending up as waste.



MALIK FERNANDO
RESPLENDENT CEYLON, SRI LANKA

In addition to running three Relais & Châteaux properties, Malik's family operates two non-profit foundations—Dilmah Conservation and the Merrill J. Fernando Charitable Foundation. Through these, the Fernando family actively participates in a number of programs to protect biodiversity, conserve endangered species, undertake climate research and uphold social commitments. Originally established to support tea gatherers, the foundations have become a significant philanthropic society. Malik and his team's work has funded more than 70 projects across Sri Lanka.

VITTORIA FERRAGAMO
IL BORRO, ITALY

More than a mere restaurant or hotel, Il Borro is a Tuscan stronghold that has revitalized an entire hamlet. Its 1100 hectare estate with a thousand years of history applies a strict farm-to-table philosophy. Its fine wines, organic olive oil, cheese, honey, grains, vegetables & fruits are all grown on the property following the principles of tradition, nature and sustainability. The property is a member of the UN Global Compact, incorporating the Sustainable Development Goals, produces its own sustainability report and operates to a strict code of ethics which governs its organic farm, winery, restaurants and accommodation. Vittoria and her team have conducted a Scope 3 carbon emissions assessment, and the property uses renewable energy sources, producing more electricity than it consumes.



DERECK JOUBERT
GREAT PLAINS CONSERVATION, BOTSWANA, KENYA, ZIMBABWE

Dereck is a renowned conservationist and National Geographic Explorer at Large. He recently received the highest honor from the Explorers Club, an award given to famous astronauts and explorers on Earth. He has done more than fifty films, written fourteen books and his talks on sustainability and conservation sell out in hours. In the field he is involved in what he calls emergency conservation, moving wildlife and endangered species like rhinos and hundreds of elephants and thousands of other iconic wildlife. He is founder and CEO of Great Plains and its Foundation that has six Relais & Châteaux lodges and camps, which are carbon negative, protect biodiversity and feed over 20,000 children in Africa each day. His philosophy is that there is a huge difference between saying and doing something and saying and doing nothing when you see an environmental disaster happening.

CHARLES MCDIARMID
WICKANINNISH INN, CANADA

Charles's property is located in a UNESCO biosphere reserve and is Biosphere Certified, with verified sustainability commitments across 100 different parameters. The McDiarmid family has a long history with local indigenous communities and in supporting the Nuu-chah-nulth people through culture, art and artisanship. It also participates in the Green Key Global program of sustainable practices—and has received a coveted 5 Green Keys accreditation—and operates its own sustainability committee. Charles and his team have successfully nominated the local Cynamoka berry into Slow Food's Ark of Taste's repository of endangered foods as part of Relais & Châteaux's vision to save biodiversity and culinary heritage via the Food for Change initiative.



MARIE-HÉLÈNE "PETIT" MIRIBEL
SOL Y LUNA, PERU

Petit became a hotelier through her passion for community development and children's education in Peru's Sacred Valley. Sol y Luna's business model was conceived to plug educational gaps in the adopted local community where she has been living since the 1990s. Her plan: to find a foundation via hotel bookings and guest donations. Today, the Sol y Luna Foundation runs a school for local children (90% of which live in extreme poverty), an orphanage, a faculty supporting children with disabilities and, since 2022, has been funding students through further education. Since the school was founded in 2009, over 1200 children have been educated from 20 different, sometimes very remote, communities.

A SENSE OF URGENCY



01 | HOW DID YOU SUCCEED IN ELIMINATING SINGLE-USE PLASTICS AT MIRAZUR?

During a trip with my family, we came upon a deserted beach covered with debris and plastic: many of the same objects that I used on a daily basis at home and at the restaurant. Back at Mirazur, I rallied the team, telling them: *"We cannot go on like this, we have a responsibility to act."* I was able to have one of my chefs, Luca Mattioli, devote half of his time to the subject for three years, and together as a team we audited our consumption, refused unnecessary products, found substitutes and adapted our menu by eliminating sous-vide cooking, while at the same time inspiring suppliers to change with us, unfortunately having to part ways with one or two who didn't wish to transition with us. We also created a waste sorting process and a composting system for compostable plastics and much more besides. Among

the many savings made, we've eliminated 6,200 miles (10,000 kilometers) of cling film used per year. This journey began in December 2017, and we obtained the Plastic Free Certification in January 2020, right after receiving a three-star rating in the Michelin Guide and being ranked No. 1 on the World's 50 Best Restaurants list. We have also just received the B Corp certification. And this year, we shared our experiences & practices on eliminating single-use plastics at the nearly twenty Relais & Châteaux Delegation Meetings, where members exchanged their questions, their obstacles, but also their best practices, their certifications, and their suppliers.

02 | AFTER ELIMINATING SINGLE-USE PLASTICS, WHAT SHOULD BE THE NEXT BIG SUSTAINABILITY GOALS FOR HOSPITALITY BUSINESSES?

We know the global food industry is responsible for a third of greenhouse gas emissions, and that 33% of the food produced worldwide is lost or ends up being thrown away. It's terrible! It's important for all of us to rethink our consumption in general, our energy consumption, our use of natural resources and the waste we create, reusing and refilling things we would otherwise throw away, anticipating our recycling and improving our composting systems while relying on common sense. We have to be more responsible in what we serve, we have a wonderful opportunity to lead by example and show that we can move towards a world that is more respectful of the earth, animals and people.

"We have to face the facts: we can no longer import exotic fruits in winter just for the breakfast buffet."

Sourcing more products locally cuts down on emissions associated with deliveries and increases our resilience and adaptability. From a practical sense, that means only serving produce grown locally, naturally in season. We have to face the facts: we can no longer import exotic fruits in winter just for the breakfast buffet. Generally, we need a greater understanding about what sustainable food means so that we can better imagine what concrete actions to take. It's all about raising awareness, and I believe, in demystifying the issue. In reality, it's more a question of instilling good habits rather than creating extra work: the act of sorting waste is not a chore but a new routine.

The other major challenge, in my opinion, is rebuilding the relationship between agriculture and cuisine. Every time I give a lecture at a culinary institute, I ask: *"Who here knows how long it takes for an onion to grow from a seed to a vegetable?"* No one can ever answer. It's up to us to take the lead and pass on this fundamental knowledge.

03 | WHAT IS THE BEST WAY TO MOTIVATE EMPLOYEES TOWARDS SUSTAINABILITY?

To motivate others, you have first yourself to be completely on board. It seems to me that if you want your team to be engaged, you have to make them aware of what's at stake-make them understand why it's important-but also to reassure them by explaining that we can do this one step at a time, and that what is important is to start now and to commit. We don't all have the same degree of awareness at the outset, so the educational aspect is vital. I believe in encouraging good practice and promoting concrete results as soon as they surface; the subject is so vast that it's easy to be overwhelmed by what 'should' be done, by doing more and more on all fronts which can lead you to throwing in the towel before even starting. The main message is that every little action is worthwhile, and that it's the sum of these actions that will make a real impact in the end; that you can start small and increase your efforts and actions as you become more at ease. Finally, it's a good idea to be open, determined and considerate to issues so that everyone feels that their voice counts. I'm always impressed by the number of new ideas my teams can come up with. Listening to and incorporating our employees' suggestions on a daily basis is the best way to motivate them.



04 | WHAT PRACTICAL WAYS CAN YOU ENCOURAGE GUESTS TO PRIORITIZE SUSTAINABILITY?

We need to be more transparent about our different approaches and share our enthusiasm for sustainability as a genuine opportunity, not an additional constraint. We can simply explain our choices and why we think they are fairer and more necessary, without making people feel guilty. I think that in order to get people on board-which is key-you have to embrace it fully and but, in a calm, collected way. It should no longer even be a question, but a way of life. For guests who are not already on board and demanding these changes from hotels and restaurants, I believe that by showing them subtly and without moralizing that the change is virtually painless, we can win them over to the cause. Pushing them into a corner and making them feel guilty is always a big mistake. At the end of the day, it's our responsibility to manage our activities and design our menus. So let's start by removing products from our menus that do nothing positive for the planet.

MAURO COLAGRECO
Vice President, Chefs, Relais & Châteaux
Chef-Proprietor, Mirazur
UNESCO Goodwill Ambassador
for Biodiversity

THE JOURNEY CONTINUES

We are pleased to share with you our second sustainability report, which shows just how enthusiastically our member properties are adapting their businesses to embody responsible hospitality aligned with the UN SDGs. Some 346 properties completed our Sustainability Questionnaire, up from 283 last year, and this latest report demonstrates positive gains in almost all 90 indicators.

Within our three pillars, we have made considerable progress since the publication of our first report: in **Environmental Conservation**, we upskilled our members to help eliminate single-use plastics from all parts of our operations, especially our kitchens. For **Sustainable Cuisine**, we focused on assisting members to respond to the challenges of sourcing seasonally—including busting the myths around what that means for seafood and cheese. And for **Social & Societal Empowerment**, we enhanced our reputation as an employer brand: our caring spirit towards people and planet is a crucial component of our attractiveness as a modern workplace.

This trajectory must continue. I am delighted to have played a role in kickstarting our sustainability transformation, but I am happy to pass on the torch as we begin a new chapter. My team and I will continue to support our members, ensuring sustainability remains at the core of our communications.



LARS SEIFERT
Chief
Communications Officer

Relais & Châteaux properties around the world face a number of global and local challenges as they navigate the complexities of the 21st century. From climate change and biodiversity loss to the pressures of sustainable sourcing and waste reduction, our hotels and restaurants are at the forefront of the hospitality industry's response to these pressing issues.

As the new Director of Sustainability, I am excited to build on the foundation laid by our teams to drive our ambitions even further, addressing social, environmental and economic objectives to strengthen the resilience of our properties and play our part. This will require holistic thinking, and defining our focus will be key as we develop the sustainability strategy for the years to come.

To achieve this, we will cooperate with the newly formed Sustainability Commission, led by our President Laurent Gardinier, and our ecosystem, so that our properties may continue to create well-being and prosperity for places and communities, and preserve the unique local character and heritage that they embody.



JEANINE BLACHÈRE
Director of Sustainability



02



OUR RESPONSIBILITIES



OUR SDG PROGRESS

REPORTING ON SUSTAINABLE DEVELOPMENT GOALS



Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call-to-action to end poverty and protect the planet, and were agreed by world leaders in a bid to build an environmentally sustainable, fairer, better world by 2030. Among the 17 Sustainable Development Goals, six directly address our activities: SDGs 5, 10, 12, 13, 14 and 15. Our partner Alice Audouin Consulting has rated Relais & Châteaux's contribution to each of the SDGs on a scale out of four.

SDG 13 CLIMATE ACTION

Global warming is driving us to reduce our carbon emissions, and to adapt to its consequences, especially in vulnerable regions.

Our properties are heavily involved in reducing their energy consumption and adopting energy-efficient improvements and equipment, particularly in kitchens. Understanding the logistics of transport used by our members, suppliers and guests is essential in determining how to reduce greenhouse gas emissions. In 2022, aviation accounted for 2% of global energy-related CO2 emissions, according to the International Energy Agency. While it's undeniable that customer air travel is a major source of global emissions, this is mitigated to some extent by many of our properties welcoming a high proportion of guests from the local area—some 40% of restaurant guests come from local or neighboring regions. In addition, 60% of our properties already have charging points for electric vehicles. Our properties also encourage guests to discover the area through low- or no-missions activities like hiking, cycling or walking.



SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

In our restaurants, we prioritize local, organic and seasonal produce. Many of our properties have kitchen gardens where our chefs and their teams grow vegetables, aromatic herbs and edible flowers.

Most of our meat and seafood is sourced locally and responsibly, to the highest standards. We encourage the concept of 'sustainable cuisine' by creating plant-forward menus (striving to do so by default) and additionally offering vegetarian or vegan options.

Our properties are rooted in their local communities, supporting local businesses, selecting suppliers who adopt sustainable practices and recruiting a large proportion of staff locally. Most of our hotels have already removed single-use plastics from rooms and conference rooms, and the majority of our restaurants seek to reduce waste, endeavoring to use components that would often be thrown away (such as carrot peelings or fennel leaves), by reusing cooking water, and recycling and composting what cannot be reused.

SDG 14
LIFE BELOW WATER

While fishery resources are often overexploited and oceans polluted on a scale that can seem insurmountable, our properties are taking action to take a more responsible approach to sourcing seafood and in combating marine litter. This is all the more important given that 199 of our hotels and restaurants are directly located by the sea or a body of fresh water.

Since 2009, we've been working in partnership with Ethic Ocean to raise awareness of the importance of sustainable seafood. Every year, we support World Oceans Day. With plastic a major cause of marine pollution, we are committed to reducing waste and to eliminating single-use plastics. Around 12.5% of properties collaborate with local environmental protection and conservation organizations, including cleaning up rivers and beaches.



SDG 15
LIFE ON LAND

Vertebrate populations have fallen by an average of 70% over the last 50 years, according to the World Wildlife Fund. For invertebrates the decline is even steeper, at 80%. With 21% of our properties located in nature reserves, and 68% actively managing natural areas such as forests, woodlands and ponds, our members are acutely conscious that protecting biodiversity is of vital importance.

They understand their dependence on nature and therefore their responsibility in maintaining the richness and beauty of our landscapes to ensure the planet continues to be a habitable environment where humans and non-humans alike can thrive and enjoy varied and healthy diets. By sourcing organic produce, creating pesticide-free and pollinator-friendly gardens, combating light pollution, choosing wood from sustainably-managed forests and respecting the seasons in terms of food they serve, our properties strive to exist in harmony with nature. One fifth of members participate in wildlife preservation programs in partnership with local associations or non-governmental organizations. Our properties strive to reduce paper consumption, avoiding printing and using digital alternative media. They also attach great importance to animal welfare and maintain long-term relationships with trusted local suppliers. Our chefs uphold the principles of sustainable cooking, developing links with local terroir and celebrating diversity, including by serving heirloom vegetables.



SDG 5
GENDER EQUALITY

Within our Association, as well as in our individual properties, we take action to promote gender equality and fairness in the workplace and actively seek to combat sexual harassment.

Our most recent surveys indicate that women hold on average 47% of managerial positions and account for around 40% of the top ten salaries in our properties. Maternity and paternity leave are at the heart of our concerns, with paternity leave now being taken almost as much as maternity leave, by nearly nine out of ten members. One in five properties offer additional maternity leave above legal requirements, and one in six do so for paternity leave.

SDG 10
REDUCED INEQUALITIES

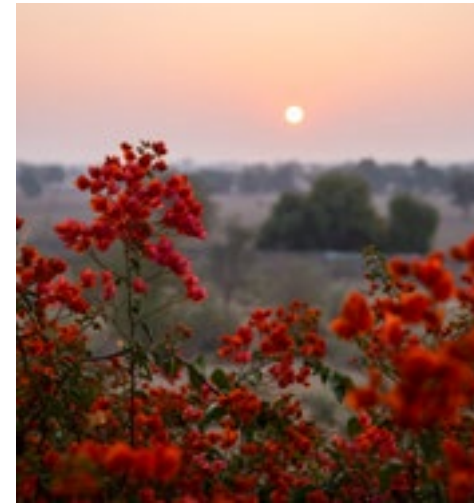
As part of the luxury travel sector, we are aware that our services are aimed at more affluent segments of the population. Beyond this, our business impacts many groups of people, internally and externally, and we act at every level: internally, with our suppliers, within local communities, and on a global scale, through philanthropic commitments and engagement with external associations.

We promote local employment and seek to ensure our recruitment practices are fully inclusive, to attract a diversity of talent, with good working conditions for all. Our properties stand up for non-discrimination based on gender, race, skin color, sexual orientation and social origin. We extend this ethos towards our suppliers, notably through ethical and responsible purchasing, and by prioritizing commercial relationships with local artisans, producers, growers and other suppliers.

15 OBJECTIVES

In our first report, we set 15 wide-reaching and ambitious targets for 2025 and 2030 across three pillars: Environmental Conservation, Sustainable Cuisine and Social & Societal Empowerment. Our objectives were designed to help drive our sustainability strategy forward, structuring and focusing our efforts around a set of core topics covering the sustainability spectrum and reflecting wider trends and legislation.

Thanks to the second year of self-declared independent property owners data, we are now in a position to review our progress for the first time. We are pleased to observe clear progress on the vast majority of our objectives, while a significant increase in member participation in our questionnaire—an uplift of 12% compared to the first questionnaire on baseline year 2021—gives us a broader picture of the sustainability landscape in our network.



PILLAR 1

ENVIRONMENTAL CONSERVATION ENERGY / BIODIVERSITY / WATER / RESPONSIBLE PURCHASING

Minimizing our environmental footprint, striving to be at the forefront of biodiversity conservation



PILLAR 2

SUSTAINABLE CUISINE HEALTHY & SUSTAINABLE FOOD / FOOD WASTE

Championing local, innovative and ethical culinary arts



PILLAR 3

SOCIAL & SOCIETAL EMPOWERMENT ATTRACTIVE WORKPLACE / GEOTOURISM / LOCAL COMMUNITY ACTIVISM

Creating an attractive workplace for all at the heart of local communities

| PILLAR 1
ENVIRONMENTAL
CONSERVATION

Minimizing our environmental footprint,
striving to be at the forefront of biodiversity conservation



For 2022, 81% of members (70% in 2021) said they are measuring their energy consumption and are putting in place reduction action plans within the next two years.

For our water objective, 51% of members in 2022 said they are measuring their consumption and putting in place a reduction action plan, up from 45% in 2021. In the elimination of single-use plastics, we have seen good progress, though with some areas of concern. For in-room amenities, 68% of members in 2022 have eliminated single-use plastics, up from 63% in 2021, and for water bottles, 79% of properties have removed them, up from 74% in 2021.

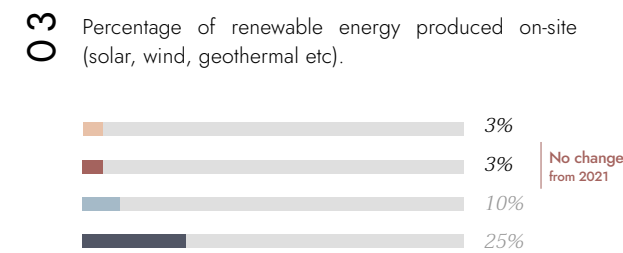
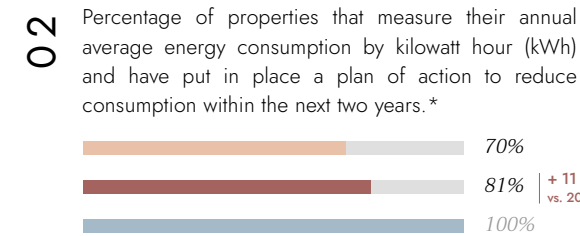
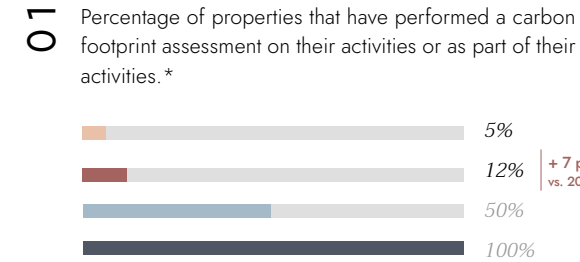
For plastic straws, 77% of properties said they have eliminated them, compared to 82% in 2021. For drinking vessels, 80% of properties have removed them, compared to 83%.

These falls, however, are noted in the context of a greater questionnaire participation among properties and we remain confident that all trends for eliminating single-use plastics will be upwards next year.

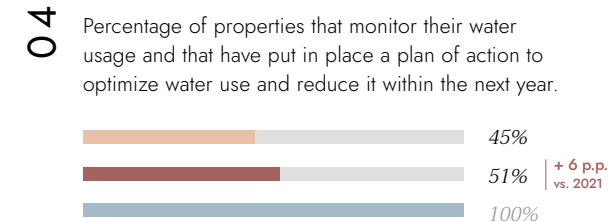
| PERCENTAGE POINTS HAS BEEN ABBREVIATED TO P.P.

	2021	2022	2025	2030
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ENERGY



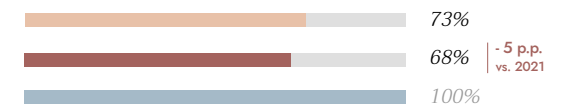
WATER



*For more details on the data revisions related to these objectives see the Calculation Explanation on page 84.

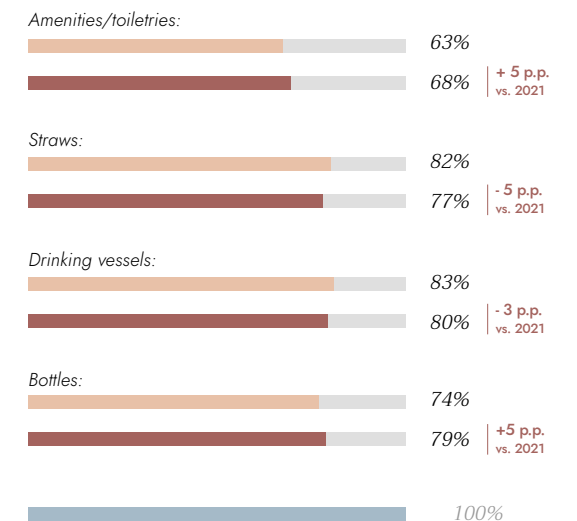
BIODIVERSITY

05 Percentage of properties that manage some of their green areas (forest, woodland, ponds etc.) to enhance biodiversity conservation. Among the 60 additional properties who answered this question in 2022 vs. 2021, 28 of them (46%) manage their natural areas to preserve biodiversity. This result (based on 341 properties) is now more representative of our entire network. See more on page 40.



RESPONSIBLE PURCHASING

06 Percentage of properties that have removed (a) single-use plastic amenities/toiletries in the bathrooms and (b) single-use plastic straws, bottles and drinking vessels throughout the property. Among the 77 additional properties who answered this question in 2022 vs. 2021, 51 of them (68%) have removed or never used plastic drinking vessels. This result (based on 338 properties) is now more representative of our entire network. See more on page 46.



| PILLAR 2
SUSTAINABLE
CUISINE

Championing local, innovative,
and ethical culinary arts

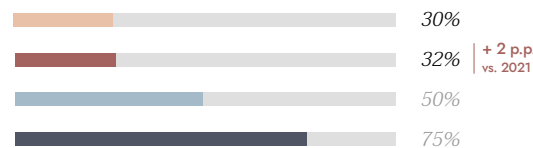
Significant progress has been made in animal welfare, with 72% of properties making sure their suppliers abide by the World Organisation for Animal Health five freedom welfare standards, up from 64% in 2021, advancing us steadily towards our target of 100% by 2025.

Our figures for the percentage of properties that have collected food waste for composting on- or off-site have stayed the same at 66%. With the larger coverage of properties, this is a good outcome.

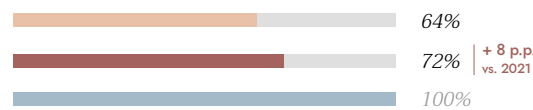
2021 2022 2025 2030

HEALTHY &
SUSTAINABLE FOOD

07 While 94% of our vegetables are organic, local or seasonal (up from 89% in 2021), we want to measure the percentage of vegetables sourced with all three criteria in conjunction. Percentage of vegetables that are organic, local and seasonal among all produce served at our properties.*

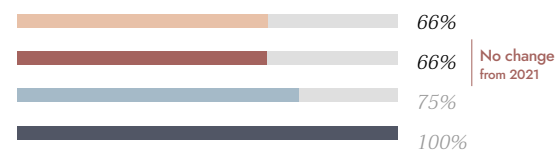


08 Percentage of properties that ask and check that their farmers/producers/suppliers abide by the World Organisation for Animal Health 'five freedom' welfare standards.



FOOD WASTE

09 Percentage of properties that have food waste separately collected and composted on-site or off-site. An additional 86 properties answered this question in 2022 vs. 2021, so this 2022 result (based on 338 properties vs. 252) is based on significantly higher coverage.



*For more details on the data revisions related to these objectives see the Calculation Explanation on page 84.

| PILLAR 3
SOCIAL & SOCIETAL
EMPOWERMENT

Creating an attractive workplace
for all at the heart of local communities

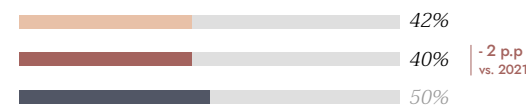
Our members are also making progress in ensuring a fully diverse and inclusive working environment. The percentage of properties with an Equality, Diversity & Inclusion policy has increased to 58%, from 53% in 2021,

with 30% conducting a dedicated training session for the policy in 2022, up from 27% in 2021. While relatively stable, these positive percentage changes speak to what we aim to develop as a larger trend in the coming years.

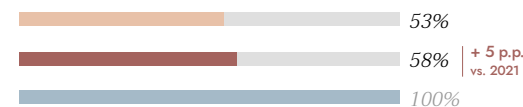
2021 2022 2025 2030

ATTRACTIVE WORKPLACE

10 Percentage of women in the top 10 salaries. An additional 67 properties answered this question in 2022 vs. 2021, so this 2022 result (based on 295 properties vs. 228) has a significantly higher coverage and is therefore more representative of our network.



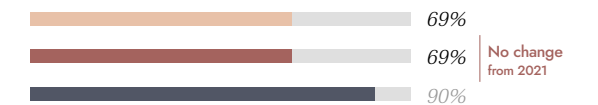
11 Percentage of properties that have an Equality, Diversity & Inclusion policy.



12 Percentage of properties that have performed a dedicated training session for the Equality, Diversity and Inclusion policy.

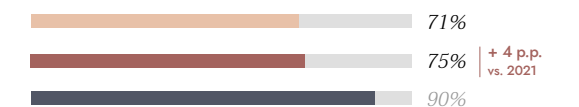


13 Percentage of properties providing employees with balanced and healthy food. An additional 138 properties answered this question in 2022 vs. 2021, so this 2022 result (based on 323 properties vs. 228) has a significantly higher coverage and is therefore more representative of our network.



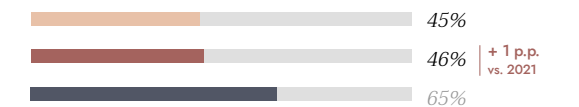
LOCAL ACTIVISM

14 Percentage of properties that support local businesses who are socially or environmentally engaged.



GEOTOURISM

15 Percentage of properties that educate and involve their guests in cultural heritage protection and geotourism. An additional 68 properties answered this question in 2022 vs. 2021, so this 2022 result (based on 323 properties vs. 228) is based on significantly higher coverage.



03

INDICATORS & ROADMAP

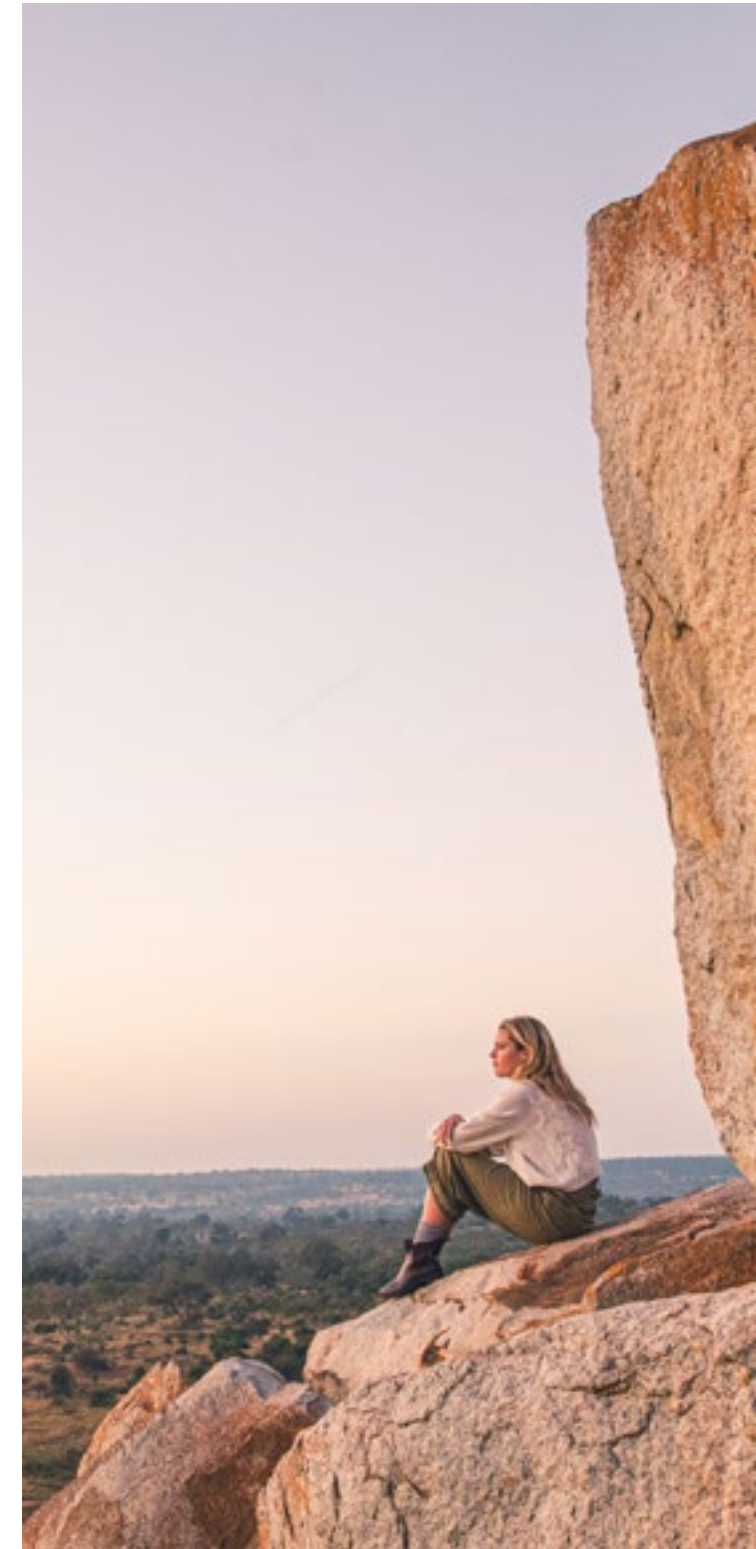
The 60 indicators contained in this report have been sourced directly from data supplied by our properties on business activity in 2022 via a comprehensive questionnaire. We have then compared the figures of 2022 with those from 2021 in order to start analyzing progress year-on-year.

We are proud to say that almost all indicators showcase change in a positive direction—endorsed by the fact that about 100 more members completed the Sustainability Questionnaire this year.

While measuring and reporting on these objectives is important for transparency, it is Relais & Châteaux's responsibility to help our members evolve in this necessary trajectory. We do this by promoting 'Sustainability as a Service', via the MyRelais member hub, which serves as a practical and actionable roadmap to achieving our 15 objectives and embedding positive change across all 60 indicators throughout our network.

To speed that journey in a cohesive way, each year our plan will focus on addressing three deep-dive topics. Based on a survey completed in December 2022, our members responded that eliminating single-use plastics, promoting seasonal produce and enhancing our employer brand were their priorities, so we have responded accordingly.

Guidelines, certifications, links to webinars and more around these topics can be found on MyRelais. At the end of each chapter that follows, we explain how we have accompanied our member properties across topics within our 'Sustainability as a Service' program.





PILLAR ONE
ENVIRONMENTAL
CONSERVATION

Environmental conservation calls for responsibility and action from our properties. Global warming, depletion of water resources, pollution, biodiversity loss and other factors are worsening. But with more than one in five of our properties located in a nature reserve, and 68% of our properties looking after green spaces, our properties are already adapting and are committed to reducing their environmental impact.

Our focus within the Environmental Conservation pillar this year is the elimination of single-use plastics. Plastic has many uses as a cheap, sanitary and robust material but there are hidden costs to its convenience: every minute, the equivalent of one garbage truck of plastic is dumped into our oceans,

and microplastics have been discovered in the remotest places on earth, including the deepest parts of the ocean, and even in human blood.

Single-use plastics are a big part of this problem. Approximately 36% of all plastics produced (according to the United Nations Environment Programme) are used in packaging for food and beverage containers, bathroom amenities, kitchen utensils and cleaning materials—all items used extensively in the hospitality sector. This places pressure on local waste management, especially in regions where infrastructure is less developed. The case for taking concrete action on single-use plastics is beyond doubt.

ENVIRONMENTAL CONSERVATION CERTIFICATIONS

37% of properties have achieved a sustainability certification or ecolabel.

+ 4 p.p.
vs. 2021

GREEN KEY

6%

ISO 14001

2.5%

PLASTIC FREE
CERTIFICATION
(PFC)

2.5%

GREEN MICHELIN
STARS*

40 properties

*Green Michelin stars are tracked on a global level.

OTHER LABELS ACHIEVED BY OUR PROPERTIES

NORTH AMERICA: Ocean Friendly Business, LEED / SOUTH AMERICA: Private LABEL - Ecoqualis, Tourism Sustainability Certification / UK-IRELAND: Green hospitality, EarthCheck / EUROPE: Ecocert, Haute Valeur Environnementale, Bee Friendly, Agriculture Biologique, Batiment Durable Méditerranée, Mr. Goodfish, Valeur Parc Naturel, Swisstainable, Eco-Lighthouse, One globe in 360 Eat Guide / AFRICA-INDIAN OCEAN: Permaculture Design, Zanrec / ASIA: HQE / AUSTRALIA-NEW ZEALAND-PACIFIC: Pavillon Bleu, New Zealand Qualmark Enviro Gold / INTERNATIONAL: B Corp

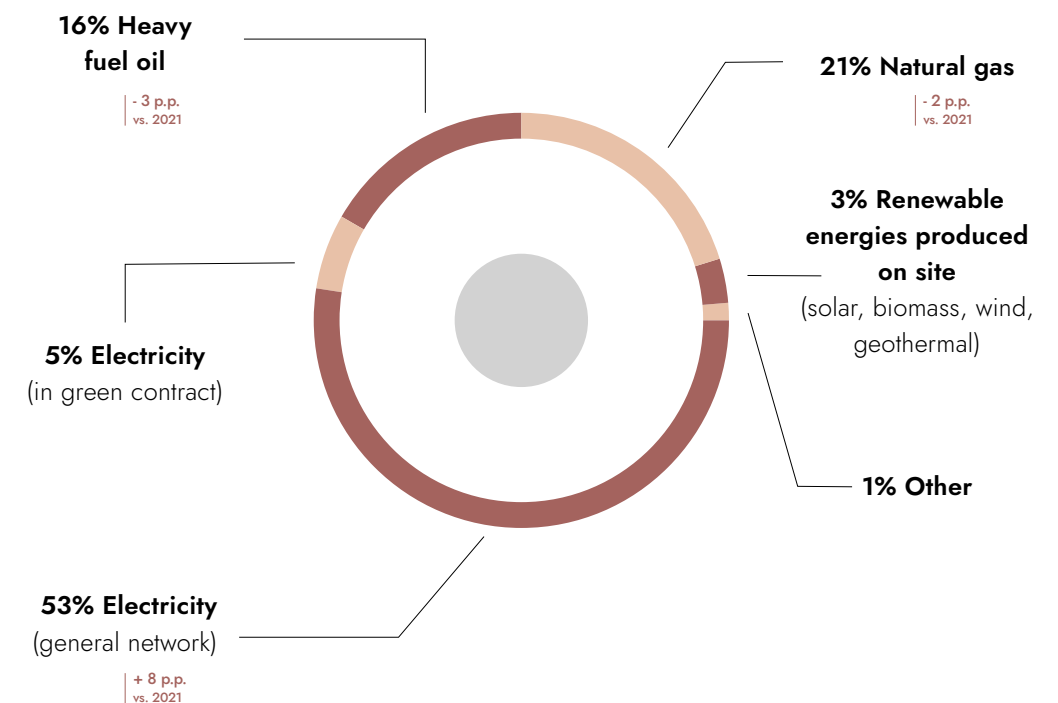
ENVIRONMENTAL CONSERVATION ENERGY

81% of properties are able to report their energy consumption and will be able to do so in the following two years. (As of 2022, 48% of properties have already assessed this.)

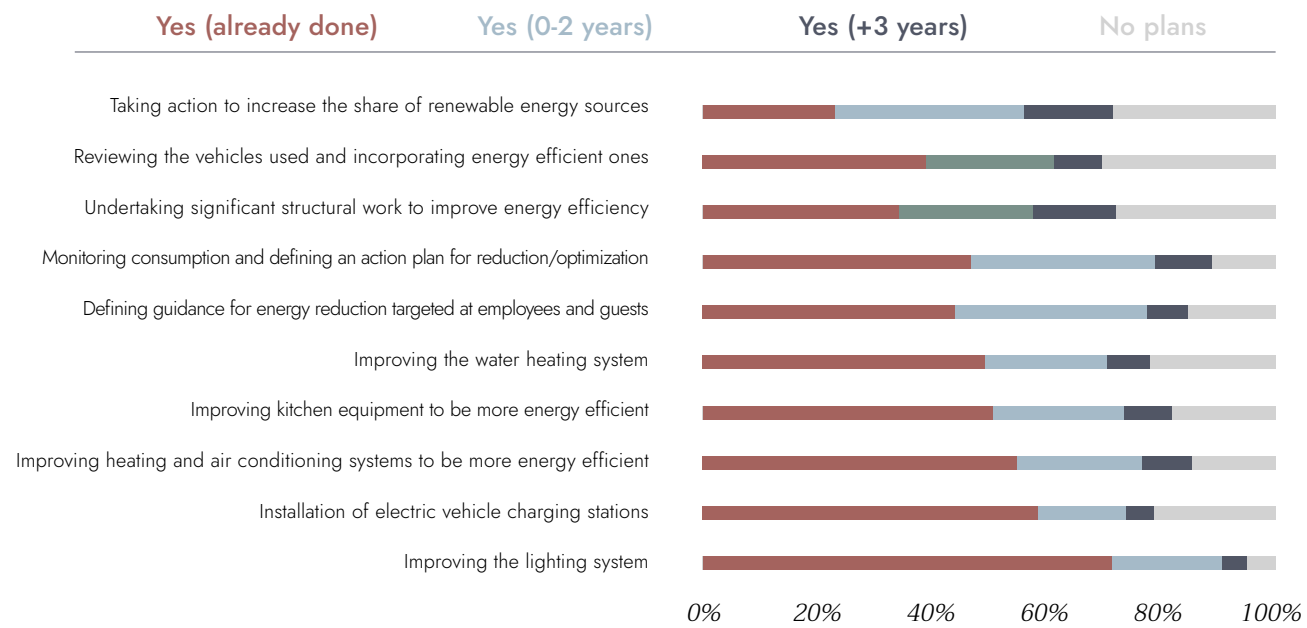
+ 11 p.p.
vs. 2021

Of the reported energy consumption, the following is a breakdown by source.

In general, there is a similar breakdown of energy consumption by source as compared to 2021.



ACTIONS UNDERTAKEN TO REDUCE ENERGY CONSUMPTION



SCOPE 3 ACTIONS ENGAGED TO REDUCE SUPPLIERS' ENERGY CONSUMPTION

We recorded similar trends overall compared to 2021, with a higher questionnaire response rate this year.

Laundry services

33%

of the properties who use laundry services externally

An additional 48 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 212 properties vs. 164) has a significantly higher coverage and is therefore more representative of our global network.

Transport services

30%

of the properties who use transport services externally

An additional 47 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 230 properties vs. 183) has a significantly higher coverage and is therefore more representative of our global network.

ENVIRONMENTAL CONSERVATION
BIODIVERSITY

We saw figures slightly decrease compared to 2021 but with a higher questionnaire response rate this year.

TRAINING IN BIODIVERSITY

61%

of properties provide training in biodiversity conservation to their grounds managers, gardeners and/or farmers.

- 12 p.p vs. 2021

GREEN AREAS

68%

of properties have managed some of their green areas (forests, woodlands, ponds, etc.) to enhance biodiversity conservation.

- 5 p.p vs. 2021

OFFICIAL PROGRAM

20%

of properties have an official wildlife conservation program in partnership with a local association, NGO or other experts.

- 3 p.p vs. 2021

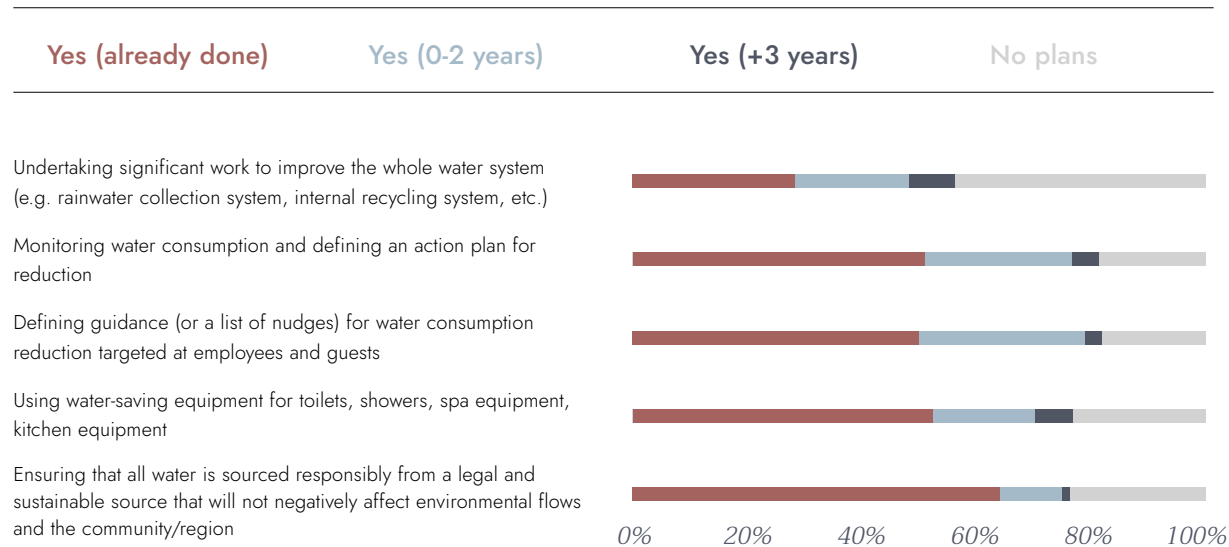
An additional 58 properties answered these three questions in 2022 vs. 2021, so the 2022 results (based on 339 properties vs. 281) has a significantly higher coverage and is therefore more representative of our global network.



ENVIRONMENTAL CONSERVATION WATER

ACTIONS UNDERTAKEN TO REDUCE WATER CONSUMPTION

We registered similar trends, with a higher questionnaire response rate this year.



51%
of properties are able
to report their water
consumption.

+ 6 p.p
vs. 2021

1,164 LITERS
on average:
our water consumption per
guest night stay

a decrease from 1440
liters in 2021

*The 2022 figure is based on 93 properties
that provided data.*

ENVIRONMENTAL CONSERVATION PLASTIC

We saw progress on the majority of indicators compared to 2021, including single-use plastics reduction in our kitchens, with a higher questionnaire response rate.



PLASTIC IN OUR KITCHENS

58%

of properties use plastic
products (e.g. cling film and gloves)
in the kitchen. However, progress has
been made since 2021 when 68%
used these single-use products.

- 10 p.p
vs. 2021

PROPERTIES THAT HAVE REPLACED SINGLE-USE PLASTIC PRODUCTS

Amenities/toiletries

68%

+ 5 p.p
vs. 2021

Straws

77%

- 5 p.p
vs. 2021

Drinking vessels

80%

- 3 p.p
vs. 2021

Bottles

79%

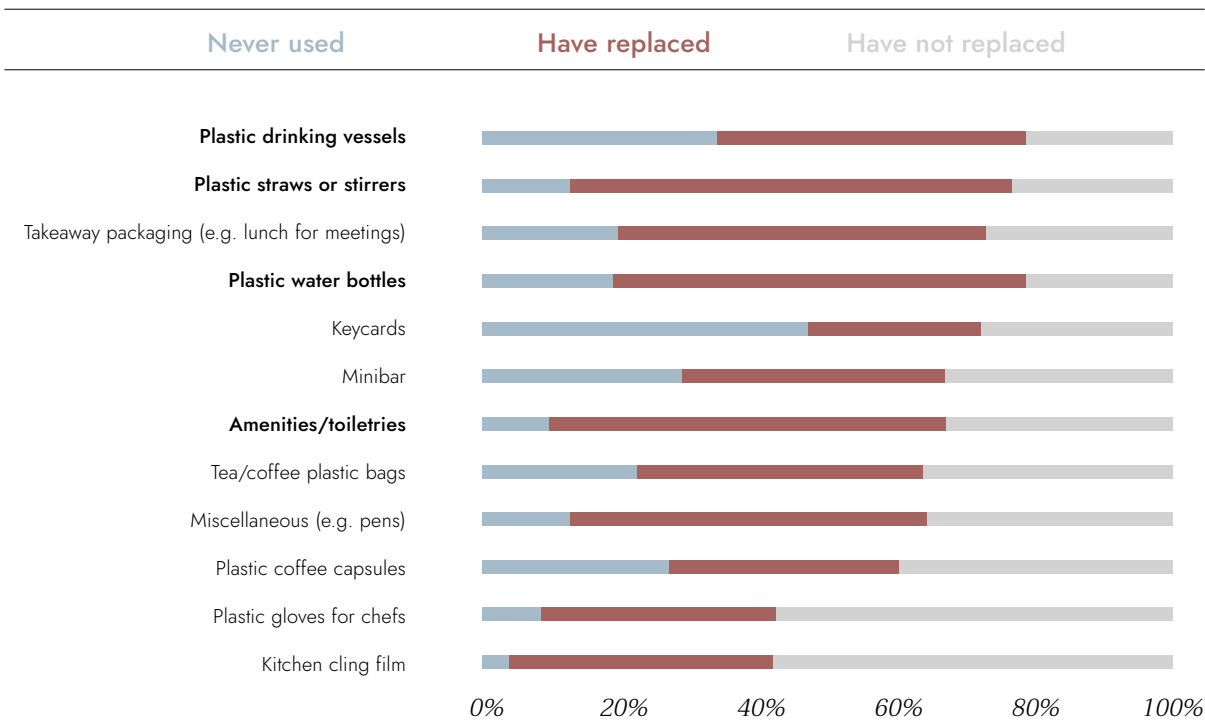
+ 5 p.p
vs. 2021

*An additional 72 properties
answered this question in 2022
vs. 2021, so the 2022 result
(based on 338 properties vs.
266) has a significantly higher
coverage and is therefore more
representative of our global
network.*

*An additional 77 properties
answered this question in 2022
vs. 2021, so the 2022 result
(based on 338 properties vs.
261) has a significantly higher
coverage and is therefore more
representative of our global
network.*

SINGLE-USE PLASTICS

We registered similar trends, with a higher questionnaire response rate this year.



ENVIRONMENTAL CONSERVATION RESPONSIBLE PURCHASING

FLOWERS AND POTTED PLANTS

64%

of properties ensure that their cut flowers (and decorative potted plants) are 100% local (<155mi / <250km), seasonal and responsibly-grown*.

- 1 p.p vs. 2021

**Responsibly grown: native flowers, locally sourced, certified (e.g. Veriflora, Bloomcheck, mps, Fair Trade, Rainforest Alliance, etc.), responsible water use and no chemical treatments during cultivation and presentation (no sprays and sheens), eco-responsible packaging (avoidance of single-use plastics).*



LINEN

55%

of properties apply responsible standards (on linen, towels, napkins, tablecloth and professional clothing).

No change from 2021

27%

strictly use 100% natural fiber products.

- 7 p.p vs. 2021

An additional 58 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 341 properties vs. 283) has a significantly higher coverage and is therefore more representative of our global network.

CLEANING PRODUCTS

70%

of properties apply responsible standards** on cleaning products.

+ 1 p.p vs. 2021

13%

strictly use 100% organic products.

No change from 2021

SPA BEAUTY PRODUCTS

48%

of properties apply responsible standards** on spa beauty products.

+ 2 p.p vs. 2021

18%

use only 100% organic products.

No change from 2021

***Responsible standards: products made from natural ingredients and/or certified by an official ecolabel in their country of origin.*

ELIMINATING SINGLE-USE PLASTICS

ROADMAP DEEP DIVE

sustainability • as a service

Relais & Châteaux has prepared a comprehensive set of guidelines for its members to tackle this crucial issue, specifically designed for hotels and restaurants by collaborating with industry experts.

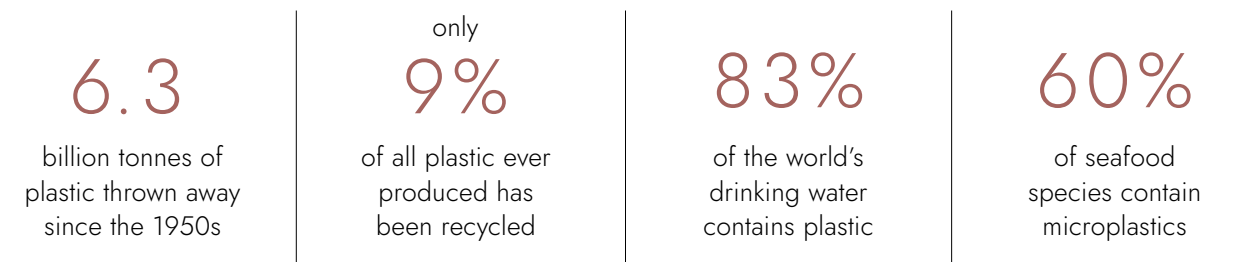
We have shared how to audit all areas for single-use plastics, recommending new standards and partner organizations to align with, advising on additional tools, suppliers and training and showcasing best practices to learn from in order to encourage reduction, reuse and replacement strategies. These guidelines also include a comprehensive checklist of over 100 single-use plastic touchpoints, as well as common misconceptions of terms such as 'biodegradable', 'bio-based' and others which are used by certain manufacturers to erroneously claim their products are sustainable.

To that end, we have established and deepened partnerships with certifying bodies such as the Plastic Free Certification (PFC), Blue Standard and Take a Waste, inviting members to become certified. Seven properties are already certified PFC with many more currently looking into the process.



WHY SHOULD WE ELIMINATE SINGLE-USE PLASTICS?

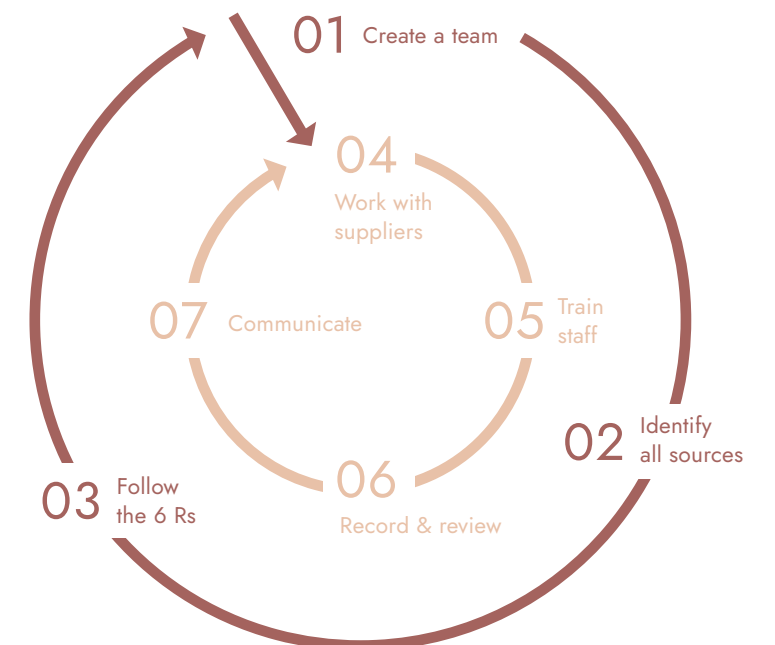
Since the start of single-use plastic production in the 1950s, 6.3 billion tonnes of plastic have been thrown away. We cannot recycle our way out of the problem: only 9% of this has ever been recycled, and plastic cannot, in any case, be infinitely recycled as it degrades each time it is processed. It has been estimated that every human directly consumes the equivalent of a credit card's worth of plastic each week, due to the presence of microplastics in drinking water and in foodstuffs—some 60% of seafood species contain microplastics.



Sources: Jambeck, et. al., Science 2015 / Orb & University of Minnesota School of Public Health 2017 / Marine Pollution Bulletin, 2020.

ITERATIVE PROCESS

Our guidelines outline an iterative process on how to tackle this issue. We defined the 6 Rs (Refuse, Reduce, Reuse, Recycle, Rot, (Energy) Recovery) and explained them at all Delegation Meetings in 2023. The repetition of steps 4-7 will help generate a better outcome year-on-year.



MEMBERS' BEST PRACTICES
TO ELIMINATE PLASTIC

CEYLON TEA TRAILS
SRI LANKA

At an altitude of 6,100 feet (1,250 meters), in Sri Lanka's Ceylon tea region, Relais & Châteaux Ceylon Tea Trails strives to preserve its unique environment, in part by eliminating single-use plastics across its properties. Plastic mineral water bottles for guests have been replaced by reusable glass and back-of-house use of PET bottles are in the process of being replaced, with remaining bottles recycled into monofilament fiber and polyester yarn used to produce cleaning products and clothing. Real progress has been made in eliminating plastic in the kitchen, by switching from plastic cling film to self-sealing plant-based material snack boxes formed from bagasse, a by-product of the sugar cane industry. Local purchasing of produce is also prioritized, reducing the need for plastic packaging as reusable crates can be used for transport. Ceylon Tea Trails also places great emphasis on training teams on the impact of single-use plastics, aiming to be fully aligned with the commitments of its parent company's Resplendent Ceylon Sustainability Journey 2030 commitments of sending zero waste to landfill by 2030.



NICOLA
OLIVIERI PASSERI

HUMAN RESOURCES
ASSISTANT
LENKERHOF, SWITZERLAND

“At Lenkerhof, we have created a team called the ‘Sustainability Circle’, which includes one person from each department that meets four times per year. Together, we measure our practices as well as create goals through projects. One of these projects was single-use plastic elimination. We used to provide 15,000 slippers per year, but now with project GREEN FEET, that has changed. On our booking engine, when guests agree not to have slippers, we inform them we will donate CHF5 to a sustainability project. The program has worked wonders. We feel empowered, that we’re part of the solution, and we have decreased slipper consumption by 10%.”



DERECK
JOUBERT

OWNER
OL DONYO LODGE, KENYA

“At Ol Donyo Lodge we are blessed with an outstanding natural location, with the savannah stretching out as far as you can see. Plastic pollution has no place in this pristine environment, so we have removed all plastic from our mini bars, starting with straws and plastic water bottles that have been replaced by reusable glass bottles and jugs of filtered water. We have completely removed cling wrap and plastic containers and replaced them with bamboo, bees wax and other reusable materials. Educating our local communities about plastic evils is a full-time job for our Foundation too, so they can be as careful as we are trying to be.”



EL SILENCIO
COSTA RICA

Costa Rica has long been a sustainability pioneer and, as one of the most ecologically diverse countries on earth, Relais & Châteaux El Silencio is motivated to conserve its unique environment, not least through the elimination of single-use plastics across all its operations. Plastic water bottles have been replaced by water stations, plastic room keys by certified Cherry wood keys, amenities by refillable dispensers and more. In addition, El Silencio is tackling single-use plastics by receiving deliveries in large containers to reduce individual plastic wrapping, producing ice on site and using natural fiber bags for compost. These combined efforts and attention to detail have all contributed to El Silencio obtaining ‘elite-level’ status in Costa Rica's Certification of Sustainable Tourism.





PILLAR TWO SUSTAINABLE CUISINE

Our restaurants pride themselves on their ingredients and understand that the quality of their produce is dependent on the health of the land, eschewing industrial models of agriculture in favor of smaller-scale, organic production. Many are also turning to agricultural methods that have a positive effect on ecosystems, resulting in healthier, biologically rich soils that yield more nutritious foods and which are more resilient to climate change thanks to their ability to retain water and sequester carbon. Some 83% of properties engage in some kind of on-site production, whether it be a farm (including with cattle, sheep, chickens and bees);

kitchen gardens that produce fruits, vegetables, herbs and edible flowers; vineyards or orchards. This allows them to have full control over the quality of their produce, reducing the 'farm to fork' distance as much as possible, enhancing the stability of their supply chain and enabling them to tell a full story of their particular terroir.

When it comes to our roadmap, the focus in 2023 was on seasonality. Seasonality is important for a wide variety of reasons—not least the fact that it has a drastically different meaning depending whether food is harvested on land or from oceans, rivers or lakes.

SUSTAINABLE CUISINE HEALTHY & SUSTAINABLE FOOD

BASIC INGREDIENTS

66% of properties use only organic (whether certified or not) ingredients with 11% of properties planning to transition.

66%

- 8 p.p
vs. 2021

An additional 65 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 329 properties vs. 264) has a significantly higher coverage and is therefore more representative of our global network.

ANIMAL WELFARE

71% of properties ask and check that their farmers/producers/suppliers abide by the World Organisation for Animal Health's Five Freedom welfare standards.

71%

+ 7 p.p
vs. 2021

SUSTAINABLE SEAFOOD

74% of properties consider (1) Latin species name, (2) origin, (3) catch method and (4) maturity (for wild seafood) and farming practices (for aquaculture) in accordance with NGO advice when purchasing seafood products.



74%

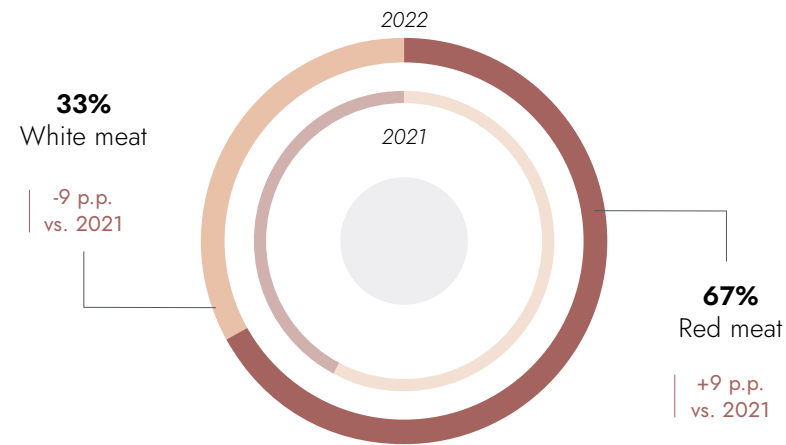
+ 8 p.p
vs. 2021



MEAT

In 2022, 136 properties responded, reporting consumption of 1,174 tonnes of meat.

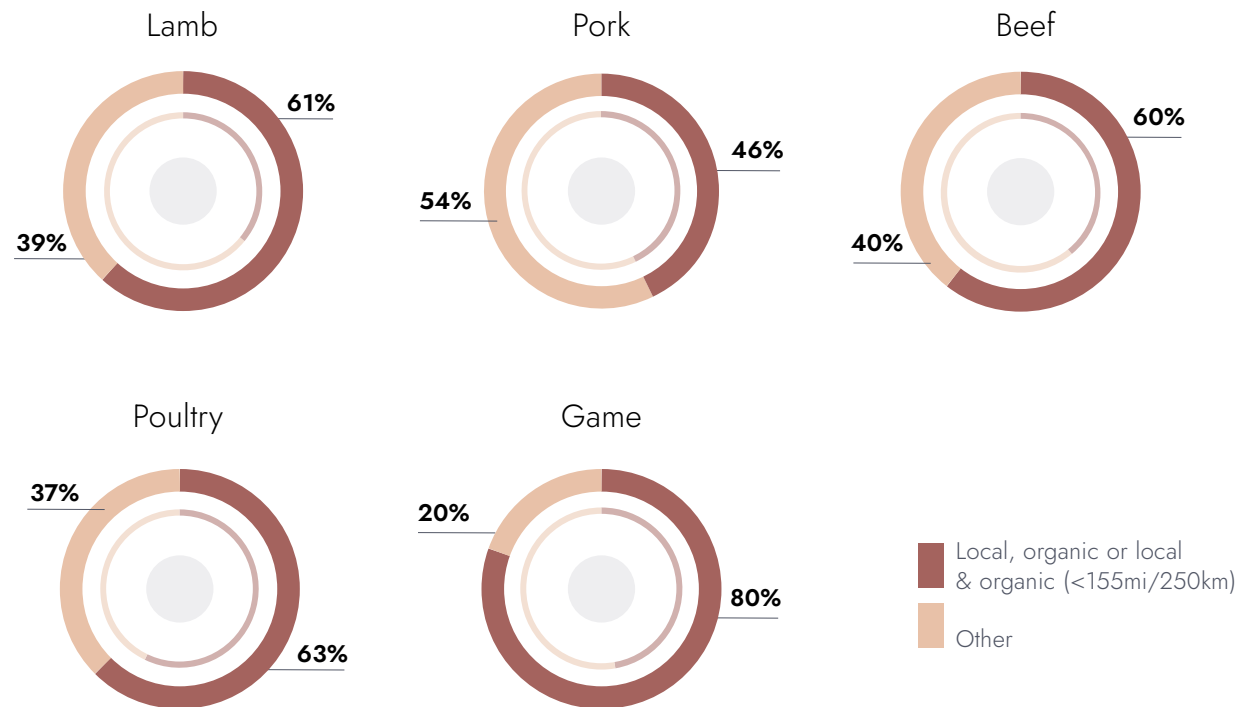
We registered an increase in red meat consumption, based on a larger number of respondents.



*We consider white meat to be poultry and red meat to be beef, game, pork and lamb.

*ERRATUM: In last year's report we published 40% of red meat for 2021, but that only considered lamb and beef as red meat.

We recorded an increase in local, organic or local & organic sources of meat compared to 2021.

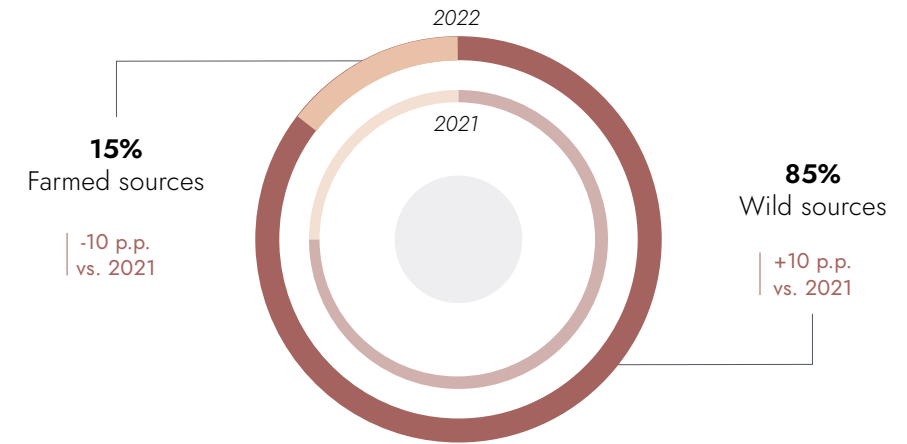


Local, organic or local & organic (<155mi/250km)
Other

SEAFOOD

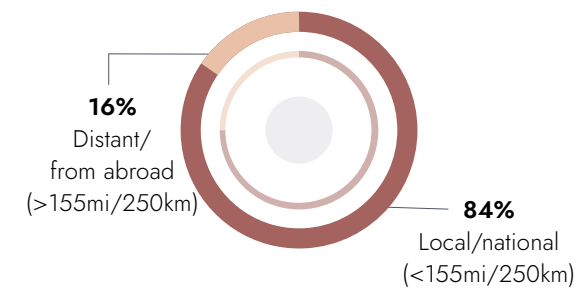
In 2022, 93 properties responded, reporting consumption of 453 tonnes of fish, crustaceans and mollusks.

We registered an increase in the ratio of wild to farmed seafood compared to 2021, based on a larger number of respondents.



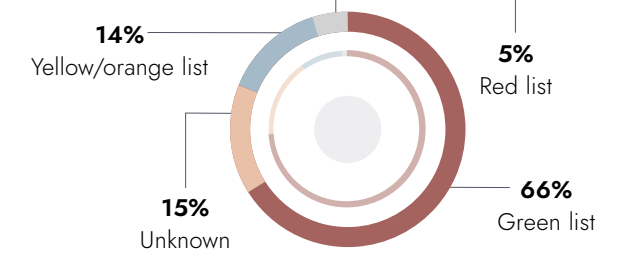
Wild, sourcing distance

We saw an increase of local/national seafood compared to 2021.



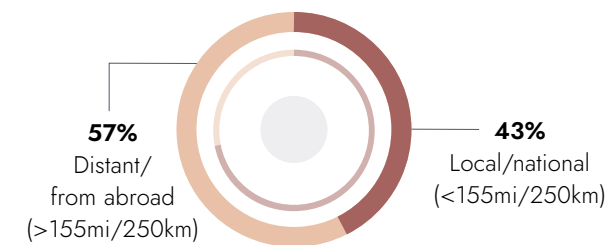
Wild, sustainability rating

We recorded a slight rise in yellow/orange list seafood compared to 2021.



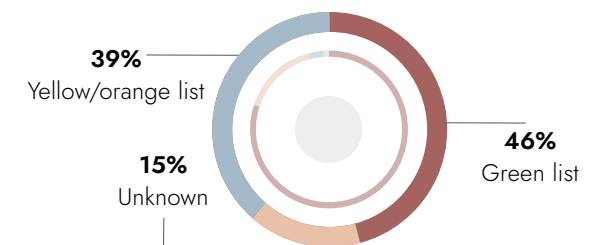
Farmed, sourcing distance

We recorded a decrease in local/national seafood compared to 2021.



Farmed, sustainability rating

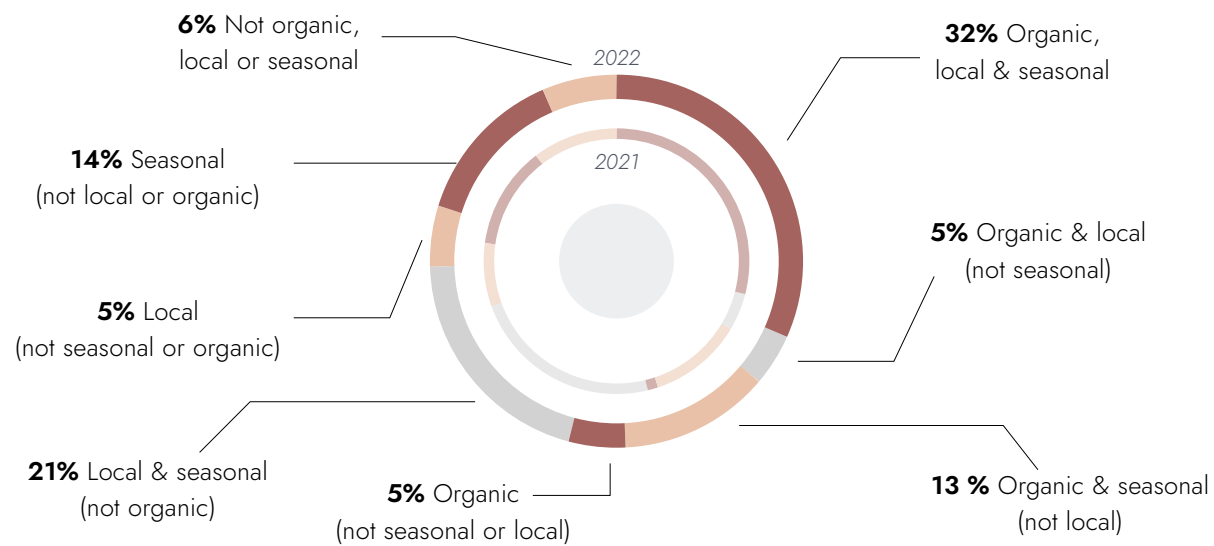
We saw a rise in yellow/orange list seafood compared to 2021.



VEGETABLES

In 2022, 109 properties responded, reporting consumption of 1,195 tonnes of vegetables.

We recorded similar trends as 2021, with slight increases in the percentages of organic, local and seasonal produce and a higher response rate this year.



SPECIFIC MENUS

Other options offered include keto diet, kosher, halal, low in glycemia, pescovegetarian, lactose free.

Almost all our restaurants advise they adapt recipes according to client requests.

We saw progress on the majority of indicators, with a higher response rate this year.

ALLERGEN-FREE

95%
of properties offer allergen-free options (gluten, nuts, etc.).

+ 3 p.p
vs. 2021

VEGETARIAN

96%
of properties offer vegetarian options.

No change
from 2021

VEGAN

87%
of properties offer vegan options.

+ 5 p.p
vs. 2021

DRINKS

Almost all restaurants mention that they adapt recipes according to client requests.

NATURAL BEVERAGES

79%
of properties offer eco-friendly (whether certified or not), organic, biodynamic or natural beverages on their drinks list.

+ 6 p.p
vs. 2021

24%
of properties offer drink lists in which at least 50% of the ingredients are eco-friendly, organic, biodynamic or natural.

NON-ALCOHOLIC

86%
of properties offer non-alcoholic alternatives of wine, beer and/or spirits.

+ 5 p.p
vs. 2021

SUSTAINABLE CUISINE ON-SITE PRODUCTION

PROPERTIES GROWING THEIR OWN INGREDIENTS

We saw increases across all production compared to 2021, with a higher response rate this year.

<p>FARMS & GARDENS</p> <p>327 properties</p> <p>+ 4 p.p vs. 2021</p>	<p>AROMATIC HERBS</p> <p>70%</p> <p>+ 8 p.p vs. 2021</p>	<p>FRUITS from 15,807 trees</p> <p>43%</p> <p>+ 6 p.p vs. 2021</p>
<p>VEGETABLES</p> <p>48%</p> <p>+ 4 p.p vs. 2021</p>	<p>EGGS from 1,312 hens</p> <p>14%</p> <p>No change from 2021</p>	<p>WINE with 10 million bottles produced</p> <p>13%</p> <p>+ 5 p.p vs. 2021</p>
<p>BAKERY</p> <p>51%</p> <p>+ 3 p.p vs. 2021</p>	<p>HONEY from 821 hives with 9,500kg produced</p> <p>113 properties</p>	<p>FORAGED GOODS with 1,274 tons produced</p> <p>24%</p> <p>+ 5 p.p vs. 2021</p>

*Honey production and farms & gardens are tracked on a global level.

SUSTAINABLE CUISINE FOOD WASTE

ACTION ENGAGED TO REDUCE FOOD WASTE

We recorded progress on most indicators, including higher recycling.

With regard to reducing packaging waste, **81%** of metal (+10 p.p. vs. 2021), **90%** of cardboard (+7 p.p. vs. 2021), **84%** of plastic (+4 p.p. vs. 2021) and **93%** of glass (+7 p.p. vs. 2021) are separately collected and sent for recycling.

LOCAL NON-PROFIT

31%
coordinate with a local organization (NGO, etc.) to tackle food waste.

+ 6 p.p
vs. 2021

KITCHEN TEAM

96%
train their kitchen staff to limit food waste.

+ 1 p.p
vs. 2021

An additional 83 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 324 properties vs. 241) has a significantly higher coverage and is therefore more representative of our global network.

INITIATIVES

96%
of properties have initiatives in place to limit food waste in their restaurant.

+ 5 p.p
vs. 2021

RECIPES

87%
adapt recipes to reduce food waste.

No change
from 2021

QUANTITIES

25%
of properties measure the quantity of food waste produced by their restaurant.

+ 5 p.p
vs. 2021

SUSTAINABLE CUISINE FOOD HERITAGE

CONNECTING GUESTS AND CULTURE

We recorded progress on both indicators compared to 2021, with a higher questionnaire response rate this year.



GREEN SPACES

71%

of properties offer tours of gardens and/or production facilities.

| + 11 p.p
vs. 2021

EDUCATION

56%

of properties offer educational workshops/cooking classes.

| + 14 p.p
vs. 2021



SEASONALITY

ROADMAP DEEP DIVE

sustainability • as a service

To spread awareness of the seasonality of cuisine, we created a wide range of assets, campaigns and events to mark our two annual campaigns: World Oceans Day and Food for Change.



For World Oceans Day in June 2023, in partnership with Ethic Ocean, we focused on enhancing understanding of what 'in season' means in respect of sustainable seafood. We produced video content and specially developed guidelines and toolkits that help chefs understand what 'in season' means. In the wild, fish, crustaceans and mollusks breed at certain periods of time and they gather in schools to breed making them easier to catch. This is commonly known as that species 'season' because it is the moment during which the species is more abundant at the fish market. But 'in season' does not necessarily mean it is sustainable. The stock is the most important criterion to determine seafood sustainability. We also created a booklet so members could print and share this educational tool with guests.

Separately, for our annual Food for Change campaign in October, in partnership with Slow Food, we created guidelines for properties and guests to better understand how seasonality plays a role in the production of cheese, wine and other ferments. It is not well-known that milk production is seasonal, reflecting how the physiology of animals alters as the seasons, climate and feed composition change. This can dramatically affect the quantities of milk produced, its chemical composition (such as lactose content), color and taste, which can in turn affect flavors of cheese.

INDICATORS & ROADMAP



WHY DOES SEASONALITY MATTER?

While sourcing locally and seasonally reduces greenhouse gas emissions due to transport, it only represents a small portion of the overall carbon footprint. Nonetheless, additional benefits include supporting local communities through job creation, fostering a more resilient supply chain and the production of fresher, more nutritious produce.

Over 200 chefs participated in both campaigns. For World Oceans Day, Ethic Ocean validated the sustainability level of over 600 different fish, crustaceans, mollusks and seaweed species. Nearly 40 events, including Relais & Châteaux chef collaboration dinners or press trips, took place globally.

Additionally, eight properties had their stories told via dedicated film shoots. These films were amplified by our partners and through social media and press. The emotional storytelling is important to drive cultural change and shift the world to think differently. Our World Oceans Day campaign achieved 203 articles and €1.8M MEV, which made it our most successful campaign ever. And Food for Change garnered 127 articles and €1.4M MEV. The ultimate goal of all this activity was to inspire real change in the global food system, with trends in fine dining known to 'trickle down' to domestic kitchens.

20%

of CO2 emissions of the food system are due to transport

30%

of nutrition is lost three days after harvest of most vegetables

JOBS

drive local economy and create community resilience

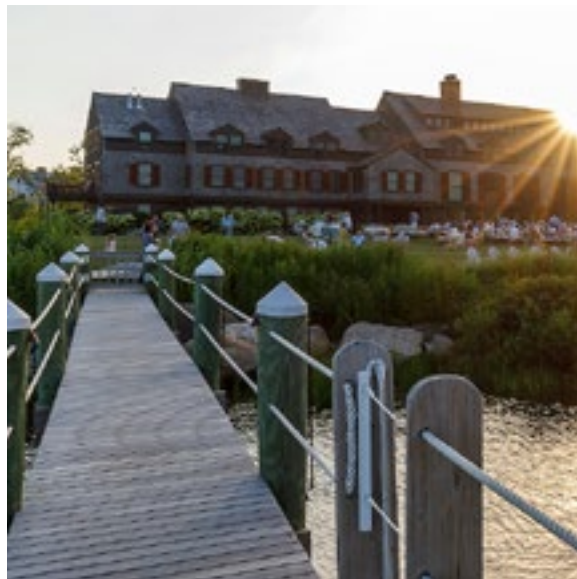
Sources: Nature Food Journal, 2022 / University Of California Davis study, 2007

MEMBERS' BEST PRACTICES
TO CONSIDER SEASONALITY

CÉDRIC BÉCHADE

CHEF, INNKEEPER, OWNER
L'AUBERGE BASQUE,
FRANCE

Most people today are aware that seasonality exists for strawberries, but many would be surprised to hear that cheese production is seasonal, too. In addition to educating guests that they can't expect to have strawberries all year round, it's our role is also to make them understand that we must respect the natural production cycles of cattle and sheep."



WEEKAPAUG INN RHODE ISLAND, UNITED STATES

Overlooking Quonochontaug Pond and the Atlantic Ocean just beyond, Weekapaug Inn is the quintessential beachside getaway. Chef Andrew Brooks and naturalist Mark Hengen can be seen working together to create memorable experiences for guests, such as clamming on the sandy beaches to source ingredients for a clam linguine lunch. The chef ensures seafood is sustainable by specifying Latin species names, and being clear on the sustainability of the stock and farming or fishing methods, in conversations with local suppliers and validated by NGOs such as Ethic Ocean.



BIJ JEF THE NETHERLANDS

To highlight misconceptions about seafood seasonality, Chef Jef Schuur of Bij Jef organized a SEAsonality Symposium on June 5th 2023 on the island of Texel in The Netherlands. The summit invited 100 chefs to engage and debate on the topic of sustainable seafood, starting with a forum hosted by researchers of the Royal Netherlands Institute for Sea Research (NIOZ), followed by a cookery masterclass from Jef himself.

NELSON MÜLLER

EXECUTIVE CHEF
RESTAURANT SCHOTE, GERMANY

Seasonal produce is important because we must be aware that products out of season require cultivation, transport and storage, which come with immense hidden costs of greenhouse gas emissions. Ask where your products come from."



Photo credit: Mario Andreyra



PILLAR THREE SOCIAL & SOCIETAL EMPOWERMENT

Across social and societal touch points, we are happy to report that our indicators are moving in a positive direction year on year. While both topics are important, we have made a conscious decision this year to focus on internal social empowerment in our roadmap, in order to enhance our employer brand. With 42,000 employees working in our properties all over the world, we want to retain and develop them while attracting new talent to join us.

| SOCIAL

With working conditions in the hospitality industry often associated with long hours and low pay, Relais & Châteaux is endeavoring to tackle this perception head on. The stakes are twofold: first, to create an attractive workplace with fair working conditions, leading to enhanced performance, greater employee satisfaction, easier recruitment and better staff retention.

Second, we are motivated to improve the gender equality, diversity and pay equality of our workforce. Strengthening both these factors helps improve the perception of Relais & Châteaux as an employer brand. The goal is to create a recruiting charter so that our properties can make substantive promises to future candidates who are entering the profession for the first time, and to attract talent from other sectors to join hospitality.

| SOCIETAL

Our properties are champions of local communities, providing employment and encouraging relationships with local suppliers, from farmers and growers to artisans, covering cuisine, room amenities, furniture and fabrics. In other words, geotourism (tourism that enhances the distinctive geographical character of a place) is at the heart of our Association. As such, Relais & Châteaux not only contributes to local economies but ensures the perpetuation of local culture, customs and heritage associated with a region.

SOCIAL EMPOWERMENT ATTRACTIVE WORKPLACE

We recorded progress on some indicators, with a higher questionnaire response rate this year.

LIVING CONDITIONS FOR EMPLOYEES

74% of properties are concerned with or monitor the living conditions of employees (whether they live on- or off-property).

+ 11 p.p
vs. 2021

ACTIVITIES

25%

offer access to recreational activities/
facilities (pool, golf, etc.) to employees.

- 13 p.p
vs. 2021

An additional 138 properties answered this question in 2022 vs. 2021, so the 2022 results (based on 323 properties vs. 185) has a significantly higher coverage and is therefore more representative of our global network.

FOOD

69%

of properties provide balanced and
healthy meals to employees.

No change
from 2021

ROOMS

66%

of properties provide individual
or shared rooms to their employees.

+ 10 p.p
vs. 2021

Other services provided to employees include private medical insurance or free medical check-ups, professional clothes and cleaning and specific recreational areas with free drinks, showers and TVs.

SOCIAL EMPOWERMENT SALARY AND GENDER PAY GAP

We registered progress regarding gender equality compared to 2021, with a higher questionnaire response rate this year.

WOMEN

46.9%

of managers at Relais & Châteaux
properties are women.

+ 1 p.p
vs. 2021

GENDER PAY GAP

15%

of properties assess their gender pay gap.
Half of them are required to do it by law
in France, UK, Spain, Switzerland, UK and
Canada. Others do so voluntarily.

+ 2 p.p
vs. 2021

We saw increases and decreases on these indicators with a higher questionnaire response rate.

MATERNITY

96%

of properties offer
maternity leave

- 2 p.p
vs. 2021

20%

grant additional maternity
leave on top of legal
requirements.

- 5 p.p
vs. 2021

PATERNITY

87%

of properties offer
paternity leave

- 1 p.p
vs. 2021

16%

grant additional paternity
leave on top of legal
requirements.

- 3 p.p
vs. 2021

DAYCARE

6%

of properties offer
daycare services to their
staff's children.

+ 1 p.p
vs. 2021

EQUALITY, DIVERSITY & INCLUSION

We recorded progress on all indicators in this category, with a higher questionnaire response rate.

58% of properties have an Equality, Diversity & Inclusion policy with clear grievance and disciplinary procedures.

+ 5 p.p
vs. 2021

In addition, 30% have performed a dedicated training session for the policy in 2022.

+ 3 p.p
vs. 2021



EMPLOYEE RECOGNITION

56%
of properties have a formal employee recognition program.

+ 6 p.p
vs. 2021

RECRUITMENT AND HOSPITALITY EDUCATION

We saw increases and decreases on these indicators, with a higher questionnaire response rate.

80% of properties have a formal induction program for every new team member (-3 p.p. vs. 2021). Among them, **83%** include the Relais & Châteaux induction program (-5 p.p. vs. 2021).

PARTNERSHIPS

80%
of properties have partnerships with training centers/schools.

No change
from 2021

RECRUITMENT

19%
of properties have recruited more than 50% of their apprentices or trainees as employees.

+ 1 p.p
vs. 2021

87% of properties recruit trainees, with **69%** of them providing specific on-site training and **78%** offering possible recruitment at the end of apprenticeships.

We recorded similar figures across all three indicators compared to 2021.



STAFF MOTIVATION

WORKSHOPS

56%

of properties organize educational workshops or special inspirational speaker events for their staff in 2021, with three to four workshops per property on average.

+ 14 p.p
vs. 2021

TEAM-BUILDING

72%

of properties organize team-building day trips or outings for their staff in 2021, with two to three events per property on average.

- 3 p.p
vs. 2021



RELAIS TEAM RATE

91%

of properties encourage employees to redeem the Relais Team Rate, which is a preferred room rate and breakfast available for our 42,000 employees for when they travel.

+ 3 p.p
vs. 2021

EMPLOYEE TRAVEL

1,191

employees redeemed and benefitted from the Relais Team Rate while traveling.

SOCIETAL EMPOWERMENT
LOCAL COMMUNITY
ACTIVISM

CONTRIBUTION TO LOCAL BUSINESS ACTIVITY

We registered movement in both directions since 2021, with a higher response rate this year.

Relais & Châteaux properties' primary contribution to local economies is through hiring local staff. To illustrate this, **67%** of properties hire more than half of their employees within a 30-mile (50-kilometer) radius (-3 p.p. vs. 2021) and **44** properties employed all their staff from within this same radius (28 in 2021).

PARTNERSHIPS

78%

of properties have partnerships with local businesses, organizations, newspapers.

+ 4 p.p
vs. 2021

CONSCIOUS BUSINESSES

75%

of properties support businesses that are locally, socially or environmentally engaged.

+ 5 p.p
vs. 2021

LOCAL BUSINESSES

68%

of properties invite guests to support local businesses (orally for 15%, and by written message otherwise, whether digitally or printed).

+ 8 p.p
vs. 2021

LOCAL SUPPLIERS

78%

of properties source artisanal goods/services from local suppliers, mainly for handicrafts, ceramics, cosmetics, furniture, decor, woodwork, clothes and accessories.

No change
from 2021

SOCIETAL EMPOWERMENT GEOTOURISM

CONTRIBUTION TO CULTURE AND HERITAGE

We saw movement in both directions since 2021, with a higher questionnaire response rate this year.

36% of properties are designated a historical site
(i.e. listed architectural heritage).

| - 2 p.p
| vs. 2021

An additional 68 properties answered this question in 2022 vs. 2021, so the 2022 result (based on 329 properties vs. 264) has a significantly higher coverage and is therefore more representative of our global network.

UNESCO WORLD HERITAGE SITE

25%

are located in a UNESCO World Heritage Site and another 31% are located less than one-hour drive to one (29% in 2021).

| + 1 p.p
| vs. 2021

NATIONAL PARK

21%

of properties are located in a protected national park.

| - 1 p.p
| vs. 2021

CREATION OF AN ASSOCIATION

12%

of properties have created and/or operate an association, NGO or foundation.

| - 3 p.p
| vs. 2021

SUPPORTING AN ASSOCIATION

41%

of properties support or work with an association, NGO or foundation.

| + 7 p.p
| vs. 2021

SUPPORTING CULTURAL & GEOGRAPHICAL PRESERVATION

46%

of properties carry out initiatives to support the geographic and cultural preservation of their region and make guests aware and/or involve them in these actions.

| + 1 p.p
| vs. 2021



EMPLOYER BRAND

ROADMAP DEEP DIVE

sustainability • as a service



The Relais & Châteaux brand is already recognized as a mark of quality by guests. If it is also recognized as such by existing and future staff, we will attract and retain the best candidates in the industry. To enhance our employer brand we are creating recruitment guidelines, focusing on the employee experience, from induction and on-boarding to

working conditions and career opportunities within the Relais & Châteaux network. Ultimately, we aspire to cultivate an employer brand that will inspire our employees. By crafting a clear set of values, we aim to make a positive contribution to our staff's career development and physical and mental well-being.

INDICATORS & ROADMAP

WHY IS AN EMPLOYER BRAND IMPORTANT?

Enhancing perception of Relais & Châteaux as an employer brand will bring distinct benefits to the Association in the context of global labor trends. With the average global workforce in general expected to decrease in the years to come, coupled with higher societal demand for remote working, attracting talent is set to become increasingly challenging. By continuing to integrate purpose and sustainability into our mission, we hope to mitigate these effects and create a more positive working culture in general.

- 90% of workers believe that how we feel at work matters
- 4% average global workforce decrease estimated from 2026 to 2030
- 200% average increase of remote job postings (2022 vs. 2019)
- 34% choose jobs where they can directly influence sustainable outcomes

Sources: Glassdoor Report, Indeed study 2023 / IBM Institute for Business Value, 2022



MEMBERS' BEST PRACTICES
TO CREATE AN ATTRACTIVE WORKPLACE



MALLORY COURT
COUNTRY HOUSE
UNITED KINGDOM

Mallory Court Hotel and Spa prides itself on offering guests exceptional hospitality, reflected in its four Red Stars awarded by the AA. This rating also reflects on the property's values-led work environment, with guest and team at the heart of it. Employee well-being remains at the forefront with its Money, Mind, Body & Heart initiatives. Each initiative is broken down to drive a 'culture of care,' which includes its Fair Pay Promise, 24-hour Employee Assistance Programme for mental health, nutritious meals, gym access and family-friendly benefits such as maternity, paternity and adoption leave. This includes a 'Return to Work' financial support policy for returning parents and a Fertility Support policy. These and other benefits create a positive culture, which then extends to the guest experience.

PERRINE
CARRIER

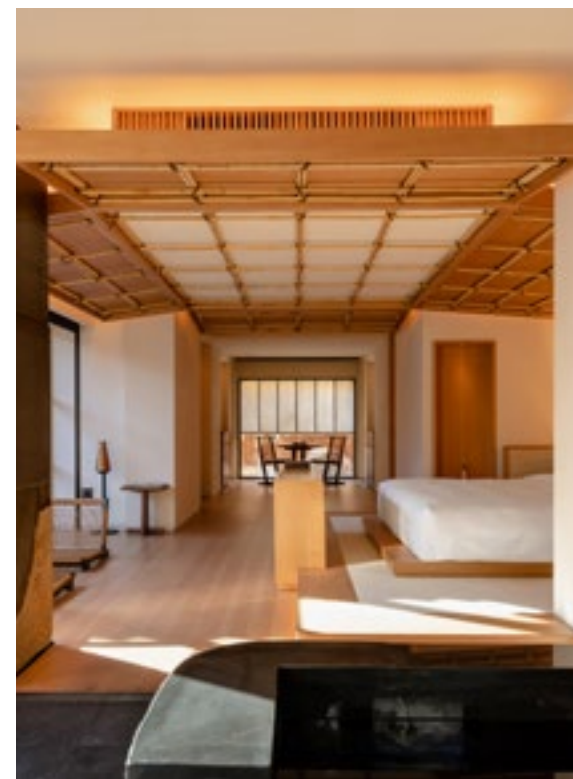
DIRECTOR
HÔTEL HAMEAU ALBERT 1ER, FRANCE

“We take a holistic approach to our social and societal actions at Hameau Albert 1er, combining our efforts to strengthen working conditions and improve opportunities for our staff by engaging with the local community. This year, we have integrated three refugees from Ukraine into our team, offering them the opportunity to develop their skills at La Maison Carrier restaurant, learn French and integrate into life in our small town. Our partnership with local association A Chacun son Everest (To Each His Own Everest) also allows us to play a role in supporting children with leukemia and patients with breast cancer.”



CASTLE HILL INN
RHODE ISLAND, UNITED STATES

Our guests are always impressed when they ask staff: “Who owns the hotel?” The answer is, “We do!” First built in 1875 as a summer residence for a noted Harvard University marine biologist, this magnificent inn on a peninsula bordering the Atlantic Ocean was formerly a family-owned business. The owners initiated an Employee Stock Ownership Plan (ESOP) in the 1990s, and it became 100% employee-owned in 2018, giving every staff member a vested interest in its excellence and profitability. Juniors act like managers, and managers act like owners, which fosters a genuine, committed and lasting working culture, with a staff turnover rate at less than 10%—half the regional average. With only about 7,000 other companies in America operating as an ESOP, Castle Hill is among the leaders in social innovation in business.



YE
SHENG

GENERAL MANAGER
XITAN BEIJING, CHINA

“At Xitan Hotel we take pleasure in welcoming guests to our stunning natural setting. Encircled by water and mountains, its Zen-like atmosphere is immediately captivating. We endeavor to extend this feeling to the people who help create it: our employees. We promote their well-being by providing a gym, exercise classes and sports activities. Our team-building day trips and outings are key to building staff cohesion and we assist employees in their daily lives by offering a staff laundry service. But creating an attractive workplace environment goes beyond simply providing on-site facilities and services: we grant maternity and paternity leave over and above legal requirements.”



CALCULATION EXPLANATION

To ensure full transparency, responses to our questionnaire were entrusted to external sustainability consultants, Solinnen and Alice Audouin Consulting, guaranteeing impartial analysis and interpretation of the data. Trusted industry metrics were used in the calculation of data.

In an effort to ensure the quality and accuracy of data, anomalies and inconsistencies were checked on a case-by-case basis with the members concerned. Our calculation methods are also reviewed from year to year to guarantee that our indicators reliably reflect the data they are based on.



THE PACE OF CHANGE

The results in this second report are based on data gathered in 2023 about business activity in 2022. During this time, our association had 552 properties. About 60% of properties answered over half of the questions contained in our Sustainability Questionnaire, up from around 50% last year: 341 properties answered the questions on Environmental Conservation; 323 properties completed the section on Sustainable Cuisine; and 307 properties responded on Social & Societal Empowerment.

This represents, approximately, a 12% increase in participation from last year—a significant jump, with over 100 new members completing the questionnaire for the first time (meaning about 50 from last year did not participate this second time). Higher participation

gives us more confidence in the reliability of our data, allowing us to have a clearer picture of our progress and achievements and providing a better insight into where we need to focus our efforts in the future.

With higher participation comes certain risks: it is often assumed that in a non-mandatory questionnaire, only the ‘best in class’ will respond, skewing indicators artificially upwards. However, with a significantly higher participation rate, despite some figures dropping slightly, we are reassured that the general trends remain positive.

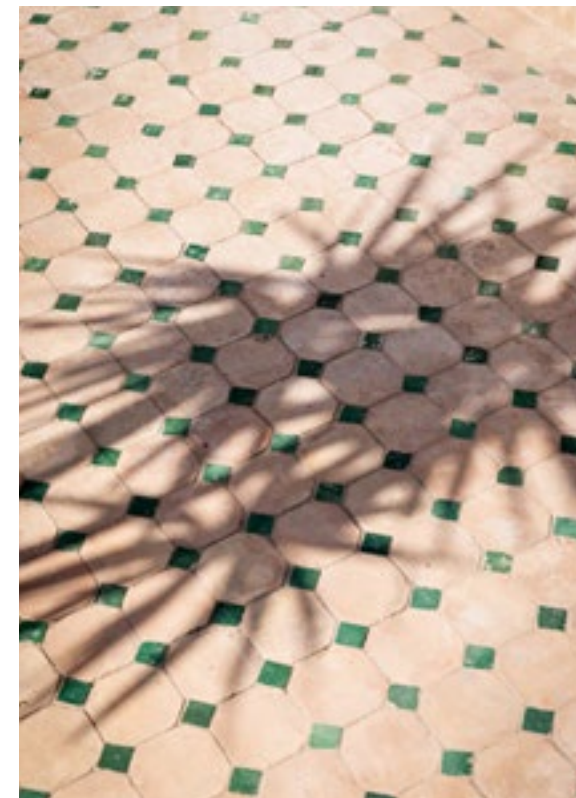
Our properties’ responsiveness can also be assessed with the following robustness:

GOOD on Yes/No and multiple-choice questions	AVERAGE on open questions	LOW on ‘quantity’ questions
--	-------------------------------------	---------------------------------------

The data gathered by the questionnaire was provided by member properties on a voluntary basis and declarative.

A RIGOROUS APPROACH TO DATA ANALYSIS

Our partners at Solinnen take a rigorous approach to data analysis—with the same engineers who worked on data from 2021 returning to analyze the data from 2022. Every question in each year has a different number of total responses. This was all taken into consideration and accurately analyzed—question by question, year on year. Some percentage point changes may indicate a lower performance but they are based on a significantly larger scope of members. The growing commitment by our members in reporting on their sustainability actions shows greater interest, which is the first step to future improvements.



DATA REVISIONS IN OUR 15 OBJECTIVES

OBJECTIVE 1 CARBON FOOTPRINT ASSESSMENTS

We have changed the way we measure how properties have undertaken environmental footprint assessments. Last year’s report measured the proportion of properties (12%) who undertook all types of environmental footprint assessments.

In this year’s questionnaire, we distinguish carbon from other types of environmental footprints, with the result that while 24% have undertaken some form of environmental footprint assessment, 12% have undertaken a specific carbon footprint assessment.

OBJECTIVE 2 MEASURING ENERGY CONSUMPTION & PUTTING IN PLACE A PLAN OF ACTION

Our data for this objective takes into account both the percentage of members who have already taken this action and those who plan to do so in the next two years.

OBJECTIVE 7 ORGANIC, SEASONAL & LOCAL PRODUCE

Figures for 2021 and 2022 have been updated to reflect the percentages of produce that are—in combination—organic, local and seasonal, as a proportion of the total produce those reporting properties served. Last year, we incorrectly published the percentage of properties that served organic, local and seasonal produce, which misinterpreted the data-set.

04



THE FUTURE
IS NOW



OUR JOURNEY TOWARD SUSTAINABILITY

Sustainability has been part of the Relais & Châteaux philosophy since the first eight properties in our Association came together in 1954. During that time, our perception of what it means has evolved, building on our environmental commitments and incorporating

additional social values that ensure our network has a progressively more positive effect on planet and people. Here, we present an abridged version of our journey towards sustainability, before detailing our actions in 2023 as we look forward to our goals for 2025 and 2030.

2009

Our **partnership with Ethic Ocean** began, including our commitment to respect seafood sustainability criteria and eliminate **bluefin tuna** from Relais & Châteaux menus to save Atlantic and Mediterranean stocks from collapse



2014

Relais & Châteaux presented its **Vision of 20 commitments** for a better world at UNESCO.

2016

Our **partnership with Slow Food** began, fighting climate change and protecting biodiversity, which included publishing an **open letter against the Bayer-Monsanto merger**.

2019



Relais & Châteaux chefs lobbied the European Parliament alongside non-profit BLOOM to **halt electric pulse fishing**. The vote banned the untargeted fishing method in northern European waters from July 2021.

2021



Relais & Châteaux chefs, farmers and hoteliers successfully nominated over 100 products in 30 countries for inclusion in Slow Food's **Ark of Taste** (a catalogue of near-extinct foods), helping to preserve edible biodiversity and culinary heritage. Pictured here is a spice mix called sal prieta, which was nominated by Chef Wilson Alpala of Relais & Châteaux restaurant Zazu (Ecuador).



DISCOVER THE PRODUCTS:



FEBRUARY 2023

Chef Jan Stechemesser (Grand House, Portugal) presented a sustainable seafood cooking demonstration at The Economist's **World Ocean Summit** in Lisbon, Portugal.



Our '**Sustainability as a Service**' roadmap was launched to support members on their journey. Activities included two worldwide webinars, led by Ethic Ocean and Mauro Colagreco, attended by nearly 500 members, to learn what 'in season' really means when it comes to seafood. This was accompanied by a focus on the elimination of single-use plastics in hospitality, showcasing our new guidelines and best practices across our network.

2020

Relais & Châteaux launched a range of eco-friendly amenities with Palatino Hospitality, kick-starting efforts to reduce our use of **single-use plastics**.

2022



The association's **first Sustainability Report** was published with 15 objectives for 2025 and 2030.

MARCH

At our annual Delegation Meeting in France, Relais & Châteaux invited an energy expert to present the impending implications of the new **energy efficiency tertiary sector decree**, which impacts our French properties' operations. The goal is to accompany our properties in the transition.

MARCH

With the aim of accompanying our properties on their journey to eliminate single-use plastics, Relais & Châteaux head office started a world tour to all 20 regional delegations. This included a deep dive on plastic sources, processes and solutions, inviting members to share best practices and inspire others to join in on the transition to zero single-use plastic.

Chef Varun Totlani (Masque Restaurant, India) created a sustainable seafood dinner and participated in a press conference in Mumbai to amplify our SEAsongality campaign. Around 40 members from the delegation as well as 16 journalists from major publications attended.



APRIL

Chef Franck Dérouet of three-Michelin-star restaurant Le Clos des Sens in Annecy in southeastern France invited Ethic Ocean and six French journalists to discover the Lemman Lake, speak with a local fisher and taste a sustainable menu to learn about the myths of seafood seasonality.

MAY

To spread awareness and debunk what 'in season' really means when it comes to seafood in Switzerland, Stéphane Décotterd of Maison Décotterd invited Ethic Ocean, local fishers, nine journalists and two other Relais & Châteaux chefs (Franck Dérouet of Le Clos des Sens, France, and Guy Ravet of Grand Hôtel du Lac, Switzerland) for a press conference and a 'six-hands' dinner.



International Member Services Director Brenda Homick represented our Association at a United Nations meeting organized by Journey in Italy, an NGO for the preservation of Italian cuisine and heritage, and presented our Sustainability Report 2021-2022 as an example of our global approach to help support a common vision we both share: preserving the diversity of cuisine around the world.

Our campaign **SEAsongality** launched for World Oceans Day, achieving 4.8 million reach on social media, 203 articles in top media globally, 43.3 million readership and €1.8 million media equivalent value.

SEAsongality Symposium took place on Texel island in the Netherlands, led by Jef Schuur of Bij Jef, where nearly 100 chefs met to learn and discuss sustainable seafood with the Royal Netherlands Institute for Sea Research (NIOZ).

Michael Caines (Lympstone Manor, UK) and Santiago Dunn (Ecoventura, Galapagos Islands) spoke on a panel at the **ASPIRE Leaders of Luxury** conference in London about 'Making a difference: luxury travel's role in sustainability.'

Two Relais & Châteaux properties opened their doors to refugees and cooked with them in their restaurants in collaboration with the **Refugee Food Festival**. Julien Dumas (Saint James Paris, France) cooked a Franco-Georgian menu with Magda Gegenava and Alexandre Miquel (Le Clarence, France) prepared a Franco-Sudanese barbecue with Mohammed Adam Hassan.

On June 8th (World Oceans Day), Cliveden House in the UK hosted a press conference with 10 journalists from major publications and a gala dinner for 120 guests. With Ethic Ocean and Laurent Gardinier in attendance, the goal was to explain **what 'in season' really means when it comes to seafood**. Six Relais & Châteaux chefs from five different countries joined forces to create an exclusive 'twelve-hands' dinner: Chris Hannon (Cliveden House, UK), Danni Barry (Ballynahinch Castle, Ireland), Jordan Denning (Lympstone Manor, UK), Adriano Venturini (Eden Roc Cap Cana, Dominican Republic), Alexandre Gauthier (La Grenouillère, France) and Dominik Lochau (Purs, Germany).

JUNE



Jason Bangerter (Langdon Hall, Canada) headlined the **Taste of Place** Summit in Toronto, speaking on behalf of Relais & Châteaux's World Culinary Council and about the role chefs play in sustainability.

2023

SEPTEMBER

Our joint campaign **Food for Change** (Slow Wine, Cheese & Ferments), in collaboration with Slow Food, launched.



Juan Camilo Quintero (Borgo San Felice, Italy) spoke at the **Slow Food 'Cheese' conference** in Bra, Italy for Food for Change. He also hosted a dinner event under the theme 'Taste of the Meadows.'

Slow Food organized the first Terra Madre in Tomiya-city, Japan where Kana Otowa (Otowa Restaurant, Japan) moderated a workshop with two female producers. As a member of Relais & Châteaux's Executive Committee, Kana Otowa led the discussion around gastronomy, women in leadership and the future of farming.

SEPTEMBER

The Relais & Châteaux **World Culinary Council** met at La Chèvre d'Or under the direction of Mauro Colagreco, Vice President, Chefs. The meeting began at Musée Océanographique de Monaco with an address from Albert II, the Prince of Monaco, followed by debates and brainstorming around the future of gastronomy and how Relais & Châteaux as a movement can change the world.

Relais & Châteaux signed the Fondation de l'Académie de Médecine's white paper called 'Alimentation aujourd'hui et demain' (**Nourishment today and tomorrow**) to affirm its commitment to nutrition and sustainable cuisine.

The Olivier Roellinger Culinary Contest took place in Hokkaido with Relais & Châteaux Chef Shinobu Namae (L'Effervescence, Japan) serving as head of the jury. Twelve candidates from eight different schools all over Japan participated. The ultimate goal of the contest is to educate future generations about sustainable seafood.

Three Relais & Châteaux chefs (Cédric Béchade of L'Auberge Basque (France), Shinichiro Takagi of Zeniya (Japan) and Shinobu Namae of L'Effervescence (Japan) and the director of Ethic Ocean (Elisabeth Vallet) spoke on a panel discussion entitled 'Sustainable Seafood: Urgency & Solutions' at **Tokyo Sustainable Seafood Summit**. They amplified why action is urgent and the role that chefs play in shaping the food system.

NOVEMBER

Following the World Culinary Council summit in October led by Mauro Colagreco, the 21 Relais & Châteaux chefs in this think-tank amplified their voices in support of Ethic Ocean's campaign **to lobby the 27 European Union Ministers to act on all causes of the European eel's decline**. Scientists of the International Council for the Exploration of the Sea (ICES) have been warning of the species' collapse for twenty years, and have recommended to stop eel fishing in the last three years, but public authorities have not listened. The campaign resulted in strong social media visibility as well as 115 articles and €1.1M MEV.

As part of our ongoing decarbonization strategy Relais & Châteaux, strategy organized an **online global webinar on carbon footprint reduction**. Relais & Châteaux properties Coquillade Provence, Chasa Montana, Dunton Hot Springs & Weekapaug Inn were invited to share their initiatives and experiences in reducing their carbon footprints to inspire our global network.

SUSTAINABLE CUISINE EVENTS IN 2023

To drive awareness of the values in our Vision, our two annual campaigns (World Oceans Day, in partnership with Ethic Ocean, and Food for Change, in partnership with Slow Food), were amplified by a multitude of events all over the world.

The experiences ranged from collaboration dinners to educational conferences, fishing trips and guided cheese tastings, all designed to educate guests, journalists and

employees on the importance of sustainable cuisine, promoting biodiversity and culinary heritage.

We know it is our responsibility to future generations to continue to innovate consciously, especially when about a third of greenhouse gas emissions come from the global food system (FAO).



LOOKING AHEAD



Our second sustainability report marks an important milestone on our journey: one of many that is necessary to enable us to reach our objectives and have a real and long-lasting impact.

We are currently completing a thorough analysis of our sustainability stakes and will soon finalize our materiality assessment. The assessment includes interviews of internal and external stakeholders from all sectors of our ecosystem (see our Sustainability Report 2021-2022). We carried out detailed consultations with over 25 internal and external stakeholders. External partners include tourism boards, suppliers and customers, as well as non-governmental organizations and experts and pioneers of social and ecological initiatives. While internal contributors include maitres (and maitresses) de maison, human resources managers, kitchen staff, tour guides, receptionists and bartenders. The goal: to be as extensive as possible and to get the broadest, most up-to-date and honest vision of the sustainability issues we should prioritize in the pursuit of providing an exceptional guest experience, all while minimizing our environmental impact and creating added value for our network. Based on these results, we may challenge and evolve our 15 objectives and overall strategy.



This review will happen in concert with the formation of our nascent Sustainability Commission, selected by our President Laurent Gardinier in consultation with our existing committees. This dedicated team is made up of members from properties that have expertise across our Association's three pillars and which also reflect the geographical and cultural diversity of our network. Members will meet regularly with the remit to propel our sustainability strategy forward, focus

our efforts, better share our knowledge and expertise across the business and hone our strategy.

These measures will collectively allow us to accelerate our sustainability efforts as we approach the 70th anniversary of our Association and the tenth anniversary of our 2014 Vision, where we first set out 20 commitments for a better world through cuisine and hospitality.

PARTICIPATION OF MEMBER PROPERTIES

Thank you to the 346 Relais & Châteaux hotels and restaurants across our 20 delegations who responded to the latest Sustainability Questionnaire.

AFRICA & INDIAN OCEAN

20 Degrés Sud Boutique-hôtel
Anjajavy le Lodge
Blue Margouillat Seaview Hotel
Delaire Graff Lodges & Spa
Duba Plains Camp
Ellerman House
Epako Safari Lodge & Spa
Esiweni Luxury Safari Lodge
Great Plains Mara
Great Plains Selinda
Jabulani
Londolozzi Game Reserve
Morukuru Family De Hoop
ol Donyo Lodge
Royal Chundu – Luxury
Zambezi Lodges
Tembo Plains Camp
Zanzibar White Sand Luxury
Villas & Spa

AUSTRALIA, NEW ZEALAND & PACIFIC

Blanket Bay
Hentley Farm Restaurant
Laura at Pt Leo Estate
Le Bora Bora
Le Nuku Hiva
Le Taha'a
Matakauri Lodge
The Farm at Cape Kidnappers
The Lodge at Kauri Cliffs
Wharekauhau Country Estate

BENELUX, EASTERN EUROPE

& SCANDINAVIA

Bij Jef
Château Neercanne
Château St. Gerlach
Dragsholm Slot
Dyvig Badehotel
Epoque Hotel
Hotel Copernicus
Hotel Franq
Hotel Heritage
Hôtel Le Place d'Armes
Hotel Union Øye
Landgoed Hotel Het Roode
Koper
Quadrille
Stikliai Hotel
Weeshuis Gouda

FRANCE: GREAT EAST & RHÔNE-ALPES

Domaine de Rymksa
Flocons de Sel
Georges Blanc Parc & Spa
Hameau Albert Ter
Hostellerie de Levernois
Hostellerie La Cheneaudière
& Spa
Hôtel Restaurant Auberge du
Père Bise – Jean Sulpice
Hôtel Restaurant Clos des Sens
Jiva Hill Resort
L'Arnsbourg Restaurant et Hôtel
La Côte Saint Jacques & Spa
La Pyramide Patrick Henrroux
Le Chambard
Le Domaine de la Klaus
Le Relais Bernard Loiseau –
Spa Loiseau des Sens
Maison Decoret
Maison Lameloise
Restaurant Le Pré
Restaurant Saisons
Villa Florentine
Villa René Lalique

FRANCE: GREAT SOUTHERN-WEST

Brindos Lac & Château
Château Cordeillan-Bages
Château de Drudas
Château de la Treyne
Château de Mercuès
Château de Riell
Domaine d'Auriac
Hôtel de Pavie
Hôtel Restaurant En Marge
L'Auberge Basque
La Bastide en Gascogne
Le Vieux Logis
Les Hortensias du Lac
Les Prés d'Eugénie - Maison
Guérard
Relais de la Poste
Villa Grand Voile – Restaurant
Christopher Coutanceau

FRANCE: GREAT WEST

Anne de Bretagne
Brittany & Spa
Castel Clara Thalasso & Spa
Château d'Audrieu
Château de Maubreuil
Domaine de la Bretesche Golf
& Spa
Domaine de Rochevilaine
Fleur de Loire
Grand Hôtel du Lion d'Or
Hôtel de la Plage
La Grenouillère
Le Saint-Delis
Les Hautes Roches
Les Maisons de Bricourt
Manoir de Lan-Kerellec

FRANCE: PARIS & CHAMPAGNE

Assiette Champenoise
Château de Courcelles
Clarance Hôtel
Domaine de Primard
Domaine Les Crayères
Hostellerie La Briqueterie
Hôtel Splendide Royal Paris
La Scène
Le Taillevent
Relais Christine
Saint James Paris

FRANCE: PROVENCE, FRENCH RIVIERA, CORSICA

& LANGUEDOC
Baumanière Hôtel & Spa
Château de Fonscolombe
Château de La Chèvre d'Or
Château de Valmer
Coquillade Provence Resort
& Spa
Domaine de Fontenille
Grand Hôtel de Cala Rossa &
Spa Nucca
Hôtel & Spa du Castellet
Hôtel Impérial Garoupe
La Bastide Saint-Antoine
La Bonne Étape
Le Couvent des Minimes Hôtel
& Spa L'OCCITANE
Le Domaine de Verchant
Le Domaine du Mas de Pierre
Le Phébus & Spa - Villa des
Angeles
Le Prieuré Baumanière

Le Saint-Paul
Maison Pic
Michel KAYSER - Restaurant
Alexandre
Monte-Carlo Beach
Restaurant Mirazur
Tiara Yaksta
Villa Gallici

GERMANY & AUSTRIA

Bülow Palais
Burg Schwarzenstein
Gut Steinbach Hotel Chalets
Spa
Hardenberg BurgHotel
Hotel Bareiss
Hotel Dollenberg
Hotel Hohenhaus
Landhaus Stricker
Post Lech Arlberg
PURS Luxury Boutique Hotel &
Restaurant
Restaurant Lafleur
VILLINO
WEISSENHAUS Grand Village
Resort & Spa am Meer

GREATER CHINA, INDIAN SUBCONTINENT & SOUTH EAST ASIA

Ahilya By the Sea
Cape Weligama
Ceylon Tea Trails
Chaptel Hangzhou
Masque Restaurant
Mihir Garh
Niraamaya Retreats Surya
Samudra
Restaurant Sühning
Seven Villas
Shreyas Retreat
SUJĀN JAWAI
SUJĀN Sher Bagh
SUJĀN The Serai, Jaisalmer
Svatma, Thanjavur
Tate Dining Room & Bar
The Dreamland Resort
The Malabar House
Villa 32
Volando Urai Spring Spa &
Resort
Wild Coast Tented Lodge
Xitan Beijing
Yihe Mansions

ITALY

Antica Corona Reale
Bellevue Hotel & Spa
Borgo dei Conti Resort
Borgo Santandrea
Caesar Augustus
Caino
Capofaro Locanda & Malvasia
Castel Fragsburg
Castello Banfi Wine Resort
Dal Pescatore Santini
Gallia Palace Beach - Golf -
Spa - Resort
Gardena Grödnerhof Hotel
& Spa
Hermitage Hotel & Spa
Hotel Borgo San Felice
Hotel Plaza e de Russie
Hotel Raphaël
Hotel Villa Franceschi
Il Borro
Il Luogo Aimo e Nadia
Il San Pietro di Positano
Locanda Don Serafino
Londra Palace Venezia
Palazzo Seneca
Petra Segreta Resort & Spa
Relais Il Falconiere & Spa
Terra - The Magic Place
Villa Abbazia
Villa Cordevigo Wine Relais

JAPAN & KOREA

Beniya Mukayu
Bettei Senjuan
Dominique Bouchet Tokyo
Gōra Kadan
Hikariya-Nishi
Kanamean Nishitomiya
Kashiwaya
Kobe Kitano Hotel
L'Effervescence
Nishimuraya Honkan
Otowa restaurant
Restaurant Molière
Tenku no Mori
The Uza Terrace Beach Club
Villas
Tobira Onsen Myojinkan
Wasurenosato Gajoen
Zeniya

MEDITERRANEAN, MIDDLE EAST & MOROCCO

Avaton Luxury Hotel & Villas
Château Roslane
Elounda Mare Hotel
Heure Bleue Palais
Hotel Albergo
Hotel Bastion Zadar
Hotel Grad Otočec
Hôtel Le Doge
Kendov Dvorec
Lešić Dimitri Palace
Maslina Resort
Meneghetti Wine Hotel &
Winery
Museum Hotel
Myconian Ambassador

Thalasso Spa
Riad Fès
The Xara Palace
Villa des Orangers
Villa Korta Katarina & Winery
Zornitza Family Estate

NORTH AMERICA: CANADA

Auberge Saint-Antoine
Hastings House Country
House Hotel
Langdon Hall Country House
Hotel and Spa
Manoir Hovey
Post Hotel & Spa
Sonora Resort
Wickaninnish Inn

NORTH AMERICA: USA EAST & CARIBBEAN

Blackberry Farm
Blackberry Mountain
Canoe Bay
Castle Hill Inn
Eden Roc Cap Cana
Eleven Madison Park
Gabriel Kreuthner
Jean-Georges
Lake Placid Lodge
Ocean House
Old Edwards Inn and Spa
Per Se
Pine Cay
Planters Inn
Royal Blues Hotel
The Charlotte Inn
The Farrington House
The Inn at Hastings Park
The Ivy Hotel
The Lodge at Glendorn
The Swag
Twin Farms
Weekapaug Inn

NORTH AMERICA: USA WEST & MEXICO

Auberge du Soleil
Canlis
Dunton Hot Springs
Hotel Las Mañanitas
Hotel Wailea
L'Auberge Carmel
Meadowood Napa Valley
Mélisse
Pujol
Rancho Valencia Resort & Spa
Saison
SingleThread Farm - Restaurant
- Inn
The French Laundry
The Inn of the Five Graces
The Little Nell
The Ranch at Rock Creek
Tributary Hotel
Triple Creek Ranch

SOUTH AMERICA & CENTRAL AMERICA

Awasi Atacama
Awasi Iguazu
Awasi Patagonia
Casa Gangotena
Casa Palopó
Delfin Amazon Cruises
Ecoventura - Galapagos
El Colibri
El Silencio Lodge & Spa
Hotel del Parque
House of Jasmines
Inkaterra La Casona
La Bamba de Areco
Las Balsas
Pikaia Lodge
Sol y Luna
Txai Resort Itacaré
Villa Bokéh

SPAIN & PORTUGAL

Akelarre – Restaurant & Hotel
Atrio Restaurante Hotel
Bela Vista Hotel & Spa
Casa da Calçada
Casa Velha do Palheiro
Faustino Gran
Fontenille Menorca - Santa
Ponsa
Fontenille Menorca - Torre
Vella
Fortaleza do Guincho
Gran Hotel Mas d'en Bruno
Grand House
Herdade da Malhadinha Nova
Hotel Neri
La Torre del Visco
Mas de Torrent Hotel & Spa
Molino de Alcuneza
Quinta Nova Winery House
Son Brull Hotel & Spa
The Yeatman

SWITZERLAND & LIECHTENSTEIN

Beau-Rivage Hotel
Bellevue Parkhotel & Spa
Castello del Sole Beach Resort
& Spa
Chalet Hotel Schönegg
Domaine de Châteaueux
Grand Hôtel du Lac
Hôtel de la Cigogne
Hotel Restaurant Krone
Regensberg
Hôtel Victoria
Hotel Walthner
Lenkerhof gourmet spa resort
Maison Décotterd
Park Hotel Sonnenhof
Waldhotel Doldenhorn
Walliserhof Grand-Hotel & Spa

UNITED KINGDOM & IRELAND

11 Cadogan Gardens
Ballyfin Demesne
Ballynahinch Castle
Buckland Manor
Cashel Palace
Chewton Glen
Cliveden House
Farlam Hall Hotel & Restaurant
Gilpin Hotel & Lake House
Gravetye Manor
Longueville Manor
Lymptone Manor Hotel,
Restaurant and Vineyard
Mallory Court Country House
Hotel & Spa
Marlfield House
Park Hotel Kenmare
Sheen Falls Lodge
The Idle Rocks
The Vineyard
Thornbury Castle

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ANY QUESTIONS?

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RELAIS & CHÂTEAUX, ESTABLISHED IN 1954, IS AN ASSOCIATION OF 580 UNIQUE HOTELS AND RESTAURANTS THROUGHOUT THE WORLD, OWNED AND OPERATED BY INDEPENDENT ENTREPRENEURS—MOST OFTEN FAMILIES—WHO ARE PASSIONATE ABOUT THEIR CRAFT AND DEEPLY COMMITTED TO FORGING WARM, LASTING RELATIONSHIPS WITH THEIR GUESTS. RELAIS & CHÂTEAUX MEMBERS PROTECT AND PROMOTE THE WEALTH AND DIVERSITY OF THE WORLD'S CULINARY AND HOSPITALITY TRADITIONS, TO ENSURE THEY CONTINUE TO THRIVE. THEY ARE EQUALLY DEDICATED TO PRESERVING LOCAL HERITAGE AND THE ENVIRONMENT, AS ARTICULATED IN THE ASSOCIATION'S VISION PRESENTED TO UNESCO IN NOVEMBER 2014.

