

# ASCOTT CARES

THE ASCOTT LIMITED  
2025 SUSTAINABILITY REPORT



# CEO & CFO

**"This Sustainability Report captures the real impact we have made over the past year, driven by the commitment of our associates and the trust of our guests, owners, partners and the community worldwide."**

As we reflect on 2025, we do so with a deep sense of responsibility — and pride. Across our global portfolio, sustainability has continued to evolve from aspiration into measurable progress. At The Ascott Limited (Ascott), sustainability is embedded in how we operate, lead, and create long-term value for our stakeholders. This Sustainability Report captures the real impact we have made over the past year, driven by the commitment of our associates and the trust of our guests, owners, partners and the community worldwide.

### Making a Social Impact and Advancing Disability Inclusion

In 2025, our community engagement expanded significantly in both reach and depth. Our associates contributed over 10,000 volunteer hours, with more than 200 properties delivering

community initiatives — reflecting our strong local roots and global commitment. Through partnerships with like-minded organisations, we amplified our impact. Together with the CapitaLand Group's philanthropic arm, CapitaLand Hope Foundation (CHF), we collaborated with global non-profit organisation Save the Children on an SGD 400,000 initiative supporting children and youths with disabilities in Thailand and the United Kingdom. In Indonesia, we enabled inclusive employment opportunities for youths, while in Australia, our properties provided accommodation for regional youth cancer patients requiring treatment away from home. In Vietnam, our associates supported communities affected by severe flooding. Collectively, these efforts demonstrate how our scale, partnerships and people come together to create meaningful and lasting social impact.



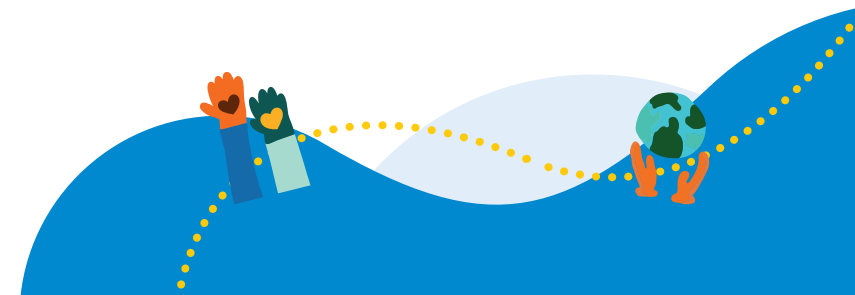
**Kevin Goh**  
Chief Executive Officer (CEO),  
Ascott and Lodging Management,  
CapitaLand Investment

**Beh Siew Kim**  
Chief Financial & Sustainability Officer (CFO),  
Lodging, CapitaLand Investment &  
Managing Director, Japan and Korea, Ascott

Disability inclusion remains a cornerstone of our social strategy. In collaboration with SG Enable, the focal agency for disability and inclusion in Singapore, we co-developed and launched the Disability Inclusion for Hospitality Professionals programme in 2025,

delivering 240 training hours and equipping industry professionals with practical skills to serve guests with diverse needs. We also launched the **Disability Inclusion Playbook for the Accommodation Sector**, developed in collaboration with **World Sustainable Hospitality**

**Alliance, Valuable 500 and SG Enable.** One of the first open-access playbooks of its kind, it was designed for the hospitality industry, offering actionable guidance across service design, employment practices and built environments — moving inclusion from principle to practice.



# CEO & CFO

Beyond inclusion, we strengthened awareness across our value chain by rolling out the Modern Slavery Awareness Training Programme, reinforcing our collective responsibility to uphold human rights and ethical labour practices.

### Driving Environmental Progress at Scale

Environmental stewardship in 2025 was marked by sharper execution. Under the **Ascott CarbonClear Initiative**, our portfolio-wide roadmap to decarbonisation, every property is guided by calibrated targets for reducing energy, water, waste and carbon.

To accelerate progress, we identified 46 properties across 12 countries that accounted for about half of our portfolio's energy efficiency gap. We conducted deep-dive sessions with each property and developed 2030 decarbonisation workplans tailored for each property's operating context. The workplans are projected to close nearly half of the portfolio's energy efficiency gap represented by these properties and deliver an average of 17% reduction in energy intensity per property, alongside long-term cost savings.

By piloting innovative solutions such as AI-enabled chiller optimisation, we have improved equipment efficiency and reduced energy consumption.

Beyond reducing our operational footprint, we continued to invest in nature-based solutions that strengthen ecosystems. In 2025, our properties planted over 19,000 trees worldwide, contributing to biodiversity restoration and the enhancement of natural carbon sinks.

### Advancing Responsible Supply Chains

Our sustainability efforts extend beyond our own operations into our global supply chain. In 2025, we made meaningful progress against our responsible sourcing commitments: 85% of sanitary and copier paper is now sourced from recycled or sustainably certified sources; 90% of properties have replaced mini toiletry bottles with bulk amenity dispensers; and 62% of properties have eliminated plastic bottled water.

To strengthen accountability, sustainability is now embedded into our vendor evaluation process.

Major suppliers are required to complete an annual sustainability assessment, enabling us to track maturity and progress year-on-year alongside cost, quality and service performance. This approach reinforces shared responsibility and drives continuous improvement across our value chain.

### Pursuing Green Excellence

Our commitment to sustainability is reinforced by independent standards and external recognition. 140 properties<sup>1</sup> achieved **Global Sustainable Tourism Council (GSTC)** certification for green operations, accounting for 44% of all properties<sup>2</sup>, with full portfolio certification achieved across the Philippines, Malaysia, Thailand, Japan, Europe and Australia.

Capability building underpins this progress. Through our partnership with GSTC, the Ascott Centre for Excellence delivered over 750 training hours for the GSTC Sustainable Hospitality Course in 2025. Cumulatively, more than 1,900 training hours have been delivered since the partnership began in 2023, more than doubling our pledge of 700 hours.

Our sustainability and inclusion efforts were recognised in 2025 through multiple international accolades, including:

- **World Sustainable Travel & Hospitality Awards 2025**  
World's Leading Sustainable Accessibility & Inclusion Initiative
- **The Business Times-UOB Sustainability Impact Awards**  
Impact Enterprise Excellence Award (Large Enterprise)
- **Skål International Sustainable Tourism Awards 2025**  
3rd Place (Accommodation, Food and Hospitality Services)

These honours are a testament to the dedication of our associates and the measurable progress achieved across our global portfolio.

### Building Culture, Capability and Future Talent

Sustainable performance is ultimately driven by people. In 2025, we advanced the Ascott Culture Alignment Journey, fostering a unified culture across roles, brands and markets through shared Vision, Mission and Cultural Beliefs.

To support business growth and leadership continuity, we launched

the Ascott Accelerate programme to attract, develop and retain high-potential talent. Complementing this, the Ascott Global Academy for Excellence continued to anchor our learning ecosystem, equipping associates with the skills needed to thrive in an evolving hospitality landscape. Together, these programmes advanced workforce capability and ensured a resilient talent pipeline for the future.

### Looking Ahead

We extend our sincere appreciation to our associates, whose dedication and belief in our purpose continue to turn commitments into outcomes. We are equally grateful to our owners, partners, guests, investors and community organisations for their trust, collaboration and shared ambition.

As we look ahead, our focus remains clear: to deepen impact, scale what works, and continue integrating sustainability into our business. The progress made in 2025 gives us confidence to move forward together to create a more resilient, inclusive and sustainable future.

Thank you for being part of this journey with us.

1 Managed and branded properties with more than two years of operations. Data as at end January 2026.

2 Managed and branded properties with more than two years of operations.

# This Report

This report provides an account of our accomplishments in 2025 and what still needs to be done to operate responsibly across Ascott's global portfolio. Covering 1 January to 31 December 2025 (unless otherwise stated), this report reflects our commitment to transparency on our impact, progress and remaining gaps. Disclosures are based on data submitted and available as at the date of publication.

Guided by our vision **to be the preferred hospitality company, enriching global living with heartfelt experiences**, our sustainability work is anchored in the **Ascott CARES** framework, which aligns with the **GSTC Standard**<sup>1</sup>. This framework helps us apply consistent sustainability practices across our corporate offices and properties, while respecting local contexts.

We also consider how our actions support the **United Nations Sustainable Development Goals**, recognising that our responsibilities extend beyond our own operations to the communities and environments in which we operate. To minimise environmental impact, this report is published **exclusively in digital format**.

## Feedback welcome

Please submit any suggestions or enquiries regarding this report or the Ascott Sustainability Policy to us.

**Contact:** Ascott Sustainability Team

**E-mail:** [cliascottsustainability@the-ascott.com](mailto:cliascottsustainability@the-ascott.com)

**Find out more about our sustainability management:**  
<https://www.discoverasr.com/en/ascott-cares>

## About the Cover

This cover reflects the people, values and collaboration at the heart of our sustainability journey. It was co-created by artists supported by SG Enable's i'mable Collective — an initiative that empowers persons with disabilities through training and employment in the creative sector — in partnership with Ascott associates.

The artwork embodies inclusion, empowerment and community, translating our commitments into a shared visual expression. It will continue to be featured across Ascott CARES materials, extending its message beyond the pages of this report.



## Report Accessibility Information

This report has been designed with accessibility as a core priority. To ensure alignment with applicable accessibility standards, we have had the document remediated by industry leader Deque. The default standards that Deque's experts remediate to are WCAG 2.2, levels A and AA, and PDF/UA (ISO 14289). Deque's process involves adding semantic tags, establishing and confirming logical reading order, providing alternative text for images, properly structuring tables and forms, and ensuring keyboard navigation throughout the document. It also includes embedding fonts, setting the correct document language and metadata, and verifying that the reflow order and tab order align with the document structure. Through our collaboration with Deque's remediation experts, we are able to deliver a report that is accessible to everyone.

<sup>1</sup> GSTC criteria references in this report follow Industry Criteria v3.0 for 2025 activities. In December 2025, GSTC released Hotel Standard v4.0, which Ascott will adopt in accordance with the three-year transition timeline.



# The Ascott Limited

Ascott is driven by a vision to be the preferred hospitality company, enriching global living with heartfelt experiences. With a portfolio of more than 1,000 properties spanning over 230 cities across more than 40 countries, Ascott's presence spans Asia Pacific, Central Asia, Europe, the Middle East, Africa and the USA. Its diverse collection of award-winning brands includes Ascott, Citadines, lyf, Oakwood, Somerset, The Crest Collection, The Unlimited Collection, Fox, Harris, POP!, Preference, Quest, Vertu and Yello.

Ascott specialises in managing and franchising a wide range of lodging options, including serviced residences, hotels, resorts, social living properties and branded residences, catering to the varying needs and preferences of global travellers. Through the Ascott Star Rewards (ASR) loyalty programme, members enjoy exclusive privileges and curated experiences, enhancing every aspect of their travel journey.

As a wholly owned business unit of CapitaLand Investment Limited (CLI), Ascott generates fee-related revenue by leveraging its expertise in both lodging management and investment management. It also drives the expansion of funds under management by growing its sponsored CapitaLand Ascott Trust (CLAS) and private funds.

For more information on Ascott and its sustainability programme, please visit

[www.discoverasr.com/the-ascott-limited](http://www.discoverasr.com/the-ascott-limited)

Alternatively, connect with Ascott on Facebook, Instagram, TikTok and LinkedIn.



## Ascott's Global Footprint

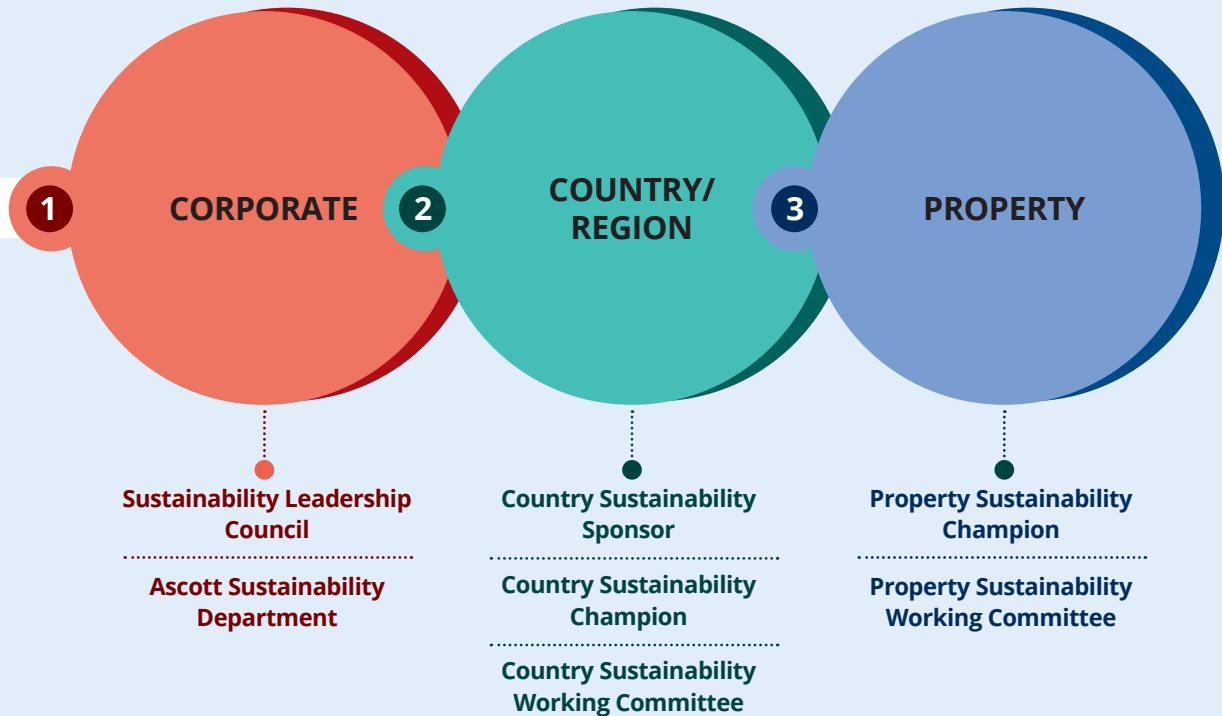
>1,000 Properties 14 brands

>230 cities across >40 countries



Figures as at end February 2026 and includes Managed, Franchised, Leased, Owned and Other properties (including those under funds and JVs).

# Sustainability Governance



## Sustainability Governance Structure

Co-led by Ascott's CEO and CFO, the Ascott Sustainability Leadership Council (SLC) exercises oversight of sustainability and climate risks, and determines the strategies and goals for the company.

These strategies are driven by the Ascott Sustainability Department, with the programmes executed in collaboration with regional and property leaders within the respective local markets.

Ascott's sustainability governance operates across **three connected tiers**, linking strategy with execution and accountability.

At the **corporate level**, the **SLC**, co-led by the CEO and CFO and supported by the Ascott Sustainability Department, oversees sustainability and climate-related risks and sets company-wide direction. The Sustainability Department tracks progress and

supports implementation through active stakeholder engagement.

At the **country and regional level**, **Country Sustainability Sponsors and Champions** adapt and implement strategies locally, providing feedback on market-specific challenges and opportunities. Their role ensures sustainability actions remain practical, relevant and scalable across different operating contexts.

At the **property level**, **Property Sustainability Champions**, led by Residence Managers, embed Ascott CARES into day-to-day operations and provide on-the-ground insights to refine approaches.

To support implementation, **working committees** may be formed at country and property levels to advance specific initiatives.

## How We Made It Work

- **Sustainability is a part of bi-monthly senior management discussions**, keeping environmental and social issues embedded in business decisions.
- **Sustainability proposals are reviewed through our network of country and regional sponsors and champions**, ensuring local insights shape decisions before execution.
- **Company-level actions are cascaded to country teams and implemented through functional groups, such as procurement**, embedding sustainability into routine decisions like supplier selection and sourcing.
- **Sustainability Balanced Scorecard goals are set annually at property, country and corporate levels**, strengthening accountability across the organisation.

# Ascott CARES

We believe that exceptional hospitality begins with genuine care. Our sustainability management framework, Ascott CARES, is designed with the GSTC Standard in mind. It drives our efforts to make a positive impact across five key pillars.



## COMMUNITY

We actively foster local employment, celebrate and preserve culture and heritage, as well as contribute to meaningful community development initiatives.



## ALLIANCE

We cultivate meaningful connections with external stakeholders, working collaboratively within the lodging industry to exchange insights and promote sustainable practices together.



## RESPECT

We prioritise the well-being of our associates and guests, cultivate a workplace that values diversity, equity, and inclusion, and foster meaningful connections with our customers.



## ENVIRONMENT

We actively work towards carbon reduction, efficient water use, responsible waste management, and the development of sustainable accommodations.



## SUPPLY CHAIN

We are dedicated to making sustainable purchasing decisions that benefit both people and the planet.



Global Sustainable Tourism Council

### GSTC Criteria Overview

In this report, every story highlight has been indicated with the respective GSTC criterion they fulfil. GSTC criteria references in this report follow Industry Criteria v3.0 for 2025 activities<sup>1</sup>.

For further details on the GSTC Standard, please refer to the GSTC website.

<sup>1</sup> In December 2025, GSTC released Hotel Standard v4.0, which Ascott will adopt in accordance with the three-year transition timeline.



This illustrates the GSTC criterion fulfilled in each story



# Performance Highlights

## COMMUNITY



**Over 10,000 volunteer hours** across **30 countries**



**212 properties** engaged in community initiatives



**190 properties** supported cultural heritage initiatives



Supported community initiatives under CHF, which donated **SGD 6.2 million<sup>1</sup>** globally

## ALLIANCE



**55%<sup>2</sup> properties** implemented Green Lease programme



**Over 1,900 hours of GSTC-aligned sustainability training** since 2023, exceeding the 700-hour pledge



**240 hours of Disability Inclusion for Hospitality Professionals training**, co-developed with SG Enable and launched in 2025

## RESPECT



### Workforce diversity by gender

Female **52%**  
Male **48%**

### Workforce diversity by age group

Below 30 **25%**  
30 – 50 **63%**  
Above 50 **12%**



### Average training hours per associate: 13.9 hours

### Average training hours by gender

Female **13.6 hours**  
Male **14.5 hours**

## ENVIRONMENT



**44%** of our portfolio<sup>5</sup> GSTC – certified, progressing towards our target of 100% by 2028



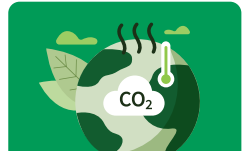
Achieved full GSTC certification across portfolios in **the Philippines, Malaysia, Thailand, Japan, Europe and Australia**



**17% reduction in energy intensity per property** (projected & on avg.) based on submitted workplans from deep dives with 46 properties across 12 countries



**70.4% owned properties are green building certified<sup>6</sup>**



**10% reduction in carbon emissions intensity<sup>7</sup>**



**23 countries** ISO 14001 and ISO 45001 certified



**92%<sup>3</sup> of associates** completed human rights-related training



**38 Persons with Disabilities** hired<sup>4</sup>



**14% reduction in energy consumption intensity<sup>7</sup>**



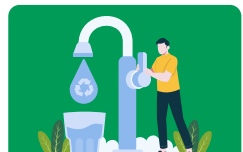
**6.8% reduction in water consumption intensity<sup>7</sup>**



**6.4%** of electricity used from renewable sources



**23% waste recycled**



**2.4%** water used from recycled sources

1 Includes donations made under CHF India.

2 For new and renewal agreements in 2025.

3 Executive grade and above.

4 The 2025 figure reflects aggregated data from employees who voluntarily self-identified and consented, serving as a baseline for future reporting.

5 Managed and branded properties with more than two years of operations as at 31 January 2026.

6 By Gross Floor Area.

7 Covers 99% of properties from 1 January – 31 December 2025 (as at 31 March 2026), including all properties managed by Ascott, excluding third-party managed properties and new properties which have been in operation for less than 12 months, properties undergoing Asset Enhancement Initiatives (AEI) and corporate offices. Performance measured against 2019 base year.

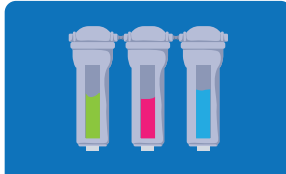
# Performance Highlights

## SUPPLY CHAIN<sup>5</sup>

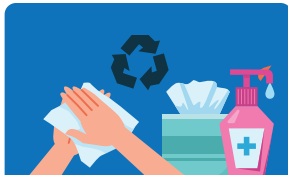
(% of properties)



**100% supplier acknowledgement** of Supply Chain Code of Conduct<sup>6</sup>



**90%** replaced mini plastic toiletry bottles with bulk amenities dispensers



**85%** use sanitary and copier paper from certified recycled or sustainable sources



**62%** provide water dispensers or on-site bottling to eliminate single-use plastic bottles



**85%** offer responsibly sourced coffee and tea



**100%** cage-free eggs in Australia, Europe, Malaysia and the Philippines

## ACCOLADES

### World Sustainable Travel & Hospitality Awards 2025

- World's Leading Sustainable Accessibility & Inclusion Initiative — The Ascott Limited
- World's Leading Sustainability Leader — Beh Siew Kim

### Skål International Sustainable Tourism Awards 2025

- 3<sup>rd</sup> Place (Accommodation, Food and Hospitality Services) — The Ascott Limited

### SkillsFuture Employer Award 2025 (Singapore)

- Silver Award — Ascott Singapore

### International Sustainability Awards 2025 (Luxury Lifestyle Awards)

- Top 100 Hotels & Resorts — Ascott Star KLCC Kuala Lumpur; Somerset Westview Nairobi

### Business Times-UOB Sustainability Impact Awards

- Impact Enterprise Excellence Award (Large Enterprise) — The Ascott Limited
- Impact Leader Excellence Award — Beh Siew Kim

### Great Place to Work Award

- CapitaLand Investment & various Ascott clusters (see Respect section)

### 2025 Hospitality Industry ESG Innovation Competition (China Hospitality Association)

- Bronze Award, ESG Best Practices (Accommodation Sector) — Ascott China

### Le Trophée Bleu Sustainability Awards 2025 (French Chamber of Commerce & Industry in the Philippines)

- Winner, People Category — Ascott Philippines

### Others

Ascott is a wholly-owned lodging business unit of CLI. For its sustainability efforts, CLI continues to be listed on indices including GRESB and MSCI ESG Ratings<sup>7</sup>. CLI is a constituent of **FTSE4Good**, **MSCI Selection Index** and **S&P Global Sustainability Yearbook**.

For more details, please refer to the CLI Global Sustainability Report 2025, to be published by 31 May 2026.



GRESB  
REAL ESTATE  
★★★★☆ 2025

MSCI  
ESG RATINGS



CCC B BB BBB A AA AAA

<sup>5</sup> Commitments apply to managed and branded with more than two years of operations, unless otherwise specified.

<sup>6</sup> Commitments apply to managed and branded properties/projects. For 2025 new or renewed contracts, applies to owned and managed properties where Ascott has procurement control.

<sup>7</sup> As at 31 December 2025.



Ascott Step Forward — Shoes to School 2025 initiative by Ascott Thailand.



# COMMUNITY

We actively foster local employment, celebrate and preserve culture and heritage, and contribute to meaningful community development initiatives.



1 Applies to managed and branded properties.

### ◆◆◆ Commitments<sup>1</sup> ●●● 2025 Status



◆◆◆ 100% of properties to participate in at least one community initiative  
●●● 212 properties



◆◆◆ 100% of properties to engage in volunteer work supporting Ascott CARES goals  
●●● Over 10,000 volunteer hours across 30 countries



◆◆◆ 100% of properties to be involved in at least one cultural heritage initiative  
●●● 190 properties

- 3 GOOD HEALTH AND WELL-BEING
- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 17 PARTNERSHIPS FOR THE GOALS

## Strengthening Communities at Scale



In 2025, Ascott continued to strengthen community resilience through targeted initiatives supporting underprivileged and vulnerable groups. Working alongside our properties, associates, guests and partners, we responded to local needs while deepening collaboration with community organisations.

Ascott supports initiatives by CHF, which donated **SGD 6.2 million<sup>1</sup> globally** in 2025 to advance education, health and well-being for children, youth and seniors. Beyond funding, CHF advocates volunteerism as an integral part of building caring and inclusive communities.

Through CHF's **CapitaLand AccessABLE Programme**, 16 Ascott properties in China supported over 4,600 children and youth with special needs in skills development and social integration. On top of this, Ascott also supported CapitaLand's global **#GivingAsOne** community initiative, mobilising CapitaLand's ecosystem to uplift vulnerable groups in communities where CapitaLand operates to deliver:



**100 activities**  
organised across  
36 cities



**>100,000** volunteer  
hours



**>130,000** children,  
youth and seniors  
supported



**>SGD 2 million**  
pledged donation  
from CHF, including  
matching donations  
to support education,  
health and well-being  
initiatives

<sup>1</sup> Includes donations made under CHF India.



During #GivingAsOne, Ascott Indonesia's Play-Learn-Give programme engaged 50 children from SOS Children's Village and ISCO Foundation, supported by 74 volunteers across 32 properties, to foster confidence, inclusion and life skills.



Mr Kanit Sangmookda, Country General Manager for Thailand & Laos at Ascott (second from right), and Mr Guillaume Rachou, Executive Director of Save the Children Thailand, with visually impaired employees from Dots Coffee.

## Partnership with Save the Children

In 2025, Ascott and CHF partnered with Save the Children on an SGD 400,000 initiative to drive social inclusion as part of CHF's CapitaLand AccessABLE programme, supporting **160 children and youths with disabilities** in Thailand and the United Kingdom.

In Thailand, 60 youths with visual impairments are participating in a workplace readiness programme developed with educators, disability organisations and social enterprises. The initiative builds communication, teamwork and interview skills, with structured life-skills training and internship exposure where Ascott associates will contribute through mentoring and engagement. Additionally, employer outreach conducted aims to expand inclusive hiring pathways.

In the United Kingdom, the partnership supports the **Sheffield Community Bus Project**, a mobile inclusion hub co-designed with children with special educational needs and disabilities and their families. When launched in 2026, it will serve around 100 children and families living below the poverty line, delivering workshops, peer support and family guidance directly within neighbourhoods where access is limited.

Contributed **SGD 400,000**

Supporting **160** children and youths with disabilities

**B1** COMMUNITY SUPPORT



**Save the Children**

“Our partnership with Ascott and the CHF is more than a programme — it is a shared commitment to ensuring that children and young people with disabilities are seen, supported, and given every chance to thrive. By listening closely to what they need and dream of, we shape practical, transformative support and look forward to expanding inclusive opportunities for every child, regardless of ability.”

**Guillaume Rachou,**  
Executive Director,  
Save the Children Thailand



## Dignity, Empowerment and Opportunity



Ascott Thailand's Shoes to School programme.



Joy-Nostalg Hotel and Suites Manila's slipper donation to Philippine Jesuit Prison Service.

## Putting Our Best Foot Forward

In Thailand and Laos, the **Ascott Step Forward — Shoes to School** programme supported children who walk long distances to school over uneven terrain. In 2025, 20 properties and over 300 volunteers delivered:



2,600 pairs of shoes



Nearly 15,400 pairs of socks



Over THB 1.5 million invested

In the Philippines, Joy-Nostalg Hotels and Suites Manila donated **100 pairs of slippers** to the Philippine Jesuit Prison Service, supporting inmates' basic needs and dignity.



B1  
COMMUNITY  
SUPPORT



"The Shoes to School initiative has eased financial pressure on families and ensured students have sturdy shoes for daily schooling. Beyond practical support, it has strengthened students' confidence and motivation."

**Chaiwat Boonprasert,**  
Assistant Director of Human  
Resources & Development,  
Ascott Thailand & Laos



Ascott Indonesia's #LEVELUPYOURFUTURE programme with youths from ISCO and SOS.

Indonesia: Associates from Citadines Gatot Subroto Jakarta and Citadines Sudirman Jakarta alongside the team at Kopi Kamu.



Japan: Hospitality workshop by Ascott Marunouchi Tokyo and Japan Children Support Association for children in foster care.

China: Citadines Dongyan Road Suzhou supported students in mountainous areas of Sichuan.

## Building Skills and Future Pathways

Ascott properties also focused on long-term opportunity creation.

In Indonesia, the **#LEVELUPYOURFUTURE** programme supported youths from ISCO and SOS Children's Village through career readiness workshops led by Ascott volunteers. In parallel, partnerships with **Kopi Kamu**, a disability-inclusive café employing individuals with Down syndrome, promoted inclusive employment awareness within the hospitality sector.

In Japan, Ascott Marunouchi Tokyo partnered with **Japan Children Support Association** to host a hospitality workshop for children in foster care, broadening exposure to diverse career pathways.

In China, Citadines Dongyan Road Suzhou supported 96 students in mountainous areas of Sichuan through RMB 19,000 in contributions. This included sponsoring two students' education and providing learning materials and sports equipment for the wider school community.



B1  
COMMUNITY  
SUPPORT



B2  
LOCAL  
EMPLOYMENT



B6  
EQUAL  
OPPORTUNITY

## Inclusion, Health and Resilience

# Playing for Inclusion

In November 2025, Ascott and Chelsea Football Club (Chelsea) came together in Jakarta for a morning that blended sport, creativity and community. As part of Chelsea's global fan engagement programme. The Famous CFC, club legend Gary Cahill joined Ascott associates at ASIOP Stadium to host students from **Saraswati Learning Centre**, a special needs school dedicated to empowering children with diverse learning abilities.

The students took to the pitch for football drills and picked up dribbling tips straight from Cahill, in an environment built around encouragement and joy. The session embodied a shared belief between Ascott and Chelsea that every young person, regardless of abilities, deserves the chance to play, learn and belong.



B1  
COMMUNITY  
SUPPORT

Chelsea legend Gary Cahill shared a celebratory high-five with a child during a football session for children with special needs.



Japan: Ascott associates at Run for the Cure to raise funds and awareness for breast cancer.



Kate Mearns, supported by Ascott Australia through the You Can Stay programme, stayed over 200 nights at a Quest property in Brisbane while undergoing cancer treatment.

## Supporting Health and Well-being

In 2025, Ascott properties contributed **4,273 units of blood**, supported by partnerships with local hospitals and Red Cross chapters.

Properties also championed women's health through initiatives including Run for the Cure Japan, MRCCC Siloam Hospitals in Indonesia, the Saudi Cancer Foundation and France's Octobre Rose campaign.

In Australia, Ascott marked five years of partnership with the Sony Foundation's **You Can Stay** programme, providing **over 40,000 accommodation nights at charity rates** to support regional youth cancer patients requiring treatment away from home.



**4,273 units of blood**  
donated



**Over 40,000 accommodation nights**  
at charity rates



B1  
COMMUNITY  
SUPPORT

## Championing Women's Empowerment

Across Ascott, International Women's Day is an opportunity not only to celebrate the achievements of women, but to support women in local communities — particularly those from marginalised backgrounds.

In Cambodia, Oakwood Premier Phnom Penh partnered with **Daughters of Cambodia**, an NGO supporting women and transgender individuals affected by sexual exploitation

and trafficking. Since 2007, the organisation has helped over 900 individuals leave the sex industry and rebuild their lives with dignity. Through a fundraising dinner, the property raised **USD 3,000** to support skills training, ethical employment and recovery programmes.



Guests at the Women in Red fundraiser by Oakwood Premier Phnom Penh, supporting Daughters of Cambodia.

## Delivering Disaster Relief and Recovery

Ascott properties responded to extreme weather events through locally led support.

In Vietnam, associates raised **VND 110 million** following severe flooding in Thai Nguyen province, supporting affected schools and children.

In Indonesia, Maison Aurelia Sanur, Bali — by Préférence donated meals and first aid supplies valued at **IDR 1.5 million** to communities in Tegal Harum Village, Denpasar, supporting flood relief efforts in September 2025.



## Protecting Places and Nature



### Vietnam

In Vietnam, Ascott partnered with **Sài Gòn Xanh** to restore the A41 canal, mobilising more than 120 volunteers to remove 15 tonnes of waste from a vital urban waterway in Ho Chi Minh City.



### Oman

In Oman, associates at Citadines Al Ghubrah Muscat carried out a beach clean-up along the Gulf of Oman, removing waste from the coastline to support marine and coastal environments.



### Thailand

In Thailand, Ascott partnered with **Ayutthaya Historical Park** to carry out a clean-up at **Wat Chaiwatthanaram**, supporting the preservation and care of a nationally significant heritage site.



### Indonesia

In Bali, Maison Aurelia Sanur – by Préférence partnered with **Seven Clean Seas** to support ocean clean-up efforts, enabling guests to contribute donations during booking or check-out.

## World Cleanup Day

**World Cleanup Day** is Ascott's largest annual communal environmental effort. Each year, teams across Asia, the Middle East, Africa and Europe step outside their properties to deal with unmanaged waste in the places they live and work. In 2025, **over 2,800 volunteer hours were achieved** and collectively our properties **removed 29.4 tonnes of trash** from beaches, mangroves, rivers, canals, parks and shared community spaces.

### Protecting waterways and public health

In many locations, ensuring basic safety and resilience is key. In cities like Ho Chi Minh City and Nairobi, blocked waterways and drains worsen flooding during heavy rains and increase health risks. Clearing them helps restore water flow, reduces pressure on surrounding neighbourhoods, and lowers the risk of contamination.

### Protecting coastal environments and destinations

For coastal properties, clean-ups are closely tied to the health, safety and attractiveness of the destination itself. Cleaner beaches help protect marine life, improve water quality, and keep public shorelines safe and welcoming for both local communities and guests.

### Preserving cultural heritage and shared spaces

Our teams also carried out clean-up and restoration activities at places of shared significance, from cultural heritage landmarks to everyday public spaces that communities rely on for daily activities and social connection, such as neighbourhood facilities, places of worship and zoos.

### Backing community-led environmental action

Ascott extends its impact beyond on-the-ground clean-ups by supporting local organisations protecting local environments. Through partnerships and guest contributions, we help direct support towards long-term ocean clean-up initiatives, while inviting guests to care for the places they visit.



Over **2,800** volunteer hours



**29.4 tonnes** of trash removed



**A3**  
REPORTING AND COMMUNICATION



**D2.4**  
SOLID WASTE



**B1**  
COMMUNITY SUPPORT



**D3.1**  
BIODIVERSITY CONSERVATION



**C2**  
PROTECTING CULTURAL HERITAGE



We are grateful to work alongside local organisations and public agencies that are committed to protecting their environments year-round. Our partners include:

• **Bumi Kita** • **Chennai City Cooperative** • **Dinas Lingkungan Hidup dan Kebersihan – Kabupaten Badung** • **Free the Sea** • **Nairobi City County** • **Seven Clean Seas** • **SG Beach Warriors** • **Sungai Watch** • **Tanjung Uma Empowerment**

...and the list continues to grow.



Cambodia (Citadines Flatiron Phnom Penh and Somerset Norodom Phnom Penh)



China (Citadines Zhuankou Wuhan)



India (Citadines OMR Chennai) – Chennai City Cooperative



Indonesia (FOX Hotel Jimbaran Beach Bali) – Sungai Watch



MEAT (Somerset Westview Nairobi) – Nairobi City County



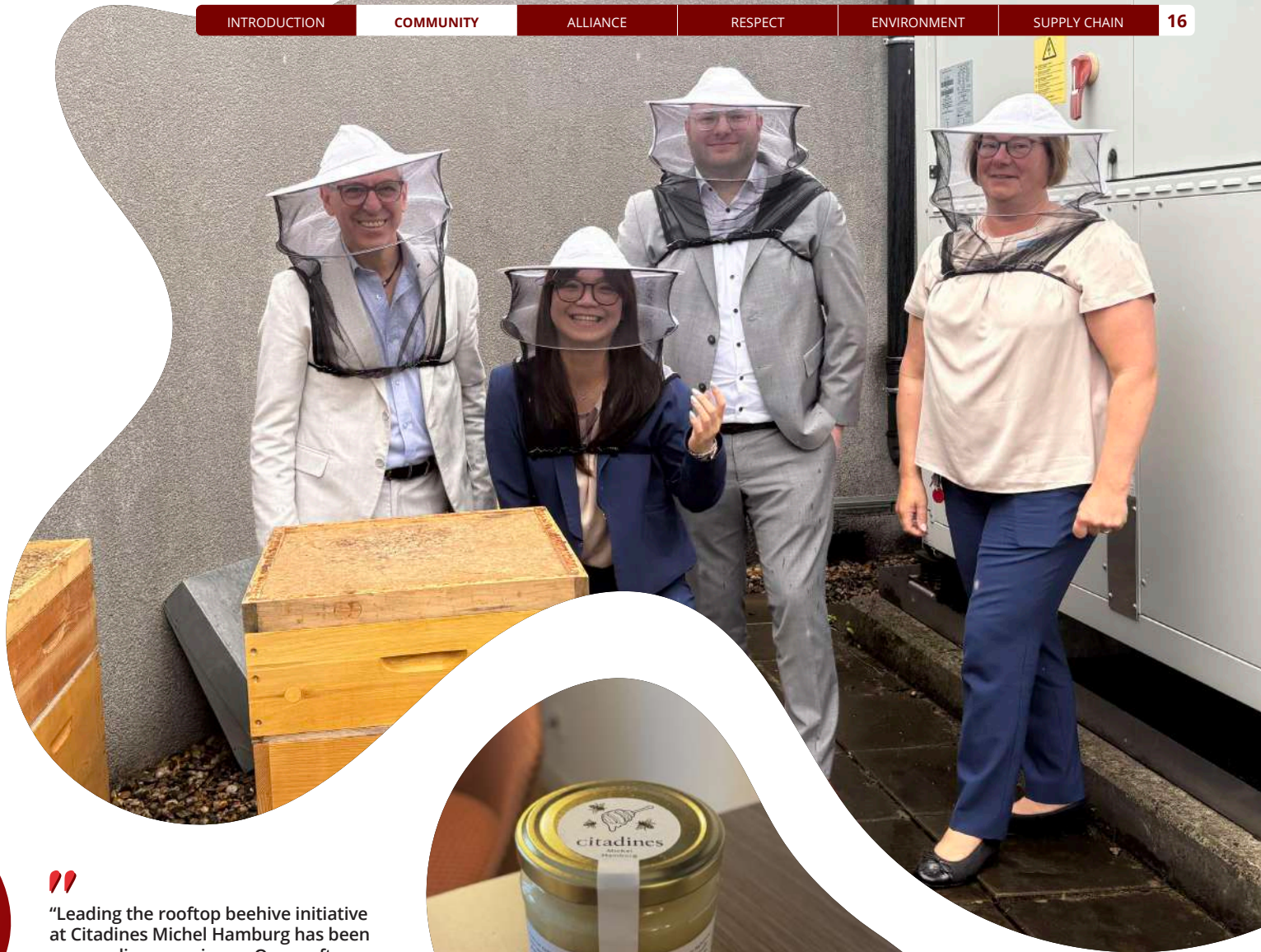
Philippines – Marikina River Parks Authority

Protecting Places and Nature

# Supporting Tiny Allies of Biodiversity

In Germany, Citadines Michel Hamburg installed two rooftop beehives in partnership with **place4bees**, with the potential to support approximately **80,000 urban pollinators** and producing around **40 kg of honey annually**.

The honey is integrated into guest experiences, connecting hospitality operations with local ecosystems. Similar installations are planned for Paris and London in 2026, expanding a growing network of urban micro-habitats.



“Leading the rooftop beehive initiative at Citadines Michel Hamburg has been a rewarding experience. Our rooftop beehives turn sustainability into visible action, supporting urban pollinators, local biodiversity, and greater awareness of nature’s role in city life.”

**Serhat Solmaz,**  
Assistant Residence Manager,  
Citadines Michel Hamburg



## Cultural Heritage

We celebrate cultural heritage as a cornerstone of local identity, social cohesion and authentic connections between communities and travellers.

### Reviving Tradition through Craft: Mid-Autumn Festival in Chongqing

During the Mid-Autumn Festival, Somerset Yangtze River Chongqing hosted the “Moonlit Splendour · Song Brocade Conveys Affection” experience, celebrating Song brocade, a recognised form of Chinese intangible cultural heritage. Guests transformed traditional textiles into modern accessories such as headpieces, brooches and keychains.

By linking traditional craftsmanship with contemporary design, the experience offered an immersive appreciation of Song brocade while encouraging its continued relevance in daily life. Guests took home beautiful keepsakes that supported the preservation of traditional skills.



### Celebrating National Identity and Cultural Pride: Oman National Day

Citadines Al Ghubrah Muscat marked Oman National Day with a vibrant celebration honouring the Sultanate’s cultural heritage. The property was adorned with national colours and traditional décor, while associates welcomed guests with customary Omani coffee and dates.

Through festive attire and shared celebration, the event fostered cultural appreciation among local residents and international visitors, reinforcing the property’s role as an engaged member of the Muscat community.



### Showing Up for a City’s Milestone: Amsterdam’s 750th Anniversary

To commemorate Amsterdam’s 750th anniversary, five associates from Citadines Canal Amsterdam volunteered as city hosts during a landmark event that transformed a 15-kilometre stretch of the A10 highway into a festival boulevard for one day. The celebration featured music, art installations, parades, sports, dance performances and food trucks.

As city ambassadors, the team provided visitors with directions and assistance, contributing to a welcoming experience. Their participation reflected Ascott’s commitment to civic engagement and cultural celebration during a once-in-a-generation milestone.





## Celebrating Living Traditions: Balinese Cultural Practices

At Citadines Berawa Beach Bali Resort, cultural heritage was celebrated through a **Gebogan Competition**, showcasing traditional Balinese offerings crafted from fruits, cakes and vibrant flowers. Held as part of a Hindu ceremony at the property, the activity highlighted the artistic beauty and spiritual significance of Gebogan.

By involving both the local community and guests, the initiative supported the preservation of Balinese traditions while fostering greater understanding and respect for local customs.

## Preserving Heritage through Food: Miso-making in Japan

Oakwood properties in Japan hosted a traditional miso-making experience celebrating Japanese food culture and community connection.

Led by Mr Kawasaki of Marukawa Miso, established in 1914 in Fukui Prefecture, participants learned about fermentation, cultural traditions and the environmental benefits of reusable seasonings. Each prepared one kg of brown rice miso to ferment over 10 months, fostering continued engagement as guests and associates shared updates. The experience strengthened appreciation for culinary heritage while promoting sustainability and social connection.

## Promoting Cultural Heritage: Workshops for Guests in Shenyang

At Somerset Heping Shenyang, a year-long series of Intangible Cultural Heritage Workshops brought China's traditional arts and crafts to life in 2025. Professional instructors guided domestic and international guests through immersive, hands-on sessions, uncovering the techniques and stories behind each craft.

The programme extended beyond the property into special education classrooms where children explored skills such as tie-dyeing and perfume blending. More than a cultural showcase, the workshops nurtured creative confidence, sparked curiosity and gave participants — young and old, local and international — a tangible connection to living heritage.



C2  
PROTECTING  
CULTURAL  
HERITAGE



C3  
PRESENTING  
CULTURAL  
HERITAGE



C2  
PROTECTING  
CULTURAL  
HERITAGE



C2  
PROTECTING  
CULTURAL  
HERITAGE

 **2025 SUSTAINABILITY IMPACT AWARDS**

Jointly organised by  
**THE BUSINESS TIMES** 

**IMPACT ENTERPRISE EXCELLENCE AWARD  
 LARGE ENTERPRISE**

**The Ascott Limited**



Ascott was honoured with the Impact Enterprise Excellence Award at The Business Times-UOB 2025 Sustainability Impact Awards.



# ALLIANCE

We cultivate meaningful connections with external stakeholders, working collaboratively within the lodging industry to exchange insights and promote sustainable practices together.

◆◆◆ Commitments ●●● 2025 Status

  
 ◆◆◆ **Lead the industry** in best practices to ensure sustainable operations across Ascott's global portfolio

  
 ◆◆◆ By 2030 - **100%** of properties to implement the Green Lease programme  
 ●●● **55% achieved<sup>1</sup>**

  
 3 **GOOD HEALTH AND WELL-BEING**  
 17 **PARTNERSHIPS FOR THE GOALS**

1 For new and renewal agreements in 2025.

## Partnerships

Progress at scale requires partnership. Across our portfolio, we embed sustainability into contracts, capability building, and industry collaboration. By strengthening partnerships across owners, tenants, educators, and industry bodies, we extend sustainability beyond our own operations and help raise standards across the sector.

## Strengthening Sustainability Across Our Partner Network

Under Ascott CARES, we are working towards implementing Green Lease programmes across 100% of properties by 2030. In 2025, **55% of new and renewed tenant contracts included green lease clauses**, setting minimum efficiency standards for equipment and lighting. New tenants receive green fit-out guides to help them build responsibly from the start. In 2025, we updated our Ascott Green Lease Guide to align more closely with newly introduced GSTC requirements (effective 1 January 2025).

We also raised the bar with our owners. **More than 50% of third-party owner agreements signed in 2025 included green building certification requirements.**

This shifts sustainability from preference to practice — making it shared, measurable, and built into how we operate.



**55%** of Ascott's tenant contracts<sup>1</sup> featured green lease clauses



**More than 50%** of third-party owner agreements signed in 2025 included the green building certification clause



Participants of the GSTC Sustainable Hospitality Course at Ascott Centre for Excellence in October 2025.



## Building Capability in Sustainability

Beyond contracts, partnership strengthens capability within our organisation and across the sector.

The Ascott Centre for Excellence (ACE) — our training platform for hospitality professionals — strengthens sustainability knowledge across markets and operating models.

These programmes move beyond theory. They equip teams with practical tools to implement standards, improve daily operations, and embed inclusive practices consistently across properties.



**Over 1,900 hours** of GSTC-aligned sustainability training delivered since 2023, exceeding the 700 hour pledge

<sup>1</sup> For new and renewal agreements in 2025.

Ascott shares its sustainability learnings in "Travel Redefined: Tourism for People and Planet", a digital series by GSTC and CWP.



A DIGITAL SERIES BY CWP and GSTC

GSTC

About | Explainer Film | Partners | Expert Interviews | Case Studies

Content With Purpose



"Watching a landfill become a living, breathing park — that's not just sustainability, that's hope made real."

Being part of this journey reminded me that when we show up for our communities, the impact goes far beyond what we plant in the ground. It grows in our people."

— Rennan John Reyes  
Philippines Country Sustainability Champion,  
Country EHSRM, Area General Manager



## Sharing What Works to Redefine Travel

In 2025, Ascott deepened its **collaboration with GSTC** through public webinars and participation in "Travel Redefined: Tourism for People and Planet", a digital series co-created by GSTC and Content with Purpose (CWP).

As the **sole hospitality representative** in the digital series, we shared how **Ascott CARES**, aligned with the GSTC Standard, is applied across governance, certification, and stakeholder engagement.

In parallel, our teams from Indonesia, Australia, and India contributed implementation case studies through **GSTC public webinars**, demonstrating how standards translate into real action across different markets.

By openly sharing practices and lessons learned, we help advance sustainability across the tourism ecosystem. We believe sustainable travel advances when organisations share what works.



A1  
SUSTAINABILITY  
MANAGEMENT  
SYSTEM



A3  
REPORTING AND  
COMMUNICATION



# Advancing Accessibility, Together

A prime example of alliance in action is the **Disability Inclusion Playbook for the Accommodation Sector**, which Ascott launched in 2025.

What began as an internal effort to improve accessibility across our global portfolio grew into something larger through collaboration. Developed with disability inclusion specialists **Colorful Earth** and shaped by real-world experience of our ground teams, the playbook was rooted in operational reality from the start.

As the work evolved, we chose to strengthen it through partnerships with expert organisations and make it publicly available as a shared resource to uplift inclusion across the hospitality industry. The **World Sustainable Hospitality Alliance (WSHA)** helped align the guidance with wider industry priorities, while **The Valuable 500**, a global CEO-led coalition committed to disability inclusion, embedded leadership accountability and elevated the conversation beyond compliance. We also worked closely with **SG Enable** to ensure the recommendations were practical and informed by lived experience.

Together, these partnerships helped transform an internal tool into an open-access industry resource, enriched with cross-sector case studies and practical examples that reflect the diversity of hospitality operations worldwide.

In addition, we partnered with **SG Enable** to co-develop a Disability Inclusion for Hospitality Professionals training course delivered through ACE, extending capability building beyond our organisation.



Rolled out **Disability Inclusion Playbook for the Accommodation Sector** in 2025



Conducted **240 hours of 'Disability Inclusion for Hospitality Professionals' training** via Ascott Centre for Excellence



**A4**  
STAFF  
ENGAGEMENT



**A7.4**  
ACCESS  
FOR ALL



**A10**  
DESTINATION  
ENGAGEMENT



**B7**  
DECENT  
WORK



**B6**  
EQUAL  
OPPORTUNITY



“The Disability Inclusion Playbook for the Accommodation Sector represents the kind of practical, industry-wide leadership we need to accelerate meaningful change. By translating ambition into operational guidance, Ascott is helping hospitality businesses move from intention to implementation.”

**Glenn Mandziuk,**  
MEDES. MCIP, President &  
Chief Executive Officer,  
World Sustainable Hospitality Alliance



“I have always believed that what is right for business is right for society. Ascott’s decision to share its learnings openly sends a powerful signal to the market: accessibility and inclusion are not competitive advantages to protect, but responsibilities to be advanced together. This is the kind of cross-sector collaboration we have at the Valuable 500 champion.”

**Katy Talikowska,**  
Chief Executive Officer,  
The Valuable 500



“The Disability Inclusion Playbook for the Accommodation Sector is an important milestone in shaping how hospitality businesses design inclusive jobs, reimagine guest experiences, and embed inclusive practices into workplace culture. We hope our collaboration with Ascott will accelerate adoption across the tourism ecosystem and position Singapore as a global leader in inclusive and accessible hospitality.”

**Lee May Gee,**  
Chief Executive Officer,  
SG Enable



## Advancing Accessibility, Together

In 2025, Ascott's collective disability inclusion effort was recognised as the **World's Leading Sustainable Accessibility & Inclusion Initiative** at the World Sustainable Travel & Hospitality Awards — a reflection not of one company's work, but of what can be achieved when the industry moves forward together.



2<sup>ND</sup> ANNUAL  
WORLD  
SUSTAINABLE  
TRAVEL &  
HOSPITALITY  
AWARDS




Ascott was honoured with the World's Leading Sustainable Accessibility & Inclusion Initiative at the World Sustainable Travel & Hospitality Awards.



## Strengthening Talent Pipelines Through Collaborations

Long-term sustainability depends on a skilled and resilient workforce. Across markets, Ascott collaborates with governments and educational institutions to build future-ready talent.

In Singapore, CapitaLand signed a Memorandum of Understanding (MOU) with **Workforce Singapore** to enhance AI and digital capabilities across its local workforce, supporting capability development across its business units, including Ascott. Regionally, Ascott formalised partnerships with **Suan Dusit University** (Thailand), **Pradita University** (Indonesia), and **Republic Polytechnic** (Singapore), supporting internships, industry exposure and early-career development.

Through these alliances, we aim to future-proof talent pipelines while strengthening the hospitality sector's capacity to adapt and lead.



CapitaLand's MOU with Workforce Singapore



Ascott Thailand's MOU with Suan Dusit University Thailand



Ascott Indonesia's MOU with Pradita University and Republic Polytechnic Singapore



LAUNCH OF THE ASCOTT LIMITED'S DISABILITY INCLUSION PLAYBOOK FOR THE ACCOMMODATION SECTOR



Ascott launched the Disability Inclusion Playbook for the Accommodation Sector. (Back row) Eric Chua, Senior Parliamentary Secretary, Ministry of Social and Family Development & Ministry of Law of Singapore was the Guest-of-Honour at the launch ceremony. He was flanked by Lee May Gee, CEO, SG Enable (left) and Beh Siew Kim, CFSO, Lodging, CapitaLand Investment (right). Featured with them were contributors to the playbook, who were artists with disabilities - Isaac Liang, Ryan Yap and Alethea Lew.



# RESPECT

We prioritise the well-being of our associates and guests. We seek to cultivate a workplace that values diversity, equity, and inclusion, while fostering meaningful connections with our guests.

## Our Approach

Respect shapes how we lead, operate, and grow. At Ascott, it means safeguarding health and safety, advancing diversity and inclusion, upholding human rights, and building partnerships that strengthen communities.

Our approach integrates our culture of care into everyday decisions — from workplace safety systems and inclusive talent development to responsible operations and cross-sector collaboration. Respect is not a standalone initiative, but a way of operating across our global portfolio.



## Health and Safety

◆◆◆ Commitments ●●● 2025 Status



◆◆◆ **Cultivate a safety-first culture** with zero fatality, permanent disability, or major Injuries across Ascott's portfolio and their main contractors



◆◆◆ **Adopt new solutions/technologies** to improve well-being of guests



◆◆◆ By 2030 - Attain ISO 14001 and ISO 45001 certifications in all locations that Ascott operates in

●●● **Achieved in 23 countries**

## Championing Safety and Sustainability

Keeping people safe and reducing our environmental impact are part of how we operate, every day. Our Environmental, Health, and Safety Management System (EHSMS) is certified to ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety), providing a common framework for managing environmental performance and workplace health and safety across our operations.

For more than a decade, Ascott has maintained and expanded these certifications. Today, **ISO 14001 and ISO 45001 certifications are in place across 23 countries**, reflecting a long-term commitment to protecting the well-being of our associates, guests, and partners.

Safety and sustainability are not managed in isolation. Through leadership oversight and associate engagement, these principles are embedded into daily operations — supporting a culture of care, accountability, and continuous improvement across our global footprint.



HARRIS Suites Puri Mansion Jakarta supported pregnant women in the local community through donations of fruits and nuts.



Ascott Corniche Al Khobar partnered with Ram Clinics to conduct health screening for guests and associates.

## World Health Day: Supporting Health and Well-Being

Looking after people starts from within. At Ascott, caring for our guests is inseparable from caring for our associates. On World Health Day, we reflect on how health and well-being are supported across our operations as part of how we work and host every day.

Associates are supported through CapitaLand's Well-being Programme, which takes a holistic approach across emotional, mental, social, career and physical health. Regular wellness talks and learning sessions help teams build practical skills to manage stress and navigate everyday challenges. Across properties, simple activities — from yoga and creative workshops to shared moments of pause — encourage mindful living and connection.

World Health Day also comes to life locally. At HARRIS Suites Puri Mansion Jakarta, the team worked with a local health specialists to **provide pre- and post-natal guidance** for pregnant women in the local community, alongside the **distribution of fruits and nuts to support nutrition**. At Ascott Corniche Al Khobar, more than 70 guests and associates took part in a **free on-site health screening**, including checks for blood sugar, blood pressure, dental health, and eyesight.



**Over 70 guests and associates** benefitted from free health screening



## Diversity, Equity and Inclusion

◆◆◆ Commitments ●●● 2025 Status



◆◆◆ Achieve **diverse mix** of associates in the organisation

●●●  
**116 nationalities**

**Workforce diversity by gender:**

**Female: 52%**

**Male: 48%**

**Workforce diversity by age:**

**<30 years old: 25%**

**30 - 50 years old: 63%**

**>50 years old: 12%**

**36% women in senior management**



◆◆◆ Equip associates with **future-ready skills** to develop a talented workforce

●●●  
**Average training hours per associate: 13.9 hours**

**Female: 13.6 hours**

**Male: 14.5 hours**

## Championing Diversity and Empowering Growth

Diverse teams strengthen decision-making and enable more inclusive experiences for guests and communities. At Ascott, inclusion is embedded into how we hire, develop and build careers for our people across markets, guided by our Cultural Beliefs: **Thrive Together, Do the Right Thing, Welcome Diversity and Champion Progress.**



**A1**  
SUSTAINABILITY  
MANAGEMENT  
SYSTEM



**B6**  
EQUAL  
OPPORTUNITY



**B7**  
DECENT  
WORK



## Building Inclusive Leadership Pipelines

To support business growth and capability development, Ascott launched **Ascott Accelerate** in 2025 to fast-track high-potential talent into property leadership positions, building a robust pipeline through clear pathways and structured learning across three key career stages.

Ascott Accelerate comprises three distinct tracks:

**Aim:** which builds foundational leadership skills essential for supervisors

**Advance:** which strengthens the management capabilities required to lead as heads of departments; and

**Aspire:** which prepares future Residence Managers and General Managers to lead with purpose

The **Aspire** programme kicked off for Southeast Asia clusters in July 2025, with 23 participants undertaking curated learning journeys that combine senior mentorship, hands-on projects and e-learning.



"The Ascott Accelerate Programme has been a meaningful and enriching experience that reinforces purposeful leadership. Ascott Aspire empowers us to think beyond immediate results and focus on long-term value, responsibility, and growth – especially in shaping a culture of sustainability, collaboration, and continuous improvement across the whole organisation."

**Faith Quijano,**  
General Manager,  
Citadines Roces Quezon City



# Embedding Inclusion into People Practices and Culture

To strengthen shared expectations and inclusive ways of working across roles and markets, we have launched the **Ascott Culture Alignment Journey**, organising workshops aligned to our Vision, Mission and Cultural Beliefs. The rollout began in September 2025 across clusters including Indonesia, Singapore, India, MEAT, Japan, and Korea. As of 2025, around 1,120 associates from these markets participated in the workshops, with global rollout continuing through 2026.



Ascott Europe came together for culture alignment in early Feb 2026.



## Ascott Culture Equation

Purpose



**MAKE A POSITIVE IMPACT**  
Think Big. Do Right. Make It Last.

Vision



**We are the preferred hospitality company, enriching global living with heartfelt experiences.**

Mission



**We empower our people to deliver long-term sustainable value for our guests, owners, partners and associates.**

Values



**WINNING MINDSET**

**INTEGRITY**

**RESPECT**

**ENTERPRISING**

Cultural Beliefs



**THRIVE TOGETHER**  
I play as a team to drive success with a **winning mindset**.

**DO THE RIGHT THING**  
I act with **integrity**, foster trust and take ownership.

**WELCOME DIVERSITY**  
I **respect** and celebrate diverse perspectives, talents and backgrounds to cultivate an inclusive environment.

**CHAMPION PROGRESS**  
I boldly pursue new ideas and continuous improvement with an **enterprising** spirit.



## Enabling Learning and Mobility at Scale

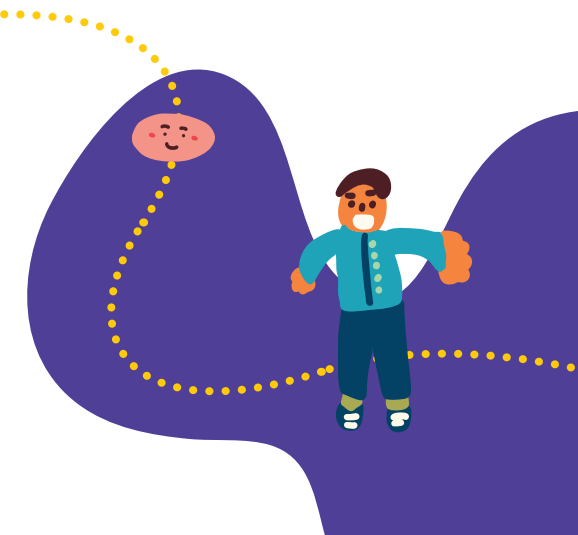
Ascott Accelerate is part of the **Ascott Global Academy for Excellence (AGAX)**, a comprehensive training platform launched in 2024 to build a future-ready workforce. It is designed to equip associates with the skills and knowledge needed to succeed in an evolving hospitality landscape through complementary global and local initiatives.

To foster a more global and mobile workforce, Ascott introduced the **Ascott Global Exchange Programme**, providing nominated associates with overseas exposure to build capabilities, strengthen cross-cluster relationships, and facilitate the sharing of best practices.

In support of continuous learning at scale, Ascott launched **Learn@Ascott**, a global Learning Management System in July 2025. The platform enables associates to access curated hospitality training and self-directed e-learning at their own pace. As of 2025, around 700 associates are using the platform globally, with an additional 1,000 associates in Europe expected to be onboarded in early 2026.



**23** potential property leaders will be graduating from Ascott Aspire in June 2026, **39%** of whom are female



## Our Inclusion Journey

Disability inclusion only matters if it shows up in everyday decisions. Following the 2024 MOU with **SG Enable**, Ascott focused on turning commitment into capability. Apart from co-developing **Disability Inclusion Training for Hospitality Professionals** with SG Enable, we worked with **Colorful Earth** to assess where change was most needed across our operations. This included a review of policies, systems, training materials, and ESG disclosures, alongside **31 in-depth interviews** with teams at headquarters, regional offices, and properties. These insights informed the development of the **Ascott Disability Inclusion Playbook**, shaped through iterative workshops to ensure the guidance was realistic, usable, and grounded in hospitality operations. To extend its impact beyond Ascott, we developed a public version with input from external partners, including **SG Enable**, **WSHA** and **The Valuable 500**, and incorporated case studies from across the industry.

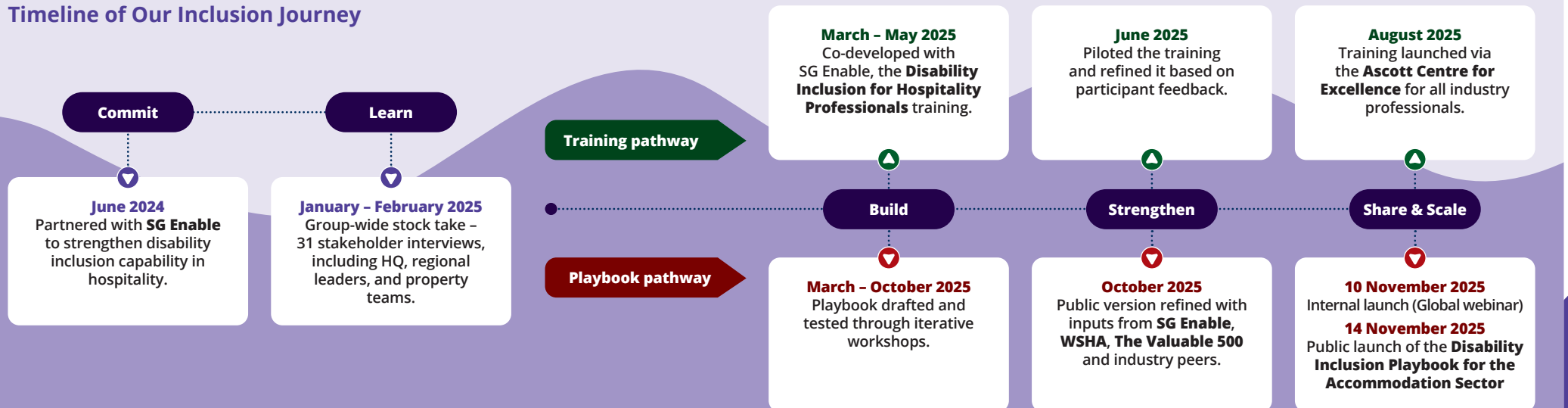


"As an inclusive travel advocate who navigates the world in a wheelchair, I know that inclusion is not just about infrastructure. True inclusion is achieved only when it is embedded in a company's culture and reflected throughout its systems and processes.

By commissioning the "Disability Inclusion Playbook for the Accommodation Sector" from Colorful Earth, Ascott offers hospitality businesses practical guidance on how to achieve meaningful inclusion for guests and employees."

**Martin Heng,**  
Partner,  
Colorful Earth

### Timeline of Our Inclusion Journey



# Turning Insight into Action

The Playbook provides practical, hospitality-specific guidance across five pillars – Inclusive Training, Spaces, Hiring, Digital Interfaces and Programmes:



Download the Playbook

### Inclusive Training

Bite-sized guidance for over five job functions, covering learning goals, core topics and delivery formats.

### Inclusive Hiring

Practical interview checklists, including preparation tips and clear “dos and don’ts”.

### Inclusive Spaces

Tailored spatial guidelines covering 35+ areas, mapped to disability types.

### Built by Industry, for Industry

10+ external case studies contributed by partners ranging from global hotel chains to independent operators.

## 7 Foster an inclusive corporate culture and team atmosphere

An inclusive culture and strong disability awareness help new hires with disabilities integrate and grow. It's important to build awareness among all employees as part of a friendly, respectful team culture.

- **Disability awareness training for all employees**
  - Run regular, practical training on disability etiquette, communication skills and simple simulations to build empathy.
  - Keep an internal info hub up to date: use the intranet, bulletin boards, handbooks and internal comms to share policies, legal updates and other disability-related information.
- **Internal support networks**
  - Create Employee Resource Groups (ERGs) for employees with disabilities to share information, connect and support each other.
  - Set up a Buddy System to pair new hires with disabilities with experienced colleagues for social integration and immediate peer support. Train buddies in general awareness and role-specific support for the employees they are helping.
- **Build an inclusive team environment**
  - With the new hire's consent, plan team introductions so they can integrate quickly and avoid misunderstandings.
  - Keep email communication clear and concise to improve everyone's work experience.
  - Provide post-hire support and coaching: identify and leverage each person's strengths to improve property operations and overall team performance.
- **Psychosocial wellbeing and communication support**
  - Offer confidential access to a psychologist/counselor.
  - Equip employees with skills on simple sign language, non-verbal tips and how to speak up with respect. Partner with external consultants/non-government organisations if internal resources are not available.



#### What is an Employee Resource Group (ERG)?

An Employee Resource Group is a voluntary, employee-led network that brings together individuals with shared identities, experiences or interests – such as employees with disabilities. ERGs provide a safe platform for peer support, information sharing and collaboration, while also giving management valuable insights into workplace needs. By amplifying employee voices, ERGs help build community, foster inclusion and strengthen both staff engagement and organisational culture.

#### What is a Buddy System?

A Buddy System pairs a new employee – such as a person with a disability – with an experienced colleague who acts as a mentor and peer supporter. The “buddy” helps the new hire navigate workplace routines, understand available resources and build social connections within the workplace. Effective Buddy Systems include training for buddies so they can provide respectful, tailored support. This approach eases onboarding, reduces feelings of isolation and promotes smoother integration into the workplace.

# Embedding Across the Organisation

The Playbook was launched internally in November 2025 through a global webinar. Implementation is reinforced through sharing sessions led by HQ, HR and Learning & Development teams, supported by a growing network of accessibility champions across all 12 clusters.

With clear guidance and local ownership, inclusion is increasingly embedded into daily operations.

Ascott is also developing a secure platform for associates to voluntarily self-identify as living with a disability. This will help us understand workforce representation, identify barriers and provide support that aims to improve associates' experiences and performance. In this year's sustainability report, we present global aggregated data for the number of associates who have already voluntarily identified as persons with disabilities and who have given their consent to be counted.

Our disability inclusion approach is anchored by time-bound commitments:



**Training:** 100% of frontline associates to complete disability awareness training by 2027



**Hiring:** Begin reporting on the hiring of persons with disabilities from 2026



**Spaces:** Publish a standardised Accessibility Profile for every property, updated annually



**Digital Interfaces:** All guest-facing platforms to meet WCAG 2.1 AA standards by 2028



**Programmes:** From 2026, every country to run at least one disability inclusion community programme



Ascott's Disability Inclusion Playbook was launched internally on 10 November 2025 through a global webinar with all associates.

## Spotlighting Our Properties



"By co-creating with users of assistive devices, caregivers, Ascott associates, makers and others, we were able to test, learn, and develop a truly usable prototype and toolkit. This work shows that addressing disability stigma requires listening first, caring deeply, and looking beyond marketing — because we are what we co-create together."

**Saad Chinoy,**  
Co-founder,  
Salvage Garden Assistive Makerspace



In **Indonesia**, associates took part in sign language sessions to strengthen everyday communication with guests who are deaf or hard of hearing.



In **Singapore**, lyf Funan Singapore, Citadines Rochor Singapore, Somerset Bencoolen Singapore, Oakwood Studios Singapore and Citadines Science Park Singapore collaborated with Salvage Garden to pilot a 3D-printed assistive amenities toolkit box made using biodegradable plastic to support guests with disabilities in their daily routines.



In **London**, teams at Citadines South Kensington London received hands-on training to safely operate evacuation chairs, improving preparedness to support guests with disabilities during emergencies.



In **Australia**, 94 Ascott properties across our Citadines, lyf, Oakwood, and Quest brands were independently accredited by Accessible Accommodation – with three achieving Tier 3, the highest level of accreditation. Quest also received the **Franchisor Excellence in Equality, Sustainability and Governance Award** at the Franchise Industry Awards in recognition of their inclusive design efforts.

Quest apartments offer a range of accessible features, including electric hi-lo beds that adjust height and position to support guests with limited mobility.



## Human Rights

◆◆◆ Commitments ●●● 2025 Status



◆◆◆ 100% of associates<sup>1</sup> to complete sustainability-related training, including but not limited to, human rights, human trafficking awareness, and recruitment policies and practices

●●● 92% completed

Great  
Place  
To  
Work®



Modern Slavery in the Hospitality Industry talk conducted by The Mekong Club CEO, Matthew Friedman.

# Respecting Human Rights in Everyday Operations

Respect for human rights underpins how Ascott operates, hires and partners across markets. Guided by the **CLI's Social Charter**, our approach aligns with internationally recognised frameworks, including the **Universal Declaration of Human Rights**, the **International Labour Organisation's Declaration on Fundamental Principles and Rights at Work** and the **United Nations Global Compact**. These commitments are applied alongside local laws and regulations to protect individual rights and dignity wherever we operate.

We take a firm stance against all forms of exploitation, including human trafficking and modern slavery. In 2025, our **Human Trafficking Awareness Training**, developed in partnership with **The Mekong Club**, was rolled out to all associates. The training equips teams with practical knowledge to recognise warning signs of exploitation and understand how risks may appear within hospitality operations — from procurement and supply chains to guest interactions and day-to-day work.

This commitment was reinforced in May 2025, when Ascott hosted Matthew Friedman, CEO of The Mekong Club, for an **in-depth session on Modern Slavery in the Hospitality Industry** with over 490 associates. The session highlighted the role hospitality businesses play in preventing modern slavery through responsible sourcing, operational vigilance and staff preparedness, while providing a forum for open discussion on how concerns can be identified, escalated and addressed in practice.

Across markets, these efforts are supported by broader commitments to fair and inclusive workplaces. In Singapore, Ascott aligns with the **Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)**, promoting equitable opportunity and fair treatment.

In 2025, several Ascott entities and properties were recognised as **Great Place to Work®**, reflecting a workplace culture grounded in respect, trust, and accountability. The certification is based on the Great Place to Work Trust Model, which assesses organisations through a combination of independent employee feedback

and an evaluation of people practices. Entities and properties recognised in the past year include Ascott Corporate and Ascott Singapore Operations (as part of CLI), Ascott Indonesia, Somerset Westview Nairobi, Somerset Maslak Istanbul, Ascott Rafal Olaya Riyadh, Temple Bar Hotel Dublin by The Unlimited Collection, and Somerset Greenways Chennai.<sup>2</sup>

**Human Trafficking Awareness Training** rolled out in 2025

**More than 470 associates** attended an in-depth learning and sharing session with The Mekong Club CEO, Matthew Friedman

**7 Ascott-related entities and properties** achieved Great Place to Work® recognition

85  
EXPLOITATION  
AND HARASSMENT

86  
EQUAL  
OPPORTUNITY

87  
DECENT  
WORK

<sup>1</sup> Executive grade and above.

<sup>2</sup> As at February 2026.

## Customer Engagement ◆◆◆ Commitments



◆◆◆  
Elevate guest experience through **technology** and **innovation**



◆◆◆  
**Strengthen customer relationships** and attain consistently high levels of customer satisfaction



## Somerset Sustainability Passport Programme

The Somerset Sustainability Passport Programme empowers guests to embrace sustainable travel while enjoying meaningful moments with their loved ones. In 2025, we centred on making joyful memories while giving back to the community, reflecting Somerset's focus on inclusive wellness for all.

Throughout the year, properties organised engaging programmes to educate guests on sustainability while fostering meaningful partnerships with local communities and welfare organisations. From picnics and tree planting by the lake, to charity green bazaars giving pre-loved items a second life, and coastal clean-ups transforming marine waste into meaningful gifts, each activation demonstrated how small, thoughtful actions can create lasting positive impact.



**72 properties with activations** in 2025



**A3**  
REPORTING AND  
COMMUNICATION



## Springtime Joy in Nature

Somerset Future Center Wuhan invited guests to slow down and step outdoors for a picnic at Moon Lake. The spring picnic was designed not just as a leisure activity, but as a reminder that true well-being begins with our relationship with nature. Families planted potted greens with their own hands — small acts that reconnect people to the rhythms of the natural world.



## A Green Bazaar with Heart

Circularity came to life through community action. In partnership with **Maison Chance**, Somerset Chancellor Court Ho Chi Minh City organised a charity green bazaar that gave pre-loved items — clothing, plants, handmade crafts and pastries — a second life.

Every exchange reduced waste and conserved resources. Proceeds supported disadvantaged youth in the local community, aligning environmental responsibility with tangible social impact.



## From Ocean Waste to Warm Wishes

On the shores of Pattaya, sustainability began with what was left behind. In partnership with **Rak Talay Sané Baan Amphur** and the Naklua community, Somerset Pattaya collected plastic bottle caps and marine debris from nearby beaches.

Together with students from **Phramahaithai Pattaya Technological College**, the materials were transformed into a sustainable Christmas tree and handcrafted keychains, which were gifted to long-stay guests with handwritten well wishes to welcome the new year.



# GoGreen Programme

Through our GoGreen programme, we invite guests to take part in reducing the environmental footprint of their stay, turning everyday choices into collective impact.

Guests who opt out of daily housekeeping receive ASR loyalty points in return. One small guest choice, repeated across thousands of rooms, adds up to meaningful reductions in water use, energy consumption and cleaning chemicals. Less laundering. Less resource use. Less waste.

We continue to evolve GoGreen by listening closely to our guests. Through our Guest Satisfaction Survey and other feedback channels, insights are reviewed at property, regional and global levels to strengthen communication, improve consistency and enhance the guest experience.



Expanded from **41 to 109 participating properties** since launch in 2021



**20,000+** housekeeping hours saved to date



**Over 6.1 million ASR loyalty points awarded** to date



## Guest Reflections



"I truly appreciate the property's dedication to sustainability. From energy-efficient practices to environmentally friendly amenities and thoughtful waste-reduction efforts, **it is clear that sustainability is a priority**. It is wonderful to stay in a place that cares not only for its guests but also for the environment. Incorporating locally sourced eco-friendly products would be a great way to continue strengthening your efforts. Overall, your dedication is impressive, and I look forward to seeing these initiatives grow even more."

Guest at Ascott Bonifacio Global City Manila



"I noticed **eco-friendly amenities and products** such as common shampoo conditioner and body wash, with kitchen amenities which minimise single-use plastic. **Smart energy management systems** where lights, heating, and cooling can be adjusted based on guest preferences. Offering refillable water or water filters in rooms could make a noticeable difference in the efforts of minimising single-use plastic."

Guest at Somerset Medini Iskandar Puteri



**More than half** of respondents expressed positive sentiments through Guest Satisfaction Survey

# GREEN CHOICE *for* GREEN POINTS

Say "No, thanks" to Housekeeping service

and earn **+500** ASR points



500 ASR points will be awarded for each night opting out of housekeeping service

Applicable for bookings of daily rate (minimum 2 nights) and monthly rate

Points can be redeemed at our Guest Service from 1 January until 31 December 2026

- Applicable at all ASR participating properties in Vietnam & Cambodia
- Not applicable on day of arrival/departure or non-contractual housekeeping service days (Sundays and Public Holidays) or during period of sleep out.
- Residents must sign up for Ascott Star Rewards to earn points.
- The usage of ASR points awarded is governed by the ASR Terms and Conditions outlined in the ASR website (<https://www.discoverasr.com/en/member/benefits/terms>)



SIGN UP HERE

Ascott Vietnam's GoGreen programme, implemented across all Vietnam properties.

# Meet Our Sustainability Heroes

Across our properties, sustainability is brought to life by passionate individuals who integrated responsible practices into daily operations and inspire those around them.



“Seeing our teams and guests embrace sustainability gives me hope and motivates me to keep pushing boundaries for a greener future.”

**Joseph Li,**  
Acting Assistant Residence Manager,  
Citadines Rochor Singapore  
(Singapore)

*Joseph led Ascott Singapore’s GSTC certification journey, strengthened energy-efficient operations, and organised sustainability tours that engage both hosts and guests.*



“Ascott empowers me to drive sustainability by giving guidance, trust and real opportunities to turn green ideas into action.”

**Mohd Syafiq Bin Syed Ahmad,**  
Acting Assistant Manager,  
Safety & Security,  
Citadines Prai Penang (Malaysia)

*Syafiq led GSTC certification across Penang properties, co-led a rainwater harvesting project, and represented Ascott in the Penang Green Hotel Programme, strengthening local partnerships.*



“What began as a certification journey became something deeper — a true team commitment. Seeing everyone take ownership of our sustainability goals reflects our Thrive Together values, and I couldn’t be prouder.”

**Martiny Anaël,**  
Residence Manager,  
Citadines Les Halles Paris (France)

*Anaël introduced recycling rooms on every floor and replaced Tetra Packs with canned water for higher recycling rate — now adopted across Ascott Europe — while integrating sustainability into renovations and local engagement.*



“Developing sustainability training for my team and seeing them apply it in their daily lives is my proudest achievement. My greatest motivation comes from my precious people, who inspire me to keep driving meaningful change.”

**Paul Dooho Kim,**  
Security Manager,  
Somerset Palace Seoul (Korea)

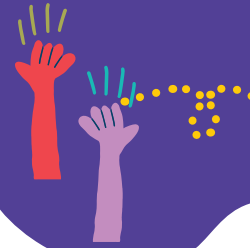
*Paul delivered sustainability training to associates and actively participated in volunteering and environmental initiatives, embedding responsible practices into daily work and life.*



“Throughout my working journey, I have increasingly recognised the visible impacts of climate change, resource scarcity and environmental pollution. I believe change begins with small daily actions, and I strive to lead by example.”

**Tran Cong Vinh,**  
Engineering Manager,  
Somerset Grand Hanoi (Vietnam)

*Vinh spearheaded LED upgrades, salt electrolysis pool treatment, inverter air-conditioning systems, solar garden lighting and smart controls at Somerset Grand Hanoi. His innovative mindset and hands-on leadership contributed to the property receiving the 2025 Energy Efficiency Award from the Hanoi authorities.*



# Meet Our Sustainability Heroes



"I am most proud of transforming sustainability from a requirement into a collective commitment within our team."

**Takanori Sakagami,**  
Guest Service Supervisor,  
Citadines Central Shinjuku Tokyo  
(Japan)

*Sakagami led GSTC certification efforts and strengthened cross-department collaboration, helping embed sustainability into daily operations. He focused on cultivating a culture where sustainability is not seen as an obligation, but embraced as a shared value across teams.*



"By embracing practical changes — digitising reports, conserving resources and strengthening waste management — we've made sustainability a natural part of our workplace culture, supported by both our associates and guests."

**Katrina Santos,**  
Assistant HR &  
Administration Manager,  
Somerset West Bay Doha (Qatar)

*Katrina brings sustainability to life through hands-on, people-focused action. From leading Somerset Sustainability Passport activities to driving digitalisation and waste reduction, she works closely with teams and local authorities to embed practical sustainability into daily operations.*



"I am very proud that our partnership with EcoTouch evolved into bold sustainable fashion activations, inspired industry peers, and earned us the Leading 3-Star Hotel title at the 2025 Jakarta Tourism Awards."

**Roman Soleh,**  
Director of Marketing  
& Communication,  
Vertu & Yello Hotel Harmoni  
Jakarta (Indonesia)

*Roman pioneered Indonesia's first hotel textile closed-loop system with EcoTouch, launched bold recycled fashion runways, built a hydroponic garden, and transformed used cooking oil into biofuel.*



"I am proud to have played a part in achieving country-wide GSTC certification across our portfolio in the Philippines — the first country in Ascott's global network to do so. I take pride in building a team culture that understands why sustainability matters and in being part of meaningful change for future generations."

**Leandro Balindan (Lean),**  
Senior Engineering Manager,  
Ascott Philippines (Philippines)

*Lean, a member of the Ascott CARES Council and Environmental Tracking System Lead of Ascott Philippines, drives on-the-ground sustainability by translating environmental goals into action with engineering teams and ensuring accurate data reporting. Under his leadership, Ascott Makati and Somerset Millennium Makati achieved 100% renewable energy usage in 2025, with five more properties following suit.*



"Leading our team to achieve Ascott's first GSTC certification in China showed me that shared commitment and practical action can turn sustainability into lasting impact."

**Sara Feng,**  
Operations Manager,  
Ascott Dadonghai Bay Sanya  
(China)

*Under Sara's leadership, Ascott Dadonghai Bay Sanya became Ascott's first GSTC-certified property in China. She introduced eco-friendly amenities, plastic-free alternatives and smart energy controls, and led green programmes engaging guests in water and energy conservation while reducing emissions and costs.*





# ENVIRONMENT

We actively work towards carbon reduction, efficient water use, responsible waste management, and the development of sustainable accommodations.

## Our Management System

Ascott operates under **CLI's EHSMS**, which guides how we monitor environmental performance and workplace safety across our global portfolio.

The system is certified to **ISO 14001 and ISO 45001 standards in 23 countries**, providing a consistent framework while allowing teams to respond to local risks and conditions. It ensures that environmental impact, regulatory compliance, and occupational health and safety are tracked, reviewed, and improved systematically.

Within this structure, Ascott maintains its own EHS Committee, led by the CEO. Working across departments and regions, the committee oversees implementation, strengthens accountability, and ensures sustainability and safety priorities remain embedded in day-to-day operations — not treated as standalone initiatives.

To keep pace with evolving global standards, our management system is regularly reviewed and updated. In 2025, we enhanced our **Mechanical & Electrical Design Guidelines** to align more closely with newly introduced GSTC requirements (effective 1 January 2025). Updates include provisions for electric vehicle (EV) charger installation, renewable energy

adoption, and strengthened water-efficiency standards for toilets, showerheads, and faucets. By integrating these requirements into our technical design standards, we ensure that international best practices are incorporated directly into how properties are built, upgraded and operated.



Ascott Vietnam during a river clean-up on World Cleanup Day 2025.

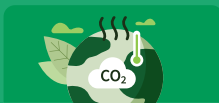
## Low Carbon Transition

◆◆◆ Commitments<sup>1</sup> ●●● 2025 Status<sup>2</sup>



◆◆◆  
15% reduction in energy consumption intensity by 2030

●●●  
14% achieved



◆◆◆  
72% reduction in carbon emissions intensity by 2030

●●●  
10% achieved



◆◆◆  
45% of electricity consumption from renewable sources by 2030

●●●  
6.4% achieved



◆◆◆  
Net Zero (Scope 1 & 2) by 2050

●●●  
On track



◆◆◆  
46% absolute greenhouse gas (GHS) emissions reduction (Scope 1 & 2) by 2030 (Aligned with a 1.5°C science-based pathway)

●●●  
On track



## Our Approach

Climate change is no longer a distant risk. Rising temperatures and extreme weather are already shaping the environments where we operate. At Ascott, our approach centres around:

### Climate Risk Management:

We take a proactive approach to identifying climate-related risks and opportunities across investment, operations and development. This includes assessing both physical and transition risks, and strengthening resilience across our portfolio. As a wholly owned business unit of CLI, our approach aligns with the group's climate resilience framework and disclosures.

### Sustainable Building Design and Development

Every project begins with its local context. During design and development, we integrate energy efficiency, renewable energy, and climate adaptation measures, guided by CLI's Sustainable Building Guidelines and recognised green building standards. Green capital investments are evaluated holistically to balance environmental impact and financial returns, supported by CLI's Return on Sustainability framework, which assesses return on investment for green CAPEX.

### Targets Aligned with Climate Science

Our decarbonisation pathway is aligned with climate science. We have committed to reduce carbon emissions by 46% by 2030 and reach Net Zero by 2050, in line with the Science Based Targets initiative. To support delivery, energy and carbon reduction goals are set at the property level and embedded into country balanced scorecards, strengthening accountability across the portfolio.

### Low-Carbon, Climate Resilient Operations

Our ISO 14001 and ISO 45001 certified EHSMS supports ongoing monitoring of energy and carbon performance, tracks regulatory change, and helps identify emerging climate risks. Together, these systems support steady progress toward lower-carbon, climate-resilient operations.



1 Energy and carbon emissions are measured using the GHG Protocol's operational control approach. These commitments are aligned with CLI's energy and carbon targets. Measured against 2019 base year.

2 Covers 99% of properties from 1 January – 31 December 2025 (as at 31 March 2026), including all properties managed by Ascott, excluding third-party managed properties and new properties which have been in operation for less than 12 months, properties undergoing AEI and corporate offices. Performance measured against 2019 base year.





## Turning Climate Targets into Property-Level Action

To meet our science-based climate targets, we launched the **Ascott CarbonClear Initiative (ACI)** in 2024 — a practical framework to turn ambition into action across our portfolio.

Under ACI, every property is given calibrated energy, water, waste and carbon targets. The focus then shifts to execution: conducting energy audits, analysing performance gaps, piloting innovative technologies, and equipping teams with the tools to improve. Progress is measured, lessons are shared, and plans are adjusted — because decarbonisation is not a one-time exercise, but an ongoing discipline.

Our portfolio spans directly owned assets, third-party owned properties, and assets under our listed Capitaland Ascott Trust and private funds — each operating under distinct priorities and constraints. ACI is designed to adapt to these varied ownership contexts. Instead of imposing uniform mandates, we build tailored workplans that make technical and financial sense for each asset, aligning day-to-day operational decisions with long-term climate goals.



# Our Net-Zero Emissions Targets and Abatement Levers

Reducing emissions across hospitality operations requires three primary levers:

### Sustainable Building Design and Development

We carefully study the local context of each project during the design and development phase, integrating energy efficiency, renewable energy, and climate adaptation measures in accordance with CLI's Sustainable Building Guidelines and locally recognised green building certifications.

### Energy Efficiency & Optimisation

Improving how energy is used — through low-energy designs, operational adjustments, equipment upgrades, audits

and smart technologies — remains foundational. This includes:

- Property-level energy calibration
- Energy and operational audits
- Piloting new technologies before scaling
- Sharing best practices across markets

where cooling systems, lighting, heating, ventilation, and air conditioning optimisation, and hot water systems are key focus areas.

### Renewable Energy

Renewable energy will account for more than half of the projected decarbonisation needed to meet our 2030 targets.

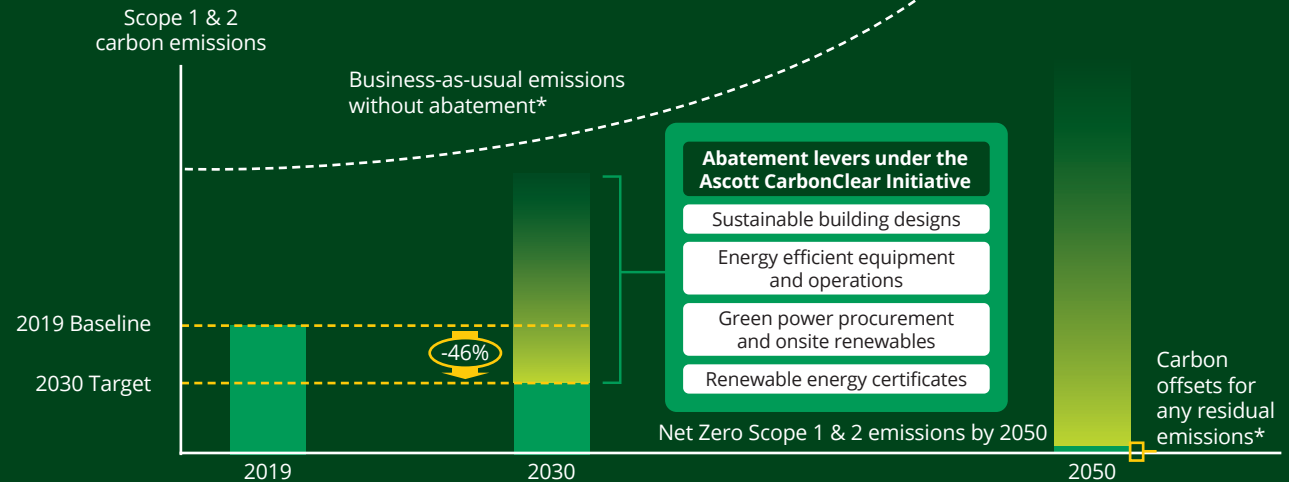
**48%** from renewable electricity procurement

**8%** from on-site solar PV installations

As infrastructure and regulation vary by country, properties apply flexible approaches — combining solar photovoltaic (PV), renewable electricity contracts and other mechanisms, where feasible.

Renewable energy accounted for **6.4%** of **total electricity** use in 2025, and under ACI we are targeting **45% by 2030**. Progress accelerated in 2025 across clusters in Europe, India, Japan and the Philippines, with further uptake expected in 2026.

## TAL Scope 1 & 2 Carbon Emissions and Abatement Levers



\* For illustrative purposes.

# Working Across Ownership Models

Decarbonisation in hospitality is as much about alignment as technology. ACI recognises that owned and third-party owned properties require different approaches.

## Third-Party Owned Properties

Delivering sustainability at scale requires strong alignment with our property owners. Across our portfolio, owners are increasingly recognising the value of sustainability — both in enhancing asset performance and supporting long-term resilience. Their perspectives reflect the growing momentum behind our shared commitment to responsible and future-ready developments.

Each session resulted in a customised **2030 decarbonisation workplan**, outlining:

- Required capital investment
- Estimated savings and payback periods
- Implementation timelines

Based on submitted workplans to date, implementation is expected to:

- Deliver an average of **17% reduction in energy intensity per property**, resulting in **structurally lower energy costs**, with additional savings as efficiency scales across the portfolio.
- **Close nearly half of the energy gap** represented by these properties

From May to July 2025, we conducted **one-to-one deep-dive sessions with 46 properties across 12 countries**, representing roughly half of the group's 2030 gap.

These sessions:

- Analysed energy data and operational practices
- Identified physical and financial constraints
- Built shared understanding between HQ, property teams and owners



## Owned Properties

For owned assets, ACI enables more direct implementation.

In 2024–2025, we completed detailed **energy audits for five owned properties** across Asia and Europe. Each audit delivered:

- Clear technical recommendations
- Estimated savings and payback periods
- Phased implementation timelines

These reports now serve as structured roadmaps towards 2030, allowing property teams to prioritise quick wins while planning longer-term retrofits.



“Ascott Bonifacio Global City Manila and Citadines Bay City Manila reflect our shared ambition to deliver flagship developments that are commercially strong and environmentally responsible. Sustainability is embedded in our governance, operations and partnerships, enabling us to balance environmental stewardship with long-term performance and lasting asset value.”

**Walter Q. Lim,**  
 Director, WJGlobal Inc,  
 Owner of Ascott Bonifacio Global City Manila  
 and Citadines Bay City Manila



Read more about our Owned Properties case studies on pages 41–42.



## Case Study: Delivering Value for our Owners

### lyf Shibuya Tokyo – Targeted Capital Investment

At lyf Shibuya Tokyo, sustainability ambition was translated into action through targeted capital investment. During the property's development phase, Ascott worked closely with the property's owner, CapitaLand Ascott Residence Asia Fund II (CLARA II)<sup>1</sup>, to implement targeted energy and water efficiency upgrades — showcasing how well-planned improvements can enhance performance even within a dense urban hospitality environment.

Upgrades focused on high-impact systems, including:

- Guestroom occupancy sensors to reduce unnecessary air-conditioning, lighting, and power use
- Water-efficient Rainfall-Enhanced Flow Activation showerheads that conserve water while enhancing guest experience

- Replacement of ageing air-conditioning units with next-generation Variable Refrigerant Flow (VRF) systems
- More efficient domestic hot water systems
- LED lighting across guestrooms and common areas

Together, these measures addressed both equipment efficiency and operational behaviour — ensuring savings are sustained without compromising comfort.

Following the retrofit, the property achieved a **20% improvement in energy intensity** and a **27% improvement in water intensity** compared to its pre-retrofit baseline.



<sup>1</sup> CLARA II divested the property in November 2025, while Ascott continues to operate it.

### Ascott Orchard Singapore – From Audit to Action

At Ascott Orchard Singapore, decarbonisation began with a comprehensive **ASHRAE Level 2 energy audit** conducted with the property's owner, CLAS. The review identified clear energy gaps — driven by ageing or faulty equipment, inefficient usage, and technologies that were not widely available when the property was built in 2017.

Rather than defaulting to major replacements, the team prioritised **low-cost, high-impact operational fixes**, including rectifying faulty sensors, correcting ventilation systems running unnecessarily, and optimising air handling unit schedules to match occupancy. These measures closed **approximately 24% of the property's energy gap to its 2030 target**, delivering immediate energy savings with short payback periods.



Chiller performance optimised using AI at Ascott Orchard Singapore.

The audit also became a strategic planning tool. Findings were translated into a **phased 2030 roadmap**, aligning system upgrades — such as variable speed drives, enhanced controls, heat pumps and heat recovery — with capital planning cycles. This ensures asset-level investments directly support portfolio-level climate targets.

### Delivering Savings via Innovative Technologies

Building on this foundation, the property piloted an **AI-enabled chiller optimisation system** by **Primustech and Unifers**. The system continuously analyses real-time data and adjusts chilled water temperatures every 15 minutes to prevent overcooling the air temperature while maintaining guest comfort.

#### Results:

- 4.8% reduction in chiller energy use
- ~43,900 kWh saved annually
- ~SGD 11,400 in annual cost savings
- No impact on guest comfort

Further optimisation could unlock up to 8–9% savings. From audit to AI deployment, the property demonstrates how operational discipline, capital planning and digital innovation work together to turn decarbonisation targets into measurable progress.

## Case Study: Staying Ahead of the Curve with Disciplined Technology Pilots

### lyf Bugis Singapore – Delivering Savings via Innovative Technologies

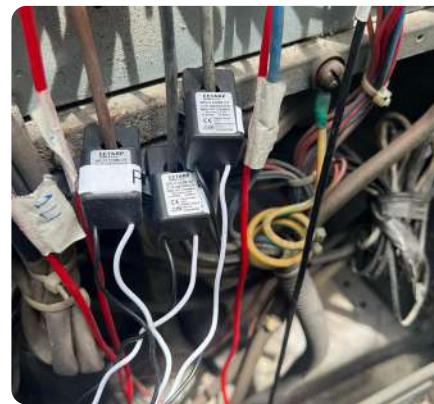
Under ACI, we test technologies in real conditions before scaling them. At lyf Bugis Singapore, we piloted an independent **measurement and verification** system to assess the actual efficiency and cooling capacity of VRF air-conditioning units.

The sensor-based setup provided transparent, real-time performance data, revealing underperformance that would otherwise have gone unnoticed. With this evidence, the supplier rectified the issue, improving system efficiency and reducing operating costs.

The trial also exposed a broader process gap: after installation, VRF systems are generally not subject to independent performance verification. This pilot now forms the basis for a scalable approach to strengthen equipment optimisation and vendor accountability across the portfolio.



VRF condensing units at lyf Bugis Singapore where the efficiency and cooling capacity were measured.



Sensors set up at lyf Bugis Singapore to measure the power consumption of the VRF units.



lyf Bugis Singapore.

## Cross-Learning: Scaling What Works

ACI is designed so that learning travels. Insights from deep-dive sessions with third-party properties, energy audits at owned assets, and technology pilots — from AI optimisation to independent performance monitoring — are consolidated and shared across the portfolio.

Common gaps, proven fixes, financing approaches, and real-world technology performance are distilled into practical guidance that properties can apply in their own contexts. What begins as a site-level intervention becomes a reference point for others.

Rather than solving similar challenges in isolation, our property teams build on tested solutions. Under ACI, knowledge scales alongside capital — turning individual pilots and workplans into portfolio-wide momentum.



**A1**  
SUSTAINABILITY  
MANAGEMENT  
SYSTEM



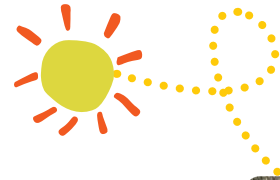
**D1.3**  
ENERGY  
CONSERVATION



**D2.1**  
GREENHOUSE  
GAS EMISSIONS

## Low Carbon Transition

# Growing Carbon Sinks, Together



Cutting emissions within our operations is only part of the equation. Beyond our own footprint, we invest in restoring natural ecosystems — strengthening carbon sinks, biodiversity, and community resilience.

In Australia, this commitment scaled in a meaningful way. Through a nationwide partnership with **Hotels for Trees**, Ascott Australia invited guests to skip daily housekeeping in exchange for funding tree planting. Each time a guest opted out of housekeeping, we planted a tree. In 2025 alone, this simple behavioural shift resulted in **over 15,000 trees planted across Australia**, restoring rainforests in New South Wales and supporting reforestation efforts in Western Australia, Victoria, Tasmania and South Australia. The initiative reduces emissions from cleaning, laundry, and water use while directly contributing to ecosystem regeneration.

Across other markets, properties are advancing tree planting in ways that respond to local environmental priorities. In **Penang, Malaysia**, teams collaborated with municipal authorities and residents to plant more than 200 trees. In **Suzhou, China**, associates and community members planted 1,500 tea trees to revitalise public green space. In **Jakarta and Bali, Indonesia**, mangrove and coastal tree planting initiatives helped combat erosion, enhance marine biodiversity, and strengthen natural carbon sinks. In **Muscat, Oman**, new saplings and water-efficient irrigation systems refreshed landscaped areas to support urban greening.



Ascott Australia



Citadines Connect Cecil Georgetown Penang



Somerset Emerald City Suzhou



Ascott properties in Jakarta



Over 19,000 trees planted by our properties globally



A3  
REPORTING AND  
COMMUNICATION



D1.3  
ENERGY  
CONSERVATION



D2.1  
GREENHOUSE  
GAS EMISSIONS



## Water Conservation and Resilience

◆◆◆ Commitments<sup>1</sup> ●●● 2025 Status<sup>2</sup>



◆◆◆  
15% reduction in water consumption intensity by 2030

●●●  
• 6.8% achieved  
• 2.4% water from recycled sources

### Our Approach

Across our portfolio, we monitor water use closely and look for practical ways to reduce it.

Guest stays account for a large share of water consumption in hospitality. That's why we focus on everyday shifts: encouraging participation in our towel and linen reuse programmes, installing water-efficient fixtures, and refining operational practices to cut unnecessary use.



A1  
SUSTAINABILITY  
MANAGEMENT  
SYSTEM



A4  
STAFF  
ENGAGEMENT



A71  
COMPLIANCE



A72  
IMPACT AND  
INTEGRITY



A7.3  
SUSTAINABLE  
PRACTICES AND  
MATERIALS



A8  
LAND, WATER,  
AND PROPERTY  
RIGHTS



D1.4  
WATER  
CONSERVATION

<sup>1</sup> Measured against 2019 base year.

<sup>2</sup> Covers 99% of properties from 1 January – 31 December 2025 (as at 31 March 2026), including all properties managed by Ascott, excluding third-party managed properties and new properties which have been in operation for less than 12 months, properties undergoing AEI and corporate offices. Performance measured against 2019 base year.

## Built for Water Efficiency

Across our portfolio, clear water performance standards are set for all new developments and progressively applied to existing properties during upgrades and refurbishments.

In line with GSTC requirements, we specify:



Dual-flush toilets using four litres per flush or less



Wash basin faucets fitted with flow restrictors, capped at six litres per minute



Water-efficient showerheads limited to nine litres per minute

By embedding these specifications into procurement and design decisions, we reduce water consumption at scale — ensuring comfort for guests while conserving one of our most critical shared resources.



D1.4  
WATER  
CONSERVATION

## Every Drop, Reimagined

Water can be reused — if we design for it.

At **Ascott Bonifacio Global City Manila**, condensate water generated from air-conditioning systems is collected and reused instead of being discharged. Previously used for cleaning purposes, this recovered water is now also redirected to irrigate landscaped areas.

By upgrading the system to expand reuse, the property reduces reliance on potable water while making better use of a resource already produced on site. It's a practical step toward lowering overall water consumption and strengthening operational efficiency.



D1.4  
WATER  
CONSERVATION



Water-efficient faucet at La Clef Champs-Élysées Paris by The Crest Collection, operating at a reduced flow rate of six L/min to support water conservation.

“The property has incorporated eco-friendly practices throughout, ensuring that guests enjoy a comfortable stay while minimising their environmental footprint. This includes **energy-efficient lighting, water-saving fixtures, and a waste management system** that encourages recycling.”

Guest at Citadines Benavides Makati



Condensate recovery system at Ascott Bonifacio Global City Manila.

## Waste and Circular Economy

◆◆◆ Commitments<sup>1</sup> ●●● 2025 Status<sup>2</sup>



◆◆◆  
20% reduction in waste intensity in our day-to-day operations by 2030

●●●  
72% achieved



◆◆◆  
25% recycling rate by 2030

●●●  
23% achieved



## Our Approach

Building on earlier efforts to strengthen waste measurement and reduction through targeted training and clear guidelines, our teams are learning to look more closely at where waste is generated — and what can be done about it. Understanding the source is the first step. From there, creativity follows.

Across properties, associates are rethinking what is often discarded, finding new ways to reduce, reuse and upcycle materials for practical and sometimes unexpected purposes. Whether it is repurposing operational by-products, redesigning guest touchpoints, or experimenting with circular solutions, these efforts reflect a shift in mindset: waste is not just something to manage, but something to question.



“We truly appreciate Oakwood's commitment to sustainability. Simple initiatives like reducing single-use plastics, providing recycling bins in the rooms, or even encouraging towel and linen reuse, can go a long way.”

**Guest at Oakwood Hotel & Apartments Grand Batam**

## Turning Surplus into Shared Value

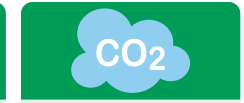
Food waste is a climate issue hiding in plain sight. Through our partnership with **Too Good To Go**, participating properties in Europe make surplus food available to local communities at reduced prices instead of sending it to waste. What began as a pilot in selected properties has since expanded across our entire portfolio in Europe in 2025.

From January to December 2025 alone, Europe properties redistributed 8,456 meal boxes, preventing an estimated 22,831 kg of CO<sub>2</sub>e emissions. Since the programme began, a total of **10,719 meal boxes** have been saved — estimated by Too Good to Go to be equivalent to **28,941 kg of CO<sub>2</sub>e avoided**.

Beyond emissions avoided, the initiative strengthens connections with local neighbourhoods, ensuring good food is shared rather than discarded.



**10,719 meal boxes** saved



Equivalent to **28,941 kg of CO<sub>2</sub>e avoided**



<sup>1</sup> Measured against 2019 base year.

<sup>2</sup> Covers 99% of properties from 1 January – 31 December 2025 (as at 31 March 2026), including all properties managed by Ascott, excluding third-party managed properties and new properties which have been in operation for less than 12 months, properties undergoing AEI and corporate offices. Performance measured against 2019 base year.



Coffee ground crafts workshop at Oakwood Premier Cozmo Jakarta.



Handcrafted coffee ground-clay vases by Citadines Dongyan Road Suzhou.



Free upcycled coffee ground sachets for guests at lyf Hongqiao Shanghai.

## Brewing Less Waste, More Possibility

Across Ascott properties, teams are finding simple, creative ways to give used coffee grounds a second life. In 2025, properties across Asia and Europe upcycled **more than 50 kg of used coffee grounds**.

At Oakwood Premier Cozmo Jakarta, 19 kg of coffee grounds were transformed during a hands-on crafting class into everyday objects — accessory bowls, book holders and even festive decorations. Guests and associates worked side by side, connecting sustainability with creativity and learning how circular thinking can be tactile and fun.

In China, guests at Citadines Dongyan Road Suzhou blended recycled coffee grounds with clay to create handcrafted vases, while Oakwood Residence Hangzhou repurposed coffee waste into more than **200 bars of handmade soap**.

Several properties made upcycling part of the guest journey. Through initiatives like **“Take Me Home”** at Citadines Connect Cecil Georgetown Penang and similar programmes in **Liverpool** and **Shanghai**, guests were invited to take used coffee grounds with them — reusing them as natural odour and moisture absorbers or plant fertilisers. At lyf Hongqiao Shanghai, 20 kg of grounds were handcrafted into free coffee-ground sachets and shared with the public.

At Somerset Wusheng Wuhan, coffee grounds replaced chemical air fresheners in restrooms, reducing waste while cutting monthly operating costs. It is a quiet example of how circular solutions can make environmental and business sense at the same time.

**51.5 kg coffee grounds upcycled** across Ascott globally

**02.4 SOLID WASTE**



Paper made from laundry lint.

## From Laundry Lint Waste to Paper

At **Citadines OMR Chennai**, sustainability began with an overlooked detail: lint from the hotel’s in-house laundry. Generated after every dryer cycle, this fine fibre waste was typically sent to landfill. In 2025, the team decided to rethink it.

Partnering with local social enterprise **Code Effort**, the team tested whether lint could be reused. After confirmation, they began collecting it daily. Over three months, **4.5 kg of lint** were transformed into around **400 sheets of A4 paper**, sold through authorised recycling channels. By using recovered lint instead of virgin pulp, the process avoids the water-intensive stages of conventional paper production, saving over 200 litres of water, according to Code Effort. This initiative supports employment for women in the local community and reduces microfibre waste.

**4.5 kg of lint transformed into 400 sheets of paper**

**02.4 SOLID WASTE**



## Waste and Circular Economy



## Soap for Hope: Turning Waste into Care

What's left behind after a stay can still do good. In early 2025, Ascott properties in Singapore partnered with **Diversey's Soap for Hope programme** to give discarded guest soaps a second life — transforming everyday waste into a public health resource.

Through the programme, **50 kg of used soap** were collected from five Ascott properties in Singapore, including Ascott Orchard Singapore, Ascott Raffles Place Singapore, Oakwood Studios Singapore and Citadines Connect City Centre. With support from Diversey's NGO partner **Heysprouts**, the soap was safely recycled into **800 new hygiene bars**. These were distributed by Singapore-based medical groups to communities in **Timor Leste and Kathmandu, Nepal**, where access to basic hygiene products can be limited. Distribution of these bars was co-funded by Diversey employees.



**50 kg of used soap** collected and given a second life



**800 new hygiene bars** distributed to Timor Leste and Kathmandu, Nepal



**81**  
COMMUNITY  
SUPPORT



**02.4**  
SOLID  
WASTE

## Giving Clothes a Second Life

Textiles are one of the fastest-growing waste streams globally. In 2025, several Ascott properties took simple, practical steps to keep clothing in use longer.

In Wuhan, what began as a practical question from long-stay residents — how to dispose of old clothes — evolved into a permanent collection point, with **35 kg** donated by November 2025 to recognised charitable platforms. During World Cleanup Day in Suzhou, associates and residents contributed **46.5 kg of clothing** to a local charity centre.

Across Europe, properties mobilised collection drives. In **Paris**, donations were consolidated and distributed through Secours Populaire, while in London, Citadines Barbican partnered with iCollectClothes to support charitable causes across the UK.



**Over 490 kg of clothing** given a second life across Ascott globally



**81**  
COMMUNITY  
SUPPORT



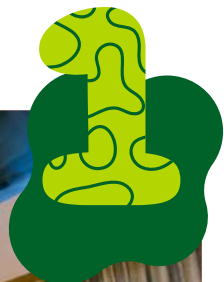
**02.4**  
SOLID  
WASTE



Somerset Baitang Suzhou organised clothes donations with guests and associates on World Cleanup Day.

# Christmas Tree Competition

In 2025, our Sustainable Christmas Tree Contest returned with even greater participation. What began as a simple challenge to rethink festive décor has grown into a portfolio-wide expression of resourcefulness.

D2.4  
SOLID  
WASTEA3  
REPORTING AND  
COMMUNICATION

## Citadines Bacolod City

“Ilawód” (meaning “to the sea”) symbolises hope, compassion, and resilience. Inspired by rivers and seas, the tree features ocean elements such as sea flora, jellyfish, fish schools and river textures — reflecting renewal, sustainability and shared purpose.

**Materials Used:** Used and surplus textiles from local dressmakers and designers; recycled paper bags (paper boats); discarded items from the Sumag River coastal clean-up; twigs and natural elements; and upcycled decorative materials inspired by marine and river life.



## Oakwood Premier Phnom Penh

“Wishes in Bloom” is crafted from reclaimed roses and coconut-leaf branches, transformed by Khmer artisans into a cascading installation symbolising renewal and second chances.

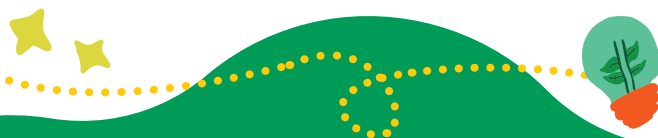
**Materials Used:** Repurposed structural materials from the One Park community; handwoven coconut-leaf fiber stars; and reused wiring and supports.



## Somerset Alabang Manila

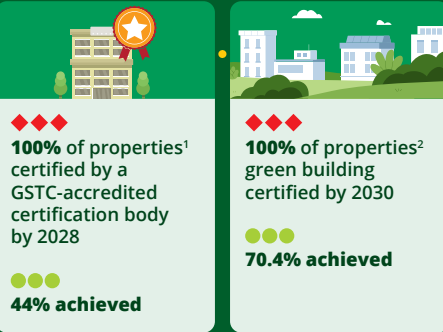
Inspired by Mt. Mayon and the Cagsawa Ruins, this fire-themed tree uses fabric drapes to mimic lava, surrounded by handcrafted rattan elements — celebrating nature’s power and renewal.

**Materials Used:** Reused fabric and ornaments; recycled cardboard, scrap wood, and PET bottles; dried moss and leaves; repurposed metal container; and energy-saving LED lights from previous seasons.



## Sustainable Accommodation

◆◆◆ Commitments ●●● 2025 Status



## Our Approach

Buildings matter. How they are designed, built, and operated shapes their impact for decades.

As part of CLI, we follow the group's Sustainable Building Guidelines — embedding sustainability from design to daily operations. We encourage every property to adopt climate-conscious design, efficient systems and operational practices that reduce energy, water, and material use without compromising guest comfort.

Sustainability does not stop at the building envelope. Through our Ascott CARES framework — aligned with GSTC standards — we integrate responsible management, resource efficiency and community impact into everyday decisions.

Our ISO 14001 and ISO 45001 certifications provide the discipline behind our commitments. They help us reduce environmental impact, improve operational efficiency and maintain safe, responsible workplaces across our global operations.



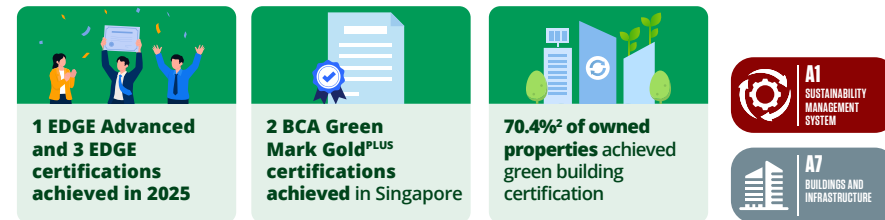
## Expanding Green Building Certifications

In 2025, we continued to expand our portfolio of certified green buildings.

**Citadines Les Halles Paris** and **The Cavendish London** attained EDGE certification. Developed by the International Finance Corporation (IFC), the Excellence in Design for Greater Efficiencies (EDGE) standard requires projects to demonstrate at least a 20% reduction in energy use, water consumption and embodied energy in materials compared to a conventional building baseline in the same location. EDGE Advanced recognises even higher levels of performance. Since 2018, Ascott has collaborated with IFC to broaden pathways for green-certified serviced residences, supporting the adoption of measurable efficiency standards across the sector.

In markets with established local frameworks, we align with national benchmarks. In Singapore, **lyf Funan Singapore** and **lyf Bugis Singapore** achieved Building and Construction Authority (BCA) Green Mark Gold<sup>PLUS</sup> certification — a high-performance tier that recognises excellence in energy efficiency, water efficiency, environmental protection, indoor environmental quality, and sustainable construction practices.

As at 9 February 2026, **70.4%<sup>2</sup> of Ascott's owned portfolio has achieved green building certification**, reflecting steady progress towards our 2030 target.



“Our partnership with Ascott reflects a shared vision for responsible, future-ready hospitality. Through initiatives such as solar PV adoption, EV charging and GSTC certification, we demonstrate how owners and operators can jointly drive positive change beyond individual properties, creating lasting impact for communities and the environment.”

**Tom Gitogo,**  
Group Managing Director & CEO,  
Britam Holdings, Owner of Somerset Westview Nairobi



<sup>1</sup> Managed and branded properties with more than two years of operations as at 31 January 2026.

<sup>2</sup> Refers to all owned properties under our listed trust, private funds, or balance sheet.

## Sustainable Accommodations



## Sustainable Operations Certifications

Ascott is the first hospitality company in India, Japan, Laos, Philippines and Vietnam to obtain country-wide GSTC certification. We continue to advance towards our goal of 100% certification, with 140 properties<sup>1</sup> certified by a GSTC-accredited certification body as at January 2026. This represented 44% of our portfolio<sup>1</sup>, demonstrating our strong commitment to sustainable management and responsible use of resources for long-term environmental and operational efficiency.

Certification not only reinforces our sustainability efforts but also provides credible industry recognition, giving guests and stakeholders greater confidence in our commitment to meaningful environmental action. By investing in this process, our properties gain the tools to identify, implement, and continuously enhance sustainability initiatives that drive lasting value.



44% of portfolio certified by a GSTC-accredited certification body<sup>1</sup>



"Achieving country-wide GSTC certification required strong coordination and robust data systems across all properties. The process sharpened our operational discipline and embedded sustainability more deeply into our daily routines."

**Momoka Matsuya, Sustainability Specialist & Front Office Supervisor and Erwan Meuzeret, Residence Manager & Country Sustainability Champion, Ascott Japan**



"Country-wide GSTC certification demonstrates what is possible when every property advances together under a shared framework. It gives our guests confidence in our standards and reflects the genuine ownership our teams take in responsible hospitality."

**Anthea Dimitrakopoulos, General Manager of Brand and ESG, Ascott Australia**



"It took a couple of months to design the framework and to gain support from all parties. Nevertheless, once everyone understood what we were building towards, they were committed and positive about this project."

**Raoult Laurent, Senior Manager, Operations Projects, Ascott Europe**



"Certifying 22 properties to GSTC standards shows that disciplined sustainability practices can elevate both operational performance and guest trust. It sets a clear benchmark for responsible tourism in our market."

**Lewis Liu, City Manager of Changchun & Shenyang and Country Sustainability Champion, Ascott China**



"GSTC certification strengthens our market credibility while guiding properties to reduce environmental impact and deepen community engagement. Pioneering this achievement in Indonesia reflects the strong alignment and capability of our teams."

**Reza Dranie, Director of Operational Excellence & Sustainability, Ascott Indonesia**



"Leading Somerset Palace Seoul's journey to becoming the first GSTC-certified property in Korea was both challenging and deeply rewarding. It united our team around meaningful, practical actions that deliver lasting value for our guests, associates, and the local community."

**Eddie Bae, City Manager and Country Sustainability Champion, Ascott Korea**

<sup>1</sup> Managed and branded properties with more than two years of operations as at 31 January 2026.

## Sustainable Accommodations



## Green Refurbishment in Action

Refurbishments can generate significant waste and embodied carbon. At **Quest Sydney Olympic Park**, a AUD 6.5 million refurbishment in 2024 was delivered with sustainability embedded into procurement, materials selection and waste management decisions — reflecting the brand's *Quest's Quest for a Cause* mission and the strong alignment between Ascott and like-minded business owners who prioritise sustainability.

Through Ascott Australia's partnership with Indigenous-owned social enterprise **Project Net Zero**, more than AUD 450,000 worth of furniture was diverted from landfill. The majority was donated to **Social Futures** to support a new Homeless Support Service in Tweed Heads (Bundjalung Country in New South Wales), extending product life while delivering tangible community impact.

Mattresses unsuitable for donation were recycled, ensuring valuable materials were recovered. New materials were selected with circularity in mind. Carpets were made from 100% recycled and bio-based content, and bedding utilised fibres derived from recycled plastic bottles, diverting more than 34,000 bottles from landfill.



“When we purchased the hotel in late 2024, it coincided with the release of the draft Sydney Olympic Park Master Plan 2050, which reinforced the precinct's identity as Sydney's 'Beating Green Heart'. That alignment felt significant to us. We weren't just refurbishing a building, we were joining a community with a proud sustainability legacy. Our motivation was to ensure the revitalisation respected that history while creating a future-focused hotel we're truly proud of.”

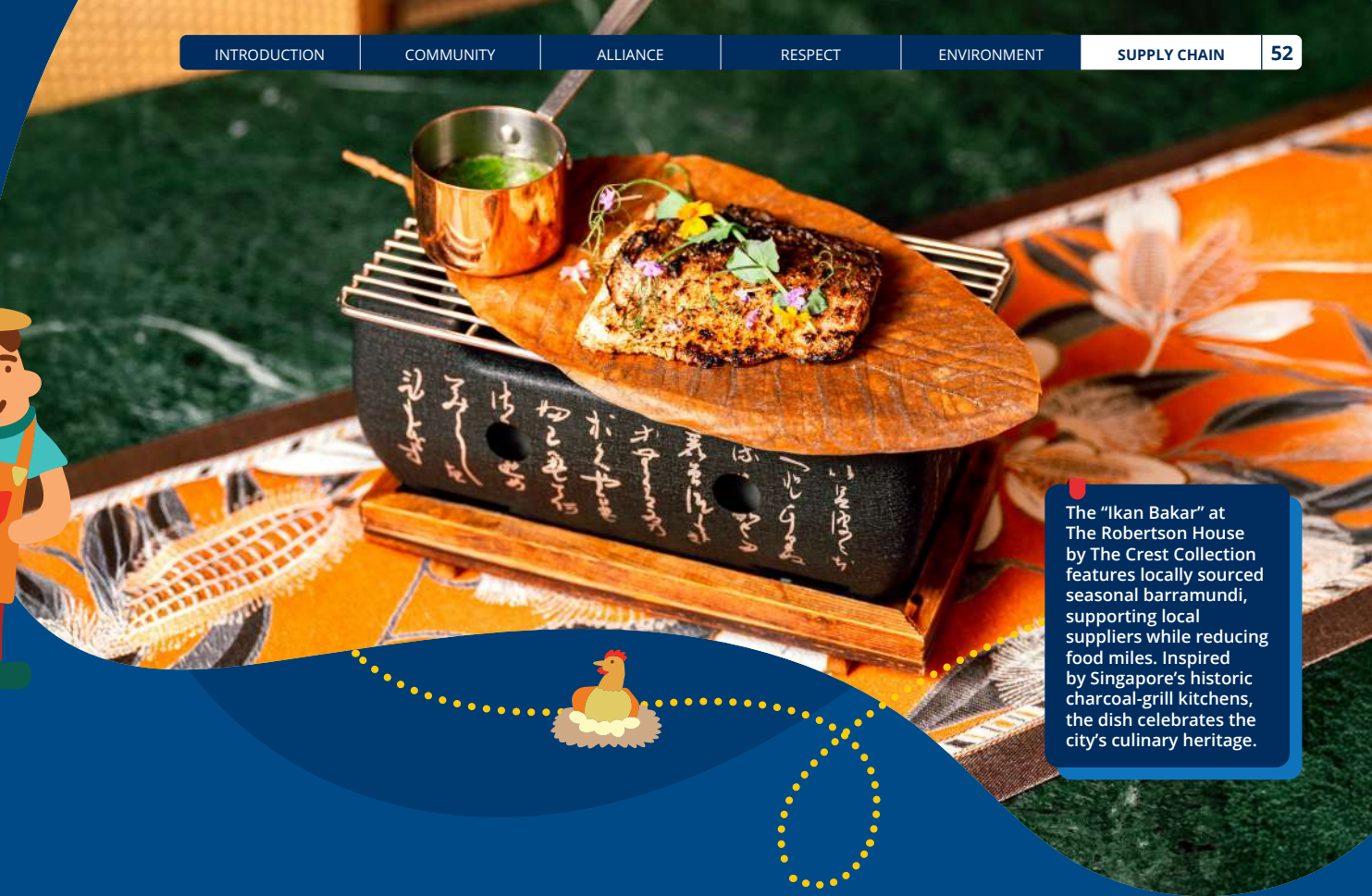
**James & Lysabeth Blanchett**  
Business Owners,  
Quest at Sydney Olympic Park





# SUPPLY CHAIN

We are dedicated to making sustainable purchasing decisions that benefit both people and the planet.



The "Ikan Bakar" at The Robertson House by The Crest Collection features locally sourced seasonal barramundi, supporting local suppliers while reducing food miles. Inspired by Singapore's historic charcoal-grill Kitchens, the dish celebrates the city's culinary heritage.

◆◆◆ Commitments<sup>1</sup> ●●● 2025 Status

◆◆◆ **Build collaborative relationships** and work closely with supply chain partners to improve sustainability performance

◆◆◆ **100% supplier acknowledgement** of CapitaLand Supply Chain Code of Conduct<sup>2</sup>

●●● **Achieved**

◆◆◆ **100% of procurement staff** trained on responsible sourcing

●●● **Achieved**

◆◆◆ **Single-use plastic:** Eliminate single-use plastics straws, stirrers, bottled water, mini toiletry bottles and takeaway cups by 2024; expand to all guest-facing items by 2028

●●● **Behind -** Progress differs across regions due to varying market readiness, alternative availability and pricing, and responsible plastic stock depletion

Ascott will continue strengthening supplier collaboration to accelerate implementation

◆◆◆ **Paper products:** Minimise paper use and switch to 100% certified recycled or sustainably sourced paper by 2028

●●● **On track**

◆◆◆ **Cage-free eggs:** Achieve 50% of properties using only cage-free eggs by 2027; expand to 100% by 2030<sup>3</sup>

●●● **On track**

◆◆◆ **Agricultural products:** Use 100% responsibly sourced coffee, tea and sugar by 2028

●●● **On track**

◆◆◆ **Cleaning products:** Use 100% green cleaning products by 2028

●●● **On track**

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

1 Commitments apply to managed and branded properties with more than two years of operations, unless otherwise specified.  
 2 Managed and branded properties/projects. For 2025 new or renewed contracts, applies to owned and managed properties where Ascott has procurement control.  
 3 Applies to properties that have been managed and branded for over two years, with newer properties being prepared for future inclusion. Areas outside operational control are excluded in line with industry standards. Ascott supports cage-free adoption through procurement policies, supplier monitoring, sourcing requirements and cage-free egg credits.

## Supply Chain



## Our Approach

In **2025**, Ascott strengthened its approach to responsible procurement, embedding sustainability more deeply into how purchasing decisions are made across the organisation.

We expect our suppliers to align with the **CLI Supply Chain Code of Conduct**, which sets standards on fair labour practices, environmental protection, ethical conduct, and workplace health and safety. We have achieved — and continue working towards maintaining — **100% supplier acknowledgement** of this Code.

Commitment becomes meaningful when it shapes decisions. In 2025, as part of our continual improvement, we re-evaluated and enhanced our **Responsible Procurement Policy and processes** to move beyond a set of priority item categories and identify opportunities across all purchases, where possible. A clear set of **11 sustainability criteria** is now built into **requests for quotation and tender** for our suppliers, and referenced in tenant agreements to encourage alignment, extending responsible sourcing expectations beyond our own operations.

To support better progress monitoring for **local sourcing**, we introduced guidance to improve visibility into where goods come from, with particular focus on **fresh goods**. This helps teams make more informed sourcing choices that can support local economies while reducing transport-related impacts.

To strengthen accountability, sustainability is now embedded into our **vendor evaluation process**. Major suppliers are required to complete an annual sustainability assessment form, enabling us to track their maturity and progress year-on-year alongside cost, quality, and service performance. This reinforces a clear expectation: long-term value depends not only on what suppliers deliver, but on how they operate and improve over time.

On the ground, our **Responsible Procurement Guidelines** continue to support teams in identifying more sustainable alternatives. The guidance is updated as practices evolve, helping associates make informed decisions over time.



## Responsible Procurement Principles



Lower Environmental Impact



Fair & Local Sourcing



Biodiversity Protection



Renewable Resources



Recognised Sustainability Certifications



Single-use Plastic Reduction



Resource Efficiency



Reusable Packaging



Durability & Repairability



Responsible Waste Management



Sustainability Disclosure

## Our Priority Categories



Single-use Plastic Elimination



Sustainable Paper



Cage-free Eggs



Responsible Coffee, Tea and Sugar



Green Cleaning Products

## Responsible Sourcing: Making Better Choices Along the Guest Journey

Responsible sourcing shapes the Ascott experience in quiet but meaningful ways — from the materials used in our operations, to the food we serve, and the partners we work with. Our approach focuses on practical improvements at every step of the journey, guided by a simple belief: everyday decisions add up.

## Starting with Everyday Operations

The guest experience begins long before check-in, through the systems and materials that keep our properties running.

Across our portfolio, teams continue to reduce reliance on single-use materials and shift towards more sustainable alternatives. **85% of sanitary (e.g. facial tissues, toilet paper) and copier paper are now sourced from recycled or sustainably certified sources**, while many properties have transitioned in-room guides to digital formats. This reduces waste while allowing information to be updated more easily and accurately. Paperless pre-arrival check-ins and mobile key cards further reduce the need for physical materials and the resources required to produce them.

Progress on single-use plastics remains a priority. **Our properties have been making progress in eliminating priority single-use plastics**, including straws, stirrers, mini toiletry bottles, takeaway cups, and bottled water. **Over half of properties now have a no straw policy** (provided on request only), while others provide either reusable or natural fibre-based single use straws. Among these, plastic bottled water and mini toiletry bottles present the greatest opportunity for impact. To reduce bottled water, **62% of our properties now provide water**

**dispensers or have on-site water bottling plants to eliminate single-use plastic bottles.** Others offer reusable glass bottles or highly recyclable, non-plastic alternatives. **90% of properties have replaced mini toiletry bottles with bulk amenity dispensers.**

To reduce reliance on plastic bottled water while maintaining guest safety and confidence, properties are testing and adopting alternative drinking water solutions suited to local contexts. In **Malaysia**, water refill and in-room filtration systems using **3M Aqua-Pure C-Complete** have been implemented across properties, while in **India**, **Citadines Paras Square Gurugram** operates an in-house bottling plant that produces purified drinking water on site, **reducing an estimated 95–100 kg of plastic waste each month.**

Beyond priority items, associates continue to find additional ways to reduce plastic waste. In Vietnam, teams replaced plastic laundry bags with fabric alternatives and bamboo baskets, introduced natural loofah scrubbers in place of synthetic sponges, and transitioned to bamboo key cards and wooden name tags. These renewable, biodegradable materials reflect a broader mindset shift towards more thoughtful design.



**D1.1**  
ENVIRONMENTALLY  
PREFERABLE  
PURCHASING



**D1.2**  
EFFICIENT  
PURCHASING

In-room filtration system using 3M Aqua-Pure C-Complete implemented by properties in Malaysia.



**85% of sanitary and copier paper sourced from recycled or sustainably certified materials**



**Over 50% of properties have implemented a no-straw policy**



**62% of properties provide water dispensers or on-site bottling to eliminate single-use plastic bottles**



**90% of properties have replaced mini toiletry bottles with bulk amenity dispensers**

## Starting with Everyday Operations



∴ Bamboo baskets and natural loofah scrubbers in Ascott Vietnam properties.



∴ In-house bottling plant at Citadines Paras Square Gurugram.



“Oakwood placed shampoo, hand and body soap, and conditioners in reusable containers. They did not use single-use plastics. Instead, they placed a water dispenser that is good for a couple of days.”

Guest at Oakwood Premier  
Phnom Penh



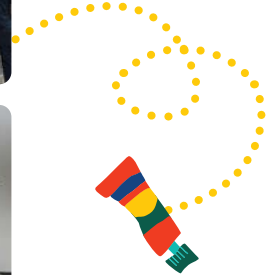
“I appreciated the extensive use of natural materials especially wood, bamboo, cotton glass instead of the prevalent plastic.”

Guest at Maison Aurelia Sanur,  
Bali - by Préférence



“By eliminating 8,000 plastic water bottles per month, we are preventing over one tonne of plastic waste and almost three tonnes of carbon emissions annually<sup>1</sup>. This initiative exemplifies the principles of Ascott CARES, embedding responsible consumption, waste reduction, and climate-conscious operations into our daily hospitality practices!”

Pardeep Kumar,  
Assistant Engineer,  
Citadines Paras Square Gurugram



## Protecting the Health of Associates and Guests

Sustainability also shows up in what people breathe and touch every day.

To support healthier indoor environments, **90% of properties now use green cleaning products**. The transition to eco-certified cleaning solutions improves indoor air quality and creates safer working conditions for housekeeping teams — reinforcing that environmental responsibility and workplace well-being go hand in hand. By giving a preference to biodegradable, low-Volatile Organic Compound products and more precise dispensing systems, properties are reducing chemical waste while maintaining high hygiene standards.



90% of properties  
now use green  
cleaning products



<sup>1</sup> Calculated using Boon Impact Calculator by in-house water bottling solution provider.

## From Farms and Gardens to the Plate

From cleaning practices, the journey continues to food — where sourcing decisions directly affect environmental impact and community connection.

Across the portfolio, **85% of coffee and tea are now responsibly sourced**. At Oakwood Premier Tokyo Midtown, sustainability is built into the breakfast experience through cage-free eggs, Fair Trade products, close collaboration with local greengrocers, and creative use of surplus ingredients to reduce food waste. As a result, the property tracked an increase in share of environmentally responsible menu items from 20% to 40% in 2025.

Some properties are also bringing food production closer to home. Somerset Heping Shenyang operates a rooftop garden producing **14 varieties of fruits and vegetables**, supplying ingredients for guest barbecues and breakfast offerings while sharing planting and harvest updates with guests. In Indonesia, Oakwood Hotel & Residence Surabaya launched a hydroponic garden to grow chemical-free kangkung using minimal space and water, demonstrating the potential of urban agriculture in dense city environments.



**85% of coffee and tea are now responsibly sourced**



Hydroponic garden at Oakwood Hotel & Residence Surabaya.



Fruits and vegetables harvested from Somerset Heping Shenyang's rooftop garden.



Cashew nuts as guest welcome amenities at Citadines Flatiron Phnom Penh.



Mangrove-based ingredients served in traditional Indonesian delicacies at HARRIS Puri Mansion Jakarta.

## Building Closer Relationships with Suppliers and Ecosystems

Responsible sourcing not only reveals how food, communities and local ecosystems are deeply interconnected, but also strengthens these connections.

In Cambodia, Citadines Flatiron Phnom Penh and Somerset Norodom Phnom Penh source roasted cashew nuts from a local supplier for guest welcome amenities. While Cambodia is a major producer of raw cashews, much of the value is traditionally exported. By purchasing locally roasted and packaged nuts, the properties help strengthen domestic processing capacity and support small enterprises.

At HARRIS Puri Mansion Jakarta, the “**Mangrove Coffee Break**” featured traditional Indonesian delicacies made with mangrove-based ingredients, highlighting the importance of mangrove conservation — vital coastal ecosystems — while supporting local suppliers and raising awareness through the guest experience.



## Advancing Change Across the Industry

Some sourcing challenges can only be solved when markets shift together.

**Fair Trade** products help support fair wages, safer working conditions and more resilient livelihoods for producers, yet availability and marketability often remain limited by uneven demand. At **Ascott Marunouchi Tokyo**, associates partnered with **Fairtrade Japan** and **Ogawa Coffee** to host a Fair Trade seminar, to build broader awareness and understanding. The initiative demonstrated how a hotel can help strengthen demand signals, supporting wider adoption beyond its own purchasing decisions.

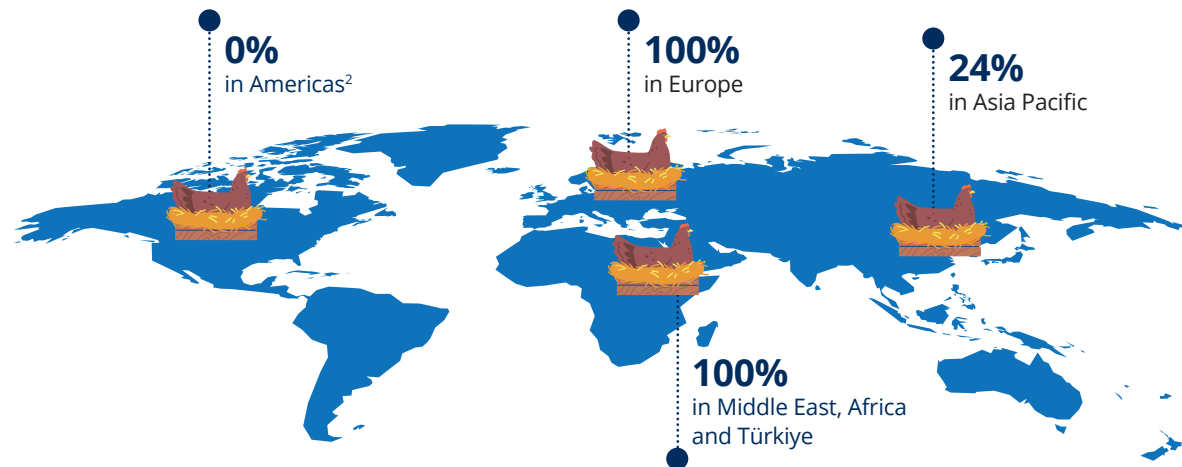
We are making meaningful progress towards sourcing exclusively cage-free eggs across all our properties by 2030, despite supply constraints and varied levels of market readiness globally. Today, **41% of Ascott properties** globally use cage-free eggs, reflecting

the steady, market-by-market momentum we are making. In **Malaysia**, for example, our properties have achieved 100% cage-free eggs in 2025, progress that was recognised at the **Malaysia Cage-Free Corporate Implementation Progress Forum & Industry Leadership Awards 2025**. This builds upon similar achievements in the Philippines, India, Australia, Europe and the Middle East, which have all fully transitioned to cage-free eggs.

As we scale this progress, we remain focused on strengthening partnerships with suppliers and industry stakeholders to build resilient supply chains and accelerate our transition to 100% cage-free eggs across the portfolio.



### % of Properties that Have Achieved 100% Cage-Free Eggs<sup>1</sup>



<sup>1</sup> Applies to properties managed and branded for more than two years, those still within the first two years are being actively educated and prepared for inclusion in the commitment. While outside operational control areas remain excluded, as per industry standard, Ascott fosters cage-free practices through procurement policies, supplier tracking, responsible sourcing clauses, and promotion of cage-free egg credits as a credible and viable solution.

<sup>2</sup> Ascott has one property in the US actively working towards cage-free sourcing.



"This initiative reflects our commitment under Ascott CARES to operate with greater empathy and accountability, ensuring that sustainability extends beyond the guest experience to how we treat the environment and living beings within our supply chain."

**Lee Boon Kae,**  
Senior General Manager,  
Penang & Country  
Sustainability Co-Champion,  
Ascott Malaysia



Fair Trade Seminar hosted by Ascott Marunouchi Tokyo.



Industry Leadership Award for Cage-Free Implementation by Ascott Malaysia.



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