

2022

SUSTAINABILITY REPORT

IN SEARCH OF HOSPITALITY IN
HARMONY WITH THE NATURAL WORLD



WELCOME

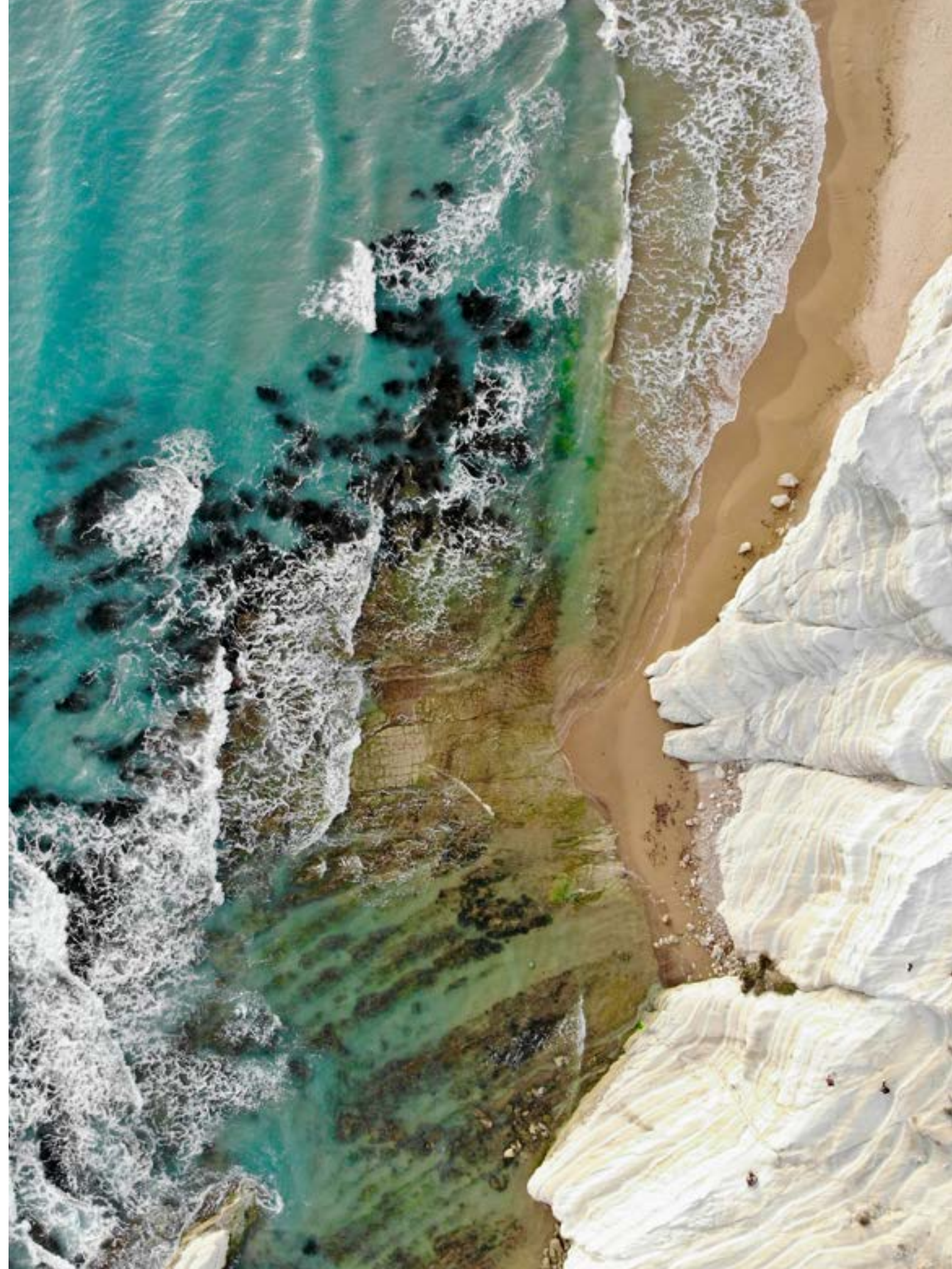
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01



STATEMENTS



A WORD FROM OUR PRESIDENT

Relais & Châteaux properties have protected and preserved their surroundings for decades, caring for the environment with a growing consciousness of the resources they and their guests use.

I am deeply proud our association of 580 independent hoteliers, restaurateurs and chefs appreciates that hospitality must operate in harmony with the natural world. We have been working regeneratively long before that became a buzzword.

Now, as the world faces the grim realities of climate change, it is time to consolidate our progress, accelerate the pace of change and demonstrate our resolve as we enter a new, critical phase in humankind's relationship with nature.

Against this context, our first sustainability report is published so that we can openly and transparently share our successes, acknowledge our challenges, set ambitious new goals for all our properties and showcase to the world the positive contribution that hospitality can—and must—make for future generations.

Our association is dedicated to preserving the beauty and contrasts of local communities, cultures and ecosystems everywhere. While sustainability has always been intrinsic to these goals, it now moves to the forefront of how we define and measure ourselves.

We can seize upon a remarkable opportunity for advancing sustainability at scale precisely because we are structured as an association. Shared, common goals are combined with the flexibility of each of our properties to respond according to their unique characteristics, needs and vulnerabilities.

“Together we can play a positive role in preserving and restoring the planet and helping our guests discover the best that nature has to offer.”

This unique combination dramatically distances us from the way multinational corporations approach sustainability. As such, the entrepreneurialism and solidarity of our independently owned properties can be an incredibly powerful force for good.

But as proud as we are of our achievements to date, we remain humble and alert. There is much left to do and we are at a critical point to protect, preserve and restore our planet.



It is essential we bring all of our members on this journey. Through our collective efforts we can demonstrate that hospitality delivered in fine settings is not incompatible with exploring the world, experiencing other cultures and protecting it—all at the same time. Together we can play a positive role in preserving and restoring the planet and helping our guests discover the best that nature has to offer.

PHILIPPE GOMBERT
President, Relais & Châteaux
Owner, Château de la Treyne

WHO WE ARE



That Relais & Châteaux has grown to 580 properties, in 65 countries and five continents over nearly 70 years is an achievement in itself. What is arguably more impressive is that we have grown as a not-for-profit by collectively operating to a set of governing principles, shared values and a vision for hospitality, while each property remains proudly independent. This structure is distinct from every other hospitality group in the world.

Our story began in 1954, when eight properties came together under a slogan, *La Route du Bonheur* –The Road to Happiness–in recognition of the inherent value of their family spirit, their dedication to nurturing local food and drink of the utmost quality, and of playing a role at the heart of their communities.

Over time, these values were progressively embedded as we grew first in France, then across Europe and then the world. Today, our association is still made up of independent hoteliers, chefs and restaurateurs, and it is now home to the world's largest network of chefs, who hold 340 Michelin stars among them. They alone demand a level of quality of ingredients—one that favors local, small producers rather than industrialized methods of production.

All of the 42,000 people who work in our properties are staunch protectors of the world around them. They treasure their cultural, culinary and environmental heritage and feel a direct responsibility to preserve it all. Many properties grow their own fruits and vegetables, many tend their own herds of animals, and all revere nature—more than 98% of our properties do not use any chemical treatments on their outdoor areas.

From city center townhouse hotels which cultivate insect- or bird-friendly gardens to enhance biodiversity, to sun-kissed properties within acres of vineyards, remote ranches in pristine wilderness, lodges surrounded by lush rainforest, and desert island resorts dedicated to protecting coral reefs, our properties represent a huge spectrum of environmental diversity and acknowledge our dependence on the health of the natural world.

Our pledge to UNESCO, in November 2014, promising to cherish, preserve and continually revive the timeless traditions of cuisine and hospitality and the contributions they have made to happiness, fellowship and the *art de vivre* includes 20 commitments with practical implications for preserving the planet. Our properties' own knowledge and practices are passed down the generations of our still largely family-run network.

These commitments are the joyful manifestation of our dedication to make the world better for future generations. And today with this report we are taking the next step by transforming that vision into a measurable roadmap.



NEXT STEPS FOR A BETTER WORLD

As a not-for-profit association of 580 properties, Relais & Châteaux has been devoted to protecting and preserving the world's cuisines, its varied cultures and precious environments since our inception in 1954. Our approach to operating within and alongside nature is well-established.

We are delighted to have inherited such a strong foundation as we seek to unify us even further, maintaining momentum as we embed sustainability as an essential part of our business—and a core part of our offer to guests.

Our first sustainability report contains much to be proud of in our path towards sustainability. But we are also acutely aware that there is much to do. Greater efforts need to be made in cutting emissions, in more responsible water usage and energy consumption, in enhancing biodiversity and reducing waste.

We need to adopt more sustainable materials as part of a greater commitment to responsible purchasing, further engaging with our local communities, all while respecting diversity and building a more inclusive working environment.

With a participation rate of around 50% for this first questionnaire, our members are already well represented, but we need to encourage participation in this initiative to gain the traction and momentum necessary to maximize our impact and be a force for good.

To that end, we commit to publishing our sustainability report annually to track our progress and allow us, as a global community, to react and respond to the needs and demands of our society and the environmental challenges as they evolve.

In search of hospitality in harmony with the natural world, we put Environmental Conservation, Sustainable Cuisine and Social & Societal Empowerment at the heart of our sustainability strategy.

“ *In search of hospitality in harmony with the natural world, we put Environmental Conservation, Sustainable Cuisine and Social & Societal Empowerment at the heart of our sustainability strategy.* ”

We have therefore set 15 clear objectives with ambitious targets for 2025 and 2030. These objectives, chosen in concert with our two sustainability consultancies, Solinnen and Alice Audouin Consulting, represent the full spectrum of challenges faced by our members and the nature of their businesses.

By achieving these objectives we can maximize our environmental impact and accelerate a transition to a sustainable future.

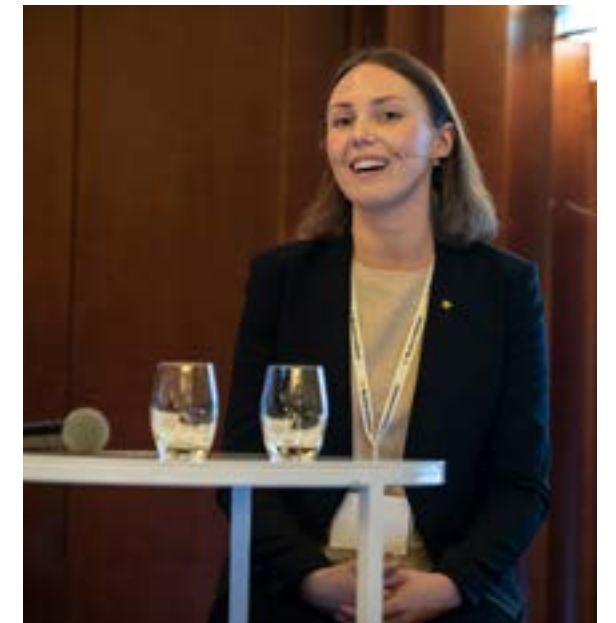
A core part of this is the integration of the idea of 'Sustainability as a Service'. Our goal with this program is to accompany member properties on their individual journeys towards sustainability. We will provide tools, certifications, upskilling webinars and more. This is crucial to evolving away from the idea of seeing sustainability as a single issue, to something that impacts every part of each business.

To that end, our Quality Charter—the means by which we evaluate our properties—will soon be updated to take account of our new sustainability goals.

Working from such a strong basis, we are determined to stay ahead of legislation in the 65 countries in which we operate by adhering to a future-forward roadmap, sharing inspiring examples of best practice, campaigning on important issues and remaining both open-minded and ambitious about how we will need to adapt to our changing world.



LARS SEIFERT
Chief Communications and
Sustainability Officer, Relais & Châteaux



CARLA STACHURSKI
Brand Manager,
Relais & Châteaux

OUR JOURNEY TOWARD SUSTAINABILITY

Our path to a more sustainable existence is rolled up in our overall mission, in which preserving and revering local differences, and continually reviving the traditions of cuisine and hospitality, was crucial to how the first eight properties in our association came together in 1954.

As time has marched on, so too has our collective awareness of what is meant by 'sustainability' and how it is practiced and assessed has become increasingly sophisticated. This timeline charts our progress towards the modern understanding of the term.

2009

Relais & Châteaux signed the Ethic Ocean charter to commit to serving sustainable seafood. Within the global commitment, one pledge included to stop serving bluefin tuna, helping prevent the collapse of the stock in the North-East Atlantic Ocean and Mediterranean Sea and allowing them to replenish. Our partnership with Ethic Ocean begins.

2014

The Relais & Châteaux Vision, our manifesto containing 20 commitments for a better world through cuisine and hospitality, was presented to UNESCO in November. It would become the driving force behind our environmental, culinary and social initiatives.

The World Culinary Council was formed, with Vice President Olivier Roellinger as its head. Its remit: to act as a think-tank and mobilization committee that can inspire the entire network of Relais & Châteaux chefs.

2011

Alongside Ethic Ocean, FERRANDI Paris and Lycée hôtelier Yvon Bourges Dinard, Relais & Châteaux co-founded the Olivier Roellinger Contest, an annual sustainable seafood competition for young cooks and service staff across Europe around the preservation of marine resources. Over the course of the last 12 years, 304 students, interns and young professionals from 25 different nationalities have participated, which involves and encourages the next generation to source seafood responsibly. In 2022, this competition also took place in Japan for the first time.



1992

Nelson Mandela visited Relais & Châteaux Londolozi in South Africa, expressing: "During my long walk to freedom, I had the rare privilege to visit Londolozi. There I saw people of all races living in harmony amidst the beauty that mother nature offers. There I saw a living lion in the wild. Londolozi represents a model of the dream I cherish for the future of nature preservation in our country."

2015

Dereck and Beverly Joubert, co-founders of Relais & Châteaux Great Plains Conservation and National Geographic photographers, created 'Rhinos without Borders'—a joint initiative with the andBeyond travel company. The project was created to translocate endangered animals from high-risk illegal poaching areas in South Africa to wilderness areas in Botswana. Over the next seven years, it successfully transported 87 rhinos which resulted in the birth of 60 new calves.



2016

Our partnership with Slow Food began, with staff and guests encouraged to fight climate change and protect biodiversity by making positive choices about what food is served.

A new sustainability platform called Moving Forward was launched, acting as an internal tool to share best practice among our members and using a questionnaire to measure our progress. Some 22 key indicators were extracted, including: 41% of Relais & Châteaux are located in a UNESCO World Heritage Site; 58% of products offered in our restaurants come from local farms; and 60% of properties serve sustainable seafood.

Olivier Roellinger, Vice President of Relais & Châteaux, published an open letter against the Bayer-Monsanto merger, calling attention to the risks of crop diversity loss, GMOs and industrial agriculture in general. He argued that living nature, small producers and the health of society will suffer.

2017

We created an experiential art installation and honey tasting at Italy's annual design exhibition Salone del Mobile featuring some of the world's rarest honeys to showcase the biodiversity and responsible management of our terroirs.



2019

Relais & Châteaux gift boxes were transitioned from cardboard box sets with a plastic foam container and a plastic gift card to reusable pouches made from recycled plastic. Between 2019 and 2022, the production of these felt pouches prevented 318,000 one-litre bottles from ending up in the oceans. The material, called Future Felt™, was designed by two female founders of a South African Sustainable Design House, The Joinery. The pouches are produced by local artisans and sewing cooperatives. To complement the pouches, all our paper printing and assembly of gift boxes is conducted in France by people with disabilities, at a specialized center that supports their career development.

2019

Relais & Châteaux joined forces with the Intergovernmental Oceanographic Commission (IOC) and Ethic Ocean to hold a public conference at UNESCO in Paris. The initiative brought scientists, cooks, fishers and wholesalers together to debate and reflect on ways to protect marine resources. Speakers included Vladimir Ryabinin (Executive Secretary of the IOC), Élodie Fleury (from the French Research Institute for the Exploitation of the Sea), Philippe Cury (senior scientist of IRD), Elisabeth Vallet (director of Ethic Ocean), Vicky Lau (chef of Relais & Châteaux Tate Dining Room), and Julien Dumas (then chef of Relais & Châteaux Lucas Carton at the time, now chef of Relais & Châteaux Saint James Paris) who was accompanied by his fisher Emmanuelle Marie.



2020

In January, Michelin announced its first green stars, recognizing restaurants for their commitment to more sustainable gastronomy. Thirteen Relais & Châteaux properties were awarded stars including La Bastide de Capelongue, Le Suquet, Restaurant Christopher Coutanceau, Le Coquillage-Les Maisons de Bricourt, Le Clos des Sens, La Grenouillère, l'Auberge du Père Bise-Jean Sulpice, Baumanière Hôtel & Spa, Les Maisons Marcon, Troisgros, Restaurant Mirazur, Yoann Conte-Bord du Lac, and Restaurant Serge Vieira.

2016

We launched our first annual World Oceans Day campaign in partnership with Ethic Ocean. Exquisite Fish explored zero waste cooking where the fish's head and the tail are just as delicious as the filet.

2018

Relais & Châteaux Troisgros, just outside of Lyon in France, participated in Refugee Food Festival and invited Mohammad Elkhaldy, a refugee restaurateur from Syria, to cook with the family-run Michelin three-star restaurant's team. The goal was to facilitate Mohammad's assimilation in France by bringing people together over a meal.

Relais & Châteaux chef Christopher Coutanceau launched an appeal for action to bring an end to the technique of electric pulse fishing. A petition, signed by our chefs, in partnership with non-profit association BLOOM, was presented to the European Parliament ahead of a crucial vote to ban the controversial practice. A ban was introduced in mid 2021.

The prize of eco-responsible chef was awarded to Relais & Châteaux Restaurant Christopher Coutanceau, for the first and only time by the Michelin guide.



2019

In collaboration with Seafood Legacy and Ethic Ocean, our Japan & Korea Delegation published a seafood manifesto, a first for chefs in the region, to spread knowledge around the importance of evaluating fish stocks, fishing techniques and origin of catch when sourcing seafood. A press conference was held in Tokyo with Relais & Châteaux chefs from across the region (as well as America, Argentina and France) on the importance of adopting a more sympathetic relationship with the sea.

2020

Relais & Châteaux chefs globally pledged not to serve *le bar en hiver* (seabass in winter). The initiative, in partnership with Ethic Ocean, protects the species during its critical breeding season, allowing stocks to replenish.



2020

Relais & Châteaux Mirazur in France became the first restaurant in the world to earn Plastic Free Certification.

Relais & Châteaux contributed to the newly launched @UNworldoceansday Instagram account with a series of live cooking classes showcasing sustainable seafood in collaboration with Oceanic Global.

Relais & Châteaux launched a range of branded, eco-friendly amenities in conjunction with Palatino Hospitality, which conducts comprehensive R&D to remain on the cutting edge of the latest materials and sustainable processes. This kick-starts a reduction of single-use plastics.

2020

Scientists from the International Commission for the Conservation of Atlantic Tuna (ICCAT) reported that the North-East Atlantic and Mediterranean bluefin tuna (*Thunnus thynnus*) stock is in healthier condition and well-managed. Consequently, NGOs confirmed that bluefin tuna coming from this zone can be once again recommended for consumption (but still in moderation). The regeneration of the species is thanks in part to Relais & Châteaux chefs' efforts over 11 years to avoid bluefin tuna.

2021

Las Balsas in Argentina is the first Relais & Châteaux property awarded B Corp Certification.

Following carbon-neutral certification achieved by Relais & Châteaux Awasi, with three properties in South America (Iguazú, Patagonia, Atacama), Relais & Châteaux Nayara Springs in Costa Rica and Relais & Châteaux EOLO in Patagonia were also declared carbon neutral.

2022

Executive Chef Shinobu Namae of Relais & Châteaux L'Effervescence spoke on the main stage of the annual World Oceans Day event about our global 'Seaweed Symphony' campaign to revitalize the ocean. The event was hosted by the UN Division for Ocean Affairs and the Law of the Sea and produced by Oceanic Global in New York City.



2022

Over 100 products from 30 countries are approved to Slow Food's Ark of Taste (a catalogue of near-extinct foods) thanks to nominations from Relais & Châteaux chefs, farmers and hoteliers.

Our first sustainability report is published, identifying 15 objectives for 2025 and 2030 and laying out the foundations for Relais & Châteaux's sustainability strategy.

Relais & Châteaux properties donated to World Central Kitchen, to meaningfully help regions in crisis in the world, now and in future.



2023

Sustainability as a Service launches for Relais & Châteaux properties.

THE POWER OF CUISINE & HOSPITALITY



One third of greenhouse gas emissions come from the food system (FAO), so we can really make an impact on the future of the planet with the choices we make on our menus.

To drive awareness about the values in our Vision, the World Culinary Council, led by Vice President Olivier Roellinger, created two annual campaigns: World Oceans Day and Food for Change. The goal is to preserve the diversity of cuisines throughout the world, protect biodiversity and fight climate change.

Fine dining trickles down and creates trends and evolution longterm in the food system. We know it is our responsibility to future generations to innovate consciously.



WORLD OCEANS DAY

We have campaigned to promote sustainable seafood since 2009, and celebrated World Oceans Day with partner Ethic Ocean since 2016. Maintaining healthy rivers, lakes, seas and oceans, and the animal and plant life they support, is crucial to planetary health, from the integrity of the food chain and viability of particular fish stocks, to the ability of underwater plant life to store atmospheric carbon. Our chefs are a crucial bulwark against controversial fishing practices that are destructive to oceanic habitats or species, and a powerful international lobby in promoting sustainable fishing techniques or adopting overlooked but delicious alternatives to popular but endangered species.

Exquisite Fish (2016, 2017 & 2018)

Inspired by the surrealist drawing game 'Exquisite Cadaver,' this theme explored zero waste cooking where the fish's head and the tail are just as delicious as the filet.

Fish Unknown (2019 & 2020)

Given that 90% of wild seafood is fully fished or overfished (FAO), this theme highlighted lesser-known, less noble species by diversifying the seafood on our menus.

Ode to Shellfish (2021)

To support shellfish farmers who were struggling economically during the pandemic, this theme celebrated bivalves and their low environmental impact.

Seaweed Symphony (2022)

Algae is touted as a future superfood with regards to nutrition and carbon sequestration. This theme raised awareness of seaweed's revitalizing, regenerative powers.



FOOD FOR CHANGE

Since 2016 we have collaborated with Slow Food on the annual Food For Change campaign, spreading awareness around key issues where adaptations to the way food is produced, sourced and consumed can fight climate change. Our chefs' values are aligned with Slow Food's mission, and they strive to act responsibly and demonstrate to the wider industry that hospitality can make a real difference. Our campaigns have so far focused on subjects including local, seasonal produce and plant-forward menus, protecting biodiversity, and, most recently, supporting the transition to regenerative agricultural practices.

Saving over 100 near-extinct foods

To date, Relais & Châteaux chefs, hoteliers, sommeliers, gardeners and more have nominated 103 products to the Ark of Taste.

Slow Food's Ark of Taste is a catalogue of foods in danger of disappearing, a digital inventory of small-scale quality productions and varieties that belong to the cultures, history and traditions of the entire planet.

02



OUR SUSTAINABILITY STRATEGY

In search of hospitality in harmony with the natural world, Relais & Châteaux puts Environmental Conservation, Sustainable Cuisine and Social & Societal Empowerment at the heart of its sustainability strategy.

We, as a global association of independent hotels and restaurants, unite our member properties around sustainability initiatives and monitor their individual sustainability progress in terms of responsible purchasing, conscious sourcing, biodiversity conservation, social policies, community empowerment and cultural heritage preservation.

With the adoption of our sustainability strategy, we are taking a new step toward measuring our member properties and detailing the analysis with a comprehensive annual report, developed with sustainability engineers and experts. This report outlines 15 objectives for 2025 and 2030, for which headquarters will accompany our member properties to achieve.

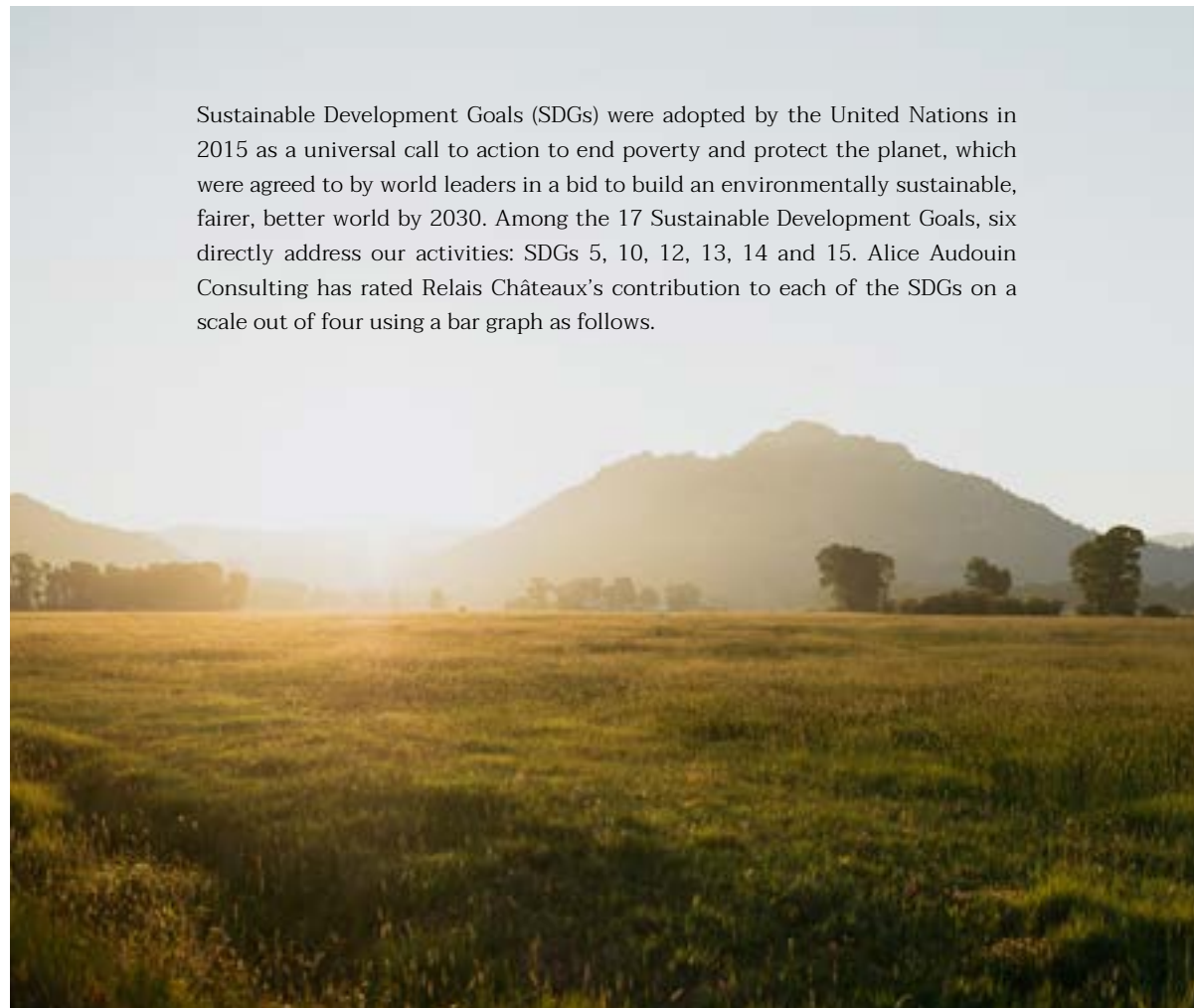


OUR SDG PROGRESS

REPORTING ON SUSTAINABLE DEVELOPMENT GOALS



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

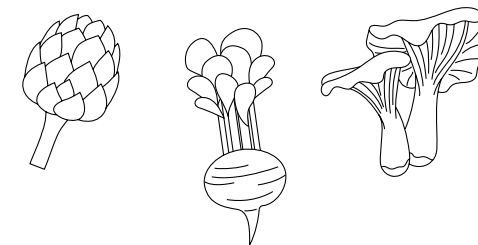


SDG 13 CLIMATE ACTION

Our properties are strongly involved in energy consumption reduction by pursuing energy efficiencies, implementing improvements and introducing new equipment.

Prioritizing local and responsible purchasing alongside our 'sustainable kitchen' principles also have a significant impact on our properties' carbon footprints. Our restaurants prioritize low-carbon meat—white meat represents about two thirds of meat used in our kitchens.

Understanding the type of transport used by properties, their suppliers and guests is crucial to identifying how best we can reduce greenhouse gas emissions. While guest travel by plane is undeniably a major contributor to global emissions (2% according to the International Air Transport Association (IATA)), many of our restaurant guests (around 40%) come from local areas surrounding properties. Some 60% of our properties already provide recharging points for electric vehicles. Our properties also promote low-carbon ways for guests to enjoy their surroundings, such as hiking, cycling or walking.

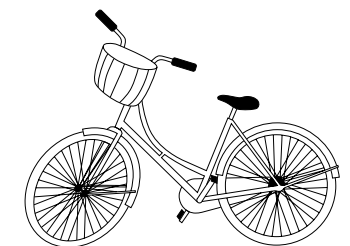


SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

In our restaurants, we have a strong focus on local, organic and seasonal products, and our properties often produce a range of ingredients on site. Local vegetables represent the biggest proportion here. Meat or seafood are more than often locally and responsibly sourced.

Our properties are embedded within their local communities, supporting neighborhood businesses and hiring a large portion of staff locally. Properties also select suppliers who have sustainable practices and promote responsible consumption. Most of our hotels have already removed single-use plastic items from bedrooms and conference rooms and the majority of our restaurants also sort waste.

We promote the concept of 'sustainable kitchens' by creating vegetarian menus, using even what might be conventionally regarded as food scraps (like carrot peels or fennel fronds) in recipes, as well as reusing water used for cooking. Many properties tend kitchen gardens to cultivate their own vegetables, herbs and flowers.

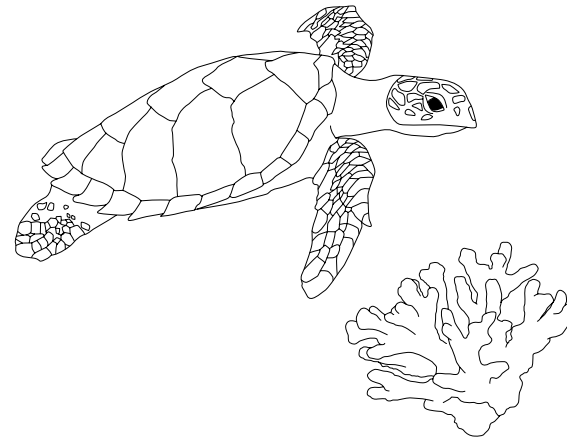


**SDG 14
LIFE BELOW WATER**

Many efforts and progress have been made by our restaurants to follow sustainable seafood sourcing advice from NGOs. This is all the more important given that 20% of our properties are situated directly next to a body of freshwater or the sea.

Since 2009, we have worked extensively to raise awareness of sustainable seafood in partnership with Ethic Ocean. We take action during each year's World Oceans Day, and we also promote ocean-friendly solutions for the planet in our recipes, such as seaweed.

We are committed to reducing waste and single-use plastic in our bedrooms and conference rooms, in recognition of plastic as a major cause of marine pollution. Some 15% of our properties are strongly involved with local environmental and conservation organizations to protect and preserve nature, including cleaning up local rivers and seashores.

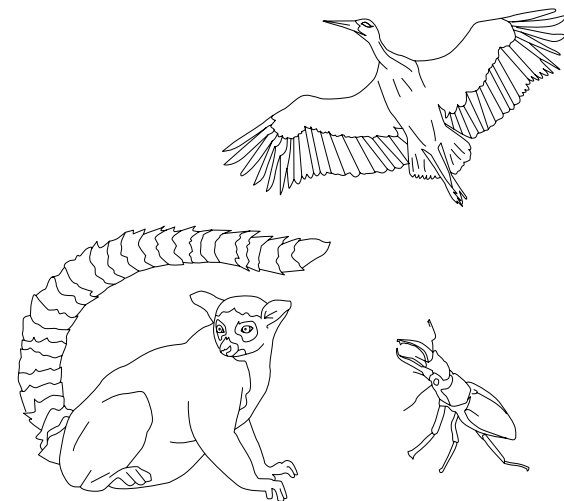


**SDG 15
LIFE ON LAND**

Preserving natural heritage and landscape is vitally important to our properties. A fifth are located in a nature reserve; 75% actively manage green areas such as forests, woodlands, ponds, etc. to enhance biodiversity conservation; nearly 25% have an official wildlife conservation program in partnership with a local conservation organization or non-governmental organization.

Our properties are engaged in efforts to reduce paper consumption, avoiding printing and substituting it with electronic devices or carriers.

They also give a great importance to animal welfare and cultivate long-term relationships with trusted, local suppliers as part of 'sustainable kitchen' principles that emphasize local, organic and seasonal vegetables. Our chefs pride themselves on their knowledge of nature for the contribution it plays in taste.



**SDG 10
REDUCED INEQUALITIES**

As part of the luxury tourism sector, we are aware that our services target wealthier proportions of the population and in this respect we do not contribute to reducing inequalities. However, we are fully aware that what we provide in the way of food, services, experiences and culture impacts and relates to many different groups of people both internal and far beyond our own organization.

To that end, ethical, local and responsible sourcing and fair and local employment are crucial, with many of our properties already 'best in class'.

In 2021 alone, we employed 96 refugees among the respondents to the sustainability questionnaire, meaning there are probably even more. Our properties are committed to non-discrimination of gender, race, skin color, sexual orientation and social background.

**SDG 5
GENDER EQUALITY**

Within our association, as well as in our properties individually, we work to promote gender equality and equal work and aim to eliminate sexual harassment. According to the results from our Sustainability Questionnaire regarding activity in 2021, our properties reported that the proportion of women in management positions is 46%, and among the 10 highest salaries is 42%.

We have a strong policy for maternity and paternity leave and a majority of our properties' operate an anti-discrimination policy.

Q&A WITH OUR VICE PRESIDENT

Why is it so important to align Relais & Châteaux's objectives with the United Nation's Sustainable Development Goals (SDGs)?

It's simple: we're ambitious, and we want to disrupt the hospitality sector. Our Vision—a manifesto of 20 commitments for a better world—was radical in 2014. Now, in 2022, with the launch of our 2025 and 2030 objectives, and by measuring progress towards the SDGs every year, it becomes even more radical. Our objectives are a clear recipe for success to meet humanity's most existential threat: climate change. We are the only hospitality association doing this at this level.

What do you think the impact of this report will be?

Sustainability reports are just a snapshot of a moment—the real work needs to continue today and tomorrow. We can no longer eat the way we have been. So, every day, our chefs, our guests, we vote with our forks for the future food system. And if not us, as independent artisans and passionate cooks all over the world, then who will fight this fight and invent the new cuisines of the world? And that's the best part: this is a joyful, delicious opportunity to innovate. I hope its impact will be to educate, to motivate, to inspire.

What are your hopes for member properties' participation in future reports?

It was a great success that half of our 580 properties responded to our first questionnaire, which measured activity in 2021. But it's our ambition that all member properties respond each year, to reach the goals we are setting for ourselves. We want the data to be accurate and as robust and reflective of the association as possible—that way we can drive the necessary transition into a regenerative future.

“ VIVE LA DELICIOUS REVOLUTION! ”

What makes Mauro Colagreco, from Michelin three-star restaurant Mirazur, the right choice to succeed you as Vice President (Chefs)?

My dear friend Mauro is an inspiration—he's motivated his team and his suppliers to become entirely plastic-free. As an official UNESCO goodwill ambassador, he is conscious about what is happening in the world. I am proud to pass on the baton to him to continue our association's work and to lead our World Culinary Council into its next chapter.



OLIVIER ROELLINGER
Vice President, Relais & Châteaux
Cook & Owner, Les Maisons de Bricourt

15 OBJECTIVES

The following objectives have been designed to reinforce our existing values and principles, allowing our independent property owners room to respond in their own innovative ways, while aligning to wider trends and legislation around environmental and social protection. We will be offering support and guidance to help properties reach these targets.

Objectives are constructed around three core pillars, with ambitious goals against specific operational areas. On the right are chosen highlights. See following chapters for more detail on each subject.



PILLAR 1

ENVIRONMENTAL CONSERVATION

ENERGY / BIODIVERSITY / WATER / RESPONSIBLE PURCHASING

Reducing our impact on the climate and environment, leading in preserving biodiversity

- Half of our properties will have performed a carbon footprint assessment on their activities, or part of their activities, by 2025, and all of them by 2030, up from 12% today.
- By 2025 100% of our properties will measure their energy consumption, up from 70% in 2021, and will have put in place a plan of action to reduce it.
- All of our properties will eliminate single-use plastics by 2025.



PILLAR 2

SUSTAINABLE CUISINE

HEALTHY & SUSTAINABLE FOOD / FOOD WASTE

Championing local, innovative and ethical culinary arts

- Half of our properties will source only organic, locally grown and seasonal vegetables by 2025, and 75% by 2030, up from 30% today.
- All of our properties will ensure that their suppliers abide by the World Organisation for Animal Health five freedom welfare standards by 2025, up from 64% today.



PILLAR 3

SOCIAL & SOCIETAL EMPOWERMENT

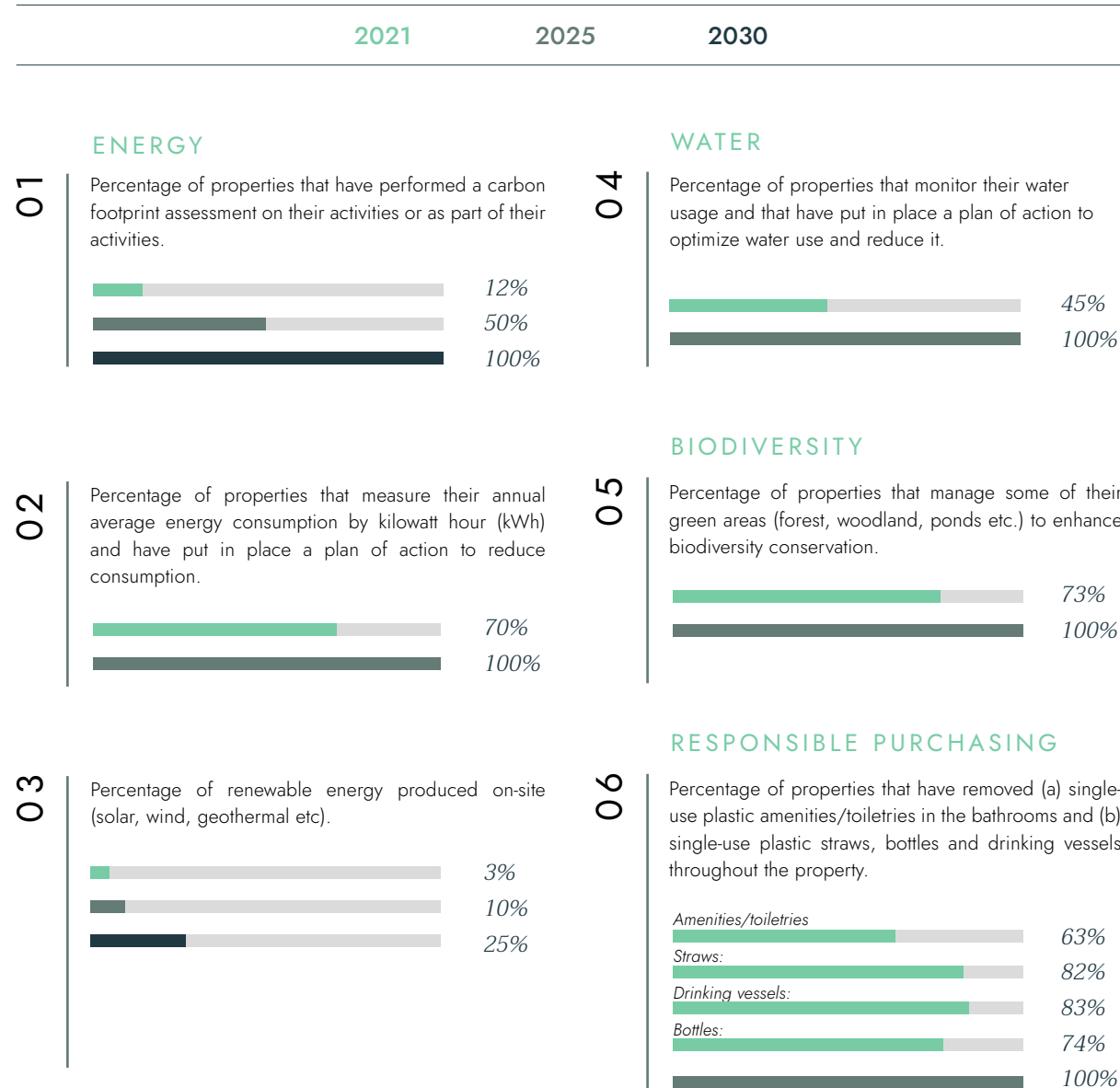
ATTRACTIVE WORKPLACE / GEOTOURISM / LOCAL COMMUNITY ACTIVISM

At the heart of local communities

- 50% of our positions enjoying the highest remuneration will be held by women by 2030, up from 42% today.
- All of our properties will have an equality, diversity and inclusion policy in place by 2025, up from 53% today.
- 90% of our properties will support local businesses that are socially and/or environmentally engaged by 2030, up from 71% today.

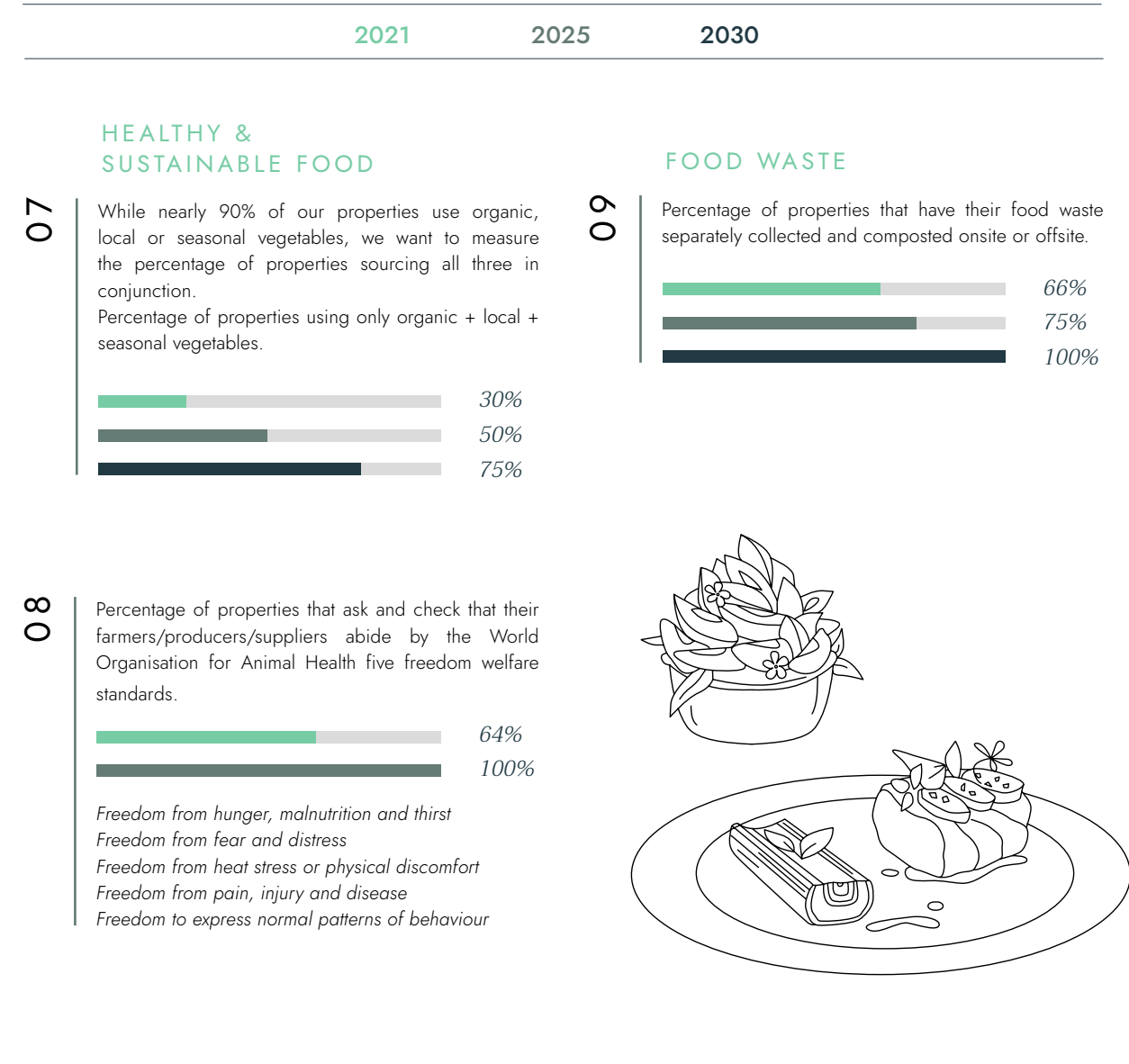
PILLAR 1 ENVIRONMENTAL CONSERVATION

Reducing our impact on the climate and environment, leading in preserving biodiversity



PILLAR 2 SUSTAINABLE CUISINE

Championing local, innovative and ethical culinary arts

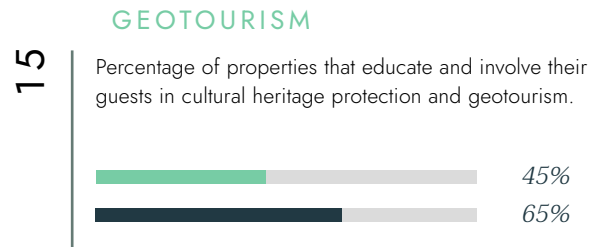
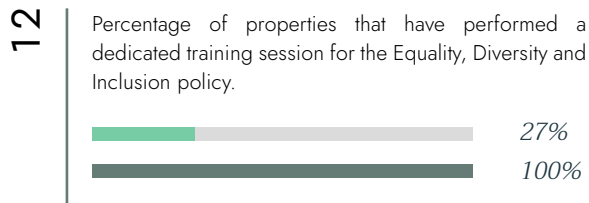
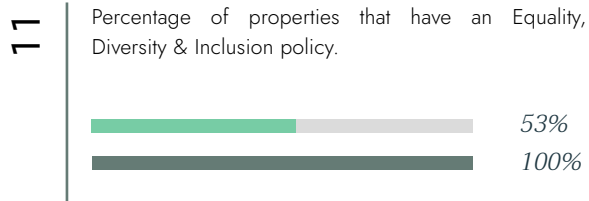
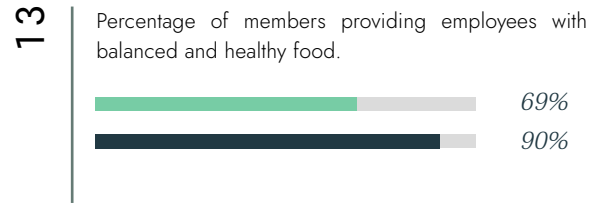
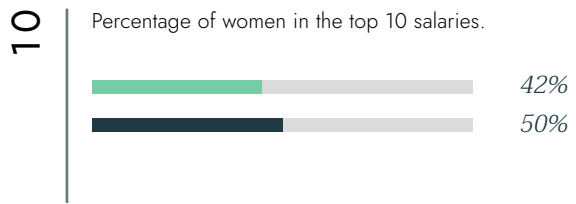


PILLAR 3
**SOCIAL & SOCIETAL
 EMPOWERMENT**

At the heart of local communities

	2021	2025	2030
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ATTRACTIVE WORKPLACE



03

SUSTAINABILITY REPORT
INDICATORS &
IMPACT

The information contained in this report has been sourced directly from information supplied by our properties via a comprehensive questionnaire. It examines the extent to which sustainable behaviors are already embedded in our association, identifies areas we need to collectively prioritize, and allows us to set common goals to enhance our sustainability credentials in the future.

The questionnaire itself is not expected to be a static document. It will evolve over time through consultation with our properties and stakeholders, via feedback workshops and the creation of a sustainability committee. This will allow us to stay ahead of national legislation in each of our territories and ensure we remain up to date with the latest data, trends and environmental and social priorities.

This project will also grow in collaboration with our properties and stakeholders by understanding and responding to their needs, and from drawing upon their experience and ideas. This way we can all progress together to achieve our common sustainability goals.





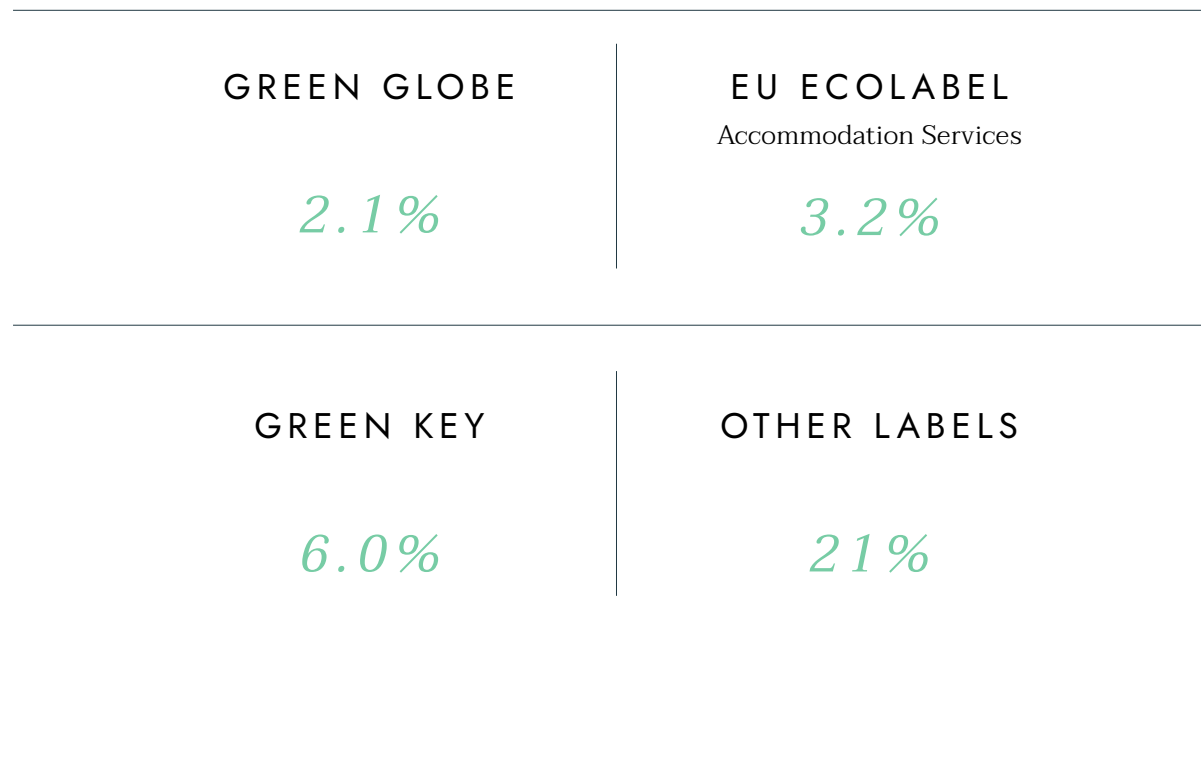
PILLAR ONE
ENVIRONMENTAL
CONVERSATION

Environmental conservation calls for responsibility and action from our properties. Global warming, depletion of water resources, pollution and other factors are worsening, as the summer of 2022 has forcefully demonstrated, with heat waves, fires and water stress multiplying over most of the world, leading to a major loss of biodiversity.

But with more than one in five of our properties being in a nature reserve, and 85% of our properties having some sort of green spaces, our properties are already adapting and are committed to reducing their environmental impact.

ENVIRONMENTAL CONSERVATION CERTIFICATIONS

30% of properties have achieved a sustainability certification or ecolabel.



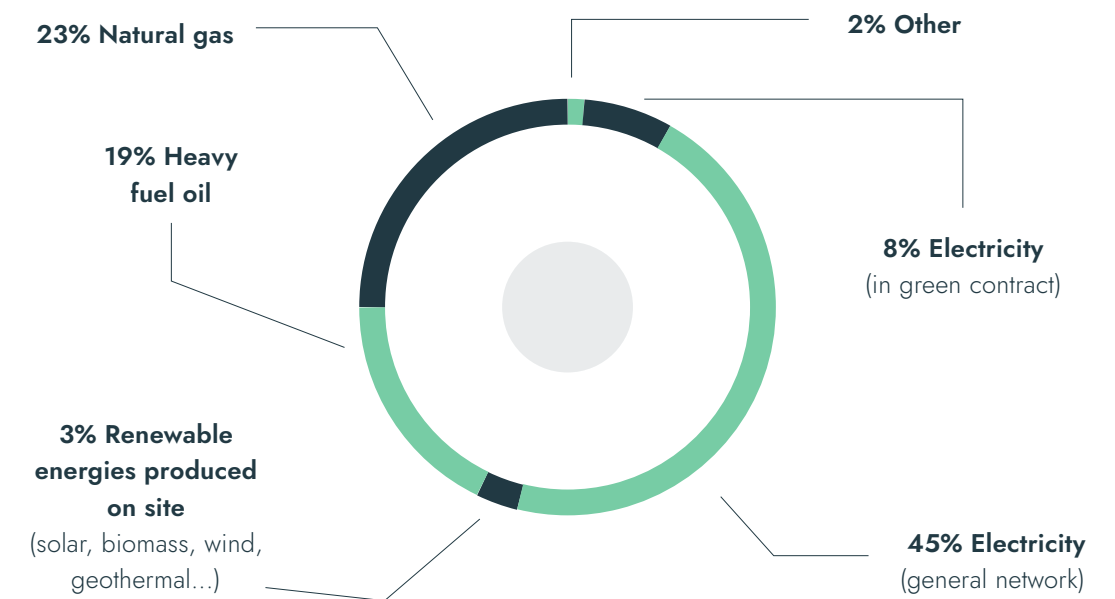
OTHER LABELS ACHIEVED BY OUR PROPERTIES

Fourchette bleu / Certified Green by the Green Restaurant Association / LEED / Blue Flag / Private LABEL - Ecoqualis / Tourism Sustainability Certification / Green hospitality / EarthCheck / Ecotable / Ecocert / NOW Sustainability / Label de qualité du Parc National du Grand Paradis / Valeur Parc Naturel / Vitale Vert/ Swisstainable 2, EFQM / SOSStain & VIVA certification

ENVIRONMENTAL CONSERVATION ENERGY

70% of properties are able to report their energy consumption.

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



MATIÁS DE CRISTOBAL

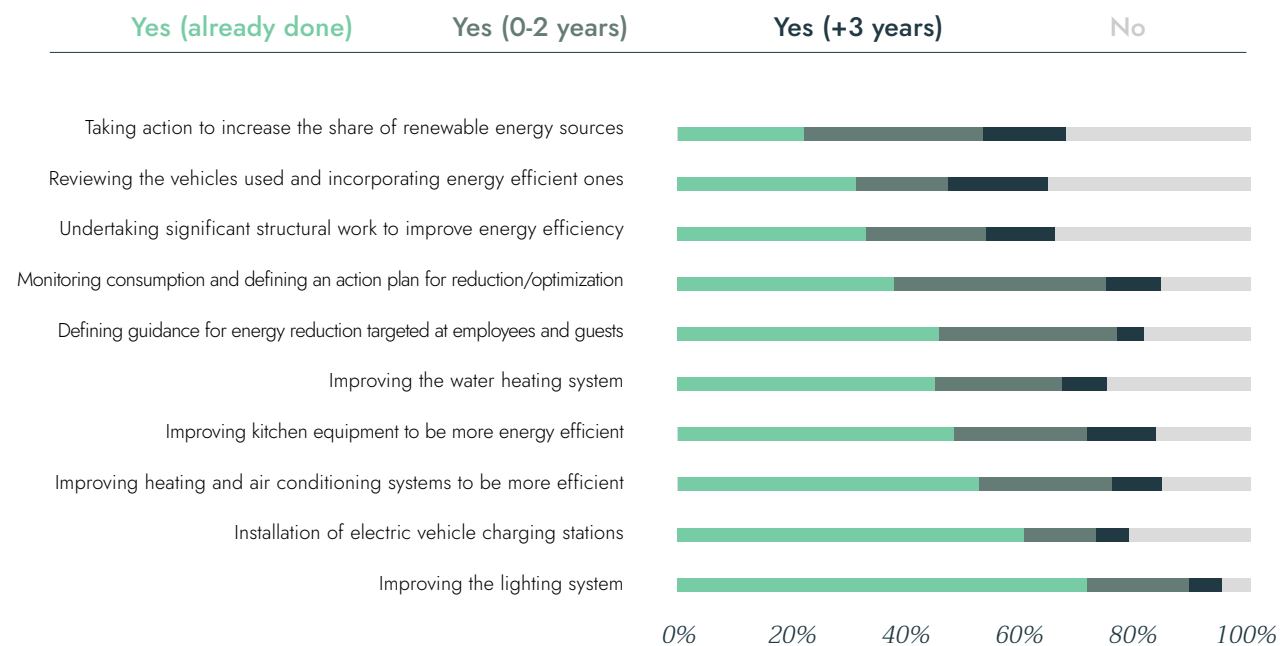
MANAGING DIRECTOR
AWASI IGUAZÚ, ATACAMA AND
PATAGONIA, ARGENTINA & CHILE



“Our three properties became carbon neutral in 2021 because we believe it is good business, and it is fundamental to our future. I hate the phrase ‘save the planet’. It seems to me to be human arrogance—it’s as if the planet needed humans, and that we humans were here to save it.

At most, we may be able to save ourselves, and preserve the natural ecosystems that sustain us. So at Awasi we invest in conservation because we believe in it, because we believe that keeping culture and nature alive is key to the human experience.

Action to reduce energy consumption



SCOPE 3 ACTIONS ENGAGED TO REDUCE SUPPLIERS' ENERGY CONSUMPTION

Laundry services
38%
of properties

Transport services
30%
of properties

Other actions
optimization of
logistics plans



LUISA LORENZO

MAÎTRE DE MAISON
A QUINTA DA AUGA, SPAIN

“Since our opening we have carried out different awareness initiatives in favor of social and environmental responsibility. Our approach includes more than just isolated initiatives: we have an ongoing commitment to embracing advanced technologies while preserving the heritage of our historic buildings. We have turned to a variety of tactics including micro-cogeneration (cooled by water from the nearby Sar River), which uses gas to meet the Quinta’s entire domestic hot water demand, as well as electricity, to reduce energy consumption by 40% compared with traditional methods. We have fitted 15 solar panels, carefully concealed to preserve the views of the hotel’s fine architecture. Additionally, we have moved to geothermal heating and cooling of the entire building, using a system of 150m-deep wells and heat pumps. It makes use of the building’s ancient, thick stone walls—as well as careful insulation of floors and ceilings—to deliver considerable savings over conventional approaches.

ENVIRONMENTAL CONSERVATION BIODIVERSITY

TRAINING IN BIODIVERSITY

72%

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

GREEN AREAS

73%

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

OFFICIAL PROGRAM

23%

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



YAP MENG YEE

BEEKEEPER

TENKU NO MORI, JAPAN



Set in deep wooded mountains, Tenku no Mori offers our bees a perfect haven. We are preserving the semi-wild *Apis japonica* bees, which are very rare and precious. I pay careful attention to this honeybee's particular requirement for space, placing hives far apart in the forest to avoid competition, especially with wild bees who are under considerable threat compared to domesticated bees. We have a synergy with our hives: we ensure that they have ample forage available without pesticides and the bees pollinate our organic vegetable gardens.

SUJÁN LIFE INDIA

SUJÁN JAWAI, INDIA (biodiversity)

Located in one of the world's most biodiverse regions, the restoration, preservation and protection of the landscape is crucial to SUJÁN's vision as a custodian of the wilderness it is surrounded by. In collaboration with local communities, it works to support and maintain the integrity of the ecosystem to ensure the wildlife biomass co-exists in harmony with the human population.

SUJÁN's Field Team's ongoing research and analysis of raw field data have resulted in the region's first ever baseline surveys and data about wildlife, flora and fauna. This helps determine how the ecosystem works and inspires activities that preserve and enhance the natural functioning of key ecological processes. Its advocacy and efforts have helped preserve and restore over 25,000 acres (10,000 hectares) of wilderness, which has become a stable, natural habitat for leopards as well as 30 other recorded species of mammals, 272 species of birds and 70 species of flora.



AVATON LUXURY VILLAS RESORT GREECE

Set in a NATURA 2000 protected area, Avaton is active across the spectrum of sustainable development and works in partnership with leading non-governmental organizations. An important local partner is Arcturos, one of the largest and best-known NGOs in Greece. The charity began as a rescue project for bears exploited by circuses and zoos, which it rehabilitated and released into protected areas. It now safeguards twelve native species, including bears and wolves, within their natural habitats in northern Greece.



Avaton responded enthusiastically to an approach for help by the charity, which has led to a successful partnership and the creation of a promotional teddy bear. This toy has proved to be a huge hit with the hotel's guests, with 60% of them purchasing one, providing continued funding for Arcturos's essential work. Avaton's breadth of commitment, including recycling programs for batteries and cooking oil, is exemplified by its Green Key award, which is a leading standard of excellence in the field of environmental responsibility within tourism.

ENVIRONMENTAL CONSERVATION
WATER



SHAN VARTY

CO-FOUNDER & OWNER
LONDOLOZI, SOUTH AFRICA

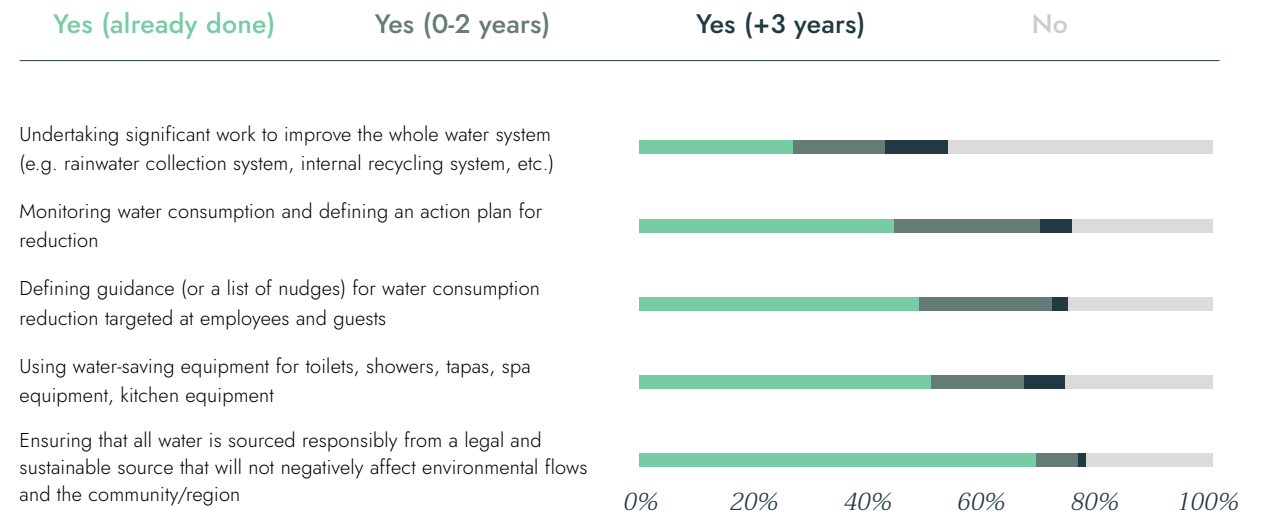
“ At Londolozi, our aim is to pioneer new systems for living in partnership with nature. One of our strongest focuses is water preservation, so we invested in a wastewater recycling treatment plant. It is one of the most advanced systems in the Southern Hemisphere and ensures that the disposal of our treated wastewater into the wilderness is done with the greatest of care.

12%
of properties have performed an environmental footprint assessment.

72%
of properties are able to report their water consumption.

On average, our water consumption: **1440 liters/guest night stay.**

Action to reduce water consumption



PIKAIA LODGE
GALÁPAGOS ISLANDS

Fresh water is scarce on the Galapagos Islands and preserving water is one of the property's greatest challenges. Pikaia Lodge's water comes from Pto. Ayora's municipal wells, transported to the lodge by third-party transportation, where it fills water reservoirs. Using existing local businesses for this prevents against bringing more vehicles to the island, and fulfils a social responsibility pledge to use existing local businesses wherever possible.

Well-water is treated with UV and ozone, but it is not considered potable. However, Pikaia's roofs are designed to collect rainwater which is purified by a system through a set of membranes, then used in the lodge's kitchens. This pure water passes again through other filters for cooking, making juices, drinking water and ice, avoiding the need for plastic bottles. High quality water-saving devices, including toilets, water-saving shower heads and taps help preserve water once it has been sourced.

ENVIRONMENTAL CONSERVATION
PLASTIC

**REDUCING
SINGLE-USE
PLASTIC**

74%

of properties have eliminated single-use plastic straws, drinking vessels and bottles.

**PLASTIC
IN OUR
KITCHENS**

68%

of properties still use plastic products (e.g. cling film and gloves) in the kitchen. Alternatives for kitchen equipment still pose a challenge.

**MIRAZUR
FRANCE**



According to the United Nations, if humankind continues with the current rate of plastic consumption, plastic will outweigh the planet's fish by the year 2050. In 2019, Chef Mauro Colagreco of Mirazur, a Michelin three-star restaurant in the south of France, embarked on a mission to eliminate single-use plastics in his restaurant's operations.

During a three-year period, Chef Colagreco's team collaborated with their producers and suppliers to reexamine every touchpoint they had regarding plastics. It not only made them think about alternatives, but also how to reduce their consumption of single-use items in general. One of their most outstanding figures achieved is that they have reduced their consumption of plastic cling film by 6,200 miles (10,000km) per year—the same distance from Mirazur in Menton, France to Buenos Aires, Argentina, Chef Colagreco's hometown—eliminating it completely where possible or replacing it with a vegetable-based PLA-plastic that is composted on the property in special hot boxes.

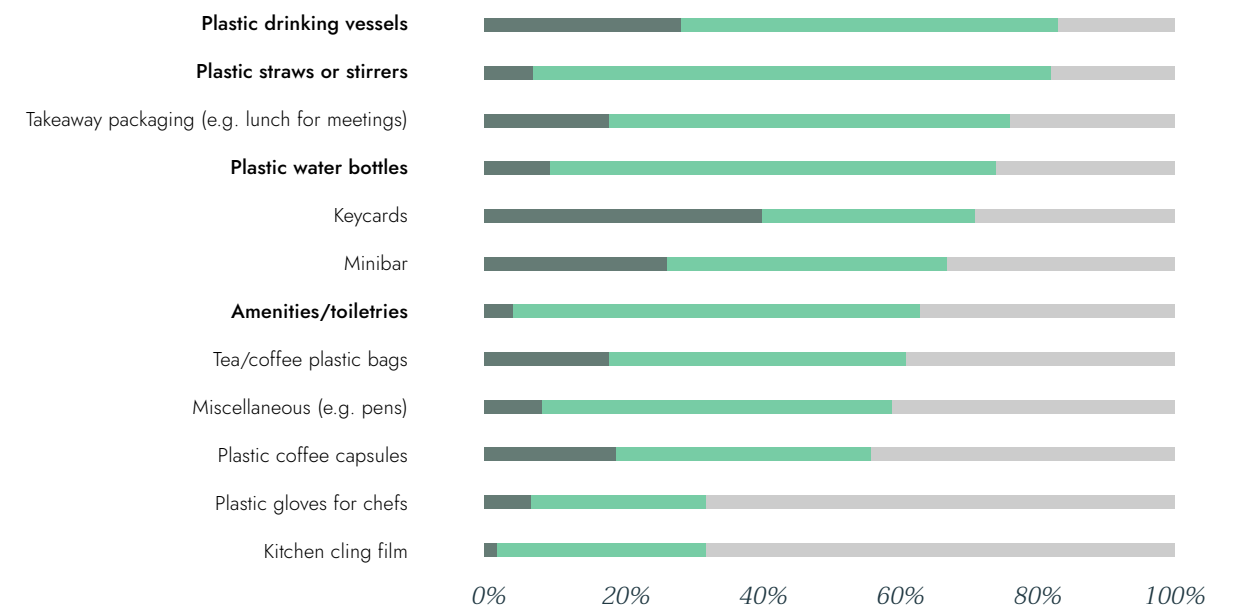
SINGLE-USE PLASTIC

Percentage of properties that have replaced single-use plastic products.



Amenities/toiletries	Straws	Drinking vessels	Bottles
63%	82%	83%	74%

Never used Have replaced Have not replaced



ENVIRONMENTAL CONSERVATION

RESPONSIBLE PURCHASING

CLEANING PRODUCTS

69%
of properties apply responsible standards* on cleaning products.
13% strictly use 100% organic products.

SPA BEAUTY PRODUCTS

46%
of properties apply responsible standards* on spa beauty products.
18% use only 100% organic products.

LINEN

71%
of properties apply responsible standards* on linen, towels, napkins, tablecloth and professional clothing. 34% strictly use 100% natural fiber products.

PESTICIDES AND HERBICIDES

98.7%
of outdoor areas do not receive any chemical treatment.

FLOWERS AND POTTED PLANTS

65%
of properties ensure that their cut flowers (and decorative potted plants) are 100% local (<250km), seasonal and responsibly-grown*.

BELLEVUE HOTEL & SPA ITALY



The Bellevue Hotel & Spa sits in a sea of rural tranquility, in Italy's Gran Paradiso National Park in the region of Valle d'Aosta. The spas of the Alps have long been sought out for their curative properties, and the Bellevue offers a modern, sustainably focused twist on this traditional setting.

When it comes to treatments for guests, the Bellevue Hotel & Spa sources only local, organic products for the wellness center. The hotel draws on ancient herbal recipes for its remedies, and other preparations are made from glacier water and mud, blended with local honey, milk and wine. The center also offers a broad range of traditional organic cosmetics. These are all sourced from the Profumo Santa Maria Novella: a 600-year-old Florentine pharmacy that uses ancient recipes to produce modern-day perfumes and skin care products.

Linen management

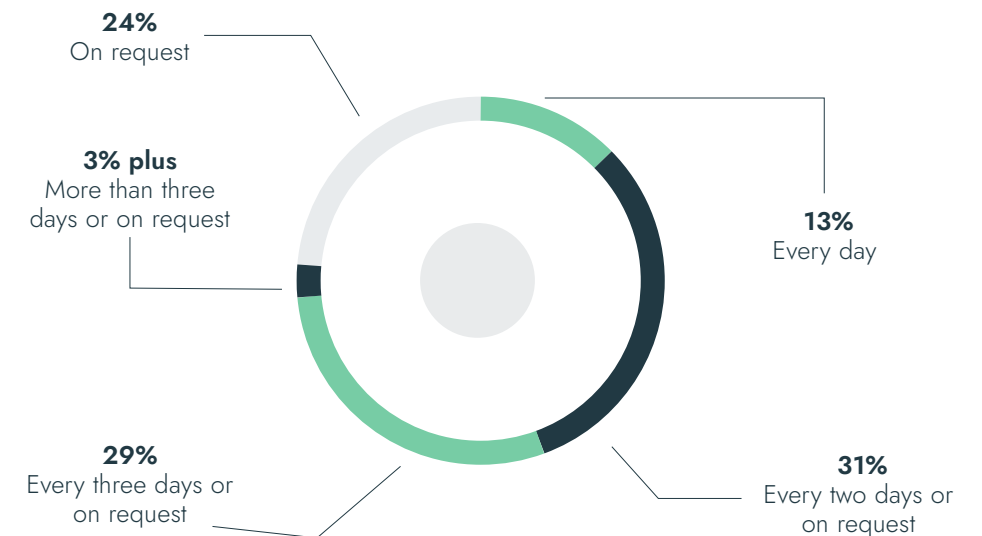
REUSE PROGRAM

77%
of properties have a linen reuse program (bed linen or towels) in place.

QUANTITY OF LINEN WASHED

18%
of properties measure the quantity of linen washed per year.

Linen replacement frequency





PILLAR TWO
SUSTAINABLE
CUISINE

Our restaurants are world-renowned and our chefs entrust their creativity and excellence to the quality of produce, which is in turn dependent on preserving the land and maintaining the health and integrity of soil. Actively choosing seasonal products reflects in real time the variation of nature through the year.

Nearly half (44%) of our restaurants have their own vegetable garden and many of them produce ingredients central to their recipes, such as honey and eggs, demonstrating that our properties directly invest in the quality of ingredients with meticulousness and passion.

SUSTAINABLE CUISINE HEALTHY & SUSTAINABLE FOOD

BASIC INGREDIENTS

74% of properties use only organic (whether certified or not) ingredients and 13% of properties plan to transition by 2022.

74%

ANIMAL WELFARE

64% of properties ask and check that their farmers/producers/suppliers abide by the World Organisation for Animal Health five freedom welfare standards.

64%

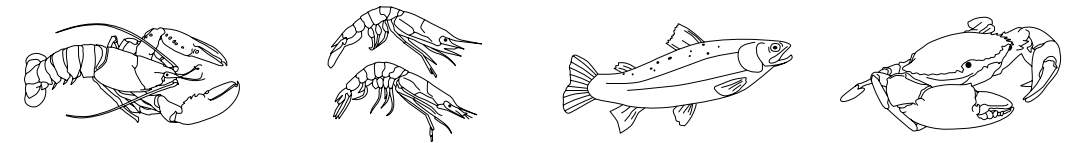
DAL PESCATORE ITALY

During the first lockdown in 2020, the Santini family, owners of Dal Pescatore, a three-Michelin starred restaurant two hours east of Milan in Italy, amid deep uncertainty and with disruption to supply chains, decided to purchase land adjacent to the restaurant in order to produce much of its own food and reduce its reliance on deliveries. The land had previously been farmed intensively, and the family decided to create an entirely regenerative farm in its place—an approach that positively benefits the soil and enhances biodiversity. “We wanted to create a model of truth and values,” says Giovanni Santini, the fourth generation of chefs at the helm of the restaurant, which was founded in 1926.

At first, Dal Pescatore’s project seemed complex and ambitious. Two years later, their land boasts a perennial food forest, incorporating a free-range chicken coop and an apiary for honey with a fruit orchard and a vegetable



garden, plus a herd of cows that graze between parcels of land, each with specific plants grown for forage, with their manure fertilizing it as they go. Underfoot, the healthier soil can store hundreds or even thousands of tonnes of carbon from the atmosphere.

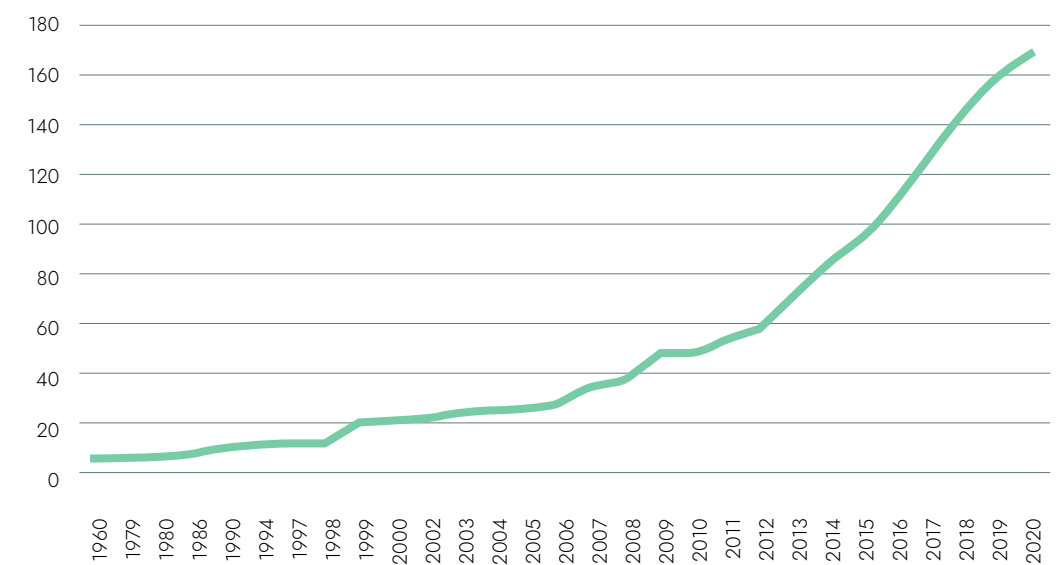


SUSTAINABLE SEAFOOD

66% of properties consider (1) Latin species name, (2) origin, (3) catch method and (4) maturity (for wild seafood) and farming practices (for aquaculture) in accordance with NGO advice when purchasing seafood products.

66%

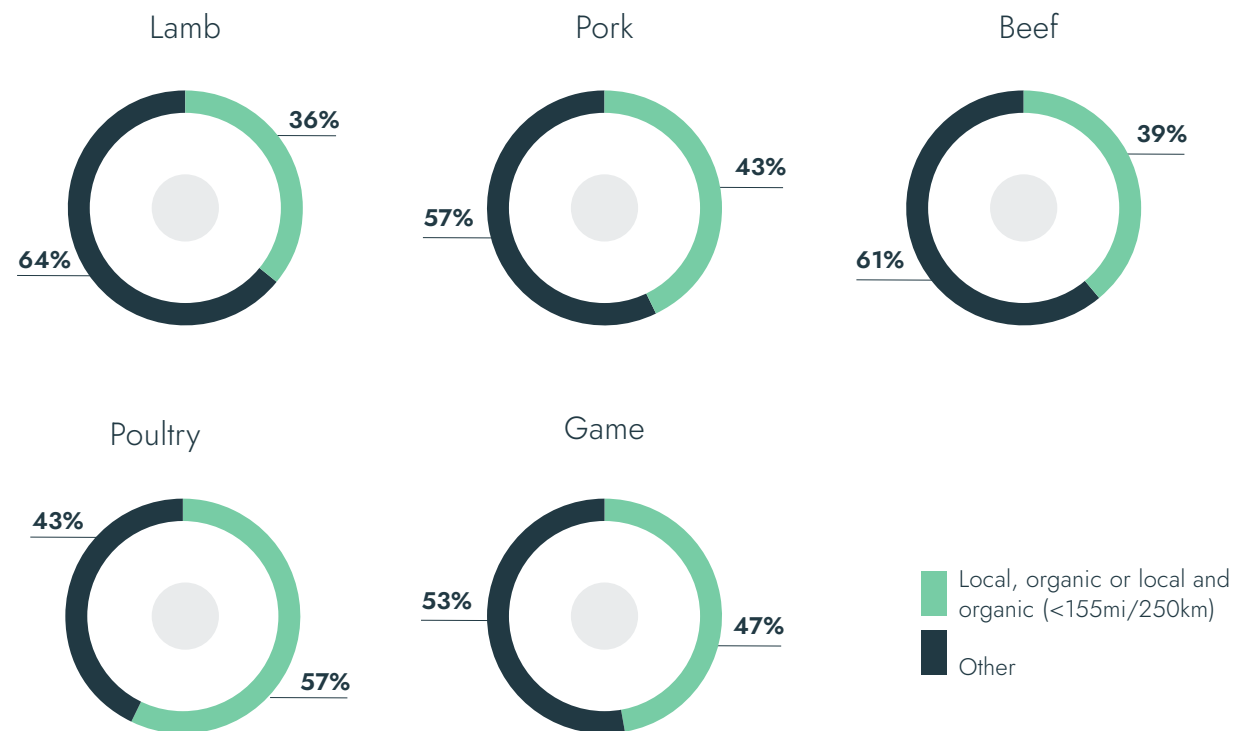
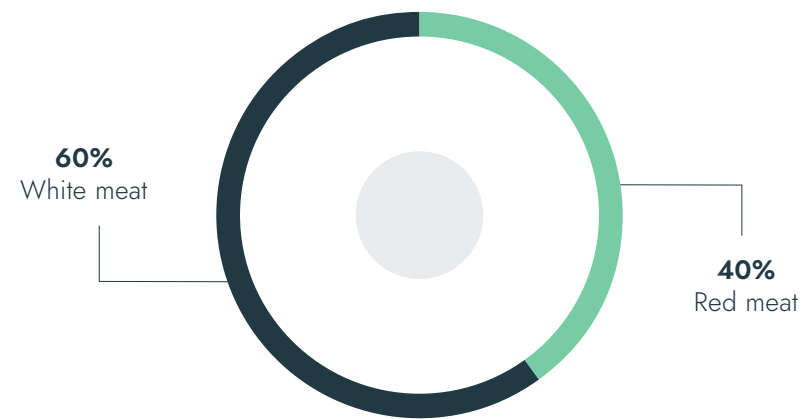
Number of properties considering the four criteria when purchasing seafood products



MEAT

Industrialized agriculture cultivates monocrops dependent on fossil fuel-derived pesticides and fertilizers. By contrast, farming regeneratively means fostering soil health—teeming with micro-organisms, insects and fungi—by cultivating crops and animals together. Animals are integral to small-scale farms.

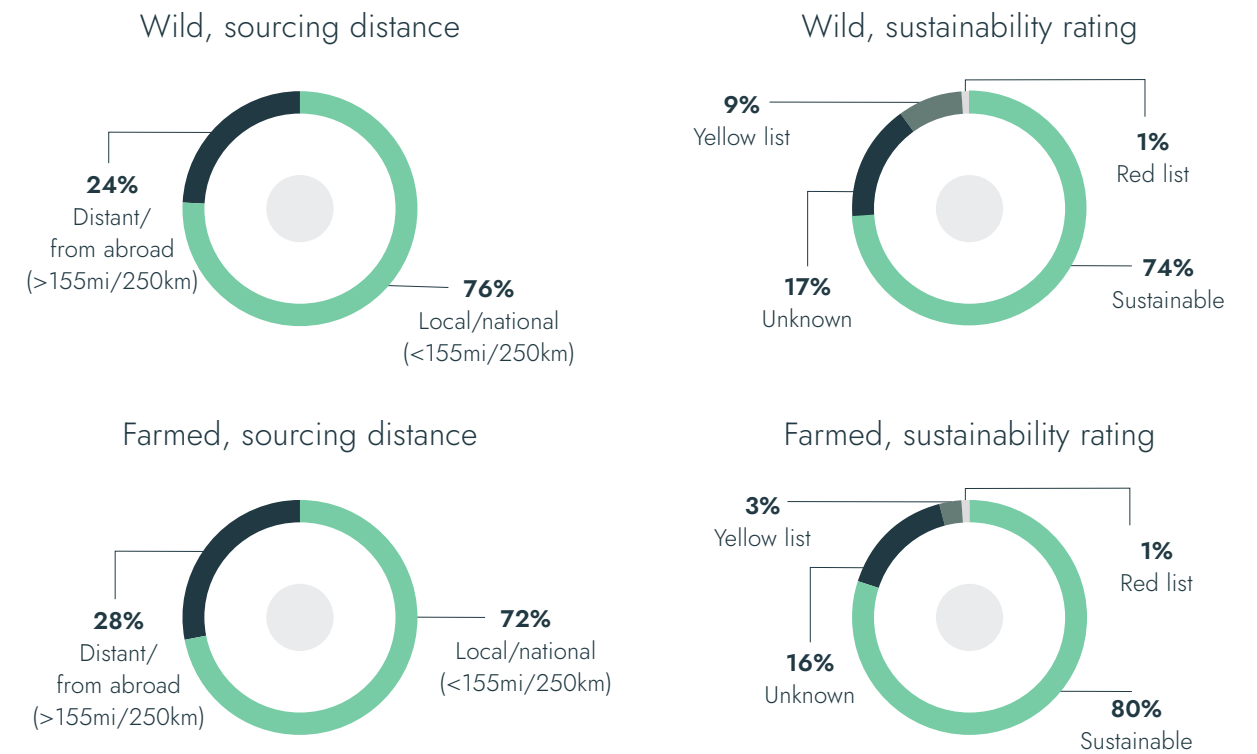
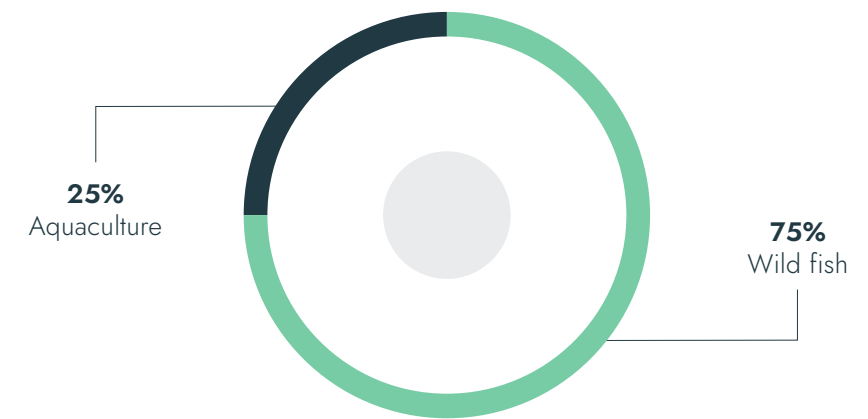
But this does not override the fact that reducing meat consumption is one of the most potent solutions to reversing climate change (Project Drawdown).



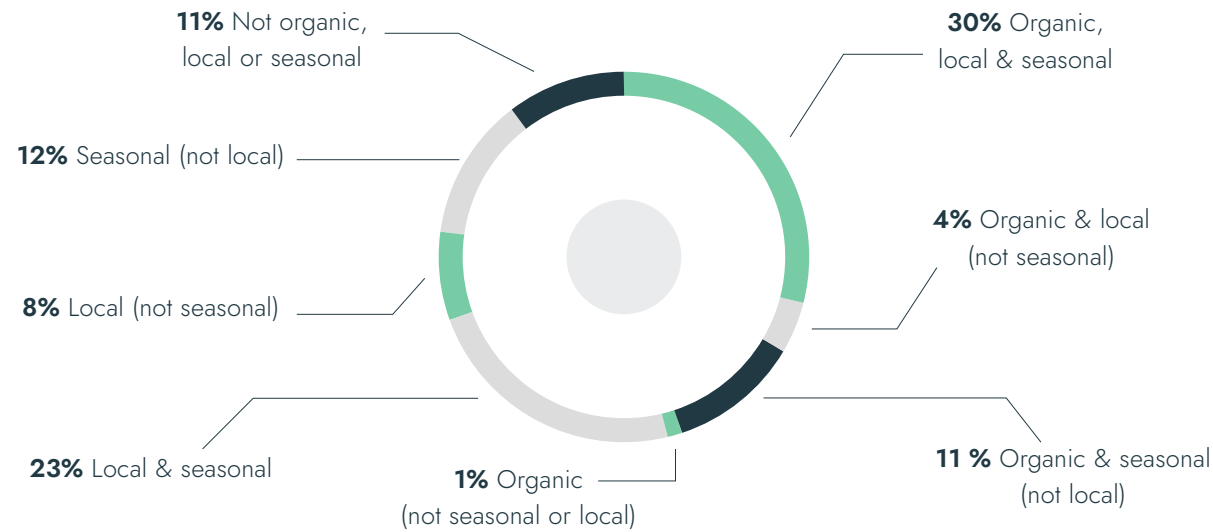
SEAFOOD

Over 90% of wild seafood is either fully fished or overfished according to the Food & Agriculture Organization (FAO). And more than half of all seafood consumed throughout the world is farmed.

With a large portion of seafood consumed in restaurants, chefs' choices make a considerable impact on the preservation of marine resources.



VEGETABLES



SPECIFIC MENUS

ALLERGEN-FREE

92%

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

VEGETARIAN

96%

of properties offer vegetarian options

VEGAN

83%

of properties offer vegan options.

DRINKS

NATURAL BEVERAGES

73%

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

NON-ALCOHOLIC

81%

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

Almost all restaurants mention that they adapt to client requests.



DANIEL HUMM

EXECUTIVE CHEF

ELEVEN MADISON PARK, NEW YORK, UNITED STATES

HOTEL QUADRILLE POLAND

According to Project Drawdown, a respected resource for climate solutions, the three most potent solutions to reverse climate change are reducing food waste, improving health and education and encouraging plant-rich diets. Hotel Quadrille is championing vegetables in its restaurant Biały Królik, where chef Marcin Popielarz, a pioneer of vegetable-based dining, is redefining Polish cuisine in a country known for deceptively simple specialties of meat and potatoes. As an ambassador of Chefs for Change and *Roślinie Jemy* (with the motto 'vegetables are the future'), Chef Popielarz is on a mission to put health and the environment on everyone's mind.

The vegan tasting menu is almost as popular as the regular one. More and more guests wish to try vegan cuisine out of curiosity or due to increasing environmental awareness and Chef Popielarz takes pleasure in guiding them through the world of plant-based gastronomy. "At first, I was mainly interested in translating the techniques known in vegan and vegetarian cuisine into my own work, but ultimately what happened to me caused a complete change in thinking. Now my personal goal is to make plant products taste delicious to everyone, not only fans of vegan and vegetarian cuisine."



The current food system is unsustainable. I never thought I would be leading the vegan fine dining movement, but since opening as a plant-based restaurant in June 2021, our approach has rippled out to the rest of the industry. We are the only vegan Michelin three-star restaurant in the world—and our best work is yet to come.



SUSTAINABLE CUISINE
ON-SITE
PRODUCTION



VEGETABLES

44%



AROMATIC
HERBS

62%



FRUITS

37%

BAKERY

48%

EGGS

11%

WINE

10%

HONEY

18%

FORAGED
GOODS

19%

KATINA
CONNAUGHTON

HEAD FARMER
SINGLETHREAD FARM - RESTAURANT -
INN, CALIFORNIA, UNITED STATES



Our farm stands out because we occupy 24 acres (10 hectares) in and amongst a valley abundant in vineyards. We aim to grow 70% of the ingredients that we use in our restaurant, including vegetables, fruit, honey, cut flowers and herbs. We feel fortunate to be bringing a lot of biodiversity to Sonoma County, which is predominantly growing grapes in the vineyards throughout the area. Once we weave a tapestry of biodiversity all over the world, we will have the strength to endure a lot of the things that we are experiencing with climate change. Biodiversity is Earth's

CLARE
FALZON

EXECUTIVE CHEF
HENTLEY FARM, AUSTRALIA

According to the FAO, if food wastage were a country, it would be the third largest-emitting country in the world. We consciously try to do our part in fighting this and we pride ourselves in whole product cooking at Hentley Farm. We use components that are usually seen as waste: fennel fronds are infused into olive oil, leaves of cauliflower are fermented, and egg shells are repurposed as a vessel for our pre-dessert.



SUSTAINABLE CUISINE FOOD WASTE

ACTION ENGAGED TO REDUCE FOOD WASTE



INITIATIVES

91%

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

RECIPES

90%

have adapted their recipes to reduce food waste.

KITCHEN TEAM

99%

have trained their kitchen team to limit food waste.

LOCAL NON-PROFIT

25%

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

LA MAISON BLEUE YOANN CONTE, FRANCE



A 20th century mansion that stands peacefully between Lake Annecy and surrounding mountains has become a beacon of the anti-food waste movement. This is the home of Michelin two-star Hôtel-Restaurant La Maison Bleue where, since 2010, Yoann Conte has drawn his inspiration from the passing of the seasons and the plants that prosper at different times of year to reinterpret local cuisine.

His presentation of his restyled dish “nothing is wasted, everything is reused,” the one and only carrot epitomizes his approach. It is an homage to his grandmother Anna and Marc Veyrat’s carrot ravioli. It is accompanied by a carrot jus, purée and a caramelized carrot. The colors and flavors of the carrot are magnified in different ways, in a demonstration of the joy and flexibility of zero-waste cooking.

QUANTITIES

20%

of properties measure the quantities of food waste produced by their restaurant.

COLLECT & COMPOST

66%

of properties have their food waste separately collected and composted onsite or offsite.

With regard to packaging, **71%** of metal packaging, **83%** of cardboard, **78%** of plastic packaging waste, and **86%** of glass packaging waste are separately collected and sent to recycling.

SUSTAINABLE CUISINE FOOD HERITAGE

CONNECTION BETWEEN GUESTS AND CULINARY CULTURE

GREEN SPACES

60%

of properties offer garden or production facilities tours to their guests.

EDUCATION

42%

of properties offer educational workshops/cooking classes.



GARETH STEVENSON

EXECUTIVE CHEF
PALÉ HALL,
UNITED KINGDOM

Everything we do as chefs can heavily impact our food system. Among the ingredients we like to feature are Gorwydd Caerphilly cheese—boasting a texture that’s both crumbly and creamy. This cheese, popular among Welsh miners, almost vanished from production during World War II. Made from raw milk, Gorwydd Caerphilly is produced in an artisanal way, a cheese-making process representative of Welsh heritage that I would never want us to lose.





PILLAR THREE
SOCIAL & SOCIETAL
EMPOWERMENT

SOCIAL - At a time when gender equality in the hospitality industry is hotly debated, social issues such as working conditions, contracts and remuneration, pay parity, the elimination of discrimination and the drive to provide a more inclusive working environment are clear priorities for our properties.

We are performing well in terms of management, with 46% of women in management positions and 42% in the top 10 salaries. Half of our properties have a strict policy on Equality, Diversity and Inclusion and half of these have trained their teams on its rules. However, only 5% of our executive chefs are female—a reflection of wider industry trends that we hope to positively impact in the coming decade.

Nonetheless, cohesion and conviviality are at the heart of working lives in our properties. Three quarters of our properties organized between two and three team-building events during 2021, despite the challenges of the pandemic.

SOCIETAL - Our properties are champions of local communities, providing employment and encouraging relationships with local suppliers, from farmers and growers to artisans, covering cuisine, room amenities, furniture and fabrics. In other words, geotourism (tourism that enhances the distinctive geographical character of a place) is at the heart of our operations.

As such, Relais & Châteaux not only contributes to the local economy but ensures the perpetuation of local culture, customs and heritage associated with a region, thereby consciously fighting against the lack of variety found in many hospitality chains.

SOCIAL EMPOWERMENT ATTRACTIVE WORKPLACE

LIVING CONDITIONS FOR EMPLOYEES

64% of properties are concerned with or monitor the living conditions of their employees ((whether they live on or off property)).

FREE WIFI

91%
of properties provide
free wifi.

ACTIVITIES

38%
offer access to recreational
activities/facilities (pool, golf, etc.).

FOOD

69%
of properties provide balanced and
healthy meals to employees.

ROOMS

56%
of properties provide individual
or shared rooms to their employees.

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

GRANTLEY HALL UNITED KINGDOM

Overturing perceptions of hospitality work featuring long working days, anti-social hours, little holiday and low pay, Grantley Hall has worked hard to improve working conditions for all its staff.

Accredited by the Workplace Wellbeing Charter, the hotel's team members enjoy competitive salaries, 31 days annual leave including bank holidays, access to a dedicated staff gym and fitness classes, bespoke career training, mentorship, accredited learning, and team events. On-site staff accommodation, for eligible roles, have been designed to meet the needs of a modern workforce, with en-suite rooms, a cinema, gym and outside space.



The property also takes the well-being of their team seriously and has created well-being champions and offers staff access to a confidential assistance line, mental health first aiders and a well-being hub. Management also provides a Simply Health cash plan and private medical insurance available for those in eligible roles.

SALARY AND GENDER PAY GAP

WOMEN

46%
of managers at Relais & Châteaux
properties are women.
In the top 10 salaries, 42% are women.

GENDER PAY GAP

13%
of properties assess their gender pay
gap. Half of them are required to do it
by law (France, UK, Spain, Switzerland,
UK, Canada). Others do it voluntarily.

MATERNITY

nearly 100%
of properties offer maternity
leave and 25% grant
additional maternity leave on
top of legal requirements.

PATERNITY

88%
of properties offer paternity
leave and 19% grant
additional paternity leave on
top of legal requirements.

DAYCARE

5%
of properties offer
daycare services to their
staff's children.

EQUALITY, DIVERSITY & INCLUSION

53% of properties have an Equality, Diversity & Inclusion policy with clear grievance and disciplinary procedures.
27% of properties have performed a dedicated training session for the policy in 2021.

181
employees with
disabilities

96
employees
are refugees



FLORIAN MOOSBRUGGER

MAÎTRE DE MAISON
GASTHOF POST, AUSTRIA

“ In 2015, we created a bespoke language immersion training program for an apprentice that was a refugee from Syria. We eventually hired him to become a fully-fledged part of our team. I truly believe that if all businesses took on just one refugee, then we could do a world of good in making displaced people feel included and productive in an unfamiliar country.

BORGIO SAN FELICE ITALY

Set in the heart of ancient Tuscany, the Hotel Borgo San Felice proudly offers guests all the pleasures of slow living in the Italian countryside. Additionally, through the Fondazione Allianz UMANA MENTE, it offers others a chance to improve their lives by creating well-designed residential and gardening programs in the ORTO & AIA FELICE, run by and for individuals with disabilities and underprivileged circumstances. The property is dedicated to fostering the meaningful development of their careers.



WORKING TIME, VOLUNTEERING AND RECOGNITION

OVERTIME

88%
of properties measure overtime
and 87% compensate financially
or with extra time off.

EMPLOYEE RECOGNITION

50%
of properties have a formal
employee recognition program.



JODY RABIE

HEAD OF HOUSEKEEPING
OLD EDWARDS INN, NORTH CAROLINA,
UNITED STATES

“ We hosted the first Housekeeping Summit in Relais & Châteaux’s history here at Old Edwards Inn in January 2019, where the heads of the housekeeping departments from the North America delegation (Canada, USA, Mexico and the Caribbean) came together to exchange best practices such as innovative turndown ideas, green initiatives (cleaning products, linens and amenities), staff engagement, and more.

Often, chefs in the hospitality industry get the limelight, but housekeeping is the backbone of every hotel. It was inspiring to meet my colleagues from other regions to know that we are part of something bigger and to get recognition for our indispensable work.

RECRUITMENT AND HOSPITALITY EDUCATION

83% of properties have a formal induction program that each new team member undergoes. Among them, 88% include the Relais & Châteaux induction program.

PARTNERSHIPS

83%

of properties have partnerships with training centers/schools.

RECRUITMENT

18%

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

87% of properties recruit trainees with 69% of them providing specific on site training and 77% offering possible recruitment at the end of apprenticeships.



ANA CLARA BOGLIOLI

SUSTAINABILITY MANAGER
LAS BALSAS, ARGENTINA

Las Balsas is the first B Corp-certified property in the Relais & Châteaux family. We believe that our approach translates to high employee retention. On average, our team members have been working with us at the hotel for 7.5 years. This gives us a total of 255 cumulative years of team experience.

STAFF MOTIVATION

WORKSHOPS

42%

of properties organized educational workshops or special inspirational speaker events for their staff in 2021, with 3 to 4 workshops per property on average.

TEAM-BUILDING

75%

of properties organized team-building day trips or outings for their staff in 2021, with 2 to 3 events per property on average.

RELAIS TEAM



RELAIS TEAM RATE

88%

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

EMPLOYEE TRAVEL

5%

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

SOCIETAL EMPOWERMENT LOCAL COMMUNITY ACTIVISM

CONTRIBUTION TO LOCAL BUSINESS ACTIVITY

Relais & Châteaux properties' primary contribution to local economies is through hiring local staff. On average, **70%** of employees are hired locally (<30mi/50km) and 28 properties that employed all their staff from less than a 30mi (50km) radius.

PARTNERSHIPS

74%

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

CONSCIOUS BUSINESSES

71%

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

LOCAL BUSINESSES

60%

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

LOCAL SUPPLIERS

80%

of properties source artisanal goods/ services from local suppliers. Mainly for handicraft (ceramics, etc.), cosmetics, furniture, decor, woodwork, clothes and accessories.

VÉRONIQUE BRAS

MAÎTRE DE MAISON
LE SUQUET, FRANCE

“ Since our very beginnings we strive to bring together the teams of men and women who work together at Le Suquet. Every year the 'Bras KC' team, an association created in 1993 to strengthen team spirit and cohesion, organize activities such as excursions or cultural visits in order to create a dynamic of harmony and shared values.

Convivial and educational visits are also organized with our suppliers at winegrowers during harvest, vegetable and fruit producers, livestock farmers and cheesemakers. We think these encounters are necessary to give meaning to their work and to make our chefs of all ranks aware of the quality of their produce and to build relationships with them.



Besides this we also take great pleasure in welcoming each year to our property the pupils from local schools in order to pass down our practices for sustainable food because it is the next generation who are the guardians of our future.



PATIMA HAJI PANDU

PRODUCTION MANAGER OF MWANI
ZANZIBAR

SUPPLIER TO ZANZIBAR WHITE SAND
VILLAS, TANZANIA

“ Seaweed, an eco-friendly treasure, is harvested by our team of women and crafted into skincare and amenities for Relais & Châteaux Zanzibar White Sand Villas. It is a pleasure working with the team, and we look forward to developing the relationship even further—with the mutual aim of supporting the women of our community and the environment.

SOCIETAL EMPOWERMENT GEOTOURISM

CONTRIBUTION TO LOCAL BUSINESS ACTIVITY

38% of properties are designated a historical site (i.e listed architectural heritage.).

UNESCO WORLD HERITAGE SITE

24%

are located in a UNESCO World Heritage Site and another 29% are located nearby (<1-hour drive) to a UNESCO World Heritage Site.

NATIONAL PARK

22%

of properties are located in a Natural Park.

CREATION OF AN ASSOCIATION

15%

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

SUPPORTING AN ASSOCIATION

34%

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

LA FERME SAINT-SIMÉON FRANCE



This 17th-century farm is an ideal base to discover Normandy—the birthplace of Impressionism. From Renoir, through Pissarro to Monet, Impressionist painters were inspired by the area's landscapes: its white chalk cliffs, surging waves, beaches, and harbors—as well as the meandering Seine and green countryside. The landscapes inspired paintings such as Monet's "Impression, Sunrise," the origin of the name Impressionism, and one of the most famous paintings in the world.

Drawing on this unique heritage, the property invites its guests to immerse themselves in the art world through its connections with historic figures. They can stay in Monet's bedroom, or Corot's old workshop in the heart of the original building. They can spend time in the gardens watching the light on the Seine estuary, or take an art class. In the La Boucane bistro they can savor dishes composed of fresh produce from the permaculture vegetable garden in a typical thatched Normandy house that has been on many occasions an inspiration to impressionist artists.

YIHE MANSIONS CHINA

Yihe Mansions, at the heart of a historic district of 26 buildings of the Nanjing Republican era, (1912-1949) are both typical and a rare example of modern Chinese architecture, known also as the Republic or National style. In 2006, the local government launched a renovation project for the buildings which had been neglected. The restoration work was done as a conservation project, fully respecting the original spirit and in compliance with original materials and styles: grey bricks and tiles with yellow walls.

In 2014, the Yihe Mansions received the distinction UNESCO Asia-Pacific Awards for Cultural Heritage Conservation. This annual award recognizes successful conservation projects in a context where, due to the government's commitment to development and modernization, traditional style remnants are under threat. This award encourages the preservation of such world-class architectural heritage.



45%

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



These initiatives include: sustainability charters, financial support, technical support, architectural preservation, employee volunteering, local committees for wildlife conservation, culinary heritage and awareness-raising events.

Guest awareness actions include: gardens with native species, tours, activities, museums, local art galleries, digital platforms, TV, books, local recipes and wine, employees trained to raise guests' awareness of environmental impact and cultural preservation and local naturalist guides.

RESTAURANT STÉPHANE DÉCOTTERD SWITZERLAND

In September 2021, Stéphane and Stéphanie Décotterd relocated their restaurant to the Glion Institute of Higher Education, the prestigious hospitality school in Switzerland. Already awarded one Michelin star, Restaurant Stéphane Décotterd is also adjacent to two other restaurants within Maison Décotterd: the Bistro by Décotterd and the Lounge Bar by Décotterd. Glion students take advantage of their proximity to one of the world's leading figures of local, seasonal gastronomy. They witness the choreography of the three restaurants and learn from exceptional culinary talents by participating in training sessions. This fosters a sense of community between the school and restaurant, and empowers future young professionals through hands-on experience.



CASA PALOPÓ GUATEMALA

Casa Palopó lies on the outskirts of Santa Catarina Palopó, a small but lively town dotted with dozens of colorful houses and shop fronts, each embellished with eclectic Mayan patterns.

Properties in these vibrant colors, integrated with indigenous symbols, are something of a recent phenomenon, having replaced the faded grey façades of buildings in the community as a result of a social project launched by native Guatemalan and property owner Claudia Bosch in 2016. The works have transformed the entire village into an unmissable artwork.

Casa Palopó is one of the main sponsors of the project and hotel guests with artistic ambitions are encouraged to pick up a paintbrush and support the cause by further spreading the indigenous painting style around the town. The goal: to create an entirely blue village that mimics the turquoise of the lake, the color of the sky and the motifs of the traditional Huipil tunics.



AGGIE BANDA

LODGE MANAGER
ROYAL CHUNDU, ZAMBIA



It all starts with our people: 99% of our team are Zambian, including our managers. Most of us come from or live in one of the two villages right next door to the lodge—the agricultural Malambo village and the fishing-centric Muluku village. This close connection is also represented economically: 70% of all revenue at Royal Chundu is reinvested directly back into the local community.



04



CONCLUSION

CALCULATION EXPLANATION

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

The results in this baseline report are based on activity in 2021. During this time, our association had 550 properties, 14 of which left and with 17 new members joining. Of these 550, about half (between 46% to 52%) of properties answered most of the questions contained in our 2021 Sustainability Questionnaire.

283 properties answered the questions on Environmental Conservation; 264 properties completed the section on Sustainable Cuisine; 255 properties responded on Social & Societal Empowerment.



Their responsiveness can also be assessed with the following robustness:

GOOD	AVERAGE	LOW
on Yes/No and multi-choice questions	on open questions	on “quantity” questions

The information in the questionnaire was provided by our members on a voluntary and declarative basis.

CHALLENGES AHEAD

Operating commercially successful businesses that are also truly sustainable, whatever the industry, is no easy feat. It often requires radical redrawing and recalibration of conventional procedures and arrangements, experimenting in new methodologies and taking risks to identify and invest in new lines of supply, new materials and new technology.

These entrepreneurial behaviors are second nature to our association of independent operators. We are positive about how this working model provides for flexibility in reflecting and adapting to local differences, needs and vulnerabilities. And we believe that amid the acceleration of the effects of climate change this model allows our properties to react and respond as the priorities for sustainability in a given locality inevitably shift.

However, we recognize that profound change also takes time and becoming sustainable is a journey. Hard work and sometimes difficult choices remain ahead. This report, based on our sustainability questionnaire, is but one step on that journey.



The challenge now is to identify and put in place the right tools to accompany our members on this journey, which will become 'sustainability as a service' for our member properties. Our newly defined objectives will progressively help focus the efforts of our community and create an ambitious trajectory around which we can progress collectively. Sharing and building on the collective knowledge and experiences of our members will be key to this.

We must also look beyond our community. A crucial next step is undertaking a full materiality assessment of our stakeholders to evaluate the risks, impacts and opportunities our association of individual properties has on them and they on us. It will allow our nascent sustainability committee to identify and understand the relative importance and impact of specific environmental, social and societal sustainability topics on these players and where action and further efforts are needed.

Our new sustainability committee will be comprised of stakeholders from across our ecosystem. They will help steer and refine our initiatives to ensure that we remain agile and adaptable to the changing needs and trends across the sustainability landscape.



These measures are designed to ensure we stay ahead of the game and guarantee that we are acting in all the areas where our business has an impact and can make a difference.

Make no mistake, the challenges we face are existential. We remain proud but humble in terms of the successes we have previously demonstrated, and we are aware that there is still a mountain to climb. Our strength and creativity as a community of independent hoteliers, restaurateurs and chefs will help us to overcome these challenges and take the necessary actions that the planet deserves, our guests demand and future generations depend upon.

PARTICIPATION OF MEMBER PROPERTIES

Thank you to the 283 Relais & Châteaux hotels and restaurants across our 20 delegations who responded to the Sustainability Questionnaire measuring activity in 2021. Your contribution made our Sustainability Report 2022 possible.

AFRICA & INDIAN OCEAN

20 Degrés Sud Boutique-hôtel
Blue Margouillat Seaview Hotel
Delaire Graff Lodges & Spa
Dubai Plains Camp
Ellerman House
Esiweni Luxury Safari Lodge
Great Plains Mara
Great Plains Selinda
Jabulani
Londolozí Game Reserve
ol Donyo Lodge
Royal Chundu – Luxury Zambezi Lodges
Tembo Plains Camp
Zanzibar White Sand Luxury Villas & Spa

AUSTRALIA, NEW ZEALAND & PACIFIC

Blanket Bay
Hentley Farm Restaurant
Le Bora Bora
Le Nuku Hiva Pearl Lodge
Le Taha'a
Matakauri Lodge
Otahuna Lodge
The Farm at Cape Kidnappers
The Lodge at Kauri Cliffs

BENELUX, EASTERN EUROPE & SCANDINAVIA

Château de Vignée
Château Neercanne
Château St. Gerlach
Dragsholm Slot
Epoque Hotel
Hotel Copernicus
Hotel Franq
Hotel Heritage
Hôtel Le Place d'Armes
Hotel Union Øye
Landgoed Hotel Het Roode Koper
Le Bistrot Français
Le Chalet de la Forêt
Quadrille
Stikliai Hotel

FRANCE: GREAT EAST & RHÔNE-ALPES

Au Cœur du Village Hôtel & Spa
Château des Avenières
Château Saint-Jean
Domaine de Rymka
Georges Blanc Parc & Spa
Hameau Albert Ier
Hostellerie de Levernois
Hôtel Restaurant Auberge du Père
Bise – Jean Sulpice
Jiva Hill Resort
La Côte Saint-Jacques & Spa
La Maison des Têtes
Le Domaine de la Klaus
Le Grand Cœur & Spa
Le Relais Bernard Loiseau – Spa Loiseau
des Sens
Les Maisons Marcon
Maison Doucet
Maison Lameloise
Restaurant Le Pré
Restaurant Pierre Orsi
Villa Florentine
Villa René Lalique

FRANCE: GREAT SOUTHERN-WEST

Brindos Lac & Châteaux
Château Cordeillan-Bages
Château de Drudas
Château de la Treyne
Château de Riell
Domaine d'Auriac
Hôtel de Pavie
Hôtel Parc Victoria
La Chapelle Saint-Martin
Le Vieux Logis
Les Prés d'Eugénie - Maison Guérard
Restaurant Christopher Coutanceau

FRANCE: GREAT WEST

Auberge des Glazicks
Castel Marie-Louise
Domaine de la Bretesche Golf & Spa
Domaine de Rochevilaine
Grand Hôtel du Lion d'Or
Hôtel de la Plage
La Ferme Saint-Siméon
Hostellerie de Verneuil
Les Hauts de Loire
Les Maisons de Bricourt
Manoir de Lan-Kerellec

FRANCE: PARIS & CHAMPAGNE

Clarance Hôtel
Domaine Les Crayères
Hostellerie La Briqueterie
Hôtel Splendide Royal Paris
Le Château de Beaulieu
Les Etangs de Corot
Lucas Carton
Saint James Paris

FRANCE: PROVENCE, FRENCH RIVIERA, CORSICA & LANGUEDOC

Baumanière Hôtel & Spa
Château de Berne
Coquillade Provence Resort & Spa
Grand Hôtel de Cala Rossa & Spa Nucca
Hôtel & Spa du Castellet
La Bastide Saint-Antoine
La Bonne Étape
La Signoria & Spa
La Villa Archange
Le Domaine du Mas de Pierre
Le Prieuré Baumanière
Michel KAYSER - Restaurant Alexandre
Monte-Carlo Beach
Tiara Yaktsa

GERMANY & AUSTRIA

Burg Schwarzenstein
Gut Steinbach Hotel Chalets Spa
Gutshaus Stolpe
Hardenberg BurgHotel
Hotel Bareiss
Landhaus Stricker
Post Lech Arlberg
Schlosshotel Burg Schlitz
VILLINO
WEISSENHAUS Grand Village Resort
& Spa am Meer

GREATER CHINA, INDIAN SUBCONTINENT & SOUTH EAST ASIA

Cape Weligama
Ceylon Tea Trails
Niraamaya Retreats Surya Samudra
Suján JAWAI
SUJÁN Sher Bagh
SUJÁN The Serai, Jaisalmer
Tate Dining Room & Bar
The Dreamland Resort
Villa 32
Wild Coast Tented Lodge
Xitan Beijing

ITALY

Bellevue Hotel & Spa
Capofaro Locanda & Malvasia
Castel Fragsburg
Castello Banfi Wine Resort
Chateau Monfort
Gallia Palace Beach - Golf - Spa - Resort
Gardena Grödnerhof Hotel & Spa
Hermitage Hotel & Spa
Hotel Borgo San Felice
Hotel Il San Corrado di Noto
Hotel Raphaël
Hotel Villa Franceschi
Il Borro
Londra Palace Venezia
Petra Segreta Resort & Spa
Relais Santa Croce
Terra - The Magic Place
Villa Cordevigo Wine Relais

JAPAN & KOREA

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

MEDITERRANEAN, MIDDLE EAST & MOROCCO

Avaton Luxury Villas Resort
Château Roslane
Elounda Mare Hotel
Hotel Bastion Zadar
Hotel Grad Otočec
Hôtel Le Doge
L'Heure Bleue Palais
Lešić Dimitri Palace
Maslina Resort
Myconian Ambassador Thalasso Spa
Riad Fès
The Xara Palace
Villa des Orangers
Zornitza Family Estate

NORTH AMERICA: CANADA

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

NORTH AMERICA: USA EAST & CARIBBEAN

Blackberry Farm
Blackberry Mountain
Calabash Luxury Boutique Hotel
Canoe Bay
Castle Hill Inn
Chatham Inn
Eden Roc Cap Cana
Glenmere Mansion
Hôtel Le Toiny
Lake Placid Lodge
Ocean House
Old Edwards Inn and Spa
Planters Inn
Quintessence Hotel
Royal Blues Hotel
Secret Bay
The Charlotte Inn
The Fearington House
The Inn at Hastings Park
The Ivy Hotel
The Swag
Tiamo Resort
Weekapaug Inn
Winvian Farm

NORTH AMERICA: USA WEST & MEXICO

Auberge du Soleil
Canlis
Château du Sureau
Dunton Hot Springs
Hotel Wailea
Las Mañanitas Hotel Garden Restaurant
& Spa
Meadowood Napa Valley
Rancho Valencia Resort & Spa
The French Laundry
The Little Nell
The Ranch at Rock Creek
Triple Creek Ranch

SOUTH AMERICA & CENTRAL AMERICA

Awasi Atacama
Awasi Iguazu
Awasi Patagonia
Casa Gangotena
Casa Palopó
Cavas Wine Lodge
Cirqa
El Colibri
El Silencio Lodge & Spa
Hotel del Parque
House of Jasmynes
Inkaterra La Casona
La Bamba de Areco
Las Balsas
Narbona Wine Lodge
Nayara Springs
Origin & Theory (Ecoventura)
Pikaia Lodge
Sol y Luna
Titilaka
Txai Resort Itacaré
Villa Bokeh

SPAIN & PORTUGAL

Atrio Restaurante Hotel
Casa Velha do Palheiro
El Castell de Ciutat
Fortaleza do Guincho
Hotel Neri
La Torre del Visco
Mas de Torrent Hotel & Spa
Mirador de Dalt Vila
Quinta Nova Winery House
Son Brull Hotel & Spa
The Yeatman

SWITZERLAND & LIECHTENSTEIN

Chasa Montana Hotel & Spa
Hôtel de la Cigogne
Hotel Restaurant Krone Regensburg
Hotel Walther
Lenkerhof gourmet spa resort
Park Hotel Sonnenhof
Villa Principe Leopoldo
Waldhotel Doldenhorn

UNITED KINGDOM & IRELAND

11 Cadogan Gardens Hotel
Airds Hotel & Restaurant
Ballyfin Demesne
Ballynahinch Castle
Buckland Manor
Cassel Palace
Farlam Hall
Glenapp Castle
Grantley Hall
Gravetye Manor
Hambleton Hall
Hartwell House Hotel, Restaurant & Spa
Idle Rocks
Longueville Manor
Lymptone Manor Hotel, Restaurant and Vineyard
Mallory Court Country House Hotel & Spa
Marlfield House
Palé Hall
Park Hotel Kenmare
Sheen Falls Lodge
The Vineyard
Thornbury Castle

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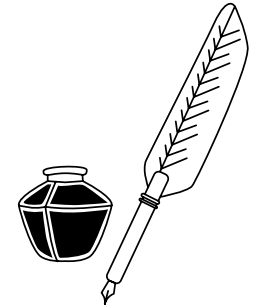
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THE PRODUCTION OF THIS PUBLICATION HAS BEEN STRICTLY CHOSEN
TO BE DIGITAL TO REDUCE OUR PAPER CONSUMPTION.

ANY QUESTIONS?

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#RELAISCHATEAUX #FOODFORCHANGE #TASTEBIODIVERSITY #REGENERATION
#THEJOYOFBEES #SEAWEEDESYMPHONY #FISHUNKNOWN

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

