attitude

SUSTAINABILITY REPORT

2023 - 2024



Table of contents



Introduction 3
Foreword 3
About this report 4
CEO's message 5
Our highlights so far 6
Getting to know us 7
Who we are 8
Our journey 9
Our hotels 11
Our certifications & labels 21
The need for sustainability 22
The global context 23
Our sustainability strategy 25
Sustainable Development Goals 26
Sustainability Charter 27
The environment & us 31
Energy consumption and GHG emissions 33
Water management strategy 39
Sustainable waste management strategy 41
Environmental advocacy 44
Biodiversity 46
Local all the way 47
Local culture 49
Local economy 53
People first 57
Safe and healthy working environment 59
Fair and equitable environment 65
Career development and training 67
Projects in local community 68
Attitude Foundation Report 70
Introduction 71
Marine Discovery Centre 72
Konpoz to lamizik 74
Other projects 75
What's next? 79
From Local to Global 80
Matemwe Attitude 81
Biodiversity strategy 82
B Corp 83
Appendix 84
List of acronyms 84
Units of measurement 84
References 85

This interactive PDF lets you navigate easily. Use the navigation bar or click on the contents page to jump to any section.

Foreword

> We choose the kind of tourism that gives back, rather than takes all.

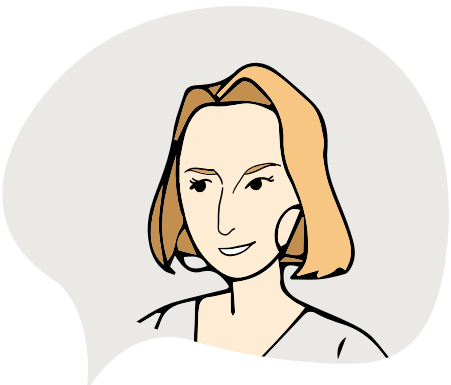


In 2024, with climate challenges, social unrest and political shifts shaping the world around us, it would be easy to lose our way. But in uncertain times, some convictions are solid anchors.

Ours are clear and focused on responsible tourism. The kind that doesn't confuse enjoyment with excess, nor eco-responsibility with restriction. The kind that allows us to offer holidays that benefit our travellers without harming the places or communities that host them. The kind that gives back, rather than takes all.

And for that we must think collectively, because sustainable development isn't the business of a few committed individuals. It's a shared journey aiming to multiply positive effects for all stakeholders and to minimise negative impact.

Clémentine Katz
Chief Marketing Officer



Yes, we are a committed brand. But what does being committed really mean? Between a lifelong fight, a catchy slogan, or a promise in 280 characters, commitment can take many forms. We choose concrete actions.

In 2024, that meant offering free mineral sunscreen across all our hotels to protect skin and oceans, measuring carbon footprint for all our operations, and earning our B Corp certification — not as a trophy, but as a compass to help us.

This report is our annual check-in: a clear, fact-based overview of what we've done, what we've learned, and where we're heading next.

Step by step, this is how we try to live up to our values.

Juliette Deloustal
Sustainability Manager

About this report

This report summarises our sustainability initiatives from 1st July 2023 to 30th June 2024 and the progress we've made in addressing the material topics identified.

This report consolidates figures from all eight Attitude hotels and Paradise Cove Boutique Hotel. The Head Office is generally excluded, as most KPIs are designed specifically for hotel operations and do not apply to Head Office functions. However, for the few KPIs that are relevant to both contexts, Head Office data has been included accordingly.

The hotel categories applicable during the study period are as follows:

- 3*: CDMA, FA, RA, TA
- 4*: LA, TRA, ZA, SA
- 5*: PCBH

Reporting frameworks & standards

This report does not strictly adhere to a specific reporting standard or framework. However, our approach to sustainability reporting is guided by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (UN SDGs), the Global Sustainable Tourism Council criteria, Travelife certification requirements, as well as B Corp certification.

Disclaimer

Most KPIs are based on large databases and the calculation of these KPIs requires special care to avoid errors. We have been vigilant and rigorous during the calculation process, and several checks have been made, but errors might still have been made. Furthermore, the collected databases are not always completely reliable, consequently a margin of error is possible, due to:

- data entry errors
- omissions
- lack of data

Processes are continuously reviewed, audited, and adapted regularly to reduce the overall margin of error.

CEO’s message



We are witnessing a shift: travellers are no longer just ticking boxes on a map, but seeking emotions, immersing themselves in the destination. “Lived there, felt that” rather than “been there, done that.”

At Attitude, this search for meaning has always driven us. Our goal has never been merely to sell a stay, but to open a door: the door to Mauritius. To its people, its traditions, its landscapes, through experiences that are both sustainable and human.

And that only makes sense if we engage deeply with the places we operate in, by creating meaningful relationships, respecting local rhythms, and contributing to the local economic vitality. That’s why we became a purpose-driven company and set out to achieve B Corp certification - which we proudly earned in July 2024. Not as another badge, but as a tool to keep us accountable and push us to do better.

And for tomorrow? We want to go even further, towards regenerative tourism: tourism that doesn’t just preserve, but revitalises and strengthens. With hotels that help restore biodiversity, support and pass on local knowledge, foster cultural creation, and ultimately leave the place more vibrant than they found it.

This is the path we’re committed to, in Mauritius, in Zanzibar, and wherever we grow next. Because no matter the place, our purpose stays the same: to reflect the soul of each destination through experiences that are sustainable, human, and deeply rooted in the local. And if we stay true to each country’s identity, we can create a positive impact on a global scale.

Vincent Desvaux de Marigny
CEO

Our highlights so far

A for Attitude, B for B Corp...

In 2024, Attitude became B Corp certified, joining a collective movement of companies that believe in a different way of doing business, a way that is geared towards a more inclusive, equitable, and sustainable economy.

Obtaining B Corp Certification is the logical next step after all the actions we have undertaken since our creation in terms of social and environmental responsibility.

The tool used to assess our impact is called the B Impact Assessment (BIA). It evaluated our practices across five key areas.

Governance **Workers** **Community** **Environment** **Customers**

Key figures of FY 23-24



1,621
Number of smiles
in FY 22-23



120,510
Guests
in FY 23-24



358,831
Room-night
in FY 23-24



782,302
Guest nights
in FY 23-24



85%
Occupancy
in FY 23-24



No. 1
Best Place to Work
(2023 & 2024)



43,525.50 tCO_2e
Carbon footprint
for FY 22-23



706.79
Training hours
in FY 23-24



52,692 kg
of waste diverted from
landfill in FY 23-24



Rs 4,993,621
Invested in environmental,
cultural & social projects in
FY 23-24



Getting to know us

Where do we come from?

Attitude is a family-owned group that began in 2008 with a simple idea: to bring the soul of Mauritius into our hotels. At that time, most hotels were isolated resorts, focused solely on picture-perfect beaches.

Jean Michel Pitot and his family wanted to change that, placing people and the local community at the heart of everything.

Today, we carry on that family spirit with an open and grounded approach—guided by simplicity, generosity, boldness, humility, and respect. It shapes how we treat one another, welcome our guests, and honour our island.

What do we do?

We like to see ourselves as encounter creators: between a destination, its inhabitants and their culture, and travellers.

That's why we promote a unique approach to travel, one that pays homage to locals and seeks a positive impact that benefits the whole island.

We apply our values in our hotels, but it does not stop there: Attitude is also a third-place, conferences, podcasts, events, a foundation...

Our ambitions

Creating unique memories through encounters and discoveries that are true to the destination.

Promoting sustainable tourism, enhancing the country and its culture, and combining the pleasure of a vacation with environmental and social responsibility, without being too boring or shallow.

Yes, we are ambitious, and we love it!

Our journey

2008

Coin de Mire Attitude
1st hotel of the group,
followed by
Lagoon Attitude

2010

Acquisition & renovation of
Emeraude Beach Attitude
(today **Sunrise Attitude**)
Opening of the
Marine Discovery Centre

Launch of
Green Attitude
programme

2011

Acquisition of
Tropical Attitude &
Récif Attitude

Management of
Friday Attitude

2012

Launch of
Otentik Experiences

2013

Management & renovation of
Paradise Cove Boutique Hotel

Opening of
Zilwa Attitude Hotel

2014

Launch of
Green Attitude Foundation

2015

Opening of
The Ravenala Attitude

Our journey *(cont'd)*

2017



Obtaining
'Travelife Gold Award'

Obtaining
'Great Place To Work' label

Launch of
our signature restaurants
KOT NOU & **TABA-J**

Paradise Cove Boutique hotel
joins the **Small Luxury Hotels**
of the world

2018

First edition of
Konpoz to Lamizik

Attitude celebrates its
10 years anniversary



2019

Obtaining
'Made in Moris'
Label



Inauguration of
our first eco-committed hotel - Lagoon Attitude



2020

Launch of
Positive impact

2021



Opening of
Sunrise Attitude

Launch of
POZ, Teabaz & Bulk shop

All our hotels
becoming eco-committed

2022

Sustainable Tourism Award
Top performer

2023

Application for
B Corp

Zilwa Attitude Hotel
celebrates its
10 years anniversary

Attitude celebrates its
15 years anniversary



2024/2025

Certified B Corporation

We are certified
B Corp

Revamp of
Attitude Foundation

Opening of
Matemwe Attitude

Our hotels



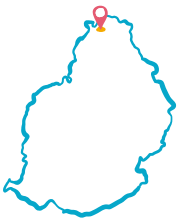
9 **Eco-committed** hotels

5 **Adults-only** hotels

4 **Family-friendly** hotels

COIN DE MIRE
attitude

On one side lies the picturesque village of Cap Malheureux. On the other, the lively town of Grand Baie. Across the way, the iconic Coin de Mire island graces the horizon. The sea (of course) completes this gentle scene. Perfectly located for exploring the island, Coin de Mire Attitude has everything to spark a feeling of adventure and discovery





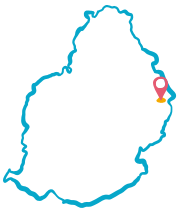
A haven for curious travellers

At a glance

- 3*
- Bain Boeuf
- Family-Friendly Hotel
- 122 rooms
- 4 categories of rooms
- 3 restaurants
- On site: land & water activities, spa, gym, kids' club
- 117 Family Members
- GM: Ravi Venkanna (since 2008)

FRIDAY
attitude

Everything at Friday Attitude is designed to ensure that you feel free and relaxed, as if you were at home – with a Mauritian twist. From the layout of the rooms and the thatched beach huts surrounded by vegetation to the welcoming staff and the gentle atmosphere, you can let your whims and desires lead the way.





Home sweet home – with your toes in the sand

At a glance

- 3* Superior
- Trou d'Eau Douce
- Family-Friendly Hotel
- 50 rooms
- 2 categories of rooms
- 3 restaurants
- On site: land & water activities, spa, kids' club
- 57 Family Members
- GM: Ravi Kowlessur (since 2019)

The Ravenala ATTITUDE

Nestled within a vast exotic garden, between the sea and the river, The Ravenala Attitude exudes a sense of being at the edge of the world - offering its own exciting journey within the Mauritian experience. Here, we seamlessly blend indoor and outdoor living, backed by the majestic Moka mountain range. The stage is set, the ambiance follows suite: natural and inviting with ample spaces designed for couples, families, and friends to enjoy.



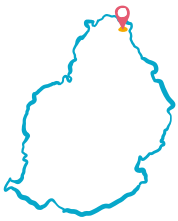


At a glance

- 4*
- Balaclava
- Family-Friendly Hotel
- 272 suites
- 3 categories of suites
- 9 restaurants
- On site: land & water activities, spa, conference rooms, kids' club, sports village
- 379 Family Members
- GM: Alessandro Schenone (since 2016)

ZILWA attitude

Located in Kalodyne on the north coast of Mauritius, 4* Zilwa Attitude is one of a kind. In Creole, Zilwa means islander, and that is what this hotel is all about. Experiences are designed to immerse guests in island life, from sunrise pirogue trips to barbecues on the private island of Gran Zil. The architecture is bursting with Mauritian soul, taking inspiration from traditional homes and old seaside bungalows found on the island, and there are 214 recently-refurbished and refreshed rooms. The panoramic ocean views from Zilwa Attitude are staggering and you'll be able to see five northern islands.





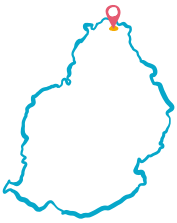
Share genuine Mauritian experiences and become an islander

At a glance

- 4*
- Calodyne
- Family-Friendly Hotel
- 214 rooms
- 3 categories of rooms
- 8 restaurants
- On site: land & water activities, spa, gym, kids' club
- 282 Family Members
- GM: Guillaume Tyack (since 2016)

lagoon attitude

Located on a pristine coastline in the north of the island, the hotel overlooks the vast lagoon of Anse la Raie. In such an idyllic setting, how can you not be in tune with the ocean? Lagoon Attitude was therefore conceived and designed with a distinctly marine ambiance, from the room layouts to the array of activities offered on and in the water.



An underwater snorkelling trail, stand-up paddleboarding, kitesurfing, kayaking, diving, catamaran excursions: the adults-only hotel claims its love of the ocean and sets an example in terms of environmental preservation, notably through the Marine Discovery Centre where guests and the local community can learn about the lagoon and marine life conservation projects, and also by being the first hotel in the group to completely stop using single-use plastic.

In tune with the ocean



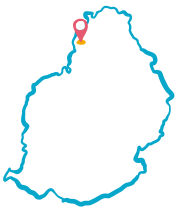
At a glance

- 4*
- Anse La Raie
- Adults-Only Hotel
- 182 rooms
- 5 categories of rooms
- 5 restaurants
- On site: land & water activities, spa, gym, Marine Discovery Centre
- 253 Family Members
- GM: Rubens Maureemootoo (since 2018)

RECIF attitude *

*Currently under renovation

Reserved for adults, the hotel offers unforgettable sunsets to the sound of the waves breaking on the nearby reef and the wind in the immense filao trees. Nested in a white sandy creek overlooking a beautiful natural marine reserve, Récif Attitude is an invitation to relax. Its location makes it easy to visit the capital of Port Louis on one side and the active and trendy north coast on the other.



Watch stunning sunsets from this peaceful adults-only address



At a glance

- 3* Superior
- Pointe aux Piments
- Adult-Only
- 70 rooms
- 3 categories of rooms
- 4 restaurants
- On site: land & water activities, spa
- 65 Family Members
- GM: Warren Foo Tam Fong (since 2019)

SUNRISE
attitude

Picture a place nestled along a wild and unspoiled coastline on the east side of Mauritius. On one side, sprawling fields; on the other, a turquoise lagoon. An elegant oasis of calm, yet wonderfully simple... No need for extravagance. Picture a place that invites you to let go and take time for yourself. A retreat to disconnect and reconnect, whether with your partner, with yourself, or with friends. In terms of the decor, imagine a place inspired by nature's purest colours and textures: wood, stone, thatch, coconut leaves, terracotta, mustard, leafy green, and of course, shades of blue, all crafted by local artisans. Guess what? This place really does exist - it's called Sunrise Attitude. A place where each day unveils new beauty, starting with the sunrise.



The start of something beautiful



At a glance

- 4*
- Belle Mare
- Adults-Only Hotel
- 145 rooms and 8 villas
- 4 categories of rooms
- 4 restaurants
- On site: land & water activities, spa, gym
- 185 Family Members

TROPICAL ATTITUDE

Leave your watches and alarms behind; at Tropical Attitude, time becomes fluid and minutes stretch to let us enjoy pure relaxation. Under the shade of coconut trees or in the turquoise waters of the lagoon, hit pause and relax, lulled by the island's rhythm. This is the charm of the boutique hotel located seaside on the east coast: an intimate, chilled, and relaxing setting.





At a glance

- 3*
- Trou d'Eau Douce
- Adult-Only Hotel
- 58 rooms and 11 villas
- 3 categories of room
- 4 restaurants
- On site: land & water activities, spa, open fitness corner
- 71 Family Members
- GM: Désiré Prodigson (since 2015)

Paradise Cove
Boutique Hotel

Paradise Cove Boutique Hotel in Mauritius is a collection of places, each with a story to tell, an experience to live, a moment to share. This peaceful 5* hideaway is one of the acclaimed Small Luxury Hotels of the World and underwent a major renovation in 2019. Situated along the north coast of the island in Anse la Raie, Paradise Cove Boutique Hotel is an adults-only* hotel perfect for reconnecting. It has been thoughtfully designed so guests can spend precious time together, sharing special You&Me moments.





At a glance

- 5*
- Anse La Raie
- Adults-Only Hotel
- 75 rooms
- 4 categories of rooms
- 4 restaurants
- On site: land & water activities, spa, gym
- 188 Family Members
- GM: Guillaume Tyack (since 2018)

Our certifications and labels

B Corp is a certification for businesses that meet rigorous standards of social and environmental performance, accountability, and transparency. Since our creation in 2008, our business choices have followed the same guiding principle: to be socially responsible while maintaining a stable economic business. This often means we've had to be audacious and depart from the norm.

Travelife is a global accommodation sustainability certification body. Since 2017, we have been awarded the Travelife certification, recognised by the GSTC (Global Sustainable Tourism Council), an international organisation. This certification confirms that we operate responsibly, considering environmental, economic, and social aspects in everything we do.

Great Place to Work is the global authority on workplace culture, recognizing companies that create outstanding employee experiences. This certification is based on direct feedback from employees, evaluating key factors such as trust, well-being, and professional development.

We are proud to be officially certified as a Great Place to Work! This recognition reflects our ongoing commitment to fostering a positive, inclusive, and empowering work environment where our team members can thrive.

Made in Moris label certifies that a product or service originates in Mauritius and is ethical. Its ambition? To celebrate Mauritian know-how, boost employment and the local economy, and support the initiatives that make an entire island shine.

We have been proudly displaying the Made in Moris label since 2019! This distinction guarantees the local origin of our products and services. It rewards our commitment to Mauritian culture, local talent and our support for local businesses.



The need for sustainability

Navigating global and local sustainability challenges

Global climate and biodiversity crises

The twin crises of climate change and biodiversity loss are among the most urgent threats to human survival and planetary health (IUCN, 2023). Without immediate action to reduce emissions on a large scale, limiting global warming to 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, as outlined in the Paris Agreement, may no longer be achievable (IPCC, 2021). Climate change is a major driver of biodiversity loss, accelerating species loss and ecosystem degradation. Scientists and climate experts warn that we are in the midst of a sixth mass extinction, fueled by human activities such as deforestation, pollution, and unsustainable land use (WWF, n.d.). The continued global decline in biodiversity - and the failure to meet any of the 20 Aichi Biodiversity Targets by 2020 - underscores the scale of the crisis (CBD, 2020). These interconnected issues also pose serious risks to human well-being and the ecosystems that sustain key sectors like agriculture and tourism. International cooperation and coordinated global action are urgently needed to tackle both crises together and ensure a sustainable future (IPCC, 2022).

Impacts on Small Islands and Mauritius

Climate change poses a pragmatic threat to many Small Island Developing States (SIDS) like Mauritius. Cases of extreme tropical storms, rising temperatures, shifting rainfall patterns, and accelerating sea-level rise have already been experienced across natural and human systems (IPCC, 2022). As of 2023, Mauritius has experienced several episodes of coral bleaching due to periods of elevated sea temperatures above global averages (MOI, 2024). The island's geographical location, limited size, and resources further compound its high exposure to climate hazards. Adaptation and resilience are top priorities for the country, and so too for Attitude hotels.

Biodiversity loss in Mauritius is a critical concern. As part of the Madagascar and Indian Ocean Islands biodiversity hotspot, the country is home to a wealth of endemic species found nowhere else (CBD, 2020). However, centuries of habitat destruction and the spread of invasive alien species have severely impacted this natural heritage - with invasive species alone causing the extinction of over 100 native species (UNDP, 2021). The continued decline of coral reefs, native forests, and unique wildlife not only erodes global biodiversity but also threatens local livelihoods and the cultural identity of many Mauritians.

Navigating global and local sustainability challenges
(cont'd)

Sustainble Tourism as a Pathway

The tourism industry in Mauritius remains a key pillar of the economy in terms of job creation, foreign earnings, and infrastructure development (EDBM, 2024). Tourism is a double-edged sword in the sense that although economically vital, it is inherently tied to the environmental health of a country. Globally, demand for sustainable tourism is rising, with more travellers increasingly supporting it through their spending choices. The global sustainable tourism movement has compelled Mauritius to review its strategy and embrace a wider sustainability agenda to address global challenges and adapt to new exigencies (EDBM, 2024).

The World Tourism Organization emphasizes that a healthy environment is essential for the sector's long-term competitiveness and that tourism can be an agent for positive change (UNWTO, n.d.). For countries like Mauritius, where tourism remains a key pillar of the economy in terms of job creation, foreign earnings, and infrastructure development, it must be managed responsibly (EDBM, 2024). This balance is particularly important for Mauritius, which aims to safeguard its natural attractions, reduce the sector's carbon and ecological footprint, all while attracting travelers who support local livelihoods.

Globally, demand for sustainable tourism is rising, with more travelers increasingly supporting it through their spending choices. This global movement has compelled Mauritius to review its strategy and embrace a wider sustainability agenda to address global challenges and adapt to new exigencies (EDBM, 2024). The country has positioned itself as an eco-tourism destination in recent years through initiatives such as the "Blue Oasis" eco-label (a national sustainable tourism standard accredited by the GSTC). Hotels across the island have also taken it upon themselves to train tourism workers from entry-level positions up to management in sustainable practices. Sensitization and awareness training in the context of sustainability at Attitude extends to marine biodiversity protection, understanding sustainable development goals (SDGs) and much more. Ensuring that tourism growth doesn't come at the expense of the environment is our responsibility.

Mauritius's Commitments & Way Forward

Mauritius emits 0.01% of the Global GHG emissions, and yet, the country is committed to its pledge towards a sustainable and low-carbon economy through the implementation of a multi-fold strategy (EDBM, n.d). For one, the country has signed the Paris Climate Agreement, an ambitious commitment that reflects the country's dedication to taking concrete actions against climate change. With regards to energy, Mauritius is on track to completely phase out coal-fired power by 2030, demonstrating strong resolve to pursue a low-carbon pathway (UNEP, 2023). The government has developed a 10-year National Climate Change Adaptation and Mitigation Strategy (approved in 2022) that embraces a transition to a cleaner, circular economy (UNEP, 2023). Concurrently, major investments are going into increasing the share of renewable energy in the electricity mix to 60% by 2030. (EDBM, n.d)

On the biodiversity front, Mauritius recognizes the value of mangroves and coral reefs as natural defenses and has strengthened restoration initiatives to protect these ecosystems. It has expanded protected areas, implemented invasive species control projects, and updated its National Biodiversity Strategy in line with the new Kunming-Montreal Global Biodiversity Framework goals (UNEP, 2022). To add, regulations banning single-use plastic bags and other non-biodegradable plastics have already been integrated to reduce pollution and harm to marine life (UNEP, 2023). By adopting this holistic approach and embedding sustainability across various sectors, Mauritius is striving to become, in the words of its government, "an inclusive, high-income, and green" country (UNEP, 2023).

Our sustainability strategy

Materiality process

In order to refine our understanding of the key challenges and address them strategically, we have conducted a materiality assessment using a three-step process:

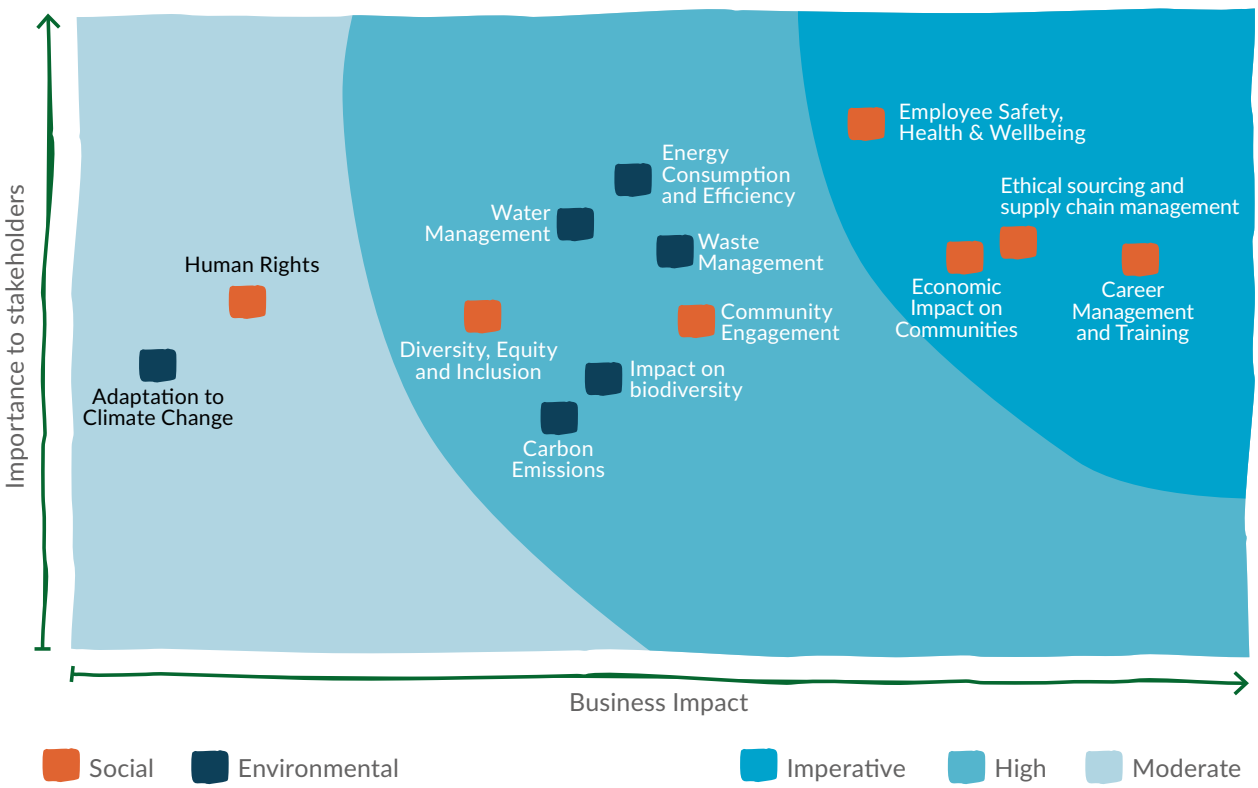
- Identification: An initial internal consultation and a review of existing standards, which enables us to identify an exhaustive list of topics that are directly or indirectly connected to our business and stakeholders' interests.
- Assessment: We design a questionnaire sent to over +100 main stakeholders, both internally and externally.
- Prioritization: After gathering input from our stakeholders through the questionnaire, we meticulously analyze the responses to determine the relative significance of each topic and the most critical topics that require immediate attention and strategic actions.

Materiality matrix

Our analysis, drawing from input from employees (43%), board members (11%), and guests, suppliers, and partners (46%), identified key focal points for our business. Environmental concerns - specifically climate change adaptation, energy efficiency, and water management - emerged prominently. Likewise, social issues such as employee safety, wellbeing, and career development were highlighted. Notably, our current actions in addressing these areas received ratings of over 4.1 out of 5. Moving forward, guided by these insights, we remain committed to proactive and impactful sustainability initiatives.

Material Topics

In 2024, Attitude conducted a materiality assessment to ensure that we prioritise issues with the greatest impact on our business, community, and the environment, and those that matter most to our stakeholders. We target to renew this exercise every two years.



Sustainable Development Goals

At Attitude Hotels, we recognize that social challenges are deeply interconnected with environmental degradation—such as the loss of ecosystems—and economic disparities, including the widening gap in social inequality. As such, our actions and initiatives are guided by the 2030 Agenda for Sustainable Development. This global agenda, adopted by the United Nations outlines 17 Sustainable Development Goals (SDGs) aimed at creating a more just, equitable, and sustainable world.

While our overall strategy supports all 17 SDGs, we place a strong emphasis on five key goals that are most relevant to our operations. This focus was guided by insights from the SDG Action Manager—a collaborative tool developed by B Lab and the United Nations Global Compact. It combines the B Impact Assessment with the Ten Principles of the UN Global Compact, helping businesses identify areas for meaningful action through self-assessment, benchmarking, and continuous improvement.

The five SDGs we focus on are intrinsically linked to the tourism sector and reflect the areas where we can make the most meaningful contribution. They serve as a compass for our sustainability strategy and our ongoing commitment to responsible and impactful hospitality.

Nevertheless, even though we put our hearts and efforts into deepening our commitments to these priority SDGs, we remain mindful of the remaining 14. We acknowledge the interdependence and cross-cutting nature of all 17 goals, and we strive to ensure that our actions do not negatively impact any of them. On the contrary, we aim to foster positive synergies wherever possible, embracing a holistic approach that reinforces the shared objectives of sustainable development.



Ensure inclusive and equitable **quality education** and promote lifelong learning opportunities for all



Achieve **gender equality** and empower women



Promote sustained, inclusive and sustainable **economic growth**, full and productive employment and decent work for all



Ensure **sustainable consumption and production** patterns



Conserve and **sustainably use the oceans, seas and marine resources** for sustainable development

Sustainability Charter

Our sustainability charter represents our strategy, which revolves around three core commitments that summarizes the operating principles on how we will conduct our business. Our commitments are defined as the Strategic Goals (SGs) of the group and are broken down into different Operational Goals (OGs), which are our main lines of work. We use Key Performance Indicators (KPIs) as tools to measure and quantify the OGs of the company to visualise our efficiency in achieving OGs.

Our commitments

#1

The environment & us



Taking care to protect the local environment in everything we do and everything we offer.

#2

Local all the way



Support local jobs and the local economy, promote local know-how and ingredients, and ensure the traceability of products.

#3

People first



True to our commitment from the early days, we are always dedicated to supporting Mauritian artists and our Family Members to perpetuate our local heritage.

Strategic goal #1:
The Environment & Us

SDGs	No. OG	OG	Main Work Axis	No. KPI	Indicators	Unit of measurement
	1.1	**Reduce energy consumption and GHG emissions**	Calculating our Carbon Footprint	1.1.1	Direct & indirect GHG emissions (Scope 1, 2 & 3)	tCO_2e
				1.1.2	Percentage of carbon footprint by scope	%
			Implement efficient energy initiatives	1.1.3	Energy consumption	kWh kg l
				1.1.4	Energy use intensity	kWh/GN
			Increasing our veg and vegan food offer	1.1.5	Percentage of vegetarian or vegan dishes in our hotels	%
	1.2	**Set up an effective water management strategy**	Implement water saving initiatives	1.2.1	Water use intensity	m3/GN
	1.3	**Set up a sustainable waste management strategy**	Reduce the amount of waste generated from our operation	1.3.1	Amount of recyclable waste diverted from landfill	kg
				1.3.2	Percentage of recyclable waste by category	%
			Eliminate Single-Use-Plastics in the operations	1.3.3	Number of single-use plastic items eliminated from guest experience	Unit
	1.4	**Promote environmental advocacy**	Guest engagement on sustainability	1.4.1	Guest awareness of sustainable commitments	Pax
				1.4.2	Miray Lespwar tie rate	%
			Employee engagement on sustainability	1.4.3	Training linked to sustainability	Hours Pax
				1.4.4	Number of Family Members who participated in the Climate Fresk workshop	Pax
	1.5	**Conservation of biodiversity**	Reduce the use of chemicals	N/A		
			Promote the protection of marine & coastal ecosystems*	1.5.1	Total number of vistors at the MDC	Pax
				1.5.2	Training on marine & coastal environment	Pax

Located in Attitude Foundation Report section

Strategic goal #2:
Local all the way

SDGs	No. OG	OG	Main Work Axis	No. KPI	KPI Description	KPI Unit
	2.1	**Enhancing the local culture**	Encourage our guests to explore and discover the local culture	2.1.1	Guests' awareness of our Otentik experiences	%
				2.1.2	Participation in the Otentik Experiences	%
	2.2	**Amplify the contribution to the local economy**	Increase the share of local purchases	2.2.1	Percentage of local F&B suppliers labelled 'Made in Moris'	%
				2.2.2	Percentage of local decoration and furniture in the last refurbishment/ renovation work	%
				2.2.3	Number of local artisans who sold their products in Otentik Bazar	Unit

Strategic goal #3:
People first

SDGs	No. OG	OG	Main Work Axis	No. KPI	KPI Description	KPI Unit
	3.1	**Maintain a safe and healthy working environment**	Set up of employee satisfaction survey	3.1.1	Participation rate for the label 'Great Place to Work' at group level	Pax / %
				3.1.2	Score obtained for the label 'Great Place To Work'	%
			Give our Family Members benefits	3.1.3	Number of Mari Top given	Pax
				3.1.4	Number of FMs having received Long service award	Unit
				3.1.5	Profit Sharing Scheme rate per hotel	Rate
				3.1.6	Number of Room Nights given under Zenfan Lakaz benefit	Unit
			Ensure the Health & Safety of our Family Members	3.1.7	Number of work related injuries	Unit
				3.1.8	Training hours linked to H&S	Hours
	3.2	**To provide a fair and equitable environment for all FMs**	Promoting gender equality	3.2.1	Percentage of female employees at managerial and executive level at group level	%
				3.2.2	Number of FMs trained on gender stereotype	Hours
			Breaking barriers to employment	N/A		
			Safeguarding children rights	N/A		
	3.3	**Encourage career management and training of our Family Members**	Support the progress of our Family Members	3.3.1	Percentage of FMs getting an internal promotion within the group	%
			Provide our Family Members with training	3.3.2	Total training hours at group level	Hours
	3.4	**Supporting projects in the local community**	Engage in community initiatives	N/A		
			Foster dialogue and awareness on topic that matters	3.4.1	Number of Talk Series organised by Attitude per year	Unit
			Contribute to environmental, local and cultural projects*	3.4.2	Total amount invested in environmental, social and cultural projects	Rs
				3.4.3	Number of sponsored projects (environmental, social & cultural) by Attitude Foundation	Unit

Located in Attitude Foundation Report section


The Environment
& Us



It's important to recognise that travelling has a significant carbon and environmental footprint (STI, n.d). Tourism alone contributes to roughly 8% of the world's carbon emissions. With that comes a certain level of responsibility that falls on tourism businesses to proactively adopt climate-friendly practices within their operations. The World Travel & Tourism Council (WTTC) and other global tourism governance bodies are working on strategies to reduce tourism emissions, including technological improvements, infrastructure upgrades, and changes in travel behaviour. If left unchecked, tourism's carbon emissions could increase by over 130% and solid waste generation by 250% through 2050, underscoring the importance of proactive measures (EC, 2023).

Sustainability is so much more than a nice-to-have or even just a marketing trend for Attitude Hotels - it is an essential and strategic priority. To us, environmental, social, and economic responsibility are fundamental to long-term success and guest satisfaction. Attitude is genuinely committed to creating a positive impact that extends beyond tourism, and this is reflected in our actions to improve energy efficiency, reduce waste, and eliminate single-use plastics (SUP). Our hotels proudly offer a SUP-free experience to all our guests, a commitment we have maintained since 2020. Reducing plastic waste is a necessity given that an estimated 19–23 million tonnes of plastic enter aquatic ecosystems annually, polluting oceans and threatening biodiversity (UNEP, 2024). Marine conservation is another top priority for Attitude Hotels. To raise awareness among guests about the importance of protecting marine life, we launched the Marine Discovery Centre, an educational hub centred around conservation.

1.1. REDUCE ENERGY CONSUMPTION AND GHG EMISSIONS

As global tourism continues to expand, the hotel industry plays a crucial role in driving sustainable development, especially in Mauritius, where tourism is a vital pillar of the economy. Known for its pristine beaches, vibrant culture, and unique biodiversity, the island has long been a coveted destination for travellers worldwide.

In Mauritius, where energy resources are limited and the effects of climate change are becoming more apparent, reducing energy consumption is both an environmental responsibility and an economic necessity. As of June 2024, the energy sector in Mauritius remains heavily dependent on fossil fuels, which are the main supply for the majority of the island's energy, while renewables account for 17.6% (Ministry of Energy and Public Utilities, 2024) of the total energy mix. This reliance on non-renewable sources highlights the urgent need for the hotel industry to proactively reduce its energy demand and transition to cleaner, more sustainable alternatives.

Energy consumption stands at the core of Attitude Hotels' sustainability strategy, allowing us to track, analyse, and optimise our energy usage.

Calculating our carbon footprint

With the support of Carbon Analytics and Green PowerX, we completed our first comprehensive assessment of the carbon footprint generated by our operations for the Financial year 2022-2023. This exercise represents an important milestone in our environmental commitment, providing us with a baseline to drive future reduction strategies.

The assessment was carried out in accordance with the Greenhouse Gas (GHG) Protocol methodology.

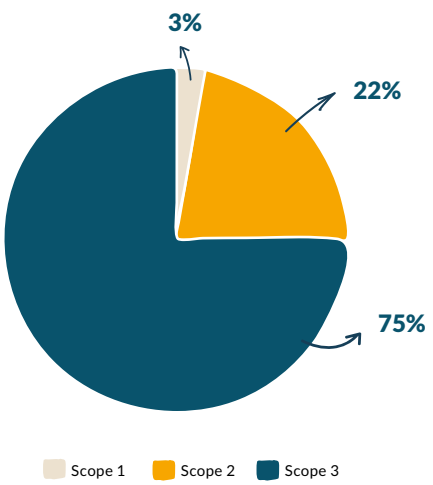
The assessment covered the following hotels and entities: CDMA, FA, LA, SA, TA, TRA, ZA, PCBH, HO and RA.

The total carbon footprint for FY 22–23 amounted to **43,525.5 tCO_2e**, distributed as follows:

1.1.1. Direct & indirect GHG emissions (Scope 1, 2 & 3)

	FY 22-23
Total carbon footprint (tCO_2e) [1]	**43,525.5**
Scope 1	1,103.4
Scope 2	9,761
Scope 3	32,661.1

1.1.2. Percentage of carbon footprint by scope (%)



For this first exercise, we focused on calculating only the relevant Scope 3 categories. Our scope 3 reporting includes category 1: Purchased Goods and Services, under which related activities from Categories 2, 3, 4, 5 and 6 were captured. This approach allowed us to prioritize the most significant emissions sources aligned with the operational realities of the group.

[1] *Figures may be subject to minor revisions as the ongoing work leads to further data refinement*

Implementing efficient energy initiatives

As part of our collective effort to mitigate the environmental impact of energy consumption, the following initiatives are ongoing:

Smart Utility Monitoring

Since 2022, we have been undergoing a transition to an IoT-based utility monitoring system. This system enhances the accuracy of energy usage measurements and provides greater transparency into daily consumption through regular analytics updates. It offers valuable insights into energy usage patterns, allowing us to implement effective energy-saving strategies.

Energy-Efficient Lighting Systems

Lighting is a major energy consumer in hotels. Over the years, we have replaced traditional incandescent bulbs and tubes with energy-efficient LED lighting in 80% to 100% of guest and back-of-house areas. LEDs consume less energy, have a lower carbon footprint, and last longer than conventional lighting sources. In addition, select hotels use solar-powered lights for outdoor pathways. These lights charge during the day and automatically illuminate pathways at night, with motion sensors adjusting brightness based on movement, further reducing energy consumption and emissions.

Solar Water Heating

Historically, our hotels relied on gas boilers for heating water in guest rooms. To reduce fossil fuel dependence, we began transitioning to solar water heaters in early 2019, with the transition continuing through FY 22-23 and FY 23-24. While solar heaters now provide most of the domestic hot water, electrical heaters or gas boilers are occasionally used for supplementary heating.

Smart Room Controls

In select hotels, smart room technology automatically adjusts energy usage based on room occupancy. For instance, air conditioning units automatically turn off when terrace doors are opened. This system helps optimize energy consumption in guest rooms, reducing waste and enhancing the guest experience.

Client & Staff Awareness

In addition to implementing energy-saving technologies, we emphasise the importance of staff engagement in our sustainability efforts. Regular refresher sessions are conducted across departments to remind and educate staff on best practices for reducing energy consumption, such as turning off lights and equipment when not in use, adjusting thermostats efficiently, and encouraging guests to be mindful of energy use during their stay.

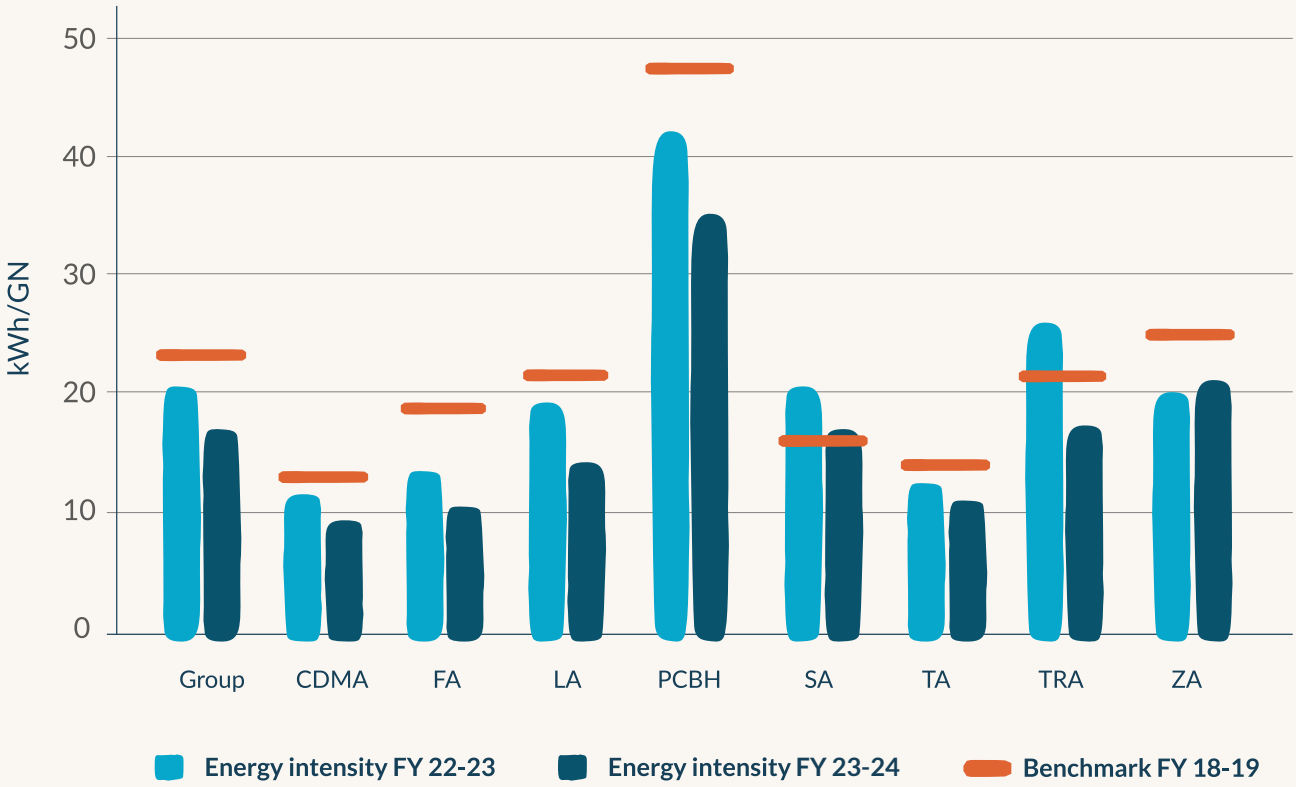
1.1.3. Energy consumption

FY 23-24	CDMA	FA	LA	PCBH	SA	TA	TRA	ZA
Electricity (kWh)	868,970	408,343	1,651,354	1,676,034	1,546,770	472,809	3,280,091	3,246,270
Gas (kg)	6,934	9,390	57,001	21,396	16,449	6,386	195,052	55,978
Diesel (l)	2,000	946	6,000	4,000	2,000	290	3,000	12,500
Charcoal (kg)	540	0	400	1,095	120	0	7,320	0

1.1.4. Energy use intensity

Below is an overview of energy use intensity for the financial years 2022-2023 and 2023-2024, with data from 2019 used as reference values.

The baseline for energy monitoring data was set using FY18-19, as hotel operations were paused in March 2020 due to the COVID-19 pandemic. The following year, hotel occupancy was limited to just 18%, as clients stayed for a mandatory 14-day quarantine period. It wasn't until FY22-23 that operations fully resumed, with a group occupancy rate reaching 80%.



At the group level, the average energy use intensity experienced a notable 17% decrease, dropping from 21 kWh/guest night to 17 kWh/guest night. This reduction reflects a significant improvement in energy efficiency across our hotels. Most properties have shown a substantial decline in energy consumption, with reductions ranging from 9% to 33%, demonstrating strong progress toward our sustainability goals. However, ZA hotel showed a 6% increase in its energy use due to renovation works being carried out in the hotel.

When comparing the energy use intensity trends across both financial years, it is clear that the majority of our hotels are on track to meet or even exceed the energy-saving targets we set. The overall reduction in energy consumption aligns with our group-wide commitment to improving operational efficiency and minimising environmental impact. This positive trend indicates that our ongoing initiatives, such as smart utility monitoring and energy-efficient technologies, are contributing effectively to our goals.

Target

Reduce electricity consumption for the financial year (25-26) by:

- 3% in all hotels

(Baseline year: 2019)

Increasing our vegan and vegetarian food offer

In line with our commitment to more sustainable food practices, we have significantly expanded the vegan and vegetarian options available across our hotels. A vegan plate generates 73% fewer greenhouse gas emissions compared to a meat-based plate, highlighting the positive environmental impact of more plant-based dining choices.

Today, **30% of our menu options in our 4-star hotels are vegan and/or vegetarian**[2], offering our guests delicious and responsible alternatives.

Target

- 30% vegan and/or vegetarian menu in our 3* hotels from 1st July 2025
- To remove salmon / smoked salmon from 3* and 4* hotels' buffet by February 2025

Partnership with Ecoshe

In line with our commitment to reducing greenhouse gas emissions and supporting sustainable eating practices, we are deepening our focus on plant-based cuisine. One of our key initiatives this year has been a plant-based training delivered by Ecoshe, a non-profit organisation teaching and inspiring sustainable, healthy and ethical food choices.



Through this training, our Family Members have been equipped with practical skills and creative inspiration to enhance our vegetarian and vegan offerings across our hotels. These sessions go beyond recipes - they open new perspectives on plant-based cuisine, in line with our purpose and the growing interest in sustainable food choices.



Looking ahead, our collaboration with Ecoshe will grow even stronger. In the upcoming financial year, we will roll out a comprehensive program focused on three pillars:

- **Learning** – Course about sustainable eating practices
- **Assessment** – Evaluating plant-based practices across food, kitchen, staff, menu, and marketing
- **Transformation** - Guide strategic improvements to make vegan food the envy of the menu

This initiative forms part of a broader strategy to position our group as a leader in vegan hospitality in Mauritius. More than a menu change, it's about building an ecosystem that embodies our brand purpose and meets the rising expectations of travellers who care deeply about the planet, animal welfare, and personal well-being.



[2]*KPI: 1.1.5. Percentage of vegetarian and/or vegan dishes in our hotels*

Sunrise Attitude certified Vegan Welcome

In January 2022, Sunrise Attitude was officially certified VeganWelcome and is now featured in the international guide for vegan and vegan-friendly hotels. This certification recognizes our efforts in offering genuine plant-based dining experiences and positions Sunrise Attitude as a destination of choice for conscious travelers around the world.







Vegan fine dining by Chef Alexis Gauthier

As part of our commitment to elevating the vegan experience, we had the honour of welcoming Chef Alexis Gauthier at Paradise Cove Boutique Hotel. An award-winning French chef and successful London restaurateur, Chef Alexis became vegan in 2016 and removed all animal products from his restaurant menus in 2021. Alexis has held Michelin stars for 12 years.

We invited Alexis to come to our island and meet our chefs, visit our fresh produce markets, learn about our local suppliers and find out why we are dedicated to sustainable holidays.

Alexis has worked alongside our Mauritian chefs to advise, collaborate and help them think outside the box when it comes to vegan cuisine.









The results of this collaboration:

- Signature vegan tasting menu by Alexis Gauthier at The Cove: this five-course vegan dining experience will take you on a spectacular plant-based journey.
- À la carte menu: Alexis Gauthier has worked closely with Chef Babbo and his team to develop vegan dishes worthy of a place on our à la carte menus.

1.2. SET UP AN EFFECTIVE WATER MANAGEMENT STRATEGY

Globally, over 2 billion people live in countries experiencing high water stress, and by 2025, it is estimated that two-thirds of the world's population could face water shortages (United Nations, 2023). With this alarming reality, the need for sustainable water management has never been more urgent. At Attitude Hotels, our approach to water efficiency is grounded in a deep sense of responsibility and commitment to eco-friendly practices.

We recognize that effective water management is crucial not only for protecting the environment but also for ensuring the long-term resilience of our island's ecosystems and communities. As an integral part of the hospitality industry, we understand our role in conserving this vital resource. Sustainable water use goes beyond meeting operational needs; it involves safeguarding the local water supply and supporting the broader environmental health that our business, guests, and communities depend on.

By adopting water-saving practices, such as efficient monitoring, minimising waste, and setting realistic water intensity targets, we aim to reduce our overall water consumption while preserving water resources for future generations. This approach aligns with our commitment to enhancing both environmental sustainability and the well-being of the communities in which we operate, helping us maintain the delicate balance between economic development and ecological stewardship.

Implement water saving initiatives

Below is an overview of the various initiatives implemented across all hotels to optimize our water consumption:

Smart Utility Monitoring System

The smart utility monitoring system not only tracks electricity consumption but also allows us to monitor water usage with greater accuracy. By providing real-time updates, the system offers deeper insights into peak consumption hours and high-use zones. This data helps us pinpoint areas for improvement and implement targeted water-saving measures, ensuring that we can respond proactively to minimise waste and improve efficiency.

Water-Efficient Taps and Showers

To reduce water consumption, we have installed water-efficient fixtures, including low-flow showerheads, aerators on taps, and dual-flush toilets, in both guest rooms and common areas. Additionally, select hotels have implemented sensor-operated taps in all public washrooms. These features ensure significant water savings without compromising guest comfort, providing a seamless experience while being mindful of our environmental footprint.

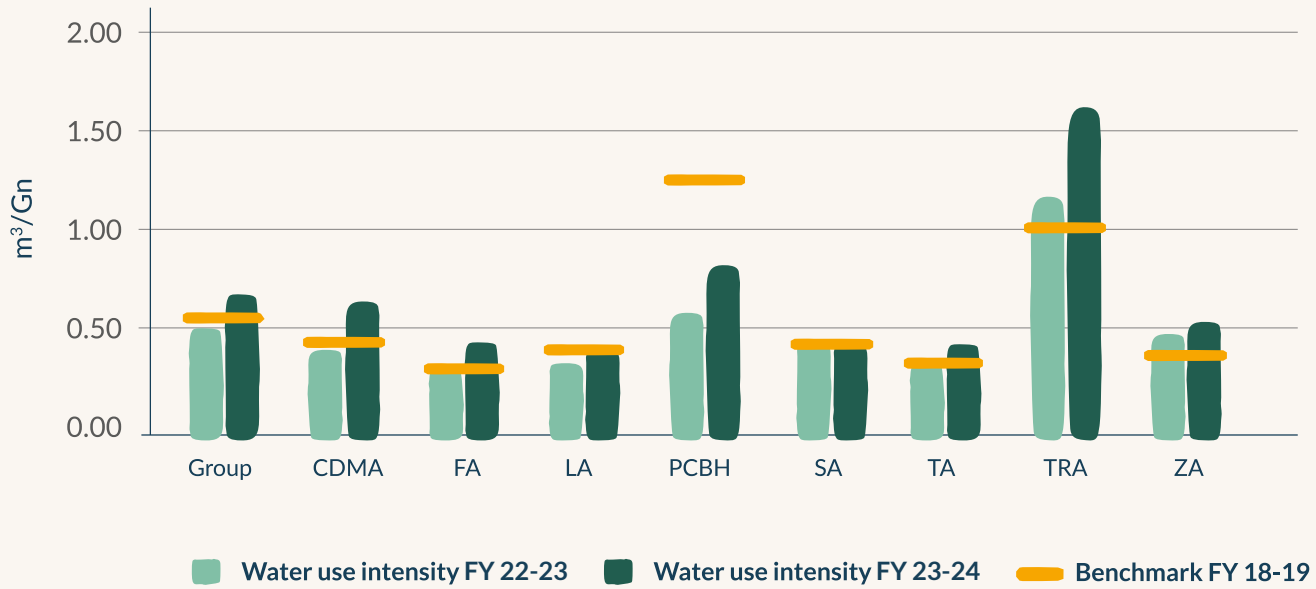
Towel & Bed Linen Change Frequency

We have adopted a bed linen and towel change policy across all hotels to reduce water and chemical use while balancing environmental responsibility and guest comfort. For bed linens, the policy specifies a change every 3 or 4 days, depending on the hotel. For bath towels, we encourage guests to hang their towels for reuse, contributing to reduced laundry frequency. To ensure consistency, we have established clear guidelines for hotel staff, requiring bed linens and towels to be replaced only based on the established policy or upon guest request. This approach helps to conserve water, minimize detergent usage, and ultimately support sustainability efforts.

These initiatives represent our ongoing commitment to reducing water consumption across the group while maintaining a high standard of guest experience and environmental stewardship.

1.2.1. Water use intensity

The following overview presents the water use intensity data for the financial years 2022-2023 and 2023-2024, with 2019 data serving as the reference point. Using the financial year 2018-2019 as our baseline, we set the target at the group level to reduce overall water consumption by at least 5%.



For the financial years 2022-2023 and 2023-2024, the average water use per overnight stay was recorded as 0.5 m^3 and 0.7 m^3 per guest night, respectively, at the group level.

When analysing the data across individual hotels, it was noted that water consumption per guest night has increased across all properties, due to the corresponding higher occupancy compared to the previous period. SA, on the other hand, showed a 6% decrease in the water consumption per guest night, thus meeting our set reduction target of 5%.

Despite these challenges, the group's performance overall reflects positive progress toward our water conservation objectives. Our continued focus on improving water use efficiency remains a priority, and we are committed to working closely with the properties that showed deviations to identify opportunities for further reductions.

Target

Reduce water consumption for the financial year (25-26) by

- 5% in all hotels

(Baseline year: 2019)

1.3. SET UP A SUSTAINABLE WASTE MANAGEMENT STRATEGY

Sustainable waste management is central to minimising the amount of solid waste sent to landfills, all while reducing our overall environmental footprint. Beyond environmental benefits, effective waste management practices lead to enhanced operational efficiency and cost savings in waste handling and transportation. By focusing on reducing waste, we strive to contribute positively to the communities we serve and the planet as a whole.

Reduce the amount of waste generated from our operations

To maintain and further strengthen our waste management strategy, we have implemented several key measures across our hotels:

- **Segregation at the source:** To ensure the most effective recycling, we have set up dedicated waste bins in public and back-of-house areas. These bins are organised by categories such as recyclables (paper, plastic, glass, and metal cans), organic waste (food scraps), and non-recyclables. This segregation ensures that each waste type is properly disposed of or recycled, reducing contamination and improving the quality of our recycling streams.
- **Comprehensive recycling program:** Our recycling program covers 10 standard materials, including glass, paper/cardboard, plastic, metal, used oil, batteries, bulbs, small e-waste, and buffet food remains. This program allows us to divert a significant portion of our waste from landfills and contribute to circular economies.
- **Sustainable purchasing:** As part of our commitment to sustainability, we have implemented reusable systems in our Bulk Shops for key products such as coffee, snacks, milk, and tea. These items are dispensed in glass jars, helping reduce single-use plastic waste while also supporting a more sustainable supply chain.
- **Waste reduction strategies:** We have introduced several initiatives designed to minimise waste generation across our operations. These include encouraging guests to reuse towels and linens, using hand dryers instead of paper towels in public restrooms, bottling water in-house, utilising refillable dispensers for bathroom amenities, and practicing portion control in restaurant menus. Additionally, we promote the use of refillable Dopper water bottles among guests, which further reduces disposable plastic waste.
- **Employee and client awareness programs:** To ensure that sustainability is a shared responsibility, we have implemented training programs for our employees and sensitisation campaigns for our clients. These initiatives are designed to raise awareness about waste reduction and recycling efforts, creating a culture of sustainability throughout our operations.
- **Waste generation and recycling tracking:** We track the volume of waste generated and the rates at which materials are recycled. This data allows us to monitor our progress and self-assess the effectiveness of our sustainability initiatives. By continually reviewing this information, we can adjust strategies to further improve our environmental impact.

Our waste recycling program was launched in early 2022, and we have partnered with a dedicated service provider to collect, weigh, and transport nine material categories from our hotels to certified recycling companies. Additionally, food waste from buffet leftovers is collected by animal breeders to be repurposed into animal feed, ensuring minimal waste is sent to landfills.

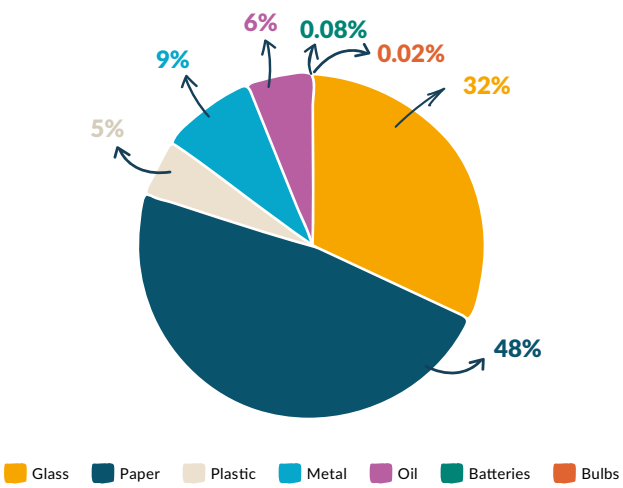
Through these measures, we are making meaningful strides in managing waste more responsibly, contributing to a circular economy, and reducing our environmental footprint. We remain committed to continuously refining our waste management practices to meet evolving sustainability standards and further our goal of creating a positive environmental legacy.

1.3.1. Amount of recyclable waste diverted from landfill

In the financial year 2023-2024, we achieved significant progress in our recycling efforts, with a total of **52,692 kg of waste recycled across our properties**. This reflects our ongoing commitment to sustainability and waste reduction.

FY 23-24	CDMA	FA	LA	PCBH	SA	TA	TRA	ZA
Glass (kg)	1,358	165	2,171	7,258	988	322	3,661	832
Paper/cardboard (kg)	199	1,191	6,709	2,246	5,006	3,561	195	6,312
Plastic (kg)	34	49	649	436	776	324	146.5	169
Metal (kg)	888	104	1,168	331	1,379	741	0	22
Oil (kg)	0	0	95	1,165	495	29	160	1,300
Batteries (kg)	16.5	0	15	8	3	0	0	0
Bulbs (kg)	0	0	0	15	0	0	0	0

1.3.2. Percentage of recyclable waste by category



Paper and Cardboard represent the largest category of recyclable waste, making up the bulk of our recycling efforts. This is largely due to the high volume of packaging boxes generated by various purchases made by our hotels. Many of these items, from food supplies to equipment deliveries, arrive in cardboard and paper packaging. By ensuring these materials are properly segregated and recycled, we help reduce the amount of paper waste that ends up in landfills, while also conserving valuable resources.

Glass waste is the second-largest recyclable material, driven by the substantial number of alcoholic beverages consumed across our properties. Many of the drinks served come in glass bottles, which are not subject to a deposit-return system in certain hotels. As a result, glass waste is a significant component of our recycling stream. Through dedicated collection and recycling efforts, we aim to maximize the reuse of glass and minimize its environmental impact.

Overall, the quantities of recycled paper/cardboard and glass reflect both the operational needs of our hotels and the steps we've taken to improve waste management practices. These materials, along with other recyclables, are diverted from landfills and sent to certified recycling facilities, where they can be repurposed into new products, reducing the demand for raw materials and conserving natural resources.

We are continuously working to improve our waste segregation practices, encourage further recycling efforts, and explore new opportunities for waste reduction across our properties. Our focus remains on fostering sustainability, enhancing operational efficiency, and reducing our environmental footprint for the long term.

Eliminate Single-Use plastic

In November 2020, our hotels set themselves a target: **to eliminate all single-use plastic from the guest experience.** From disposable straws to minibar wrappers, we've gone through our entire inventory with a fine-toothed comb!

- We removed more than **50 plastic items** from the guest experience[3].
- That's more than **3,600,000 individual items** per year across our 9 hotels.
- **1 million plastic bottles** avoided per year.
- But also more than **800,000 individual bags per year**.
- And more than **250,000 individual items per year** (shampoo, shower gel, etc) in rooms!

Over
50 Plastic
related items removed from guest experience



Bulk shop

To support our commitment to eliminating single-use plastics, we introduced the Bulk Shop as a practical and sustainable alternative to traditional minibars. Instead of finding individually packaged items, guests are invited to help themselves to essentials like tea, coffee, sugar, milk, and snacks—offered in bulk to avoid unnecessary packaging.



Dopper bottles

Each guest receives a reusable Dopper bottle on arrival, with refill stations available throughout the hotel. It's a simple way to reduce single-use plastic water bottles while encouraging more sustainable habits—both during their stay and beyond.

[3]*KPI 1.3.3. Number of Single-Use plastic items eliminated from the guest experience*

1.4. PROMOTE ENVIRONMENTAL ADVOCACY

Guest engagement on sustainability

We recognize the importance of engaging and empowering our guests to become active participants in our sustainability journey. Through continuous communication, we aim not only to minimize our impact but also to foster greater awareness and inspire positive action beyond their stay with us.

1.4.1. Guest awareness of sustainable commitments

Through our post-stay surveys, we seek to measure guest awareness of our sustainable practices and their willingness to engage with our initiatives. Guests are invited to share their observations regarding our sustainability commitments during their stay, allowing us to assess the visibility, impact, and overall effectiveness of our actions. This feedback is essential for identifying both our strengths and areas for improvement, helping us continuously enhance our sustainability journey.



FY 23-24	CDMA	FA	LA	SA	TA	TRA	ZA	PCBH
Number of responses	898	495	1,303	808	589	1,696	1,507	356
Rating on 5	4.36	4.44	4.41	4.64	4.41	4.28	4.37	4.47



1.4.2. Miray Lespwar tie rate

One distinctive aspect of our environmental advocacy program is the “Wall of Hope” initiative, locally known as Miray Lespwar. This symbolic gesture invites guests to tie upcycled fishing cord to our Wall of Hope, signifying their commitment to the preservation of the environment, supporting local economy and taking care of the local community. By physically participating in this ritual, guests become active agents of change, symbolically contributing to the collective effort to protect our planet’s biodiversity and ecosystems.

FY 23-24	CDMA	FA	LA	SA	TA	TRA	ZA
Number of responses	878	487	1,277	798	567	1,665	1,472
Yes (%)	9.79%	10.68%	23.65%	28.07%	12.17%	5.11%	5.98%
No (%)	90.21%	89.32%	76.35%	71.93%	87.83%	94.89%	94.02%

Employee engagement on sustainability

We believe that true sustainability starts from within. Engaging and empowering our employees — or Family Members, as we call them — is a fundamental part of our journey towards creating meaningful, long-term impact.

Through training and awareness initiatives, we aim to strengthen sustainability knowledge, foster environmental stewardship, and encourage every Family Member to become an active contributor to our collective goals.

1.4.3. Training linked to sustainability

In FY 23-24, a total of 321.6 hours of sustainability-related training were delivered across the group. This reflects Attitude's ongoing commitment to embedding sustainability into the core of its operations through consistent team education and engagement.

The flagship training is the "Purpose & Culture" training, which introduces new and existing Family Members to Attitude's purpose and sustainability initiatives — from our commitment to environment, local economy and local community, to how we bring positive impact to life through everyday actions.

In addition to this, specific training was conducted on waste sorting, our brand experiences, and carbon analytics — reinforcing practical ways to act sustainably within each hotel department.

FY 23-24	CDMA	FA	LA	SA	TA	TRA	ZA	PCBH
Total sustainability training hours	37.5	15.6	45	34	18.6	64	57.9	49
Number of participants it represents	125	52	238	193	62	406	193	147

1.4.4. Number of Family Members who participated in the Climate Fresk workshop

As part of our commitment to sustainability and to empower our staff in their engagement with climate action, we introduced internally the Climate Fresk workshop, translated in Mauritian Creole. This initiative is designed to educate and raise awareness about global climate change issues via a card-based 3-hour workshop that summarises the IPCC climate report in a fun and interactive group activity. Created by Cedric Ringenbach, a French lecturer in energy and climate, in 2018, the workshop was developed to address the widespread lack of understanding about the connection between our actions and the impact on the world's climate.



At Attitude Hotels, we were committed to contributing to the staff awareness of climate change and set an ambitious target of having 200 staff members participate in the Climate Fresk workshops by June 2024. We are proud to announce that we engaged 202 Family Members[4] by the deadline across all hotels. This achievement reflects our collective effort to foster greater environmental consciousness within our team, and we are excited to continue these efforts as part of our ongoing commitment to sustainability.

[4]*KPI: 1.4.4. Number of Family Members who participated in the Climate Fresk workshop*

1.5. CONSERVATION OF BIODIVERSITY

Reduce the use of chemicals

Sunscreens are often overlooked as pollutants, yet many chemical-based formulas have a damaging impact on marine life. It is estimated that over 14,000 tons of sunscreen enter the ocean every year, harming coral reefs and disrupting their natural regeneration. Some chemicals contribute to coral bleaching, threatening the rich biodiversity of our lagoons.

Free mineral sunscreen available in all hotels

To address this issue, we partnered with TriArkad, a local supplier, to develop our own natural, mineral-based sunscreen—free from harmful ingredients. This sunscreen is available for free to all guests in our hotels. The bottles are made from recycled plastic and are part of a deposit system with the supplier, encouraging reuse and reducing single-use waste.







Local all the way



Tourism can be a powerful engine for economic growth and development. This is certainly the case in Mauritius, where in 2023 the sector accounted for 9.0 % of GDP with 1,295,410 tourist arrivals (EDBM, 2024). Nonetheless, the economic advantages of tourism don't always stay within the economy of a destination or benefit locals. In Mauritius, it's estimated that this "leakage" that occurs when tourism spendings flow out to other countries, takes 80% of tourist income out of the country. Attitude tackles this challenge by sourcing locally and investing directly into the local economy.

By strengthening local supply chains and supporting small entrepreneurs and artisans, Attitude aims to boost incomes that extend well beyond the hotel gates. The goal is to create a positive multiplier effect—one that allows revenue to trickle down through the economy, benefiting not only those directly employed in tourism but the entire community. In Mauritius, one in eight people is directly employed in the tourism sector, underscoring just how many livelihoods depend on hotels and related services (UNDP, 2023). This makes it essential for the industry to adopt responsible employment practices that prioritise fair working conditions and offer career development opportunities.

2.1. ENHANCING THE LOCAL CULTURE

Our identity is rooted in the local. It's only logical, we should do everything in our power to support and integrate it into every decision we make. That's why we give priority to local partnerships, support local events and promote local artists.

Encourage our guests to explore and discover the local culture

Our Otentik Experiences were launched in 2012 to encourage our guests to meet the locals, discover our island's cultural facets and feel the authenticity of Mauritius through various experiences, such as our culinary traditions, local dance and music, Mauritian craftsmanship, Mauritian convivial culture, and an app to discover the real Mauritius.

Wherever our hotels are, you'll find our signature moves. And as we set sail beyond Mauritius for the first time in November 2025, you can expect our experiences to be deeply rooted in the local know-how, culture, and creativity that make each destination unique.

Otentik Bazar

Otentik Bazar is a space within our hotels dedicated to showcasing the work of local artisans and entrepreneurs. We are partnering with My pop up store Mauritius to ensure that local craftsmanship and know-how are even more featured in each Otentik Bazar of Attitude Hotels.

My Pop Up Store is a collaborative platform of Mauritian designers. This great team works with us to develop unique upcoming collections for our shops. By integrating this initiative into our guest experience, we actively promote local craftsmanship and contribute to the development of the local economy and community.

3% of each purchase goes to the Attitude Foundation which in its turn supports environmental and social projects.







Otentik Dinner

Through the Otentik Dinner, some of our Family Members open their homes to share a traditional Mauritian meal with our guests. This programme fosters authentic cultural exchange, promotes inclusive tourism, and provides supplementary income to participating employees. Each dinner offers a unique experience, rooted in local traditions and home-cooked cuisine, reinforcing our commitment to community engagement and cultural preservation.



Otentik Discovery

The Otentik Discovery, created by the Attitude team, is a free app designed to help travellers explore Mauritius in an authentic and responsible way. It highlights lesser-known beaches, remote villages, and scenic routes through sugar cane fields, encouraging slow and mindful travel. By promoting off-the-beaten-path exploration, the app promotes cultural appreciation while supporting local communities beyond traditional tourist zones.





Otentik Fooding

Otentik Fooding celebrates Mauritius' rich multicultural heritage through its diverse culinary influences, blending Indian, Chinese, European and African flavours. This initiative promotes authentic local cuisine through our signature food outlets TABA-j and Kot Nou, as well as cooking lessons with one of our chefs.

We source all of our food locally, unless it cannot be produced on the island. This supports local jobs and traditional recipes, creates a lower carbon footprint and ensures the freshest and juiciest flavours.

Otentik Music

Mauritius is home to a rich blend of ethnicities, languages, and traditions, making it a uniquely vibrant cultural destination. At Attitude Hotels, we celebrate this diversity by showcasing the island's musical heritage and supporting local talent.

Weekly Sega performances and traditional instrument lessons proposed to our guests help preserve and share Mauritian cultural traditions. At the same time, we provide a platform for emerging local artists and bands, contributing to the promotion of contemporary Mauritian music and creative industries.





Our Otentik experiences are designed to connect guests with the authenticity of Mauritius — its people, culture, cuisine, and traditions — while promoting responsible and locally rooted tourism. To measure the reach and impact of these offerings, we use feedback gathered from post-stay surveys.

2.1.1. Guests' awareness of our Otentik experiences

	CDMA	FA	LA	SA	TA	TRA	ZA	GROUP LEVEL
FY 23-24	43.67%	47.49%	48.27%	65.85%	51.69%	38.60%	40.90%	47.68%

2.1.2. Participation in the Otentik Experiences[1]

	CDMA	FA	LA	SA	TA	TRA	ZA	GROUP LEVEL
Otentik Dinner	17.89%	12.66%	3.92%	24.67%	10.81%	2.19%	3.67%	10%
Otentik Bazar	21.34%	22.71%	19.93%	34.84%	26.01%	18.13%	23.21%	23.42%
Otentik Music	14.02%	23.14%	18.63%	25.05%	19.59%	11.88%	14.36%	17.33%
Otentik Fooding	9.76%	11.79%	16.34%	29.19%	14.19%	10.78%	10.85%	14.89%
Otentik Discovery	7.32%	7.42%	9.64%	7.16%	7.77%	5.78%	5.51%	7.15%

Preserving traditional Mauritian craftsmanship

At Attitude, we make it a point to include locally made furniture and decorations in our hotels that reflect the island's identity. And we want to take this commitment further.

To better understand the state of traditional crafts in Mauritius, we partnered with cultural consultant Gabrielle Dalais to lead an in-depth study. The aim was to explore which skills are still alive, which are at risk of disappearing, and how we could support the artisans behind them through respectful, long-term collaboration.

The findings were clear: many traditional crafts are fading. There's little documentation, limited transmission, and only a small number of artisans still practising these skills today.

The study helped map out endangered or forgotten professions and traditional skills and included field visits across the island to meet local craftspeople. It also identified potential artisans we could collaborate with in the next phase of the project.

The idea is to co-create meaningful objects with these artisans—pieces that honour their stories and heritage, while being truly useful within our hotels. It's not about nostalgia, but about keeping local craft alive, relevant, and valued.

This is one of the ways we help bring Mauritian culture to life—through thoughtful actions rooted in human connection.

[1] *Data obtained from the number of respondents from our post-survey*

2.1. AMPLIFY THE CONTRIBUTION TO THE LOCAL ECONOMY

Increase the share of local purchases

Supporting the local economy is an essential part of our commitment to sustainable tourism. By prioritising local suppliers and artisans, we aim to strengthen economic resilience, preserve traditional know-how, and generate positive ripple effects across Mauritian communities. Our procurement practices focus on favouring local sourcing, building long-term partnerships, and supporting small businesses—whether through financial opportunities, collaboration on sustainable solutions, or knowledge-sharing.

Made in Moris

We believe in keeping our supply chains as local as possible—both to support local businesses and to reduce our environmental footprint. In FY 23–24, 53.2% of our food and beverage procurement came from Made in Moris certified suppliers—up from 52.4% the previous year. This reflects our continued effort to collaborate with Mauritian producers who share our values in terms of quality, authenticity, and sustainability.

Our target is clear, to maintain a local sourcing rate above 50% across all categories, with a strong emphasis on certified and ethical suppliers.

2.1.1. Percentage of local F&B suppliers labelled 'Made in Moris'

	CDMA	FA	LA	SA	TA	TRA	ZA	PCBH	GROUP LEVEL
FY 22-23	49.8%	45.6%	63.3%	47.7%	53.5%	53.2%	56.7%	39.8%	52.40%
FY 23-24	51.6%	42.7%	60.7%	46.2%	54.1%	53.4%	61.3%	40.9%	53.2%

Renovations

This commitment also extends beyond F&B. From construction materials to decorative items and amenities, our procurement teams consistently prioritize local options when available, ensuring that more economic value remains within the island.

Whenever we renovate our hotels, we take the opportunity to work with Mauritian craftsmen, contractors, and suppliers. This approach ensures that the economic value generated by our investments remains within the local economy. For example, in the recent renovation of the common areas at The Ravenala Attitude—including the Beach Bar, Beach Lounge, Pool Bar, Lime Restaurant, Balcony Bar, and Reception—84% of the manufacturing was carried out by Mauritian companies.[2]

84%

of manufacturing in the latest renovation was done by Mauritian companies







[2] *KPI 2.2.2. Percentage of local furniture and decoration in the last refurbishment / renovation work*

Local artisans

Our Otentik Bazar remains a powerful platform to promote and support Mauritian creativity. **In FY 23–24, 70 local brands were showcased across our hotels**[3], bringing handcrafted goods and authentic stories directly to our guests. These partnerships help provide a stable income to small businesses while allowing guests to purchase souvenirs with a positive impact.

Each Otentik Bazar is curated with care in partnership with My Pop-Up Store, ensuring that all products are locally made, and reflect the island's vibrant identity.



Top'O Sorbe

Attitude Hotels initiated a unique partnership with Top'O Sorbe, a Mauritian artisan brand creating delicious, locally inspired popsicles. The objective? Replace imported ice cream brands packaged in plastic with a local alternative—better for the planet, and better for the community.

Recognising the potential of this local brand, we initiated a collaboration that extended beyond product sourcing. Together, we co-developed a cardboard packaging solution to eliminate plastic wrapping, offering a more sustainable and visually appealing presentation of the product. To support TOPO Sorbet in this transition, we provided a financial loan to fund the production of their first batch of eco-friendly packaging. At the same time, we facilitated a partnership with another of our suppliers to help in the distribution across our hotels.

This initiative not only aligns with our waste reduction goals but also reflects our commitment to nurturing local entrepreneurship and building long-term, value-driven supplier relationships. TOPO Sorbet is now proudly featured in our hotels—offering guests a refreshing, locally made treat that embodies the values of collaboration, sustainability, and community impact.



[3] *KPI 2.2.3. Number of local artisans who sold their products in Otentik Bazar*

Greenwave Innovation Challenge

We proudly supported the Greenwave Innovation Challenge, an initiative led by La Turbine, a local incubator dedicated to fostering impactful entrepreneurship.

The GreenWave Innovation Challenge is designed to support startups and entrepreneurs developing sustainable solutions in key sectors such as agriculture, tourism, and circular transformation. The program includes a bootcamp that offers participants access to expert coaching, networking opportunities, and potential investor connections. It's aimed at accelerating business growth and fostering innovation within the Mauritian and Indian Ocean regions.

Through Otentik Investments Ltd, our investment company, we contributed Rs 200,000 to support this impactful initiative. In addition to financial support, we share our time, experience, and operational insights—ensuring that promising ideas don't remain on paper, but grow into real, tangible solutions.







People first



Well-managed tourism can empower local communities – providing jobs, supporting education, and fostering pride in local culture – while also helping to safeguard intangible cultural heritage by channeling revenue into its preservation (UNWTO, 2012). Attitude puts this principle into practice through its community programs and the Attitude Foundation. For example, the company sponsors “Konpoz to Lamizik,” a national music contest that discovers and mentors young Mauritian musicians, thereby investing in local talent and cultural vitality. Similarly, Attitude provides support to local schools, sports clubs, and environmental education (for instance, via its Marine Discovery Centre), demonstrating a broad commitment to community well-being beyond its hotels. By promoting volunteerism, youth training, and grassroots projects, the company helps strengthen social inclusion and build community capacity. These initiatives align with the view that tourism should improve local quality of life and not just profit, and they foster a positive relationship between residents and the tourism industry. Research shows that community support and participation are crucial for the long-term sustainability of tourism (Lo & Janta, 2020), as engaged communities are more likely to champion and protect local tourism assets. Ultimately, Attitude’s community-centered approach reflects global best practices that see tourism as a vehicle for social development – one that celebrates local identity, nurtures human capital, and leaves a lasting positive legacy in the destinations it serves.

3.1. MAINTAIN A SAFE AND HEALTHY WORKING ENVIRONMENT

As an employer brand, Attitude is defined by the experience we offer to our Family Members — the way we care, support, and empower them. It reflects the culture we cultivate every day: one that values authenticity, inclusion, and personal development. As a workplace, we build on the experiences of those who make unforgettable holidays happen for our guests.

Employee satisfaction survey

Listening to our Family Members is at the heart of our People First approach. To continuously enhance the experience we offer as an employer, we conduct an annual employee satisfaction survey known as Ki Manier. This survey, carried out in collaboration with Great Place To Work, gives every Family Member the opportunity to share their voice openly and anonymously. It helps us assess how well we're doing in creating a positive work environment — and where we can do better.

The results of Ki Manier guide our actions throughout the year, from improving internal communication and recognition to supporting well-being and personal development. More than just a measurement tool, it reflects our deep commitment to cultivating a workplace where everyone feels valued, heard, and empowered to grow.

In 2024, we were certified **Great Place To Work** for the seventh consecutive year — a recognition of the tangible efforts we've made to enhance the well-being of our Family Members. This includes training and career development, free health check-ups, benefits in kind, profit-sharing, and more — all built on a foundation of respect for diversity and a desire to challenge the status quo.

We were also named the **#1 Best Workplace** in Mauritius in the "more than 250 employees" category for the third consecutive year — a clear testament to our continued commitment to creating a workplace where people truly matter.



3.1.1. Participation rate for the label 'Great Place to Work' at group level

Participation in the Great Place to Work survey continued to grow across the group, with 1,391 respondents in FY 23–24 compared to 1,276 the previous year. This represents a participation rate of 95%, up from 91%, showing strong employee engagement in the feedback process.

	FY 22-23	FY 23-24
Number of respondents	1,276	1,391
Participation rate	91%	95%

3.1.2. Score obtained for the label 'Great Place To Work'

The group-level score improved significantly from 85% in FY 22–23 to 90% in FY 23–24, reflecting continuous efforts to enhance the employee experience across our hotels and head office.

	CDMA	FA	HO	LA	PCBH	SA	TA	TRA	ZA	GROUP LEVEL
FY 22-23	85%	99%	86%	77%	91%	98%	94%	82%	73%	85%
FY 23-24	90%	99%	84%	92%	88%	97%	91%	85%	84%	90%

Vincent Desvaux de Marigny, the group's CEO at Great Talks #3

As part of the third edition of Great Talks, held on 7th September 2023 and themed "Employer Brand and HR Marketing", Vincent Desvaux de Marigny, CEO of Attitude, was invited to share his perspective alongside other industry leaders.

The roundtable focused on the evolving expectations of today's talent — where salary and job security are no longer the only deciding factors. Candidates now seek purpose, values, and a sense of belonging. The discussion highlighted how employer branding must reflect the full employee journey: attracting the right candidates through a company's culture and values, retaining them by fostering a meaningful employee experience, and turning current and even former employees into brand ambassadors.

Vincent shared how, over the past 15 years, Attitude has carved out a space in a competitive hospitality landscape — not through flashy campaigns, but through consistency and authenticity. At the heart of this success is a clear strategy anchored in one of our core pillars: People First. He emphasized the importance of treating Family Members as true stakeholders in the company's growth, underpinned by rigorous processes, data-informed decisions through regular employee surveys, and above all, a deep commitment to trust and care.



Family Members benefits

In line with our People First commitment, we've implemented a wide range of benefits designed to enhance the well-being, satisfaction, and overall quality of life of our teams. These initiatives reflect our long-standing belief that investing in our people is key to long-term success.



MARI TOP Programme

MARI TOP is our internal recognition programme, celebrating Family Members who consistently demonstrate outstanding behaviour aligned with the PPTS (Personal Progress Team Success) values. This initiative helps foster a culture of appreciation and continuous improvement.

T Transparent

O On Brand and On the Spot

P Personal Progress Team Success

3.1.3. Number of Mari Top cards given

	GROUP LEVEL
FY 22-23	3,336
FY 23-24	5,117

Long Service Award

To honour loyalty and dedication, we celebrate all full-time and part-time Family Members who have completed at least five years of continuous service. It's our way of saying thank you for being part of the journey.

3.1.4. Number of FMs having received Long service award

	GROUP LEVEL
FY 22-23	99
FY 23-24	110

Profit Sharing Scheme (PSS)

Our Profit Sharing Scheme reflects our belief in collective success. A portion of the gross operating profit is distributed among employees, reinforcing the idea that when the business thrives, everyone shares in the achievement.

3.1.5. Profit Sharing Scheme rate per hotel

	CDMA	FA	HO	LA	PCBH	SA	TA	TRA	ZA
FY 23-24	1.75	1.5	1.75	1.75	1.75	1.75	1.5	1.5	1.5

Zenfan Lakaz Policy

The Zenfan Lakaz policy offers Family Members and their immediate families exclusive discounts on hotel stays and food & beverage consumption — allowing them to enjoy the Attitude experience they help create every day.

3.1.6. Number of Room Nights given under Zenfan Lakaz benefit

	CDMA	FA	HO	LA	PCBH	SA	TA	TRA	ZA	GROUP LEVEL
FY 23-24	28	45	266	140	129	311	56	86	198	1259

Wellness Month

Each year, we dedicate a full month to promoting health and wellness at work. Throughout the month, we offer a wide range of health checks and wellness activities, including eye screenings, blood tests, and blood donation drives. We also create space for inspiring talks, Tai Chi sessions, guided hikes, corporate spa massages, and other experiences that encourage a balanced and healthy lifestyle.



Ensure the Health & Safety of our Family Members

The safety and well-being of our Family Members is a top priority at Attitude. We are committed to maintaining a safe and healthy working environment through a structured and proactive Health & Safety (H&S) management system, implemented across all levels of the organisation.

Health & Safety managed at both corporate and hotel levels

At the corporate level, our Risk and Compliance Division oversees both H&S and food safety. The team includes registered Health & Safety Officers and Food Safety Officers, who provide technical guidance and ensure compliance across all hotel operations. This team is also responsible for developing and maintaining our group-wide Health & Safety Management System (HSM) and providing strategic support.

At the hotel level, each hotel has its own H&S Committee, chaired by the General Manager. These committees meet every two months and are supported by a dedicated H&S Officer, who acts as a technical advisor to ensure proper implementation of safety standards on the ground.

Key measures to prevent workplace accidents and injuries

To prevent accidents and protect our Family Members, we have implemented a robust set of measures, which include:

- **Risk assessments:** Identifying and mitigating potential hazards in the workplace.
- **Induction & training:** Regular training sessions for new and existing Family Members to ensure safety protocols are understood and followed.
- **Emergency preparedness plans:** Clearly defined response plans for various scenarios such as fires, spills, pandemics (e.g., COVID-19), and bomb threats.
- **Fire prevention and protection systems:** Installation and maintenance of fire alarms, extinguishers, and evacuation plans.
- **Electrical safety checks:** Regular inspections and surveys to ensure all equipment is safe and compliant.
- **Machinery and work equipment safety:** Permit-to-work systems are used to assess the safety of tools and machinery such as ladders, compressors, and other technical equipment.
- **Chemical safety:** Safe handling, storage, and use of solvents and cleaning chemicals to prevent health risks.
- **Standard Operating Procedures (SOPs):** Detailed documentation to guide safe practices across operations.
- **Supplier audits:** Ongoing assessments of food suppliers to ensure food safety compliance.
- **Monitoring & measurement systems:** Internal audits are regularly conducted to measure H&S performance and ensure continuous improvement.
- **Contractor control:** Stringent protocols to monitor and manage the safety practices of third-party contractors working on-site.

These measures are part of a dynamic system that evolves to meet emerging risks and regulatory requirements, ensuring our teams feel protected and confident in their daily work environment.

3.1.7. Number of work related injuries

FY 23-24	CDMA	FA	LA	PCBH	SA	TA	TRA	ZA	GROUP LEVEL
First aid provided	9	0	20	2	3	1	22	7	64
Injury leave	3	0	4	2	3	1	26	8	47
Reportable	1	1	0	0	0	0	0	0	2
Total accidents	13	1	24	4	6	2	48	15	113

3.1.8. Training hours linked to Health & Safety

FY 23-24	CDMA	FA	LA	PCBH	SA	TA	TRA	ZA
Hours	15.5	14	20	30	18	11	25	27
Number of FMs	10	12	15	18	13	9	16	14

3.2. TO PROVIDE A FAIR AND EQUITABLE ENVIRONMENT FOR ALL FMS

Fairness and inclusivity are essential pillars of our People First commitment. We believe that a truly sustainable business is one where every Family Member — regardless of gender — feels respected, empowered, and supported in their personal and professional growth.

Promoting gender equality

At Attitude, gender equality is not just a goal—it's a continuous commitment to fairness, inclusivity, and shared opportunity. We believe that every Family Member, regardless of gender, should have equal access to growth, leadership, and recognition. Creating a workplace where everyone can thrive means embedding gender equity into the very fabric of our culture and decision-making.

To guide this commitment, we established a dedicated Diversity, Equity & Inclusion (DEI) Committee, bringing together voices from across the group to lead strategic actions, monitor progress, and ensure accountability. This committee actively engages in raising awareness, reviewing internal practices, and championing inclusive leadership at every level of the organisation.

28.2%
of our managerial positions are women

39%
of our Family Members identifying as women

3.2.1. Percentage of female employees at group level

The gender representation figures remained relatively stable between FY 22–23 and FY 23–24. Women represented 39% of total employees across the group in both years.

At the managerial level, women made up 28.2% of the workforce in FY 23–24, compared to 29% the previous year. This slight decrease highlights the importance of continuing efforts to promote gender balance in leadership roles.

At the executive level, women accounted for 11.1% of positions across both 2022 and 2023. While progress remains gradual, these figures serve as a baseline for future improvement in promoting gender equity at all levels of the organisation.

	FY 22-23	FY 23-24
% of female employees at group level	39%	39%
% of female employees at managerial level	29%	28.2%
% of female employees at executive level	11.1%	11.1%

3.2.2. Number of hours of training done on gender stereotype

Breaking down gender stereotypes is key to building a fair and inclusive work culture. In FY 23–24, we trained 114 Family Members about gender bias and promoting respectful, inclusive behaviours in the workplace. These sessions help challenge unconscious bias, foster dialogue, and support a culture of equality at every level.

	FY 23-24
Number of hours of training	21
Number of Family Members	114

Breaking barriers to employment

We believe that every individual deserves a fair chance to build a meaningful future, regardless of their background or life circumstances. We are especially committed to supporting young people who face socio-economic vulnerabilities and barriers to employment.

In Mauritius, individuals under the age of 25 are among the most affected by unemployment and exclusion from the job market. At Attitude, we see this not as a challenge, but as a call to action. We aim to build early and positive connections with young people before they risk disengagement from education or employment. While we understand that it may not always be easy to work with those already facing social hardships, we have consciously and courageously chosen to be part of the solution.

Through partnerships with NGOs located around our hotels, we have begun actively engaging with youth in the north and east of the island. Presentations led by our hotel teams at institutions such as Maison Familiale Rurale de l'Est (by Sunrise Attitude) and Maison Familiale Rurale du Nord (by Head Office for The Ravenala Attitude, Lagoon Attitude, and Zilwa Attitude) are designed to inspire and empower. These sessions highlight career possibilities within the hospitality industry and serve as a bridge between young talent and meaningful opportunity. We are proud to have formalised these relationships through signed agreements with both MFR centres.

Our commitment to inclusive employment also extends to people with disabilities. In partnership with Inclusion M, we have welcomed five team members with intellectual disabilities into our hotels—creating not only jobs, but inclusive environments where everyone feels valued and supported.

Safeguarding children rights

Attitude is committed to respecting and promoting the rights of children, including protection from sexual exploitation of children and adolescents in tourism, protection from child labour and trafficking. According to the Child Protection Act 30 of Mauritius, a child means any unmarried person under the age of 18.

The Management of our hotels educates Family Members in child protection, providing training on how to spot children at risk and protect them from Family Members, guests, contractors, visitors, and suppliers against the following types of abuses:

- Ill-treatment, physical abuse, verbal abuse and emotional abuse
- Sexual offences and indecent photographs of children
- Abandonment of a child
- Abducting a child
- Child trafficking
- Selling or serving any liquor, rum, any compounded spirits, or tobacco to a child

Emphasis is put on the reporting process, which is as follows: Family Members report immediately any suspected case of child abuse to their supervisor, to trigger the transmission of information to the responsible persons (General Manager, Chief Security Officer, Risk Compliance Manager, Head of Departments).

This allows the management team to be on alert and intervene if needed to protect the child. Upon confirmation of the case, the Chief Security Officer reports to the Local Authorities (Police,

Child Protection Unit and other concerned bodies depending on the case). The Chief Security Officer is assigned the responsibility to keep the child under protection until the arrival of the Local Authorities. The Chief Security Officer and Management assist the Local Authorities during their enquiry. After enquiry, the Local Authorities are responsible to take appropriate actions.

The Management reserves the right to terminate a contract of any person who is unsuitable to work with children or for any reason that may put children at risk.

We focus on bringing the local community to collaborate in building a long-term protective environment for children in the communities where we work. We ensure that every member of our staff knows the Child's Right and Protection Policy and knows how to react in a case of child abuse.

We encourage our guests, staff and visitors to report their own concerns about child exploitation and abuse to the Child Development Unit on 113

3.3. ENCOURAGE CAREER DEVELOPMENT AND TRAINING OF OUR FAMILY MEMBERS

At Attitude, we believe in growing from within. Supporting the professional development of our Family Members is not only part of our responsibility as an employer — it's a key driver of our success. By encouraging career mobility and providing ongoing training, we help our teams reach their full potential.

Support the progress of our Family Members

Our approach to career management is built on trust, transparency, and opportunity. We want our Family Members to feel empowered to grow — whether by learning new skills, exploring new departments, or stepping into leadership roles. Through structured development pathways, mentoring, and internal promotion opportunities, we aim to make each career journey meaningful and rewarding.

3.3.1. Percentage of FMs getting an internal promotion within the group

In FY 23–24, **5.9% of our Family Members were promoted internally**. While there is still room for progress, this figure reflects our ongoing efforts to support career development and recognise talent across the group. We continue to create pathways for growth, regardless of background or entry point.

Provide our Family Members with training

Learning is a cornerstone of our People First philosophy. Whether through technical upskilling, soft skills training, or values-based sessions, we ensure that our Family Members are equipped to grow both personally and professionally.

3.3.2. Total training hours

In FY 23–24, we delivered a total of 706.79 training hours, compared to 665.10 hours last year, across the group. From induction programmes to leadership coaching and sustainability awareness, our training calendar is designed to be inclusive, practical, and aligned with the evolving needs of our teams and the industry.

706.79 **training hours in the financial year 2023-2024**

	CDMA	FA	LA	SA	TA	TRA	ZA	PCBH	HO
FY 23-24 (in hours)	75.36	80.98	84.18	75.27	56.95	106.99	100.92	108.74	17.4

3.4. SUPPORTING PROJECTS IN THE LOCAL COMMUNITY

Engage in community initiatives

Across our hotels, 2023/2024 was marked by a rich variety of sustainability actions led by our Family Members (FMs), communities, and guests. Instead of acting in silos, our hotels mobilised around shared environmental, social, and educational goals, tailored to the realities of each location. Some examples of actions undertaken:



Environmental initiatives

From beach clean-ups to local reforestation efforts, our teams actively participated in protecting Mauritius' natural ecosystems.



Community engagement

Our hotels served as bridges between hospitality and the wider community, especially through support for schools, local councils, NGOs, and vulnerable groups.



Education and youth empowerment

We believe that learning and sharing are powerful tools for impact. Whether it's marine ecology or career discovery, we welcomed young people into our world of sustainable tourism.

Foster dialogue and awareness on topic that matters

Talk Series: A platform for meaningful conversations

At Attitude, sustainability goes beyond operations — it's also about ideas, conversations, and collective reflection. That's why we created the **Talk Series**, a space dedicated to **inspiring dialogue** on the issues that shape our society, economy, and environment. Through these events, we aim to amplify voices, challenge norms, and explore how businesses — including ours — can be drivers of positive change.

Each edition brings together **thought leaders, creatives, entrepreneurs, and change-makers**, offering diverse perspectives rooted in the Mauritian context and beyond. So far, we've tackled themes such as:

- The role of tourism in supporting local economies
- Women entrepreneurship and inclusive development
- The future of work in a changing world
- Cultural identity and creative expression in Mauritius



talk SERIES by attitude #5

Pushing the Boundaries

The Cultural Scene in Mauritius: Challenges and Ambitions

The **5th edition**, held at the **House of Digital Art**, focused on: **"Pushing the Boundaries – The Cultural Scene in Mauritius: Challenges and Ambitions."**

Eight leading voices from Mauritius and Réunion Island's cultural and creative sectors shared their insights on what it means to make a living from art, build cultural institutions, and nurture creativity in our region. The discussion explored the key steps behind launching festivals, filling cinemas, and creating spaces for expression — while also addressing the obstacles artists face and the dreams that drive them.

By facilitating these dialogues, the Talk Series has become a cornerstone of our sustainability approach — a space where **bold ideas, local experiences, and collective reflection** converge to help build more engaged and resilient communities.

Attitude Foundation Report

Introduction

Since 2014, the Green Attitude Foundation - now rebranded as the **Attitude Foundation -** has been committed to protecting our marine and coastal environment, celebrating Mauritian culture, and uplifting the local community — thanks to generous contributions like yours, alongside the support of our partners and collaborators.

The Attitude Foundation is financed through:

- A contribution of Rs 200 per adult at the time of check-out
- 1% of the amount from bookings made directly on our website
- 3% of sales generated at our Otentik Bazar boutiques
- 5% of skincare product sales at our POZ spas
- CSR funds and other donations
- Funding through regional partnerships and external grants

These funds are reinvested into projects that align with our vision of a more sustainable and inclusive Mauritius. Among the flagship initiatives supported by the Attitude Foundation are:

1. The Marine Discovery Centre, which fosters marine conservation through education and research
2. Konpoz to Lamizik, a cultural program nurtures young local talent in music

Through the Attitude Foundation, we continue to build bridges between tourism, environment, and community — ensuring that every stay contributes to something greater.

Mesuring our impact

In FY 2023/24, the Attitude Foundation invested a total of **Rs 4,993,6211**[1] across **21**[2] environmental, cultural, and social projects — with 70% of the funds generated through guest contributions and 30% from additional sources such as our direct sales, spa retail product sales, and CSR funds. This investment reflects our belief that every rupee can help build a more sustainable, inclusive, and vibrant Mauritius.

[1] *KPI 3.5.3. Total amount invested in environmental, social and cultural projects*
[2] *KPI 3.5.4. Number of sponsored projects (environmental, social & cultural) by Attitude Foundation*

Marine Discovery Centre



The Marine Discovery Centre, situated at Lagoon Attitude Hotel, contributes to the exploration and conservation of the marine and coastal ecosystems through a range of impactful awareness-raising, educational, and scientific research activities led by its passionate team of marine biologists and educators. They carry out these projects in collaboration with local and regional partners via the Attitude Foundation.

The Marine Discovery Centre's strategy is to become a regional reference in marine and coastal ecosystem conservation - an interactive, inclusive, open-for-all hub for education, research, and sustainable tourism, strengthened by strategic partnerships, involvement of Attitude's guests, and participation of school children and local community.

Citizen science (also called participatory science) invites community members to help collect and sometimes analyse scientific data to advance knowledge. Usually part of collaborative projects led by professional scientists, it requires no specific qualifications - anyone can contribute in their own time, pace, and capacity to research and conservation, creating a greater collective impact.

Examples of data collection areas:

- Whale spotting and photo identification – contributing to research on population size, behaviour patterns, migration routes, and more
- Sea turtle abundance surveys and photo identification – providing crucial data for species protection
- Coral and fish biodiversity monitoring – improving understanding of reef ecosystem health, the roles of corals and fish

1.5.1. Total number of visitors at the Marine Discovery Centre

	FY 22-23	FY 23-24
Visitors	2,891	3,623
(of which children from schools)	436	606

1.5.2. Training on marine & coastal environment

	FY 22-23	FY 23-24
Total number of Family Members trained (excl. boat house)	104	322
Total number of diving centers & boat house trained (including FMs of boat house)	9	16

Partnerships

Strategic partnerships are at the heart of the Attitude Foundation's mission to advance marine conservation and environmental education. Over the past year, we have strengthened collaborations with several renowned organisations across the Indian Ocean. In **Reunion Island**, we work closely with **Globice**, an NGO dedicated to cetacean research and conservation, and with **Kélonia**, a leading observatory and care centre focused on sea turtles that combines scientific research, education, and rehabilitation. Our engagement also includes the **Centre d'Étude et de Découverte des Tortues Marines (CEDTM)**, whose expertise in sea turtle habitats and migration patterns supports regional knowledge-sharing and protection strategies.

Beyond Reunion Island, our partnership with the **Wildlife Conservation Society (WCS)** — a globally recognised organisation headquartered in New York — connects our local efforts to a broader network of conservation initiatives. With the **Western Indian Ocean** designated as one of its 14 priority regions, WCS brings valuable insights into ecosystem preservation, species protection, and community-based conservation.

Locally, we continue to collaborate with **Odysseo Oceanarium** - Mauritius' first oceanarium and a platform for public engagement and ocean literacy. Through joint awareness events and knowledge exchanges, we strengthen our capacity to protect marine biodiversity and inspire future generations to care for our oceans.

GLOBICE RÉUNION

CEDTM Centre d'Étude et de Découverte des Tortues Marines

KELONIA l'observatoire des tortues marines

WCS

Odysseo Oceanarium - Mauritius

Konpoz to Lamizik



Konpoz to Lamizik is more than just a music contest — it is a celebration of Mauritian creativity, culture, and artistic identity. Since its launch in 2018, the initiative has provided a unique platform for emerging local artists to express themselves through original compositions, while promoting the rich diversity of the island's musical landscape.

Organised in collaboration with La Isla Social Club, Konpoz to Lamizik highlights both melody and lyrical storytelling, encouraging participants to share personal and powerful messages through their art. The contest supports Mauritian talent by offering professional exposure, visibility, and resources that many young artists lack access to. Each edition gains momentum, bringing fresh energy to the local music scene and empowering a new generation of performers.

In 2024, the third edition culminated in a vibrant live finale featuring ten outstanding finalists: Corina Matouka, Z'Artisé, 4elemen, Rusina Lacruche, Chris Matthieu, Danilo & The Revolution, Noah Evans, Didier Thérèse, Dimitry Duval, and NuA4. The revelation of the year was Noah Evans, a young artist from Rodrigues, who took to the stage for the very first time through Konpoz to Lamizik — and went on to win the competition. His victory includes the production of a professionally directed music video for one of his original songs, helping him launch his career with impact and credibility.



We sponsored the production of Annega's LOSEAN video

Our commitment to ocean protection goes beyond sustainable products. We proudly supported the production of the music video for LOSEAN, a powerful song by local artist Annega that highlights the fragility of our coral ecosystem and the urgent need to protect it.

At Attitude, we believe in the power of culture and community. Promoting local talent like Annega is our way of raising awareness in an emotional and authentic way – one that is deeply rooted in our island's identity.



Live dan Patrimoine

Live dan Patrimoine exemplifies our dedication to celebrating Mauritian identity. This initiative featured local artists such as Damien Elisa and Mélanie Pérès, performing in heritage-rich locations transformed into vibrant stages. These music videos serve as more than artistic expression — they are powerful tools for cultural preservation, blending music and memory to reconnect audiences with their roots. By supporting such projects, the Attitude Foundation helps elevate local talent while reinforcing the links between culture, creativity, and place.



Guardians of Beau-Plan: A journey through Time and Nature

Another standout cultural initiative this year was the sponsorship of the art exhibition “Guardians of Beau Plan: A Journey Through Time and Nature” by Mauritian artist Joshila Dhaby. Hosted at the Creative Park in Beau Plan, the exhibition paid tribute to the natural and historical richness of the region through a series of poetic and evocative artworks. Each piece captured the essence of Beau Plan — from the towering century-old mahogany trees to the delicate reeds swaying on the lake’s surface — portraying them as symbolic guardians of the island’s identity. This initiative not only highlighted the deep connection between nature and heritage but also aligned with our commitment to supporting local talent and fostering environmental awareness. By partnering on this project, the Attitude Foundation helped provide a meaningful platform for local artistic expression, reinforcing the belief that art can serve as a powerful medium to reconnect communities with their environment and cultural roots.





Source: aparte.mu

Little Marine Discovery Centre

To extend the impact of our flagship Marine Discovery Centre, the Attitude Foundation has supported the creation of Little Marine Discovery Centres within our Family-Friendly hotels. These smaller, interactive spaces bring marine education closer to guests - especially children - by offering accessible, engaging, and site-specific learning experiences. Each centre is designed around the unique ecosystem of its location, reinforcing the importance of local biodiversity and conservation.

At Ravenala Attitude, located in the protected waters of Turtle Bay, the Little Marine Discovery Centre invites guests to explore the life cycle of sea turtles, alongside the various coastal habitats that shape Mauritius' marine landscape. Through interactive displays and educational games, visitors discover simple, practical ways they can contribute to ocean protection — from avoiding harmful products to supporting conservation efforts. At Friday Attitude, the Little MDC focuses on the often-overlooked yet ecologically vital sea urchin. Though small and frequently misunderstood, sea urchins play a crucial role in maintaining the health of coral reef ecosystems. By grazing on algae that could otherwise smother corals,





they help preserve the delicate balance essential for reef survival — a service that's increasingly important in the face of climate change and ocean degradation.

By integrating marine science into the guest experience, the Little Marine Discovery Centres reflect our belief that tourism can be a powerful platform for change — fostering a deeper connection between visitors and the fragile ecosystems that surround them.



Clean-up campaign

The Attitude Foundation supported two impactful clean-up activities in November 2023, in collaboration with the Marine Discovery Centre (MDC). One of these events brought together children and parents from Green Coast International School for a hands-on coastal clean-up - a valuable opportunity to connect generations through shared environmental responsibility. The activity not only helped remove waste from sensitive marine areas but also served as a meaningful moment of learning and awareness for younger participants.

The second clean-up involved students from the African Leadership College and representatives from the Ministry of Youth. By uniting youth with institutional actors, the initiative highlighted the importance of collective action and civic engagement in addressing environmental challenges.





What's Next?

Looking ahead:
New horizons, same values

Born and rooted in Mauritius, Attitude has always drawn inspiration from its surroundings — its people, its culture, and its ecosystems. In 2025, we take our first step beyond our island home. Not to stray from our DNA, but to expand its impact. Whether in Mauritius or elsewhere, our commitment remains the same: to create meaningful, place-based hospitality experiences that build genuine, lasting connections with local communities and their environment.



From Local to Global
Our journey!

To ensure this new journey stays true to our values, we've established a clear roadmap built on three guiding principles:

- **Local anchoring**

  Every project begins with the local. We strive to honour and uplift each destination's cultural identity, natural resources, and local know-how. For us, supporting the local economy is not an option — it's the foundation of a more sustainable and inclusive tourism model.

- **A glocal approach**

  We do not replicate; we adapt. Our aim is not to impose a one-size-fits-all model, but to translate the essence of Attitude into a form that respects and reflects the spirit of each place. This ensures authenticity while remaining faithful to our brand values.

- **Global impact**

  Each project contributes to a broader vision. Whether through community partnerships, environmental preservation, or cultural promotion, we see every new hotel as an opportunity to drive progress on key sustainability issues — shaping the hospitality industry of tomorrow.

First international destination

matemwe
ATTITUDE



In November 2025, Attitude will open its first international hotel in Matemwe, on the northeast coast of Zanzibar — a location selected for its natural affinity with Mauritius: both are island destinations shaped by diverse cultural influences, strong community ties, and a shared warmth in hospitality.



- 4* villas
- Adults-only
- 74 villas
- 5 categories
- 80,000m²
- No TV concept
- Bulk Shop
- 2 restaurants
- 3 bars
- Spa POZ

This expansion marks a measured and responsible milestone — one that honours the rhythms and realities of the region, while laying the groundwork for a wider regional presence.

Strengthening our Biodiversity strategy with Cap Business Ocean Indien

As part of our ongoing commitment to environmental responsibility, Attitude Hotels has been selected to participate in the biodiversity coaching programme by Cap Business Océan Indien.

The biodiversity coaching programme is an initiative led by Cap Business Océan Indien, supported by the Agence Française de Développement (AFD) and Expertise France, as part of the Varuna programme and the Business for Biodiversity (B4B) project. Its goal is to help companies located in the south-west Indian Ocean region integrate biodiversity into their core strategies and improve their impact on their surrounding ecosystems.

Funded by the AFD and implemented by Expertise France, the Varuna programme aims to curb biodiversity loss across the region. Within this framework, the B4B project is driven by Cap Business Océan Indien to empower businesses to embed biodiversity into their decision-making processes and invest in nature-based solutions.

Fully funded by the AFD, this biodiversity coaching programme is two-fold. To deliver the coaching component, Cap Business Océan Indien has partnered with a consortium of consultancy firms, Kinomé and Miarakap, to guide and support participating businesses.

The participating companies' dependencies and impact on biodiversity will also be assessed, with technical expertise provided by ACK International.

Twelve pilot companies have been selected to open the way, each appointing a biodiversity resource person internally to champion sustainable practices and embed them into day-to-day operations.

Main phases of the programme

Initial diagnostic and assessment to identify how our activities affect local ecosystems and how we rely on them

Capacity building and operational support to implement identified actions from a tailored action plan, adapted to the local and sectoral context

Monitoring progress and creating value from key indicators

This programme offers Attitude an opportunity to better understand the links between our operations and the natural ecosystems we depend on. It helps us take a step forward in strengthening our approach to biodiversity, with the aim of gradually integrating nature-related considerations into our day-to-day decisions.

We see this regional initiative as a chance to learn, contribute where we can, and work alongside others in the private sector who are also seeking more responsible ways of doing business.

The next chapter of B Corp

In 2024 achieved B Corp certification, joining a global community of businesses using their influence as a force for good. But certification was never the end goal — it was a starting point. Looking ahead, we are committed to deepening our engagement and preparing for our next recertification cycle under the new B Corp standards.

The B Corp standards have been refreshed and now consist of seven key impact areas: Purpose & Stakeholder Governance, Fair Work, Justice, Equity, Diversity & Inclusion (JEDI), Human Rights, Climate Action, Environmental Stewardship & Circularity, and Government Affairs & Collective Action. These standards require companies to demonstrate their commitment to a positive impact on people and the planet.

Our recertification, planned for 2027, is not simply about maintaining a score — it's about raising the bar, challenging ourselves to do better, and ensuring that our growth remains aligned with the values that define us.

Among our upcoming actions:

Integrating new indicators aligned with B Corp's updated framework

Strengthening employee and supplier engagement around shared sustainability goals

Expanding our impact measurement tools to better track social and environmental outcomes

Launching training initiatives to embed B Corp values into daily operations

Appendix

List of Acronyms

AET	Attitude Ena Talen
CDMA	Coin de Mire Attitude
ESA	Ecologically Sensitive Area
DHW	Domestic Hot Water
F&B	Food & Beverages
FA	Friday Attitude
FM	Family Member
FY	Financial Year
	FY 21-22 Financial Year from 01/07/2021 to 30/06/2022
	FY 22-23 Financial Year from 01/07/2022 to 30/06/2023
	FY 23-24 Financial Year from 01/07/2023 to 30/06/2024
GM	General Manager
GN	Guest night
HO	Head Office
HOD	Head of Department
HR	Human Resources
IPCC	Intergovernmental Panel on Climate Change
KPI	Key Performance Indicator
KTL	Konpoz To Lamizik
LA	Lagoon Attitude
MDC	Marine Discovery Centre
NA	Non Applicable
OG	Operational Goal
PCBH	Paradise Cove Boutique Hotel
PNEE	Programme National d'Efficacité Énergétique
PPTS	Personal Progress Team Success
RA	Récif Attitude
SA	Sunrise Attitude
SDGs	Sustainable Development Goals
SG	Strategic Goal
SIDS	Small Island Developing State
TA	Tropical Attitude
TRA	The Ravenala Attitude
UN	United Nations
VMXA	Voluntary Marine Conservation Area
ZA	Zilwa Attitude

Units of Measurements

kWh	kilowatt hour
L	Litre
m^3	Cubic metre
kg	Kilogram
pax	Person, people (per pax: per person)
h	Hour

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