



SUSTAINABILITY PERFORMANCE REPORT 2020-21

1st April 2020 to 31st March 2021

This report has been produced by Teardrop Sustainability Team to inform our stakeholders about the long-term strategy, goals, initiatives and performance relating to sustainability activities of our hotels. This report shows the progress that has been made towards our commitments and goals in 2021-22.

As part of its commitment to sustainable development, Teardrop Hotels is proud to release our first sustainability report. This report is important for all stakeholders in the company - our team, guests, suppliers and local community - and will be produced each year as we want to be clear and honest in the communication of our objectives, goals and performance.

Firstly, I would like to thank all who have contributed to our journey in the past year. In the face of unprecedented challenges we decided to be pro-active and have made considerable progress on all aspects of sustainability.

Looking ahead we believe sustainability is going to be of paramount importance as the travel industry and our clients struggle to find their feet as the global crisis we are enveloped in begins to subside.

I want to encourage every single person in the Teardrop family to keep working hard to incorporate sustainability into every aspect of their day-to-day work. We need to continuously improve and do things smarter, using fewer resources. We also need to continue to work with our suppliers to balance our commercial responsibilities with our long term commitment to sustainability.

I look forward to working with the Teardrop family and all our stakeholders to better understand how we can manage and operate our hotels even more sustainably in 2021-22.

*Henry Fitch
CEO, Teardrop Hotels*

Sustainability Management

In 2020-21 our aim was to establish our baselines and begin to prioritise specific goals to better manage our impact on the environment and better support our communities. Furthermore, we wanted to implement new reporting and analytical tools to help measure and assess the effectiveness of our policies and the progress towards our goals.

Another key objective for 2020-21 was to ensure all our hotels were audited by Travelife, the leading sustainability certification body in the travel industry. We felt the process would help us identify weaknesses and gaps as well as highlight opportunities to make operational improvements.

From a management standpoint the following was achieved:

- Led by a GSTC-certified sustainability coordinator, a sustainability team was appointed to drive and coordinate our sustainability efforts. Comprised by all the senior managers in the organisation, our Sustainability Team has been meeting consistently every two weeks and driving all the various initiatives.
- A digital environment was setup to function as a central repository for documentation and reports, as well as a space for the TDH Sustainability Team to meet and interact. Work in progress meetings take place every two weeks and are recorded within the platform.
- Within the environment that was setup a section was created with copies of all the licenses and as legal requirements.
- The environment created now also serves as a repository for monthly reports for senior management to review.
- Teardrop's sustainability policies were updated and made public on our website, our digital compendium (VAMOOS) and displayed at every hotel. The following policies are now in place and being implemented: Quality Assurance Policy, Human Rights and Labour Policy, Sustainable Purchasing Policy, Environmental Policy, Community Engagement Policy, Child Protection Policy and Health and Safety Policy.
- Extensive training took place in 2020-21. The entire organisation was trained on the fundamentals of sustainability, on the GSTC Standard and the Travelife Certification framework. Specific COVID-19 related Health and Safety training was conducted as well as Child Protection training at the individual hotel level. A greater emphasis was put on training pertaining to environmental awareness.
- On the HR front an employee handbook was developed and is set to be finalised in Q2 2021. HR policies were translated into Sinhala and Tamil.
- Job descriptions were amended to reflect direct responsibility over different aspects of sustainability at both the hotel level and the corporate level.
- Feedback from guests was collected and acted on. We are now encouraging our guests to provide specific feedback about our sustainability efforts as well as recommendations.
- On the community front Teardrop continued to engage with community stakeholders and support local initiatives, but also embarked on long term projects with non-profit organisations.

Environment - Energy

The energy consumption of Teardrop Hotels consists primarily of electricity as well as diesel and LPG gas. Kumu Beach uses solar for the hot water consumed in the kitchen. Wallawwa and Camellia Hills uses solar for hot water consumed in the guest bedrooms and the kitchens.

Our goal for this past year was to establish the benchmarks and put into place the reporting and analytical tools to be able to record and measure our efforts to be more sustainable. We adjusted our reporting on energy to include all sources used on site and analyse energy consumption by kWh/Guest Night.

Measurements for 2020: Energy Consumption

The following table shows our average overall energy consumption across all energy sources in both kWh per guest night and kg CO₂e.

PROPERTY	GUEST NIGHTS (YEARLY)			AVERAGE KWH PER GUEST NIGHT (YEARLY)					
	2018	2019	2020	2018		2019		2020	
				kWh	kg CO ₂ e	kWh	kg CO ₂ e	kWh	kg CO ₂ e
Camellia Hills	2,336	1,938	1,300	71	31	68	32	74	36
Goatfell	N/A	1,569	1,262	N/A	N/A	109	45	75	46
Nine Skies	N/A	1,942	1,571	N/A	N/A	46	22	54	27
Fort Bazaar	7,809	5,182	5,182	71	39	78	47	115	71
Wallawwa	7,276	6,211	1,932	62	29	68	33	115	58
Kumu Beach	N/A	3,426	2,295	N/A	N/A	55	32	68	41
Lunuganga	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Measurements for 2020: Energy Saving Systems

The following chart shows the % of LED lights

Energy Reduction	Camellia Hills	Goatfell	Nine Skies	Fort Bazaar	Wallawwa	Kumu Beach	Lunuganga
Use of low energy light bulbs (LED)	85%	87%	91%	56%	71%	91%	71%
Key card-controlled power	N/A	N/A	N/A	100%	N/A	N/A	N/A

Objectives for 2021

Moving forward Teardrop is committed to contributing to mitigating climate change by continuously improving the energy-efficiency of our operations. Averages of the previous year's measurements will be our own benchmarks moving forward.

In 2021 we are going to establish targets for each hotel against our own performance but also against established industry benchmarks.

We are going to implement an energy optimisation plan that will include energy saving related training, new low energy light fittings, as well as the installation of new sensors, key-card control where possible and motion detectors.

We plan to assess the greenhouse gas emissions of our operations so that we can measure our carbon footprint in absolute terms. Moving forward our efforts to decrease emissions will focus on working towards energy efficiency and continuing the shift to renewable energy sources. We will develop a plan to off-set the unavoidable emissions.

Objectives Summary

- Assess our energy consumption against the latest International benchmarks (per guest night) and establish reasonable targets.
- Develop and execute an energy optimization plan for each hotel with a focus on implementing energy reduction systems and procedures and shifting further towards renewable energy sources.
- Develop a plan to off-set our remaining carbon emissions.

Environment - Water

At Teardrop Hotels we know that hotels are water-intensive businesses and water scarcity can be a problem for managers who rely on an uninterrupted supply of water to meet guests' needs and general maintenance. There are a number of reasons for higher tourist water consumption in hotels, including maintenance of grounds, room cleaning, laundry, maintenance of swimming pools, intensive kitchen activities, and a casual-indulgent approach to showers and baths.

One of our primary goals for this past year was set meters from each of the different water sources so that we could fully account for the water consumed at each of our hotels. Our hotels use different water sources and not every source is metered.

We also adjusted hotel water reporting to calculate consumption per guest-night.

Throughout the year ongoing employee training contributed to improved and more water-efficient routines in housekeeping, kitchens and leisure facilities.

This year we improved the way in which we invite guests to help us save water with new props in guest rooms and bathrooms reminding them about our “towel and linen” policy. We are now measuring the success of your policy by recording the number of towels and linen used per guest and measure our performance over time.

All the grey water in our properties is goes into soakage pits except for Fort Bazaar and Kumu Beach. At Kumu Beach the registered municipal bowser collects the grey water periodically. At Fort Bazaar there is a water treatment plant that treats the water before it is fed into the municipal waste-line. In addition to this rainwater for irrigation is used at Fort Bazaar. All blackwater is discharged into septic tanks for five of the seven properties. The other two properties, Kumu Beach and Fort Bazaar have their blackwater periodically collected by Municipal bowsers.

Measurements for 2019-20: Water Consumption

PROPERTY	GUEST NIGHTS (YEARLY)			AVG. WATER CONSUMPTION PER GUEST NIGHT (YEARLY)					
	2018	2019	2020	2018		2019		2020	
				Total m3	L/G	Total m3	L/G	Total m3	L/G
Camellia Hills	N/A	1,938	1,300	N/A	N/A	3,597	1,856	3,132	2,409
Goatfell	N/A	1,569	1,262	N/A	N/A	2,489	1,586	2,019	1,600
Nine Skies	N/A	1,942	1,571	N/A	N/A	N/A	N/A	N/A	N/A
Fort Bazaar	7,809	5,182	1,932	3,003	385	2,064	398	398	814
Wallawwa	7,276	6,211	1,932	N/A	N/A	N/A	N/A	N/A	N/A
Kumu Beach	N/A	3,426	2,295	N/A	N/A	2,257	659	1,439	627
Lunuganga	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

NOTES: Nine Skies meter has been installed in year 2021, therefore consumption report can be provided on report year 2021 onward.

Wallawwa has consumed both city water and well water, but the water meter for well water connection has been installed only in the recent past, therefore it is not possible to provide an accurate report this time.

Year 2019/2020 water consumption at Camellia Hills and Goatfell are correct since both properties have maintained vegetable gardens.

Objectives for 2021

In 2021 we are going to establish our baseline and targets for each hotel against our own performance but also against established industry benchmarks.

We are going to implement an water optimisation plan that will include water saving related training and procedures.

We will measure the success of your policy by recording the number of towels and linen used per guest and measure our

Objectives Summary

- Assess our water consumption against the latest International benchmarks (per guest night) and establish reasonable targets.
- Develop and execute an water optimisation plan for each hotel with a focus on implementing water reduction systems and procedures.
- Record towels and linen used per guest night and establish future targets.

Environment - Waste

At Teardrop Hotels we are proactively seeking to reduce our waste and we do so in various ways. We separate our waste. Wet, dry, paper, plastic and glass. All our hotels have back of house dedicated waste-sorting areas and waste separation for guests in public areas as well. All our hotels have composting facilities for wet waste.

We have implemented a comprehensive sustainable purchasing policy aimed at minimising waste by working with suppliers that themselves recycle/dispose of waste sustainably and by purchasing locally and/or growing our own produce. We purchase goods based on the predicted occupancy in order to minimise waste. All of hotels have refillable amenity dispensers in public and in-room washrooms.

This past year we managed to phase out all plastic bottles of water - and we now offer only glass-bottled water.

Employees are trained in waste management and the waste hierarchy: Reduce, Reuse, Recycle; and are empowered to make improvements. Our glass and metal waste are sold to companies that recycle them. Paper, plastic and wood is collected by the municipality.

In order to reduce cleaning chemical waste we use pre-set dosage systems for cleaning chemicals for the laundry services and the pools. In the kitchen area, 100% of the hotels have grease pit devices in place, to ensure that fat residue does enter the water system.

Objectives for 2021-22

Moving forward we want to see a reduction in waste per guest night in all our hotels. We are now measuring our waste quantities and types on a monthly basis - our waste stream register. This year we intend to start measuring waste per guest night and benchmarking against international standards.

We believe reductions will be achieved through stricter waste management policies and SOP's, stringent recycling criteria as part of environmental certifications and auditing initiatives, and increased employee awareness. We are also constantly on the look-out for companies we can sell our unavoidable waste to. We are now working towards a more sustainable approach to paper, plastic, wood and cooking oil.

With regards to plastic we are going to keep working towards minimising the use of single use and other types of plastics by looking for easy and quick ways to reduce, reuse or eliminate plastics.

We are also trying to phase out printers that do not print on both sides.

Objectives Summary

- Calculate our and assess waste per guest night against the latest international benchmark and establish reasonable targets for 2022-23.
- Conduct a plastics assessment throughout your properties to look for easy and quick ways to reduce, reuse or eliminate plastics.
- To find and establish a relationship with a company that will handle paper, plastic, wood and cooking oil more sustainably.
- 66% of our printers do not support double-sided printing. We will prioritise the purchase of double-sided printers and to reduce the overall number of printers we use.

Environment - Hazmat

At Teardrop Hotels we are conscious that chemicals are one of the most hazardous substances used in the hospitality sector. To minimise these risks, we are committed to training our staff, carrying out comprehensive risk assessments at all our hotels and ensuring our chemical handling and storage procedures ensure the protection of staff and guests.

All our designated chemical storage areas have clear signage, and chemicals are all clearly labelled. They are all stored below eye-level to ensure that products can be retrieved for use easily without risk of spillages. To protect our staff against chemical harm, the right PPE for each task is available at all our hotels and instructions in case of a spill are pinned on the wall within the storage areas. There are fire extinguishers strategically located and as well as buckets of sand. We are mindful that when working with chemicals, the effectiveness of PPE depends on employees using it correctly and for the tasks the PPE has been provided for. Our managers are trained to identify situations where PPE's are not used appropriately and take corrective action. Also first aid training and fire training were conducted last year.

This year also began measuring our hazardous waste and we are not keep monthly records. The different type of hazardous waste is recorded and measured.

Teardrop Hotels is conscious of the fact that the refrigerant R22 is ozone depleting and is being phased out worldwide and is committed to phasing it out.

Objectives for 2021-22

One of the objectives of the HR department is to conduct refresher training with regards to how hazardous substances should be used.

Currently there is only one hotel in our portfolio that still uses R22 and that is Wallawwa. We have a plan to phase it out.

As far hazardous waste is concerned our objective for this year is to establish benchmarks and work out how to reduce hazardous waste in the future.

Objectives Summary

- To conduct refresher hazmat handling training for staff.
- To adequately remove all R22 coolant across our entire portfolio of hotels by the end of year 2022.
- To measure our hazardous waste over the next year in order to establish realistic benchmarks and targets with a view to reducing our overall impact.

Labour & Human Rights

At Teardrop Hotels we see our staff as a big family and strive to nurture and support them in every way we can. We look for local people with a natural curiosity, a dedication to hard work and a passion for success and give them the knowledge, training and mentoring to progress in work and life.

Our commitment to fair labour and human rights is supported by policy that sets out the guiding principles, our training programs and a system to review our performance. The policy is published on our website and on our digital compendium.

At Teardrop Hotels we believe diversity represents a competitive business advantage. We are fully committed to fostering an engaging, diverse and inclusive work environment for our colleagues. This year we focused on preparing an inclusiveness and diversity report and setting our objectives for 2021-22.

85% of our hotels are situated in rural areas and our hotels hire a majority of their employees locally. From our inception we have always prioritised hiring the general workforce from our local communities and continue to make local hiring a priority.

Respect for employee rights is fundamental to our human resources principles. As clearly stated in our Labour and Human Rights Policy, we are committed to a fair working environment that is free of discrimination, harassment, bullying and victimization. We recruit and develop individuals solely on the basis of their suitability for the job. We monitor our diversity profile through our workforce profile report including the distribution of gender, minorities and local hiring information.

Clear grievance procedures set out the process for dealing with employees' concerns, problems and complaints. Fair disciplinary procedures are put in place to govern the steps an employer should follow where an employee is performing unsatisfactorily. Our grievance and disciplinary policies are available in all staff areas. This year they were translated into all Sinhala and Tamil and are now available in all 3 languages.

A prerequisite for the successful implementation of our strategy and safeguarding our long-term interests, including sustainability, is that we are able to continuously upgrade the skills of our teams. To this end we have a learning and development program headed by a dedicated team under the supervision of HR.

Objectives for 2021-22

This year one of our objectives is to try to provide more opportunities for woman to join our organisation, encouraging them to apply for positions available. We have established as an objective for 2021-24 to increase the gender diversity in the company from 8% female to 14% female, an increase of 2% per annum over the next 3 years.

One of the concrete steps we have taken towards increasing the number of woman in our workforce is to formalize a relationship between Teardrop Hotels and Tea Leaf Trust.

The mission of the Tea Leaf Trust is to empowers impoverished young people, particularly woman, from the tea estates through education, employment, and ethic cohesion.

We are planning on conducting a yearly session at all our hotels that will cover all the following topics relating to sustainability; Overview of "sustainability in practice" at each hotel where we review the objectives and targets set versus actual results.

We are also going to publish and distribute a new employee handbook and we are going to develop a whistleblowing policy.

Finally, we are also going to measure the training we provide employees in terms of hours against international benchmarks.

Objectives Summary

- Finalise and introduce the Employee Handbook.
- Increase overall gender diversity. We have established the goal of increasing the number of women working at overall by 6% over the next 3 years.
- Provide more opportunities for people with disabilities.
- Develop and implement a whistleblowing policy.
- Conduct "Sustainability in practice" workshop at each hotel.
- Calculate numbers of hours of training per employee and benchmark against international standards.

Community Engagement & Support

At Teardrop Hotels we know that tourism is dependent on the community as well as cultural and natural heritage of Sri Lanka and we want our hotels to contribute positively to the social and economic development of regions in which they operate within the country.

We have created the charitable foundation CARE (Creating a Rewarding Experience) to support local causes in the communities we work in. We're proud to provide food, medicines and reading glasses for low-income families and have set up a program to employ young people who are keen to take their first steps into careers in the hotel industry. We view our community projects as investments.

We do not engage in any activities of a political nature, or in projects that may be viewed as hazardous to health or the environment.

Coordinating between the hotel and the community regarding community engagement takes place at a local level as is the responsibility of the GM's of each hotel with the guidance of the Sustainability Team at corporate level.

Here below are some of the community related initiatives that have taken place in the recent past:



- Social service school for disabled children in Seeduwa didn't have lamp posts in the access path from study rooms to the children's accommodation. Hence, it was a challenge for the children to walk at night as approximately 500m distance was in total darkness. To help these children, the Wallawwa team installed lamp posts for 500m in September 2017 by spending around 75,000 LKR.
- Wallawwa Teardrop care team continued to do an English class for Walana orphanage children until April 2019. We paid for the teacher's fee and his transportation. However, we could not continue this after the Easter attack happened in April 2019.
- We donated 10 cement bags to Ekala temple Sunday school on 06.03.2018 for them to build a study room for children.
- A donation of 10 cement bags to Primary School in Kotugoda was offered in June 2018. The school requested some assistance to build a Lord Buddha's shrine for kids to worship.
- Contributed LKR.5000/= to Lalitha Sports Club for the Poya Day Dansal program (alms giving) took place in June 2018.
- Donated some dry rations and baby products on 22nd September 2018 to a poor family who lives in the village with three daughters. Their father has abandoned them and the mother and their grandmother was working as laborer to feed the family.
- Donated dry rations and provided dessert to Walana children orphanage on 22nd September 2018.
- Kids dining room in Walana orphanage was fully painted on 29th May 2019.
- From 4th June 2019, we started to maintain a separate area to donate a quota of fruits and vegetables grown in our vegetable garden for the families in the vicinity.

- Donated dry rations and harvest from Vegetable garden on 31st July 2019 to a poor family in the village who has a 11 year old and 3 year old Baby. The mother doesn't have an income and the father has left them.
- Donated vegetables and fruits from our garden with dry rations on two occasions to a family with 3 children (on 29.05. 2019 and 30. 08. 2019). One child has down syndrome and children's mother does not have a job. The grandmother feeds the family working as a labourer.
- Donated books to Pituwalgoda, Kotugoda Sunday school on 25th September 2019.



- Fort Bazaar team donated stationary packs for ten children who come from low income families and passed the GCE ordinary level exam. The donation took place on 28th March 2019 at the hotel premises.
- We have organised to clean the Sambodhi differently able home in Galle, replace all the burnt bulbs and donate dry ration as an annual event and the first project took place on 29th May 2019. However, we had to postpone the project this year due to Covid-19 pandemic.
- Habaraduwa beach cleaning event organised by Leopard Safari team on 30th May 2019 and a team from Fort Bazaar also participated in the event.
- We organised a Poson Dansal on 16th June 2019 in front of the hotel and offered breadfruit, Katta sambal and grated fresh coconut to people who was passing by the hotel. This too was organised as an annual event and hope to continue in June 2020 if all goes well with the pandemic recovery procedures.
- Fort Bazaar took the leadership in Galle Fort and beach cleaning and requested for the support of other hotels too to take part in the program. With their involvement, we were able to do the event on 27th June 2019 and 80 to 100 hotel staff members gave their support in Fort and beach cleaning. However, this annual program will not be conducted in this year due to Covid-19 pandemic.
- We offered Rs.5000/= financial support on 6th September 2019 to two cancer patients who were having difficulties to afford treatment.



- Road cleaning from Camellia Hills up to Hatton Maskeliya Main road - on 28.05.2019
- Camellia Hills team conducted this event to clean up the plastic waste in the estate road.
- Contribution to School Sports Meet - on 12.02.2020
- Dunkeld school, one of the local schools situated in Dunkeld estate near Camellia Hills conduct their annual sports meet in every first quarter of the year and they are facing financial difficulties when they arrange such events due to the fact that the most of the parents of the students are tea estate workers with poor living condition. As one of the important establishments near the area, Camellia Hills took the responsibility of helping them financially to arrange the event by donating LKR7500 to fulfill their requirement.
- Donation of Stationery items to the kids learning at Dunkeld Nursery school - on 11.03.2020
- Mrs. Chandra Gogna, who stayed at Camellia Hills donated some stationery items for the kids who are studying at Dunkeld nursery school and the Camellia Hills team donated the goods to the kids on behalf of them 11.03.2020

- Repairing the Access road through the tea estate
- Access road condition was in poor condition when Teardrop Hotels launched their first ever tea bungalow, Camellia Hills at Dunkeld estate. We joined forces with Ceylon tea trails to repair the road way not only to have a comfortable road for our guest but to provide a safe pathway for the local community to engage with their day to day travelling.



- As Goatfell opened end of 2018, our Teardrop care projects commenced only in 2019. Since the April Easter attacks happened in 2019 and due to the pandemic situation in year 2020, we couldn't do a lot of projects though we wanted to. Please see below activities we arranged in favor of community engagement.
- On 29th May 2019, Goatfell team cleaned the Kovil and its land that villages use.
- On the same day, the team cleaned the common road used by the villages and collected plastic/polyethylene bags, plastic soft drink bottles, plastic water bottles, glass bottles, papers, plastic straws



- Kumu Beach Hotel has cleaned-up the entire Kumu Beach area on the 30/05/2019 and also continuously clean up the Kumu Beach Hotel beach front area on a daily basis.
- Anula Vijerama Children's Orphanage - is a government managed charity home which offers care and accommodation for more than 32 orphans, and runs on fund raising. In June 2019 we cleaned-up the entire garden. We have also built a set of showers for the orphanage.



- When harvesting rice from the Lunuganga Paddy Field, this crop is divided and shared amongst all staff (2KG each) as well as to the local temple.
- Staff meals, breakfast, lunch, and dinner, are all 'homemade' and supplied by the local shop in the village.
- Bowls and spoons made out of old coconut shells are produced and bought from one of the staff members at Lunuganga and used across the Teardrop properties.



- Donated a basket of vegetables from NS vegetable garden to tea estate workers. Each vegetable basket contained nearly 8-10 vegetable varieties. (the workers were selected by Demodara estate authorities as per their statistics of poverty). The project done once in two weeks during the off season of last year, 2019.

- Cleaned the famous Demodara railway station and the railway loop by Nine Skies staff members. Each time, we collected approximately 15-20 kgs of wastes which included plastic/polyethylene bags, beer cans, plastic soft drink bottles, plastic water bottles, glass bottles, papers, plastic straws, used sanitary items etc. All the items segregated and handed over to Ella waste management center. The project was done once a month during the off season of last year, 2019.
- Cleaned the estate access road to the bungalow which is approximately 2km. End of Each session, we collected approximately 10-15 kgs of wastes which included plastic/polyethylene bags, beer cans, plastic soft drink bottles, plastic water bottles, glass bottles, papers, plastic straws, used sanitary items etc. All the items segregated and handed over to Ella waste management center. The project was done once in two weeks during the off season of last year.
- Installed a water tap in the tea estate for tea workers usage. There is a natural water tank in the middle of the tea estate which used by the bungalow and we have installed a water tap when laying water pipes to the bungalow for estate workers to use.

Objectives for 2021-22

Projects that have been identified and prioritised for 2021 across our portfolio include the following:

- To assisting the local communities with their own waste management by providing them with separation bins to be installed in various locations around the estates we operate in.
- Our tea country bungalows produce surplus harvest of certain fruits and vegetables. As and when there is a surplus we allow our staff to take any surplus there is. Moving forward we want to extend this to the local communities around us.
- We will also be assisting the local communities around us with clean-ups of roads and beaches, and we will undertake to paint and repair temples/schools as well as and when required.
- We also regularly donate stationary and school materials to the schools and day care centres around us and will continue to do so.
- We will also further support the building of the school for disabled children in Welimada and the Tea Leaf Trust as per the agreements we have in place with both organisations.

Objectives Summary

- Assist the communities around us in the tea country with waste management.
- Consolidate the program to give surplus vegetables and fruits to local communities.
- Undertake and complete beach and road clean-ups in the vicinity of our hotels.
- Donate to schools and temples.
- organise a field visit for students of the Tea Leaf Trust, to provide opportunities for young people wanting to work in the travel and tourism industry.
- Oversee the completion of the building of the disabled children center in Welimada.
- To continue to identify small community projects we can assist in line with the examples given above

Sustainable Procurement

Sustainable procurement is also paramount at Teardrop we have a direct effect on local communities as a purchaser. Teardrop is committed to sustainable procurement practices that minimise our negative societal and environmental impacts, improve the sustainability performance of our suppliers and create value for business, our customers and society at large.

There are very few things we import from abroad. Our requirements and standards are outlined in our Sustainable Purchasing Policy which was developed this year. As a policy we prioritise the purchase of green products, manufactured locally, with more environmentally-friendly materials or which are produced with minimal impact to the environment.

This past year we consolidated all our suppliers contact list into one database and added a field to track their sustainability efforts so that we have a mechanism to prioritise those who are making greater efforts to be sustainable.

Objectives for 2021-22

Moving forward it is important for us to continue to partner with suppliers who understand and embrace our sustainability standards in areas such as environment, labour, human rights and others. As such we plan to resend our policy to suppliers every year, with an email re-affirming our commitment to a sustainable supply chain.

Objectives Summary

- To resend our suppliers and subcontractors a copy of our sustainable purchasing policy.
- To further train our staff with regards to Sustainable Purchasing and Supply.

Guest Satisfaction

At Teardrop Hotels we are committed to delivering genuine service. We make every effort to learn about the guests needs and wants. This valuable information enables us to bring memorable experiences to our guests and to build guest loyalty to our brand.

Teardrop guest satisfaction program at each of our hotels invites guests to provide feedback by email or in writing, immediately following their stay. Responses are analysed monthly, and action is taken where possible.

Examples of feedback from different hotels:

Judith: Menu was quite European but as we asked for genuine Sri Lankan food, the chef prepared a delicious Sri Lankan curry.

Action - Our Chefs can prepare items which are not on the menu on the request of the guest.

Juliet: My only comment was that it was very difficult to make the booking online, I had to telephone with my credit card details.

Action - Implementation of IBE interface completed to address this issue.

Nathan: It would be helpful to have some simple maps of local walks. And more books about the location.

Action - Implementation of a Live tracking map integrated in a mobile device and E-reading materials about birds and wildlife can be explored while the guests do our tea trail walks.

Craig: Took a bit of getting used to having no Alcohol License and bringing own.

David and Helen: The lack of license is an inconvenience.

Duddley Mills: A pity that you are unable to serve alcoholic drinks.

Graham and Sandra: Whilst it did not detract from our stay, a license to serve alcohol is a must.

Action - Liquor license was obtained.

Dhevan Peiris: The website only allows you to make an inquiry about the availability and rates. But it would be nice if this info was available on the website, so you don't need to wait for an email.

Action - Implementation of IBE interface and WhatsApp widget on the website

Edith: Reservation e-mail was very unclear regarding tax that was put on top of the invoice when checking out. We decide upon the price in the email to stay in this hotel - bad surprise that at the end of the stay we had to pay 30% tax on top! The total price was not mentioned in the mail, only without tax. We complained but Manager was not able to handle the situation in a professional manner.

Action - We now send tax inclusive rates from November 2019 onwards for all inquiries.

Thanoshi: Well-maintained hotel. We stayed in the upper room #10. Small thing you can improve.. is that the TV was placed covering the beautiful view. We had to relocate the TV to uncover the view.. better to relocate it permanently.. i think everyone would like to enjoy the view than watching traditional TV.. nowadays we have mobile.

Action - TV was removed from the Ocean View Bedrooms on the upper floor and now it is placed on request of the guest only.

Aaron & Sandra: The shower is awkward because of no door.

Action - All bathrooms in the Wallawwa bedroom category now have doors.

Derek: A small point but the chairs on the veranda next to the Restaurant were falling apart.

Action - The furniture was replaced All the Tea Bungalows.

Peter: The Hot water supply switch was not indicated, and the guests were confused and did not have hot water.

Action - Hot water switch indicating stickers are placed to avoid miscommunication.

This past year we incorporated a question about sustainability into the questionnaire both on-line and in print. The questions is "What do you think about our sustainability efforts? Do you think we can do more? If so please let us know". And there is an open form they can fill. We are monitoring replies we are getting and acting on them where possible.

The table below shows guest satisfaction survey results as measured in all our hotels going back to 2019-20. Overall, the survey indicates consistently high levels of satisfaction while there are areas, we can improve on particularly with regards to food at some of our hotels. The numbers for 20-21 are not relevant since the operations were severely disrupted by COVID-19. Our latest hotel Lunuganga is not on the chart as we took over management in 2020.

Guest Satisfaction Measurements for 2019-20

	Wallawwa		Fort Bazaar		Camellia Hills		Nine Skies		Goatfell		Kumu Beach	
	5*	4*	5*	4*	5*	4*	5*	4*	5*	4*	5%	4*
F&B	79%	19%	71%	20%	82%	11%	77%	20%	83%	12%	70%	14%
Front Office	93%	7%	89%	9%	89%	10%	91%	9%	95%	5%	82%	14%
Room	87%	10%	87%	12%	89%	10%	87%	12%	98%	1%	84%	13%
Facilities	81%	16%	53%	33%	73%	23%	90%	10%	67%	27%	78%	21%
Staff	92%	6%	88%	7%	85%	9%	83%	15%	91%	9%	91%	7%
Overall Stay	86%	12%	83%	13%	85%	10%	82%	18%	86%	14%	87%	8%

Objectives for 2021-22

To continue to assess and investigate the entire guest experience, starting from making a reservation or the initial sales process, and now including the guest perception of our sustainability efforts as well as any suggestions they may have. Based on the assessment data and findings, we will identify our best practices and also opportunities for further improvement.

Currently 50% of our guests complete the questionnaire. One of the objectives for the next year is to increase the number of guests completing the questionnaire to 75%.

We will also begin to collect feedback for Lunuganga, our latest opening.

This coming year we are also planning to create an emergency preparedness protocol and have the simple procedure laid out on an app, and ready for implementation as and when required.

Objectives Summary

- Improve guest satisfaction metrics where possible.
- Increase the number of people who fill up the questionnaire.
- Start collecting customer feedback for our latest hotel Lunuganga.
- Start collating feedback and suggestions about our sustainability efforts.
- Create an emergency preparedness protocol.

Measurements for 2020: Energy Saving Systems

The following chart shows the % of LED lights

Energy Reduction	Camellia Hills	Goatfell	Nine Skies	Fort Bazaar	Wallawwa	Kumu Beach	Lunuganga
Use of low energy light bulbs (LED)	85%	87%	91%	56%	71%	91%	71%
Key card-controlled power	N/A	N/A	N/A	100%	N/A	N/A	N/A

Summary of Recommended Actions

The action plan below will provide evidence that senior management is using the report to monitor and improve our sustainability initiatives.

Action Plan for 2021-22

Assess our energy consumption against the latest International benchmarks (per guest night) and establish reasonable targets.

- Develop and execute an energy optimisation plan for each hotel with a focus on implementing energy reduction systems and procedures and shifting further towards renewable energy sources.
- Develop a plan to off-set our remaining carbon emissions.
- Assess our water consumption against the latest International benchmarks (per guest night) and establish reasonable targets.
- Develop and execute an water optimisation plan for each hotel with a focus on implementing water reduction systems and procedures.
- Record towels and linen used per guest night and establish future targets.
- Calculate our and assess waste per guest night against the latest international benchmark and establish reasonable targets for 2022-23.
- Conduct a plastics assessment throughout your properties to look for easy and quick ways to reduce, reuse or eliminate plastics.
- To find and establish a relationship with a company that will handle paper, plastic, wood and cooking oil more sustainably.

- 66% of our printers do not support double-sided printing. We will prioritise the purchase of double-sided printers and to reduce the overall number of printers we use.
- To conduct refresher hazmat handling training for staff.
- To adequately remove all R22 coolant across our entire portfolio of hotels by the end of year 2022.
- To measure our hazardous waste over the next year in order to establish realistic benchmarks and targets with a view to reducing our overall impact.
- finalise and introduce the Employee Handbook.
- Increase overall gender diversity. We have established the goal of increasing the number of women working at overall by 6% over the next 3 years.
- Provide more opportunities for people with disabilities.
- Develop and implement a whistleblowing policy.
- Conduct "Sustainability in practice" workshop at each hotel.
- Calculate numbers of hours of training per employee and benchmark against international standards.
- Assist the communities around us in the tea country with waste management.
- Consolidate the program to give surplus vegetables and fruits to local communities.
- Undertake and complete beach and road clean-ups in the vicinity of our hotels.
- Donate to schools and temples.
- organise a field visit for students of the Tea Leaf Trust, to provide opportunities for young people wanting to work in the travel and tourism industry.
- Oversee the completion of the building of the disabled children centre in Welimada.
- To continue to identify small community projects we can assist in line with the examples given above.
- To resend our suppliers and subcontractors a copy of our sustainable purchasing policy.
- To further train our staff with regards to Sustainable Purchasing and Supply.
- Improve guest satisfaction metrics where possible.
- Increase the number of people who fill up the questionnaire.
- Start collecting customer feedback for our latest hotel Lunuganga.
- Start collating feedback and suggestions about our sustainability efforts.
- Create an emergency preparedness protocol.