



SUSTAINABILITY PERFORMANCE REPORT 2021-22

1st April 2021 to 31st March 2022

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.

As part of its commitment to sustainable development, Teardrop Hotels is proud to release our second sustainability report. This report is important for all stakeholders in the company - our team, guests, suppliers, and local community - in order to communicate our objectives, goals and performance.

I would like to thank all who have contributed to our journey in recent years. Despite a very challenging business environment we made considerable progress on all aspects of sustainability.

Looking ahead we believe sustainability is going to continue to be of paramount importance. I want to encourage every single person in the Teardrop family to keep working hard to incorporate sustainability into the operations of the company, and I would also like to encourage our marketing and communications teams to find enticing ways to communicate how we balance our commercial responsibilities with our long-term commitment to sustainability.

I look forward to working with the Teardrop Team to take us further along this path and operate our hotels even more sustainably in 2022-23.

*Henry Fitch
CEO, Teardrop Hotels*

Sustainability Management

As stated in the previous report 2020 and 2021 were very challenging years for everyone in the travel industry due to the impact of the COVID-19 pandemic. Despite the business environment we decided to spend the better part of 2020 preparing for our first audit and obtained the Travelife internationally recognized certification in 2021.

Despite a promising few months at the beginning of 2022 as the world started to emerge from the pandemic, Sri Lanka plunged into a crisis of its own making - the worst economic crisis in its history. The lack of fuel and the resulting scarcity of goods and services sent a disheartening message to travellers; to throw Sri Lanka off the bucket list for a time. Business - again - grinded to a halt. We are still enduring the consequences of a severe lack of confidence in the destination.

From a sustainability standpoint our overall aim for 2022 was to operate in a manner consistent with the adopted Travelife standard, to continue to identify weaknesses and gaps as well as new opportunities to make operational improvements, and to prioritize and advance specific goals to better manage our impact on the environment and better support our communities.

Tasked with driving sustainability within our operations, the sustainability team continued to meet consistently every month. A Teardrop Care Ambassador was appointed in every property to help management oversee and take responsibility for sustainable initiatives at the local property level.

Extensive training took place in 2021-22, covering a variety of sustainability related topics including health and safety, community engagement, quality assurance, environmental awareness and human rights.

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 we continued to engage with community stakeholders and support local initiatives, all the more important in a very challenging year for the communities around us due to the economic crisis.

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.

Having adjusted our reporting on energy to include all sources used on site and analyse energy consumption by kWh/Guest Night, 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. Internal benchmarks were established as listed below and our head of engineering was better equipped to keep a tab on performance.

Measurements for Energy Consumption Benchmarks

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)					
	2020	2021	2022	2020		2021		2022	
				kWh	kg CO2e	kWh	kg CO2e	kWh	kg CO2e
Camellia Hills	1300	1052	1160	39	28	50	36	52	37
Goatfell	1262	1427	1541	59	42	53	38	42	30
Nine Skies	1571	1420	2339	30	22	35	24	25	18
Fort Bazaar	1939	2030	3420	92	66	87	62	61	43
Wallawwa	1932	3172	2708	65	46	52	37	59	42
Kumu Beach	2295	1721	3604	53	37	71	50	46	33
Lunuganga	N/A	879	951	N/A	N/A	33	23	45	32

Measurements for 2021/22: Energy Saving Systems

The following chart shows the % of LED lights.

LED Lights % 2021	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

LED Lights % 2022	Camellia Hills	Goatfell	Nine Skies	Fort Bazaar	Wallawwa	Kumu Beach	Lunuganga
Use of low energy light bulbs (LED)	95%	87%	91%	59%	85%	91%	71%
Key card-controlled power	N/A	N/A	N/A	100%	N/A	N/A	N/A

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
<p>Assess our energy consumption against the latest international benchmarks (per guest night) and establish reasonable targets.</p>	<p>As of 2023 we have not yet been able to establish reasonable / comparable international benchmarks. However, we have reached out and been in contact with various sustainability management system providers including Green View and Weeva Earth, and we are planning to implement one of these solutions.</p>	<p>To implement a sustainability management system that includes international benchmarks.</p>
<p>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.</p>	<p>Due to the circumstances our main focus was on periodic training for our staff.</p>	<p>To develop and execute an energy optimisation plan for each hotel.</p>
<p>Develop a plan to off-set our carbon emissions.</p>	<p>Our engineers and sustainability consultants looked at various models and a decision was made to calculate and implement carbon off-sets in conjunction and as a part of the implementation of the new on-line sustainability management system.</p>	<p>To implement a sustainability management system that includes the carbon calculation component.</p>

Environment - Water

At Teardrop Hotels we know that hotels are water-intensive businesses. There are several 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.

In order to comply with Travelife Standards, in 2020-21 we adjusted hotel water reporting to calculate consumption per guest-night and have been maintaining records in the appropriate format henceforth. Throughout the year ongoing employee training contributed to improved and more water-efficient routines in housekeeping, kitchens and leisure facilities. At all our hotels we invite guests to help us save water with new props in guest rooms and bathrooms reminding them about our “towel and linen” policy. During 2021 and 2022, we relied heavily on the local market, but as we move into 2023 and with the slow revival of international tourism, our data will be more accurate and applicable to our business model and benchmarking data of towels and linen used per guest.

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. 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. Our systems have been working well over the past few years.

Measurements for Water Consumption Benchmarks

PROPERTY	GUEST NIGHTS (YEARLY)			AVG. WATER CONSUMPTION PER GUEST NIGHT (YEARLY)					
	2020	2021	2022	2020		2021		2022	
				Total m3	L/G	Total m3	L/G	Total m3	L/G
Camellia Hills	1300	1052	1,300	3,132	2.4	2,543	204	2,875	2.5
Goatfell	1262	1427	1,262	2019	1.6	1,638	1.1	2,013	1.3
Nine Skies	1571	1420	1,571	N/A		1,705	1.2	2,791	1.2
Fort Bazaar	1939	2030	1,932	1578	0.81	1,033	0.54	2,374	0.69
Wallawwa	1932	3172	1,932	N/A		9,402	2.96	7,996	2.95
Kumu Beach	2295	1721	2,295	1439	0.63	1,479	0.86	2,105	0.58
Lunuganga	N/A	879	N/A	N/A		N/A		2,242	2.36

NOTES: Nine Skies water meter was installed in 2021, therefore consumption report can be provided for 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.

The 2020 water consumption at Camellia Hills and Goatfell are correct as both properties have maintained vegetable gardens.

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
<p>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.</p>	<p>We have successfully set meters from each of the different water sources and are recording the details monthly on our Water Management Report.</p>	<p>To implement a sustainability management system that includes international benchmarks.</p>
<p>Assess our water consumption against the latest international benchmarks (per guest night) and establish reasonable targets.</p>	<p>As of 2023 we have not yet been able to establish reasonable / comparable international benchmarks. However, we have reached out and been in contact with various sustainability management system providers including Green View and Weeva Earth, and we are planning to implement one of these solutions.</p>	<p>To implement a sustainability management system that includes international benchmarks.</p>
<p>Develop and execute a water optimisation plan for each hotel with a focus on implementing water reduction systems and procedures.</p>	<p>We have been diligently recording and reviewing the monthly Water Management Report, and periodically checking the water flow rates at the properties.</p>	<p>To develop and execute a water optimisation plan for each hotel.</p>
<p>Record towels and linen used per guest night and establish future targets.</p>	<p>For 2021 and 2022 we did not have reasonable or consistent guest figures to establish future targets.</p>	<p>As tourism revives for Sri Lanka, we will be able to collect relevant data to be able to use to establish future targets.</p>

Environment - Waste

At Teardrop Hotels we are proactively seeking to reduce our waste. In compliance with Travelife and sustainability standards, 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.

Our sustainable purchasing policy is aimed at minimizing 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.

Early on our sustainability journey we phased 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.

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. We had intended to start measuring waste per guest night, but as at 2023 we have not been able to collect comparable data to benchmark due to the erratic guest nights these last three years.

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
Calculate our and assess waste per guest night against the latest international benchmark and establish reasonable targets for 2022-23.	As of 2023 we have not yet been able to establish reasonable/comparable international benchmarks.	To implement a sustainability management system that includes international benchmarks.
Conduct a plastics assessment throughout your properties to look for easy and quick ways to reduce, reuse or eliminate plastics, especially single use.	2021 & 2022 saw a heavy use of cling film for Health & Safety reasons which we have now eliminated. We also have periodic training on the three R's (reduce reuse recycle).	Conduct periodic plastics assessment throughout the properties to look for easy and quick ways to reduce, reuse or eliminate plastics, especially single use.

<p>To find and establish a relationship with a company that will handle paper, plastic, wood and cooking oil more sustainably.</p>	<p>We have established a working relationship with a certified company that collects our cooking oil and processes it into bio diesel. We also recycle our paper, plastic, glass, and metal.</p>	<p>To periodically review the suppliers and look for best in industry sustainable options.</p>
<p>66% of our printers do not support double-sided printing. We will prioritise the purchase of double-sided printers and reduce the overall number of printers we use.</p>	<p>We have not had to replace any of the printers yet. Purchasing is instructed by the group IT manager to opt for double sided printers.</p>	<p>To increase the percentage of double-sided printers across all properties.</p>

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 PPEs are not used appropriately and take corrective action. Also, first aid training and fire training were conducted last year.

We measure our hazardous waste and maintain monthly records, where the different types of hazardous waste are recorded, measured, and disposed of through approved suppliers.

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. Due to the circumstances during 2021/2022, we have not been able to make significant progress on this, however as tourism is picking up and we face less and less items in shortages, we will focus again on phasing out the R22 gas.

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
<p>To conduct refresher hazmat handling training for staff.</p>	<p>Due to the circumstances training during the period 2021 was not where we wanted to be, but in 2022 we bounced back with over 10,000 employee training hours conducted across the properties.</p>	<p>To continue to conduct refresher courses for all staff levels.</p>
<p>To adequately remove all R22 coolant across our entire portfolio of hotels by the end of year 2022.</p>	<p>Due to the circumstances during 2021/2022, we have not been able to make significant progress on this, however as tourism is picking up and we face less and less items in shortages, we will focus again on phasing out the R22 gas.</p>	<p>To adequately remove all R22 coolant across our entire portfolio of hotels.</p>
<p>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.</p>	<p>As of 2023 we have not yet been able to establish comparable international benchmarks.</p>	<p>To implement a sustainability management system that includes international benchmarks.</p>

Labour & Human Rights

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 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.

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.

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. Clear grievance procedures and fair disciplinary procedures are 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 and in all 3 languages.

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 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. With pandemic and the economic crisis, there has been a significant brain drain across the island, but for 2023 we hope to redouble our efforts to get back on track to our targets.

Demographic	Camellia Hills	Fort Bazaar	Goatfell	Kumu Beach	Lunuganga	Nine Skies	Wallawwa	TBM	Total
Gender									
Male	18	43	18	30	26	16	39	44	234
Female	0	4	0	1	5	0	4	14	28
Age									
Below 20	1	1	1				1		4
20-29	7	18	6	10	6	6	10	16	79
30-39	8	16	8	12	13	6	10	30	103
40-49	2	8	3	8	6	3	14	8	52
50 above		4		1	6	1	8	4	24
Ethnicity									
Sinhala	10	40	10	29	30	14	42	48	223
Tamil	8		8		1	2	1	3	23
Muslim		6		1				5	12
Burgher				1					1
Other		1						2	3
Expatriates									
Senior Executives								2	2
General Workforce		1							1
Senior Executives by Gender									
Male	2	2	2	2	1	1	6	23	39
Female					2			4	6
Colleagues' with Disabilities by Gender									
Male		1	1		1				3
Female									0
Employees reside within 20 Km radius									
	6	21	5	18	28	5	27	37	147

We have published and distributed an employee handbook to all our employees, and a copy is also available at each of the properties.

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

PROPERTY	NUMBER OF HOURS OF TRAINING PER EMPLOYEE PER MONTH	TOTAL NUMBER OF HOURS OF TRAINING PER YEAR 2022
Camellia Hills	4.6	2158.4
Goatfell	5.6	2979.3
Nine Skies	4.9	947.55
Fort Bazaar	5.3	969.44
Wallawwa	5.3	1034.63
Kumu Beach	3.1	1066.35
Lunuganga	3.4	964.75

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
Finalise and introduce the Employee Handbook.	We have published and distributed an employee handbook to all our employees, and a copy is also available at each of the properties.	We plan to translate the employee handbook into Sinhala and Tamil as well.
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.	With pandemic and the economic crisis hiring was placed on hold.	There has been a significant brain drain across the island, but for 2023 we hope to redouble our efforts to get back on track to our targets.
Provide more opportunities for people with disabilities.	Hiring during 2021 and 2022 was very limited.	We will be actively looking to see how we can increase these figures.
Develop and implement a whistleable policy.	Currently whistle blowing is detailed in our Human Rights & Labour Policy.	To create and apply a whistle blowing policy.
Conduct "Sustainability in practice" workshop at each hotel.	Sustainability workshops have been conducted across all the properties multiple times over 2021 and 2022.	Our trainers continue to conduct workshops on sustainability for the employees.

Calculate numbers of hours of training per employee and benchmark against international standards.

Due to the circumstances, training during the period 2021 was not where we wanted to be, but in 2022 we bounced back with over 10,000 employee training hours conducted across the properties.

To implement a sustainability management system that includes international benchmarks.

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.

In 2021 we 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.

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



- The B S Jayawardana Children's Orphanage was identified, and our staff did a much needed full clean-up of the premises, and treated the children and staff to a lunch at the orphanage.
- In November 2022 The Wallawwa hosted 14 A'Level students and 9 teachers, and then again another 24 A'Level students and 5 teachers, all from the Kotugoda Rahula College. The two groups were given an orientation of each department at the property and how the operations are carried out with the aim of giving them awareness and insights they would otherwise never have had as to what it's like to work in the tourism and hospitality industry.



- Fort Bazaar located in the quaint old Galle Fort has also been active in its initiatives.
- Early on in 2021 right throughout 2022, there were multiple donations made to the frontline staff of the Galle MOH office for their valiant contribution and selflessness, and the Galle Municipal Council for their annual gathering, and to the Divisional Secretariat for their Talent Show. There were many more financial contributions, including funerals of the less fortunate, and the Sri Sudarmalaya temple for their Katina Pinkama festival.

- The team at Fort Bazaar also have played a pivotal part in keeping the Galle Fort clean, investing both time and money in cleaning projects - on one such day they were able to collect 74 bags of refuse/trash, including plastic and glass bottles which were separated and given to the government Municipal Council for processing. The grass cut and collected is given to cow farmers close by for feed for their cattle.
- Blood donations were also attended and contributed to by the staff.
- In 2022 Teardrop donated funds towards the repairs and maintenance and community engagement initiative at the Sambodhi Disabled Home. The Fort Bazaar team volunteered their time for this project plus they organised an event with dinner, music, and gifts for these marginalized individuals.



- In 2021 and 2022, Camellia Hills organised several clean-ups of the road and surroundings all the way from Gap Junction to the property, with someday bringing in close to 50KGs of refuse. Clean ups of a number of other places in the valley have also taken place, including the Castlereagh Hindu Kovil, Church and Buddhist Temple.
- In October 2022, Camellia Hills conducted an educational seminar for the local school children delivered by Mr Segar and Mr Sebastian.
- Similarly, to Nine Skies, Camellia Hills identified the need clean water for the Dunkeld Lower Division School and the workers in the tea plantation in that area, especially during the dry season. In October 2022, a drinking water tap was installed for both the students and workers to be able to make use of.



- In 2021 and 2022, Goatfell organised several clean-ups of the road and surroundings all the way from Kandapola to the bungalow, which cuts through not only tea estates, but also some village houses as well.
- Several harvests during both 2021 and 2022 from our vegetable garden were given to our staff.



- Kumu beach carried out several activities during 2021 when Covid19 was still rampant on the island and 2022 during the severe economic and financial crisis.
- In May 2021 with lock-downs and scarcity of work due to covid, Kumu Beach prepared lunch packets in the kitchen and then distributed them on full moon day to the destitute around the town of Ambalangoda.
- Throughout 2021 and 2022, periodic beach cleanups of the area around the property were conducted, and the refuse collected was separated and recycled where possible.
- In April 2021 and 2022 Kumu Beach gave their annual donation to the new year festival 'Walagedara Avurudu Uthsawaya' for the people in the area.
- In October 2022, Kumu Beach organised a cleanup and threw a dinner party at the Anula Wijerama Children's Orphanage for over forty kids and five staff members, with live action stations and desserts.



- In January 2021, Lunuganga Estate gave 20Kgs of rice from their small paddy field to the 'Thunduwa isolation village' through the Dedduwa Temple.
- In August 2021, a heart patient with limited opportunities was offered the opportunity to supply the staff food. This additional income helped towards the medications. The arrangement works well, and the staff still enjoy the good cooking to date.
- In August 2022 a financial donation was given to the local village committee towards a Pooja or blessing ceremony.
- In September 2022 Lunuganga hosted 14 people and then again, another 15 people, all from the nearby tourism industry, to come over and spend the day and learn about the life and works of Geoffrey Bawa and the Lunuganga Estate first hand from the property.
- In October 2022, the Buddhist priests as well as all the villagers who helped with the Katina Pinkama religious ceremony were treated to ice cream.



- Nine Skies identified that the estate workers coming to work in the fields surrounding the bungalow were lacking access to water, so in May 2021 a supply and tap were installed for them.
- In September 2021 the vegetables harvested from the organic garden were donated to the families of the estate workers.
- Masks and a reusable bag were donated to estate workers and the estate office staff in January 2022 - reuse, not landfill.
- As with many of our initiatives, one of our staff brought to our attention a day care centre in need of a little love about 35 KM from the property. One of their main requirements was linen, and we donated this to them.
- In September our staff got together and did a proper clean-up of the Nine Arch Bridge and surroundings - and as with all our clean-ups, the refuse was first separated and sent for recycling where possible.

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
Assist the communities around us in the tea country with waste management.	We conducted waste management training for over 800 students across five different schools in the tea country.	We are looking to conduct refresher training courses.

<p>Consolidate the program to give surplus vegetables and fruits to local communities.</p>	<p>An official program was not in place, however, at Wallawwa, Lunuganga, and Nine Skies we have been giving fruits vegetables and rice grown to the staff and surrounding communities.</p>	<p>To put in place a program to facilitate the process.</p>
<p>Undertake and complete beach and road clean-ups in the vicinity of our hotels.</p>	<p>We have across our properties been conducting road and beach cleanups periodically. We have even extended our reach a step further and cleaned up nearby sites including the Nine Arch bridge, Galle Fort, and many religious sites.</p>	<p>We want to continue our efforts, encouraging our properties to continue to do this on a periodic basis.</p>
<p>Donate to schools and temples.</p>	<p>Our properties have invested labour and made donations to schools, temples and orphanages.</p>	<p>Again, we would want to continue our efforts, encouraging our properties to continue to do this on a periodic basis.</p>
<p>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.</p>	<p>This was carried out at Goatfell, with the students and teachers of Tea Leaf Trust coming over for a complete property orientation day with lunch.</p>	<p>We are aiming to make this an annual event, during the low seasons, so that the tea country youth get insight and exposure they would otherwise not be privy to. We also hope to do this for other schools at our other properties.</p>
<p>Oversee the completion of the building of the disabled children center in Welimada.</p>	<p>On a monthly basis we have continued to support financially the VACD.</p>	<p>Oversee the opening of the new VACD which will be called the Teardrop CARE Centre for Children with Disabilities.</p>
<p>To continue to identify small community projects we can assist in line with the examples given above.</p>	<p>Given the circumstances, this has been on hold for 2021/22.</p>	<p>As part of our new women's economic empowerment initiative, we will be looking to support women of the local communities to improve their home gardens so that they can generate more revenue to support their families.</p>

Sustainable Procurement

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.

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

We maintain a consolidated contact list of all our suppliers 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.

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 continue to resend our policy to suppliers every year, with an email re-affirming our commitment to a sustainable supply chain.

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
To resend our suppliers and subcontractors a copy of our sustainable purchasing policy.	We last resent this in 2022.	We will continue to send out our policies annually to our suppliers.
To further train our staff with regards to Sustainable Purchasing and Supply.	We have held periodic trainings throughout the year.	Continue to train our staff in Sustainable Purchasing best practices.

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:

"The food is lovely, but the menu is limited if someone has dietary restrictions and stays for more than a night. For example, in my family some of us don't eat meat, others don't eat seafood, etc. By the second day, we did have to think a bit about what we could order."

Action - We have taken the comments shared by the guests and have offered more options on our current menu with choices. Also, individual chefs at each property do speak to the guests who stay for a longer period to offer any preferences.

"I am not very happy about the service, particularly the waiting service on the second night/third day. The Chef also had a bit of an attitude and was not flexible with certain simple swaps. E.g., I asked for Kiribath with bacon INSTEAD of chicken curry (not as an extra) and the chef said he needs to charge extra for that because it's not on the menu, but he came and promoted Bawa's string hoppars and scrambled eggs on the last day which was also not on the menu. It didn't make sense to me."

Action - We have given continuous training to staff on handling guests, the language they speak etc.

"Please put a light in the passage area in front of the room. I fell off the stairs because I had to go searching for the stairway light switch in the dark. Luckily, I could hold on to the railing, but I sprained my arm and hit my cheek."

Action - An additional light was placed.

"We felt the room cleanliness needed significant improvement, especially the bathroom sinks and overall cleanliness was not up to standard, also the back of the curtains when view from the garden and overall domestic maintenance seemed to have been lacking. Compared to the other properties of tear drop that I have stayed in before I found that as an unexpected drop in standards."

Action - We have worked hard on the interiors, and linens to maintain the standards of the product.

"The set menu/a la carte meal options were excellent, however we only stayed for one night so was curious how often the menu is changed as for longer stays it might be a little monotonous. Looking forward to visiting again soon."

Action - We have implemented new menus with more options at each hotel. Also, the chefs at each hotel do speak to the guests who stay for two or more nights to see if they can offer further choices.

"Warm water runs out pretty fast and we needed to wait a lot longer to check in to our room after the usual check-in time. That was a bit annoying."

Action - We have identified the issue here and rectified the same, so that this doesn't repeat.

In 2021 we incorporated a question about sustainability into the questionnaire both online and in print. The questions are "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 2021-22. 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.

Guest Satisfaction Measurements for 2021-22

	Net Promoter Score	Service	Standard Facilities	Room	Value for Money
Nine Skies	97.56	9.80	9.68	9.51	9.51
Wallawwa	84.93	9.62	9.40	9.30	9.14
Goatfell	95.83	9.88	9.77	9.79	9.48
Camellia Hills	90.32	9.55	9.52	9.39	9.13
Kumu Beach	69.77	9.51	9.35	9.30	8.65
Lunuganga	83.33	9.00	8.83	9.33	8.67
Fort Bazaar	78.95	9.28	9.44	9.61	9.12
Total Average	85.62	9.59	9.50	9.48	9.16

Objectives for 2020-21 vs 2021-22 / Future Plans 2022-23

OBJECTIVE FOR 2020-21	RESULTS 2021-22	FUTURE PLANS 2022-23
Improve guest satisfaction metrics where possible.	We have systematically improved our satisfaction metrics across all our properties. We have also implemented in 2022 a new software system to better capture and analyse the data.	Continue to measure and analyse guest feedback and incorporate certain parts into training sessions where possible.
Start collecting customer feedback for our latest hotel Lunuganga.	This implemented in 2020.	We continue to do so with our new improved CRM system.
Create an emergency preparedness protocol.	Given the circumstances, this has been on hold for 2021/22.	For 2022/23 we will be developing an emergency preparedness protocol.

<p>Increase the number of people who fill up the questionnaire.</p>	<p>Our staff receive periodic training to ensure they are up to the mark in speaking to guests and getting their feedback in an unobtrusive way. Our new system is also much more user friendly, which encourages guests to engage more.</p>	<p>With the new system, the guests can access the online feedback system even while they are at the property so that their privacy is respected without having to discuss with the staff itself - this is analysed immediately by Operations as well as Sales & Marketing.</p>
<p>Start collating feedback and suggestions about our sustainability efforts.</p>	<p>With our new CRM software, we have been able to more effectively collect more in-depth information and analyse the feedback.</p>	<p>With the new increased visibility on the guest feedback, we will be able to more effectively utilise this information to improve and develop our sustainability initiatives and overall strategy.</p>