

ENGAGING OUR STAKEHOLDERS

Engaging and responding to our stakeholders is a key part of our overall governance and management approach. We proactively engage a wide range of key stakeholders including employees, customers, regulators, lenders, shareholders and investors, non-governmental organisations, media and others. It is important for us to capture and understand how their views change and ultimately how we can implement improvements to the business today and in the future.

Stakeholder Group	Why and how we engage	Examples in 2018
 <p>Guests</p>	<p>Engaging our guests and ensuring their satisfaction is critical to how we run our business.</p> <p>In 2018 we continued to drive digital engagement by revamping peninsula.com for a better user experience, including 360-degree video content, and producing engaging social media content with influences.</p> <p>WeChat is a very important channel for the China market, and we use this to highlight Peninsula destinations and also as a room booking channel.</p> <p>On the sales side, we focused heavily on expanding and enhancing our relationships with global travel agencies who can help interact with potential customers.</p> <p>We continued to expand PenClub, our in-house preferred travel partner programme with 48 new travel partners from China, Japan, Canada, Israel, Europe and the United States.</p>	<ul style="list-style-type: none"> • Peninsula.com was revamped with a new visual design to better showcase each property with greater impact, providing improved navigation clarity and easier paths to the booking process, integration of User Generated Content (UGC) galleries from social media and integration of 360-degree panorama views of guest rooms, restaurants and facilities. • <i>The Peninsula Classics Best of the Best Award</i> brought together eight of the world’s finest classic cars – the best of show winners from the top international <i>concours</i> – to compete for the title of the most exceptional motor car in the world. • The Peninsula New York celebrated its 30th Anniversary with a curated art exhibition celebrating artists who were prominent in the 1980s, including Andy Warhol. • The festive season was brought to life at each of our ten Peninsula hotels around the globe under the theme, ‘Stories from the Tree.’ US\$5 from each purchase of a character was donated between Make-A-Wish Foundation and a local charity.
 <p>Employees</p>	<p>In 2018, we placed a greater emphasis on attracting and retaining employees, as well as rewards and recognition, employer branding, and staff engagement. We conducted a series of employer branding campaigns and videos and shared on our corporate website and social media.</p> <p>Increased two-way communication with senior management through discussion forums and Open House meetings.</p> <p>Explored best practices to reward and recognise high performing staff.</p>	<ul style="list-style-type: none"> • Launched a global employer branding and recruitment campaign across all our properties worldwide which is aligned with Human Resources and business goals • Promoted the use of Microsoft Yammer as a communication tool across the group • Explored best practices and reward and recognition programmes • See pages 98 to 107 for more details on our employee engagement strategy
 <p>Governments</p>	<p>Our Executive Directors and Chairman regularly meet with senior Hong Kong Government leaders and Legislative Council members to discuss areas of concern for the tourism and property sectors. Our Chief Executive Officer and senior executives are members of the World Travel & Tourism Council (WTTC) which actively engages with governments around the world on industry issues on behalf of members.</p> <p>Our project team members in London, Istanbul and Yangon meet with select local government representatives, diplomats and relevant stakeholders to discuss local issues and enhance cooperation ahead of our three project hotel openings.</p>	<ul style="list-style-type: none"> • Engaged with Hong Kong Government departments on tourism initiatives particularly with regards to the new developments in West Kowloon and the Kowloon Waterfront • Membership of WTTC • Engaged with local government representatives and diplomats in London, Istanbul and Yangon

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 <p>Financial Analysts and Investors</p>	<p>Our Investor Relations team and our Executive Directors meet regularly with financial analysts and investors, as well as participate in non-deal investor road shows, post-results briefings and the AGM</p>	<ul style="list-style-type: none"> ◆ Investor Conferences ◆ Financial reports and website ◆ Annual General Meeting (AGM) ◆ One-on-one and group briefings
 <p>Media</p>	<p>The Peninsula Hotels Marketing team conducts regular press briefings and attends high profile trade shows in all our key markets as well as emerging markets, and the HSH Corporate Affairs team organises press conferences with Executive Directors at annual/interim results and individual interviews throughout the year in Hong Kong. We host regular press groups from the world's most prestigious travel, luxury and business publications to visit the cities in which we operate.</p>	<ul style="list-style-type: none"> ◆ International Luxury Travel Market (ILTM) in Cannes ◆ HSH financial results press conferences at The Peninsula Hong Kong and AGM ◆ High-profile media programmes
 <p>Community and NGOs</p>	<p>Our Corporate Responsibility and Sustainability team meets with non-profit organisations, academia and industry advocacy groups regularly throughout the year to keep ourselves informed of the latest developments on sustainability issues, and contributes to the sustainability development of the wider community by sharing HSH's experience at various local and regional conferences and industry committees.</p> <p>This engagement also includes our support to different charities around the world. Our operations also engage with local charities to provide support where possible.</p>	<ul style="list-style-type: none"> ◆ Membership of Business for Social Responsibility ◆ Partnership with WWF Hong Kong ◆ Partnership with The Hong Kong Council of Social Service ◆ Membership of Hong Kong Council for Sustainable Development's Support Group for Promotion of Sustainable Use of Biological Resources ◆ Membership of Responsible Luxury Initiative, Business Women for Action, Mekong Club and the HK Sustainable Seafood Coalition ◆ Participation in several sharing sessions organised by the think-tank China Water Risk on the topic of water stress
 <p>Partners and Suppliers</p>	<p>Our partners are also key to our growth, as they help us to ensure the successful operation of our properties in their local markets.</p> <p>Sustainable guidelines such as the Building Research Establishment Environmental Assessment Method (BREEAM) were incorporated since the beginning of project planning, for the construction of the new hotels and renovation projects.</p>	<ul style="list-style-type: none"> ◆ The Peninsula Yangon has been undertaking an extensive restoration and heritage preservation, cataloguing to preserve the history and heritage of Myanmar. The Peninsula Istanbul is undergoing a highly complex restoration and construction project on the banks of the Bosphorus, in collaboration with local authorities and Heritage Board. ◆ The Peninsula London, Istanbul and Yangon are referencing international green building standards during their development

We always seek to improve on the area of stakeholder engagement and we are compiling a thorough stakeholder engagement profile for our three project markets in 2018.

We encourage our stakeholders to give us feedback on our approach. Comments and enquiries can be sent to our email address at corpaffairs@peninsula.com.