

Glossary

Terms	
Average room rate	This reveals the average rate charged per occupied room, calculated based on the following formula: $\frac{\text{Total rooms revenue}}{\text{Rooms occupied}}$
Adjusted net assets	The figure provides an adjusted value assessment of the Group's assets based on current market valuation
Biofuel	Fuel whose energy is derived from biological sources eg biomass or biogases
Back-of-house	Staff-only areas, usually in a hotel
Carbon dioxide equivalent (CO₂e)	The 'CO ₂ e' measures how much global warming a given type and amount of greenhouse gas may cause, using the equivalent amount or concentration of carbon dioxide (CO ₂) as the reference
Carbon intensity	Amount of carbon dioxide released per unit of energy produced (usually CO ₂ per Mega Joules of energy)
Carbon footprint	The total set of greenhouse gas (GHG) emissions caused by an organization, not always expressed in spatial terms
Compact Fluorescent Lamps (CFLs)	Compact Fluorescent Lamps are low energy lights, using around a third to a fifth less energy with a longer life
Corporate Responsibility	A systematic approach whereby a business monitors and ensures its compliance with the law, ethical standards, and international standards relating to the environment, consumers, employees, communities, and other stakeholders
Sustainable Development	Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Source: 'Our Common Future', 1987, World Commission on Environment and Development.
Diversion rate	Waste diversion is the process of diverting waste from landfill through recycling, reuse or other means, expressed as a percentage of total waste arising in an organisation, for example.
EBITDA	The figure reflects the profitability of the operations of the Group before interest, tax, depreciation and amortisation
Front-of-house	In sight of guests/customers, staff at front-of-house are visible representatives of the company
Gearing	This measures the degree of debt financing used by the Group to fund its business, calculated based on the following formula: $\frac{\text{Net borrowings}}{\text{Net borrowings} + \text{Shareholders' equity}}$

Terms	
Global Reporting Initiative (GRI)	A non-profit organisation that produces one of the world's most prevalent standards for sustainability reporting
Greenhouse Gas (GHG) Emissions	Also referred to as GHG. Emissions of gasses (e.g. carbon dioxide, methane) which have the potential to cause earth warming.
HACCP	Hazard Analysis and Critical Control Points (HACCP) is an internationally recognised food safety and hygiene standard for commercial kitchens.
Health & Safety	Responsibility to protect the health and welfare of stakeholders, namely employees, customers, contractors and suppliers
Indoor Air Quality (IAQ)	Refers to the air quality within and around buildings and structures, especially as it relates to the health and comfort of building occupants
Interest cover	The ratio reflects the ability of the Group to meet its financing costs expressed as a multiple of its operating profit
IUCN Red List	The world's most comprehensive inventory of the global conservation status of biological species (www.iucnredlist.org)
Light-emitting diode (LED)	A semiconductor light source, better than incandescent light sources: lower energy consumption, longer lifetime, improved robustness, smaller size, and faster switching
LEED	Leadership in Energy and Environmental Design: a rating for the design, construction and operation of green buildings
Life cycle	The stages of a product's life from-cradle-to-grave (i.e. from raw material extraction through materials processing, manufacture, distribution, use, repair and maintenance, and disposal or recycling).
Injury Rate	Represents the number of injuries per 100 equivalent employees per year. It is calculated as the Total Injuries multiplied by 200,000 and then divided by total hours worked. The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.
Marine Stewardship Council (MSC)	An independent non-profit organisation with an ecolabel and fishery certification programme that is internationally recognised. (www.msc.org)
Occupancy percentage	This reveals the extent of rooms being occupied, calculated based on the following formula: $\frac{\text{Rooms occupied}}{\text{Rooms available}} \times 100\%$

Glossary

Terms	
Ozone-depleting substance (ODS)	Any substance with an ozone depletion potential (ODP) greater than 0 that can deplete the stratospheric ozone layer. Most ozone-depleting substances are controlled under the Montreal Protocol and its amendments, and include CFCs, HCFCs, halons, and methyl bromide. CFC-11 is a measure used to compare various substances based on their relative ozone depletion potential.
PP	Percentage points
RevPAR	The figure reflects the revenue generating ability of the Group's hotels from available rooms, calculated based on the following formula: $\frac{\text{Total rooms revenue}}{\text{Rooms available}}$
Safety management systems	Management system designed to manage health and safety, environmental and general risk of a companies' operations
Stakeholders	Group or individuals that are affected by or can affect a company's activities
Sustainable building	Also known as "Green Building". A building which is environmentally responsible and resource-efficient throughout its life-cycle
Sustainable luxury	Luxury products or services which maintain a level of responsibility to both the environment and society.
Sustainable procurement	Considering sustainability in procurement decisions, alongside other factors such as price and quality
Underlying profit attributable to shareholders	The figure reflects the profitability of the Group arising from its operations by excluding non-operating and non-recurring items
Variable Frequency Drive (VFD)	Energy saving devices that match motor speed to output requirement, so only the energy that is needed is produced.
Volatile Organic Compound (VOC)	Substances that are typically gas at room temperatures and can cause health issues if inhaled. Paints for example can emit VOCs
Water footprint	Total volume of freshwater used to produce the goods and services consumed by an individual, community or business
Water stress	In general terms, a country or region is said to experience water stress when annual water supplies drop below 1,700 cubic metres per person per year