



HOTEL GRAND CENTRAL



SUSTAINABILITY
REPORT

2021



Contents

1. Corporate Profile.....	1
2. About the Report	1
3. Approach to Sustainability	2
4. Board Statement	3
5. Stakeholder Engagement	3
6. Materiality and Contributions to SDGs	4
7. Our COVID-19 Response	5
8. Advocating Proper Business Conducts and Ethics	8
8.1 Business Ethics and Anti-corruption	8
8.2 Security of Personal Data and Information.....	8
9 Ensuring Fair Employment Practices.....	9
9.1 Profile of our Workforce	9
9.2 Employment Practices and Benefits	14
10. Providing a Healthy and Safe Environment for All.....	14
11. Managing the Use of Our Natural Resources	18
11.1 Energy Consumption and GHG Emissions.....	19
11.2 Water Consumption Management	21
11.3 Waste Management.....	23
12. GRI Content Index	26



1. Corporate Profile

Incorporated on 13 June 1968 and listed on the Singapore Stock Exchange since 1978, Hotel Grand Central Limited (“HGC” or “the Group”) is an established hotel owner and operator with a regional presence. As of 31 December 2021, the Group possesses 14 wholly-owned hotels and five wholly-owned investment properties across Singapore, Australia, New Zealand, China, and Malaysia. Additionally, the Group owns five associated hotels in Malaysia.

Figure 1: List of HGC’s operations



2. About the Report

We are proud to present our 2021 Sustainability Report that marks our fourth year of reporting on our sustainability efforts and performance. This report is developed in compliance with the sustainability reporting requirements set out in SGX-ST Listing Rules 711A and 711B and Practice Note 7.6 and in accordance with the internationally recognised framework, the Global Reporting Initiatives (“GRI”) Standards: Core Option.




By adopting the GRI Standards, HGC is able to communicate our sustainability impacts in a transparent, consistent and comparable way. The GRI Content Index on Pages 26 to 29 provides an at-a-glance view of our GRI adopted disclosures and facilitates the navigation of this report.

Unless otherwise stated, this report covers HGC’s sustainability performance for the financial period from 1 January 2021 to 31 December 2021. For comparative purposes, we disclose prior year performance of the key indicators where

possible. We have not sought external assurance for our sustainability information, however, the senior management of HGC has worked together to ensure the accuracy and reliability of the information communicated.

Our reporting scope covers nine (9) wholly-owned hotels in Singapore, Australia and New Zealand. The full list of the hotels covered in this Sustainability Report is shown in Table 1.

Table 1: List of Operations within SR2021 Reporting Scope

Singapore 	Australia 	New Zealand 
<ol style="list-style-type: none"> 1. Hotel Grand Central 2. Hotel Chancellor @ Orchard 	<ol style="list-style-type: none"> 3. Hotel Grand Chancellor, Adelaide 4. Hotel Grand Chancellor, Brisbane 5. Hotel Grand Chancellor, Hobart 6. Hotel Grand Chancellor, Townsville 7. Hotel Grand Chancellor, Launceston 8. Hotel Grand Chancellor, Melbourne 	<ol style="list-style-type: none"> 9. James Cook Hotel Grand Chancellor Wellington ("JCHGC")

3. Approach to Sustainability

HGC is committed to managing its social and environmental footprint while striving to create and maintain high economic values and returns.

HGC’s sustainability management approach is adapted for each sustainability matter. At the Group level, we set group-wide policies in Corporate Governance and Human Resources. The management team at each hotel is responsible for setting targets, implementing sustainability practices, and monitoring data security, environmental performance, health, and safety locally. **Ms Tan Hwa Lian** (Executive Director) oversees the Group’s overall sustainability performance and reports to the Board annually.

Table 2: Management Approach for Material Matters

Material Matter	Management Approach
Business Ethics and Anti-Corruption	All hotels are required to comply with the Group’s Code of Conduct and Anti-Corruption policies.
Security of Information	Compliance with the local Personal Data Protection Act is managed by the hotels’ management and reported to Singapore’s Executive Director.
Health and Safety	These matters are managed locally by hotels’ management.
Energy Consumption and Greenhouse Gas (“GHG”) Emissions	
Water Consumption Management	
Waste Management	
Additional Matter	Management Approach
Employment Practices	All hotels are required to comply with Group Workplace Diversity and Harassment policy and Employee Handbook. Further, each hotel has its Human Resource policy, designed to consider local labour market conditions and local labour law and regulations.

4. Board Statement

The Board considers sustainability issues as part of the Group’s strategy formulation and monitors overall sustainability performance. Each year the Board conducts a materiality review to identify and prioritise the most relevant ESG issues, taking into account the impact each issue has on HGC and its stakeholders.




2021 has been a year of recovery for the hospitality industry with pandemic restrictions easing and inoculation rates increasing in various parts of the world. As borders slowly reopen, and countries emerge from lockdowns, we strive to recover our operations in a manner that is safe for both employees and customers.

As we work towards living with the pandemic, and assimilating into the “new normal”, the Board has endorsed the continued relevance of six material ESG topics and an additional matter for reporting identified in FY2017. The implementation of sustainability practices is delegated to the Management. Annually, the Management reports to the Board on sustainability performances and any significant changes in the policies and practices.

5. Stakeholder Engagement





The long-term growth and success of HGC hinge on regular interactions with our key stakeholders. The feedback received helps HGC better understand their concerns and formulate appropriate responses to address them. The table below summarises the key stakeholder groups’ interests and HGC’s responses.

Table 3: HGC Stakeholder Engagement Method

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central’s Response	Methods of Engagement	Frequency of Engagement
 Hotel Guests	<ul style="list-style-type: none"> • Guest satisfaction • Provision of a safe and healthy environment for all 	<ul style="list-style-type: none"> • Refurbishments and upgrading of facilities • Additional cleaning efforts triggered by COVID-19 	Feedback forms	Ongoing
			Face-to-face meetings/Online reviews and surveys via Revinate	Ongoing
 Employees	<ul style="list-style-type: none"> • Workplace health and safety • Working environment • Team morale • Fair employment practices 	<ul style="list-style-type: none"> • Active employee engagement • Timely review and resolution of matters raised by employees • The employee of the month programme • Star cards to reward extra efforts 	Face-to-face consultations and feedback	Ongoing
			Committee Meetings	Monthly
			Half-yearly General Meeting	Quarterly
 Shareholders and the Investment Community	<ul style="list-style-type: none"> • Financial performance • Growth prospects and business outlook • Sustainable value 	<ul style="list-style-type: none"> • Timely and consistent disclosure of hotel operations and performance to assist shareholders in investment decisions 	Annual General Meeting	Annually
			Half-yearly Report	Quarterly
			Organised visits from Directors ¹	Thrice a year

¹ Due to travel restrictions as a result of the COVID-19 pandemic, the directors were unable to travel in FY2021














Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
 Suppliers	<ul style="list-style-type: none"> Long-term and strong business relationship Feedback on quality of services provided 	<ul style="list-style-type: none"> Communicate and align expectations between HGC and suppliers 	Meetings	Ongoing
			Email and phone call correspondence	Ongoing and as and when required upon end of contract
 Business Partners	<ul style="list-style-type: none"> Consolidated effort to improve the hospitality sector 	<ul style="list-style-type: none"> Networking and exchange of information with various business partners at industry events 	Attendance in meetings hosted by economic development agency	Quarterly (NZ)
			Meetings	Ongoing
			Email and phone call correspondence	Ongoing
 Regulators	<ul style="list-style-type: none"> Compliance with relevant laws and legislation across countries of operation 	<ul style="list-style-type: none"> Qualified and experienced maintenance team to ensure regular checks and maintenance work are conducted Stay abreast of changes in any regulations Completion of annual building warrant of fitness 	License application and renewal (i.e., liquor)	Annual
			Onsite inspection	As and when required by regulatory bodies
 Local Communities	<ul style="list-style-type: none"> Improve relations and ties in the communities HGC operates in Support to Zealandia Support of Mary Potter Hospice Support Department of Conservation at Matiu/Somes Island Support of KCA with donations of food not consumed on the buffet 	<ul style="list-style-type: none"> Regular involvement in the local scene and environment \$2.00 for every room night booked via our website is donated to Zealandia Provide staff to help with Mary Potter hospice collection days and other fundraising activities Staff provide volunteer hours to help with the upkeep of the Island – usually three times per year Unused food from the buffet is frozen and collected by KCA for distribution to families in need 	Employee volunteerism	Annual (Australia / NZ)
			Support towards Earth Hour	Annual
			Monetary and in-kind donation (food and clothing)	Ongoing

6. Materiality and Contributions to SDGs

HGC last conducted a materiality review in FY2020 that involved interviews with senior management teams, a review of emerging global and industry trends and informal interviews with stakeholders on ESG issues. This year, the Board and management have reviewed and validated the continued relevance of the six (6) material ESG matters and the additional matter that was identified in FY2017 for this report.

Acknowledging that sustainability is a priority and calls for global action, HGC further aligned its ESG targets with the relevant UN Sustainable Development Goals (“SDGs”) as shown in Table 4.

Table 4: Alignment of HGC’s Sustainability Matters with relevant SDGs




Material Matters	Alignment to SDGs	Relevant GRI Standards
Business Ethics and Anti-corruption		GRI 205: Anti-corruption 2016
Security of Information		GRI 418: Customer Privacy 2016
Health and Safety	  	GRI 403: Occupational Health and Safety 2018 GRI 416: Customer Health and Safety 2016
Energy Consumption and Greenhouse Gas (“GHG”) Emissions	  	GRI 302: Energy 2016 GRI 305: Emissions 2016
Water Consumption Management		GRI 303: Water and Effluents 2018
Waste Management		GRI 306: Effluents and Waste 2016
Additional Matter	Alignment to SDGs	Relevant GRI Standards
Employment Practices		GRI 401: Employment 2016

7. Our COVID-19 Response




2021 has been a year of adaptation and recovery for HGC. After a tumultuous year of navigating the global public health crisis and multiple restrictions and lockdowns, HGC has adapted its operations and remained flexible in these challenging times.




In Singapore, Hotel Chancellor @ Orchard served as a stipulated quarantine facility for confirmed positive cases identified in Singapore. In Australia, Hotel Grand Chancellor Brisbane and Hotel Grand Chancellor Adelaide continued to operate as COVID-19 medi-hotels, which serve to accommodate those who have tested positive for COVID-19.

We focus on protecting our employees, hotel guests and other stakeholders through health and safety measures in strict compliance with local regulatory requirements. Our responses to COVID-19 for the affected key stakeholders are as follows.

Key Stakeholders	 Singapore	 Australia	 New Zealand
Hotel guests	<ul style="list-style-type: none"> At Hotel Chancellor @ Orchard, we established a call centre to answer guest’s needs on a 24/7 basis 	<ul style="list-style-type: none"> COVID-19 Safe Plan was established in strict compliance with regulatory 	<ul style="list-style-type: none"> Timely updates on hotel website to reflect current alert levels and shares the



Key Stakeholders	 Singapore	 Australia	 New Zealand
	<ul style="list-style-type: none"> • Daily calls to check on guest's health and their needs • Disinfectants and sanitizers used around the hotel have active ingredients that National Environmental Agency ("NEA") recommends • Hotel Grand Central was SG Clean certified as of June 2020 and staycation approved as of December 2020 	<ul style="list-style-type: none"> • requirements to ensure a safe environment • Modified hotel guest experience such as removal of guest room collaterals and intermittent closures of restaurants • Impose minimal or no penalty to those who need to cancel or postpone events due to physical restrictions or financial difficulties 	<ul style="list-style-type: none"> • measures in place to protect guests • Digital compendium updated to provide guests with current information and increased cleaning frequency across premises • No cancellation fees charged or provide refunds for prepaid accommodations • Modified hotel guest experience such as table menus have been provided in lieu of buffet dining
Employees	<ul style="list-style-type: none"> • Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission • Enhanced job security and improved staff retention due to the Jobs Support Scheme (received over S\$971,000) provided by the Singapore Government 	<ul style="list-style-type: none"> • Employees were provided financial security via Government's JobKeeper assistance and ongoing employment via State Government quarantine • Formal risk assessment and operational changes were enacted to consider COVID-19 exposure risks • COVID-19 Safe Plan was established in strict compliance with regulatory requirements to ensure a safe environment • PPE provided to protect our employees and minimize the risk of COVID-19 transmission • Provided health and safety training such as mental health training • Departmental distancing was introduced to mitigate the risk of cross-contamination in case of outbreaks 	<ul style="list-style-type: none"> • Received government wage subsidies to ensure job security • Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission • Provided employee training onsite and off-site
Suppliers and business partners	<ul style="list-style-type: none"> • Service contracts and expenses were re-evaluated to be in line with the business changes 	<ul style="list-style-type: none"> • Service contracts and expenses were re-evaluated to be in line with the business changes • Sourcing from alternate suppliers to avoid supply chain disruptions • Continuous engagement with suppliers to ensure 	<ul style="list-style-type: none"> • Reduced rent charged to spa operator given the financial difficulties faced during COVID-19

Key Stakeholders	 Singapore	 Australia	 New Zealand
		compliance with the Hotel's COVID-19 Safe Plan and to understand their risk mitigation or insurance in place	
Local communities	<ul style="list-style-type: none"> Converted HCO to a Government Quarantine Facility and for confirmed positive COVID-19 cases 	<ul style="list-style-type: none"> Hotel Grand Chancellor Melbourne attained high recognition for supporting social welfare, particularly from July to September when it became a Hot Hotel providing housing to those contracting COVID-19 from within the disadvantaged public housing community Hotel Grand Chancellor Adelaide provides added services to repatriating Australians to create a welcoming stay and promote good mental health 	<ul style="list-style-type: none"> Distributed perishable food to staff and residents within the vicinity at the beginning of the lockdown

HGC's path to recovery

While some relief is expected as the world begins to recover from the impact of the pandemic, there is still a long road to go before a full recovery and hospitality and tourism demand bounces back to pre-COVID-19 levels. As such, we remain flexible to evolving circumstances with short-term strategies to reshape our efforts when necessary with more considerations to sustainability, innovation and long-term economic resilience.

Singapore	Australia	New Zealand
<ul style="list-style-type: none"> Continue serving as SHN-dedicated facility Accept local staycation bookings with various safety management measures in place 	<ul style="list-style-type: none"> Hotel Grand Chancellor Brisbane and Adelaide have created strong relationships with the State Government partners, creating further opportunities to provide quarantine services in 2021. It will be essential for building resilience through the diversification of income. Hotel Grand Chancellor will continue to provide medi-hotel services until we are either no longer required or until market conditions resume to an improved position Restaurants and conference rooms remain closed until minimum business levels recover to reduce expenses 	<ul style="list-style-type: none"> The hotels remain ready to accept international travellers as soon as the borders open In-house and external staff training continues Manage staff levels accordingly Work with conference organizers to organize small group events or assist in facilitating hybrid conferences
All employees will receive the COVID-19 vaccination on a specific timeline for each hotel as state-by-state regulations differ		

8. Advocating Proper Business Conducts and Ethics

8.1 Business Ethics and Anti-corruption

The Group recognises the importance of business ethics and ensuring anti-corruption in our operations. We aspire to achieve the highest standards of corporate governance to safeguard our reputation and our stakeholders' interests.

HGC has several policies and procedures in place to establish a firm foundation for operating a trusted and respected business enterprise. All employees are required to read, acknowledge and sign the HGC's Employee Handbook, and the ethical principles set out in it upon their official work commencement date. These policies are reviewed regularly to ensure their continued relevance and effective implementation. Any changes or updates to these policies will be communicated to all employees promptly via emails or meetings.

At HGC, we pride ourselves in creating and maintaining a strong compliance culture. We have zero-tolerance when it comes to fraud, bribery, corruption or any internal policies violations. All misconducts will be deliberately investigated, and disciplinary actions will be taken for severe offences.

In FY2021, we are proud to note that zero confirmed incidents of corruption were reported through the whistleblowing channels, and we will continually strive to maintain the performance.

Table 5: Policies on Business Ethics and Anti-Corruption

Policy	Summary	Boundary
Code of Conduct	The Code sets out HGC's expectations of employees on performing their duties responsibly and professionally, promoting and protecting our brand reputation, and resolving conflicts properly.	Group-level
Policy on Whistle Blowing	This group-wide policy provides an avenue for employees and third parties to report in confidence, without fear of reprisals, concerns about possible improprieties in financial reporting or other matters.	Group-level

8.2 Security of Personal Data and Information

In this age of digital technology, HGC recognises the importance of data security in our operations. At HGC, we enforce strict compliance to stringent information security and personal data protection regulations to ensure data security. Additionally, respective Standard Operating Procedures ("SOPs") to govern the collection, usage, disclosure, storage and access to personal information are implemented and followed at all hotels. These details can include personal particulars, credit card information, employee's personal information and vendor price agreements. We also comply strictly with record-keeping laws and credit card security standards set by merchant banks.

With the need to record and trace guest information for COVID-19 purposes, Singapore hotels continue to be guided by the Confidentiality policy on guests' medical conditions. In line with the government's request, the policy guides the hotel employees to ensure confidentiality during contact tracing exercises. This policy is integrated into HGC's Code of Conduct which is communicated to all existing employees and will be communicated to all new employees during their induction programme. The policy will be rolled out across the Group progressively.

With the prevalence of digital scams becoming more commonplace, especially credit card scams, we regularly review and update our credit card policy to reflect the latest trends and ensure we take the necessary precautions. Any changes in the policy are communicated to the employees via our ongoing staff training. We also continue to provide



employee training on data privacy and information security best practices for the year in review. Those who frequently handle personal data were provided with additional training to minimise the exposure to cyber risks.

HGC’s local data protection officers oversee all data privacy and information security matters in their respective country to ensure compliance with the relevant Acts and policy detailed in Table 6 and 7.

Table 6: Applicable Personal Data Protection Act by Country That We Comply With

<i>New Zealand</i>	<i>Australia</i>	<i>Singapore</i>
Privacy Act 1993	Privacy Act 1988	Personal Data Protection Act 2012

Table 7: Policy on Security of Information

Policy	Summary	Boundary
Privacy Policy	Sets out the procedures of collection and use of information; storage, access and retention of personal information; compliance; source of information regarding security of information	Group-wide

HGC’s server controls are overseen by a dedicated and highly skilled third-party provider. Information can only be accessed by the designated person-in-charge on a need-to-know basis and requires the General Manager’s authorisation. Our Information Technology (“IT”) consultants regularly update our internal servers, email exchange systems and Windows System and ensure that adequate firewall, anti-virus and malware products have been installed to minimise any potential breaches.

In FY2021, there was one case of IT system breach in one of its subsidiaries. When alerted, the IT support team took swift and appropriate actions to stop and minimise any potential damage. An independent forensic team was then hired to investigate the breach and it was concluded that no data was lost or stolen. HGC took precautions to prevent similar breaches from happening again by further enhancing IT security system. For FY2022, we aim to continually improve IT security and work towards achieving zero breaches in the future.

9 Ensuring Fair Employment Practices

9.1 Profile of our Workforce

Overall, our total workforce has decreased slightly from 719 in FY2020 to 713 in FY2021. We are pleased to have achieved almost a 1:1 ratio of male and female employees by the end of FY2021. These figures indicate that HGC has had a gender-balanced workforce in the last three years.



Figure 2: Breakdown of Employees by Gender

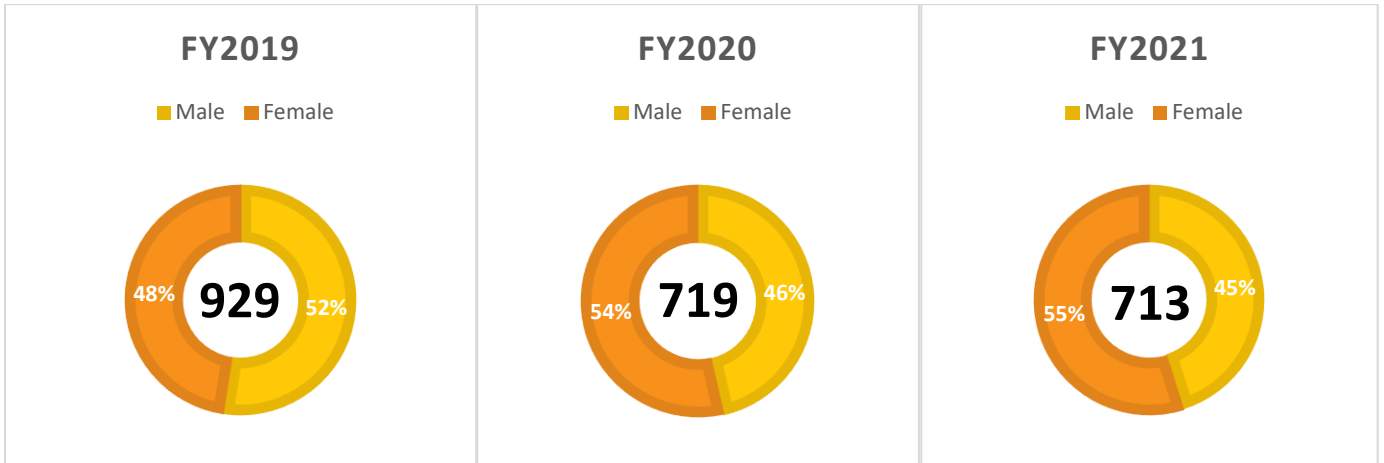


Figure 3: Breakdown of Employees by Region

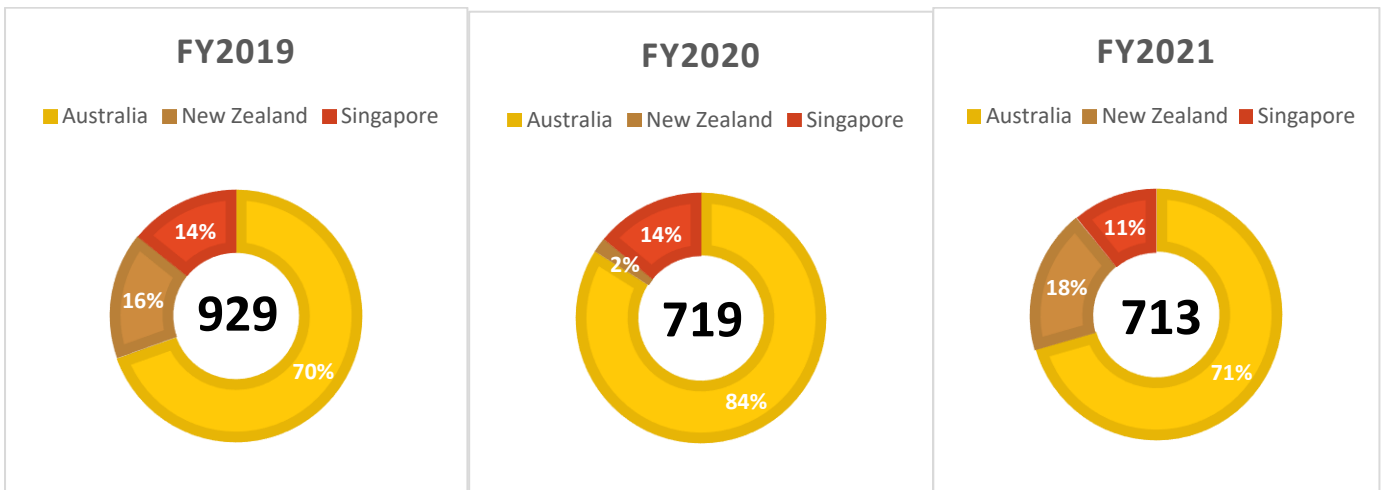


TABLE 8: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT TYPE

By Employment Contract						
Region	FY2019		FY2020		FY2021	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Australia	524	122	423	90	449	54
New Zealand	141	10	106	14	118	14
Singapore	132	19 ²	86	0	73	5

By Employment Type						
Region	FY2019		FY2020		FY2021	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Australia	252	394	219	261	285	218
New Zealand	78	73	61	59	61	71
Singapore	132	19 ³	86	0	73	5

During this pandemic, we understand that employees are concerned about job security and livelihood. Wherever possible, we hire staff on a permanent basis. Permanent staff currently make up 90% of our workforce in FY2021. A majority of the workforce consists of full-time staff (58%), but part-time staff (41%) still make up a sizeable portion as well.

Despite the easing of certain restrictions, large-scale events such as banquets, conferences or restaurant services were still hampered either by changing rules or restrictions such as a maximum participant limit. Thus, total workforce numbers have remained largely constant with a slight decrease from 719 to 713. However, with the easing of COVID-19 measures, we are hopeful that the hospitality industry is headed towards a gradual recovery to pre-COVID-19 levels.

² All temporary employees at Singapore are contracted on a temporary basis and work part-time. Although they are directly hired by the hotels, they are not included in the total workforce numbers as well as in tabulation of new hire and turnover rates in Figure 5



Figure 4: Breakdown of Employees by Employment Contract and Employment Type

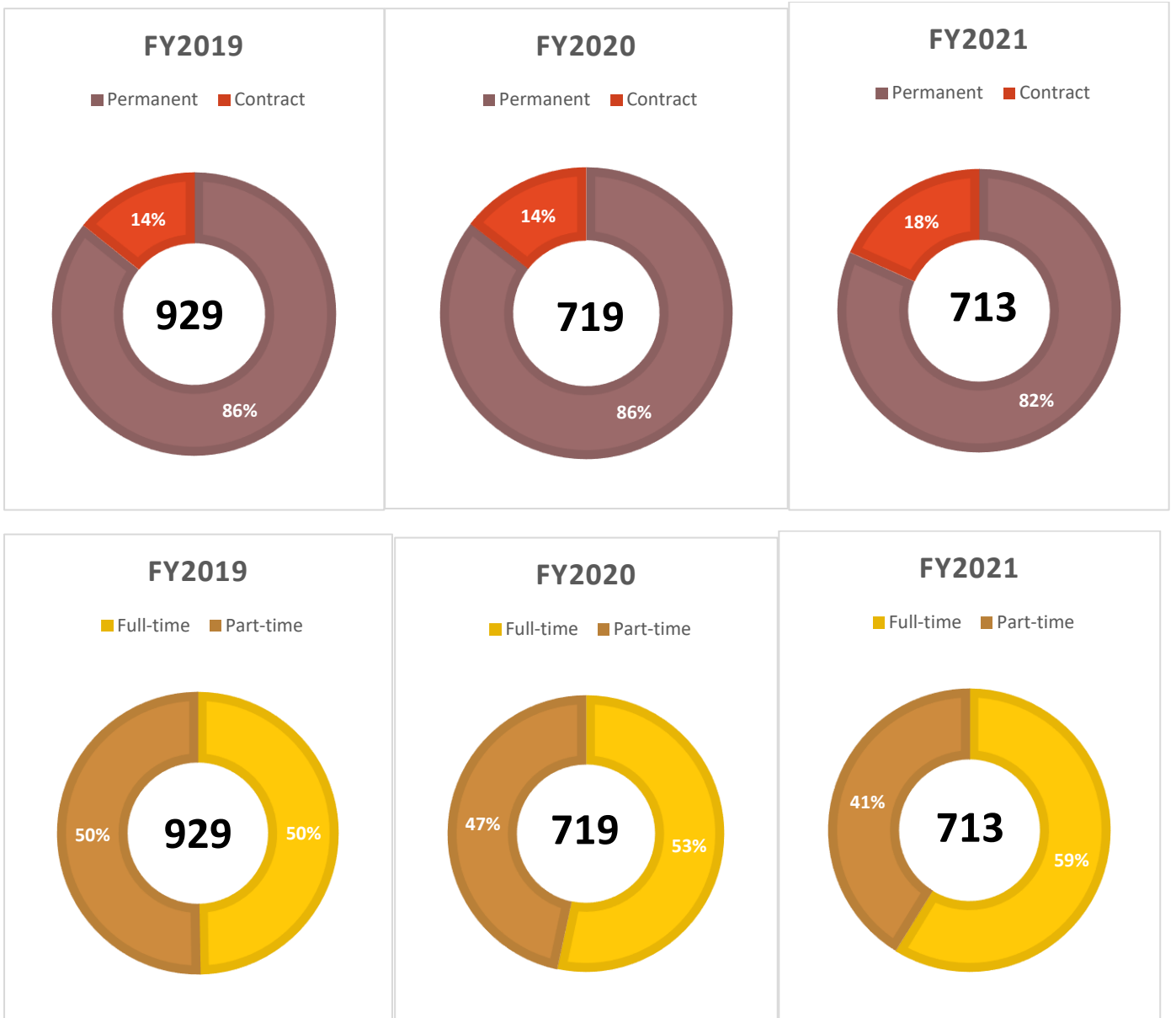
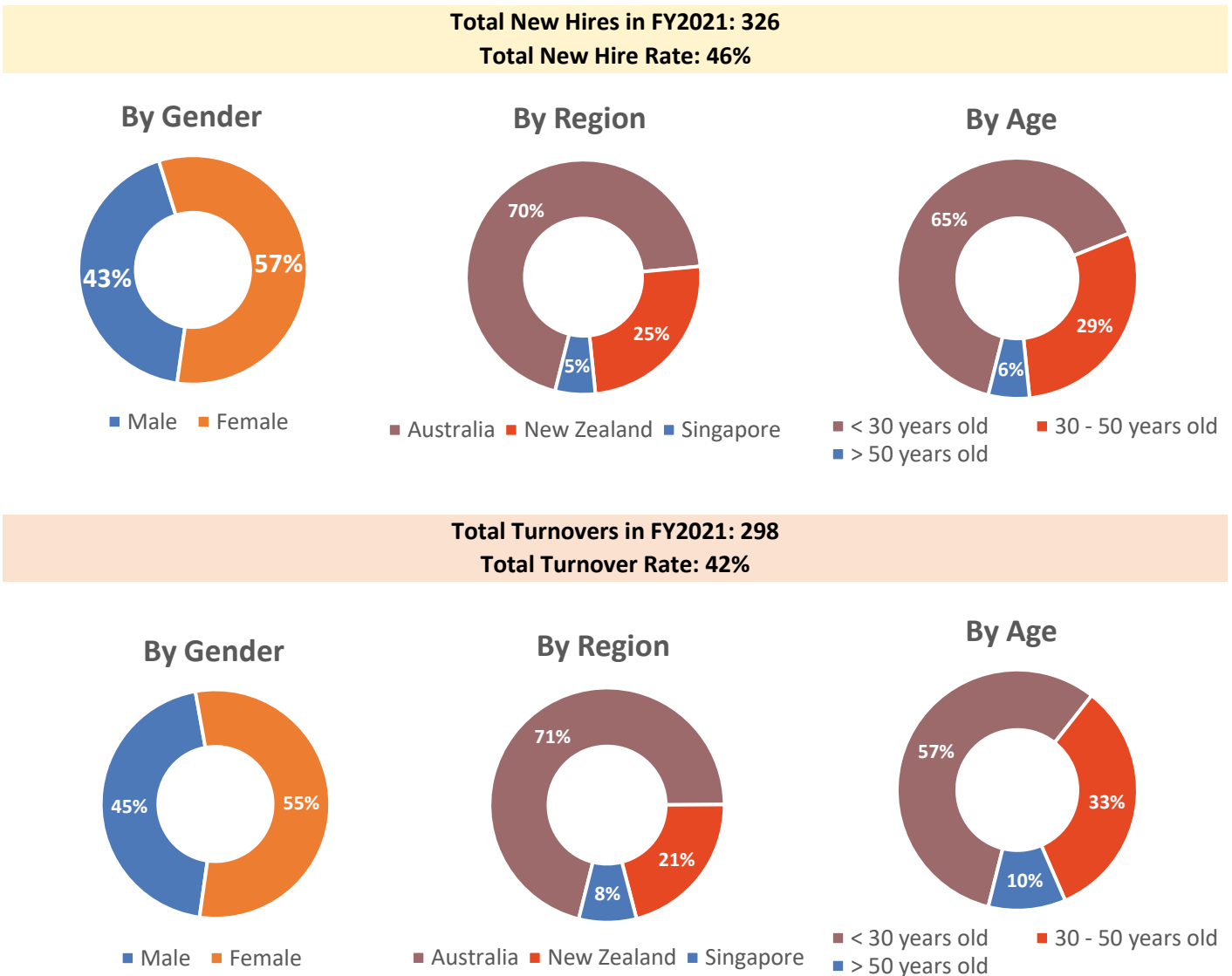




Figure 5: FY202 New Hire and Turnover Rate



Note: Total new hire and total turnover rate is calculated as a percentage of staff on payroll as of 31 December 2020.

In FY2021, the total turnover rate is 42%, with a higher turnover rate recorded in female employees than male employees. Due to the COVID-19 pandemic, some HGC hotels continue to experience a high turnover rate relative to the local workforce strength. The highest turnover within HGC was from Australia at 71%, followed by New Zealand at 21%.

Our total workforce strength did not vary much from the previous year due to the continued effects of the COVID-19 pandemic and border restrictions. Despite this, we have effectively planned and managed our employee strength to avoid huge disruptions to our operations. We anticipate the size of the workforce to gradually return to its normal level as the economy recovers.



9.2 Employment Practices and Benefits

We understand that our employees are our most valuable assets and aspire to provide an inclusive and safe environment for all to voice out their thoughts comfortably and raise their concerns effectively. We have established policies, procedures and grievance mechanisms with the aim to safeguard employees’ rights, provide growth opportunities and facilitate concerns resolution.

Table 9: Policy on Employment Practices and Benefits

Policy	Summary	Boundary
Workplace Diversity and Harassment Policy	<ul style="list-style-type: none"> Includes strict guidelines on prevention of workplace harassment, discrimination and bullying Covers procedures for complaints and feedback through formal and informal resolution processes All employees are required to sign off and abide by all provisions set out in the policy. 	Group-level

At HGC, we utilise a two-pronged approach for employee training and development in order to support our employees in reaching their full potential in professional development. This involves structured training programmes and performance management for all employees. Upon induction, employees undergo on-the-job training and specific upskilling training sessions as necessary or needed.

Employees will also be subjected to performance appraisals and reviews at the end of their probationary period and annually to discuss their general performance, strengths, weaknesses and any room for improvement. This helps to keep employees motivated and enthusiastic, while inculcating a culture of constant self-improvement. Two-way communication between employees and their managers is also encouraged and facilitated to allow for transparent feedback on improvement areas and communicate personal reviews and job-related concerns.

Employees are also treated equally, and any form of discrimination will not be tolerated. All employees share the same benefits regardless of race, colour, religion, age, gender, sexual preference, and disability. We offer an extensive list of employment benefits ranging from healthcare, parental leave to retirement provisions for our full-time employees. Please refer to Table 4 of our 2017 sustainability report for more details.

10. Providing a Healthy and Safe Environment for All

With thousands of guests within our premises and employees working across our hotels, providing a healthy and safe environment for all is critical. We have established a robust occupational health and safety management system with relevant policies, standards and monitoring processes in place across the Group. Our health and safety management system is overseen by the respective local Health and Safety Committee with strict compliance with relevant local laws and regulations while adopting leading workplace health and safety (“WHS”) practices where possible. For the year in review, we are proud to note zero incidents of non-compliance concerning the health and safety impacts of our services.

Australia and New Zealand

In Australia and New Zealand, the local Health and Safety Committee comprises of senior management, employee representatives from each operational department, WHS Officers, and Human Resource personnel. The Health and Safety Committee is responsible to monitor and oversee the health and safety management system which is guided by the Health and Safety Policy, First Aid Policy and Procedure, Drugs and Alcohol in the Workplace Policy and Crisis Management Plan.



The HGC hotels also have in place an Incident Reporting Channel, where employees can report any health and safety incidents or raise feedback or concerns regarding workplace safety hazards. When a report is made, the Health and Safety Committee will investigate all reported incidents and concerns to identify the root causes and determine the corrective actions if necessary. The Committee meets on a monthly basis to review risk assessments, injury incident reports and discuss any action plans and improvement areas as needed.

We also conduct internal and external audits of our occupational health and safety management system on an annual basis to examine the robustness of the system. To prevent reoccurrences of incidents, the internal audit team reviews the measures taken by the Committee in response to the event and verifies that relevant risks have been addressed.

Various Practices on Occupational Health and Safety Practices

- Undertake health and safety risk assessments associated with various tasks
- Mandatory induction training (first aid, emergency preparedness /evacuation, chemical handling, safe disposal of rubbish/sharps) and ad-hoc training (sudden outbreak of disease and terrorist incident)
- Department training on skillsets specific to the scope of work including manual handling and safe work method statements (“SWMS”)
- Enforce usage of Personal Protective Equipment (“PPE”)
- Installation of Lone Worker Device (duress alarms) (Australia)
- Rehabilitation support and arrangement of suitable duties to employees who have sustained injuries at work
- Ensure compliance to certification requirements such as first aid, chemical handling and pool management

COVID-19 Highlight: Keeping Our Employees Safe

As the COVID-19 pandemic entered its second year, we continued to take appropriate measures to protect our employees from any potential exposure to and infection from the COVID-19 virus. HGC adopted infection prevention and control strategies via risk assessments, emergency response plan, safe working practices and PPE to prevent employee exposure to the virus.

For our hotels that continued operations such as Hotel Grand Chancellor Melbourne, HGC practices good hygiene practices to protect against COVID-19. These include providing and promoting hand sanitizer stations, ensuring adequate supplies of hand soap and paper towels, regular cleaning and disinfection of all surfaces and high-tough point areas, and replacing high-touch communal items with alternatives. Our employees are trained by third-party infection control specialists in gowning, de-gowning, and disposal of full PPE through the formal training provided by the Australian Government Department of Health and the Victorian State Government.

We also establish systems that ensure proper physical distancing and limit workplace attendance. To minimise a bottleneck of employees waiting to enter and exit the workplace, we practice staggered start times across all departments within the hotel. All employees are required to enter or exit through the designated employee entry/exit point. Upon entry, all employees must undergo temperature check and complete a health questionnaire to ensure that they are fit for work.

For hotels that serve as medi-hotels such as Hotel Grand Chancellor Adelaide, all employees are provided with PPE, training and support from the South Australia (“SA”) Health department. As a medi-hotel, it is required to have a COVID Marshal on site at all times. The COVID Marshal ensures that all persons on-site are adhering to the COVID-19 Safe Plan and procedures, including registering attendance, undertaking health screening, wearing a mask, ensuring social distancing and correct hygiene practices are being followed. With



Front of House (FOH) employees at Hotel Grand Chancellor Adelaide donned in full PPE



all these practices, we are proud to be listed as a finalist in the SA Health COVID Safe Awards under the category of Pubs, Hotels, Wineries and Breweries.

A contingency plan is in place to ensure effective and timely management in the event of a confirmed case at the hotels, covering measures such as strict contact tracing and immediate isolation of potentially infected person. We are grateful to note that there are no confirmed COVID-19 cases among our employees to date.

Singapore

In Singapore, the Workplace Health and Safety Committee is comprised of key staff members from Operations, Housekeeping and Kitchen, who oversees and conducts risk assessments relevant to their work activities. The Committee ensures that necessary controls are developed for every safety hazard identified. The risk register is reviewed once every three years in accordance to the Workplace Safety and Health (“WSH”) Act mandated by the Ministry of Manpower. We also have an internal Fire Safety Committee comprising of trained fire wardens, firefighters, and a Company Response Team (“CERT”). Our committee members attend relevant trainings to keep abreast of any regulatory changes. The Singapore hotels also have in place a whistleblowing channel for all stakeholders to report any concerns on health and safety. The channel is administered and managed by the Executive Director and all reports will be thoroughly investigated.

Various Practices on Occupational Health and Safety

- Routine checks on health and safety facilities conducted twice a month
- Mandatory training for internal fire safety committee on first aid and emergency response
- Fire drills conducted twice a year for hotel guests and employees
- Maintain appropriate fire certificates

Case Study: Protecting our employees and our guests

As a hotel operator with a regional presence, our highest priority is provide our employees and our guests with a safe and healthy environment. Hotel Chancellor @ Orchard practices various infection control and prevention measures to minimise the exposure to COVID-19. NEA recommended disinfections and sanitizers are provided around the hotels for our guests and our employees. We also increased the frequency of cleaning and sanitizing the common areas, including the lobby, lifts, washrooms and various high-touch areas such as the door handles and lift buttons.

In 2021, Hotel Chancellor @ Orchard became a designated quarantine facility for confirmed positive cases to isolate and recover in. As such, to ensure the safety and health of all personnel within the hotel, we engaged a professional cleaning company to perform a deep disinfection of the rooms, corridor, hotel lobby and the lift(s) used. Each room will be reopened for use only 24 hours post-disinfection. For all other rooms that were not used to house positive cases, industrial grade spraying was done by maintenance staff in full PPE before housekeeping enters to conduct cleaning. All employees are provided with PPE and adequate training on proper use and disposal.

To ensure our guests feel comfortable during their recovery, we offer additional services such as:

- Daily calls to check on guest’s health and their needs
- Established a call center to answer guest’s needs on a 24/7 basis

Occupational Health and Safety Performance

In FY2021, there were a total of 67 work-related injuries recorded across the three regions, most of which arose from minor accidents. There were no fatalities and high-consequence³ work-related injuries recorded.

A large portion of the minor accidents arose from housekeeping and kitchen duties, where the main types of injuries sustained include sprains, strains, bruises, cuts and burns. Appropriate follow-up actions were implemented to minimise such risks. Training and re-training on safe work procedures comprising correct postures and techniques during cleaning, cooking and lifting, as well as chemicals handling, and appropriate use of equipment were held to prevent injuries from recurring. Additional precautions were also put in place such as the provision of protective gloves, displaying of signage to remind employees and the provision of first aid kits readily available across the hotels for employees to administer as well.

In Singapore, two injury cases were recorded. A maintenance technician fell from a shape ladder and sustained an injury on the right knee and a waiter accidentally fell and sustained a fracture to the left foot. Follow-up actions have since been taken where employees are reminded of safe work practices and to always exercise caution while on duty.

During the year, incidents were reviewed during the monthly WHS committee meetings at each hotel. The committee ensures that corrective actions have been undertaken and aims to continually improve safety awareness across the hotels.

Table 10: FY2021 Work-related injuries for employees

	FY2020		FY2021	
	Number	Rate ⁴	Number	Rate ³
Fatalities				
Australia	0	0	0	0
New Zealand	0	0	0	0
Singapore	0	0	0	0
Recordable work-related injuries				
Australia	11	30	11	22
New Zealand	17	148	54	321
Singapore	1	3	2	11
High-consequence work-related injuries				
Australia	0	0	0	0
New Zealand	0	0	0	0
Singapore	0	0	0	0
Number of hours worked				
Australia	324,896		509,070	
New Zealand	532,955		168,386	
Singapore	115,040		178,464	

Workers who are non-employees

Workers who are non-employees but whose work or workplace is controlled by the organisation includes workers who provide cleaning, security and laundry services to the hotels which are hired through third-party service providers. There were no workers hired across Singapore and New Zealand hotels. Some workers were hired by the Australia hotels, namely Hotel Grand Chancellor, Brisbane and Hotel Grand Chancellor, Townsville. There were zero fatalities and zero work-related injuries across the 131,445 hours clocked by the workers during the year.

³ Injury which individual cannot/not expected to recover fully to pre-injury health within six months

⁴ Based on International Labor Organisation (ILO) Standards, recordable work-related injury is calculated as the total number of recordable work-related injuries divided by the total number of hours worked by employees in the reference group during the year, multiplied by 1,000,000.

11. Managing the Use of Our Natural Resources

HGC strives to manage and reduce its environmental footprint through waste reduction, energy efficiency and water conservation. We have in place environmental-related policies and procedures to manage and promote sound environmental practices within the organisation. At JCHGC, we continue to be guided by the Environment and Social Sustainability Policy on energy conservation, waste management, water conservation, sustainable procurement and social responsibility. Similarly, Hotel Grand Chancellor Adelaide has in place an Environmental Policy that outlines its approach towards reducing its carbon footprint through various environmental initiatives and programmes. We ensure that the day-to-day operations of all our hotels are guided by the strict energy, water use, and proper waste management SOPs that are in place.

Case Study: Alignment with Government's Net Zero Commitment



New Zealand has passed a law to transition to net-zero carbon emissions by 2050 as part of its efforts to tackle climate change. Emissions needs to be cut by more than 30% from the 2005 levels by 2030 to align ambition with a 1.5C global warming limit. With that urgency, New Zealand Government has further committed to reach 100% renewable energy by 2035.

JCHGC is conscious that it needs to start planning now to gradually transition and contribute to the carbon reduction and renewable energy target. Based on data provided by Ecotricity, 4 billion kilograms of CO₂ is still emitted from electricity in New Zealand each year, and the main sources of emissions are from coal, gas and geothermal. That is why JCHGC procures electricity from Meridian Energy, who generates electricity from 100% renewable sources – water, wind and sun. Besides that, we also generate some of our energy through rooftop solar panels to further lower our carbon footprint.

Our carbon footprint per guest room has increased from 3.57 tCO₂e/room to 4.18 tCO₂e/room, mainly due to an uptake in hotel occupancy rates as the pandemic situation improves. However, we will continue to explore ways to contribute to the nation's carbon reduction target by 2030.



11.1 Energy Consumption and GHG Emissions

Various Practices on Energy Consumption and GHG Emissions



Australia

Energy Efficiency Initiatives

- | | |
|---|--|
| <ul style="list-style-type: none"> • Replace and upgrade existing equipment, chillers and cooling tower to maximise energy efficiency • Recommission Building Management System (“BMS”) for more accurate control over the building’s cooling • Regular maintenance of plant and equipment • Use of motion-detecting thermostats and timers to operate HVAC systems | <ul style="list-style-type: none"> • Use of variable-frequency drive pumps to reduce the energy required to circulate water • Shut down of air-conditioning units during low occupancy seasons • Reduce unnecessary lighting within hotel rooms |
|---|--|

Performance monitoring

- Benchmark electricity consumption against similar-sized hotels and other HGC hotels

Training and Awareness

- Mandatory induction training for new employees on environmental policy and energy-saving habits



New Zealand

Energy Efficiency Initiatives

- Ongoing replacement of traditional light bulbs with LED
- Replace and upgrade aged hotel equipment such as kitchen equipment, lifts, compressor and coolers

Training and Awareness

- Encourage guests to opt for ‘Eco’ Room Service, which promotes overall conservation of resources

Performance Monitoring

- Benchmark electricity consumption and GHG emissions against regional average in EarthCheck



Singapore

Energy Efficiency Initiatives

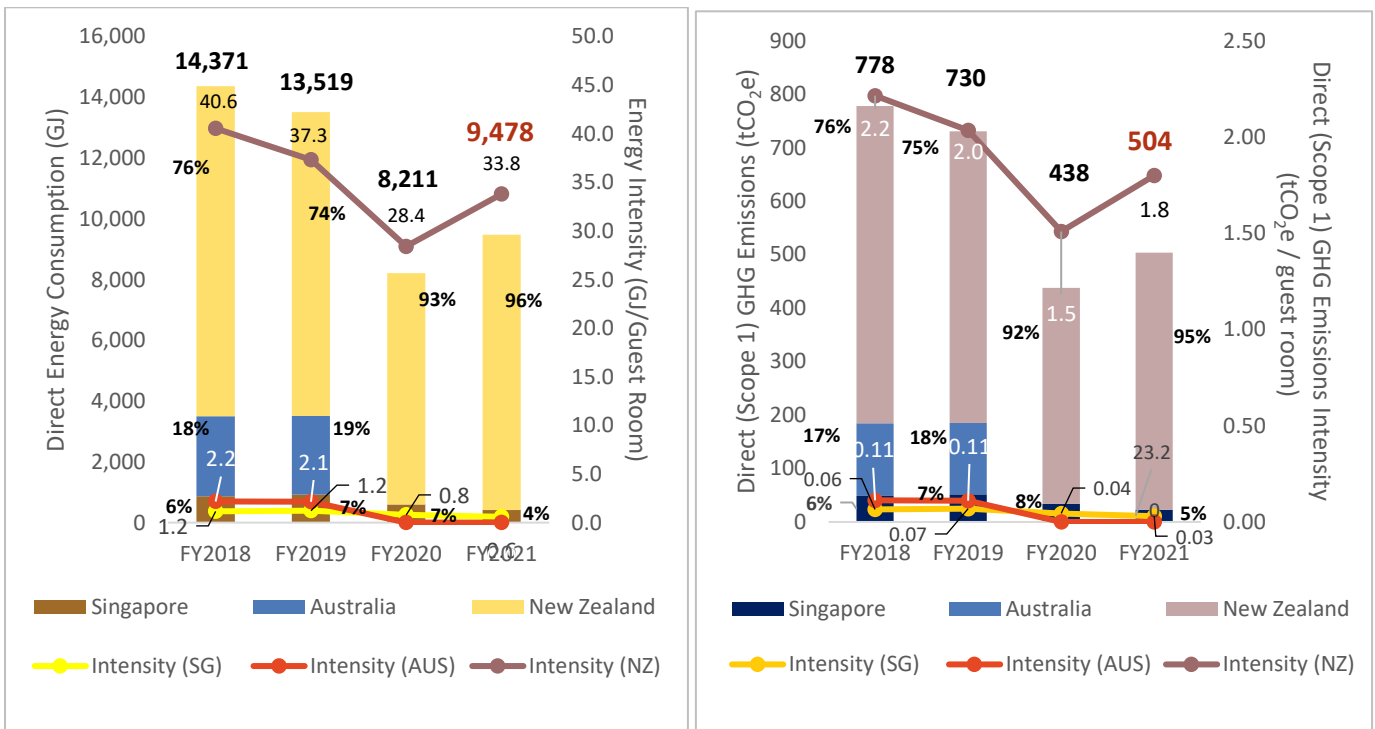
- All our buildings have received green mark certification in recognition for their environmentally friendly design and construction
- Reduce air-conditioning temperatures at low traffic times
- Emphasise energy-saving habits
- Use of hot and cold drinking water dispensers in all guest rooms to reduce electricity consumption and one-time plastic bottles

Fuel Consumption

In FY2021, fuel consumption was only incurred in Singapore hotels, HGC Launceston and JCHGC in New Zealand; including natural gas in kitchens across these hotels and motor gasoline used by vehicles⁵ owned by HGC Launceston and JCHGC. The remaining hotels did not consume fuel in FY2021.

A total of 9,478 GJ of direct energy was consumed, translating to 503.7 tonnes of carbon dioxide equivalent (“tCO₂e”)⁶ of Scope 1 emissions. The total fuel consumption and Scope 1 emission have increased slightly compared to FY2020 of 8,211.7 GJ and 437.8 tonnes respectively, mainly due to the gradual easing of COVID-19 restrictions.

Figure 6: Direct Energy Consumption & Intensity (Left) and Direct (Scope 1) GHG Emissions & Intensity (Right)



Note: Due to the low amount of natural gas used in Australia, energy (0.08 GJ) and emissions (3.9kg) are not visible on the charts based on the scale used.

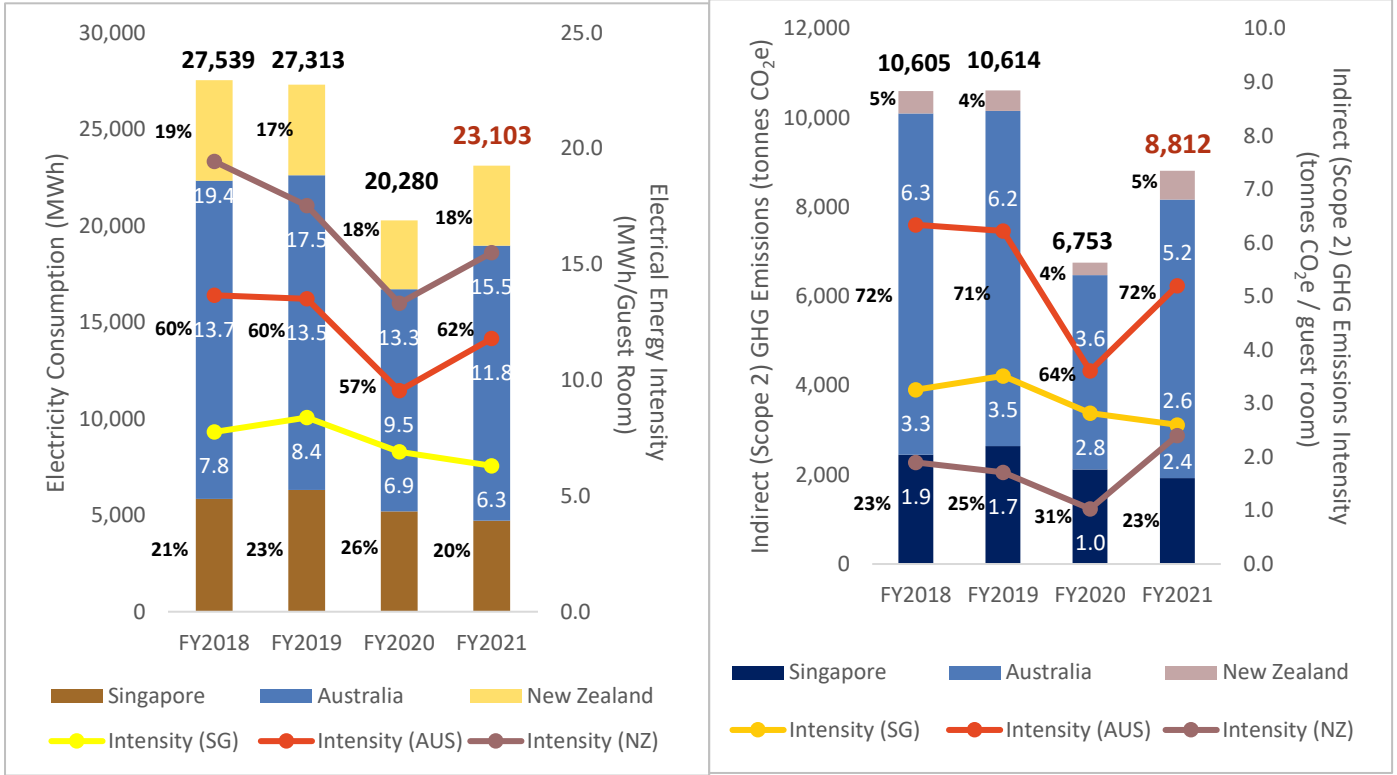
⁵ The cars are provided for senior executives (General Manager and Sales Director) at the hotels.

⁶ Emissions disclosed here are Scope 1 GHG emissions which come from sources that are owned or controlled by Hotel Grand Central. This relates to diesel oil, natural gas and motor gasoline and is expressed in tonnes of CO₂. For New Zealand, emission factors are obtained from the “Guidance for Voluntary Corporate Greenhouse Gas Reporting – 2016”, published by the Ministry for the Environment, New Zealand. For Australia, the source of emission factors is the “National Greenhouse Accounts Factors 2020”, compiled by the Department of the Environment and Energy, Australia. For Singapore, emission factors were adopted from IPCC Emission Factor Database 2006 and the Singapore Energy Statistics 2020 published by Energy Market Authority.


Electricity Consumption

In FY2021, the total electricity consumption at HGC increased to 23,103 MWh from 20,280 MWh in FY2020. The GHG emissions is at 8,812 tonnes of carbon dioxide equivalent (“CO₂e”).

Figure 7: Electricity Consumption & Intensity (Left) and Indirect (Scope 2) GHG Emissions & Intensity (Right)





11.2 Water Consumption Management

Various Practices on Water Consumption Management	
 Australia	
Water-saving initiatives <ul style="list-style-type: none"> Install equipment with water-saving features such as low flow showerheads, water flow restrictors and water-efficient equipment Regular maintenance of equipment including pool, chillers and cooling towers 	Monitoring and Review <ul style="list-style-type: none"> Weekly meter readings to monitor water consumption and detect leaks or irregularities
Training and Awareness <ul style="list-style-type: none"> Increase awareness amongst guests <ul style="list-style-type: none"> Green Cleaning Policy where guests can choose not to have their rooms serviced daily Encourage guests to hang towels dry instead of replacing daily Induction Program where new employees familiarise themselves with the Environmental Policy 	



Various Practices on Water Consumption Management

 New Zealand	
Water-saving initiatives	Training and Awareness
<ul style="list-style-type: none"> • Install equipment with water-saving features <ul style="list-style-type: none"> ○ Low flow showerheads ○ Dual flush toilets in guest rooms 	<ul style="list-style-type: none"> • On-the-job training provided for Kitchen and Housekeeping staff on minimizing water usage
Performance Monitoring	
<ul style="list-style-type: none"> • Benchmark water consumption against regional average in EarthCheck 	

 Singapore	
Water-saving initiatives	Monitoring and Review
<ul style="list-style-type: none"> • As part of Green Mark certification, all bathroom fittings and cisterns installed have a minimally two-tick rating under the WELS⁷ to ensure optimal water use efficiency • Use of non-potable water only for landscaping in our hotels 	<ul style="list-style-type: none"> • Use of an internal monitoring system to detect and prevent leaks in the building • Monthly review of utility bills and inspections of premises

At HGC, water is an important resource for our operations to run smoothly. We withdraw water from the municipal water sources for cooking, housekeeping duties, laundry, daily use in hotel equipment and regular maintenance across all hotels. For us, sustainable water management means optimizing water usage and not negatively impacting the shared resource.

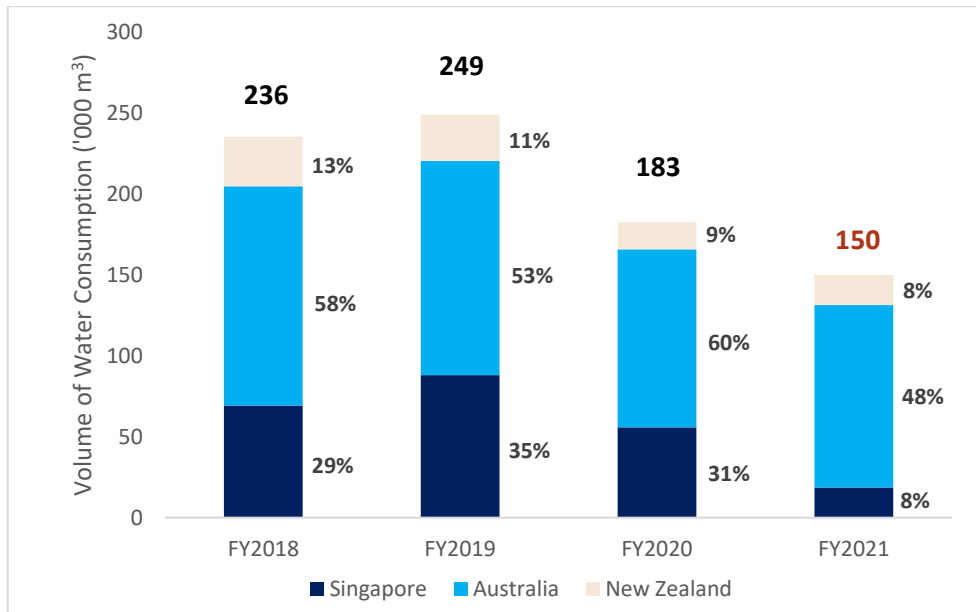
Across our hotels, we have in place water monitoring systems and water-saving initiatives to strengthen sustainable water management practices. We also encourage our stakeholders, such as our guests and employees, to use water efficiently at our premises.

Water consumption decreased from 182,706 m³ in FY2020 to 150,092 m³ in FY2021. This is primarily due to the continued low occupancy rate despite reopening efforts amidst the pandemic. For the Australia hotels, water consumption increased slightly compared to FY2020, but fell in the Singapore hotels and JCHGC in New Zealand. This is likely due to differences in the COVID-19 severity and regulations in each country as well as our water management and saving initiatives, contributing to the overall dip in water consumption. We aim to continue conserving water and improving water efficiency across our operations in the forthcoming years.

⁷ The Water Efficiency Labelling Scheme (WELS) is a mandatory scheme introduced by the Public Utilities Board (PUB) to inform consumers of promoting water the use of the water-efficient system. More information on WELS can be obtained from https://www.pub.gov.sg/Documents/WELS_Brochure_English.pdf




Figure 8: Water Consumption by Operating Countries



11.3 Waste Management


Among rising concerns about the waste generated by the hospitality industry, HGC has been working on progressively improving its waste management practices. We promote and practice the 3R's ("Reduce, Reuse, Recycle") across our hotels. Proper recycling systems are installed to collect non-hazardous recyclables; including cardboard, paper, plastic, and glass. We also recycle and compost some hazardous wastes⁸ such as cooking oil and grease traps, following relevant safety protocols. Third-party contractors are engaged to handle both hazardous and non-hazardous waste disposal across all three countries.


Various Practices on Waste Management	
 Australia	
Waste management initiative	Training and Awareness
<ul style="list-style-type: none"> • Routine checks on waste bins for proper waste segregation to limit the costly collection of general waste bins by contractors to three times a week • Proper disposal of organic waste by third-party contractors • Onsite conversion of food waste to fertiliser through Pulpmaster food waste recycling system • Recycling of cooking oil instead of direct disposal • Reduction in use of single-use containers for conferences and functions • Recycling of all paper and cardboard products 	<ul style="list-style-type: none"> • Training of all employees with potential to encounter contaminated waste on correct handling and disposal

⁸ Grease trap has been classified as a hazardous waste as defined by Hazardous Waste in Australia 2017 published by the Department of Environment and Energy. Please refer to <https://www.environment.gov.au/system/files/resources/291b8289-29d8-4fc1-90ce-1f44e09913f7/files/hazardous-waste-australia-2017.pdf> for more details.



Various Practices on Waste Management

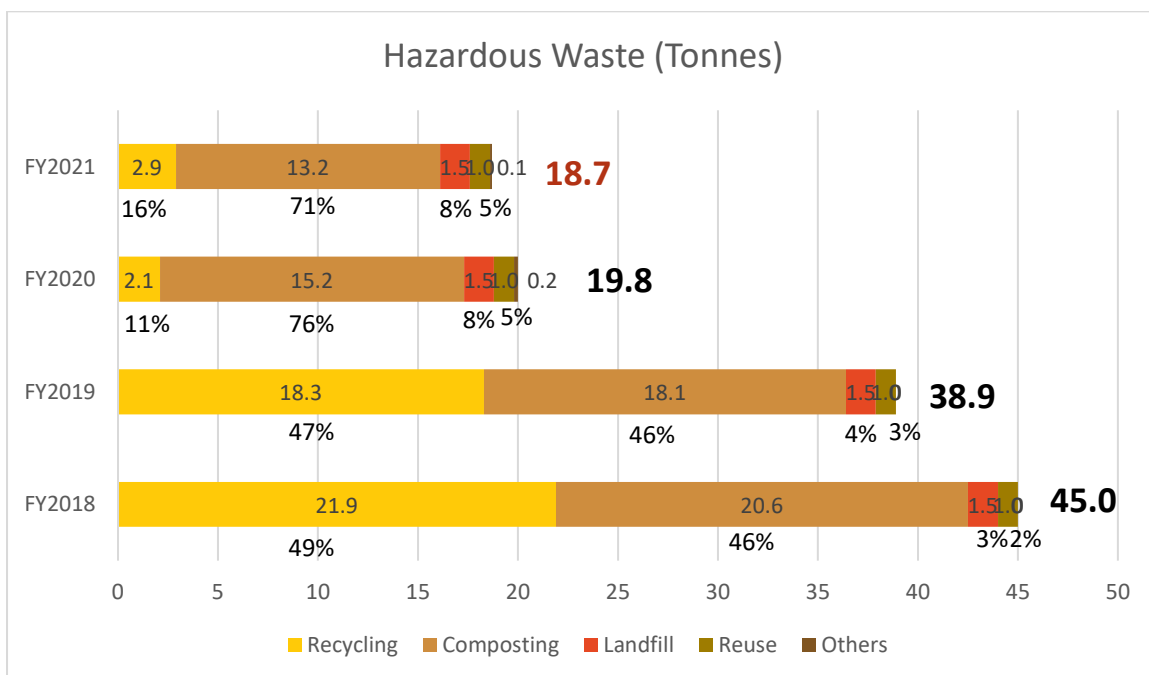
 New Zealand	
Waste management initiative	Training and Awareness
<ul style="list-style-type: none"> Regular inspections to ensure waste management practices are implemented and executed 	<ul style="list-style-type: none"> Dedicated hotel Green Team working with hotel staff for wider waste minimization awareness
Benchmarking	
<ul style="list-style-type: none"> Benchmark waste diverted to landfill against regional average in EarthCheck 	

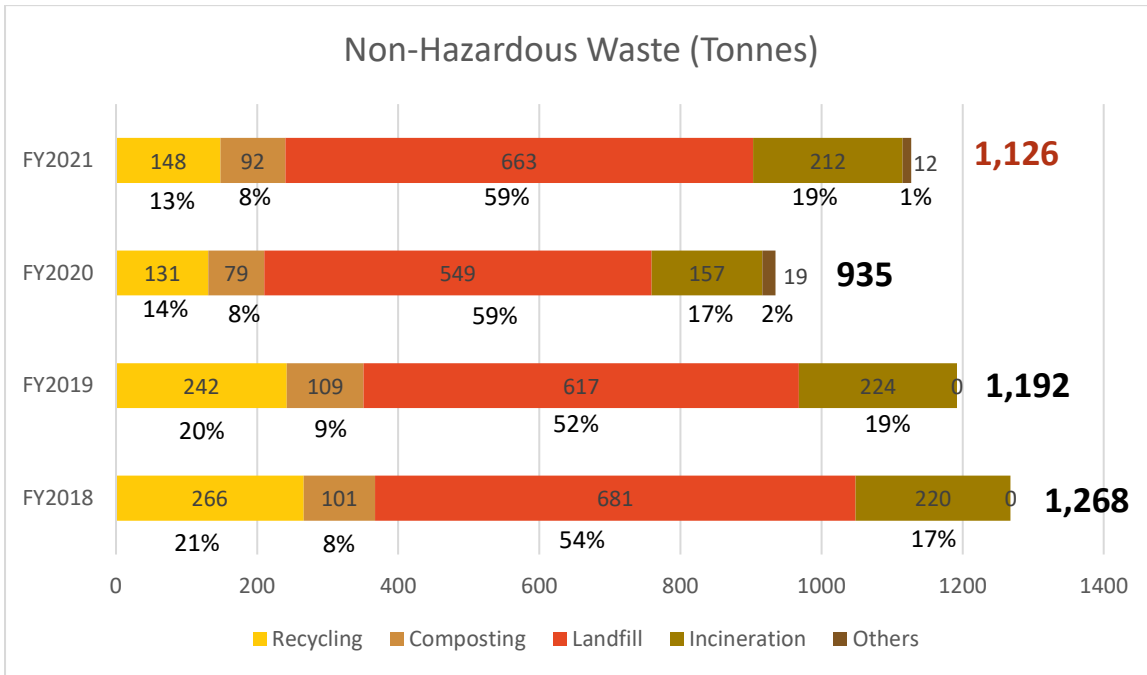
 Singapore	
Waste management initiative	
<ul style="list-style-type: none"> Reduce single-use plastic through installation of water and soap dispenser systems installed in hotel rooms Where possible, paper waste generated from day-to-day activities is recycled by an external contractor Waste generated from coffee is donated to a local organic farm for the purpose of reuse as compost 	

In FY2021, HGC recorded a 20% increase in total waste generated. This increase was mainly attributed to the fact that Hotel Chancellor @ Orchard, Hotel Grand Chancellor, Adelaide, and Hotel Grand Chancellor, Brisbane, served as quarantine hotels for most of FY2021. These hotels had to follow strict safety protocols to ensure the health and safety of all employees and guests which included switching to using single-use cutleries and crockery and disposable food packaging. Medical waste such as Protective Personal Equipment (PPE) like masks and gloves were also generated as part of being a quarantine hotel.

For hazardous waste, 92% of waste was diverted from landfills, disposed of through means of recycling, composting and reuse. For non-hazardous waste, 41% of the waste was diverted from landfills, maintaining a similar level as in FY2020. Moving forward, HGC remains committed to proper waste management through exploring alternative disposal methods and lowering the amount of waste diverted to landfills in Australia and New Zealand. In Singapore, most of the general waste is sent for incineration. We look towards strengthening recycling efforts across hotels.

Figure 9: Total Waste Generated Categorised by Disposal Methods





12. GRI Content Index

General Standard Disclosures				
GRI Standard	Description		Section of Report and / or Explanation for Omission	Page Reference
GRI 102: General Disclosures 2016	Organizational profile			
	102-1	Name of the organization	Corporate Profile	1
	102-2	Activities, brands, products, and services	Corporate Profile	1
	102-3	Location of headquarters	Corporate Profile	1
	102-4	Location of operations	Corporate Profile	1
	102-5	Ownership and legal form	Corporate Profile	1
	102-6	Markets served	Corporate Profile	1
	102-7	Scale of the organization	Corporate Profile Profile of our Workforce	1 10-12
	102-8	Information on employees and other workers	Profile of our Workforce	10-12
	102-9	Supply chain	We aim to procure locally where possible. We procure from a list of approved suppliers and contractors which range from providing electricity and gas supplies, housekeeping (linen, bedding, towels, amenities), cleaning supplies, lift maintenance works, waste management and food supplies (including dry goods, frozen meals and vegetables). We also engage with service providers of online booking platforms, marketing and use of audio-visual equipment for events.	
	102-10	Significant changes to the organization and its supply chain	COVID-19 has taught us to be resilient and versatile in our business model and operations. Despite the business restrictions on hospitality industry, some of our hotels served as a medi-hotel for returned travellers. There are no significant changes to HGC's supply chain. However, suppliers are re-evaluated across the hotels for effective cost management.	
	102-11	Precautionary Principle or Approach	Annual Report 2021	18 - 21
	102-12	External Initiatives	HGC James Cook participates in external initiatives including economic initiatives, the New Zealand Marketing Campaign Contribution governed by Wellington Regional Economic Development and annual benchmarking submissions governed by EarthCheck Australia	
102-13	Membership of Associations	Our hotels hold key memberships in regions and countries they are located in. Australia <i>Adelaide:</i> Australian Hotels Association (South Australian Branch) (AHA SA), South Australian Tourism Industry Council (SATIC), Business SA – Chamber of Commerce and Industry South Australia and Adelaide West End Association <i>Launceston:</i> Tourism Industry Council Tasmania (TICT), Tourism Northern Tasmania, Business Event Tasmania (BET), Australia Tourism Exchange, Launceston Chamber of Commerce and Star Ratings Australia		



		<p><i>Hobart:</i> Tourism Industry Council Tasmania (TICT), Tasmanian Hospitality Association (THA), Business Event Tasmania (BET)</p> <p><i>Melbourne:</i> Australia Hotels Association Accommodation Division, Accommodation Association Australia</p> <p><i>Brisbane and Townsville:</i> Queensland Hotels Association</p> <p><i>Townsville:</i> Queensland Tourism Industry Council (QTIC), Townsville Enterprise,</p> <p><u>New Zealand</u> James Cook: Wellington Chamber of Commerce, Tourism Export Council New Zealand (TECNZ), Tourism Industry EarthCheck</p> <p><u>Singapore</u> Singapore: Singapore Hotel Association (SHA), Singapore Business Federation</p>	
Strategy			
102-14	Statement from senior decision-maker	Board Statement	3
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behaviour	Business Ethics and Anti-corruption	8
Governance			
102-18	Governance structure	Approach to Sustainability	2
Stakeholder Engagement			
102-40	List of stakeholder groups	Stakeholder Engagement	3-4
102-41	Collective bargaining agreements	4% of HGC's employees are covered under collective bargaining agreements	
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	3-4
102-43	Approach to stakeholder engagement	Stakeholder Engagement	3-4
102-44	Key topics and concerns raised	Stakeholder Engagement	3-4
Reporting Practice			
102-45	Entities included in the consolidated financial statements	Annual Report 2021	62-65
102-46	Defining report content and topic Boundaries	About the Report Materiality and Contributions to SDGs	1 5
102-47	List of material topics	Materiality and Contributions to SDGs	5
102-48	Restatements of information	None	-
102-49	Changes in reporting	About the Report	2
102-50	Reporting period	About the Report	2
102-51	Date of most recent report	31 December 2021	
102-52	Reporting cycle	Annually	
102-53	Contact point for questions regarding the report	hltan@ghihotels.com	
102-54	Claims of reporting in accordance with the GRI Standards	About the Report	2
102-55	GRI content index	GRI Content Index	26-30



	102-56	External assurance	This report has not been externally assured. HGC may explore external assurance as reporting matures.	
Material Topics				
GRI Topic-specific Disclosure	Description		Section of Report and / or Explanation for Omission	Page Reference
Business Ethics and Anti-corruption				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Business Ethics and Anti-Corruption	2-3 8
	103-2	The management approach and its components	Approach to Sustainability; Business Ethics and Anti-Corruption	2-3 8
	103-3	Evaluation of the management approach	Business Ethics and Anti-Corruption	8
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Anti-Corruption	8
Security of Information				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Security of Personal Data and Information	2-3 8-9
	103-2	The management approach and its components	Approach to Sustainability; Security of Personal Data and Information	2-3 8-9
	103-3	Evaluation of the management approach	Security of Personal Data and Information	8-9
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security of Personal Data and Information	8-9
Health and Safety				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Providing a Healthy and Safe Environment for All	2-3 14-17
	103-2	The management approach and its components	Approach to Sustainability; Providing a Healthy and Safe Environment for All	2-3 14-17
	103-3	Evaluation of the management approach	Providing a Healthy and Safe Environment for All	14-17
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Providing a Healthy and Safe Environment for All	14-17
	403-2	Hazard identification, risk assessment, and incident investigation	Providing a Healthy and Safe Environment for All	14-17
	403-3	Occupational health services	Providing a Healthy and Safe Environment for All	14-17
	403-4	Worker participation, consultation, and communication on occupational health and safety	Providing a Healthy and Safe Environment for All	14-17
	403-5	Worker training on occupational health and safety	Providing a Healthy and Safe Environment for All	14-17
	403-6	Promotion of worker health	Providing a Healthy and Safe Environment for All	14-17
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Providing a Healthy and Safe Environment for All	14-17
	403-9	Work-related injuries	Providing a Healthy and Safe Environment for All	17



GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Providing a Healthy and Safe Environment for All	14
Energy, GHG Emissions and Alternate Energy Sources				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Energy Consumption and GHG Emissions	2-3 18-21
	103-2	The management approach and its components	Approach to Sustainability; Energy Consumption and GHG Emissions	2-3 18-21
	103-3	Evaluation of the management approach	Energy Consumption and GHG Emissions	18-21
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Consumption and GHG Emissions	20-21
	302-3	Energy Intensity	Energy Consumption and GHG Emissions	20-21
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy Consumption and GHG Emissions	20
	305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption and GHG Emissions	21
	305-4	GHG emissions intensity	Energy Consumption and GHG Emissions	20-21
Water Consumption Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Water Consumption Management	2-3 21-23
	103-2	The management approach and its components	Approach to Sustainability; Water Consumption Management	2-3 21-23
	103-3	Evaluation of the management approach	Water Consumption Management	21-23
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Consumption Management	21-23
	303-2	Management of water discharge-related impacts	Water Consumption Management	21-23
	303-5	Water consumption	Water Consumption Management	23
Waste Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Waste Management	2-3 23-25
	103-2	The management approach and its components	Approach to Sustainability; Waste Management	2-3 23-25
	103-3	Evaluation of the management approach	Waste Management	23-25
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management	23-25
	306-2	Management of significant waste-related impacts	Waste Management	23-25
	306-3	Waste generated	Waste Management	24-25
	306-4	Waste diverted from disposal	Waste Management	24-25
	306-5	Waste directed to disposal	Waste Management	24-25
Additional Topics				
Employment Practices				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Employment Practices and Benefits	2-3 14
	103-2	The management approach and its components	Approach to Sustainability; Employment Practices and Benefits	2-3 14
	103-3	Evaluation of the management approach	Employment Practices and Benefits	14
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Profile of our Workforce	13



	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices and Benefits	14
--	-------	--	-----------------------------------	----