



**HOTEL GRAND CENTRAL**



SUSTAINABILITY  
REPORT

2022



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# 1. Corporate Profile

GRI [2-1]

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 2022, 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

GRI [2-2] [2-3] ][2-5]

We are proud to present our 2022 Sustainability Report that marks our sixth 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 with reference to the internationally recognised framework, the Global Reporting Initiatives (“GRI”) Universal Standards.

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.



In line with SGX's enhanced requirements introduced in December 2021, HGC will also be preparing its climate-related disclosures consistent with the recommendations of the Task Force on Climate Related Financial Disclosures ("TCFD"), in a phased approach starting with SGX's recommendations for Year 1 reporters

Unless otherwise stated, this report covers HGC's sustainability performance for the financial period from 1 January 2022 to 31 December 2022 ("FY2022"). For comparative purposes, we disclose prior year performance of the key indicators where possible. While we have not sought external assurance over this reporting period, we are in the process of conducting an internal review of our sustainability reporting process and relevant disclosures.

HGC welcomes all feedback from stakeholders on this report and its sustainability efforts. Please send your comments and suggestions to [hltan@ghihotels.com](mailto:hltan@ghihotels.com).

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 SR2022 Reporting Scope**

Singapore



Australia



New Zealand



|                               |                                       |   |
|-------------------------------|---------------------------------------|---|
| 1. Hotel Grand Central        | 3. Hotel Grand Chancellor, Adelaide   | 9. James Cook Hotel Grand Chancellor Wellington ("JCHGC") |
| 2. Hotel Chancellor @ Orchard | 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  |   |

### 3. Approach to Sustainability

GRI [2-9] [2-12] [2-13] [2-14]

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

The Group's sustainability management approach is designed to address each sustainability matter by setting group-wide policies in Corporate Governance and Human Resources.

The Board is responsible for determining, managing and monitoring HGC's material matters and performance, including its potential and actual impacts on the environment, people and economy. The Board is also responsible for the reviewing and approving of this sustainability report on an annual basis. The Board has delegated the Executive Director, Ms Tan Hwa Lian to oversee the Group's overall sustainability performance and manage any impacts from its activities. The executive Director reports to the Board annually to review the performance and key issues arising from HGC's activities.

The management team at each hotel is responsible for setting targets, implementing sustainability practices, and monitoring data security, environmental performance, health, and safety locally. Each hotel management will report and communicate its progress on achieving its targets and any critical issues to the Executive Director on a half-yearly basis. HGC's commitment to sustainability ensures that the Group's operations are conducted in a responsible and ethical manner, contributing to a more sustainable future.

**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  |  |
| <b>Additional Matter</b>                                | <b>Management Approach</b>   |
| 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

GRI [2-22]

The Board considers sustainability as an important part of the group's business strategy and operations. The board is committed to operating our company in a way that is both socially and environmentally conscious, while also upholding strict corporate governance requirements. The Board performs a materiality review each year to determine the most important ESG concerns and prioritise them while taking into account the impacts that each issue has on HGC and its stakeholders.

2022 has been a year of elevated demand for the hospitality industry due to easing of pandemic restrictions and increasing inoculation rates across the world. As borders have opened, and countries are getting back to their pre-COVID conditions, we strive to recover our operations in an effective and efficient manner to keep up with changing consumer preferences and fulfil employee expectations.

The company is committed to transparency and effective climate governance, hence beginning from this year we are starting to report in line with SGX Sustainability Reporting Guidelines' enhanced requirements introduced in December 2021, where we will be adopting the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in a phased approach to ensure timely compliance.

The company's efforts to meet the demand and conduct sustainable business practices have been supported by the Board, who have acknowledged and endorsed the ongoing importance of six material ESG topics and an additional topic identified in FY2017. The responsibility for implementing sustainability measures has been delegated to the Management, who provide annual updates to the Board on the company's sustainability performance and any significant policy or practice changes.








## 5. Stakeholder Engagement



GRI [2-29]

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                               |
|---|--|--|---|---|
| <br><b>Hotel Guests</b>                                | <ul style="list-style-type: none"> <li>• Guest satisfaction</li> <li>• Provision of a safe and healthy environment for all</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Refurbishments and upgrading of facilities</li> <li>• Maintain hygiene efforts eg. Staff reminded to sanitise hands for food handling and wearing of masks if unwell</li> </ul>                           | Feedback forms  | Ongoing   |
|   |  |  | Face-to-face meetings/Online reviews and surveys via Revinate | Ongoing   |
| <br><b>Employees</b>                                 | <ul style="list-style-type: none"> <li>• Workplace health and safety</li> <li>• Working environment</li> <li>• Team morale</li> <li>• Fair employment practices</li> </ul> | <ul style="list-style-type: none"> <li>• Active employee engagement</li> <li>• Timely review and resolution of matters raised by employees</li> <li>• The employee of the month programme</li> <li>• Star cards to reward extra efforts</li> </ul> | Face-to-face consultations and feedback                       | Ongoing   |
|   |  |  | Committee Meetings  | Monthly   |
|   |  |  | Half-yearly General Meeting                                   | Quarterly   |
| <br><b>Shareholders and the Investment Community</b> | <ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Growth prospects and business outlook</li> <li>• Sustainable value</li> </ul>                    | <ul style="list-style-type: none"> <li>• Timely and consistent disclosure of hotel operations and performance to assist shareholders in investment decisions</li> </ul>  | Annual General Meeting  | Annually  |
|   |  |  | Half-yearly Report  | Quarterly   |
|   |  |  | Organised visits from Directors                               | Twice a year  |
| <br><b>Suppliers</b>                                 | <ul style="list-style-type: none"> <li>• Long-term and strong business relationship</li> <li>• Feedback on quality of services provided</li> </ul>                         | <ul style="list-style-type: none"> <li>• Communicate and align expectations between HGC and suppliers</li> </ul>   | Meetings  | Ongoing   |
|   |  |  | Email and phone call correspondence                           | Ongoing and as and when required upon end of contract |
| <br><b>Business Partners</b>                         | <ul style="list-style-type: none"> <li>• Consolidated effort to improve the hospitality sector</li> </ul>  | <ul style="list-style-type: none"> <li>• Networking and exchange of information with various business partners at industry events</li> </ul>   | Attendance in meetings hosted by economic development agency  | Quarterly (NZ)  |
|   |  |  | Meetings  | Ongoing   |
|   |  |  | Email and phone call correspondence                           | Ongoing   |



| Key Stakeholder Groups  | Interests of Stakeholder Groups   | Hotel Grand Central's Response   | Methods of Engagement                             | Frequency of Engagement                   |
|---|---|--|---|---|
| <br><b>Regulators</b>        | <ul style="list-style-type: none"> <li>Compliance with relevant laws and legislation across countries of operation</li> </ul>   | <ul style="list-style-type: none"> <li>Qualified and experienced maintenance team to ensure regular checks and maintenance work are conducted</li> <li>Stay abreast of changes in any regulations</li> <li>Completion of annual building warrant of fitness</li> </ul>   | License application and renewal (i.e., liquor)    | Annual                                    |
|   |   |  | Onsite inspection                                 | As and when required by regulatory bodies |
| <br><b>Local Communities</b> | <ul style="list-style-type: none"> <li>Improve relations and ties in the communities HGC operates in</li> <li>Support to Zealandia</li> <li>Support of Mary Potter Hospice</li> <li>Support Department of Conservation at Matiu/Somes Island</li> <li>Support of KCA with donations of food not consumed on the buffet</li> </ul> | <ul style="list-style-type: none"> <li>Regular involvement in the local scene and environment</li> <li>\$2.00 for every room night booked via our website is donated to Zealandia</li> <li>Provide staff to help with Mary Potter hospice collection days and other fundraising activities</li> <li>Staff provide volunteer hours to help with the upkeep of the Island – usually three times per year</li> <li>Unused food from the buffet is frozen and collected by KCA for distribution to families in need</li> </ul> | 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










GRI [3-1] [3-2]

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         |
|--|---|--------------------------------|
| <b>Business Ethics and Anti-corruption</b> |  | GRI 205: Anti-corruption 2016  |
| <b>Security of Information</b>             |  | GRI 418: Customer Privacy 2016 |




|  |   |  |
|--|---|--|
| <b>Health and Safety</b>                                       |    | GRI 403: Occupational Health and Safety 2018<br>GRI 416: Customer Health and Safety 2016 |
| <b>Energy Consumption and Greenhouse Gas (“GHG”) Emissions</b> |    | GRI 302: Energy 2016<br>GRI 305: Emissions 2016  |
| <b>Water Consumption Management</b>                            |    | GRI 303: Water and Effluents 2018  |
| <b>Waste Management</b>  |    | GRI 306: Effluents and Waste 2016  |
| <b>Additional Matter</b>                                       | <b>Alignment to SDGs</b>  | <b>Relevant GRI Standards</b>  |
| <b>Employment Practices</b>                                    |    | GRI 401: Employment 2016   |

## 7. Our COVID-19 Response

2022 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 ended its service as a quarantine facility for confirmed positive cases identified in Singapore, and has reopened for regular business. Meanwhile, in Australia, Hotel Grand Chancellor Brisbane and Hotel Grand Chancellor Adelaide revised their COVID-19 Safe Plans in line with local state legislations. They continued to operate as COVID-19 medi-hotels until February 2022, after which the hotels resumed normal operations.

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  |
|---------------------|---|---|--|
| <b>Hotel guests</b> | <ul style="list-style-type: none"> <li>At Hotel Chancellor @ Orchard, we established a call centre to answer guest’s needs on a 24/7 basis</li> <li>Disinfectants and sanitizers used around the hotel have active ingredients that National Environmental Agency (“NEA”) recommends</li> <li>Hotel Grand Central was SG Clean certified as of December 2022</li> </ul> | <ul style="list-style-type: none"> <li>COVID-19 Safe Plans were revised and implemented as per local state legislation. Cleaning methodologies implemented during COVID remains.</li> <li>Impose minimal or no penalty to those who need to cancel or postpone events due to physical restrictions or financial difficulties</li> </ul> | <ul style="list-style-type: none"> <li>Timely updates on hotel website to reflect current alert levels and shares the measures in place to protect guests</li> <li>Digital compendium was in place till August 2022 after which the restrictions were removed. COVID-19 Safe Plans were revised and implemented as per local state legislation. Cleaning methodologies implemented during COVID-19 remains.</li> </ul> |





| Key Stakeholders                       |  Singapore  |  Australia   |  New Zealand   |
|--|--|---|---|
|  |  |   | <ul style="list-style-type: none"> <li>No cancellation fees charged or provide refunds for prepaid accommodations</li> </ul>  |
| <b>Employees</b>                       | <ul style="list-style-type: none"> <li>Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission</li> <li>The Jobs Support Scheme continued till March 2022 and has since ended.</li> </ul> | <ul style="list-style-type: none"> <li>Government’s JobKeeper assistance ceased as of April 2022 as business levels in Australia increased and most employees returned to normal working hours.</li> <li>Formal risk assessment and operational changes were enacted to consider COVID-19 exposure risks</li> <li>COVID-19 Safe Plan was established in strict compliance with regulatory requirements to ensure a safe environment</li> <li>PPE provided to protect our employees and minimize the risk of COVID-19 transmission</li> <li>Provided health and safety training such as mental health training</li> <li>Departmental distancing was introduced to mitigate the risk of cross-contamination in case of outbreaks</li> </ul> | <ul style="list-style-type: none"> <li>Received government wage subsidies to ensure job security</li> <li>Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission</li> <li>Provided employee training onsite and off-site</li> </ul> |
| <b>Suppliers and business partners</b> | <ul style="list-style-type: none"> <li>Service contracts and expenses were re-evaluated to be in line with the business changes</li> </ul>   | <ul style="list-style-type: none"> <li>Service contracts and expenses were re-evaluated to be in line with the business changes</li> <li>Continuous engagement with suppliers to ensure compliance with the Hotel’s COVID-19 Safe Plan and to understand their risk mitigation or insurance in place</li> </ul>   |   |
| <b>Local communities</b>               | <ul style="list-style-type: none"> <li>Post reopening of borders domestically and internationally, HCO ended their contract with the government and has opened for regular business</li> </ul>   | <ul style="list-style-type: none"> <li>Hotel Grand Chancellor Melbourne and Hotel Grand Chancellor Brisbane offered quarantine facilities as a part of the government program which ceased as of February 2022</li> <li>Hotel Grand Chancellor Adelaide provides added</li> </ul>   |   |



| Key Stakeholders |  Singapore |  Australia    |  New Zealand |
|------------------|---|--|---|
|                  |   | services to repatriating Australians to create a welcoming stay and promote good mental health |   |

**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"> <li>Hotel Chancellor Orchard ceased serving as a SHN-dedicated facility; it reopened for regular business in mid-2022</li> <li>Safety Management Measures are in place with SG clean regulations such as signing in for guests to use the fitness rooms(Hotel Grand Central) and maintenance of cleaning records for common areas</li> </ul> | <ul style="list-style-type: none"> <li>After ceasing its operations as a quarantine facility in February 2022, business levels returned in March 2022, with most hotels experiencing an uptick in demand.</li> </ul> | <ul style="list-style-type: none"> <li>New Zealand reopened its borders in April 2022, and while the recovery started slowly, demand levels have been building up since September 2022 due to pent-up demand</li> <li>In-house and external staff training continues</li> <li>Manage staff levels accordingly</li> <li>Work with conference organizers to organize small group events or assist in facilitating hybrid conferences</li> </ul> |

**8. Advocating Proper Business Conducts and Ethics**

**8.1 Business Ethics and Anti-corruption**

GRI [2-23] [2-24] [2-27] [3-3] [205-3]

The Group recognises the importance of business ethics and ensuring anti-corruption in our operations as it is vital for organisations to adhere to integrity, governance and responsible business practices. With rising concerns of anti corruption practices such as bribery, fraud, extortion, 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. We have in place a whistleblowing channel for internal and external stakeholders to report any suspicious activities. Employees, as well as other individuals, can



report their concerns to the Chairman of the Audit Committee (AC) via post or through the online feedback form, which can be found in the handbook. In addition, a notice board has been placed in the staff canteens that includes an email address directly to the AC. This allows employees to report any concerns or grievances they may have. All misconducts will be deliberately investigated by the AC, and disciplinary actions will be taken for severe offences. More details on the Whistle-Blowing Policy can be found in the Annual Report 2022 page 21.

In FY2022, 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**

| <b>Policy</b>                    | <b>Summary</b>   | <b>Boundary</b> |
|----------------------------------|--|-----------------|
| <b>Code of Conduct</b>           | 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     |
| <b>Policy on Whistle Blowing</b> | 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

GRI [3-3] [418-1]

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**

| <b>Policy</b>         | <b>Summary</b>   | <b>Boundary</b> |
|-----------------------|--|-----------------|
| <b>Privacy Policy</b> | 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 FY2022, there were zero cases of IT system breach. the HGC continues to take precautions to prevent future breaches from happening. For FY2023, we aim to continually improve IT security and work towards maintaining zero breaches in the future.

## 9 Ensuring Fair Employment Practices

GRI [2-4] [2-7] [2-8] [3-3] [401-1] [401-2]

At HGC, we recognize the crucial role played by our employee culture, competencies, capabilities, and experience in determining our success. As a result, we have made it our mission to establish a work environment that promotes talent attraction, retention, and development while also placing a high priority on employee health and safety, well-being, diversity, and equal opportunities. Our goal is to create a secure, welcoming, and empowering workplace where everyone is treated equitably and with respect, and can flourish to their fullest potential. We understand that our ability to attract, retain, and inspire top talent is fundamental to our position as a hospitality chain.

### 9.1 Profile of our Workforce

Overall, our total workforce has increased from 755<sup>1</sup> in FY2021 to 929 in FY2022. This increase indicates a recovery back to pre-pandemic times as tourism gradually increases worldwide.

Wherever possible, we hire staff on a permanent basis. Permanent staff currently make up 86% of our workforce in FY2022. A majority of the workforce consists of full-time staff (51%), but part-time staff (49%) still make up a sizeable portion as well.

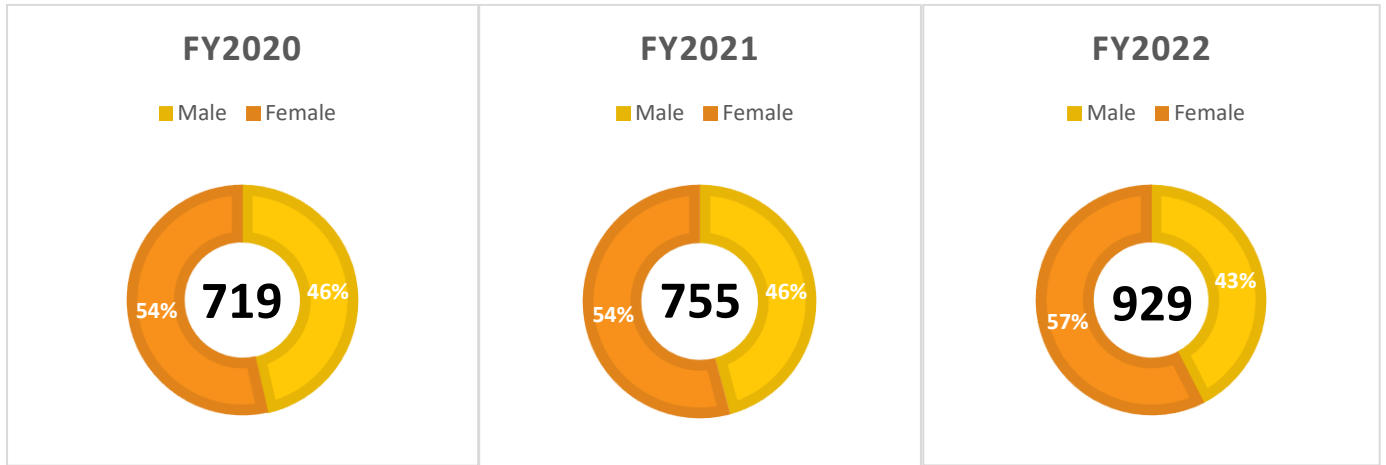
With the easing of COVID-19 restrictions and the recovery of the tourism and hospitality industry, large-scale events such as banquets, conferences and restaurant services have resumed, contributing to a need for more manpower and thus an uptick in the number of employees in FY2022. Thus, total workforce numbers have increased from 755 to 929.

<sup>1</sup> The total workforce count for FY 2021 has been restated from 713 to 755 due to the availability of more accurate data.



The figures and tables below highlight the breakdown of HGC's workforce by gender, region, employment type and employment contract.

**Figure 2: Breakdown of Employees by Gender**



**Figure 3: Breakdown of Employees by Region**

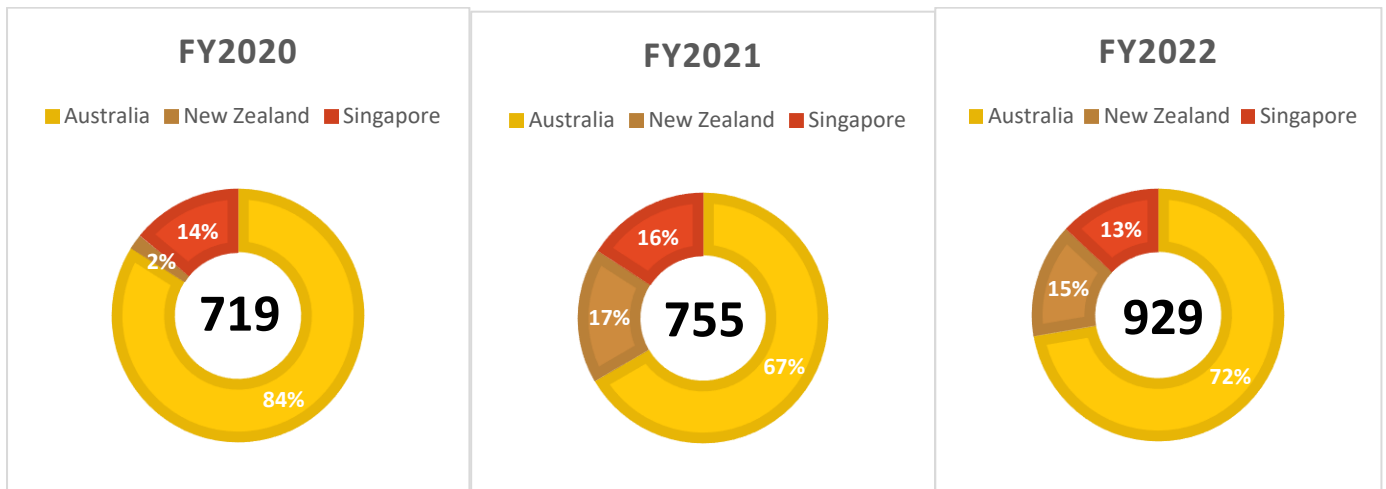
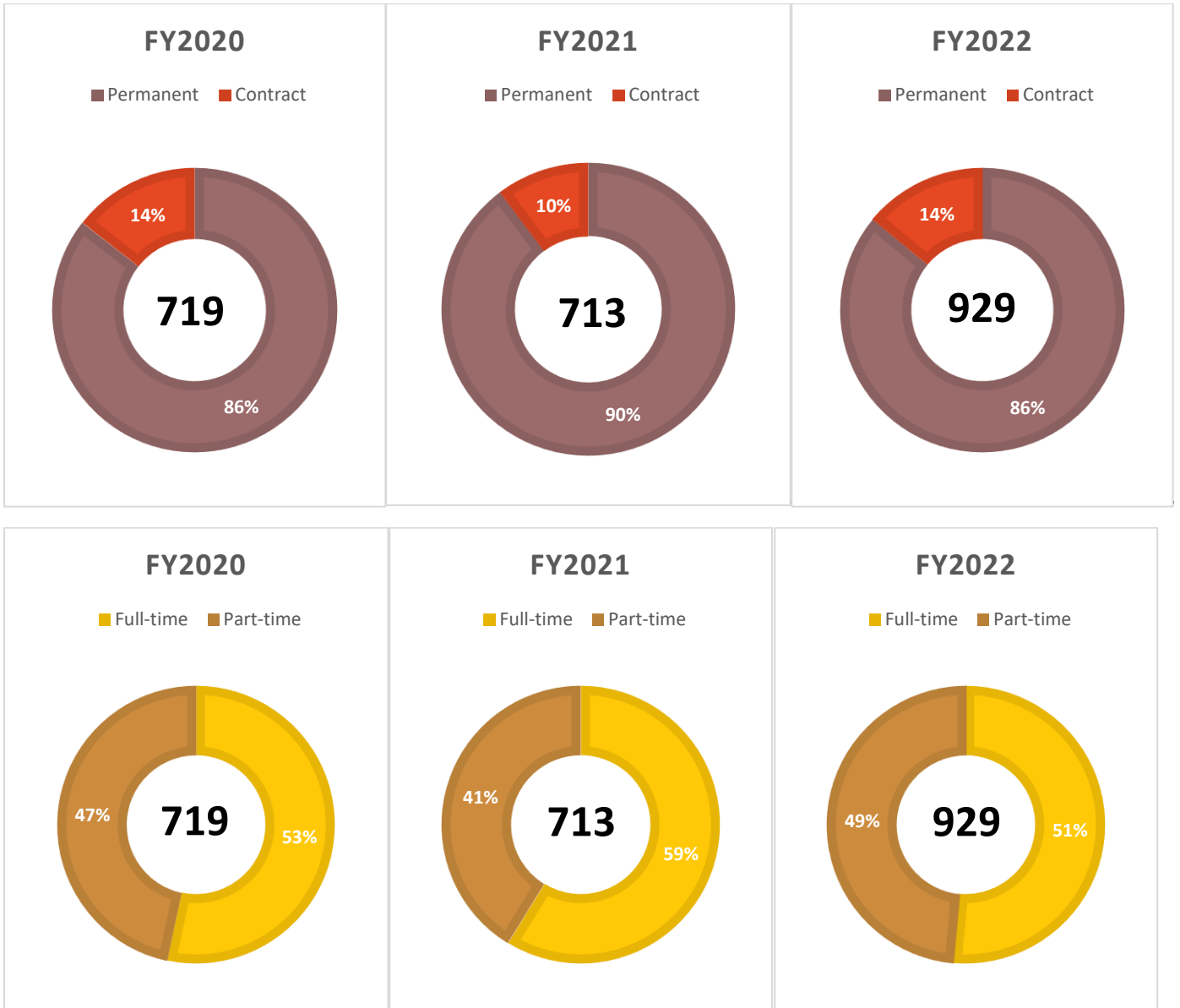




Figure 4: Breakdown of Employees by Employment Contract and Employment Type



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

| <b>By Employment Contract</b> |           |           |           |           |           |           |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Region                        | FY2020    |           | FY2021    |           | FY2022    |           |
|                               | Permanent | Temporary | Permanent | Temporary | Permanent | Temporary |
| Australia                     | 423       | 90        | 449       | 54        | 565       | 107       |
| New Zealand                   | 106       | 14        | 118       | 14        | 121       | 0         |
| Singapore <sup>2</sup>        | 86        | 0         | 110       | 10        | 114       | 22        |

| <b>By Employment Type</b> |           |           |           |           |           |           |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Region                    | FY2020    |           | FY2021    |           | FY2022    |           |
|                           | Full-time | Part-time | Full-time | Part-time | Full-time | Part-time |
| Australia                 | 219       | 261       | 285       | 218       | 280       | 392       |
| New Zealand               | 61        | 59        | 61        | 71        | 114       | 22        |
| Singapore <sup>3</sup>    | 86        | 0         | 110       | 10        | 84        | 37        |

| <b>By Employment Contract</b> |           |           |           |           |           |           |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Gender                        | FY2020    |           | FY2021    |           | FY2022    |           |
|                               | Permanent | Temporary | Permanent | Temporary | Permanent | Temporary |
| Male                          | 302       | 21        | 323       | 23        | 353       | 42        |
| Female                        | 313       | 50        | 354       | 55        | 447       | 87        |

| <b>By Employment Type</b> |           |           |           |           |           |           |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Gender                    | FY2020    |           | FY2021    |           | FY2022    |           |
|                           | Full-time | Part-time | Full-time | Part-time | Full-time | Part-time |
| Male                      | 210       | 113       | 230       | 84        | 234       | 162       |
| Female                    | 156       | 207       | 226       | 215       | 244       | 289       |

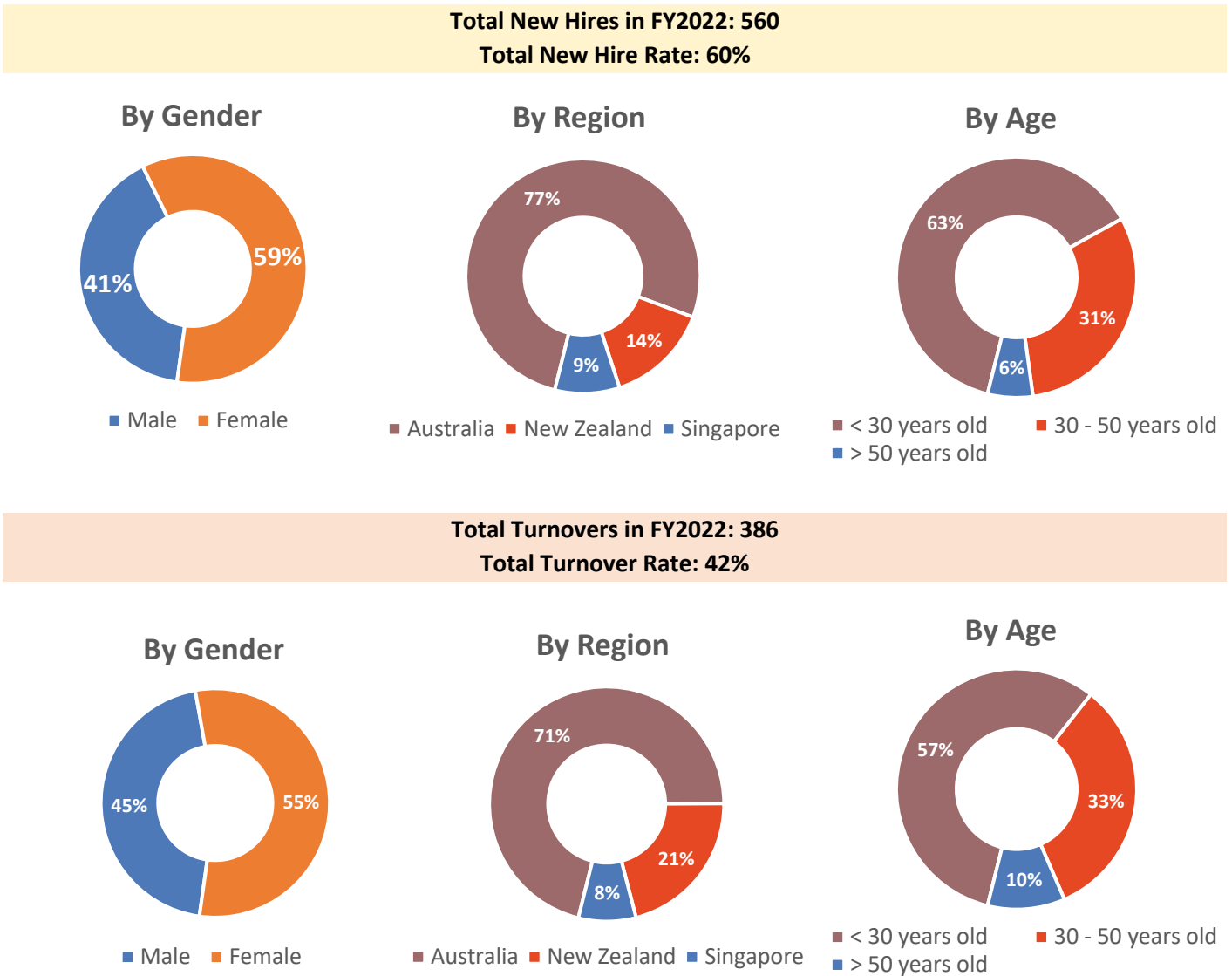
Our operations are also supported by workers who are not employees with a total of 96 workers employed in FY2022, across our operations. The main types of workers that are employed by HGC include contractors who do onsite work such as maintenance, auditing of essential services and housekeeping, as well as suppliers who provide services such as hygiene services.

<sup>2</sup> The number of permanent and temporary employees in Singapore for FY 2021 has been restated from 73 to 110, and 5 to 10, respectively, due to an availability of more accurate data.

<sup>3</sup> The number of full-time and part-time employees in Singapore for FY 2021 has been restated from 73 to 110, and 5 to 10, respectively, due to an availability of more accurate data.



Figure 5: FY2022 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 2022.

In FY2022, the total turnover rate is 42%, with a higher turnover rate recorded in female employees than male employees. The highest turnover within HGC was from Australia at 71%, followed by New Zealand at 21%.





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

## 10. Providing a Healthy and Safe Environment for All

GRI [3-3] [403-1] [403-2] [403-3] [403-4] [403-5] [403-6] [403-7] [403-9] [416-2]

With thousands of guests within our premises and employees working across our hotels, providing a healthy and safe environment for all is critical. We recognise that all employees and guests deserve a safe place to work and live in, which can also improve employee health and well-being, morale and retention, and improve our reputation among guests. To keep potential accidents and injuries to a minimum, 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



**Case study: Caring for our guests' wellbeing and health**

Up till February 2022, Hotel Grand Chancellor Adelaide still served as a medi-hotel to accommodate individuals who had tested positive for the COVID-19 virus. However, hotel staff noticed that the guests were getting easily bored, which led to an increased demand for services and complaints. To address this issue, the hotel created a Facebook group where quarantined individuals and staff could interact in a positive and informative way.

As part of the group's activities, the hotel organised competitions to keep the guests entertained. These included a towel-folding competition, paper origami competition, and a guess-the-number-of-lollies-in-a-jar competition. The most creative entries were awarded small prizes.



*Competition entries by hotel guests*

This initiative not only provided entertainment for the guests but also helped the staff manage the workload effectively by reducing the number of service requests and complaints. Additionally, the Facebook group facilitated positive interactions between the quarantined individuals and staff, creating a sense of community and support during a challenging time.

**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 Emergency 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 by the Audit Committee.

***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

**Occupational Health and Safety Performance**

In FY2022, there were a total of 36 work-related injuries recorded across the three regions, most of which arose from minor accidents. There were no fatalities and high-consequence<sup>4</sup> 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

<sup>4</sup> Injury which individual cannot/not expected to recover fully to pre-injury health within six months

minimise such risks. In-depth demonstrations and manuals were provided during trainings to ensure that kitchen and housekeeping employees are aware of the correct procedures and chemical usage. Corrective training was also conducted on safe work procedures such as the correct manner to reach for stock items and place non-slip mats in the right manner. 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 Australia and New Zealand, a total of 36 injury cases were recorded, with 25 from New Zealand and 11 from Australia. 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: FY2022 Work-related injuries for employees**

|   | FY2021               |                   | FY2022  |                   |
|---|----------------------|-------------------|---------|-------------------|
|   | Number               | Rate <sup>5</sup> | Number  | Rate <sup>6</sup> |
| <b>Fatalities</b>                             |                      |                   |         |                   |
| Australia                                     | 0                    | 0                 | 0       | 0                 |
| New Zealand                                   | 0                    | 0                 | 0       | 0                 |
| Singapore                                     | 0                    | 0                 | 0       | 0                 |
| <b>Recordable work-related injuries</b>       |                      |                   |         |                   |
| Australia                                     | 11                   | 19                | 11      | 12                |
| New Zealand                                   | 54                   | 321               | 25      | 128               |
| Singapore                                     | 2                    | 11                | 0       | 0                 |
| <b>High-consequence work-related injuries</b> |                      |                   |         |                   |
| Australia                                     | 0                    | 0                 | 0       | 0                 |
| New Zealand                                   | 0                    | 0                 | 0       | 0                 |
| Singapore                                     | 0                    | 0                 | 0       | 0                 |
| <b>Number of hours worked</b>                 |                      |                   |         |                   |
| Australia                                     | 574,487 <sup>7</sup> |                   | 938,105 |                   |
| New Zealand                                   | 168,386              |                   | 194,102 |                   |
| Singapore                                     | 178,464              |                   | 318,240 |                   |

#### 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 117,236 hours clocked by the workers during the year.

<sup>5</sup> 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.

<sup>6</sup> 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.

<sup>7</sup> The number of hours worked for Australia in FY 2021 has been restated from 509,070 to 574,487 due to availability of more accurate data. Consequently, the rate of recordable work-related injuries for Australia in FY 2021 has also been restated from 22 to 19.



## 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 CO<sub>2</sub> 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.

Our carbon footprint per guest room has decreased from 4.19<sup>8</sup> tCO<sub>2</sub>e/room to 3.06 tCO<sub>2</sub>e/room, due to improved energy usage efficiency which led to the overall reduction of fuel and electricity consumption despite increased hotel activity in FY2022. We will continue to explore ways to contribute to the nation's carbon reduction target by 2030.

<sup>8</sup> The carbon footprint for FY2021 has been restated from 4.18 to 4.19 due to the restatement of fuel consumption figures.

## 11.1 Energy Consumption and GHG Emissions

GRI [3-3] [302-1][302-3] [305-1][305-2][305-4]

| Various Practices on Energy Consumption and GHG Emissions  |  |
|--|--|
|  Australia  |  |
| Energy Efficiency Initiatives  |  |
| <ul style="list-style-type: none"> <li>• Replace and upgrade existing equipment, chillers and cooling tower to maximise energy efficiency</li> <li>• Recommission Building Management System (“BMS”) for more accurate control over the building’s cooling</li> <li>• Regular maintenance of plant and equipment</li> <li>• Use of motion-detecting thermostats and timers to operate HVAC systems</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Use of variable-frequency drive pumps to reduce the energy required to circulate water</li> <li>• Shut down of air-conditioning units during low occupancy seasons</li> <li>• Reduce unnecessary lighting within hotel rooms</li> </ul> |
| Performance monitoring   | Training and Awareness   |
| <ul style="list-style-type: none"> <li>• Benchmark electricity consumption against similar-sized hotels and other HGC hotels</li> </ul>  | <ul style="list-style-type: none"> <li>• Mandatory induction training for new employees on environmental policy and energy-saving habits</li> </ul>  |
|  New Zealand  |  |
| Energy Efficiency Initiatives  |  |
| <ul style="list-style-type: none"> <li>• Ongoing replacement of traditional light bulbs with LED</li> <li>• Replace and upgrade aged hotel equipment such as kitchen equipment, lifts, compressor and coolers</li> </ul>   | <ul style="list-style-type: none"> <li>• Encourage guests to opt for ‘Eco’ Room Service, which promotes overall conservation of resources</li> </ul>   |
| Performance Monitoring   |  |
| <ul style="list-style-type: none"> <li>• Benchmark electricity consumption and GHG emissions against regional average in EarthCheck</li> </ul>   |  |
|  Singapore  |  |
| Energy Efficiency Initiatives  |  |
| <ul style="list-style-type: none"> <li>• All our buildings have received green mark certification in recognition for their environmentally friendly design and construction</li> <li>• Reduce air-conditioning temperatures at low traffic times</li> <li>• Emphasise energy-saving habits</li> <li>• Use of hot and cold drinking water dispensers in all guest rooms to reduce electricity consumption and one-time plastic bottles</li> </ul> |  |

At HGC, we recognise that proper energy management and reduction of greenhouse gas (GHG) emissions are essential to the long-term sustainability of our operations. We are committed to implementing energy management practices to help reduce the hotel's carbon footprint and promote sustainable practices, which can also minimise any the potential negative impacts on the environment. We take a holistic approach to energy management by implementing relevant energy efficiency initiatives in each hotel, and focus on providing training and improving awareness on sustainable practices among employees and guests.

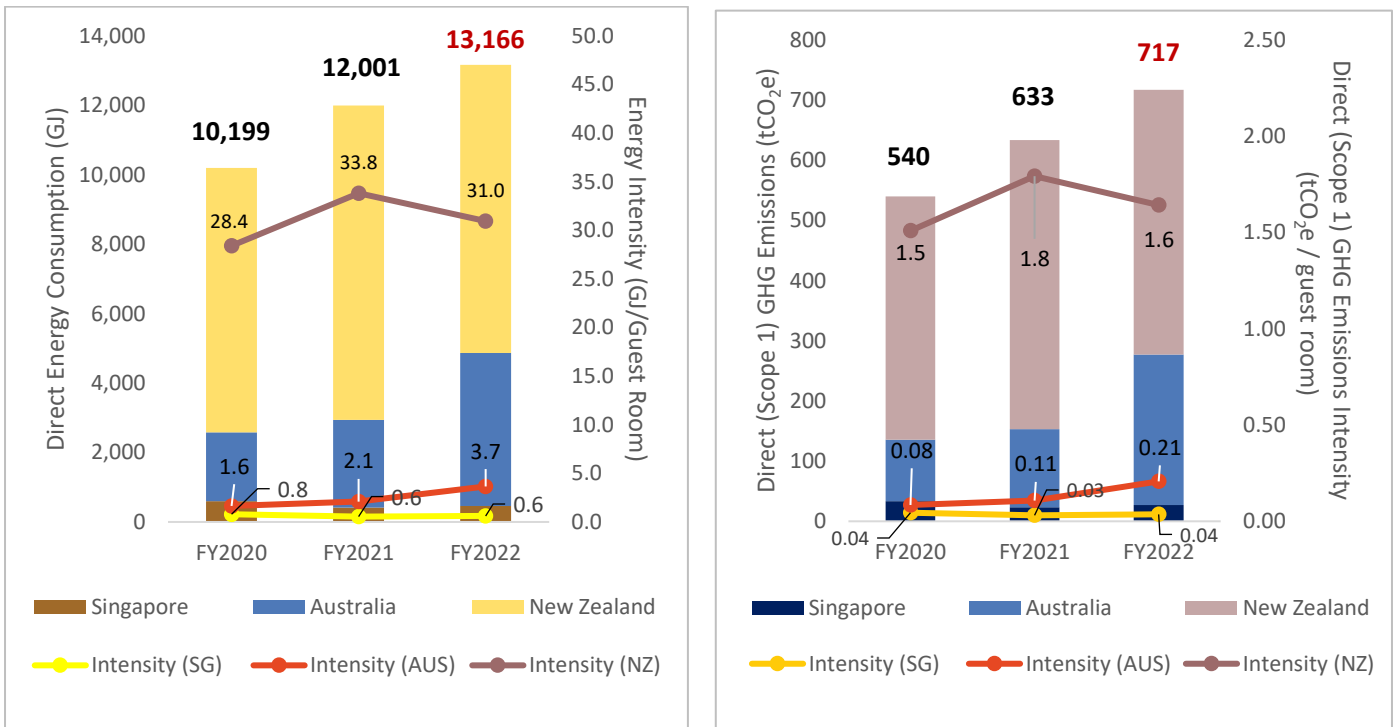


**Fuel Consumption**

In FY2022, fuel consumption was incurred in all hotels in Singapore, Australia and New Zealand, with the exception of HGC Townsville in Australia. This includes motor gasoline used by vehicles<sup>9</sup> owned by HGC and natural gas in kitchens across the Singapore hotels, HGC Launceston and JCHGC.

A total of 13,166.1 GJ of direct energy was consumed, translating to 717 tonnes of carbon dioxide equivalent (“tCO<sub>2</sub>e”)<sup>10</sup> of Scope 1 emissions. The total fuel consumption and Scope 1 emission have increased slightly compared to FY2021 of 12,000.9 GJ<sup>11</sup> and 633.3 tonnes respectively, mainly due to the hospitality industry seeing an increase in tourism activity which led to the overall increase in fuel consumption in our respective hotels as occupancy rates improved.

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



Note: The total fuel consumption for FY2020 and FY2021 has been restated due to the correction of the fuel’s units of measurement. In FY2020, fuel consumption has been restated from 8,211 GJ to 10,198.6 GJ, and in FY2021 fuel consumption has been restated from 9,478 GJ to 12,000.9 GJ. Consequently, the total scope 1 emissions have also been restated from 438 tonnes to 539.9 tonnes in FY2020 and from 503.7 tonnes to 633.3 tonnes in FY2021.

<sup>9</sup> The cars are provided for senior executives (General Manager and Sales Director) at the hotels.

<sup>10</sup> 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 CO<sub>2</sub>. 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 2021 published by Energy Market Authority.

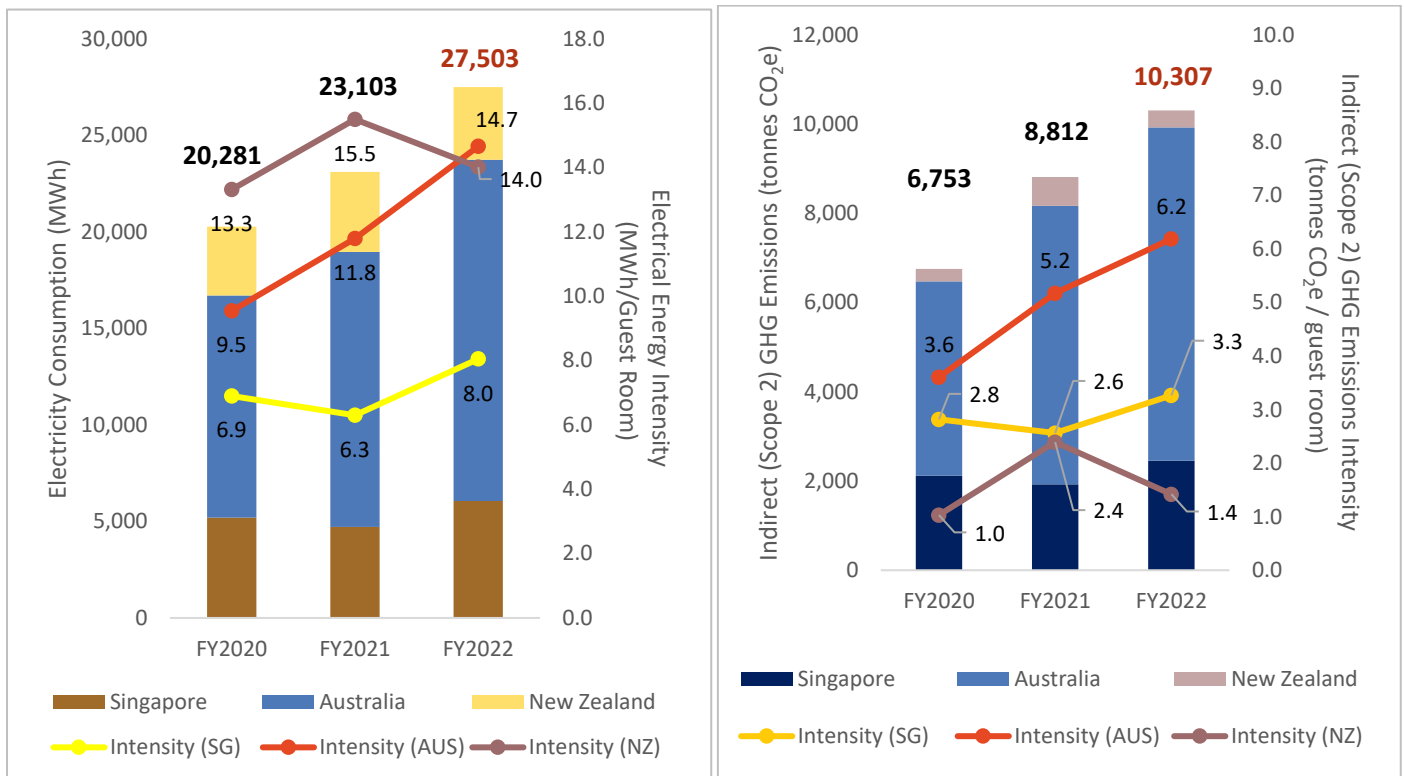
<sup>11</sup> The total fuel consumption for FY 2021 has been restated from 9,478 GJ to 12,000.9 GJ due to the correction of the fuel’s units of measurement. Consequently, the total scope 1 emissions have also been restated from 503.7 tonnes to 633.3 tonnes.



**Electricity Consumption**

In FY2022, the total electricity consumption at HGC increased to 27,503 MWh from 23,103 MWh in FY2021. The GHG emissions is at 10,307 tonnes of carbon dioxide equivalent (“CO<sub>2</sub>e”)<sup>12</sup>, a slight increase from 8,812 CO<sub>2</sub>e in FY2021. The increase in the overall electricity consumption and increase in the GHG emissions in FY2022 as compared to FY2021 is similar to the trend with fuel consumption which can be attributed to high occupancy rates as tourism picks up.

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



<sup>12</sup> For New Zealand, emission factors are obtained from “country specific electricity grid greenhouse gas emission factors – March 2022”, compiled by Carbon Footprint. For Australia, the source of emission factors is the “National Greenhouse Accounts Factors 2022”, compiled by the Department of the Environment and Energy, Australia. For Singapore, emission factors were obtained from the Singapore Energy Statistics 2021 published by Energy Market Authority.





## 11.2 Aligning to the Recommendations of Task Force on Climate-related Financial Disclosures (TCFD)

This year, HGC will report on our efforts to address climate-related risks and opportunities as a demonstration of our commitment to transparency and efficient climate governance. To ensure prompt compliance, we will be adopting a phased approach to implement the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in accordance with SGX's phased approach, starting with Year 1 this year.

By aligning our responses with the TCFD's disclosure recommendations, we aim to provide our stakeholders with a clear understanding of our approach to managing climate-related risks and opportunities. Further details on our response to the TCFD recommendations can be found in the section below.

| TCFD Recommended Disclosures   | Company's Response   |
|--|--|
| <p style="text-align: center;"><b><u>Governance</u></b></p> <ul style="list-style-type: none"> <li>• Board oversight of climate-related risks and opportunities</li> <li>• Management's role in assessing and managing climate-related risks and opportunities</li> </ul>  | <ul style="list-style-type: none"> <li>• The Board has overall responsibility for the governance of risk. To pursue a sustainable long-term growth path, the Board recognises the importance of, and is responsible for, ensuring that Management designs, implements and monitors a sound system of risk management and internal controls as part of good governance.</li> <li>• The Board is responsible for determining, managing and monitoring HGC's material matters and performance including its climate-related risks and opportunities.</li> </ul>   |
| <p style="text-align: center;"><b><u>Strategy</u></b></p> <ul style="list-style-type: none"> <li>• Climate-related risks and opportunities that the organization has identified over the short, medium, and long term</li> <li>• Impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning</li> <li>• The resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario</li> </ul> | <ul style="list-style-type: none"> <li>• HGC has performed a qualitative assessment of its and physical<sup>13</sup> and transition<sup>14</sup> risks for its reported properties. The assessment has allowed it to identify the following risks across its various geographies and properties. Qualitative impacts are also listed within the points below. <ul style="list-style-type: none"> <li><b>Physical risks:</b> Change in precipitation - Increased intensity &amp; frequency; Coastal and riverine flooding; Drought; Extreme weather; Flooding; Change in average temperature; and Sea level rise. Failure to mitigate physical risks could potentially lead to an increase in operational costs to retrofit and repair hotels to withstand changes in weather patterns</li> <li><b>Transition Risks:</b> Enhanced emissions-reporting obligations; Changes in customer demand; Exposure to litigation; Increased pricing of GHG emissions; Mandates on and regulation of existing products and services; Stakeholder expectations; and Costs to transition to lower emissions technology. Potential impacts may result from increased costs due to emissions-reporting obligations as well as increased expenses with the use of non-renewable energy and carbon intensive products. Failure to meet changing customer demands may potentially result in lower revenue as hotels are less attractive to environmentally-conscious travellers.</li> </ul> </li> <li>• Although scenario analysis has not been conducted this year, HGC will look towards conducting it and results will be disclosed in future reports.</li> </ul> |

<sup>13</sup> Physical risks arise from the impact of weather events and long-term or widespread environmental changes, which can include increased severity of extreme weather events such as floods, rising mean temperatures and sea levels, and weather patterns




<sup>14</sup> Transition risks arise from the process of shifts towards a low-carbon economy, which can include regulatory changes, disruptive technological developments, and shifts in consumer and investor preferences.



| TCFD Recommended Disclosures   | Company's Response   |
|--|--|
| <p><b><u>Risk management</u></b></p> <ul style="list-style-type: none"> <li>• Risk identification and assessment processes</li> <li>• Risk management process</li> <li>• Integration of processes for identifying, assessing, and managing climate-related risks into overall risk management</li> </ul> | <ul style="list-style-type: none"> <li>• HGC has in place an Enterprise Risk Management (ERM) Framework to ensure that key risks are properly and systematically addressed. More details on the ERM structure and process is detailed in the Annual Report page 18-19</li> <li>• Climate-related risks are not currently in the ERM Framework but may be incorporated into the ERM to outline the responsibilities, policies and processes in assessing, monitoring and managing climate-related risks in the future.</li> </ul> |
| <p><b><u>Metrics and targets</u></b></p> <ul style="list-style-type: none"> <li>• Climate-related metrics in line with strategy and risk management process</li> <li>• Scope 1, 2, 3 GHG metrics and the related risks</li> <li>• Climate-related targets and performance against targets</li> </ul>     | <ul style="list-style-type: none"> <li>• Climate-related and environmental metrics such as Scope 1 and Scope 2 GHG emissions, energy consumption, water consumption and waste have been disclosed in this report. Please refer to the "Energy and GHG Consumption" section on page 20, "Water Consumption Management" on page 25, and "Waste Management" on page 27.</li> </ul>  |

## 11.3 Water Consumption Management

GRI [3-3] [303-1] [303-2] [303-5]

| <b>Various Practices on Water Consumption Management</b>  |   |
|---|---|
|  Australia   |   |
| <b>Water-saving initiatives</b>   | <b>Monitoring and Review</b>  |
| <ul style="list-style-type: none"> <li>• Install equipment with water-saving features such as low flow showerheads, water flow restrictors and water-efficient equipment</li> <li>• Regular maintenance of equipment including pool, chillers and cooling towers</li> </ul>   | <ul style="list-style-type: none"> <li>• Weekly meter readings to monitor water consumption and detect leaks or irregularities</li> </ul>   |
| <b>Training and Awareness</b>   |   |
| <ul style="list-style-type: none"> <li>• Increase awareness amongst guests               <ul style="list-style-type: none"> <li>○ Green Cleaning Policy where guests can choose not to have their rooms serviced daily</li> <li>○ Encourage guests to hang towels dry instead of replacing daily</li> </ul> </li> <li>• Induction Program where new employees familiarise themselves with the Environmental Policy</li> </ul> |   |
|  New Zealand   |   |
| <b>Water-saving initiatives</b>   | <b>Training and Awareness</b>   |
| <ul style="list-style-type: none"> <li>• Install equipment with water-saving features               <ul style="list-style-type: none"> <li>○ Low flow showerheads</li> <li>○ Dual flush toilets in guest rooms</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>• On-the-job training provided for Kitchen and Housekeeping staff on minimizing water usage</li> </ul>   |
| <b>Performance Monitoring</b>   |   |
| <ul style="list-style-type: none"> <li>• Benchmark water consumption against regional average in EarthCheck</li> </ul>  |   |
|  Singapore   |   |
| <b>Water-saving initiatives</b>   | <b>Monitoring and Review</b>  |
| <ul style="list-style-type: none"> <li>• As part of Green Mark certification, all bathroom fittings and cisterns installed have a minimally two-tick rating under the WELS<sup>15</sup> to ensure optimal water use efficiency</li> <li>• Use of non-potable water only for landscaping in our hotels</li> </ul>  | <ul style="list-style-type: none"> <li>• Use of an internal monitoring system to detect and prevent leaks in the building</li> <li>• Monthly review of utility bills and inspections of premises</li> </ul> |

At HGC, we are committed to responsible business practices. Sustainable water management practices are an integral part of the hotel's operations as it optimises water usage and contributes to enhanced environmental performance and cost savings. We rely on municipal water sources for various operations, including cooking, housekeeping duties, laundry, daily use in hotel equipment, and regular maintenance across all hotels. We are conscious of the need for effective water management to balance our water consumption needs and reduce any potential strain on our water resources.

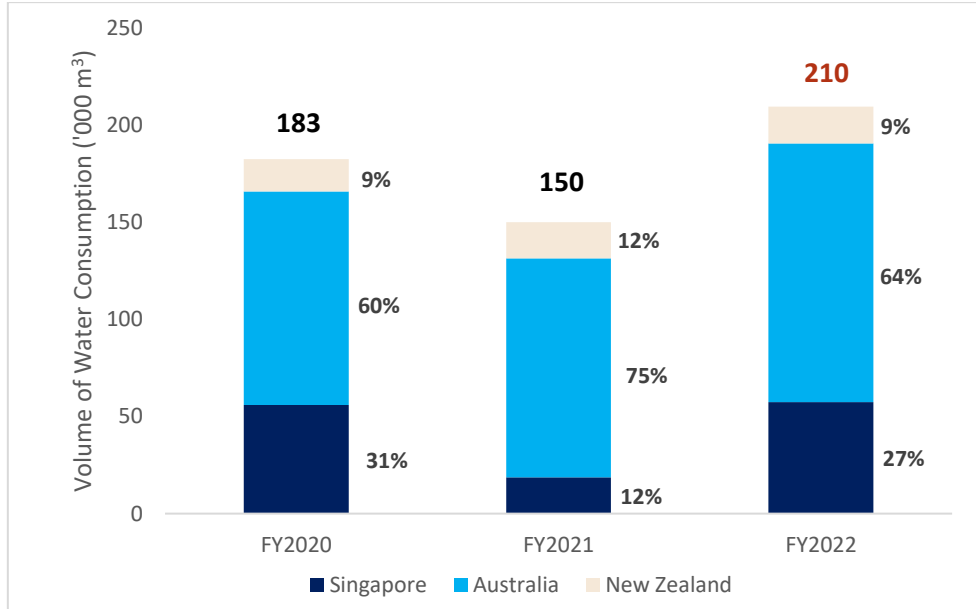
Across our hotels, we have in place water monitoring systems and water-saving initiatives to strengthen sustainable water management practices. We also encourage our stakeholders, such as our guests and employees, to use water efficiently at our premises.

<sup>15</sup> 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](https://www.pub.gov.sg/Documents/WELS_Brochure_English.pdf)



Water consumption increased from 150,092 m<sup>3</sup> in FY2021 to 209,703 m<sup>3</sup> in FY2022. This is primarily due to the reopening of borders and the easing of pandemic restrictions following the improvement in COVID-19 inoculation rates globally. In FY2022, the hospitality industry saw an increase in tourism activity which led to the overall increase in water consumption in our respective hotels as occupancy rates improved.

**Figure 8: Water Consumption by Operating Countries**








## 11.4 Waste Management

GRI [3-3] [306-1] [306-2] [306-4] [306-5]

HGC recognises that proper waste management is integral to reducing its environmental impact by preventing pollution and conserving natural resources. It also enhances its reputation among customers who value sustainability and environmental stewardship. As such, 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 wastes<sup>16</sup> 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.

| <b>Various Practices on Waste Management</b>  |   |
|---|---|
|  Australia   |   |
| Waste management initiative   | Training and Awareness  |
| <ul style="list-style-type: none"> <li>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</li> <li>Proper disposal of organic waste by third-party contractors</li> <li>Onsite conversion of food waste to fertiliser through Pulpmaster food waste recycling system</li> <li>Recycling of cooking oil instead of direct disposal</li> <li>Reduction in use of single-use containers for conferences and functions</li> <li>Recycling of all paper and cardboard products</li> </ul> | <ul style="list-style-type: none"> <li>Training of all employees with potential to encounter contaminated waste on correct handling and disposal</li> </ul> |
|  New Zealand   |   |
| Waste management initiative   | Training and Awareness  |
| <ul style="list-style-type: none"> <li>Regular inspections to ensure waste management practices are implemented and executed</li> </ul>   | <ul style="list-style-type: none"> <li>Dedicated hotel Green Team working with hotel staff for wider waste minimization awareness</li> </ul>                |
| Benchmarking  |   |
| <ul style="list-style-type: none"> <li>Benchmark waste diverted to landfill against regional average in EarthCheck</li> </ul>   |   |
|  Singapore   |   |
| Waste management initiative   |   |
| <ul style="list-style-type: none"> <li>Reduce single-use plastic through installation of water and soap dispenser systems installed in hotel rooms</li> <li>Where possible, paper waste generated from day-to-day activities is recycled by an external contractor</li> <li>Waste generated from coffee is donated to a local organic farm for the purpose of reuse as compost</li> </ul>   |   |

In FY2022, HGC recorded a 43% increase in total waste generated. This increase was mainly attributed to the uptake in hotel occupancy rates in FY2022. As the Australia hotels still operated as medi-hotels up till January 2022, these hotels had to follow strict safety protocols to ensure the health and safety of all employees and guests which included using single-use cutleries and crockery, disposable food packaging and using Protective Personal Equipment (PPE). This

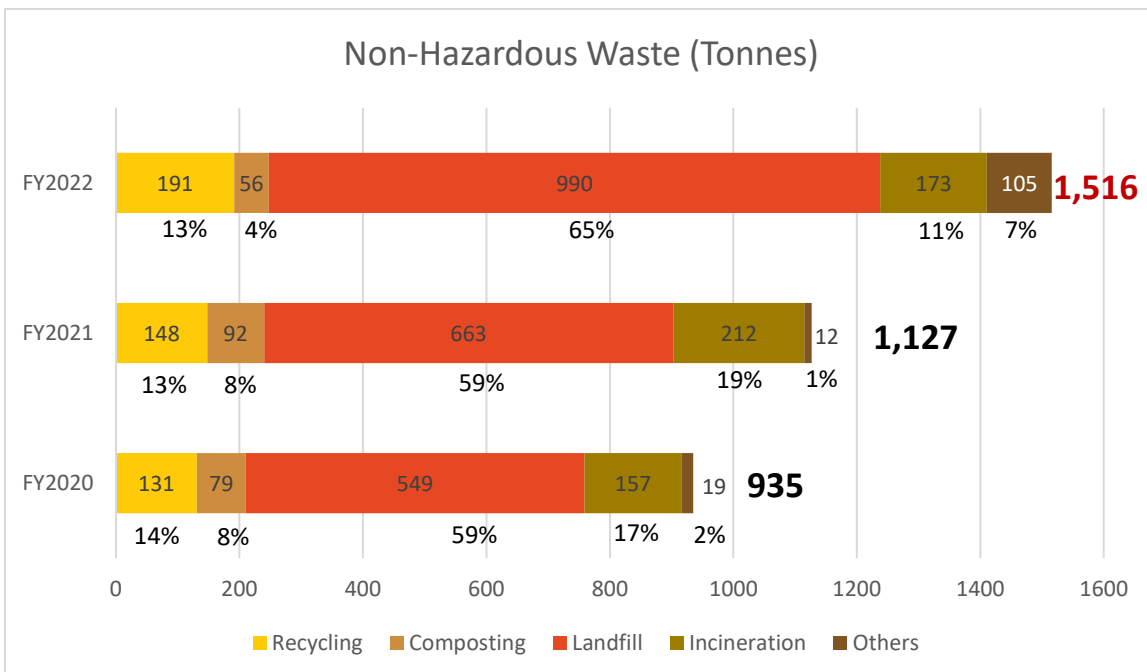
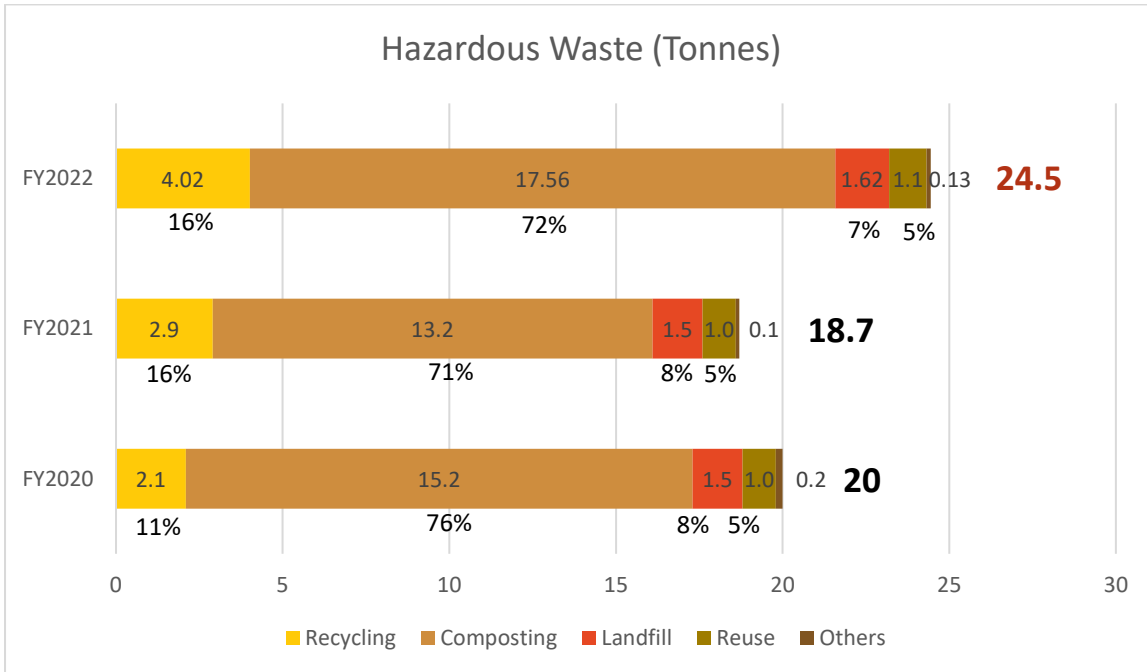
<sup>16</sup> Grease trap has been classified as a hazardous waste as defined by Hazardous Waste in Australia 2017 published by the Department of Environment and Energy. Please refer to <https://www.environment.gov.au/system/files/resources/291b8289-29d8-4fc1-90ce-1f44e09913f7/files/hazardous-waste-australia-2017.pdf> for more details.



led to more single-use and medical waste being generated. Coupled with the uptick in occupancy rates as the hotels resumed normal business, more waste was also generated from the increased number of visitors.

For hazardous waste, 93% of waste was diverted from landfills, disposed of through means of recycling, composting and reuse. For non-hazardous waste, 35% of the waste was diverted from landfills, maintaining a similar level as in FY2021. 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. Appendix

### Benefits offered for full-time employees at HGC

| Types of Benefits offered for Full-time Employees |  |   |  |   |
|---|--|---|--|---|
| Countries of Operation                            | Healthcare   | Parental Leave  | Retirement Provision   | Others  |
| <b>Australia</b>                                  | Insurance for general managers above and family                            | Ranges from eight to twelve paid parental leave proportionate to years of service (minimum of two years)          | Superannuation benefit   | Long service leave benefit <ul style="list-style-type: none"> <li>• 1.3 weeks per annum upon ten years of employment</li> <li>• Paid out if employee resigns after seven years of service</li> </ul> Two days of compassionate leave on the death of an immediate family member |
| <b>New Zealand</b>                                | Selected senior employees entitled to Southern Cross Medical Insurance     | 18 weeks of parental leave entitlement applicable to all employees employed under New Zealand                     | NIL  | Management and senior staff employees are entitled to Food & Beverage Management Account reflecting 60% discount  |
| <b>Singapore</b>                                  | Hospitalisation and surgical insurance for all local and foreign employees | 16 weeks of maternity leave and 1 week of paternity leave in accordance with the Child Development Co-Savings Act | 7.5% - 17% of wage monthly contribution to Central Provident Fund based on age group | <ul style="list-style-type: none"> <li>• Seven working days of compassionate leave on the death of an immediate family member</li> <li>• Three working days in the event of a critical illness</li> <li>• Six days if childcare leave</li> </ul>                                |

## 13. GRI Content Index

| <i>General Standard Disclosures</i>      |   |   |   |                       |
|--|---|---|---|-----------------------|
| <b>GRI Standard</b>                      | <b>Description</b>                            |   | <b>Section of Report and / or Explanation for Omission</b>  | <b>Page Reference</b> |
| GRI 2: General Disclosures 2021          | <b>Organizational profile</b>                 |   |   |                       |
|  | 2-1   | Organisational details  | Corporate Profile   | 1                     |
|  | 2-2   | Entities included in the organisation's sustainability reporting            | About the Report  | 2                     |
|  | 2-3   | Reporting period, frequency, and contact point                              | About the Report  | 2                     |
|  | 2-4   | Restatements of information   | Ensuring Fair Employment Practices<br>Managing the use of our natural resources                       | 10<br>19 - 22         |
|  | 2-5   | External assurance  | This report has not been externally assured. HGC may explore external assurance as reporting matures. | 2                     |
|  | <b>Activities and workers</b>                 |   |   |                       |
|  | 2-6   | Activities, value chain and other business relationships                    | Corporate Profile<br>Profile of our Workforce   | 1<br>10-12            |
|  | 2-7   | Employees   | Profile of our Workforce  | 10-12                 |
|  | 2-8   | Workers who are not employees   | Profile of our Workforce  | 12                    |
|  | <b>Governance</b>                             |   |   |                       |
|  | 2-9   | Governance structure and composition  | Approach to Sustainability  | 2                     |
|  | 2-10  | Nomination and selection of the highest governance body                     | Annual Report 2022  | 10                    |
|  | 2-11  | Chair of the highest governance body  | Annual Report 2022  | 12                    |
|  | 2-12  | Role of the highest governance body in overseeing the management of impacts | Approach to Sustainability  | 2                     |
|  | 2-13  | Delegation of responsibility for managing impacts                           | Approach to Sustainability  | 2                     |
|  | 2-14  | Role of the highest governance body in sustainability reporting             | Approach to Sustainability  | 2                     |
|  | 2-15  | Conflicts of interest   | Annual Report 2022  | 7                     |
|  | 2-16  | Communication of critical concerns  | Annual Report 2022,<br>Business Ethics and Anti-Corruption  | 21<br>8-9             |
|  | 2-17  | Collective knowledge of the highest governance body                         | Annual Report 2022  | 10-15                 |
|  | 2-18  | Evaluation of performance of the highest governance body                    | Annual Report 2022  | 15                    |
|  | 2-19  | Remuneration policies   | Annual Report 2022  | 16                    |
|  | 2-20  | Process to determine remuneration   | Annual Report 2022  | 16-17                 |
|  | 2-21  | Annual total compensation ratio   | Confidentiality constraints; This information is not disclosed as it is viewed to be confidential.    |                       |
| <b>Strategy, policies, and practices</b> |   |   |   |                       |
| 2-22                                     | Statement on sustainable development strategy | Board Statement   | 3   |                       |
| 2-23                                     | Policy commitments                            | Annual Report 2022<br>Business Ethics and Anti-Corruption                   | 18 – 21<br>8  |                       |
| 2-24                                     | Embedding policy commitments                  | Business Ethics and Anti-Corruption   | 8   |                       |





|  |                               |  |  |                       |  |
|--|-------------------------------|--|--|-----------------------|--|
|  | 2-25                          | Processes to remediate negative impacts            | Business Ethics and Anti-Corruption  | 8-9                   |  |
|  | 2-26                          | Mechanisms for seeking advice and raising concerns | Business Ethics and Anti-Corruption  | 8-9                   |  |
|  | 2-27                          | Compliance with laws and regulations               | Business Ethics and Anti-Corruption  | 8                     |  |
|  | 2-28                          | Membership associations                            | <p>Our hotels hold key memberships in regions and countries they are located in.</p> <p><b>Australia</b><br/> <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</p> <p><i>Launceston:</i> Tourism Industry Council of Australia, Tourism Northern Tasmania, Business Event Tasmania (BET), Launceston Chamber of Commerce and Tasmanian Hospitality Association</p> <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, Brisbane Economic Development Agency, Australian Tourism Export Council (ATEC)</p> <p><i>Townsville:</i> Queensland Tourism Industry Council (QTIC), Townsville Enterprise,</p> <p><b>New Zealand</b><br/>           James Cook: Tourism Export Council New Zealand (TECNZ)</p> <p><b>Singapore</b><br/>           Singapore: Singapore Hotel Association (SHA), Singapore Business Federation</p> |                       |  |
|  | <b>Stakeholder engagement</b> |  |  |                       |  |
|  | 2-29                          | Approach to stakeholder engagement                 | Stakeholder Engagement   | 4-5                   |  |
|  | 2-30                          | Collective bargaining agreements                   | 4% of HGC's employees are covered under collective bargaining agreements   |                       |  |
|  | <b>Reporting Practice</b>     |  |  |                       |  |
|  | 3-1                           | Defining report content and topic Boundaries       | About the Report<br>Materiality and Contributions to SDGs  | 5<br>6                |  |
|  | 3-2                           | List of material topics                            | Materiality and Contributions to SDGs  | 5-6                   |  |
| <b>Material Topics</b>                     |                               |  |  |                       |  |
| <b>GRI Topic-specific Disclosure</b>       | <b>Description</b>            |  | <b>Section of Report and / or Explanation for Omission</b>   | <b>Page Reference</b> |  |
| <b>Business Ethics and Anti-corruption</b> |                               |  |  |                       |  |
| GRI 3: Material Topics 2021                | 3-3                           | Management of Material topics                      | Business Ethics and Anti-Corruption  | 8-9                   |  |



|   |       |   |  |       |
|---|-------|---|--|-------|
| GRI 205: Anti-corruption 2016                             | 205-3 | Confirmed incidents of corruption and actions taken   | Business Ethics and Anti-Corruption              | 8-9   |
| <b>Security of Information</b>                            |       |   |  |       |
| GRI 3: Material Topics 2021                               | 3-3   | Management of Material topics   | Security of Personal Data and Information        | 9-10  |
| 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        | 9-10  |
| <b>Health and Safety</b>                                  |       |   |  |       |
| GRI 3: Material Topics 2021                               | 3-3   | Management of Material topics   | Providing a Healthy and Safe Environment for All | 15-18 |
| GRI 403: Occupational Health and Safety 2018              | 403-1 | Occupational health and safety management system  | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-2 | Hazard identification, risk assessment, and incident investigation  | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-3 | Occupational health services  | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-4 | Worker participation, consultation, and communication on occupational health and safety                       | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-5 | Worker training on occupational health and safety   | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-6 | Promotion of worker health  | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Providing a Healthy and Safe Environment for All | 15-18 |
|   | 403-9 | Work-related injuries   | Providing a Healthy and Safe Environment for All | 17-18 |
| 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 | 15    |
| <b>Energy, GHG Emissions and Alternate Energy Sources</b> |       |   |  |       |
| GRI 3: Material Topics 2021                               | 3-3   | Management of Material topics   | Energy Consumption and GHG Emissions             | 20-22 |
| GRI 302: Energy 2016                                      | 302-1 | Energy consumption within the organization  | Energy Consumption and GHG Emissions             | 21-22 |
|   | 302-3 | Energy Intensity  | Energy Consumption and GHG Emissions             | 21-22 |
| GRI 305: Emissions 2016                                   | 305-1 | Direct (Scope 1) GHG emissions  | Energy Consumption and GHG Emissions             | 21    |
|   | 305-2 | Energy indirect (Scope 2) GHG emissions   | Energy Consumption and GHG Emissions             | 22    |
|   | 305-4 | GHG emissions intensity   | Energy Consumption and GHG Emissions             | 21-22 |
| <b>Water Consumption Management</b>                       |       |   |  |       |
| GRI 3: Material Topics 2021                               | 3-3   | Management of Material topics   | Water Consumption Management                     | 25-26 |
| GRI 303: Water and Effluents 2018                         | 303-1 | Interactions with water as a shared resource  | Water Consumption Management                     | 25-26 |
|   | 303-2 | Management of water discharge-related impacts   | Water Consumption Management                     | 25-26 |
|   | 303-5 | Water consumption   | Water Consumption Management                     | 26    |



| <b>Waste Management</b>     |       |  |  |          |
|-----------------------------|-------|--|--|----------|
| GRI 3: Material Topics 2021 | 3-3   | Management of Material topics  | Waste Management                           | 27-28    |
| GRI 306: Waste 2020         | 306-1 | Waste generation and significant waste-related impacts   | Waste Management                           | 27-28    |
|                             | 306-2 | Management of significant waste-related impacts  | Waste Management                           | 27-28    |
|                             | 306-3 | Waste generated  | Waste Management                           | 27-28    |
|                             | 306-4 | Waste diverted from disposal   | Waste Management                           | 27-28    |
|                             | 306-5 | Waste directed to disposal   | Waste Management                           | 27-28    |
| <i>Additional Topics</i>    |       |  |  |          |
| <b>Employment Practices</b> |       |  |  |          |
| GRI 3: Material Topics 2021 | 3-3   | Management of Material topics  | Employment Practices and Benefits          | 15       |
| GRI 401: Employment 2016    | 401-1 | New employee hires and employee turnover   | Profile of our Workforce                   | 14       |
|                             | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Employment Practices and Benefits Appendix | 15<br>29 |