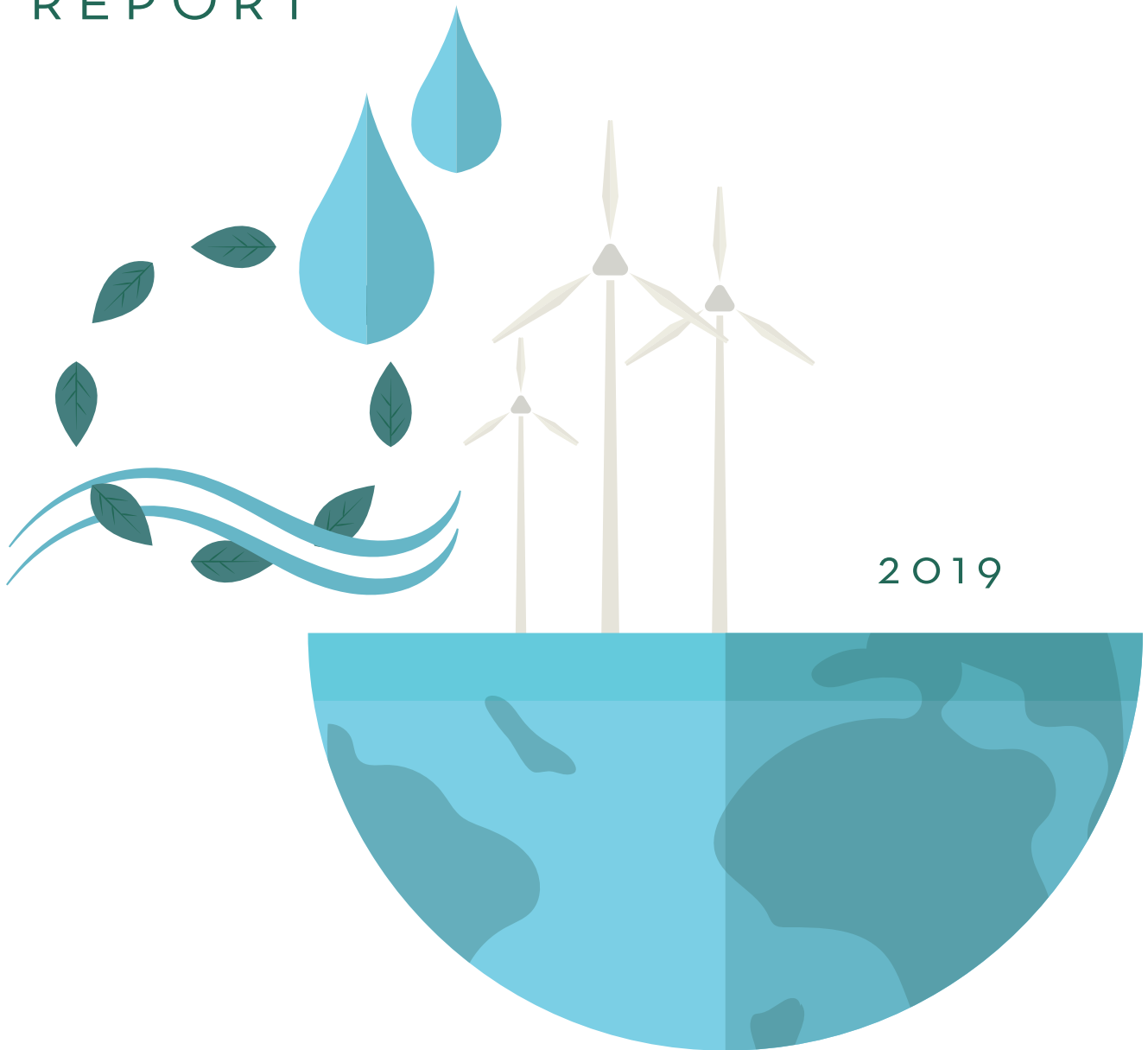




HOTEL GRAND CENTRAL

SUSTAINABILITY

REPORT



Contents

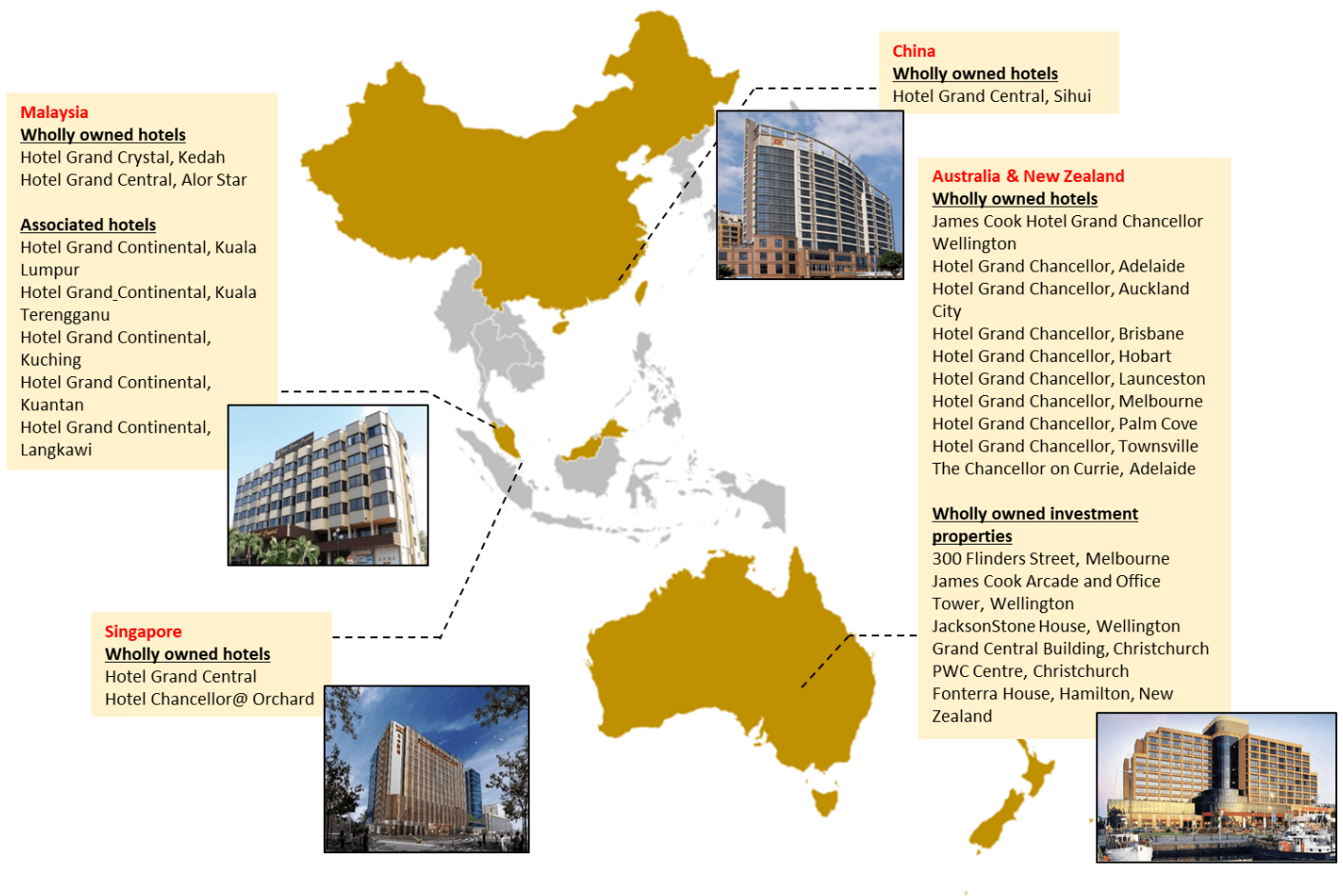
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1. Corporate Profile

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 2019, 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

HGC's third Sustainability Report is prepared 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 to GRI Standards: Core option. The GRI Standards have been selected for its universal application and suitability to HGC's industry and business model. Additionally, they allow for comparability with peers. The GRI Content Index on Page 24 provides the complete set of disclosures adopted in this report.

Unless otherwise stated, this report covers HGC's sustainability, economic and financial performance for FY 2019, with prior year performance included for comparison where applicable. Our reporting scope increases from seven (7) to nine (9) wholly-owned hotels in Singapore, Australia and New Zealand. The full list of the hotels covered in this Sustainability Report is in Table 1.

Table 1: List of Operations within SR2019 Reporting Scope

Singapore	Australia	New Zealand
		
- Hotel Grand Central - Hotel Chancellor @ Orchard	- Hotel Grand Chancellor, Adelaide - Hotel Grand Chancellor, Brisbane - Hotel Grand Chancellor, Hobart - Hotel Grand Chancellor, Townsville - Hotel Grand Chancellor, Launceston¹ - Hotel Grand Chancellor, Melbourne¹	James Cook Hotel Grand Chancellor Wellington ("JCHGC")

3. Approach to Sustainability

HGC is committed to manage 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 the hotels are responsible for setting targets, implementing sustainability practices and monitoring the performance for data security, environmental, health and safety locally. **Ms Tan Hwa Lian** (Executive Director) oversees the Group's overall sustainability performance and reports it 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 local Personal Data Protection Act is managed by the hotels' management and reported to Executive Director in Singapore.
Health and Safety	These matters are managed locally by hotels' management.

¹ Hotel Grand Chancellor, Launceston and Hotel Grand Chancellor, Melbourne are newly added into the reporting scope in FY2019.

Material Matter	Management Approach
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 own Human Resource policy which is designed in consideration of local labour market conditions and local labour law and regulations.

4. Board Statement

The Board considers sustainability issues as part of the Group's strategic formulation and is involved in the monitoring of 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 that each issue has on HGC and its stakeholders. In FY2019, the Board endorsed the continued relevance of six material ESG topics and an additional matter for reporting that were 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 major changes in the policies and practices.

5. Stakeholder Engagement

Long-term growth and success of HGC hinges on regular interactions with our key stakeholders. The feedback received helps HGC better understand their concerns and formulate appropriate responses to effectively 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	- Guest satisfaction - Provision of a safe and healthy environment for all	Refurbishments and upgrading of facilities	Feedback forms	Ongoing
			Face-to-face meetings	Ongoing
 Employees	- Workplace health and safety - Working environment - Team morale - Fair employment practices	- Active employee engagement - Timely review and resolution of matters raised by employees	Face-to-face consultations and feedback	Ongoing
			Committee Meetings	Monthly
 Shareholders and the Investment Community	- Financial performance - Growth prospects and business outlook - Sustainable value	Timely and consistent disclosure of hotel operations and performance to assist shareholders in investment decisions	Annual General Meeting	Annually
			Quarterly Report	Quarterly
			Organised visits from Directors	Thrice a year

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
 Suppliers	- Long-term and strong business relationship - Feedback on quality of services provided	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	Consolidated effort to improve the hospitality sector	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	Compliance with relevant laws and legislation across countries of operation	- Qualified and experienced maintenance team to ensure regular checks and maintenance work are conducted - Stay abreast of changes in any regulations	License application and renewal (i.e. liquor)	Annual
			Onsite inspection	As and when required by regulatory bodies
 Local Communities	Improve relations and ties in the communities HGC operates in	Regular involvement in local scene and environment	Employee volunteerism	Annual (Australia / NZ)
			Support towards Earth Hour	Annual
			Monetary and in-kind donation (food and clothing)	Ongoing In FY2019, our Singapore hotels donated S\$200,000 to 15 charity organisations and educational institutions such as the National University of Singapore and Singapore Children's Society to help those in need

6. Materiality and Contributions to SDGs

To prepare for HGC's third Sustainability Report for the financial year ended 31 December 2019, an independent consultant facilitated a materiality review that comprised interviews with the senior management teams and a review of the emerging global and industry trends. In addition, the Management informally sought the views of different stakeholders on ESG issues that matter to them through regular engagement. The Management and the Board validated the continued relevance of the six (6) material ESG matters and an additional matter for reporting which were identified in 2017.

Acknowledging that sustainability is now not only a local priority but also 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 2016 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 2016
Waste Management		GRI 306: Effluents and Waste 2016
Additional Matter	Alignment to SDGs	Relevant GRI Standards
Employment Practices		GRI 401: Employment 2016

7. Advocating Proper Business Conducts and Ethics

7.1 Business Ethics and Anti-corruption

The Group aspires to achieve the highest standards of corporate governance to safeguard both our reputation and the stakeholders' interests. HGC has developed and maintains a number of policies and procedures designed to provide a firm foundation for a trusted and respected business enterprise. All employees are required to read and sign off on the ethical principles set out in HGC's Employee Handbook upon their official work commencement date.

To ensure effective implementation of HGC's policies, we regularly review the policies. Should there be any changes, they will be conveyed to all employees promptly. In FY2019, there were zero confirmed cases of corruption reported through the whistle-blowing channels. We strive to maintain this performance moving forward.

Table 5: Policies on Business Ethics and Anti-Corruption

Policy	Summary	Boundary
Code of Conduct	The Code sets out the expectations of employees to perform duties in a responsible and professional manner, to promote and protect the reputation of our brand as well as to act appropriately when conflicts arise.	Group-level
Policy on Whistle Blowing	This group-wide policy provides a channel 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

7.2 Security of Personal Data and Information

HGC adheres strictly to local regulations on security of information and personal data protection. Respective Standard Operating Procedures ("SOPs") have been established in all hotels to govern the collection, usage, disclosure, storage and access to personal information. 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.

In light of the COVID-19 situation, the Singapore hotels have introduced a new Confidentiality policy on guests' medical conditions in FY2020. This complies with the government's request for the hotels to confirm their employees' adherence to confidentiality agreement during contact tracing exercise. This policy will be integrated into the Code of Conduct to be communicated to new employees during induction procedures and will also be gradually rolled out across the Group.

We have appointed data protection officers in Singapore, Australia and New Zealand in accordance to the relevant Acts detailed in Table 6 and 7. In FY2019, we provided training for our employees on the best practices of data privacy and security of information. Additional training was provided for our Reception staff who frequently handle personal data and whose work scope has a higher exposure to cyber risks.

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



We have a dedicated third-party service provider to oversee our server controls. Access to information is only granted to designated persons-in-charge on a need-to-know basis and requires the General Manager's authorization. Our Information Technology ("IT") consultants regularly updates 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. This year, we have also initiated System Crash exercises to test the effectiveness of back up and information recovery procedures.

To protect the hotels from potential ramifications of a data breach, both Singapore hotels have sought adequate insurance cover for cyber security risks. In FY2019, there has been no substantiated complaints concerning breaches of customer privacy and loss of customer data at all our hotels. We strive to maintain this performance in FY2020.

Case Study: Roll-out System Encryption of Guests' Information

In FY2019, our Singapore hotels introduced a roll-out system that encrypts guest travel identification document ("TID") and credit card ("CC") details. The system only allows authorised staff to access the relevant guests' details. As an added security, the access to TID data dump was restricted to only three authorised persons within the company. All CC details would be purged from the system monthly, limiting the risk of exposing such details in the event of a data breach. We constantly remind employees to adopt good personal data habits such as to minimise the printing of such details as well as to store them securely should they possess a hardcopy of it.

This roll-out system is targeted for implementation to the rest of the hotels in the years to come.

8. Ensuring Fair Employment Practices

8.1 Profile of our Workforce

With the inclusion of HGC Launceston and HGC Melbourne, we have restated FY2018 data for a better comparison with FY2019. Overall, our total workforce slightly decreased from 946 in FY2018 to 929 in FY2019. We are pleased to have achieved almost a 1:1 ratio of male and female employees by the end of FY2019. These figures indicate that HGC has a relatively stable and gender-balanced workforce.

Figure 2: Breakdown of Employees by Gender

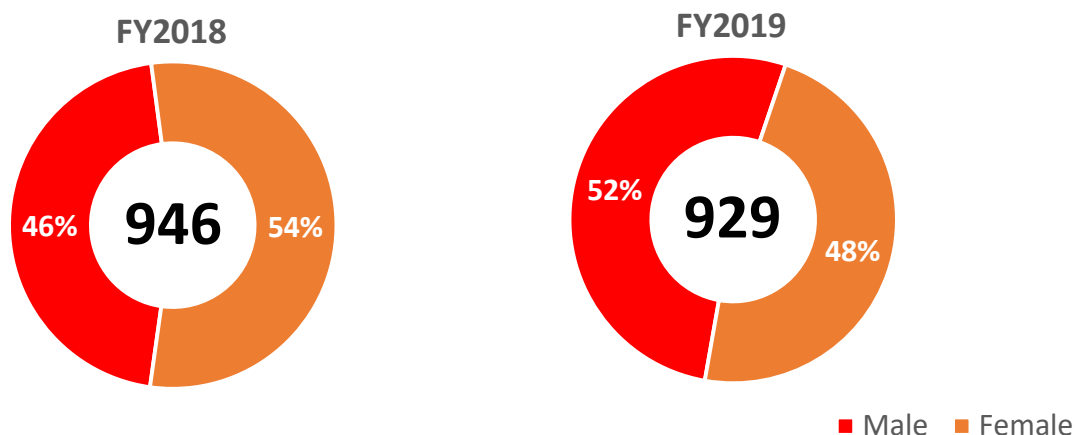


Figure 3: Breakdown of Employees by Region

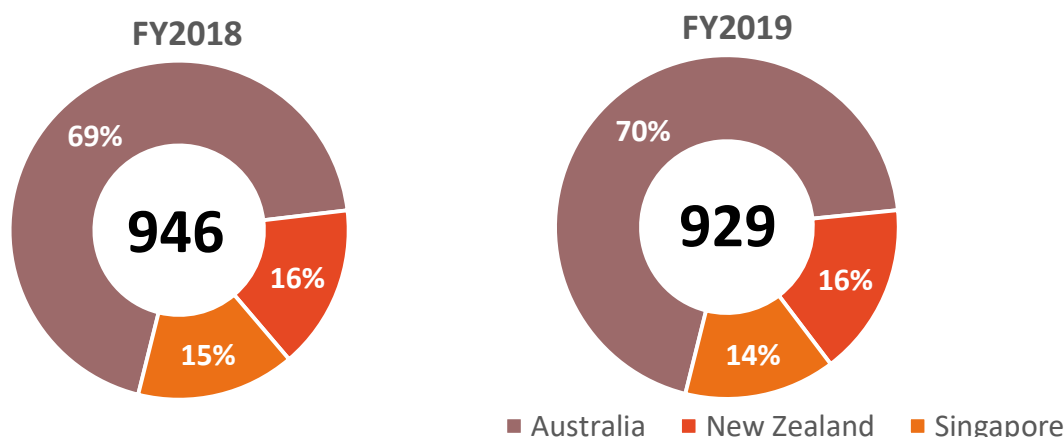


TABLE 8: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT TYPE

By Employment Contract				
Region	FY2018		FY2019	
	Permanent	Temporary	Permanent	Temporary
Australia	535	120	524	122
New Zealand ²	144	4	141	10
Singapore ³	143	21	132	19

By Employment Type				
Region	FY2018		FY2019	
	Full-time	Part-time	Full-time	Part-time
Australia	320	335	252	394
New Zealand	72	76	78	73
Singapore ³	143	21	132	19

HGC endeavours to provide job security for our employees. Wherever possible, we hire staff on a permanent basis. Permanent staff currently make up 85% of our workforce in FY2019. There is a 50-50 split between full-time and part-time staff this year.

Our hotels in Australia and New Zealand frequently organise large-scale events such as banquets, conferences, or restaurant service. Part-time staff make up more than 50% of total workforce in Australia and New Zealand. Some permanent employees work on a part-time basis as Food & Beverage (“F&B”) attendants for large-scale events. Students from Pacific International Hotel Management School in New Zealand and East Asia Institute of Management (“EASB”) in Singapore who have joined us during the year to fulfil their respective industrial attachment programme are also considered as part time staff.

² New Zealand’s data has been restated to reflect the correct breakdown by contract type.

³ 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.



Case Study: Interning with HGC

In FY2019, our Singapore hotels received four interns from EASB. During their six-month attachment at Front Office department, they assisted with check-in and check-out procedures, handling of guests' inquiries and complaints as well learning how to operate our hotel's Hospitality Management Software ("HMS") system. We have received positive feedback from the interns that the attachment has improved their confidence and gave them working experience in the hospitality industry. HGC looks forward to hosting more students in the years to come, providing them with a holistic and enriching experience.

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

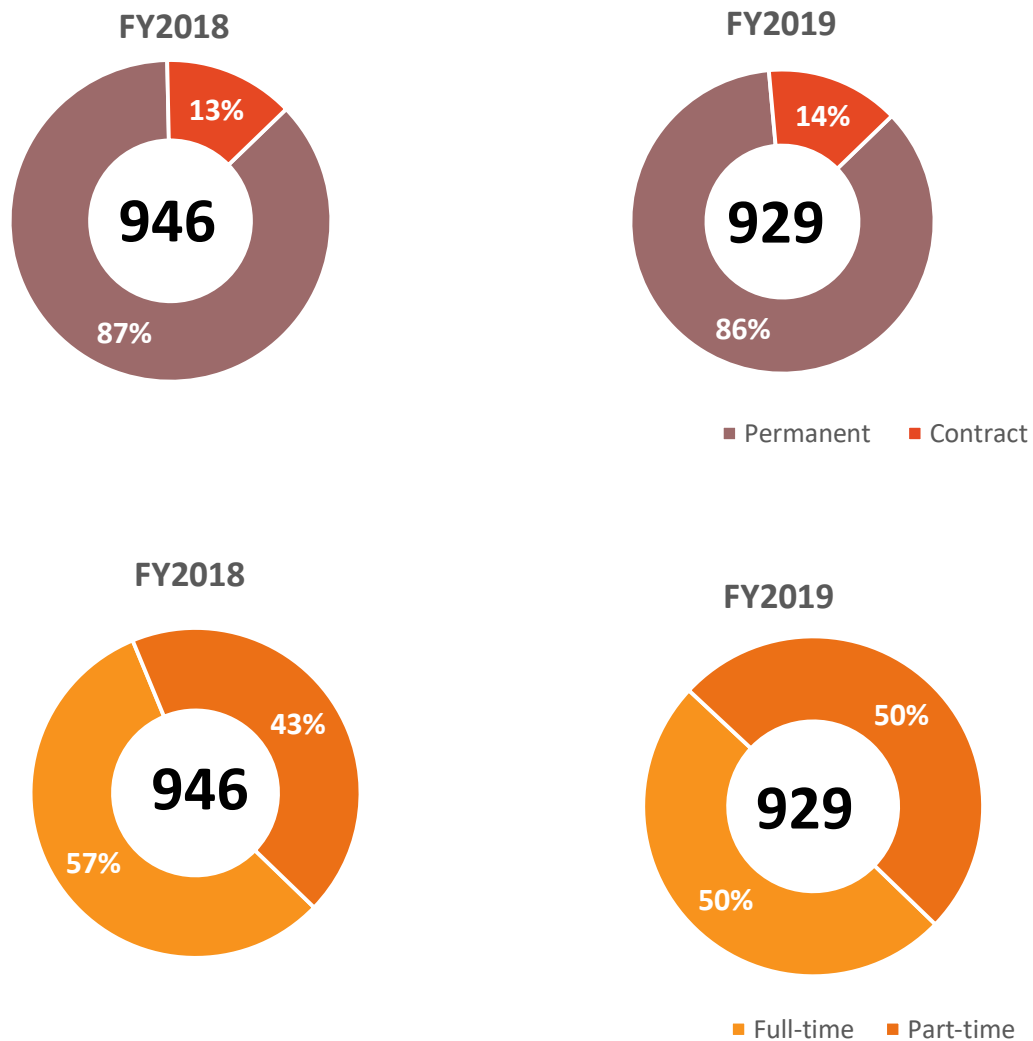


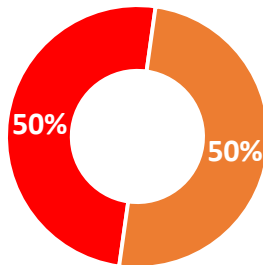


Figure 5: FY2019 New Hire and Turnover Rate

Total New Hires in FY2019: 314

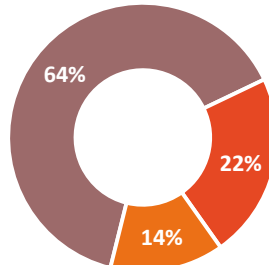
Total New Hire Rate: 34%

By Gender



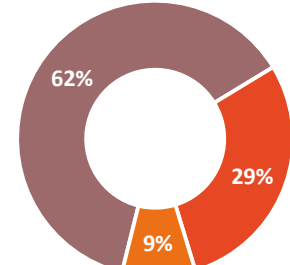
Male Female

By Region



Australia New Zealand Singapore

By Age

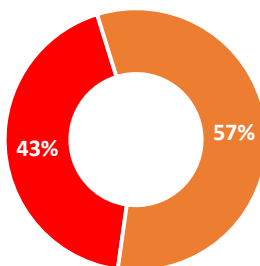


< 30 years old 30 - 50 years old
> 50 years old

Total Turnovers in FY2019: 321

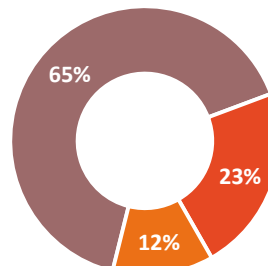
Total Turnover Rate: 35%

By Gender



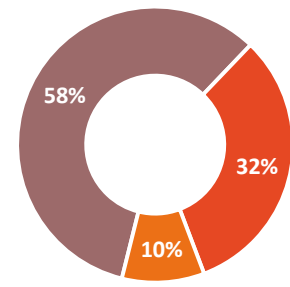
Male Female

By Region



Australia New Zealand Singapore

By Age



< 30 years old 30 - 50 years old
> 50 years old

Note: Total new hire and total turnover rate is calculated as a percentage of staff on payroll as of 31 December 2019.

In FY2019, the total turnover rate was 35%, with a higher turnover rate recorded in female employees than male employees this year. Australia accounted for the highest turnover rate at 65%, followed by New Zealand at 23%. It is mainly due to the turnover of F&B assistants who work for large-scale events in Australia and New Zealand hotels. Majority of them are tourists and university students who take on the job as an ad-hoc source of income. It also explains the highest turnover rate at 58% being the age group of 30 years and below.

In Singapore, we had a relatively lower turnover rate of 12% in FY2019 as compared to 39% in prior year. The turnover can be attributed to the employment of foreign workers on a contract basis for positions in housekeeping and kitchen departments.

8.2 Employment Practices and Benefits

We value each and every employee at HGC and seek to provide an inclusive and safe environment where they can comfortably express their thoughts and raise their concerns effectively. Policies have been established to protect employees' rights, provide opportunities for growth and adequate channels to voice their concerns.

Table 9: Policy on Employment Practices and Benefits

Policy	Summary	Boundary
Workplace Diversity and Harassment Policy	- 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

We are dedicated to assisting our employees in reach their full potential. HGC's two-pronged approach for talent development, as shown in Table 10 provides a structured approach to their personal and career development.

Table 10: HGC's Approach Towards Training and Performance Reviews

 Education, Training and Coaching	 Performance Management
- Employees follow a structured induction program that covers formal orientation workshop, on-the-job training and time with managers to discuss job scope and expectations. - Specific training sessions on areas such as Occupational Health, Safety and Welfare and Discrimination and Harassment	- Performance appraisals are held at the end of the probationary period and annually thereafter. - Managers will discuss general performance, strengths and areas for improvements. - Employees are encouraged to actively partake in a discussion on personal reviews, development goals and job concerns. - Performance evaluation is strictly on a meritocratic basis.

Regardless of race, colour, religion, age, gender, sexual preference, and disability, employees share the same access to training, remuneration and on-job-training, and promotion benefits. 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. In FY2019, Singapore hotels have provided additional benefits for our employees covered under the collective bargaining agreement. These include an annual increment, increase in meal and shift allowance as well as an increase in dental and optical care benefits.

9. Providing a Healthy and Safe Environment for All

With thousands of guests within our premises and employees working across our hotels, provision of a healthy and safe environment for all is key. We aspire to adopt leading practices on workplace health and safety (“WHS”) while strictly complying with all relevant local laws and regulations. As part of a robust health and safety management system, relevant policies, standards, monitoring processes are established. In FY2019, we have not identified any non-compliance with regulations regarding health and safety.

We regularly engage employees on the importance of a safe work culture and ensure their understanding of safety as a shared responsibility.

Australia and New Zealand

In Australia and New Zealand, the local Health and Safety Committee which comprise senior management, employee representatives from each operational department, WHS Officers, and Human Resources personnel monitors and oversees the performance of the health and safety management system. Should any incident occur, employees can use the incident reporting channel at any HGC hotel. They are also encouraged to raise feedback regarding workplace safety hazards and concerns through the channel. The Committee then works to identify the root cause of incidents and take up resolutions. Each month, the Committee meets to review risk assessments, injury incident reports and discuss the implementation of follow-up plans and corrective actions.

We also conduct annual internal and external audits to examine the robustness of our health and safety system, with an emphasis on emergency response procedures. 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. When there are changes or updates to the SOPs, they will be promptly communicated to all employees and relevant training will be provided where necessary.

Table 11: Policies on Health and Safety

Policy and Procedure	Summary	Boundary
Health and Safety Policy	The policy defines health and safety responsibilities for managers, supervisors and employees. It also aims to minimise risk of injury and diseases to all through adopting a planned and systematic approach to manage health and safety.	Australia and New Zealand hotels
First Aid Policy and Procedure	The policy outlines procedures for first aid management in case of an injury and mandate the submission of Incident Report Form within 24 hours of first aid treatment.	Australia and New Zealand hotels
Drugs and Alcohol in the Workplace Policy	The policy applies to whole premises and all employees, contractors, consultants and visitors to take reasonable care to protect their own safety and that of others whilst on the premises.	Australia and New Zealand hotels
Crisis Management Plan	The objective is to create a coordinated and practical approach to a crisis such as an earthquake or tsunami, utilise maximum resources and trained personnel, and allow business continuity with minimal interruption.	Australia and New Zealand hotels



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: Defining Gold Health and Safety Standards

JCHGC is proud to be awarded the Accident Compensation Corporation (“ACC”) Workplace Safety Award at the Wellington Gold Awards in July 2019. Workplace Health and Safety is always a priority to JCHGC. The presence of many long-serving employees bears testament to our proactiveness and dedication to this focus.

At JCHGC, over a quarter of the staff are qualified first aiders. Every employee is provided with subsidised flu vaccinations and complementary meals. Wellness programmes are also organised frequently to encourage work-life balance and an active lifestyle. During the year, we held a Mental Health Awareness campaign and conveyed anti-bullying messages among our employees. We continue to uphold the highest standards of workplace health and safety with the full support from our hotel’s General Manager.



The JCHGC Team at the Wellington Gold Awards 2019

Singapore

In Singapore, a Workplace Health and Safety Committee which include key staff members, from Operations, Housekeeping and Kitchen oversees and conducts risk assessments relevant to their work activities. The Committee ensures 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 trained fire wardens, firefighters, and a Company Response Team (“CERT”). Our committee members attend relevant trainings to keep abreast of regulatory changes. For any concerns regarding health and safety, our stakeholders (e.g., employees, contractors, visitors) can report through the whistleblowing channels administered and managed by the Executive Director.



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: Tackling the COVID-19 pandemic

As a hotel operator with a regional presence, our highest priority is to provide each and every guest a safe and comfortable experience. We have procedures in place to safeguard the health and safety of all guests, employees and relevant stakeholders.

In late January 2020, the National Environmental Agency has put out a sanitation and hygiene advisory to all hotel operators in response to the COVID-19 pandemic. Since then, we put in place precautionary measures such as briefing employees to enhance personal hygiene, increase housekeeping and cleaning frequency, and enforcing mandatory temperature taking for all. With the announcement of circuit breaker measures, safe distancing measures and the collection of our guests' personal details for contact tracing purposes have also been rolled out. All communal facilities such as swimming pools, spas and gymnasiums have been closed off.

With the COVID-19 situation evolving around the world, we closely monitor official guidance from the government and local health agencies to ensure that measures are implemented in a prompt manner to safeguard health and safety of all.

Performance

In FY2019, there were zero fatalities and occupational diseases were recorded across all nine hotels.

With most of the large-scale events and banquets held in Australia and New Zealand, they generally record higher injury and lost day rates arising from injuries sustained by employees. In Australia, most of the injuries were from housekeeping duties. They include sprains, strains, bruises and lacerations. Appropriate follow-up actions were implemented to minimise the risks in the future. We organised training and re-training on safe work procedures comprising lifting procedures, chemicals handling, and sharps handling.

In New Zealand, the injury frequency rate declined while the overall lost day rate increased in FY2019. As with FY2018, injuries were from kitchen duties and housekeeping duties. Cuts, burns, bruises, sprains and strains were the most common types of injuries in FY2019. To prevent injuries from re-occurrence, safe practices were shown and communicated to employees, including washing glasses and plates appropriately, moving heavy or fragile items cautiously, and using correct chemicals for slip/fall prevention. Additional measures were adopted where kitchen and housekeeping staff were provided with revised safety manuals and sufficient placement of first-aid kits across JGHGC.

In Singapore, as the two hotels mainly provide breakfast and conference services, employees are less exposed to serious injuries on duty. We are pleased to have maintained zero cases of workplace injuries for the fourth consecutive year. Moving forward, we strive to uphold this achievement.

Across the three regions, corrective actions are undertaken by the respective local WHS committees and such incidents would be reviewed during monthly meetings for continual improvement.



Table 12: Safety Performance Statistics for Our Hotels in Australia, New Zealand and Singapore

	FY2018			FY2019		
	Male	Female	Total	Male	Female	Total
Injury Frequency Rate⁴						
Australia	6	10	9	9	10	10
New Zealand	291	97	191	275	47	169
Singapore	0	0	0	0	0	0
Lost Day Rate⁵						
Australia	14	204	140	90	111	102
New Zealand	328	247	286	300	332	315
Singapore	0	0	0	0	0	0
Absentee Rate⁶						
Australia	1.88%	0.87%	1.23%	0.89%	0.96%	0.93%
New Zealand	2.71%	2.09%	2.39%	1.63%	2.55%	2.06%
Singapore ⁷	0.36%	0.41%	0.38%	0.23%	0.24%	0.23%

10. Managing the Use of Our Natural Resources

HGC aims to proactively reduce our environmental footprint through projects in areas of waste reduction, energy efficiency, and water conservation. We published the Environment and Social Sustainability Policy in JCHGC and the Environmental Policy in Hotel Grand Chancellor Adelaide to establish and promote sound environmental practices in operations. For all other hotels, strict SOPs on energy, water use and proper waste management are in place to guide day-to-day operations. In Singapore, Hotel Grand Central Singapore is a certified Green Hotel under the Building and Construction Authority. We have restated the environmental performance data in FY2018 due to the expansion of the reporting scope in FY2019.

Table 13: Environmental-related Policies

Policy	Summary	Boundary
Environment and Social Sustainability Policy	The policy sets out JCHGC's commitment to environmental & social responsibility in energy conservation, waste management, water conservation, purchasing, social responsibility, and workplace practices.	JCHGC
Environmental Policy	This policy outlines the hotel's approach towards reducing its carbon footprint and creating a sustainable environment by implementing various environmental programs and initiatives.	Hotel Grand Chancellor Adelaide

⁴ Based on International Labor Organization (ILO) Standard, Injury Frequency Rate is calculated as the total number of fatal and non-fatal workplace injuries divided by the total number of hours worked by workers in the reference group during the year, multiplied by 1,000,000.

⁵ Based on ILO Standard, Lost Day Rate is calculated as the total number of man days lost to workplace accidents divided by workers in reference group during the reporting year, multiplied by 1,000,000

⁶ Absentee Rate is the total absentee days lost, relative to the total days scheduled to be worked by the employees in the reporting period, expressed as a percentage.

⁷ FY2018 absentee rate for Singapore has been restated to account for absent days from full-time employees only. Absent days from part-time employees are not recorded by the HR department.

Case Study: 2019 EarthCheck Performance

Findings from Booking.com's 2019 Sustainable Travel Report revealed that over half (55%) of global travellers were more determined to make sustainable travel choices than they were a year ago; however, encountered barriers such as lack of knowledge and availability of appealing options when they tried to put this into practice⁸.

In respond to increasing demand from conscious travellers, JCHGC rolled out various green hotel practices such as using all-natural based products where possible and providing guests with the option of opting out from daily housekeeping. A dedicated 'Green Team' and Executive Management work closely to explore and adopt leading practices.

For the past decade, we have participated in Earthcheck's programme where our performance across energy, water, GHG emissions and waste is benchmarked against industry peers.

We currently hold Silver Earthcheck Certification from EC3 Global and Enviro-Silver Accreditation from Qualmark for our FY2019 submission. This year, we are proud to be a regional leader in the aspect of waste sent to landfill, where we achieved a 23% decrease (from 2.4L/guest night⁹ to 1.8L/guest night in FY2019) and a five star rating on paper products used at JCHGC. Our energy consumption of 211.2 MJ/guest night was also below the regional average of 217.9 MJ/guest night).

Aspects	JCHGC's Performance	Regional Average	Performance against Regional Average
 Energy Consumption (MJ / guest night)	211.2	217.9	↓ 3%
 Scope 1 and Scope 2 GHG Emissions (kg CO2e / guest night)	10.2	9.6	↑ 6%
 Potable Water Consumption (L / guest night)	326.9	298.4	↑ 10%
 Waste Sent to Landfill (L / guest night)	1.8	2.8	↓ 36%

10.1 Energy Consumption and GHG Emissions

Various Practices on Energy Consumption and GHG Emissions



Australia

Energy Efficiency Initiatives

- Replace and upgrade of existing equipment to higher energy efficiency or star-rated equivalent upon the end of life
 - Light emitting diode ("LED") lights
 - Hot water tanks and units
- Install motion-activated sensors at the back of house areas
- Use of variable-frequency drive pumps to reduce the energy required to circulate water
- Use of motion-detecting thermostats and timers to operate HVAC systems

⁸ Booking.com reveals key findings from its 2019 sustainable travel report. <https://globalnews.booking.com/bookingcom-reveals-key-findings-from-its-2019-sustainable-travel-report/>

⁹ Guest night is defined as the combination of Guest In-House (overnighters) and one-third of Casual Function Covers.

• Replace and upgrade of components in chiller and cooling towers • Recommission Building Management System (BMS) for more accurate control over the building's cooling • Regular maintenance of plant and equipment to ensure operations are kept at optimum efficiencies	• Shut down of air-conditioning units in large function and accommodation rooms during low season subject to occupancy • Reduce unnecessary lighting within hotel rooms
Performance monitoring	Training and Awareness
• Benchmark electricity consumption against similar-sized hotels and other HGC hotels	• Mandatory induction training for new employees on environmental policy and energy-saving habits during the course of work

 New Zealand	
Energy Efficiency Initiatives	Training and Awareness
• Ongoing replacement of traditional light bulbs with LED • Replace and upgrade of aged hotel equipment ranging from kitchen equipment, lifts, compressor and coolers	• Encourage guests to opt for 'Eco' Room Service which leads to overall conservation of resources in terms of less frequent room refresh services and replacement of towels
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. The building design leverages on natural ventilation wherever possible. • Reduce air-conditioning temperatures when guests are not around. • Emphasize energy-saving habits such as switching off computers when not in use and limit the use of other electronic appliances • Use of hot and cold drinking water dispensers in all guest rooms to reduce both electricity consumption from a traditional kettle and one-time plastic bottles	

Fuel Consumption

In FY2019, fuel consumption 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 vehicles¹⁰ owned by HGC Launceston and JCHGC. HGC Launceston also used alternative fuels such as biofuels for the company vehicles. The remaining hotels did not consume fuel in FY2019.

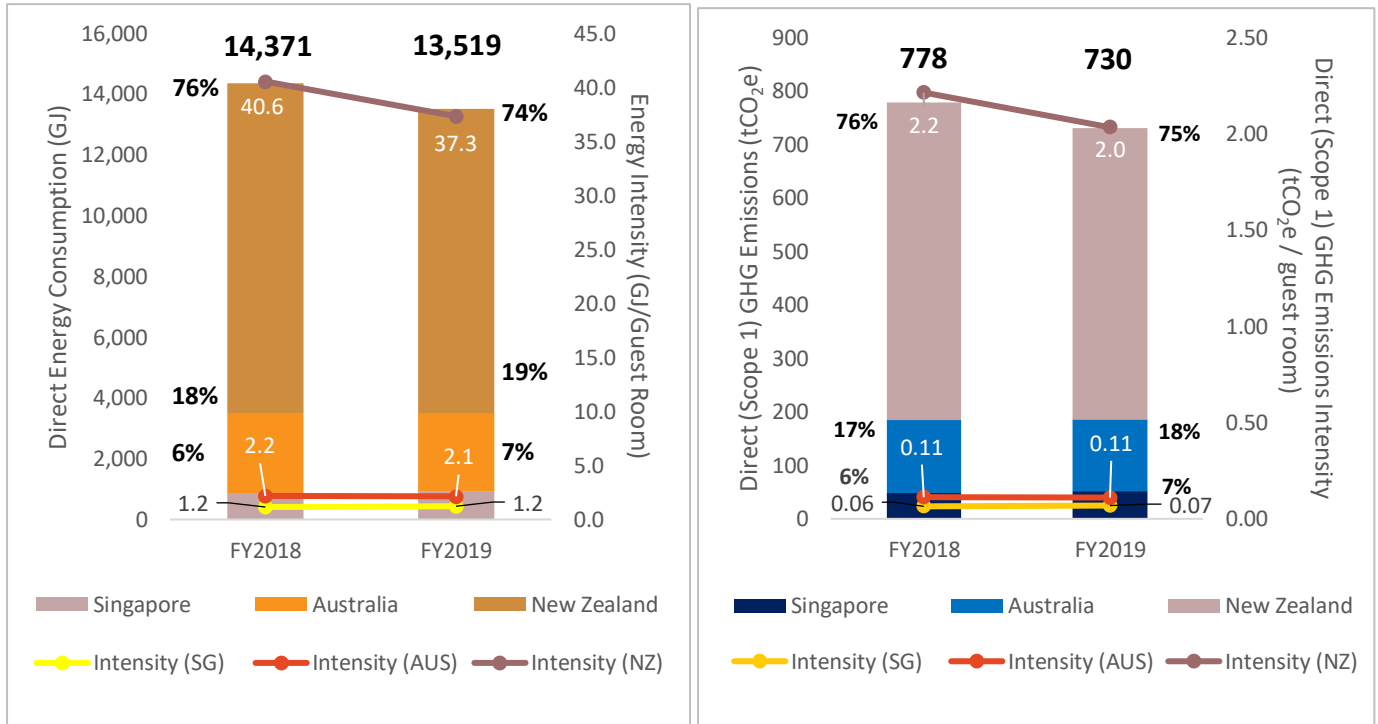
A total of 13,519 GJ of direct energy was consumed, translating to 730 tonnes of carbon dioxide equivalent ("tCO₂ e")¹¹ of Scope 1 emissions.

¹⁰ The cars are provided for senior executives (General Manager and Sales Director) at the hotels.

¹¹ 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", 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 2019 published by Energy Market Authority.



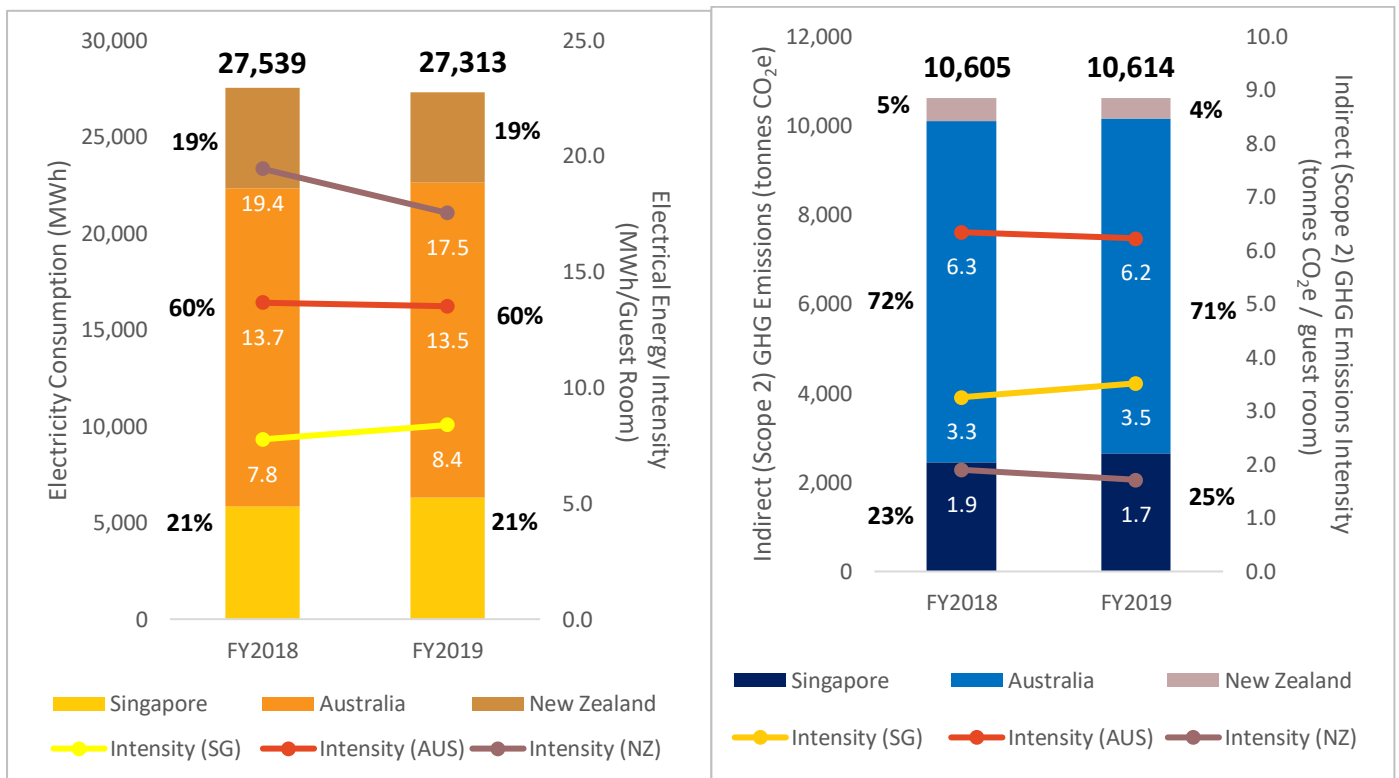
Figure 6: Direct Energy Consumption & Intensity (Left) and Direct (Scope 1) GHG Emissions & Intensity (Right)



Electricity Consumption

In FY2019, the total electricity consumption at HGC slightly decreased to 27,313 MWh from the level in FY2018. The GHG emissions is at 10,614 tonnes of carbon dioxide equivalent ("CO₂e").

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



10.2 Water Consumption Management

Various Practices on Water Consumption Management	
 Australia	
Water-saving initiatives	Monitoring and Review
• Install equipment with water-saving features ○ Low flow showerheads ○ Dual flush and motion sensors in common toilets ○ Water flow restrictors and aerators to reduce flow rates ○ Use of water-efficient dishwashing machines and pressure cleaners • Regular maintenance of equipment including pool, chillers and cooling towers	• Weekly meter readings to monitor water consumption and detect leaks or irregularities
Training and Awareness	
• Increase awareness amongst guests ○ Green Cleaning Policy where guests can choose not to have their rooms serviced on a daily basis ○ Encourage guests to hang towels dry instead of replacing daily • Induction Program where new employees familiarise themselves with the Environmental Policy	
 New Zealand	
Water-saving initiatives	Training and Awareness
• Install equipment with water-saving features ○ Low flow showerheads ○ Dual flush toilets in guest rooms	• On-the-job training provided for Kitchen and Housekeeping staff on minimising water usage
Performance Monitoring	
• Benchmark water consumption against regional average in EarthCheck	
 Singapore	
Water-saving initiatives	Monitoring and Review
• As part of Green Mark certification, all bathroom fittings and cisterns installed have a minimally two-tick rating under the WELS¹² to ensure optimal water use efficiency • Use of non-potable water only for landscaping in our hotels	• Use of an internal monitoring system to detect and prevent leaks in the building • Monthly review of utility bills and inspections on premises

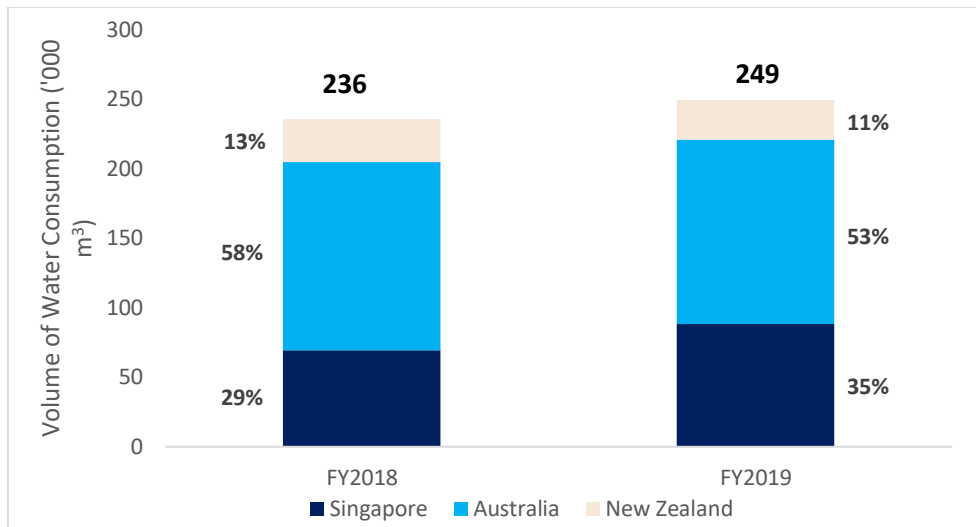
Water is withdrawn from municipal water sources for all hotels. Water is consumed in kitchens for cooking, housekeeping duties, laundry, daily use in hotel equipment and regular maintenance. Water consumption increased from 235,548 m³ in FY2018 to 249,172 m³ in FY2019. This is primarily due to a higher occupancy rate and more guests accommodated at our Singapore hotels during the year. Nevertheless, water consumption figures in Australia and

¹² 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



New Zealand improved as a result of the continuous efforts in water conservation awareness and practices. We aim to conserve water and improve the water efficiency across our operations in the forthcoming years.

Figure 8: Water Consumption by Operating Countries



Case Study: Greening Our Hotel Practices

Hotel Grand Central believes that sustainable business practices not only protect the environment but also provide tangible economic returns. In FY2019, we saved 91,090 L of water, translating to NZD 50,205 (SGD 42,808¹³) in cost savings.

When hotel guests choose the 'Eco' Room Service and opt out the replacement of towels, linens, bed sheets, and other water-intensive non-essential cleaning services, we award them with a dining voucher for use at Whitby's Restaurant and Bar. Since its introduction in JCHGC, this initiative has been warmly welcomed by the hotel guests and created real environmental and economic benefits to our stakeholders.



Sample of Dining voucher awarded to conscious guests of JCHGC

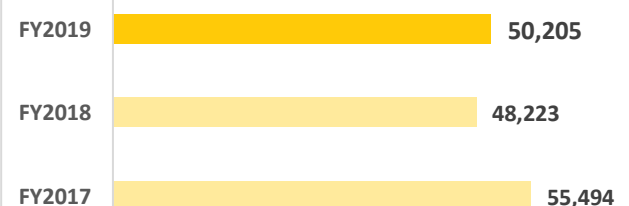
Number of rooms selecting 'Eco' Room Service



Water savings from reduced laundry and linen cleaning (litres)



Cost savings (NZ\$)



¹³ Based on an exchange rate of 1SGD = 1.17 NZD

10.3 Waste Management

HGC continues to improve its waste management progressively to respond to society's widespread concerns over the waste generation in the hospitality sector. 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 wastes¹⁴ 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
• 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 • On-site 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	• Training of all employees with potential to encounter contaminated waste on correct handling and disposal
 New Zealand	
Waste management initiative	Training and Awareness
• Regular inspections to ensure waste management practices are implemented and executed	• Dedicated hotel Green Team working with hotel staff for wider waste minimisation awareness
Benchmarking	
• Benchmark waste diverted to landfill against regional average in EarthCheck	
 Singapore	
Waste management initiative	
• 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	

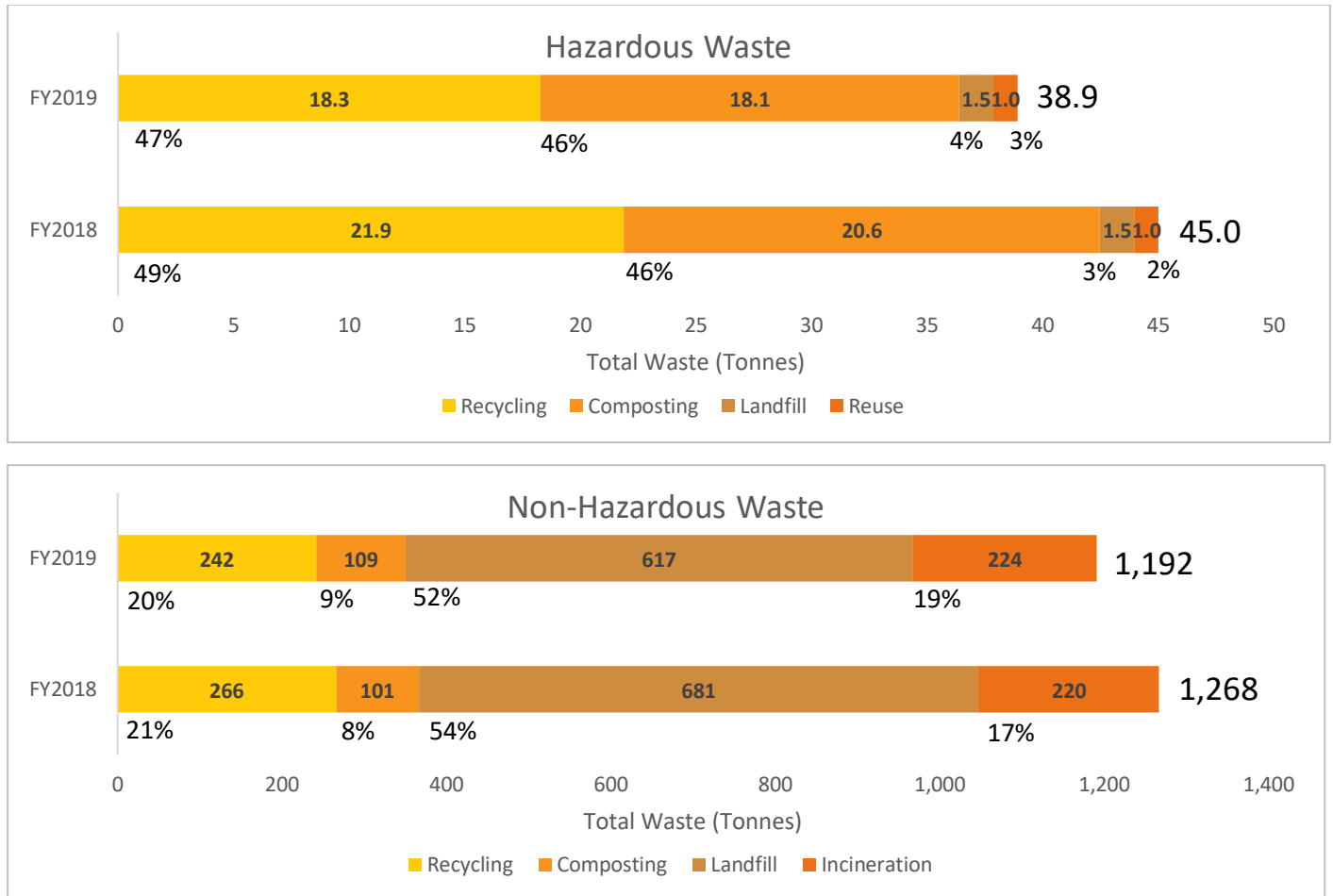
In FY2019, HGC recorded a 6% decrease in total waste generated even though occupancy rates increased across the regions. For hazardous waste, 96% of waste was diverted from landfills, disposed of through means of recycling, composting and reuse. For non-hazardous waste, 52% of the waste was diverted from landfills, a 9% decrease in absolute weight from FY2018. Moving forward, HGC remains committed towards proper waste management through exploring alternative disposal methods and lowering amount of waste diverted to landfills in Australia and New

¹⁴ 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.



Zealand. In Singapore, most of the general waste are sent for incineration. We look towards strengthening recycling efforts across hotels.

Figure 9: Total Waste Generated Categorised by Disposal Methods



11. GRI Content Index

General Standard Disclosures			
GRI Standard	Description		Page Reference
GRI 102: General Disclosures 2016	Organisational profile		
	102-1	Name of the organisation	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 organisation	Corporate Profile Profile of our Workforce 8-10
	102-8	Information on employees and other workers	Profile of our Workforce 8-10
	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 organisation and its supply chain	In FY2019, there were no significant changes in our operations and within the supply chain.
	102-11	Precautionary Principle or Approach	Annual Report 2019 18-20
	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>Brisbane and Townsville:</i> Queensland Hotels Association <i>Hobart:</i> Tourism Industry Council Tasmania (TICT), Tasmanian Hospitality Association (THA), Business Event Tasmania (BET) <i>Townsville:</i> Queensland Tourism Industry Council (QTIC), Townsville Enterprise



			New Zealand James Cook: Wellington Chamber of Commerce, Tourism Export Council New Zealand (TECNZ), EarthCheck Singapore Singapore: Singapore Hotel Association (SHA)	
	Strategy			
	102-14	Statement from senior decision-maker	Board Statement	4
	Ethics and Integrity			
	102-16	Values, principles, standards, and norms of behaviour	Business Ethics and Anti-corruption	6
	Governance			
	102-18	Governance structure	Approach to Sustainability	3
	Stakeholder Engagement			
	102-40	List of stakeholder groups	Stakeholder Engagement	4-5
	102-41	Collective bargaining agreements	37% of HGC employees our employees are covered under collective bargaining agreements	
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement	4-5
	102-43	Approach to stakeholder engagement	Stakeholder Engagement	4-5
	102-44	Key topics and concerns raised	Stakeholder Engagement	4-5
	Reporting Practice			
	102-45	Entities included in the consolidated financial statements	Annual Report 2018	77-82
	102-46	Defining report content and topic Boundaries	About the Report Materiality Assessment	3 6
	102-47	List of material topics	Materiality Assessment	6
	102-48	Restatements of information	Profile of our Workforce Providing a Healthy and Safe Environment for All Managing Use of our Natural Resources	8-10 12-15 16-23
	102-49	Changes in reporting	About the Report	2
	102-50	Reporting period	About the Report	2
	102-51	Date of most recent report	27 May 2019	
	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	24-27	
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	3-4 6-7
	103-2	The management approach and its components	Approach to Sustainability; Business Ethics and Anti-Corruption	3-4 6-7
	103-3	Evaluation of the management approach	Business Ethics and Anti-Corruption	6-7
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Anti-Corruption	7



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	3-4 7-8
	103-2	The management approach and its components	Approach to Sustainability; Security of Personal Data and Information	3-4 7-8
	103-3	Evaluation of the management approach	Security of Personal Data and Information	7-8
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
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	3-4 13-16
	103-2	The management approach and its components	Approach to Sustainability; Providing a Healthy and Safe Environment for All	3-4 13-16
	103-3	Evaluation of the management approach	Providing a Healthy and Safe Environment for All	13-16
GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Providing a Healthy and Safe Environment for All	16
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	13
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	3-4 16-19
	103-2	The management approach and its components	Approach to Sustainability; Energy Consumption and GHG Emissions	3-4 16-19
	103-3	Evaluation of the management approach	Energy Consumption and GHG Emissions	16-19
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Consumption and GHG Emissions	18-19
	302-3	Energy Intensity	Energy Consumption and GHG Emissions	18-19
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy Consumption and GHG Emissions	18-19
	305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption and GHG Emissions	19
	305-4	GHG emissions intensity	Energy Consumption and GHG Emissions	19
Water Consumption Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Water Consumption Management	3-4 20-21
	103-2	The management approach and its components	Approach to Sustainability; Water Consumption Management	3-4 20-21
	103-3	Evaluation of the management approach	Water Consumption Management	20-21
GRI 303: Water 2016	303-1	Water withdrawal by source	Water Consumption Management	20-21
Waste Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Waste Management	3-4 22-23
	103-2	The management approach and its components	Approach to Sustainability; Waste Management	3-4 22-23
	103-3	Evaluation of the management approach	Waste Management	22-23



GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Waste Management	22-23
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	3-4 12
	103-2	The management approach and its components	Approach to Sustainability; Employment Practices and Benefits	3-4 12
	103-3	Evaluation of the management approach	Employment Practices and Benefits	12
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Profile of our Workforce	8-10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices and Benefits	12