



# **HOTEL GRAND CENTRAL LIMITED**



**Sustainability Report 2018**

## Contents

|                                                                       |    |
|-----------------------------------------------------------------------|----|
| Corporate Profile.....                                                | 2  |
| About This Report .....                                               | 3  |
| Stakeholder Engagement.....                                           | 4  |
| Materiality Assessment .....                                          | 5  |
| Approach to Sustainability.....                                       | 6  |
| 1. Commitments to sustainability supported by strong governance ..... | 7  |
| 1. Business Ethics and Anti-corruption .....                          | 7  |
| 2. Security of Information .....                                      | 7  |
| 2. Ensuring Fair Employment Practices .....                           | 8  |
| 1. Profile of our Workforce .....                                     | 8  |
| 2. Employment Practices and Benefits .....                            | 11 |
| 3. Providing a healthy and safe environment for all .....             | 12 |
| 4. Managing the Use of Our Natural Resources.....                     | 14 |
| 1. Energy Consumption and GHG Emissions .....                         | 14 |
| 2. Water Consumption Management.....                                  | 19 |
| 3. Waste Management .....                                             | 21 |
| 5. GRI Content Index.....                                             | 24 |

## Corporate Profile

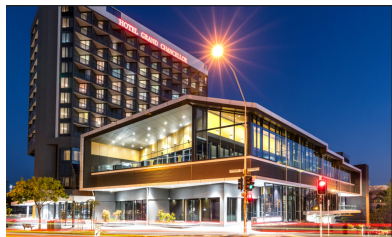
Incorporated on 13 June 1968 and listed the Singapore Stock Exchange since 1978, Hotel Grand Central Limited (“HGC” or “the Group”) is an established hotel owner and operator with a regional presence. As of 31 December 2017, the Group owns 14 wholly owned hotels and 6 wholly owned investment properties across Singapore, Australia, New Zealand, China and Malaysia and 6 associated hotels in Malaysia.



**Singapore**

### Wholly owned hotels

1. Hotel Grand Central
2. Hotel Chancellor@ Orchard



**Australia & New Zealand**

### Wholly owned hotels

1. James Cook Hotel Grand Chancellor Wellington
2. Hotel Grand Chancellor, Adelaide
3. Hotel Grand Chancellor, Auckland City
4. Hotel Grand Chancellor, Brisbane
5. Hotel Grand Chancellor, Hobart
6. Hotel Grand Chancellor, Launceston
7. Hotel Grand Chancellor, Melbourne
8. Hotel Grand Chancellor, Palm Cove
9. Hotel Grand Chancellor, Townsville
10. The Chancellor on Currie

### Wholly owned investment properties

1. 300 Flinders Street, Melbourne
2. Fonterra House, Hamilton
3. Grand Central Building, Christchurch
4. JacksonStone House, Wellington
5. PWC Centre, Christchurch



**China**

### Wholly owned hotels

1. Hotel Grand Central, Sihui



**Malaysia**

### Wholly owned hotels

1. Hotel Grand Crystal, Alor Star

### Associated hotels

1. Hotel Grand Continental, Kuala Lumpur
2. Hotel Grand Continental, Kuala Terengganu
3. Hotel Grand Continental, Kuching
4. Hotel Grand Continental, Kuantan
5. Hotel Grand Continental, Langkawi

# About This Report

This is HGC’s first sustainability report, which summarises the approach and performance of Environmental, Social and Governance (ESG) topics identified as most important to the Group and its stakeholders.

The reporting scope covers the performance of six wholly owned hotels in Singapore, Australia and New Zealand for the period from 1 January 2017 to 31 December 2017 (FY2017) and wherever possible, comparative performance data for FY2016 has been included. We look forward to expanding the reporting scope in subsequent years as our reporting practice matures.

The report has been prepared in accordance with the internationally accepted reporting framework Global Reporting Initiative (GRI) Standards – Core Option.

**Figure 1: List of Operations within SR2017 Reporting Scope**

| Singapore                                                                                                  | Australia                                                                                                                                                              | New Zealand                                                                                              |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
|                           |                                                                                       |                       |
| <ul style="list-style-type: none"><li>• Hotel Grand Central</li><li>• Hotel Chancellor @ Orchard</li></ul> | <ul style="list-style-type: none"><li>• Hotel Grand Chancellor, Adelaide</li><li>• Hotel Grand Chancellor, Brisbane</li><li>• Hotel Grand Chancellor, Hobart</li></ul> | <ul style="list-style-type: none"><li>• James Cook Hotel Grand Chancellor Wellington (“JCHGC”)</li></ul> |

## Stakeholder Engagement

Creating good relationships with our stakeholders is crucial to HGC's long-term viability. It is necessary to continuously engage with our stakeholders to ensure that we are able to better understand their needs and effectively improve our practices to meet their expectations.

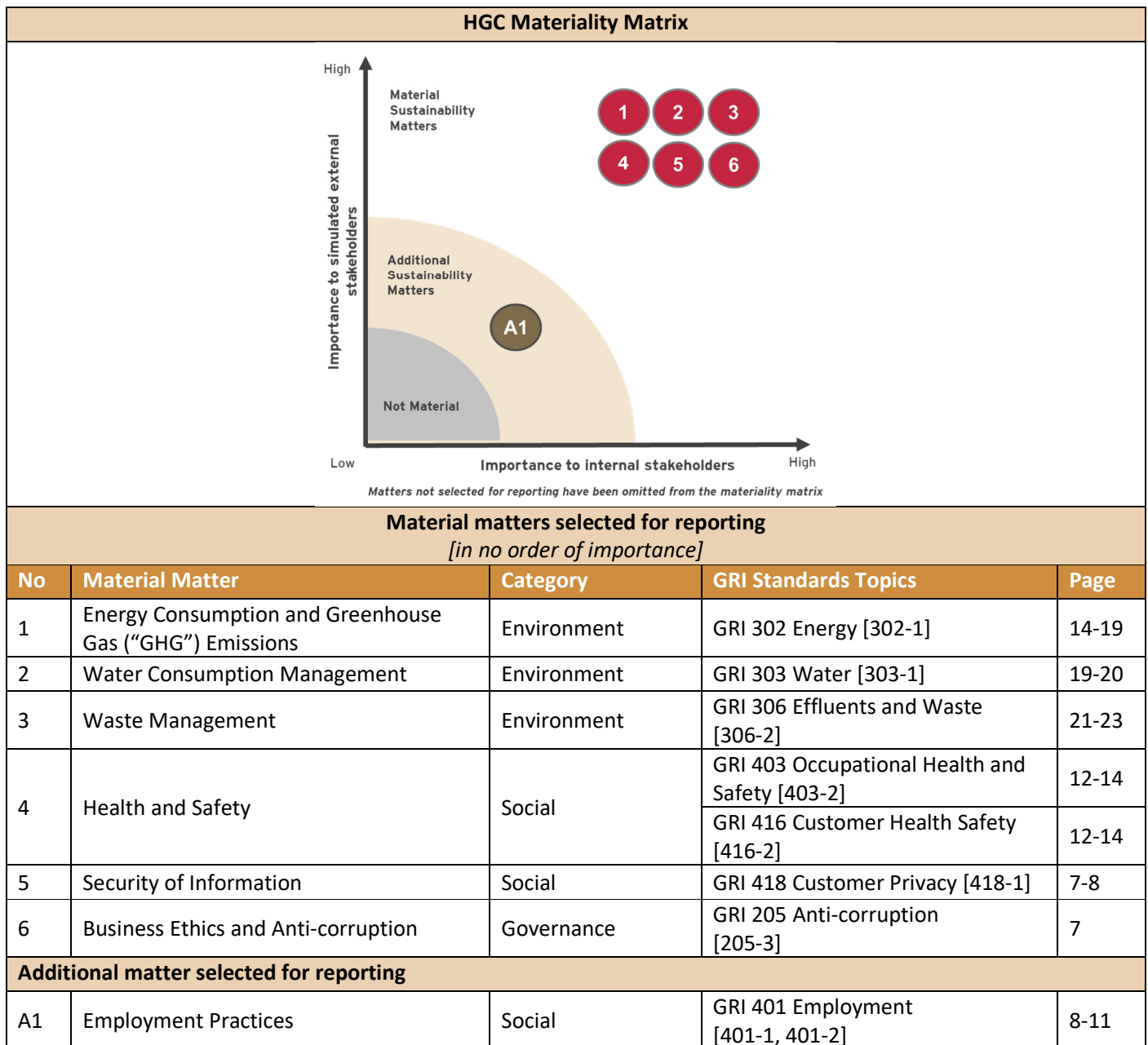
**TABLE 1: HGC STAKEHOLDER ENGAGEMENT METHOD**

| Stakeholder Groups                               | Key Interests of Stakeholder Groups                                                                                                                                | Hotel Grand Central's Response                                                                                                                                                                               | Methods of Engagement                                        | Frequency of Engagement                               |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|
| <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> </ul>                                                                                                                 | Feedback forms                                               | Ongoing                                               |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Face-to-face meetings                                        | Ongoing                                               |
| <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> </ul>                                                            | Face-to-face consultations and feedback                      | Ongoing                                               |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Committee Meetings                                           | Monthly                                               |
| <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 (AGM)                                 | Annually                                              |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Quarterly Report                                             | Quarterly                                             |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Organised visits from Directors                              | Thrice a year                                         |
| <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 |
| <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                                               |
| <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> </ul> | License application and renewal (i.e. liquor)                | Annual                                                |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Onsite inspection                                            | As and when required by regulatory bodies             |
| <b>Local Communities</b>                         | <ul style="list-style-type: none"> <li>Improve relations and ties in the communities HGC operates in</li> </ul>                                                    | <ul style="list-style-type: none"> <li>Regular involvement in local scene and environment</li> </ul>                                                                                                         | Employee volunteerism                                        | Annual (Australia / NZ)                               |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Support towards Earth Hour                                   | Annual                                                |
|                                                  |                                                                                                                                                                    |                                                                                                                                                                                                              | Monetary and in-kind donation (food and clothing)            | Ongoing                                               |

## Materiality Assessment

Through our regular assessments of stakeholder feedback and industry trends, the HGC management has gained an understanding of the issues that matter most to our key stakeholders which include our people, guests, investors, suppliers, industry players, regulators, local community and the environment. In 2017, we engaged an external consultant to prepare the comprehensive list of potential matters relevant to our operation, later benchmarked against best practices in the sector. The Senior Management assessed the impact of each matter with both internal and external stakeholders and prioritised six material matters for reporting. An additional matter, Employment practice was also chosen for reporting due to its significant impact on our operations. The material matters were subsequently endorsed by the Board in February 2018. The material matters will be reviewed in subsequent years to ensure their continued relevance to our business.

**FIGURE 2: HGC MATERIALITY MATRIX AND MAPPING TO GRI STANDARDS DISCLOSURES**



## Approach to Sustainability

At Hotel Grand Central Limited, we continue to refine our management approach to adapt to new global challenges which demand that economic players assume new responsibilities such as sharing the value they create, nurturing fair and equitable stakeholder relations, integrating social responsibility and environmental considerations into their business practices as well as the opportunities and constraints inherent to the ever-increasing digitization of the economy.

We are committing to making sustainability an integral part of our business operating model. The approach taken is differentiated according to each sustainability matter. The Group is responsible for setting fundamental, group-wide policies in Corporate Governance and Human Resources. As all our hotels are locally operated, the General Manager of each hotel is held accountable to set relevant local targets, manage sustainability practices and track performance of initiatives related to data security, resource usage and health and safety. The aggregated sustainability performance at Group level is overseen by Ms. Tan Hwa Lian (Executive Director) who reports to the Board quarterly.

**FIGURE 3: MANAGEMENT APPROACH FOR DIFFERENT 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.                                                                                                                                                                                 |
| Employment Practices                                  | All hotels are required to comply with Group Workplace Diversity and Harassment policy and Employee Handbook. Besides common benefits, each hotel has specific employee benefits to adapt to local labour market conditions and to comply with local labour law and regulations. |
| Safety of Information                                 | Policy on Data Safety which needs to comply with local Personal Data Protection Act is managed locally by hotels' management.                                                                                                                                                    |
| Health and Safety                                     | These matters are managed locally by hotels' management.                                                                                                                                                                                                                         |
| Energy Consumption and Greenhouse Gas (GHG) Emissions |                                                                                                                                                                                                                                                                                  |
| Water Consumption Management                          |                                                                                                                                                                                                                                                                                  |
| Waste Management                                      |                                                                                                                                                                                                                                                                                  |

### Board Statement

The Board considers sustainability matters as part of the Group's strategic formulation. The Board together with the management determined six material Environmental, Social and Governance ("ESG") matters which have the most impacts on our value chain and stakeholders and exercises oversight in the management and monitoring of the material ESG factors.

# 1. Commitments to sustainability supported by strong governance

## 1. Business Ethics and Anti-corruption

The Group is committed to upholding the highest standards of corporate governance and bears zero tolerance towards any acts of corruption and other possible improprieties which include fraud, bribery and breaches of internal policies. Besides safeguarding our stakeholders' interests, a good and effective governance protects our brand reputation, thus ensuring the sustainability of our business' economic performance.

In order to reinforce our stance, a Code of Conduct and related policies are included in the Employee Handbook which is made available to all employees within the Group upon induction. The Handbook also highlights the Group's key principles of honesty, integrity, fairness and respect which are expected of employees throughout their employment. Each employee has to acknowledge that he/she has read and agreed to the principles and rules set out in the Handbook.

The policies are reviewed annually by the management. Employees will be informed of any changes in a timely manner. Internal and external audits are also carried out annually to ensure the effectiveness of policy implementation. With stringent policies and control, our Group achieved zero substantiated cases of corruption and zero established incidents pertaining to whistle-blowing.

| Policies                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Code of Conduct <ul style="list-style-type: none"><li>Sets out the expectations of employees to perform duties in a responsible and professional manner, promote and protect the reputation of our brand as well as acting appropriately when conflicts arise</li></ul>               |
| Policy on Whistle Blowing <ul style="list-style-type: none"><li>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</li></ul> |

## 2. Security of Information

Maintaining confidentiality and safeguarding the privacy of our guests is paramount given the increasing threats of cyber-attacks and the fast changing nature of technology. Personal data is held and used at both the group and hotel level. Each hotel establishes their local Standard Operating Procedures (SOP) with references to the relevant Personal Data Protection Act (PDPA) and Privacy Acts of the operating countries. The SOP controls how the hotels collect, use, disclose, store and give access to 'personal information' which include guest details, credit card information, employee's personal information and vendor price agreements. Hotels are also required to comply with any record keeping law and credit card security standards of merchant bank. These SOPs are reviewed annually for effectiveness.

The hotels continuously emphasise the importance of data privacy and security of information while providing training on best practices to all employees. People whose tasks involve the collection of personal data and information receive additional training as appropriate.

TABLE 2: APPLICABLE PERSONAL DATA PROTECTION ACT BY COUNTRY

| New Zealand      | Australia        | Singapore |
|------------------|------------------|-----------|
| Privacy Act 1993 | Privacy Act 1988 | PDPA 2012 |

To prevent the misuse of information, server control and access management has been outsourced to a third-party. Depending on the level of confidentiality, information access is limited to designated persons-in-charge on a need-to-know basis. We engage Information Technology consultants to provide regular upgrade on servers, email exchange systems and Windows Systems so that our system is up to date and able to detect or prevent new threats and minimise cyber risks.

System Crash exercises will be initiated from 2019 to test the effectiveness of back up and information recovery procedures. External audits on general IT environment control conducted by an independent IT Manager will be implemented gradually and on intervals that are deemed relevant for the business. In 2017, there has been no substantiated complaints concerning breaches of customer privacy and losses of customer data at all of our hotels.

## 2. Ensuring Fair Employment Practices

### 1. Profile of our Workforce

Our workforce remained relatively stable over the last two years, with a slight increase from 721 employees to 775 employees in FY2017, mainly due to the increase in the number of staff employed in our Singapore hotels. Our workforce is gender balanced with 48% males to 52% females in FY2017.

FIGURE 4: BREAKDOWN OF EMPLOYEES BY GENDER

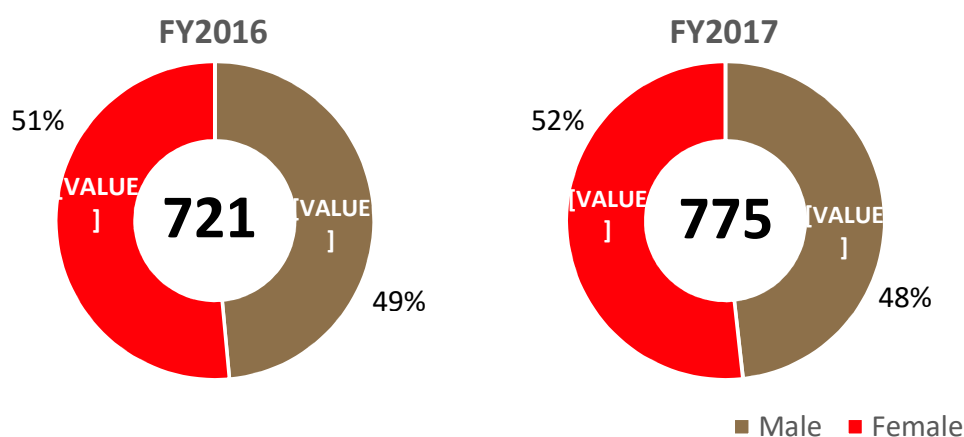
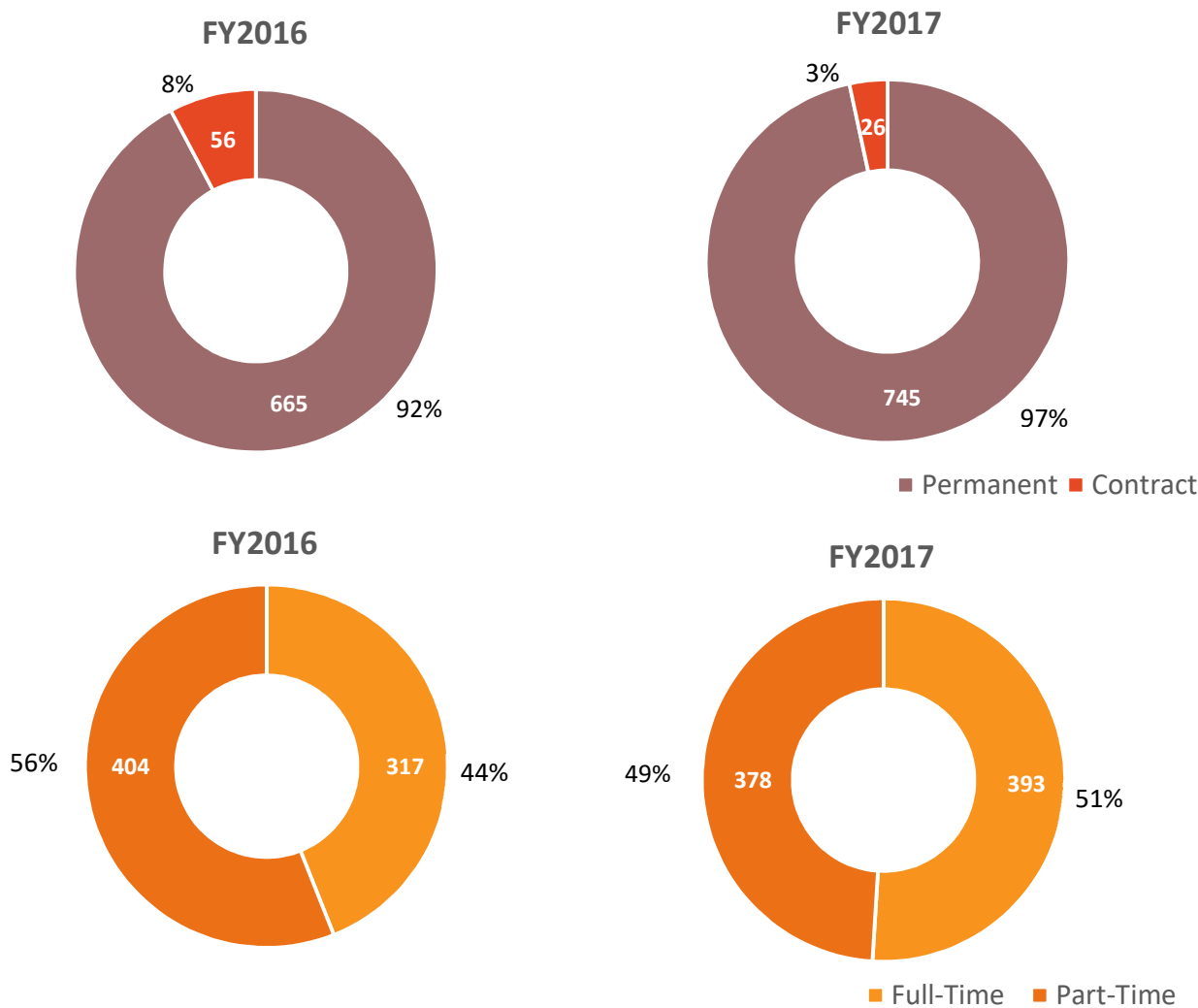


TABLE 3: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT TYPE

| By Employment Contract |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|
| Region                 | FY2016    |           | FY2017    |           |
|                        | Permanent | Temporary | Permanent | Temporary |
| Australia              | 437       | 0         | 440       | 0         |
| New Zealand            | 163       | 0         | 170       | 0         |
| Singapore              | 67        | 54        | 141       | 20        |
| By Employment Type     |           |           |           |           |
| Region                 | FY2016    |           | FY2017    |           |
|                        | Full-time | Part-time | Full-time | Part-time |
| Australia              | 162       | 275       | 163       | 277       |
| New Zealand            | 88        | 75        | 89        | 81        |
| Singapore              | 67        | 54        | 141       | 20        |

We aim to provide stable employment for our people. In FY2017, over 97% of our employees have permanent contract with us. Between FY2017 and FY2016, we saw an overall a 5% increase in the number of employees joining us on a full-time basis.

FIGURE 6: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT TYPE



In FY2017, the employee turnover in our hotels in Australia stood at 18.8% (turnover: 145, new hires: 148). The Australian hospitality industry is characterised by high levels of staff turnover nationally. Our hotels perform better than the industry’s standard turnover benchmarks nationally.<sup>1</sup>

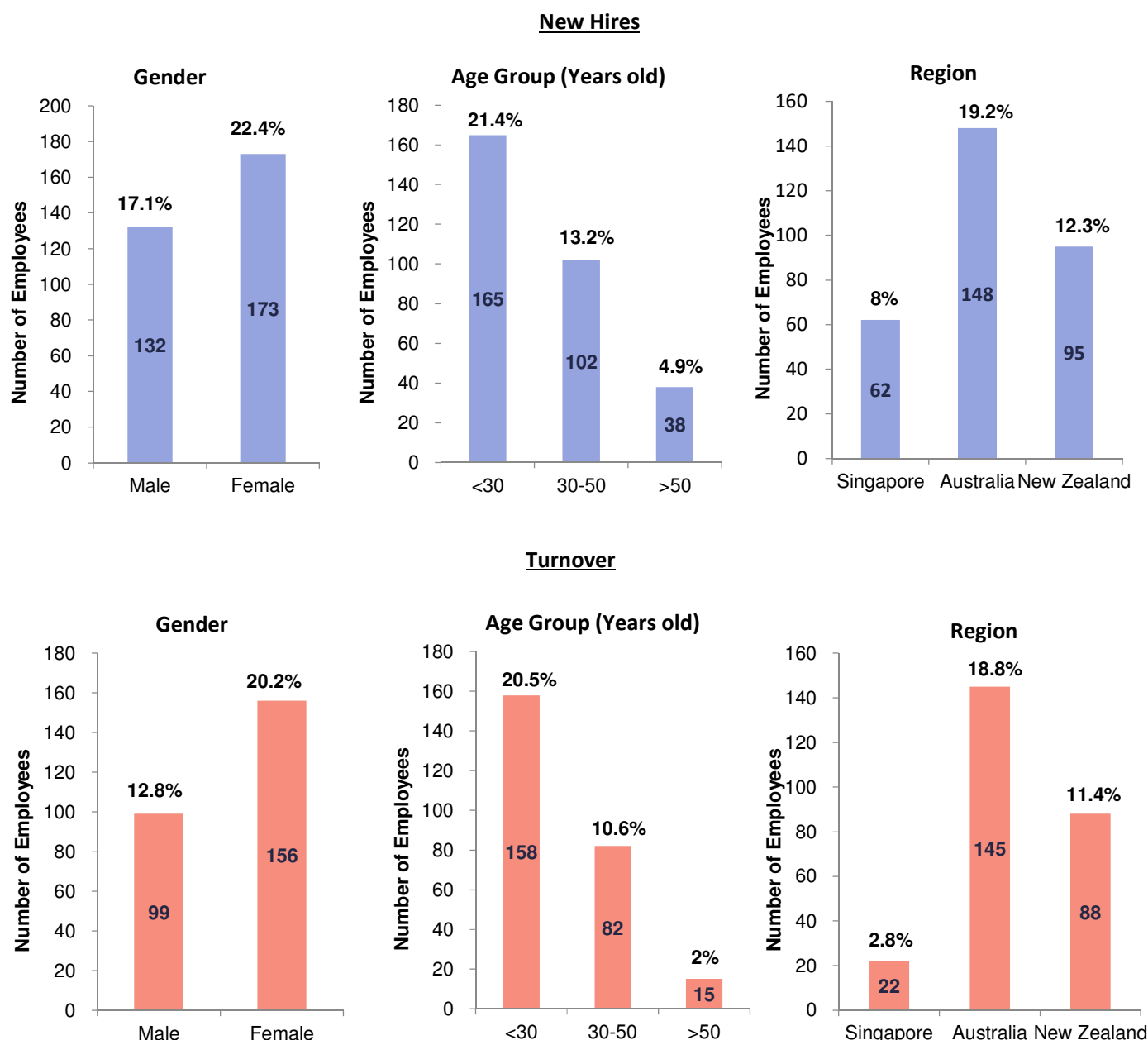
The turnover in JCHGC at 11.4% (turnover: 88, new hires: 95) is below New Zealand’s average turnover rate of 47%<sup>2</sup>. For employees below 30 years of age, they make up the highest turnover rate at 20.5% as they mainly apply for part-time

<sup>1</sup> The 2015 Deloitte Australian Tourism Labour Force Report commissioned by Australian Trade and Investment Commission recorded the annual industry turnover rates at 66%.  
<sup>2</sup> Results from 2017 Tourism Industry Aotearoa (TIA) Hotel Salary Survey covering 86 hotels surveyed in 2017.

roles at HGC as many have no intention of staying in the industry or leave to further their studies. Employees between 30 to 50 years of age leave our organisation due to reasons such as being offered higher positions or change in the industry.

For Singapore, the turnover rates were very low at 2.8% (turnover - 22, new hires – 62), reflecting the transition of having a more stable permanent workforce in our Singapore hotels.

**FIGURE 5: FY2017 NEW HIRE AND TURNOVER RATE**



**Note:** Turnover is calculated as a percentage of staff on payroll as of 31 December 2017

## 2. Employment Practices and Benefits

At HGC, we practice fair employment practices that promote a culture of respect and diversity. Every employee's career is important and we hope to grow and nurture each individual to reach their full potential with us. Employees are encouraged to develop personal development plans and work with managers to achieve their goals. Performance appraisals are held once at the end of the probationary period and scheduled annually thereafter. During these sessions, managers will discuss general performance as well as cover strengths and areas for improvements. They are also opportunities for employees to discuss development goals and job concerns.

### Policies

Workplace Diversity and Harassment Policy (applicable to all hotels)

- 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 to all provisions set out in the policy.

Dedicated to upholding the principle of equal opportunity for all employees, we ensure that all employees have equal access to the benefits of employment, training and promotion at HGC; regardless to race, colour, religion, age, gender, disability, sexual preference or other matters unrelated to work performance. The comprehensive list of employment benefits for full time employees can be found in the table below.

TABLE 4: BENEFITS OFFERED FOR FULL-TIME EMPLOYEES AT HGC

| Types of Benefits offered for Full-time Employees                                                  |                                                                                                   |                                                                                                                   |                                                                                                             |                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Countries of Operation                                                                             | <br>Healthcare | <br>Parental Leave             | <br>Retirement Provision | <br>Others                                                                                                                                                                                 |
| Australia<br>   | 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 |
| New Zealand<br> | 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.                                                                                                                                                               |
| Singapore<br>   | 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 of childcare leave</li> </ul>                                |

### 3. Providing a healthy and safe environment for all

Workplace Health and Safety (WHS) is a focal topic at both corporate and hotel level due to the potential impacts on employees and guests as well as significant legal and financial ramifications as a result of poor management. HGC is compliant with all relevant laws and regulations and we are glad to disclose that there were zero complaints regarding health and safety incidents received from guests in FY2017 – a record we aim to upkeep in future years.

#### **Australia and New Zealand**

At hotels in Australia and New Zealand, health and safety is managed by the local Health and Safety Committee which comprises senior management, employee representatives from each operational department, Workplace Health & Safety Officer and Human Resources Personnel. Besides development of policies and practices, the Committee is also responsible for administering the incident reporting channel where employees can raise concerns or report potential health and safety risks at work. Every month, the Committee meets to identify, eliminate and mitigate potential hazards. Injury incident reports, near miss reports and other safety concerns raised will undergo review at these meetings. These practices help the Committee further identify any loopholes in safety measures and prevent any reoccurrences.

Routine audits are conducted annually by both committee members and external parties on existing safety and hotel emergency response procedures. Improvements which were put in place in 2017 included the purchase of new equipment and provision of additional training on emergency responses. At JCHGC, we invested over NZ\$30,000 in new chillers, freezers, kitchen equipment (including storage pallets and food processors) and washers.

| <b>Policies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Occupational Health and Safety Policy <ul style="list-style-type: none"><li>• Defines health and safety responsibilities for managers, supervisors and employees</li><li>• Aims to minimise risk of injury and diseases to all through adopting a planned and systematic approach to manage health and safety</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| First Aid Policy and Procedure <ul style="list-style-type: none"><li>• Outlines procedures for first aid management in case of an injury</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Drugs and Alcohol in the Workplace Policy <ul style="list-style-type: none"><li>• 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</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Practices</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"><li>• Undertake health and safety risk assessments associated with various tasks</li><li>• Regular engagement with employees on safety practices</li><li>• Mandatory induction training (first aid, emergency response/evacuation, chemical handling, safe disposal of rubbish/sharps) and adhoc training (sudden outbreak of disease and terrorist incident)</li><li>• Department training on skillset specific to scope of work including manual handling and safe work method statements (SWMS)</li><li>• Enforce usage of Personal Protective Equipment (PPE)</li><li>• Installation of Lone Worker Device (duress alarms) (Australia)</li><li>• Ensure compliance to certification requirements such as first aid, chemical handling and pool management</li><li>• Rehabilitation support and arrangement of suitable duties to employees who have sustained injuries at work</li></ul> |

## **Singapore**

In Singapore, our workplace health and safety committees work closely with key staff members such as our chefs and housekeeping staff to maintain an inventory of work activities and processes carried out in our hotels. Risk assessment is conducted for each of those activities and appropriate controls are developed for identified safety hazards. These assessments are reviewed every three years to ensure that our activities are compliant with the Workplace Safety and Health (WSH) Act stipulated by the Ministry of Manpower.

We maintain an internal fire safety committee comprising of trained fire wardens and fire fighters and a Company Emergency Response Team (CERT) at both hotels. Employees, contractors, guests and visitors have access to whistleblowing channels administered by the Executive Director to raise any concerns on health and safety.

### **Practices**

- Routine checks on health and safety facilities conducted twice a month
- Activity-specific risk assessments are carried out once every three years to ensure that all potential hazards are recorded and managed
- 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

### ***Performance***

We are pleased to announce that there were zero fatalities and occupational diseases across all three regions. Generally, hotels in Australia and New Zealand recorded a higher injury and lost day rate as compared to Singapore hotels as these hotels provide for more large-scale events and banquets. As these services are generally more fast-paced and involve a very dynamic set of activities, risk assessment and mitigation is a challenging task. Staff are more exposed to health and safety risks such as cuts, burns, sprains, slips, trips and falls. Our local WS&H committee consider this a priority and aim to investigate and institute control to eliminate and mitigate as many workplace hazards as possible via monthly meetings.

While the management of health and safety at large events remain challenging, our hotels managed to bring down the number of injuries slightly in FY2017.

In Australia specifically one of our office staff from Hotel Grand Chancellor Brisbane suffered a major back injury and required longer recovery time. It contributed to higher lost day rate and absentee rate in FY2017 for operations in the country.

In New Zealand, while the safety statistics showed the improvement over the years, we actively work towards improving our performance. Based on our analysis, major risk areas in New Zealand's hotels are in kitchen (burns, cuts, bruising/contusion) and in housekeeping activities (sprains, strains, cuts). To mitigate these risks, we provide safety manuals for our employees working in kitchen and ensure that the procedures are followed. All housekeepers are trained to exercise extra caution while washing glasses and to use the correct chemicals to prevent slips and falls. First-Aid kits are strategically placed to allow for immediate treatment of minor injuries.

In Singapore, we are pleased to report zero cases of workplace injuries in FY2016 and FY2017 – a record which we aim to upkeep in the years to come.

**FIGURE 6: SAFETY PERFORMANCE STATISTICS FOR OUR HOTELS IN AUSTRALIA, NEW ZEALAND AND SINGAPORE**

|                                          | FY2016                     |        |       | FY2017 |        |       |
|------------------------------------------|----------------------------|--------|-------|--------|--------|-------|
|                                          | Male                       | Female | Total | Male   | Female | Total |
| <b>Injury Frequency Rate<sup>3</sup></b> |                            |        |       |        |        |       |
| Australia                                | 14                         | 14     | 14    | 14     | 12     | 13    |
| New Zealand                              | 264                        | 106    | 182   | 185    | 123    | 154   |
| Singapore                                | 0                          | 0      | 0     | 0      | 0      | 0     |
| <b>Lost Day Rate<sup>4</sup></b>         |                            |        |       |        |        |       |
| Australia                                | 80                         | 40     | 58    | 88     | 202    | 150   |
| New Zealand                              | 280                        | 288    | 284   | 260    | 203    | 231   |
| Singapore                                | 0                          | 0      | 0     | 0      | 0      | 0     |
| <b>Absentee Rate<sup>5</sup></b>         |                            |        |       |        |        |       |
| Australia                                | 0.63%                      | 0.70%  | 0.66% | 0.82%  | 0.81%  | 0.82% |
| New Zealand                              | 1.47%                      | 1.58%  | 1.53% | 1.59%  | 1.81%  | 1.70% |
| Singapore <sup>6</sup>                   | Not available <sup>7</sup> |        |       | 0.79%  |        |       |

## 4. Managing the Use of Our Natural Resources

HGC takes a proactive approach towards minimising the impact of our business on the environment and maximising efficient use of resources by integrating environmental-friendly practices in our day to day operations. Our environment policy highlights our commitment to providing great customer service whilst still meeting our environmental and social responsibilities through various initiatives such as waste reduction, energy efficiency improvement and the lowering GHG emissions.

### 1. Energy Consumption and GHG Emissions

| Practices                                     |                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Australia (Adelaide and Brisbane only)</b> | <p>Energy Efficiency initiatives</p> <ul style="list-style-type: none"> <li>Replacement and upgrading of old equipment to energy-efficient ones (i.e. light emitting diode ("LED") lights, chiller systems managed by Building Management System ("BMS"))</li> <li>Preference for higher efficiency rating electrical equipment</li> </ul> |

<sup>3</sup> Based on International Labor Organization (ILO) Standard, Injury Frequency Rate is calculated as the total number of fatal and non-fatal workplace injuries over 1,000,000 hours multiplied by the total number of manhours worked in the reference group during the reporting period

<sup>4</sup> Based on ILO Standard, Lost Day Rate is calculated as the total number of man days lost to workplace accidents over 1,000,000 hours multiplied by total number of manhours worked in the reference group during the reporting period.

<sup>5</sup> 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

<sup>6</sup> Gender breakdown is unavailable for Singapore hotels.

<sup>7</sup> Absentee rate is only available for Hotel Grand Central in FY2016; hence, the data for Singapore is not available for this year. We will collect this information moving forward.

| Practices   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <ul style="list-style-type: none"> <li>Regular maintenance of plant and equipment to ensure operations are kept at optimum efficiencies</li> </ul> <p>Power Reduction initiatives</p> <ul style="list-style-type: none"> <li>Use of variable-frequency drives pumps to reduce energy required to circulate water</li> <li>Replacement of old electric water boilers with on-demand hot water system for hot water supply</li> <li>Installation of motion-activated sensors at back of house areas</li> <li>Use of motion-detecting thermostats and timers to operate HVAC systems</li> <li>Benchmark electricity consumption per room against similar sized hotels and other HGC hotels</li> <li>Mandatory induction training for new employees on adopting energy saving habits during the course of work</li> </ul> |
| New Zealand | <ul style="list-style-type: none"> <li>Encourage guests to opt for 'Green Room Service' which leads to an overall conservation of resources in terms of less frequent room refresh services and replacement of towels</li> <li>Replace and upgrade out-dated equipment to energy-efficient equipment (such as washing machines, dryer, air-conditioning compressor, chillers and freezers)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Singapore   | <ul style="list-style-type: none"> <li>As part of our commitment towards sustainable infrastructure, all our buildings have received green mark certification in recognition for their environmentally friendly design and construction. The building design allows for the usage of natural ventilation wherever possible.</li> <li>Increasing air-conditioning temperatures when guests are not around</li> <li>Emphasising energy-saving habits such as switching off computers when not in use and limiting the use of other electronic appliances</li> <li>Placing hot and cold drinking water dispensers that consume less electricity as compared to the use of a traditional kettle.</li> </ul>                                                                                                               |

### Case Study: Keeping our hotels in check ✓

In New Zealand, renewable energy sources such as hydropower, geothermal and wind energy account for up to 82%<sup>8</sup> of electricity generation in 2017. This has led us to become one of the lowest carbon dioxide emitting countries for electricity generation.



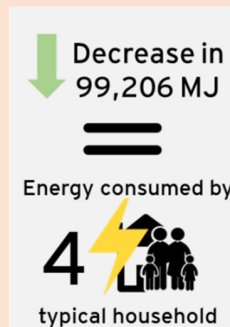
James Cook Hotel Grand Chancellor (JCHGC) strives to be one of the most environmentally friendly hotels in New Zealand. We acknowledge the environmental impacts of tourism and have thus dedicated a 'Green Team' and Executive Management working closely to improve existing practices. We monitor all aspects of our resource consumption so as to calculate and monitor greenhouse gas emissions associated with our operations.

EARTHCHECK

<sup>8</sup> Percentage of renewable share in electricity generation in 2017 was extracted from electricity statistics published by Ministry of Business, Innovation & Employment <http://www.mbie.govt.nz/info-services/sectors-industries/energy/energy-data-modelling/statistics/electricity>

In 2017, JCHGC was EarthCheck Gold Certified and endorsed Enviro Gold by Qualmark. For the past decade, we have adopted EarthCheck Benchmark to analyse our energy performance and have taken their recommendations for further improvements.

We also benchmark our operations against EarthCheck's baseline and continuously strive to maintain a year-on-year declining trend. In FY2017, we recorded a decrease in 99,206 MJ which is equivalent to energy consumed by four typical four-person households<sup>9</sup> per year.



| Focus Area         | EarthCheck Baseline Target | Performance for FY2017      | Target for FY2018                                                                                  |
|--------------------|----------------------------|-----------------------------|----------------------------------------------------------------------------------------------------|
| Energy Consumption | 220 MJ / Guest night*      | 165.35 MJ / Guest night     | For Energy Consumption, aim to achieve Best Practice of 153.5 MJ / Guest night over next 12 months |
| GHG Emissions      | 10 kg CO2-e / Guest night  | 7.99 kg CO2-e / Guest night | To achieve Best Practice of 6.85 kg CO2-e / Guest night over next 12 months                        |

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

#### **Case Study:** Sustainable building design: Green Mark certified hotels ✓



The Singapore BCA Green Mark Scheme was introduced in 2005 to promote more environmentally-friendly buildings in the construction industry in Singapore. We are proud to share that both our hotel buildings in Singapore have been certified under this scheme.

One of the requirements for such a certification is the thermal and energy efficiency of our hotels. Another key indicator is the low ETTV<sup>10</sup> of our buildings. This indicates that our hotels require less energy to be cooled as it does not gain as much heat from factors external to the building. Having good thermal properties is especially important to us in the context of a tropical country like Singapore where cooling our buildings form the bulk of energy usage. Additionally, we are working towards introducing a sensor-based lighting system in corridors and toilets in order to reduce the overall energy consumption of our hotels.

<sup>9</sup> Energy Consumption of a typical four-person household per year is provided in the EarthCheck data base.

<sup>10</sup> Envelope Thermal Transfer Value (ETTV) is an index developed by BCA to indicate the heat gain of a building from external environmental factors. More information about ETTV can be obtained from <https://www.bca.gov.sg/PerformanceBased/others/ETTV.pdf>

## Fuel Consumption

Fuel consumption include natural gas used in the kitchens of the two Singapore hotels. In New Zealand, natural gas was also used in the kitchen and in motor gasoline vehicles owned by JCHGC. No fuel was consumed at the three hotels in Australia.

In FY2017, we recorded a total of 6,890 GJ of direct energy consumed in Singapore and New Zealand, translating to 392 tonnes of carbon dioxide (“CO<sub>2</sub>”)<sup>11</sup> emission. A corresponding increase in both energy intensity and Scope 1 GHG Emissions Intensity (per guest room) is reflected in Figure 7 below. This increase was mainly attributed to the increase in food covers<sup>12</sup> resulting in a larger use of fuel in our kitchens.

**FIGURE 7: DIRECT ENERGY CONSUMPTION & INTENSITY (LEFT) AND DIRECT (SCOPE 1) GHG EMISSIONS & INTENSITY (RIGHT)**



## Electricity Consumption

Albeit the increase in hotel occupancy, our electricity consumption has remained constant<sup>13</sup>. We see this as an affirmation of the energy saving practices implemented across all six hotels. A total of 15,505 MWh of electrical energy

<sup>11</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>. Emission factors used in calculation were adopted from IPCC Emission Factor Database 2006

<sup>12</sup> Food cover refers to a diner who eats or a meal that is served

<sup>13</sup> Emissions disclosed here are Scope 2 GHG emissions which are a result from generation of purchased electricity consumed by the organisation. In Singapore, grid emission factor is obtained from “2017 Singapore Energy Statistics”, published by the Energy Market Authority of Singapore. In Australia, grid emission factors of South Australia, Tasmania and Queensland are used, the territories where the Australian hotels are located in. Data is obtained from the “Australian National Greenhouse Accounts Factors”, published by the Department of the Environment and Energy of Australia in 2016. In New Zealand, grid emission factor is obtained from the “Guidance for Voluntary Corporate Greenhouse Gas Reporting – 2016”, published by the Ministry for the Environment, New Zealand

was consumed in FY2017, translating to 5,616 tonnes of carbon dioxide (“CO<sub>2</sub>”) emission. Moving forward, we endeavour to further emphasise on the importance of saving energy by spreading awareness to our guests.

FIGURE 8: ELECTRICAL ENERGY CONSUMPTION & INTENSITY (TOP) AND INDIRECT (SCOPE 2) GHG EMISSIONS & INTENSITY (BOTTOM)



## 2. Water Consumption Management

| Practices          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Australia</b>   | <ul style="list-style-type: none"> <li>• Installation of equipment with water saving features               <ul style="list-style-type: none"> <li>○ Low flow showerheads</li> <li>○ Dual flush and motion sensors in common toilets</li> <li>○ Water flow restrictors and aerators to reduce flow rates</li> <li>○ Use of water-efficient dishwashing machines</li> </ul> </li> <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 on a daily basis</li> <li>○ Encourage guests to hang towels dry instead of replacing daily</li> </ul> </li> <li>• Weekly meter readings to monitor water consumption and detect leaks or irregularities</li> <li>• Induction Program where new employees familiarise themselves with the Environmental Policy</li> </ul> |
| <b>New Zealand</b> | <ul style="list-style-type: none"> <li>• On-the-job training provided for Kitchen and Housekeeping staff on minimising water usage</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Singapore</b>   | <ul style="list-style-type: none"> <li>• Monthly review of utility bills and inspections on premises</li> <li>• All bathroom fittings are at least two-tick rated</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### **Case Study:** Sustainable building design: Green Mark certified hotels ✓

Another criteria for the Green Mark certification lies in the water efficiency of the buildings. To that end, we have installed WELS<sup>14</sup>-certified fittings and cisterns to ensure optimal water use efficiency in our buildings. Additionally we have internal monitoring systems to detect and prevent leaks in our buildings. Finally, we only use non-potable water for the purpose of landscaping in our hotels.

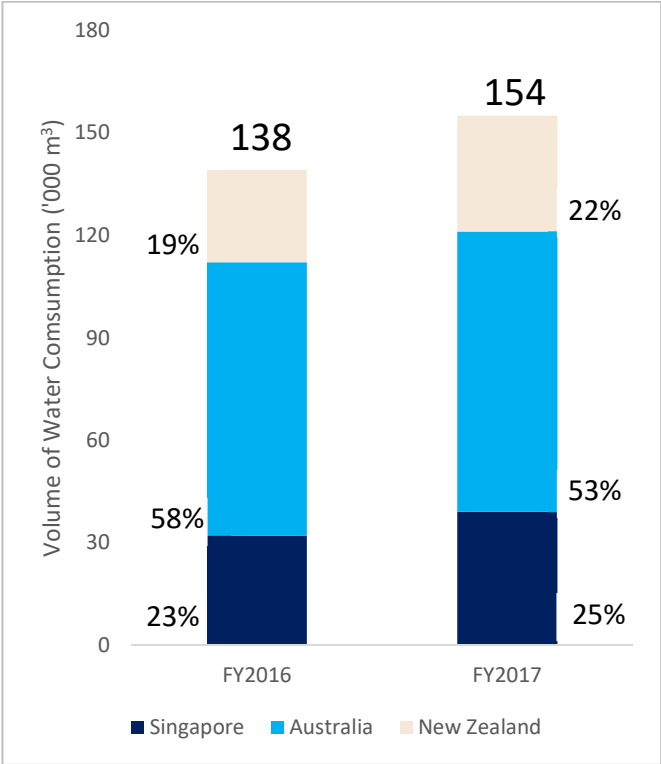
*Images showing water efficiency of various bathroom fittings*



<sup>14</sup> The Water Efficiency Labelling Scheme (WELS) is a mandatory schemes introduced by the Public Utilities Board (PUB) to inform consumers to promote water the use of 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)

Across three countries, water is withdrawn from municipal water sources. Water is used in our day-to-day hotel operations which includes cooking, cleaning, maintenance as well as operations of equipment. In FY2017, water consumption increased by 11.4% to 154,275.8 m<sup>3</sup>. This is mainly attributed to higher occupancy rates<sup>15</sup> (Australia: 1%, New Zealand: 3% and Singapore: 13% increase from FY2016) and increase in food and beverage services across our hotels.

FIGURE 9: WATER CONSUMPTION BY OPERATING COUNTRIES



<sup>15</sup> Average values are shown for hotels in Australia and Singapore.

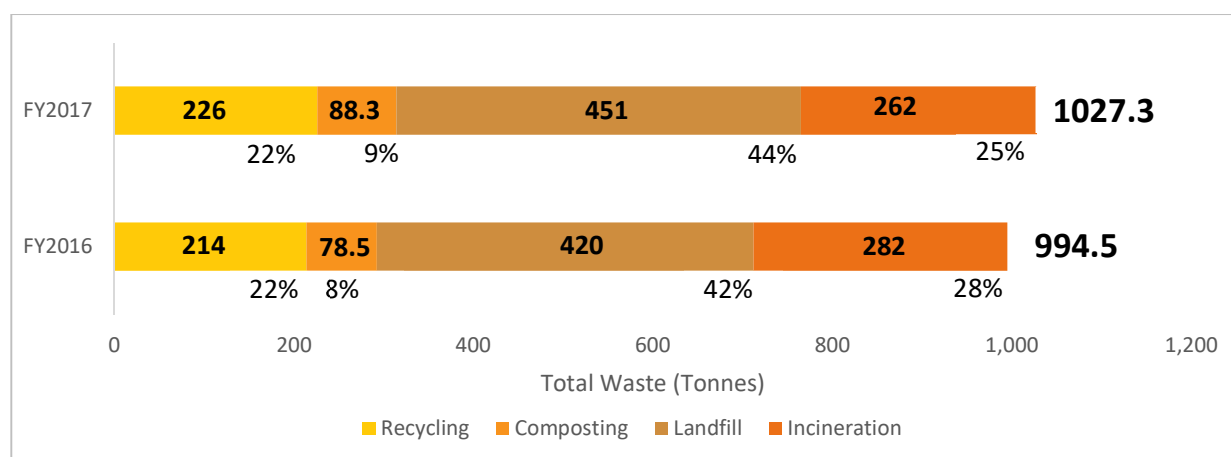
### 3. Waste Management

Operating in the hospitality sector, waste generation has always been a major concern. All of the waste disposed at our hotels are categorised as non-hazardous waste which include general waste, cardboard, paper, plastic, glass and grease traps. We engage third-party contractors to assist in waste collection and disposal across all our hotels.

| Practices          |                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Australia</b>   | <ul style="list-style-type: none"> <li>• Routine checks on waste bins for proper waste segregation to limit 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>• On-site conversion of food waste to fertiliser through Pulpmaster food waste recycling system</li> </ul>        |
| <b>New Zealand</b> | <ul style="list-style-type: none"> <li>• Regular inspections to ensure waste management practices are implemented and executed</li> </ul>                                                                                                                                                                                                                                                  |
| <b>Singapore</b>   | <ul style="list-style-type: none"> <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> <li>• Water and soap dispenser systems installed to reduce plastic waste resulting from customer's amenities</li> </ul> |

During FY2017, we experienced an increase in waste generated by 3.2% attributed to the higher occupancy rates from FY2016. While there has been an increase in the quantity of waste recycled and composted (12 tonnes and 9.8 tonnes respectively), we continue to strive towards lowering the amount of waste diverted to landfills (in Australia and New Zealand) and to incineration plants (Singapore).

**FIGURE 10: TOTAL WASTE GENERATED CATEGORISED BY DISPOSAL METHODS**



**Case Study:** Drinking water and Soap dispensers systems in guest rooms in Singapore

One of the key sources of waste in the hospitality sector comes from the provision of guest amenities such as drinking water and toiletries. Traditionally, hotels provide these amenities in the form of disposable single-use plastics. In Singapore, our hotels have managed to reduce this key waste stream through the introduction of drinking water and soap dispensers systems across guest rooms. As a result of this practice, we have managed to reduce the amount of plastic wasted by 599,910 bottles in FY2016 and 709,715 bottles in FY2017<sup>16</sup>. We will continue to look for ways to reduce waste produced from hotels in the future.

*Images of our filtered water and soap dispensers*



<sup>16</sup> This number was derived by assuming savings of two bottles of drinking water per room from bottled drinking water and three smaller bottles of shampoo, conditioner and shower gel, multiplied by the number of bookings in a year.



We have received many positive reviews since the implementation of our water dispensers. Here are what some of our guests have to say about this!

---

“The location is great, just a few steps away from Orchard Road. **The best part is the hotel’s green initiative where a filtered-water machine is installed in your room so you have access to clean cool/warm/hot water anytime, saving you dollars in bottled-water purchases and also reducing your plastic bottle usage.** The staff is also very friendly and helpful.

– Traveller from Philippines (September 2018)

---

About 15 mins walking distance to orchard road. **What I liked was the water dispenser in the room!** Consumption of water is huge especially when travelling with a young toddler.

– Traveler from Indonesia (September 2018)

---

Good basic accommodation in a central location, just opposite Somerset MRT station and within walking distance to shopping malls along Orchard Road. Although the hotel and rooms have very basic facilities, **it has one unique facility that many hotels don't offer - free, unlimited supply of drinking water through a filtered machine in the rooms - a very good idea to minimise cost and an environmentally friendly feature, reducing use of plastic bottles.** – Traveller from Malaysia (January 2018)

---

## 5. GRI Content Index

| GRI Standard Disclosure Reference                 | Description                                                  | Section of Report or Reason for Omission                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Page Reference |
|---------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>GRI 101: Foundation 2016</b>                   |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |
| <i>[There are no disclosures in this section]</i> |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |
| <b>GRI 102: General Disclosures 2016</b>          |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |
| Organisational Profile                            |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |
| 102-1                                             | Name of the organisation                                     | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-2                                             | Activities, brands, products, and services                   | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-3                                             | Location of headquarters                                     | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-4                                             | Location of operations                                       | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-5                                             | Ownership and legal form                                     | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-6                                             | Markets served                                               | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-7                                             | Scale of the organisation                                    | About the Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3              |
| 102-8                                             | Information on employees and other workers                   | Profile of our Workforce                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 8-9            |
| 102-9                                             | Supply chain                                                 | We aim to procure locally where possible.<br>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 FY2017, there were no significant changes in our operations and within the supply chain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| 102-11                                            | Precautionary Principle or Approach                          | Annual Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 17             |
| 102-12                                            | External Initiatives                                         | HGC James Cook participates in external initiatives including economic initiative, New Zealand Marketing Campaign Contribution governed by Wellington Regional Economic Development and participates in annual benchmarking submissions governed by EarthCheck Australia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |
| 102-13                                            | Membership of 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>Brisbane:</i> Queensland Hotels Association</p> <p><i>Hobart:</i> Tourism Industry Council Tasmania (TICT), Tasmanian Hospitality Association (THA), Business Event Tasmania (BET)</p> <p><b>New Zealand</b><br/> James Cook: Wellington Chamber of Commerce, Tourism Export Council New Zealand (TECNZ), EarthCheck</p> <p><b>Singapore</b><br/> Singapore: Singapore Hotel Association (SHA)</p> |                |

| GRI Standard Disclosure Reference    | Description                                                |                                                    | Section of Report or Reason for Omission                                                             | Page Reference |
|--------------------------------------|------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------|
| Strategy                             |                                                            |                                                    |                                                                                                      |                |
| 102-14                               | Statement from senior decision-maker                       |                                                    | Board Statement                                                                                      | 6              |
| Ethics and integrity                 |                                                            |                                                    |                                                                                                      |                |
| 102-16                               | Values, principles, standards, and norms of behaviour      |                                                    | Business Ethics and Anti-corruption                                                                  | 7              |
| Governance                           |                                                            |                                                    |                                                                                                      |                |
| 102-18                               | Governance structure                                       |                                                    | Approach to Sustainability                                                                           | 6              |
| Stakeholder Engagement               |                                                            |                                                    |                                                                                                      |                |
| 102-40                               | List of stakeholder groups                                 |                                                    | Stakeholder Engagement                                                                               | 4              |
| 102-41                               | Collective bargaining agreements                           |                                                    | 16% of our employees are covered under collective bargaining agreements                              |                |
| 102-42                               | Identifying and selecting stakeholders                     |                                                    | Stakeholder Engagement                                                                               | 4              |
| 102-43                               | Approach to stakeholder engagement                         |                                                    | Stakeholder Engagement                                                                               | 4              |
| 102-44                               | Key topics and concerns raised                             |                                                    | Stakeholder Engagement                                                                               | 4              |
| Reporting Practice                   |                                                            |                                                    |                                                                                                      |                |
| 102-45                               | Entities included in the consolidated financial statements |                                                    | Annual Report                                                                                        | 39-99          |
| 102-46                               | Defining report content and topic Boundaries               |                                                    | Materiality Assessment                                                                               | 5              |
| 102-47                               | List of material topics                                    |                                                    | Materiality Assessment                                                                               | 5              |
| 102-48                               | Restatements of information                                |                                                    | Not applicable as this is HGC’s inaugural SR                                                         |                |
| 102-49                               | Changes in reporting                                       |                                                    | Not applicable as this is HGC’s inaugural SR                                                         |                |
| 102-50                               | Reporting period                                           |                                                    | About the Report                                                                                     | 3              |
| 102-51                               | Date of most recent report                                 |                                                    | This is HGC’s inaugural SR                                                                           |                |
| 102-52                               | Reporting cycle                                            |                                                    | Annual                                                                                               |                |
| 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                                                                                     | 3              |
| 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 Matters                     |                                                            |                                                    |                                                                                                      |                |
| GRI Topic-specific Disclosure        | Description                                                |                                                    | Section of Report                                                                                    | Page Reference |
| Energy Consumption and GHG Emissions |                                                            |                                                    |                                                                                                      |                |
| GRI 103: Management Approach         | 103-1                                                      | Explanation of the material topic and its Boundary | Materiality Assessment                                                                               | 5              |
|                                      | 103-2                                                      | The management approach and its components         | Approach to Sustainability; Energy Consumption and GHG Emissions                                     | 6<br>14-18     |
|                                      | 103-3                                                      | Evaluation of the management approach              | Energy Consumption and GHG Emissions                                                                 | 14-18          |
| GRI 302: Energy                      | 302-1                                                      | Energy consumption within the organization         | Energy Consumption and GHG Emissions                                                                 | 17-18          |
|                                      | 302-3                                                      | Energy intensity                                   | Energy Consumption and GHG Emissions                                                                 | 17-18          |
| GRI 305: Emissions                   | 305-2                                                      | Energy indirect (Scope 2) GHG emissions            | Energy Consumption and GHG Emissions                                                                 | 17-18          |
|                                      | 305-4                                                      | GHG emissions intensity                            | Energy Consumption and GHG Emissions                                                                 | 17-18          |

|                                         |       |                                                                                                                               |                                                                              |            |
|-----------------------------------------|-------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------|
| Water Consumption Management            |       |                                                                                                                               |                                                                              |            |
| GRI 103: Management Approach            | 103-1 | Explanation of the material topic and its Boundary                                                                            | Materiality Assessment                                                       | 5          |
|                                         | 103-2 | The management approach and its components                                                                                    | Approach to Sustainability; Water Consumption Management                     | 6<br>19-20 |
|                                         | 103-3 | Evaluation of the management approach                                                                                         | Water Consumption Management                                                 | 19-20      |
| GRI 303: Water                          | 303-1 | Water withdrawal source                                                                                                       | Water Consumption Management                                                 | 19-20      |
| Waste Management                        |       |                                                                                                                               |                                                                              |            |
| GRI 103: Management Approach            | 103-1 | Explanation of the material topic and its Boundary                                                                            | Materiality Assessment                                                       | 5          |
|                                         | 103-2 | The management approach and its components                                                                                    | Approach to Sustainability; Waste Management                                 | 6<br>21-23 |
|                                         | 103-3 | Evaluation of the management approach                                                                                         | Waste Management                                                             | 21-23      |
| GRI 306: Effluents and Waste            | 306-2 | Waste by type and disposal method                                                                                             | Waste Management                                                             | 21-22      |
| Health and Safety                       |       |                                                                                                                               |                                                                              |            |
| GRI 103: Management Approach            | 103-1 | Explanation of the material topic and its Boundary                                                                            | Materiality Assessment                                                       | 5          |
|                                         | 103-2 | The management approach and its components                                                                                    | Approach to Sustainability; Providing a Healthy and Safe Environment for All | 6<br>12-14 |
|                                         | 103-3 | Evaluation of the management approach                                                                                         | Providing a Healthy and Safe Environment for All                             | 12-14      |
| GRI 403: Occupational Health and Safety | 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                             | 14         |
| GRI 416: Customer Health and Safety     | 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services                                 | Providing a Healthy and Safe Environment for All                             | 12-14      |
| Security of Information                 |       |                                                                                                                               |                                                                              |            |
| GRI 103: Management Approach            | 103-1 | Explanation of the material topic and its Boundary                                                                            | Materiality Assessment                                                       | 5          |
|                                         | 103-2 | The management approach and its components                                                                                    | Approach to Sustainability; Security of Information                          | 6<br>7-8   |
|                                         | 103-3 | Evaluation of the management approach                                                                                         | Security of Information                                                      | 7-8        |
| GRI 418: Customer Privacy               | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data                                  | Security of Information                                                      | 7-8        |
| Business Ethics and Anti-corruption     |       |                                                                                                                               |                                                                              |            |
| GRI 103: Management Approach            | 103-1 | Explanation of the material topic and its Boundary                                                                            | Materiality Assessment                                                       | 5          |
|                                         | 103-2 | The management approach and its components                                                                                    | Approach to Sustainability; Business Ethics and Anti-Corruption              | 6<br>7     |
|                                         | 103-3 | Evaluation of the management approach                                                                                         | Business Ethics and Anti-Corruption                                          | 7          |

|                              |       |                                                                                                    |                                                               |           |
|------------------------------|-------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------|
| GRI 205: Anti-Corruption     | 205-3 | Confirmed incidents of corruption and actions taken                                                | Business Ethics and Anti-Corruption                           | 7         |
| Employment Practices         |       |                                                                                                    |                                                               |           |
| GRI 103: Management Approach | 103-1 | Explanation of the material topic and its Boundary                                                 | Materiality Assessment                                        | 5         |
|                              | 103-2 | The management approach and its components                                                         | Approach to Sustainability; Employment Practices and Benefits | 6<br>8-11 |
|                              | 103-3 | Evaluation of the management approach                                                              | Employment Practices and Benefits                             | 8-11      |
| GRI 401: Employment          | 401-1 | New employee hires and employee turnover                                                           | Profile of our Workforce                                      | 9-10      |
|                              | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Employment Practices and Benefits                             | 11        |