



**SUSTAINABILITY REPORT
2021**



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BOARD STATEMENT



In this AF Global Limited's Sustainability Report, we have presented an update on our sustainability efforts for the financial year ended 31 December 2021 ("**FY2021**").

The Board had reviewed and determined that the material Environmental, Social and Governance ("**ESG**") issues identified remained relevant and significant to our organisation and key stakeholders. In FY2021, the Board continued to oversee the management and monitoring of these ESG factors as part of its overall responsibility of directing and leading the organisation towards our mission of value creation and building a sustainable business.

In view of the global and far-reaching impact of the COVID-19 pandemic, significant measures were taken at each of our assets, topmost being the safety and security of our employees and guests. Protective apparatus, rigorous disinfection, safe distancing were introduced at each of our assets in line with respective government guidelines. Headcount and manning were restructured and reorganised operationally, whilst prioritising the welfare of our employees, guests and the maintenance of the assets. These measures will be reviewed and adopted as the pandemic situation evolved to ensure our assets remain sustainable and would emerge in a stronger position.

ABOUT THE REPORT

2.1 Report Scope

This report covers the sustainability performance of AF Global Limited and its subsidiaries (“**Group**”) for FY2021. The scope of this report will focus on the sustainability performance, activities and initiatives that are under our direct control, and excludes joint ventures which are not directly under our control. Material issues and topics described have been selected according to their level of significance within the Group’s boundaries, the sustainability context and the stakeholders’ expectations, and for comparability of our performance indicators over time. In this respect, this report contains information for our core hospitality business in the material operational territory Phuket and excludes our operations in Ho Chi Minh City and Vientiane, as well as ad hoc projects.

2.2 Report Methodology

This report was prepared based on the requirements of ‘In accordance’ – Core option of the Global Reporting Initiative’s (GRI) Standards Sustainability Reporting Guidelines. We have chosen the GRI Standards reporting guidelines for its detailed guidance on the disclosure of governance approach and of the environmental, social and economic performance. This report also takes into consideration the primary components of the report content as set out by the Singapore Exchange’s “Comply or Explain” requirements for sustainability reporting. Our data are reported in good faith and to the best of our knowledge. We will continue to improve our data collection processes.

We did not seek external independent assurance of the data in this report.

2.3 Report Structure

This Sustainability Report is structured to reflect the interests of our key stakeholders. We have identified five key stakeholder groups, namely, the Environment and Future Generations, Employees, Customers, Suppliers and Communities. For each stakeholder group, we describe our management approaches, the material issues identified as well as how the issues are prioritised and managed. We further present our initiatives and outcomes in the areas of environmental, social and economic issues relevant to our topics and boundaries. Information on identified key performance indicators and performance targets are also provided.

The information regarding the basis for report boundaries and our materiality assessment is provided in section 4.

Together, this report provides the basis for our responses and disclosures to the GRI Standards ‘In accordance’ – Core option requirements. Relevant sections in this report are referenced in the GRI Content Index provided in section 7.

2.4 Report Contact and Feedback

We welcome and value your feedback and suggestions on the content of this report and any aspect of our sustainability performance. Should you have any feedback or suggestion pertaining to this report, please contact us through the following channels:

- ❖ In writing to:
AF Global Limited
Aspial One
55 Ubi Avenue 3 #04-01
Singapore 408864

- ❖ Via our email address at info@afgl.com.sg

This report is provided in PDF format only and is available for download on our website: www.afgl.com.sg.



CORPORATE PROFILE

3.1 Mission and Values



MISSION

Dedicated to creating value and building a sustainable business.

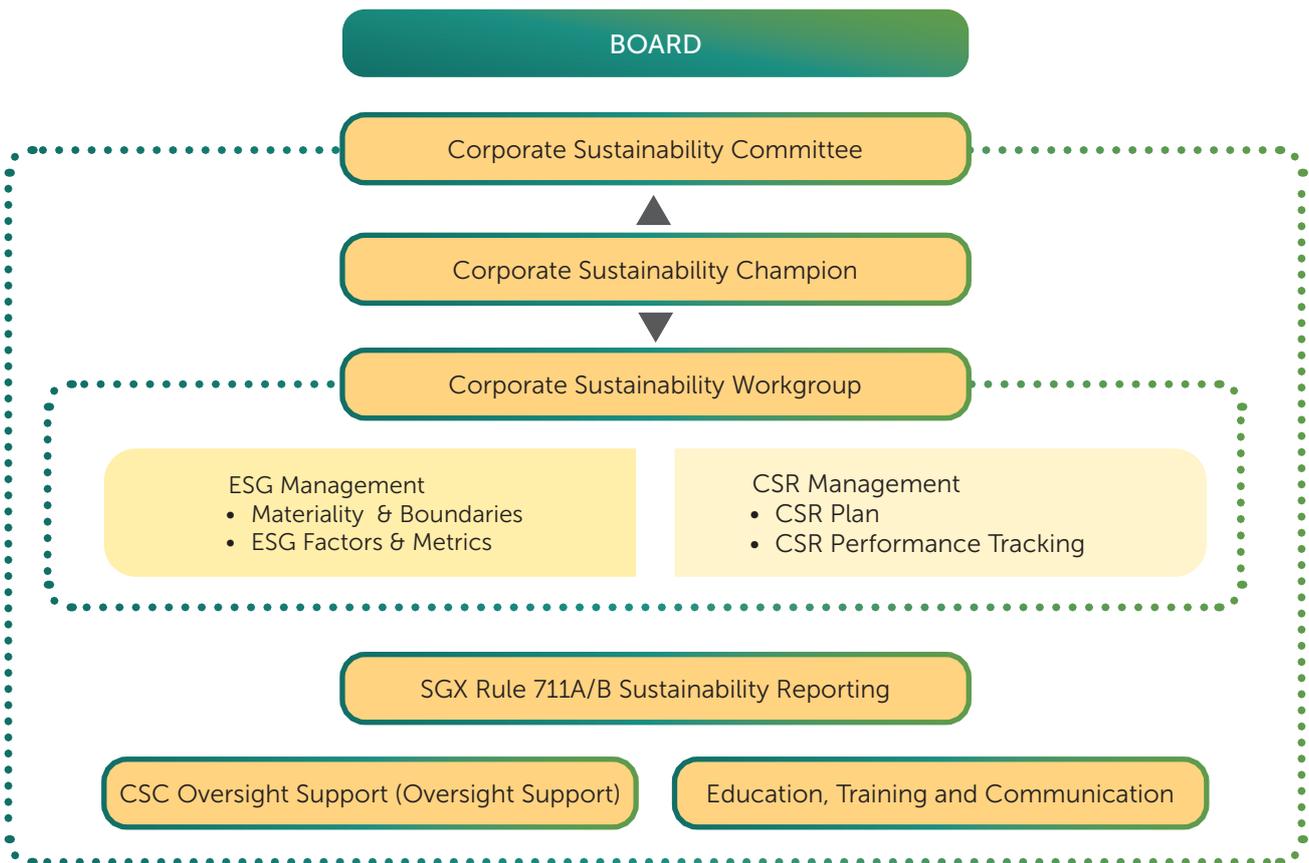


VALUES

- Integrity
- Customer Focus
- Ownership
- Embrace change
- Teamwork
- Pursuit of Excellence

3.2 Governance

The Board oversees corporate governance and operational matters relating to our business. For corporate sustainability, the Board is supported by the Corporate Sustainability Committee (“CSC”) which is chaired by the Chief Executive Officer and includes designated senior executives. CSC provides leadership and approval over corporate sustainability matters such as Corporate Social Responsibility (“CSR”) plans, community investment and environmental initiatives. Supported by CSC, the Corporate Sustainability Champion together with the Corporate Sustainability Workgroup, engages businesses and functions in collectively executing the CSR plan, identifying and managing the Environment, Social and Governance (“ESG”) Factors as well as engaging key stakeholders. Businesses and functions provide back-to-back assurance over the quality of information for sustainability reporting.



3.3 Ethics and Compliance

Being a listed company on the Singapore Exchange, we are committed to uphold high standards of corporate governance as required in the listing rules. We abide by local and international best practices. Our corporate governance framework covers ethics and compliance through a Code of Conduct as well as action guidelines which are communicated periodically. Communication channels are in place to enable employees and individuals engaged in business activities to report unethical behaviour. We have a designated officer who maintains a register of incidences regarding ethics and compliance issues and escalates to the management where appropriate.

INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

Corporate Social Responsibility is a key driver towards long-term sustainability which is pragmatically integrated into our business practices and our corporate culture.

Being in the hospitality business, we are in a privileged position to raise awareness on the importance of sustainability and allow our guests to participate in some of the sustainability initiatives during their stay with us in our hotel. We have engaged global professional hotel management companies reputed for their experience and approach toward sustainability so as to tap into their valuable knowledge to help us in implementing and integrating sustainability in our daily business practices and operational activities. We aim to create a culture of sustainability among our staff in every aspect of our hotel operations, a culture which allows us to imprint positive influence on our guests through their experience with us.

4.1 Sustainability Management Framework

In July 2017, we established our sustainability reporting framework. We performed an analysis on our business and operation models to establish the basis for our stakeholder mapping and materiality assessment. Through our analysis, we identified five key stakeholder groups within our sustainability context and their respective material issues are shown in this report.

4.2 Key Stakeholders and Material Issues

We have a review, assessment and feedback process in relation to ESG topics. The key to this is a risk assessment exercise which entails the identification, assessment and documentation of material risks and corresponding internal controls. Such material risks include fraud and corruption, environmental, health and safety, and human capital risks. We review the adequacy and effectiveness of our risk assessment process in response to changing business and operation environment.

We also identify and review material issues that are most relevant and significant to us and our stakeholders. Priority is given to issues important to society that is applicable to us. We then prioritise our sustainability efforts and report issues that are most material to our business and stakeholders.



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INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

Stakeholders	Material Issues	Significance
Environment and Future Generation	<ul style="list-style-type: none"> ❖ Climate change ❖ Natural disaster ❖ Urbanisation, pollution etc. 	<p>Our core business is in the area of hospitality. Our hotel provides comfortable and conducive accommodation to our guests. Climate change such as monsoon seasons and pollution directly affect the holiday or business-related experience of our guests.</p> <p>Our sustainability agenda for the environment and future generation has evolved over many years and is vital to our business operations as well as being instilled into the day-to-day work practices of all our staff. Our measures focus on the key goals of reduction of energy and water consumption, reduction of carbon footprint, and raising staff awareness on sustainable issues.</p>
Employee	<ul style="list-style-type: none"> ❖ Employee skill set ❖ Employee equal opportunity based on merit ❖ Non-discrimination ❖ Code of conduct ❖ Human rights 	<p>Our employees want to work in a company that is ethical and empathetic, where they will be motivated and empowered to meet their full potential, both professionally and personally.</p> <p>Through mutual respect and equal opportunities based on merit, we develop a culture of goodwill and motivation with the employees. Such culture will translate into hospitality towards our hotel guests.</p>
Customer	<ul style="list-style-type: none"> ❖ Customer health and safety ❖ Terrorism ❖ Consumer trends 	<p>The safety and security of guests are of paramount importance, particularly as the hotel is located in a tourist destination (i.e. Phuket) with incidents of theft and rowdy tourists' behaviour. Fire, life and safety related standards and Tsunami evacuation are strictly adhered to, in compliance with legal regulations. Such measures instill guest confidence in the hotel and the brand.</p> <p>Our service and product are continuously upgraded in line with consumer trends, allowing the hotel to be competitive in the market.</p>
Supplier	<ul style="list-style-type: none"> ❖ Sustainable and quality supplies ❖ Ethical practice of suppliers 	<p>Working closely with suppliers and channel partners would boost competitiveness and encourage sharing of sustainable practices.</p>
Community	<ul style="list-style-type: none"> ❖ Preserving culture and heritage of the local community ❖ Goodwill with local community 	<p>Our hotel maintains good relationships with our neighbours in the city and area where it is located. Neighbours are engaged on a regular basis.</p> <p>Management team members are involved in local associations which promote various community causes. Such measures help to build the hotel's reputation in the local community.</p>
Common to all Stakeholder Groups	<ul style="list-style-type: none"> ❖ Compliance with prevailing laws and regulations. ❖ Respect local culture, stakeholders and norms within the laws and regulations. 	<p>Legal compliance and ethical actions form the core of our business, and our ethos is exemplified by strong corporate governance, transparent reporting and open communication with all our stakeholder groups.</p>

INTEGRATING SUSTAINABILITY INTO OUR BUSINESS

4.3 Awards and Achievements

Holiday Inn Resort Phuket



2021 Travelers' Choice awarded by Tripadvisor



Hotel's internship program trainer receiving an award from The Office of Vocational Education Commission



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STAKEHOLDER ENGAGEMENT

We believe that good CSR practice goes hand-in-hand with good corporate management practice. We also recognise that it is vital that our management approaches are adaptable to the dynamics of business and operation environment across geographic boundaries in such a way that we can continuously assess our impacts, develop sustainability objectives and respond in a proper manner to meet expectations.

Communication and provision of appropriate feedback mechanisms which will allow us to monitor and evaluate performance as well as explore new possibilities is critical in sustainability reporting. This is managed through a CSR plan.

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Environment and Future Generation	Hotel guidelines are geared towards reduction of energy and water consumption, reduction of our carbon footprint, improving guest comfort, and raising staff awareness on sustainable developments.	<p>Green solutions by using energy-efficient lighting and lighting controls, installing occupancy sensors in offices and public areas, stopped providing plastic straws and provides drinking water in reusable glass bottles, implementing sustainable pest control management and landscape management plan.</p> <p>Progressive replacement to more energy and water efficient appliances such as central chiller system, dishwashers, ice machines, refrigerators, pumps, boilers, televisions, bathroom fixtures etc.</p> <p>Introduction of "A Greener Stay" programme where guests who refuse housekeeping services are rewarded. Guests are encouraged not to replace their towels and linen every day. In addition, miniature one-time use bathroom amenity bottles have been replaced with bulk dispensers to reduce wastage.</p>	<p>Regular operational reviews allow for trending and long-term monitoring of consumption which can be used for future planning purposes.</p> <p>Reduces energy and water usage and cost.</p>	Hotel operations in Phuket

STAKEHOLDER ENGAGEMENT

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Employee	Our hotel has created an environment where the staff are aligned and committed. We attract, develop, motivate and retain talent to work in all departments.	<p>Employees are regularly engaged through town-hall meetings and informal channels.</p> <p>Employees who have demonstrated excellent service are recognised.</p> <p>Surveys are in place to engage employees where employees can provide feedback on their work, managers, satisfaction etc.</p> <p>Various channels of communications are also in place for employees to provide feedback, including confidential reporting online/mobile hotline to encourage anonymous employee feedback when necessary.</p> <p>Employees are provided with cross-exposure opportunities and have access to multiple training platforms to develop their capabilities.</p>	<p>Results of the official survey report are shared among various levels of management and staff. Action plan has been created to improve staff satisfaction.</p> <p>Independent investigation on anonymous feedbacks are carried out with appropriate follow-up action taken.</p>	Hotel operations in Phuket
Customer	We strive to deliver the best quality product, together with the best service in a safe environment for our guests. Guests' feedback is valued. Loyal customers are also rewarded and recognised.	<p>There are many avenues where our guests can express their opinions and reviews for further improvement. Examples of such diverse avenues are online guest surveys, social media channels, online review sites such as Tripadvisor, and loyalty programme. All feedback from guests are monitored regularly and addressed as soon as practicable.</p> <p>Staff members are trained to assist guests to evacuate the premises in the event of natural disasters. Evacuation routes and assembly grounds have been demarcated and adequate supplies and equipment have been stored in these assembly grounds.</p>	Higher guest satisfaction results in more repeat guests and enhances the hotel reputation.	Hotel operations in Phuket

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STAKEHOLDER ENGAGEMENT

Stakeholder	Management Approach	Initiatives	Outcome and Responses	Boundaries
Supplier	Supplier selection and review process.	Feedback and communication with suppliers on products, services and sustainable practices.	Supplier engagement and alignment of goals.	Hotel operations in Phuket
Community	Selection of initiatives that engages the local communities we operate in.	Provide scholarships, in-kind donations and organise charitable activities benefiting local communities. Work placement and internship offers to local educational and vocational institutes.	Increase visibility, create awareness and improve employee satisfaction.	Hotel operations in Phuket

Response to COVID-19 pandemic

As the pandemic situation continues to evolve around the world, the safety and well-being of our guests and team members are our top priority. We have set up rigorous and enhanced cleanliness practices at our premises to ensure that our guests can experience an elevated level of protection.

The hotel had been certified under the Amazing Thailand Safety and Health Administration (SHA) program as a SHA Plus hotel, launched by the Tourism Authority of Thailand in collaboration with public and private sector partners, to boost confidence among travellers that the hotels are following necessary safety and health protocols mandated by the Ministry of Public Health.

Our appointed hotel operator, InterContinental Hotels Group plc (IHG) has a long-standing commitment to rigorous cleaning procedures.

The IHG Clean Promise included an updated IHG Way of Clean program with refined COVID-19 protocols in partnership with Ecolab and Diversey – both world leaders in hygiene and cleaning technologies.

Front Office:

Reduced contact at check-in, touchless transactions, front desk shields, sanitiser stations, sanitised key-cards, paperless check-out

Public Areas:

Additional deep cleaning of high touch surfaces, social distancing, guidance to implement 'last cleaned' charts, and implementation of best practices for pools, gyms and lounges

Food & Beverage:

New standards and service approach to buffets, banquets, room-service

Guest Room:

Removal of in-room furnishings and high-touch items, new laundry protocols, and the addition of in-room IHG Clean Promise cards with cleaning procedures

Meetings & Events:

More frequent cleaning of meeting and event spaces, access to ample hand sanitiser stations, socially-distanced seating and meeting room layout, guidance on management of guest flow, single-serve and pre-packaged meal options

Staff Training:

All staff were trained in the new protocols with special emphasis on health and safety



STAKEHOLDER ENGAGEMENT

5.1 Protecting Our Environment for Future Generations

5.1.1 Our Approach

We continuously seek new and innovative ways to reduce the environmental impact of our products and services while maintaining the quality. We recognise our responsibility to protect the environment for the health and well-being of future generations.

5.1.2 Reduction of Carbon Footprint

We recognise that the effective management and monitoring of carbon footprint can reduce operating costs, raise brand profile, create a competitive edge and increase stakeholder value. Our carbon footprint is measured in terms of Greenhouse Gas (GHG) emission. However, GHG emission is an absolute measure of how much carbon dioxide equivalent (CO₂e) is emitted. Our GHG emission is predominantly indirect (Scope 2) emission. We have direct (Scope 1) emissions and we do not include the GHG emissions generated by our suppliers (Scope 3).

Considering the changes and dynamics of business and operations, we established our GHG emission efficiency index for consistent tracking of carbon footprint over time. To this end, we have set a target for GHG emission efficiency improvement of 10% from our 2017 level by 2030.

In FY2021, our GHG emission efficiency index stands at 412,571 kgCO₂e per SGD million, which is 136% higher than our base year 2017. This is due to low revenue from the temporary hotel closure amid the COVID-19 pandemic as travel restrictions were imposed on international arrivals. Domestic travellers were cautious and occupancies remained low after the hotel re-opened. Although electricity consumption (in kWh)

was 33% lower than FY2020, the low revenue had resulted in a higher GHG emission efficiency index. As a result, the index may not be comparable to prior years with normalised business activities. We will continue to monitor our performance and work towards our 2030 goal.

5.1.3 Reduction of Paper Consumption

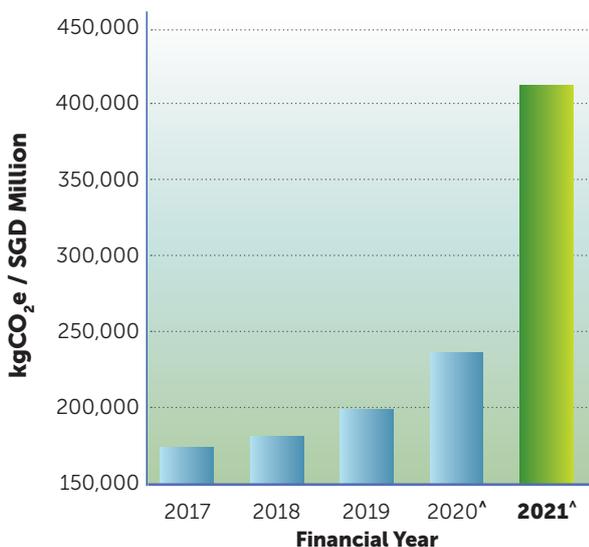
Our employees are urged to minimise paper wastage at work by adhering to our internal guidelines. For example, double-sided printing is set as a default, lower grammage paper is used for daily printing, and blank sides of unneeded single-sided copies are used for printing drafts.

We have implemented a digital document management system with an aim to improve operational efficiency, security and reduce paper consumption. We hope to eventually evolve into a paperless working environment.

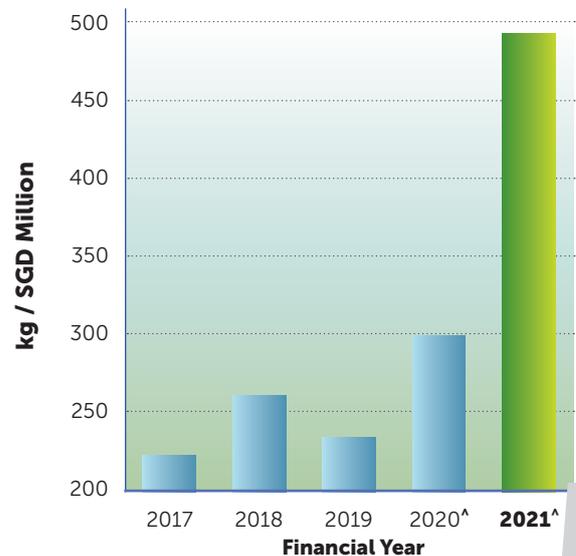
Considering the changes and dynamics of business and operations, we established our paper consumption index for consistent tracking of paper consumption over time. To this end, we have set a target for a reduction in paper consumption of 10% from our 2017 level by 2030.

In FY2021, we consumed a total of 1,294 kg of paper. The paper consumption index stands at 486 kg per SGD million which is 118% higher than our base year 2017. We reduced paper consumption (in kg) by 79% from our base year 2017 with the digitalisation of certain processes but the low revenue as explained in section 5.1.2 above resulted in a higher index. As a result, the index may not be comparable to prior years with normalised business activities. We will continue to monitor our paper consumption and work towards our 2030 goal.

GHG Emission Index



Paper Consumption Index



[^]Due to low revenue with the onset of the COVID-19 pandemic.



STAKEHOLDER ENGAGEMENT

5.1.4 Promoting Green Practices

Our hotel has been implementing green solutions suitable for its operating environment. Green solutions are initiatives that the hotel can implement to progressively improve its operation practices toward its sustainability goals. Each green solution lays out the steps that the hotel must take to implement the solution. Such initiatives are to be implemented through areas such as design, operational procedures and adaptation of green technologies to achieve objectives such as reducing energy, water and waste, cutting carbon emissions, improving guest health and comfort as well as reducing operating and maintenance costs.

Examples of green solutions range from using energy-efficient lighting and lighting controls, installing water-efficient bathroom fixtures to using energy efficient appliances or any other alternative energy sourcing.

5.1.5 Hotel Sustainability Initiatives

Our hotel proactively track sustainability indicators as a core part of our hotel management practices. Some key indicators are shown in section 6.3.

5.2 Caring for Our Employees

5.2.1 Our Approach

Our people are our valuable resource and investing in their professional development is vital to our business sustainability. Our goal is to establish work ethics among our employees, which are in line with our core values and code of conduct.

We recognise that a motivated workforce will convey a positive message to all our key stakeholders. By attracting, nurturing, empowering and rewarding our employees, we create an environment conducive for innovation and inspiration which will boost our competitiveness.



Our business operates in an environment with diverse races, cultures and geographic locations. With this in mind, our Human Resource (HR) polices take into consideration the prevailing laws and regulations as well as local culture, norms and sensitivity.

5.2.2 Employment Practices

Our HR management principles and policies have been developed and established based on fair employment practices with the goal of attracting, developing and retaining a robust and motivated workforce. Our HR policies cover key areas such as remuneration, benefits, and training. Our performance-based reward scheme provides guidance and motivation to our employees to perform to their potential in alignment with the objectives of the Group.

5.2.2.1 Communication

As we grow, effective and regular communication across the organisation is crucial to ensure continuous alignment of objectives between the employees and the organisation. We achieve this through our various communication sessions customised based on the target employees. Communication sessions for our managers are held on a regular basis. The agendas covered at these sessions are customised as appropriate to the target functional scope of the managers.

5.2.2.2 Employee Feedback

We value our employees' expertise in their areas of responsibilities. Therefore, their feedback is important in the improvement of overall management and operations of the organisation. Through various established processes of employee engagement, such as employee objective setting, performance review as well as exit interviews in events of resignations, we gather valuable feedbacks for continuous improvements to the organisation.

In addition, there are other feedback channels for areas specific to business and function, such as the whistle-blowing policy on control and compliance issues. This policy allows staff to raise their concerns in confidence about possible improprieties in matters of financial reporting or other matters. We also accept anonymous reports to ensure that independent investigations of such matters are carried out and that appropriate follow-up action is taken.

STAKEHOLDER ENGAGEMENT

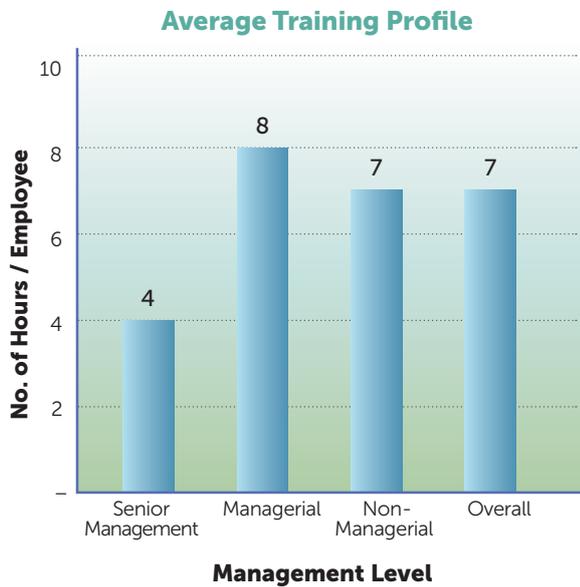
5.2.2.3 Career Development and Training

We recognise that education and training is essential in maintaining a competitive workforce. Employee career development and performance management are established based on merit and contribution.

Training programmes cover a variety of areas catering for employees with different job scopes and skills requirements. The contents are guided by industry standards. In addition, specific training are provided based on the specific requirements of the businesses and functions. Training topics range from soft skills such as communication and hospitality to technical programmes covering safety and office productivity tools.

In FY2021, each employee received an average of 6.7 hours of training. We recognised that the training requirements vary depending on the levels of management responsibilities. However, due to the pandemic, the hospitality business needs to be more agile and adaptable because of lesser manpower. Hence, managerial and non-managerial staff received more training to upskill and equip themselves with different skillsets. Senior management registered an average of 4.4 hours of training per person while managerial and non-managerial staff received an average of 7.8 hours and 6.7 hours of training respectively. We will continue to monitor our performance and work towards our 2030 goal.

In the interest and well-being of the staff, training sessions were held online to prevent large groups from congregating. Training related to new safety measures and cleaning protocols were reinforced for all staff.



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STAKEHOLDER ENGAGEMENT

5.2.3 Workforce Diversity

In FY2021, 110 of our employees were male, comprising 58% of our workforce, while 81 (42%) employees were female. In terms of management function (excluding senior management), 17 males (57%) held managerial positions compared to 13 females (43%), while 88 males (58%) and 63 females (42%) held non-managerial positions. The male to female ratio with respect to managerial and non-managerial positions were 1.31: 1 and 1.40: 1 respectively. From age profile perspective, there were 28 employees below 30 years old. The number of employees between 30 and 50 years old was 137 while 26 employees were above 50 years old.

In addition to the human resources we manage, we also engage external contracted companies as our outsourced vendors to provide personnel, who might work within our premises. Although we supervise these individuals, they are employed by contracted companies and are not included in our head count. We do not employ other types of un-contracted workers.

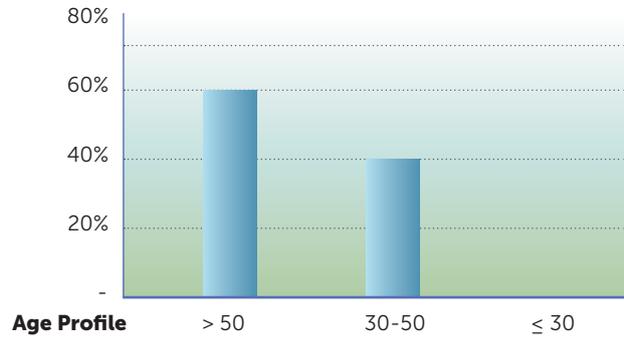
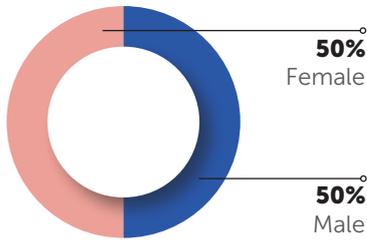
We expect that the contracted companies we work with will share our core principles of HR management practices. In the event that this expectation is compromised, we will evaluate if we will continue to engage them.

Workforce Profile

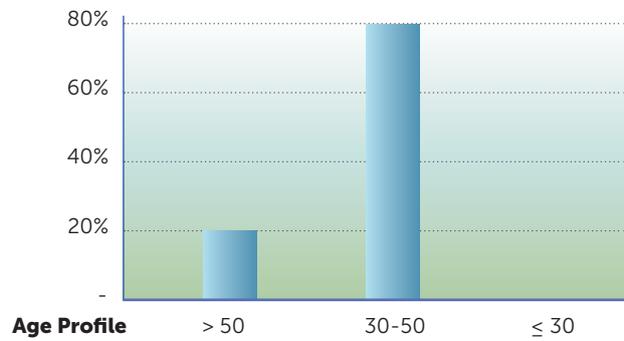
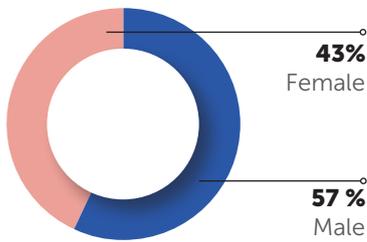


STAKEHOLDER ENGAGEMENT

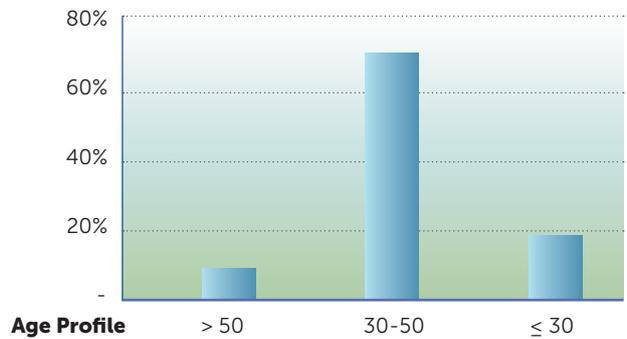
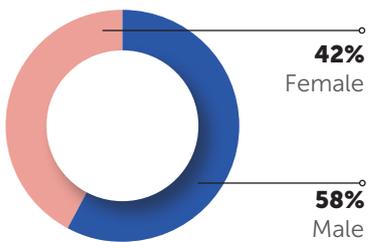
Senior Management



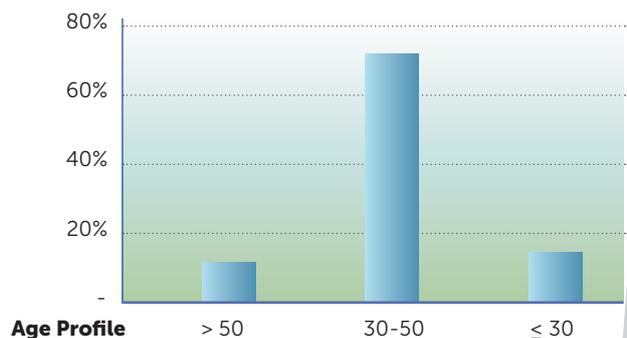
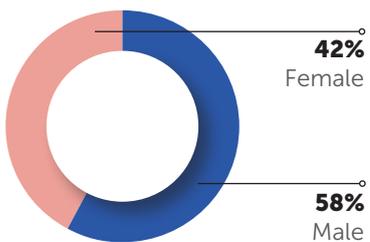
Managerial Staff



Non-Managerial Staff



Overall



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STAKEHOLDER ENGAGEMENT

5.2.4 Employee Benefits

To ensure our workforce is well taken-care of, our employees are provided with statutory benefits as well as market-competitive non-statutory benefits, such as extensive group employee insurance, flexible work arrangements, wellness programmes, and COVID-19 health care packs.

5.2.4.1 Retirement and Healthcare

Our Group has presence overseas where there are local laws and regulations on pension and healthcare for employees. Our HR management practices comply with these applicable laws and regulations.

5.2.5 Safety and Health in the Workplace

We are committed to workplace safety and health and take precautions to prevent occupational injuries among employees, as well as providing a safe and healthy environment for our guests. We believe that safe work conditions will also boost employees' morale.

We work closely with IHG and the hotel's Executive Committee, to create monitoring, reporting, and assurance protocols, to oversee key areas of uncertainty and manage the effectiveness of risk management and internal control arrangements, including in relation to safety and security. IHG's Brand Safety Standards are also implemented, which specify reasonable and practicable measures to mitigate foreseeable health, safety and security risks. Full, selected or sample inspections were conducted periodically to ensure compliance to IHG's Brand Safety Standards.

IHG's Brand Safety Standards are also designed to anticipate and identify safety and security risks in an evolving landscape and provide appropriate levels of control necessary to mitigate against significant incidents. Regular meetings by IHG's regional and global subject matter experts in safety and security with hotel operations support teams, such as Engineering, Food and Beverage, Rooms and Human Resources, to review, renew and set operational safety and security policies and procedures.

Besides the IHG's Brand Safety Standards, we also constantly sought the feedback of our hotel employees regarding potential safety and health risks and hazards in the workplace. Potential safety and health risks and hazards are being reported to the hotel's Executive Committee, for their investigation. The results from the investigation will then be managed through multi-layered training guidance that is specific to improve safety and health for our employees and our guests.

In FY2021, safety trainings were conducted, covering areas such as:

- Risk management
- Fire and disaster drills
- Safety and security
- Emergency management
- Tsunami and fire evacuation
- COVID-19 awareness
- Renewal of electrician licenses
- Certified gas operator licenses
- Hygiene standards
- Food handling certification
- First aid and cardiopulmonary resuscitation (CPR)
- Counter-terrorism

The COVID-19 pandemic has also provided us with opportunities to improve our existing safety and health protocols. At the end of 2021, all our employees had received at least 3 doses of COVID-19 vaccine. Together with IHG's Brand Safety Standards and Way of Clean programme, safety protocols were introduced, including temperature-taking and symptom screening, mask-wearing, hand-sanitising, social distancing, appropriate signages and regular antigen test kit (ATK) testing measures for the safety and well-being of our employees and guests. Personal protective equipment and test kits are also readily available where required.



5.2.6 Individual Rights

Protecting basic human rights is fundamental to all our operations. Labour rights, the prohibition of discrimination and harassment, protection of privacy, prohibition of forced and child labour, and workplace health and safety are observed within the work environment. Discrimination and harassment are not tolerated.

STAKEHOLDER ENGAGEMENT

We also respect our employees' rights to freedom of association as well as their membership with trade unions and other professional bodies.

In FY2021, no incidents of forced labour, child labour or young workers were identified across the organisation, and no human rights-related grievances have been reported.

5.3 Focusing on Our Customers' Needs

5.3.1 Our Approach

Safety within our hotel premises have always been our key priority.

Open and frequent communication and responsive feedback are ingrained into our daily activities with customer interaction. In addition to striving for excellence in our product, service and support, we attach importance to data privacy. We have processes and controls in place over confidential and sensitive data related to our customers.

5.3.2 Health and Safety

Providing an accommodating atmosphere that does not compromise safety is the biggest challenge that hotels face. Achieving these goals require a multifaceted plan that starts with staff training and guest education about safety and security issues. Our hotel management consistently enforce established security policies, such as allowing only registered guests on hotel property. Constant planning to stay ahead of these issues is also a must, especially when the hotel hosts public events.

5.3.2.1 Access Control

Controlling access is an important part of hotel security planning to prevent criminal activities such as theft from guest rooms. Our contractors and staff are trained in controlling room key distribution and restricting access to registered guests only. Security personnel are stationed at all main access points to greet people, while deterring anyone with no business from entering the property, especially disruptive or intoxicated non-guests.



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STAKEHOLDER ENGAGEMENT

5.3.2.2 Guests Education

Hotel employees have a responsibility to educate guests on safety and security responsibilities. The challenge for staff is to get the message across without negatively affecting the customer's experience. For instance, the bellman can gently remind guests the importance of locking room doors to prevent theft when delivering luggage to guests' rooms. Front desk staff can also subtly discourage guests from actions that leave them vulnerable to crime, such as flashing their room key cards with room numbers. Our staff are trained to manage such delicate situations in a professional manner to ensure the safety of our guests.

5.3.2.3 Public Areas Patrol

Technology has come a long way in helping hotels upgrade basic security measures. Closed-circuit TV cameras with recording systems are essential for securing such busy public spaces such as bars, lounges, parking lots, and loading bays. However, these areas also allow open access to disruptive persons, muggers and pickpockets. Monitoring of the camera images by staff and proper lighting reduces the chances for such crimes.

5.3.2.4 Staff Training

Hotel guests can participate in relevant safety programmes carried out by the hotel. Our hotel staff are trained with the objective of ensuring a consistent, professional response to emergencies. Our staff are empowered to take responsibility in addressing unusual behaviour that occurs on hotel property, without jeopardising their own safety.

5.3.3 Data Safety and Privacy

Ensuring safety and privacy of our customers' data is our priority. We handle and communicate sensitive and confidential information of our customers such as guest registration, home addresses and credit card information with due care to ensure our customers' data are managed in accordance to the level of confidentiality. We observe local laws and internal regulations applicable to personal information protection.

5.4 Partnering Our Suppliers

5.4.1 Our Approach

Our supply chain activities can be split into two broad categories: corporate supply chains and hotel supply chains. Our corporate supply chains cover procurement for our corporate offices. At the hotel level, supply chains cover procurement for items required for running a hotel and cover a wide range of items including food, linens, cleaning supplies and furniture. We believe that building strong relationships with our suppliers is essential in achieving sustainable business practices throughout our supply chains. We recognise that it is a continuously evolving process and hence, we have to be pragmatic in terms of communication and expectation of our key suppliers.

5.4.2 Supplier Selection

Our key suppliers are selected through our supplier selection process. When selecting our key suppliers, we examine criteria such as financial health, quality of products and services and competitiveness of pricing. Our final decision on supplier selection will be based on the overall assessment which takes a balanced view across all selection criteria.

5.4.3 Supplier Review

We review the performance of our key suppliers to determine whether to extend our partnership with them. Such review process allows us to evaluate and ensure that our key suppliers' services and products aligns to our business requirements and sustainability objectives.

STAKEHOLDER ENGAGEMENT

5.5 Supporting Our Community

5.5.1 Our Approach

We believe in giving back to the communities we conduct our business in. Over the years, we have been providing support to local schools, families with financial difficulties and disaster relief efforts. To this end, our engagement programmes encompass financial and practical support to carefully selected beneficiaries, such as fundraising and voluntary activities like donations of cash and necessities.

These continuous out-reach efforts have fostered goodwill, improved relations and communication, and helped to nurture a stable and peaceful local environment.

Our community initiatives are managed according to how closely they align with our own community engagement goals, the anticipated staff participation rate, and the tangible impact on the beneficiary.

5.5.2 Our Community Initiatives Highlight

- **Providing support to Phuket Rajabhat University Field Hospital**

Holiday Inn Resort Phuket donated goods and necessities to support a local temporary hospital set up to accommodate and treat COVID-19 patients.

- **Donation to iCare Thailand Foundation**

Through the iCare Thailand Foundation, Holiday Inn Resort Phuket donated second hand toys and stationery as Children's day gifts for underprivileged children.

- **Blood Donation Drive**

Holiday Inn Resort Phuket regularly supports the Phuket blood bank by hosting the blood donation drive organised by a local hospital.

- **Beach Clean-up Project**

In collaboration with Phuket Hotels Association, Holiday Inn Resort Phuket management and staff took part in Phuket Green Day Beach Cleaning at Patong Beach.



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PERFORMANCE TABLE

6.1 Energy Usage and CO₂ Emissions

Direct and indirect CO₂ emissions from fuel and electricity consumptions are measured in GHG emissions in kgCO₂e while electricity consumption is measured in kilowatt hour (kWh). We purchased fuel and electricity from non-renewable sources.

Our business and function grow over time and the GHG emissions and electricity consumption patterns vary. To ensure consistency and comparability of the GHG emissions and electricity consumption measures over time, we create a GHG emission index and electricity consumption index for our performance monitoring. The index adjusts the GHG emissions and electricity consumption for the size of our activities. We normalise the amount of GHG emissions and electricity consumption by the amount of our revenues which we use as a proxy of the size of our activities. The GHG emission index is measured in kgCO₂e per SGD million and the electricity consumption index is measured in kWh per SGD million.

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
GHG Emission Index (kgCO ₂ e/SGD million)	174,476	179,374	198,366	231,353	412,571	223,921 [3%]	384,177 [7%]
Electricity Consumption Index (kWh/SGD million)	414,102	425,592	469,241	541,014	918,148	524,182 [3%]	857,542 [7%]
Electricity Consumption (kWh)	11,688,796	11,780,879	10,961,460	3,667,183	2,445,782	3,667,183 [-]	2,445,782 [-]

FY2021 Performance

The GHG emission index and electricity consumption index are 136% and 122% higher than our base year 2017 and is behind our year-to-year expectation of 3% improvement.

Although electricity consumption (in kWh) was 33% lower than FY2020, low revenue due to the onset of the COVID-19 pandemic had resulted in a higher index. Revenue was adversely affected by temporary hotel closure and low occupancies amid the COVID-19 pandemic whilst certain electricity usage is still necessary for the maintenance and hygiene of the hotel. Hence, our performance in FY2021 and FY2020 may not be comparable to prior years with normalised business activities.

We will continue to monitor our performance and work towards our 2030 goals of 10% improvement from 2017 level.

PERFORMANCE TABLE

6.2 Paper Consumption

We capture the data for paper consumption by the number of reams used, where one ream is equivalent to 500 sheets of paper. To ensure consistency and comparability across various paper sizes, such as A3 and A4 papers, we measure paper consumption by the weight of paper used which is adjusted for the various sizes and quality of papers.

Our business and function grow over time and the paper consumption patterns vary. We devise a paper consumption index for our performance monitoring. The index adjusts the paper consumption for the size of our activities. We normalise the weight of paper consumed by the amount of our revenues which we use as a proxy of the size of our activities. The paper consumption index is measured in kilograms per SGD million.

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Paper Used for Office Printing							
Weight of Paper Consumption (kg)	6,299	7,275	5,489	2,021	1,294	2,021	1,294
Paper Consumption Index (kg/SGD million)	223	263	235	298	486	288 [3%]	454 [7%]

FY2021 Performance

We consumed a total of 1,294 kg of paper in FY2021. The paper consumption index stands at 486 kg per SGD million which is 118% higher than our base year 2017 and is behind our year-to-year expectation of 3% improvement.

We reduced paper consumption (in kg) by 79% from our base year 2017 with the digitalisation of certain processes but the low revenue as explained in section 6.1 above resulted in a higher index. Hence, our performance in FY2021 and FY2020 may not be comparable to prior years with normalised business activities.

We will continue to monitor our paper consumption and work towards our 2030 goal of 10% improvement from 2017 level.

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PERFORMANCE TABLE

6.3 Hotel Sustainability Indicators

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
GHG CO ₂ e Emission per Occupied Room (kgCO ₂ e/room)	40.0	41.9	44.2	67.5	77.5	64.4 [4.6%]	72.9 [5.9%]
Electricity Consumption per Occupied Room (kWh/room)	94.8	99.5	104.6	158.1	172.7	150.8 [4.6%]	163.0 [5.6%]
Water Consumption per Occupied Room (m ³ /room)	1.6	1.9	2.1	4.9	5.7	4.6 [6.1%]	5.2 [8.8%]
Waste per Occupied Room (kg/room)	2.8	2.8	2.8	2.8	3.5	2.8 [-]	3.4 [2.9%]

FY2021 Performance

We have not achieved our year-to-year performance expectation in FY2021.

This is mainly due to temporary hotel closure and low occupancies amid the COVID-19 pandemic. Although electricity consumption (in kWh) was 33% lower, water consumption (in m³) was 29% lower (112,986 m³ in FY2020 to 79,909 m³ in FY2021) and waste consumption (in kg) was 25% lower, low occupancies as explained in section 6.1 above had resulted in higher indicators. Hence, our performance in FY2021 and FY2020 may not be comparable to prior years with normalised business activities.

We will continue to monitor our performance and work towards our 2030 goals of 10% improvement from 2017 level.

6.4 Employment Profile

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Male: Female in non-managerial positions	266: 230 (Total = 496)	239: 221 (Total = 460)	235: 210 (Total = 445)	117: 88 (Total = 205)	88: 63 (Total = 151)	-	-
Male: Female in managerial positions	26: 36 (Total = 62)	36: 38 (Total = 74)	35: 36 (Total = 71)	27: 21 (Total = 48)	22: 18 (Total = 40)	-	-

FY2021 Performance

We have not set a target by gender as our employment profile over the years were relatively balanced.

We will monitor our employment profile every year.

PERFORMANCE TABLE

6.5 Employee Engagement and Training

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Average Training Hours per Employee	12.1	8.8	13.8	8.6	6.7	9.2 [+0.6]	7.7 [+1.0]

FY2021 Performance

In FY2021, the average training hours per employee stands at 6.7 hours which is 5.4 hours lower than our base year 2017. We are 2.5 hours below our target of 9.2 hours for FY2021.

We will continue to monitor our performance and work towards our 2030 goal of an average of 15 training hours per employee.

6.6 Customer Feedback

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Customer Compliments	1,012	1,042	1,075	360	378	-	-
Customer Complaints	160	152	143	60	22	-	-
Customer Satisfaction Index (%)	86	87	88	86	95	86	95

FY2021 Performance

In FY2021, the customer satisfaction index stands at 95% which is 5% higher than our 2030 goal of 90%.

We will continue to monitor our performance.

6.7 Community Contribution

	Performance					Target	
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2021	FY2022
Donation & Fund Raising Events	2	2	4	2	2	-	-
Community Events	2	2	2	3	2	-	-
Volunteer (Man-Hours)	2,560	1,400	1,000	500	60	-	-
Number of Beneficiaries	600	225	202	41	-	-	-

FY2021 Performance

The overall community contribution in FY2021 was comparable to last year although no large scale events were held due to pandemic restrictions. The community events this year were for a cause, rather than contributions to the beneficiaries directly. We have not set a target for community contribution as we have always been committed to participate in local events, charitable and worthy causes year on year.

We will monitor our community contribution every year.



GRI CONTENT INDEX

This report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core option. We did not seek external independent assurance for this report.

N.B.: AR = Annual Report, SR = Sustainability Report (i.e. this report)

GRI Reference	Disclosure	Response	
General Standard Disclosure			
Organisation Profile	102-1	Name of the organisation	SR Section 2
	102-2	Activities, brands, products, and services	AR Pages 4 to 7 and 53
	102-3	Location of headquarters	AR back cover and Page 10
	102-4	Location of operations	AR Page 10
	102-5	Ownership and legal form	AR Pages 53, 76 to 82 and 112 to 113
	102-6	Markets served	AR Page 10
	102-7	Scale of the organisation	AR Page 11
	102-8	Information on employees and other workers	SR Section 5.2.3
	102-9	Supply chain	SR Section 5.4, 5.4.1, 5.4.2, 5.4.3
	102-10	Significant changes to the organisation and its supply chain	There were no significant changes to the organisation and its supply chain
	102-11	Precautionary Principle or approach	SR Section 3.2, 3.3, 4, 4.1, 5, 5.1.1, 5.2.1, 5.3.1, 5.4.1, 5.5.1
Strategy	102-14	Statement from senior decision-maker	SR Section 1
Ethics and Integrity	102-16	Values, principles, standards, and norms of behaviour	AR Pages 14 to 40 (Corporate Governance Report), SR Section 3.1, 3.3
Governance	102-18	Governance structure	AR Pages 14 to 40 (Corporate Governance Report), SR Section 3.2, 3.3
Stakeholder Engagement	102-40	List of stakeholder groups	SR Section 5, 5.1, 5.2, 5.3, 5.4, 5.5
	102-41	Collective bargaining agreements	There were no employees covered by collective bargaining agreements
	102-42	Identifying and selecting stakeholders	SR Section 4.1, 4.2, 5
	102-43	Approach to stakeholder engagement	SR Section 5
	102-44	Key topics and concerns raised	SR Section 4.2, 5

GRI CONTENT INDEX

GRI Reference	Disclosure	Response	
Reporting Practice	102-45	Entities included in the consolidated financial statements	AR Pages 76 to 82
	102-46	Defining report content and topic boundaries	SR Section 2.1, 2.2, 2.3
	102-47	List of material topics	SR Section 4.2
	102-48	Restatements of information	Not applicable
	102-49	Changes in reporting	Not applicable
	102-50	Reporting period	SR Section 2.1
	102-51	Date of most recent report	Sustainability Report 2020
	102-52	Reporting cycle	SR Section 2.1
	102-53	Contact point for questions regarding the report	SR Section 2.4
	102-54	Claims of reporting in accordance with the GRI Standards	SR Section 2.2
	102-55	GRI content index	SR Section 7
102-56	External assurance	SR Section 2.2	
Economic			
Economic Performance	201-1	Direct economic value generated and distributed	AR Pages 48 to 52
	201-2	Financial implications and other risks and opportunities due to climate change	SR Section 4.2, 5, 5.1.4
	201-3	Defined benefit plan obligations and other retirement plans	SR Section 5.2.4.1
	201-4	Financial assistance received from government	Not Available
Anti-corruption	205-1	Operations assessed for risks related to corruption	SR Section 4.2
	205-2	Communication and training about anti-corruption policies and procedures	SR Section 3.3
	205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption
Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	There were no legal actions for anti-competitive behaviour, anti-trust and monopoly practices
Environment			
Energy	302-1	Energy consumption within the organisation	SR Section 5.1.2
	302-4	Reduction of energy consumption	SR Section 5.1.2, 6.1
	302-5	Reductions in energy requirements of products and services	SR Section 6.1

GRI CONTENT INDEX

GRI Reference	Disclosure	Response	
Emissions	305-1	Direct (Scope 1) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-2	Energy indirect (Scope 2) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-3	Other indirect (Scope 3) GHG emissions	<i>SR Section 5.1.2, 6.1</i>
	305-5	Reduction of GHG emissions	<i>SR Section 5.1.2, 6.1</i>
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	<i>No reports were received on non-compliance with environmental laws and/or regulations</i>
Social			
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<i>SR Section 5.2.4</i>
Labour/ Management Relations	402-1	Minimum notice periods regarding operational changes	<i>SR Section 5.2.2.1</i>
Occupational Health and Safety	403-1	Occupational health and safety management system	<i>SR Section 5.2.5</i>
	403-2	Hazard identification, risk assessment, and incident investigation	<i>SR Section 5.2.5</i>
	403-3	Occupational health services	<i>SR Section 5.2.5</i>
	403-4	Worker participation, consultation, and communication on occupational health and safety	<i>SR Section 5.2.5</i>
	403-5	Worker training on occupational health and safety	<i>SR Section 5.2.5</i>
	403-6	Promotion of worker health	<i>SR Section 5.2.4, 5.2.5</i>
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<i>SR Section 5.2.5</i>
Training and Education	404-1	Average hours of training per year per employee	<i>SR Section 5.2.2.3, 6.5</i>
	404-2	Programs for upgrading employee skills and transition assistance programs	<i>SR Section 5.2.2.3</i>
	404-3	Percentage of employees receiving regular performance and career development reviews	<i>SR Section 5.2.2.3</i>
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	<i>SR Section 5.2.3</i>
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	<i>No reports were received on incidents of discrimination or exploitative labour practices</i>

GRI CONTENT INDEX

GRI Reference	Disclosure	Response
Rights of Indigenous Peoples	411-1 Incidents of violations involving rights of indigenous peoples	<i>No reports were received on incidents of violations involving rights of indigenous peoples</i>
Human Right Assessments	412-2 Employee training on human rights policies or procedures	<i>SR Section 5.2.6</i>
Public Policy	415-1 Political contributions	<i>There were no political contributions made</i>
Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	<i>SR Section 5.3.1, 5.3.2</i>
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	<i>No reports were received on incidents of non-compliance with regulations or codes concerning health and safety of products and services</i>
Marketing and Labelling	417-2 Incidents of non-compliance concerning product and service information and labelling	<i>No reports were received on incidents of non-compliance with regulations or codes concerning product and service information and labelling</i>
	417-3 Incidents of non-compliance concerning marketing communication	<i>No reports were received on incidents of non-compliance with regulations or codes concerning marketing communication</i>
Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<i>No reports were received concerning breaches of customer privacy and loss of data</i>
Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	<i>No reports were received on non-compliance with laws and regulations in the social and economic area</i>



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