HOTEL GRAND CENTRAL

SUSTAINABILITY
REPORT

2020

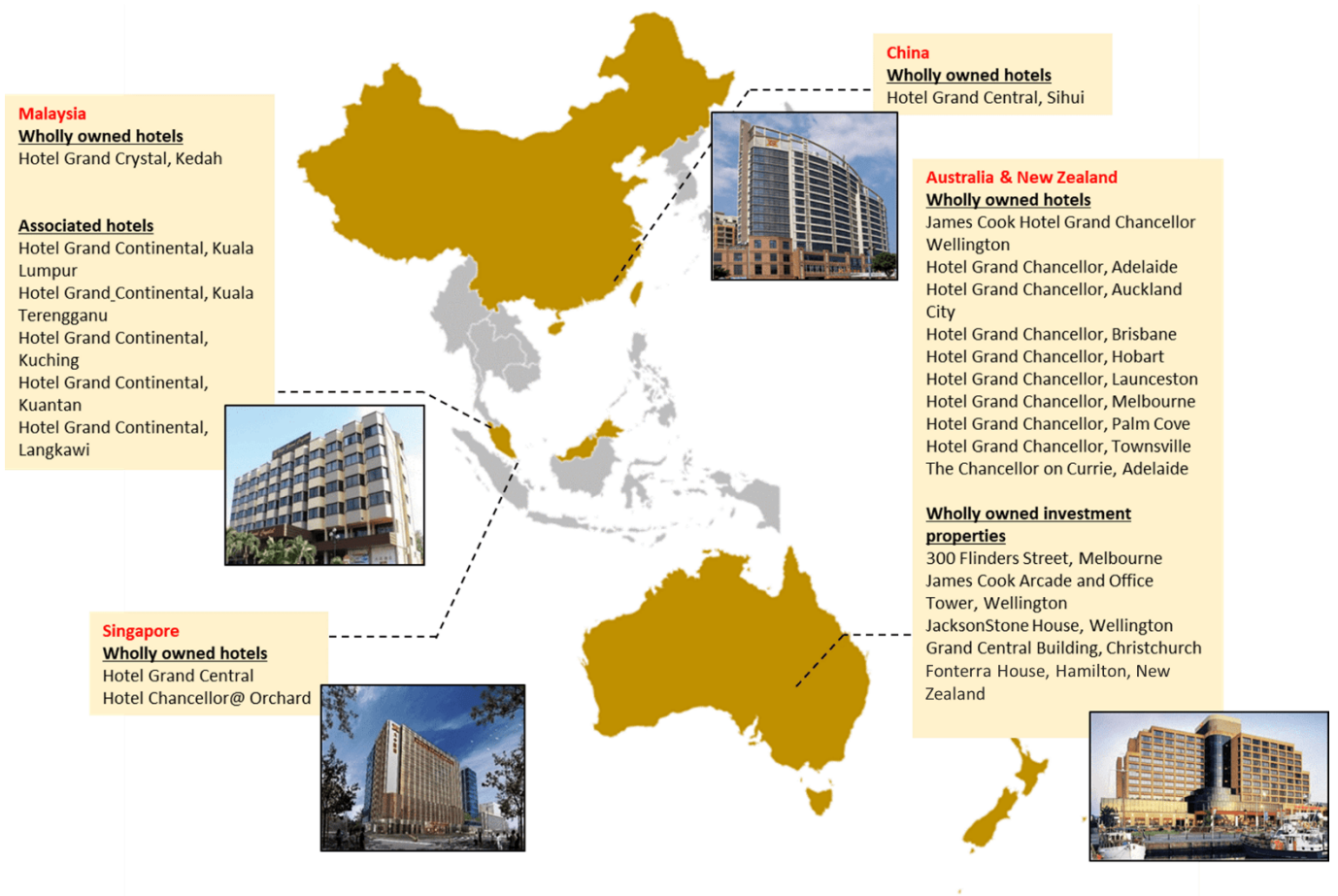# Contents

1. Corporate Profile

Incorporated on 13 June 1968 and listed on the Singapore Stock Exchange since 1978, Hotel Grand Central Limited ("HGC" or "the Group") is an established hotel owner and operator with a regional presence. As of 31 December 2020, the Group possesses 14 wholly-owned hotels and five wholly-owned investment properties across Singapore, Australia, New Zealand, China, and Malaysia. Additionally, the Group owns five associated hotels in Malaysia.

Figure 1: List of HGC's operations

China
Wholly owned hotels
Hotel Grand Central, Sihui

Malaysia
Wholly owned hotels
Hotel Grand Crystal, Kedah

Associated hotels
Hotel Grand Continental, Kuala Lumpur
Hotel Grand Continental, Kuala Terengganu
Hotel Grand Continental, Kuching
Hotel Grand Continental, Kuantan
Hotel Grand Continental, Langkawi

Australia & New Zealand
Wholly owned hotels
James Cook Hotel Grand Chancellor Wellington
Hotel Grand Chancellor, Adelaide
Hotel Grand Chancellor, Auckland City
Hotel Grand Chancellor, Brisbane
Hotel Grand Chancellor, Hobart
Hotel Grand Chancellor, Launceston
Hotel Grand Chancellor, Melbourne
Hotel Grand Chancellor, Palm Cove
Hotel Grand Chancellor, Townsville
The Chancellor on Currie, Adelaide

Wholly owned investment properties
300 Flinders Street, Melbourne
James Cook Arcade and Office Tower, Wellington
JacksonStone House, Wellington
Grand Central Building, Christchurch
Fonterra House, Hamilton, New Zealand

Singapore
Wholly owned hotels
Hotel Grand Central
Hotel Chancellor@ Orchard

2. About the Report

We are proud to present our 2020 Sustainability Report that marks our fourth year of reporting on our sustainability efforts and performance. This report is developed in compliance with the sustainability reporting requirements set out in SGX-ST Listing Rules 711A and 711B and Practice Note 7.6 and in accordance with the internationally recognized framework, the Global Reporting Initiatives ("GRI") Standards: Core Option.

By adopting the GRI Standards, HGC is able to communicate our sustainability impacts in transparent, consistent and comparable way. The GRI Content Index on Pages 25 to 28 provides an at-a-glance view of our GRI adopted disclosures and facilitates the navigation of this report.

Unless otherwise stated, this report covers HGC's sustainability, economic and financial performancefor the financial period from 1 January 2020 to 31 December 2020. For comparative purposes, we disclose prior year performance of the key indicators where possible. We have yet to sought external assurance for our sustainability information, however, the senior management of HGC has worked together to ensure the accuracy and reliability of the information communicated.

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

Table 1: List of Operations within SR2020 Reporting Scope

Singapore	Australia	New Zealand
1. Hotel Grand Central 2. Hotel Chancellor @ Orchard	3. Hotel Grand Chancellor, Adelaide 4. Hotel Grand Chancellor, Brisbane 5. Hotel Grand Chancellor, Hobart 6. Hotel Grand Chancellor, Townsville 7. Hotel Grand Chancellor, Launceston 8. Hotel Grand Chancellor, Melbourne	9. James Cook Hotel Grand Chancellor Wellington ("JCHGC")

3. Approach to Sustainability

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

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

Table 2: Management Approach for Material Matters

Material Matter	Management Approach
Business Ethics and Anti-Corruption	All hotels are required to comply with the Group's Code of Conduct and Anti-Corruption policies.
Security of Information	Compliance with the local Personal Data Protection Act is managed by the hotels' management and reported to Singapore's Executive Director.
Health and Safety	These matters are managed locally by hotels' management.

Material Matter	Management Approach
Energy Consumption and Greenhouse Gas ("GHG") Emissions	These matters are managed locally by hotels' management.
Water Consumption Management	
Waste Management	

Additional Matter	Management Approach
Employment Practices	All hotels are required to comply with Group Workplace Diversity and Harassment policy and Employee Handbook. Further, each hotel has its Human Resource policy, designed to consider local labour market conditions and local labour law and regulations.

4. Board Statement

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

This year, the COVID-19 has affected every sector globally, and undeniably, hotels are one of the hardest-hit industries. The unprecedented crisis has impacted almost every part of our business operations, from room occupancy and staffing arrangements to food and beverages provisioning. As the economy recovers, we will strive to keep our employees safe and manage evolving customer expectations through the "new normal" lens.

Nevertheless, the Board endorsed the continued relevance of six material ESG topics and an additional matter for reporting identified in FY2017. The implementation of sustainability practices is delegated to the Management. Annually, the Management reports to the Board on sustainability performances and any significant changes in the policies and practices.

5. Stakeholder Engagement

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

Table 3: HGC Stakeholder Engagement Method

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
Hotel Guests	• Guest satisfaction • Provision of a safe and healthy environment for all	• Refurbishments and upgrading of facilities • Additional cleaning efforts triggered by COVID-19	Feedback forms	Ongoing
			Face-to-face meetings/Online reviews and surveys via Revinate	Ongoing

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
Employees	• Workplace health and safety • Working environment • Team morale • Fair employment practices	• Active employee engagement • Timely review and resolution of matters raised by employees • The employee of the month programme • Star cards to reward extra efforts	Face-to-face consultations and feedback	Ongoing
			Committee Meetings	Monthly
			Quarterly General Meeting	Quarterly
Shareholders and the Investment Community	• Financial performance • Growth prospects and business outlook • Sustainable value	• Timely and consistent disclosure of hotel operations and performance to assist shareholders in investment decisions	Annual General Meeting	Annually
			Quarterly Report	Quarterly
			Organized visits from Directors	Thrice a year
Suppliers	• Long-term and strong business relationship • Feedback on quality of services provided	• Communicate and align expectations between HGC and suppliers	Meetings	Ongoing
			Email and phone call correspondence	Ongoing and as and when required upon end of contract
Business Partners	• Consolidated effort to improve the hospitality sector	• Networking and exchange of information with various business partners at industry events	Attendance in meetings hosted by economic development agency	Quarterly (NZ)
			Meetings	Ongoing
			Email and phone call correspondence	Ongoing
Regulators	• Compliance with relevant laws and legislation across countries of operation	• Qualified and experienced maintenance team to ensure regular checks and maintenance work are conducted • Stay abreast of changes in any regulations • Completion of annual building warrant of fitness	License application and renewal (i.e. liquor)	Annual
			Onsite inspection	As and when required by regulatory bodies
Local Communities	• Improve relations and ties in the communities HGC operates in • Support to Zealandia • Support of Mary Potter Hospice • Support Department of Conservation at Matiu/Somes Island • Support of KCA with donations of food not consumed on the buffet	• Regular involvement in the local scene and environment • $2.00 for every room night booked via our website is donated to Zealandia • Provide staff to help with Mary Potter hospice collection days and other fundraising activities • Staff provide volunteer hours to help with the upkeep of the Island – usually three times per year	Employee volunteerism	Annual (Australia / NZ)
			Support towards Earth Hour	Annual
			Monetary and in-kind donation (food and clothing)	Ongoing

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
		• Unused food from the buffet is frozen and collected by KCA for distribution to families in need		

6. Materiality and Contributions to SDGs

To prepare for HGC's fourth Sustainability Report for the financial year ended 31 December 2020, an independent consultant facilitated a materiality review that comprised interviews with the senior management teams and a review of the emerging global and industry trends. Besides, the Management informally sought different stakeholders' views on ESG issues that matter to them through regular engagement. The Management and the Board validated the continued relevance of the six (6) material ESG matters and an additional matter for reporting identified in 2017.

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

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

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

7. Our COVID-19 Response

2020 saw the emergence of an unprecedented global public health crisis, during which COVID-19 disrupted the economy, governments, and society. Strategies to flatten the COVID-19 curve such as lockdowns, stay-at-home orders and travel restrictions have significantly impacted the tourism and hospitality industry. The pandemic hit us hard; nevertheless, HGC has learnt to operate differently and adapt to the new normal.

We want to remain of service to the broader society during these challenging times. In Singapore, Hotel Chancellor @ Orchard, was used to house unaffected workers from high-risk dormitories at the height of COVID-19. Subsequently, Chancellor @ Orchard serves as a stipulated hotel for people returning to Singapore to serve their Stay-Home Notices ("SHN"). In Australia, Hotel Grand Chancellor Brisbane and Hotel Grand Chancellor Adelaide operate as COVID-19 medi-hotels, which serve to accommodate those who have tested positive to COVID-19. On the other hand, Hotel Grand Chancellor Melbourne contracted with the State of Victoria to act as a government quarantine facility for returning international travellers from 13 April 2020 to 14 September 2020. Regrettably, the contract has ended due to difficulties in obtaining public liability insurance for COVID-related events.

We focus on protecting our employees, hotel guests and other stakeholders through health and safety measures in strict compliance with local regulatory requirements. As a testament to our efforts, there are no breaches of COVID-19 to date. Our responses to COVID-19 for the affected key stakeholders are as follows.

Key Stakeholders	Singapore	Australia	New Zealand
Hotel guests	• At Hotel Chancellor @ Orchard, we established a call centre to answer guest's needs on a 24/7 basis • Daily calls to check on guest's health and their needs • Disinfectants and sanitizers used around the hotel have active ingredients that National Environmental Agency ("NEA") recommends • Hotel Grand Central was SG Clean certified as of June 2020 and staycation approved as of December 2020	• COVID-19 Safe Plan was established in strict compliance with regulatory requirements to ensure a safe environment • Modified hotel guest experience such as removal of guest room collaterals and intermittent closures of restaurants • Impose minimal or no penalty to those who need to cancel or postpone events due to physical restrictions or financial difficulties	• Timely updates on hotel website to reflect current alert levels and shares the measures in place to protect guests • Digital compendium updated to provide guests with current information and increased cleaning frequency across premises • No cancellation fees charged or provide refunds for prepaid accommodations • Modified hotel guest experience such as table menus have been provided in lieu of buffet dining
Employees	• Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission • Enhanced job security and improved staff retention due to the Foreign Worker Levy Rebate (received more than S$53,000) and Jobs Support Scheme (received over S$1.4	• Employees were provided financial security via Government's JobKeeper assistance and ongoing employment via State Governmane quarantine • Formal risk assessment and operational changes were enacted to consider COVID-19 exposure risks • COVID-19 Safe Plan was established in strict	• Received government wage subsidies to ensure job security • Personal Protective Equipment (PPE) provided to protect our employees and minimize the risk of COVID-19 transmission • Provided employee training onsite and off-site on the new

Key Stakeholders	Singapore	Australia	New Zealand
	million) provided by the Singapore Government	compliance with regulatory requirements to ensure a safe environment • PPE provided to protect our employees and minimize the risk of COVID-19 transmission • Provided health and safety training such as mental health training • Departmental distancing was introduced to mitigate the risk of cross-contamination in case of outbreaks	
Suppliers and business partners	• Service contracts and expenses were re-evaluated to be in line with the business changes	• Service contracts and expenses were re-evaluated to be in line with the business changes • Sourcing from alternate suppliers to avoid supply chain disruptions • Continuous engagement with suppliers to ensure compliance with the Hotel's COVID-19 Safe Plan and to understand their risk mitigation or insurance in place	• Reduced rent charged to spa operator given the financial difficulties faced during COVID-19
Local communities	• Decant site for migrant workers • Converted HCO to a Government Quarantine Facility and for guests to serve their SHN	• Hotel Grand Chancellor Melbourne attained high recognition for supporting social welfare, particularly from July to September when it became a Hot Hotel providing housing to those contracting COVID-19 from within the disadvantaged public housing community • Hotel Grand Chancellor Adelaide provides added services to repatriating Australians to create a welcoming stay and promote good mental health	• Distributed perishable food to staff and residents within the vicinity at the beginning of the lockdown

HGC short-term strategies to chart a path to recovery

Coming off the worst year for tourism and hospitality, there is minimal optimism in the industry's recovery. The expectations that pre-COVID-19 levels of tourism and hospitality demand will not bounce back before 2023[1] provided us with an opportunity to reshape our efforts and strategies with more considerations to sustainability, innovation and long-term economic resilience.

Singapore	Australia	New Zealand
• Continue serving as SHN-dedicated facility • Accept local staycation bookings with various safety management measures in place	• Hotel Grand Chancellor Melbourne has created strong relationships with the State Government partners, creating further opportunities to provide quarantine services in 2021. It will be essential for building resilience through the diversification of income. • Hotel Grand Chancellor will continue to provide medi-hotel services until we are either no longer required or until market conditions resume to an improved position • Restaurants and conference rooms remain closed until minimum business levels recover to reduce expenses	• The hotels remain ready to accept international travellers as soon as the borders open • In-house and external staff training continues • Manage staff levels accordingly • Work with conference organizers to organize small group events or assist in facilitating hybrid conferences
All employees will receive the COVID-19 vaccination on a specific timeline for each hotel as state-by-state regulations differ		

8. Advocating Proper Business Conducts and Ethics

8.1 Business Ethics and Anti-corruption

The Group aspires to achieve the highest standards of corporate governance to safeguard our reputation and the stakeholders' interests. As the post-COVID-19 travel demand is expected to rebound slowly over the years, it is crucial for us to compete innovatively and ethically.

HGC has several policies and procedures designed to provide a firm foundation for a trusted and respected business enterprise. All employees are required to acknowledge and sign off on the ethical principles set out in the HGC's Employee Handbook upon their official work commencement date. These policies are reviewed regularly to ensure relevance and effective implementation. We communicate any changes or updates to all employees promptly and accordingly via meetings or emails.

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

In FY2020, we are proud to note that zero confirmed incidents of corruption were reported through the whistleblowing channels, and we will continually strive to maintain the performance.

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[1] McKinsey & Company, (2020): Hospitality and COVID-19

Table 5: Policies on Business Ethics and Anti-Corruption

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

8.2 Security of Personal Data and Information

With our increasing reliance and dependence on digital technologies in our business, the importance of data security can never be overstated. At HGC, we establish data security with strict compliance to stringent information security and personal data protection regulations. We have in place the Respective Standard Operating Procedures ("SOPs") to govern the collection, usage, disclosure, storage and access to personal information at all hotels. These details can include personal particulars, credit card information, employee's personal information and vendor price agreements. We also comply strictly with record-keeping laws and credit card security standards set by merchant banks.

With the increased need to record and trace guest information for COVID-19 purposes, Singapore hotels continue to be guided by the Confidentiality policy on guests' medical conditions. In line with the government's request, the policy guides the hotel employees to regard confidentiality during contact tracing exercises. This policy is integrated into HGC's Code of Conduct which is communicated to employees during the induction programme. As the world gradually recovers from the pandemic, we foresee the need for contact tracing for some time and will roll out this policy across the Group progressively.

HGC recognises that the threat of cyber-attacks, such as credit card fraud, is growing. We continually review and update our credit card policy to reflect the latest trends and the necessary precautions. Any changes in the policy is communicated to the employees via our ongoing staff training. We also continue to provide employee training on data privacy and information security best practices for the year in review. Those who frequently handle personal data were provided with additional training to minimize the exposure to cyber risks.

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

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

New Zealand	Australia	Singapore
Privacy Act 1993	Privacy Act 1988	Personal Data Protection Act 2012

Table 7: Policy on Security of Information

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

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

In FY2020, there have been no substantiated complaints concerning customer privacy breaches and loss of customer data at all our hotels. We aim to maintain this performance in FY2021.

Case Study: Enhanced data security infrastructure and culture in light of COVID-19

As COVID-19 reshapes the world into the "new normal", information technology on which we long depended becomes more vital. By taking steps to enhance data security and cybersecurity, HGC can reduce the risk of business disruption and develop greater business resilience in the "new normal".

In FY2020, we have installed new servers and firewalls to enhance network security and inhibit any external disruptions. For those who needed to work from home, the hotels operated on a clustering approach with secure VPN clusters.

Effective implementation needs to be paired with organisational awareness and capacity building.
To further strengthen data security awareness during lockdowns, we regularly communicate with and remind our employees of data privacy and information security via emails and social media. Ongoing training programmes are also continuously provided to develop internal competencies in handling personal information.

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9 Ensuring Fair Employment Practices

9.1 Profile of our Workforce

Overall, our total workforce has decreased from 929 in FY2019 to 719 in FY2020. We are pleased to have achieved almost a 1:1 ratio of male and female employees by the end of FY2020. These figures indicate that HGC has a relatively stable and gender-balanced workforce in the last three years.

Figure 2: Breakdown of Employees by Gender
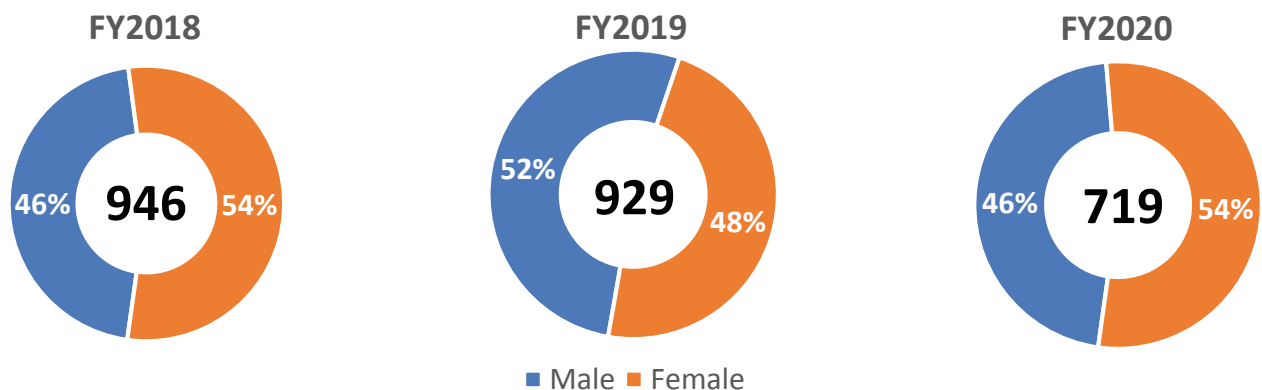
Figure 3: Breakdown of Employees by Region

■ Australia ■ New Zealand ■ Singapore
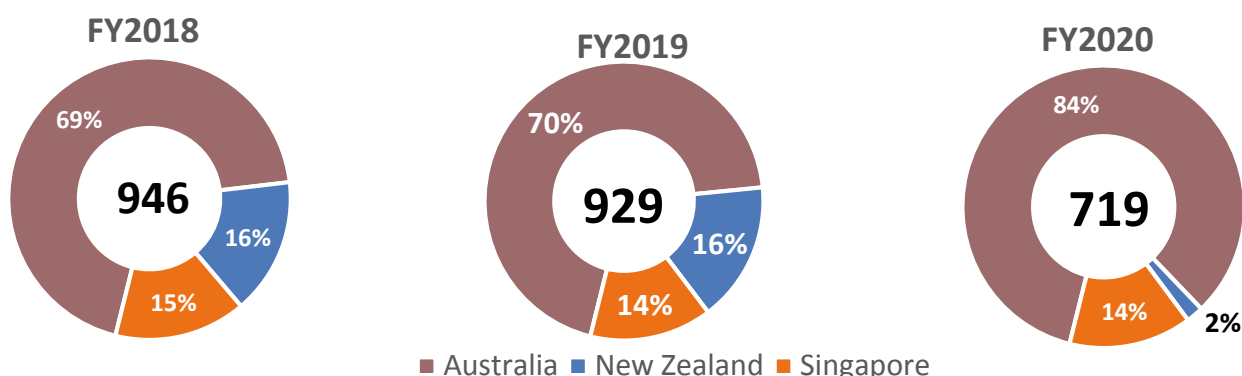
TABLE 8: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT TYPE

By Employment Contract						
Region	FY2018		FY2019		FY2020	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
Australia	535	120	524	122	423	90
New Zealand[2]	144	4	141	10	106	14
Singapore[3]	143	21	132	19	86	0

By Employment Type						
Region	FY2018		FY2019		FY2020	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Australia	320	335	252	394	219	261
New Zealand	72	76	78	73	61	59
Singapore[3]	143	21	132	19	86	0

During this tough time, we understand that employees are concerned about job security and livelihood. Wherever possible, we hire staff on a permanent basis. Permanent staff currently make up 86% of our workforce in FY2020. There is a 50-50 split between full-time and part-time staff this year.

This year, large-scale events such as banquets, conferences, or restaurant services are affected due to restrictions for gathering and social distancing. Thus, the total part-time staff has reduced from 486 to 353, with Singapore having zero part-time employees. Nevertheless, there are still more than 50% part-time staff in the New Zealand and Australia workforce as the hotels served as medi-hotels and quarantine facilities during the year.

There were also a significant number of non-employees who are involved in fulfilling our roles as medi-hotels and quarantine facilities. More than 100 non-employees including government department representatives, medical staff and cleaning teams had supported us during this period.

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

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

COVID-19 Highlight : Government Payroll Subsidies

Following lockdowns, border closures and travel bans, employees in the tourism and hospitality industry are significantly impacted as most of them cannot carry out their jobs. New annual estimates confirm that labour markets around the world were disrupted in 2020 on a historically unprecedented scale. In 2020, 8.8% of global working hours were lost relative to the fourth quarter of 2019, equivalent to 255 million full-time jobs. [4]

With the help of the local governments, we are able to keep employee jobs secure despite the economic challenges. In New Zealand, there has been no international travel since March 2020, and international guests make up approximately 20% of our revenue. JCHGC received wage subsidies from the local government that allowed us to retain employees as we suffer reduced business due to COVID-19.

In Australia, our employees are provided with financial security via the government's payroll subsidy scheme, the JobKeeper. The Government's JobKeeper Payment is designed to help keep more Australians in jobs and support businesses affected by the significant economic impact of the coronavirus. All hotels in Australia were eligible and received the JobKeeper payment from its inception in March until the end of 2020.

These subsidies had a significant positive impact on our business continuity and kept our employees engaged without major redundancies or dismissals.

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

FY2018	FY2019	FY2020
13% / 946 / 87%	14% / 929 / 86%	14% / 719 / 86%

■ Permanent ■ Contract

FY2018	FY2019	FY2020
43% / 946 / 57%	50% / 929 / 50%	47% / 719 / 53%

■ Full-time ■ Part-time

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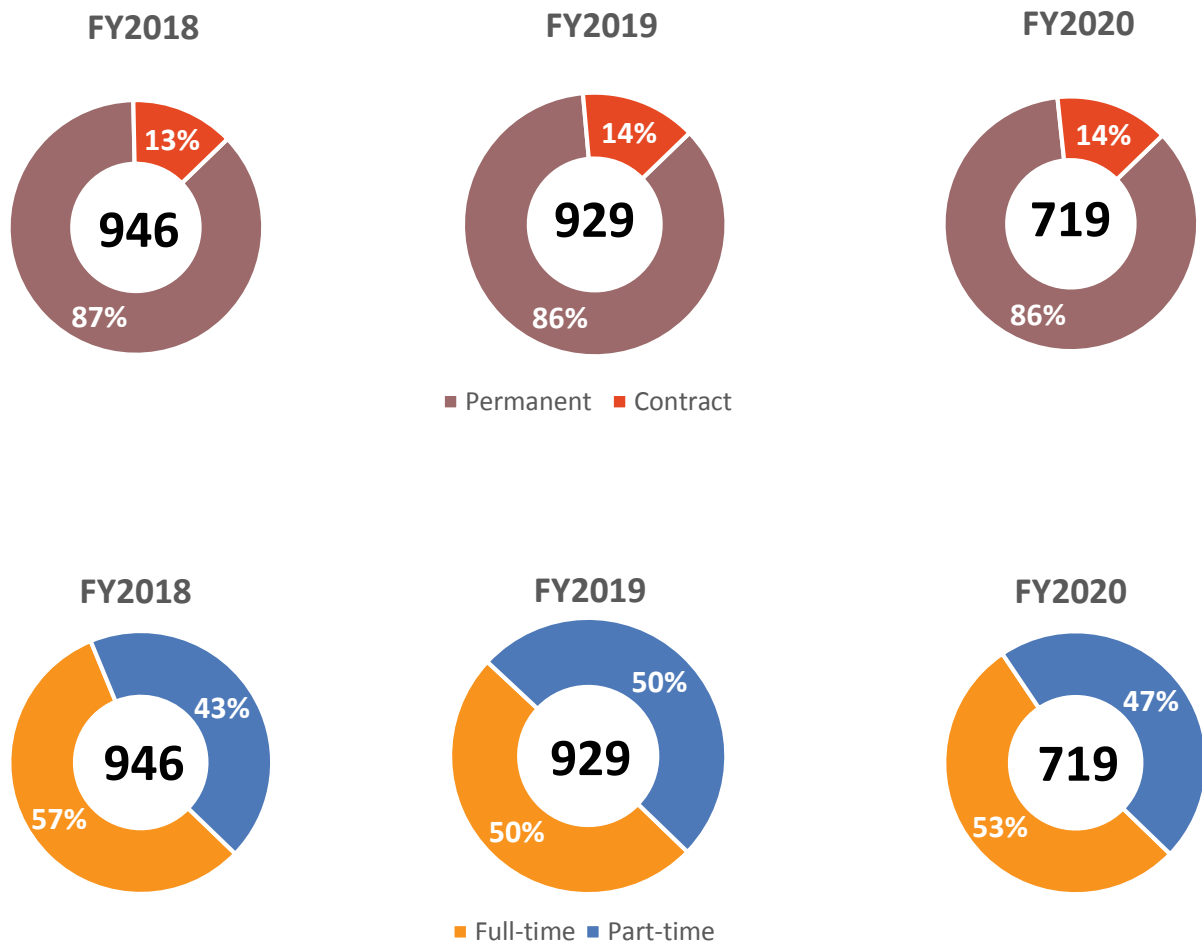
[4] International Labour Organization (2021): COVID-19 and the World of Work 7th Edition

Figure 5: FY2020 New Hire and Turnover Rate

Total New Hires in FY2020: 157
Total New Hire Rate: 22%

By Gender

- Male 54%
- Female 46%

By Region

68% Australia
22% New Zealand
10% Singapore

By Age

62% < 30 years old
30% 30 - 50 years old
8% > 50 years old
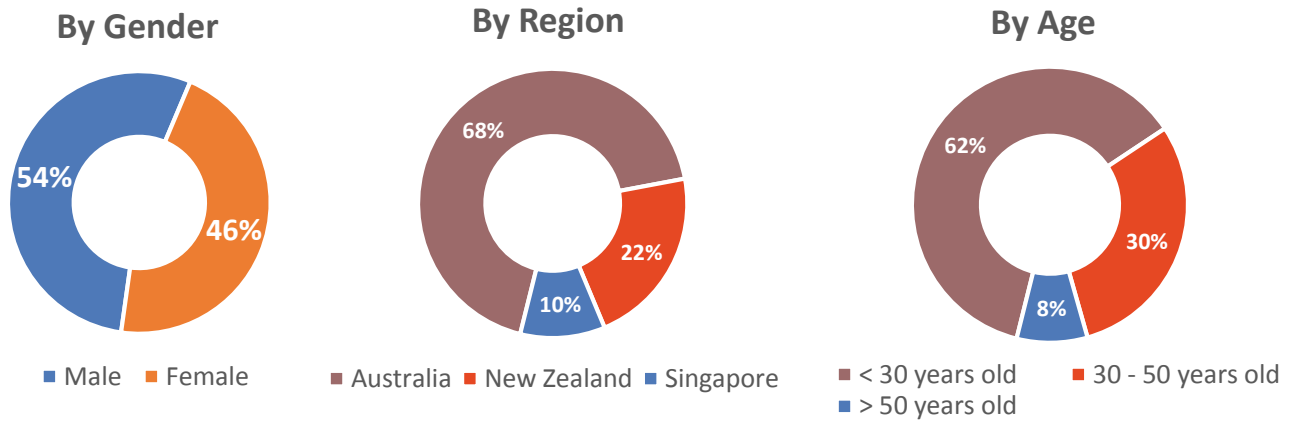
Total Turnovers in FY2020: 361
Total Turnover Rate: 50%

By Gender

- Male 47%
- Female 53%

By Region

66% Australia
18% New Zealand
16% Singapore

By Age

52% < 30 years old
40% 30 - 50 years old
8% > 50 years old
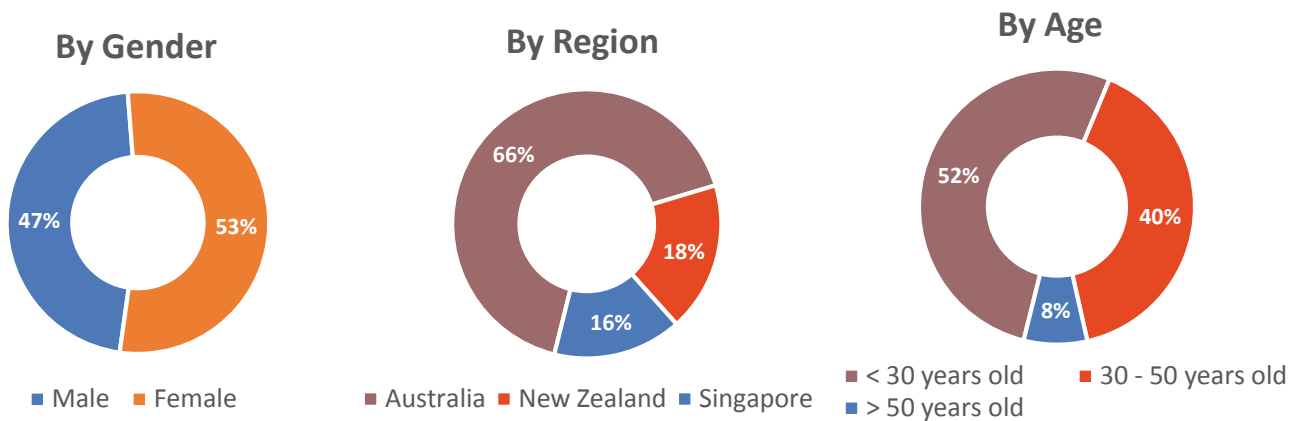
Note: Total new hire and total turnover rate is calculated as a percentage of staff on payroll as of 31 December 2020.

In FY2020, the total turnover rate is 50%, with a higher turnover rate recorded in female employees than male employees. Due to the COVID-19 pandemic, all hotels have experienced a high turnover rate relative to the local workforce strength. Singapore has the highest turnover rate at 65%, relative to the workforce size at year end of 86 employees. On the other hand, Australia and New Zealand have a turnover rate of 47% and 54% respectively. Nevertheless, in absolute numbers, Australia has contributed the majority number of turnovers at 66% of total turnovers.

Our total workforce strength has shrunk by 23% to 719 this year. This is mainly contributed by the lower new hire rate as well as the higher turnover rate. Despite the decrease, we effectively planned and managed our employee strength to avoid huge disruption to our operations. We anticipate the size of workforce to gradually return to the normal level as the economy recovers.

9.2 Employment Practices and Benefits

We value our employees and aspire to provide an inclusive and safe environment to voice out their thoughts comfortably and raise their concerns effectively. We established policies, procedures and grievance mechanisms to protect employees' rights, provide growth opportunities and facilitate concerns resolution.

Table 9: Policy on Employment Practices and Benefits

Policy	Summary	Boundary
Workplace Diversity and Harassment Policy	• Includes strict guidelines on prevention of workplace harassment, discrimination and bullying • Covers procedures for complaints and feedback through formal and informal resolution processes • All employees are required to sign off and abide by all provisions set out in the policy.	Group-level

To help our employees reach their full potential in personal and professional development, we have a two-pronged approach to employee training and development. Employees receive a structured training programme upon induction, on-the-job training and specific upskilling sessions on relevant topics whenever needed. A meritocratic performance appraisal is held at the end of the probationary period and annually to keep our employees motivated and enthusiastic at all times. We also encourage two-way communication between the employee and the manager to allow transparent feedback on improvement areas and communicate personal reviews and job-related concerns.

At HGC, employees share the same benefits regardless of race, colour, religion, age, gender, sexual preference, and disability. We offer an extensive list of employment benefits ranging from healthcare, parental leave to retirement provisions for our full-time employees. Please refer to Table 4 of our 2017 sustainability report for more details.

10. Providing a Healthy and Safe Environment for All

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

Australia and New Zealand

In Australia and New Zealand, the local Health and Safety Committee is comprised of senior management, employee representatives from each operational department, WHS Officers, and Human Resources personnel. The Health and Safety Committee monitors and oversees the health and safety management system which is guided by the Health and Safety Policy, First Aid Policy and Procedure, Drugs and Alcohol in the Workplace Policy and Crisis Management Plan. This year, HGC took efforts to address the importance of mental health and wellbeing. In September 2020, JCHGC's Health and Safety Policy incorporated wellbeing and has been renamed to Health, Safety and Wellbeing Policy. The changes are promptly communicated to all employees and relevant training will be provided where necessary. Any health and safety incidents identified by the employees can be reported via the Incident Reporting Channel of any HGC hotels. Employees are also encouraged to raise feedback regarding workplace safety hazards and concerns through the channel. The Health and Safety Commmittee will deliberately investigate the incidents to identify the rootcause and determine the corrective actions. The Committee meets on a monthly basis to review risk assessments, injury incident reports and discuss the action plans and improvement areas.

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

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

COVID-19 Highlight : Keeping Our Employees Safe

At the dawn of the unprecedented crisis, we took immediate measures to protect our employees from the exposure to and infection with the COVID-19. HGC adopted infection prevent and control strategies via risk assessments, emergency response plan, safe working practices and PPE to prevent employee exposures.

For our hotels who continue operations such as Hotel Grand Chancellor Melbourne, HGC practices good hygiene practices to protect against COVID-19. These includes provide and promote hand sanitizer stations, ensure adequate supplies of hand soap and paper towels, hourly cleaning and disinfection, and replace high-touch communal items with alternatives. Our employees are trained by third-party infection control specialists in gowning, de-gowning and disposal of full PPE through the formal training provided by the Australian Government Department of Health and the Victorian State Government.

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

For hotels that serve as medi-hotels such as Hotel Grand Chancellor Adelaide, all employees are provided with PPE, training and support from the South Australia ("SA") Health department. As a medi-hotel, it is required to have a COVID Marshal on site at all times. The COVID Marshal ensures that all persons on-site are adhering to the COVID-19 Safe Plan and procedures, including registering attendance, undertaking health screening, wearing a mask, ensuring social distancing and correct hygiene practices are being followed. With all these practices, we are proud to be listed as a finalist in the SA Health COVID Safe Awards under the category of Pubs, Hotels, Wineries and Breweries.

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

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

Singapore

In Singapore, a Workplace Health and Safety Committee which include key staff members, from Operations, Housekeeping and Kitchen oversees and conducts risk assessments relevant to their work activities. The Committee ensures necessary controls are developed for every safety hazard identified. The risk register is reviewed once every three years in accordance to the Workplace Safety and Health ("WSH") Act mandated by the Ministry of Manpower. We also have an internal Fire Safety Committee comprising trained fire wardens, firefighters, and a Company Response Team ("CERT"). Our committee members attend relevant trainings to keep abreast of regulatory changes. For any concerns regarding health and safety, our stakeholders (e.g., employees, contractors, visitors) can report through the whistleblowing channels administered and managed by the Executive Director.

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

Case Study: **Protecting our employees and our guests**
As a hotel operator with a regional presence, our highest priority is provide our employees and our guests with a safe and healthy environment. Hotel Chancellor @ Orchard practices various infection control and prevention measures to minimise the exposure to COVID-19. NEA recommended disinfections and sanitizers are provided around the hotels for our guests and our employees. We also increased the frequency of cleaning and sanitizing the common areas, including the lobby, lifts, washrooms and various high-touch areas such as the door handles and lift buttons. For any rooms that occupied confirmed cases, we engaged a professional cleaning company to perform a deep disinfection of the room, corridor, hotel lobby and the lift(s) used. The room wil be reopened for use only 24 hours post-disinfection. For all other rooms, industrial grade spraying was done by maintenance staff in full PPE before housekeeping enters to conduct cleaning. All employees are provided with PPE and adequate training on proper use and disposal. To ensure our guests feel comfortable while serving their SHN, we offer additional services or schedules such as: • Daily calls to check on guest's health and their needs • Established a call center to answer guest's needs on a 24/7 basis • Arranged daily outdoor time within the hotel premise for guests to stretch and do some physical exercises for 20 minutes a day per pax • Hired barber on a weekly basis for basic haircut services • Established a system for smoking guests to have smoke breaks twice a day • Guest in need of money can seek assistance from our security personnels and be escorted to nearest ATMs

Performance

Employees

This year, we began reporting against the revised GRI 403: Ocupational Health and Safety 2018 standards. Moving forward, health and safety data[5] will be tracked against the metrics shown in Table 10 below.

There were a total of 29 work-related injuries recorded across the three regions, most of which arose from minor accidents. There were no fatalities and high-consequence[6] work-related injuries recorded.

Prior to COVID-19, large-scale events and banquets were held across hotels in Australia and New Zealand. Due to the fast-paced nature of these events, the hotels generally record higher work-related injury rates[7]. Additionally, minor accidents would also arise from housekeeping and kitchen duties as well. The main types of injuries sustained include sprains, strains, bruises, cuts and burns. Appropriate follow-up actions were implemented to minimise such risks. Training and re-training on safe work procedures comprising correct postures and techniques during cleaning, cooking and lifting, as well as chemicals handling, and procedures to isolate prior to maintenance were held to prevent injuries from recurring. First aid kits are also readily available across the hotels for employees to administer as well.

In Singapore, the two hotels only provide breakfast and conference services. During the year, there was an injury case where the chef accidentally burnt his fingers while cooking. Follow-up actions have since been taken where employees are reminded of safe work practices in the kitchen and to always exercise caution while on duty.

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

Table 10: FY2020 Work-related injuries for employees

	Fatalities		Recordable work-related injuries		High-consequence work-related injuries		Number of hours worked
	Number	Rate	Number	Rate	Number	Rate	
Australia	0	0	11	30	0	0	324,896
New Zealand	0	0	17	148	0	0	532,955
Singapore	0	0	1	3	0	0	115,040

Workers who are non-emloyees

Workers who are non-employees whose work or workplace is controlled by the organisation. This includes workers who provide cleaning, security and laundry services to the hotels which are hired through third-party service providers. There were no workers hired across Singapore and New Zealand hotels. There were zero fatalities, work-related injuries across the 115,699 hours clocked by our workers during the year.

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[5] Safety metrics such as lost day rate and absentee rate will no longer be tracked with the transition to the revised GRI 403 standards.

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

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

11. Managing the Use of Our Natural Resources

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

Case Study: Alignment with Government's Net Zero Commitment

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

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

We are happy to note that our carbon footprint per guest room has reduced from 3.75 tCO_2e/room to 3.57 tCO_2e/room and we will continue to explore ways to contribute to the nation's carbon reduction target by 2030.

11.1 Energy Consumption and GHG Emissions

Various Practices on Energy Consumption and GHG Emissions	

Australia

Energy Efficiency Initiatives	
• Replace and upgrade existing equipment, chillers and cooling tower to maximise energy efficiency • Recommission Building Management System ("BMS") for more accurate control over the building's cooling • Regular maintenance of plant and equipment • Use of motion-detecting thermostats and timers to operate HVAC systems	• Use of variable-frequency drive pumps to reduce the energy required to circulate water • Shut down of air-conditioning units during low occupancy seasons • Reduce unnecessary lighting within hotel rooms
Performance monitoring	**Training and Awareness**
• Benchmark electricity consumption against similar-sized hotels and other HGC hotels	• Mandatory induction training for new employees on environmental policy and energy-saving habits

New Zealand

Energy Efficiency Initiatives	Training and Awareness
• Ongoing replacement of traditional light bulbs with LED • Replace and upgrade aged hotel equipment such as kitchen equipment, lifts, compressor and coolers	• Encourage guests to opt for 'Eco' Room Service, which promotes overall conservation of resources
Performance Monitoring	
• Benchmark electricity consumption and GHG emissions against regional average in EarthCheck	

Singapore

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

Fuel Consumption

In FY2020, fuel consumption only incurred in Singapore hotels, HGC Launceston and JCHGC in New Zealand; including natural gas in kitchens across these hotels and motor gasoline used by vehicles[8] owned by HGC Launceston and JCHGC. HGC Launceston also used alternative fuels such as biofuels for the company vehicles. The remaining hotels did not consume fuel in FY2020.

A total of 8,211.7 GJ of direct energy was consumed, translating to 437.8 tonnes of carbon dioxide equivalent ("tCO$_2$e")[9] of Scope 1 emissions. The total fuel consumption and Scope 1 emission have reduced compared to FY2019 of 13,519 GJ and 730 tonnes respectively, mainly due to business restrictions and lockdown.

Figure 6: Direct Energy Consumption & Intensity (Left) and Direct (Scope 1) GHG Emissions & Intensity (Right)
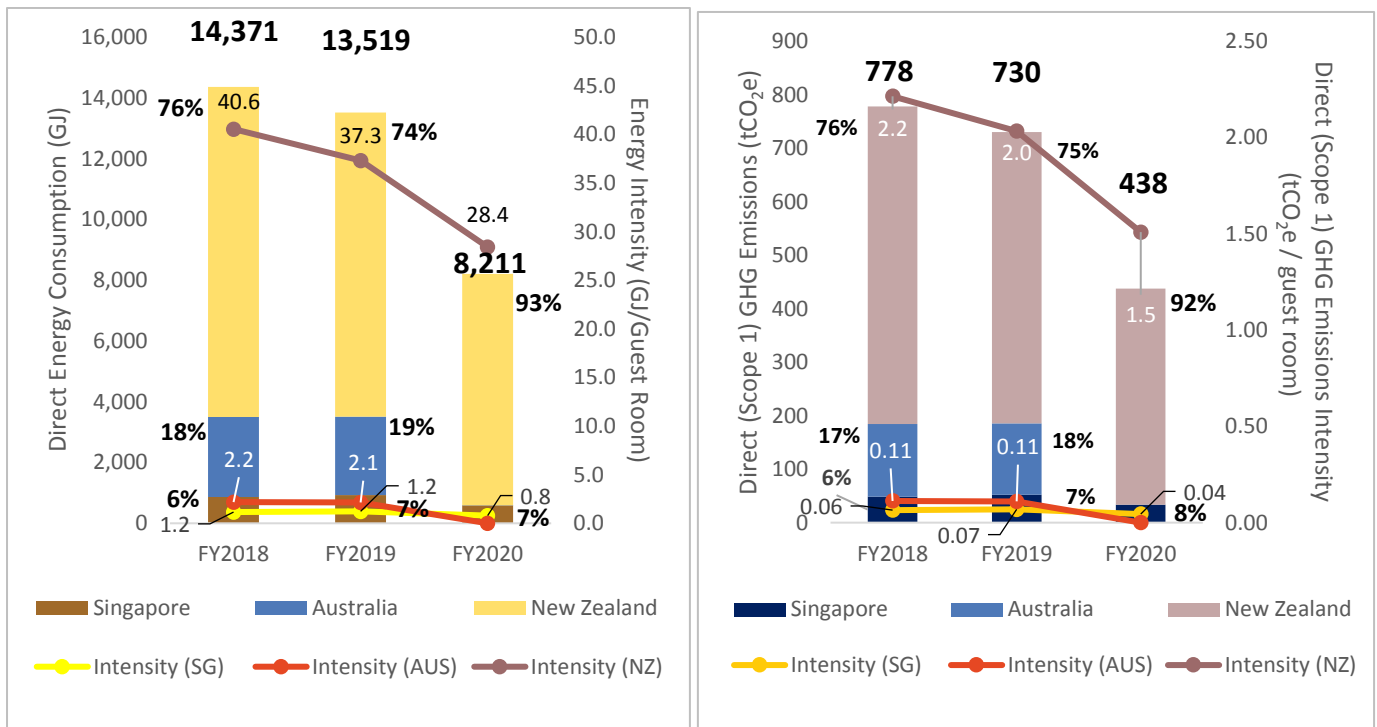
Note: Due to the low amount of natural gas used in Australia, energy (0.08 GJ) and emissions (3.9kg) are not visible on the charts based on the scale used.

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

[9] 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$_2$. For New Zealand, emission factors are obtained from the "Guidance for Voluntary Corporate Greenhouse Gas Reporting – 2016", published by the Ministry for the Environment, New Zealand. For Australia, the source of emission factors is the "National Greenhouse Accounts Factors 2020", compiled by the Department of the Environment and Energy, Australia. For Singapore, emission factors were adopted from IPCC Emission Factor Database 2006 and the Singapore Energy Statistics 2020 published by Energy Market Authority.

Electricity Consumption

In FY2020, the total electricity consumption at HGC decreased to 20,280 MWh from the level in FY2019. The GHG emissions is at 6,753 tonnes of carbon dioxide equivalent ("CO₂e").

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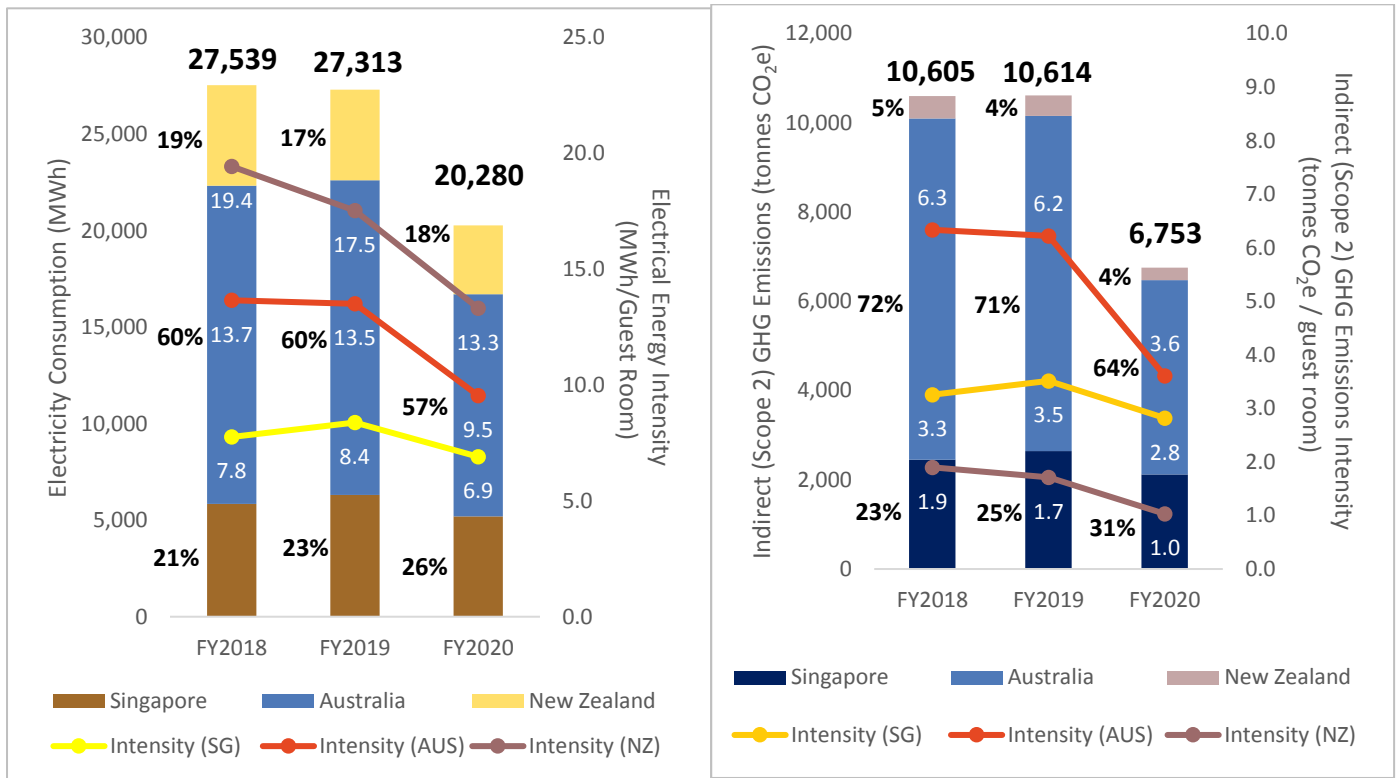
11.2 Water Consumption Management

Various Practices on Water Consumption Management	
🇦🇺 Australia	
Water-saving initiatives	**Monitoring and Review**
• Install equipment with water-saving features such as low flow showerheads, water flow restrictors and water-efficient equipment • Regular maintenance of equipment including pool, chillers and cooling towers	• Weekly meter readings to monitor water consumption and detect leaks or irregularities
Training and Awareness	

• Increase awareness amongst guests
   o Green Cleaning Policy where guests can choose not to have their rooms serviced daily
   o Encourage guests to hang towels dry instead of replacing daily
• Induction Program where new employees familiarise themselves with the Environmental Policy	

Various Practices on Water Consumption Management	

New Zealand	

Water-saving initiatives	Training and Awareness

• Install equipment with water-saving features
   o Low flow showerheads
   o Dual flush toilets in guest rooms
	• On-the-job training provided for Kitchen and Housekeeping staff on minimizing water usage

Performance Monitoring	
• Benchmark water consumption against regional average in EarthCheck	

Singapore	

Water-saving initiatives	Monitoring and Review
• As part of Green Mark certification, all bathroom fittings and cisterns installed have a minimally two-tick rating under the WELS[10] to ensure optimal water use efficiency • Use of non-potable water only for landscaping in our hotels	• Use of an internal monitoring system to detect and prevent leaks in the building • Monthly review of utility bills and inspections of premises

Water scarcity has been a long-overdue global issue, yet our operations significantly depend on a regular water supply. At HGC, we withdraw water from the municipal water sources for cooking, housekeeping duties, laundry, daily use in hotel equipment and regular maintenance across all hotels. For us, sustainable water management means optimizing water usage and not negatively impacting the shared resource.

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

Water consumption decreased from 249,172 m^3 in FY2019 to 182,706 m^3 in FY2020. This is primarily due to the low occupancy rate during the lockdown for all the operating countries as well as our water management and saving initiatives. We aim to conserve water and improve the water efficiency across our operations in the forthcoming years.

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

Figure 8: Water Consumption by Operating Countries
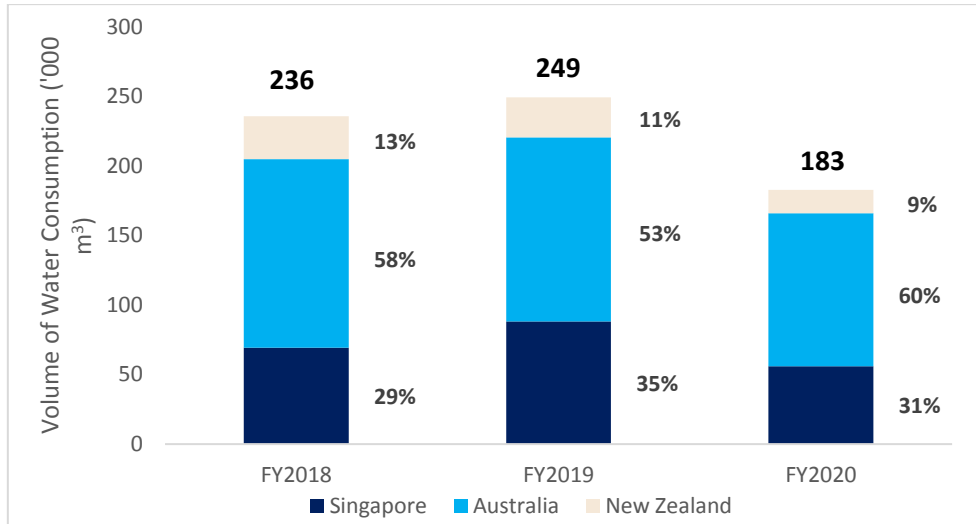
11.3 Waste Management

HGC continues to improve its waste management progressively to respond to the society's widespread concerns over the hospitality sector's waste generation. We promote and practice the 3R's ("Reduce, Reuse, Recycle") across our hotels. Proper recycling systems are installed to collect non-hazardous recyclables; including, cardboard, paper, plastic, and glass. We also recycle and compost some hazardous wastes[11] such as cooking oil and grease traps, following relevant safety protocols. Third-party contractors are engaged to handle both hazardous and non-hazardous waste disposal across all three countries.

Various Practices on Waste Management	
Australia	
Waste management initiative	**Training and Awareness**
• Routine checks on waste bins for proper waste segregation to limit the costly collection of general waste bins by contractors to three times a week • Proper disposal of organic waste by third-party contractors • Onsite conversion of food waste to fertilizer through Pulpmaster food waste recycling system • Recycling of cooking oil instead of direct disposal • Reduction in use of single-use containers for conferences and functions • Recycling of all paper and cardboard products	• Training of all employees with potential to encounter contaminated waste on correct handling and disposal

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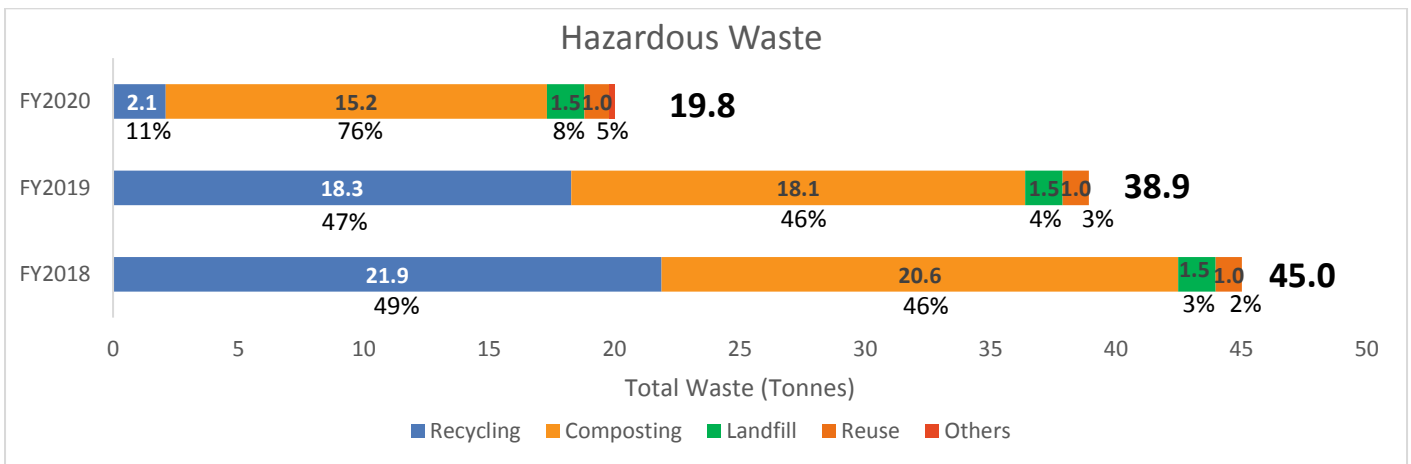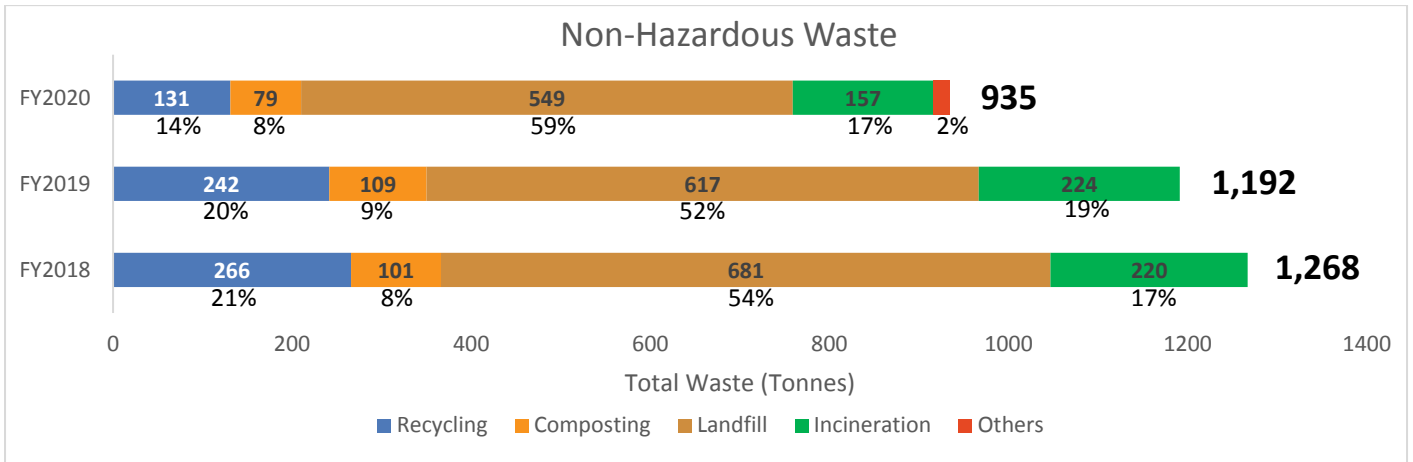
Various Practices on Waste Management	
New Zealand	

Waste management initiative	Training and Awareness
• Regular inspections to ensure waste management practices are implemented and executed	• Dedicated hotel Green Team working with hotel staff for wider waste minimization awareness

Benchmarking
• Benchmark waste diverted to landfill against regional average in EarthCheck

Singapore

Waste management initiative
• Reduce single-use plastic through installation of water and soap dispenser systems installed in hotel rooms
• Where possible, paper waste generated from day to day activities is recycled by an external contractor
• Waste generated from coffee is donated to a local organic farm for the purpose of reuse as compost

In FY2020, HGC recorded a 22% decrease in total waste generated, mainly due to the decrease of business activities during the year. For hazardous waste, 92% of waste was diverted from landfills, disposed of through means of recycling, composting and reuse. For non-hazardous waste, 41% of the waste was diverted from landfills, a 11% decrease in absolute weight from FY2019. Moving forward, HGC remains committed to proper waste management through exploring alternative disposal methods and lowering the amount of waste diverted to landfills in Australia and New Zealand. In Singapore, most of the general waste is sent for incineration. We look towards strengthening recycling efforts across hotels.

Figure 9: Total Waste Generated Categorized by Disposal Methods

Non-Hazardous Waste

FY2020
131 / 14%
79 / 8%
549 / 59%
157 / 17%
2%
935

FY2019
242 / 20%
109 / 9%
617 / 52%
224 / 19%
1,192

FY2018
266 / 21%
101 / 8%
681 / 54%
220 / 17%
1,268

Total Waste (Tonnes)

■ Recycling ■ Composting ■ Landfill ■ Incineration ■ Others

12. GRI Content Index

General Standard Disclosures			
GRI Standard	**Description**	**Section of Report and / or Explanation for Omission**	**Page Reference**
GRI 102: General Disclosures 2016	**Organizational profile**		
	102-1 Name of the organization	Corporate Profile	1
	102-2 Activities, brands, products, and services	Corporate Profile	1
	102-3 Location of headquarters	Corporate Profile	1
	102-4 Location of operations	Corporate Profile	1
	102-5 Ownership and legal form	Corporate Profile	1
	102-6 Markets served	Corporate Profile	1
	102-7 Scale of the organization	Corporate Profile / Profile of our Workforce	1 / 10-12
	102-8 Information on employees and other workers	Profile of our Workforce	10-12
	102-9 Supply chain	We aim to procure locally where possible. We procure from a list of approved suppliers and contractors which range from providing electricity and gas supplies, housekeeping (linen, bedding, towels, amenities), cleaning supplies, lift maintenance works, waste management and food supplies (including dry goods, frozen meals and vegetables). We also engage with service providers of online booking platforms, marketing and use of audio visual equipment for events.	
	102-10 Significant changes to the organization and its supply chain	COVID-19 has taught us to be resilient and versatile in our business model and operations. Despite the business restrictions on hospitality industry, some of our hotels served as a medi-hotel for returned travellers. There are no significant changes to HGC's supply chain. However, suppliers are re-evaluated across the hotels for effective cost management.	
	102-11 Precautionary Principle or Approach	Annual Report 2020	18-20
	102-12 External Initiatives	HGC James Cook participates in external initiatives including economic initiatives, the New Zealand Marketing Campaign Contribution governed by Wellington Regional Economic Development and annual benchmarking submissions governed by EarthCheck Australia	
	102-13 Membership of Associations	Our hotels hold key memberships in regions and countries they are located in. **Australia** *Adelaide*: 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 *Launceston and Hobart:* Tourism Industry Council Tasmania, Tourism Northern Tasmania and Business Event Tasmania	

Launceston: Australia Tourism Exchange, Launceston Chamber of Commerce and Star Ratings Australia

Melbourne: Australia Hotels Association Accommodation Division, Accommodation Association Australia

Brisbane and Townsville: Queensland Hotels Association

Hobart: Tourism Industry Council Tasmania (TICT), Tasmanian Hospitality Association (THA), Business Event Tasmania (BET)

Townsville: Queensland Tourism Industry Council (QTIC), Townsville Enterprise

New Zealand
James Cook: Wellington Chamber of Commerce, Tourism Export Council New Zealand (TECNZ),Tourism Industry EarthCheck

Singapore
Singapore: Singapore Hotel Association (SHA)

Strategy				
	102-14	Statement from senior decision-maker	Board Statement	3
Ethics and Integrity				
	102-16	Values, principles, standards, and norms of behaviour	Business Ethics and Anti-corruption	8
Governance				
	102-18	Governance structure	Approach to Sustainability	2
Stakeholder Engagement				
	102-40	List of stakeholder groups	Stakeholder Engagement	3-5
	102-41	Collective bargaining agreements	4% of HGC's employees are covered under collective bargaining agreements	
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement	3-5
	102-43	Approach to stakeholder engagement	Stakeholder Engagement	3-5
	102-44	Key topics and concerns raised	Stakeholder Engagement	3-5
Reporting Practice				
	102-45	Entities included in the consolidated financial statements	Annual Report 2020	102
	102-46	Defining report content and topic Boundaries	About the Report Materiality and Contributions to SDGs	2 5
	102-47	List of material topics	Materiality and Contributions to SDGs	5
	102-48	Restatements of information	Profile of our Workforce Providing a Healthy and Safe Environment for All Managing Use of our Natural Resources	10-12 14-18 19-24
	102-49	Changes in reporting	About the Report	2
	102-50	Reporting period	About the Report	2
	102-51	Date of most recent report	27 May 2020	
	102-52	Reporting cycle	Annually	
	102-53	Contact point for questions regarding the report	hltan@ghihotels.com	

	102-54	Claims of reporting in accordance with the GRI Standards	About the Report	2
	102-55	GRI content index	GRI Content Index	25-28
	102-56	External assurance	This report has not been externally assured. HGC may explore external assurance as reporting matures.	

Material Topics				
GRI Topic-specific Disclosure		**Description**	**Section of Report and / or Explanation for Omission**	**Page Reference**
Business Ethics and Anti-corruption				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Business Ethics and Anti-Corruption	2-3 8-9
	103-2	The management approach and its components	Approach to Sustainability; Business Ethics and Anti-Corruption	2-3 8-9
	103-3	Evaluation of the management approach	Business Ethics and Anti-Corruption	8-9
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Anti-Corruption	8
Security of Information				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Security of Personal Data and Information	2-3 9-10
	103-2	The management approach and its components	Approach to Sustainability; Security of Personal Data and Information	2-3 9-10
	103-3	Evaluation of the management approach	Security of Personal Data and Information	9-10
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security of Personal Data and Information	10
Health and Safety				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Providing a Healthy and Safe Environment for All	2-3 14-17
	103-2	The management approach and its components	Approach to Sustainability; Providing a Healthy and Safe Environment for All	2-3 14-17
	103-3	Evaluation of the management approach	Providing a Healthy and Safe Environment for All	14-17
GRI 403: Occupational Health and Safety 20118	403-1	Occupational health and safety management system	Providing a Healthy and Safe Environment for All	14-17
	403-2	Hazard identification, risk assessment, and incident investigation	Providing a Healthy and Safe Environment for All	14-17
	403-3	Occupational health services	Providing a Healthy and Safe Environment for All	14-17
	403-4	Worker participation, consultation, and communication on occupational health and safety	Providing a Healthy and Safe Environment for All	14-17
	403-5	Worker training on occupational health and safety	Providing a Healthy and Safe Environment for All	14-17
	403-6	Promotion of worker health	Providing a Healthy and Safe Environment for All	14-17
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Providing a Healthy and Safe Environment for All	14-17

	403-9	Work-related injuries	Providing a Healthy and Safe Environment for All	17
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Providing a Healthy and Safe Environment for All	14
Energy, GHG Emissions and Alternate Energy Sources				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Energy Consumption and GHG Emissions	2-3 18-21
	103-2	The management approach and its components	Approach to Sustainability; Energy Consumption and GHG Emissions	2-3 18-21
	103-3	Evaluation of the management approach	Energy Consumption and GHG Emissions	18-21
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Consumption and GHG Emissions	20-21
	302-3	Energy Intensity	Energy Consumption and GHG Emissions	20-21
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy Consumption and GHG Emissions	20
	305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption and GHG Emissions	21
	305-4	GHG emissions intensity	Energy Consumption and GHG Emissions	20-21
Water Consumption Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Water Consumption Management	2-3 21-23
	103-2	The management approach and its components	Approach to Sustainability; Water Consumption Management	2-3 21-23
	103-3	Evaluation of the management approach	Water Consumption Management	21-23
GRI 303: Water 2016	303-1	Water withdrawal by source	Water Consumption Management	21-23
Waste Management				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Waste Management	2-3 23-25
	103-2	The management approach and its components	Approach to Sustainability; Waste Management	2-3 23-25
	103-3	Evaluation of the management approach	Waste Management	23-25
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Waste Management	23-25
Additional Topics				
Employment Practices				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Approach to Sustainability; Employment Practices and Benefits	2-3 14
	103-2	The management approach and its components	Approach to Sustainability; Employment Practices and Benefits	2-3 14
	103-3	Evaluation of the management approach	Employment Practices and Benefits	14
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Profile of our Workforce	13
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices and Benefits	14