

# Journey towards Positive Change

**STAMFORD LAND CORPORATION LTD**  
**Sustainability Report 2020**



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## Board Statement

Dear Stakeholders,

The Board is pleased to present Stamford Land Corporation's ("**SLC**") sustainability report for 2020. The COVID-19 pandemic has underscored a more urgent need for change in the ways countries and corporate entities operate to resolve the climate challenges our generation and our future generations are facing.

As a hospitality-based company, our highest priority has always been the comfort and safety of our employees, guests and patrons. This includes doing what we can to support the heroic efforts our healthcare frontline workers and to accommodate the challenges they face in their jobs and to give their families peace of mind that their loved ones are well-taken care of during these trying times.

In line with this, we have introduced best practices for hygiene and personal safety in our business operations to provide the highest level of reassurance and comfort to all of our stakeholders that the Stamford group of hotels and properties remain a safe and healthy place to work and play.

For 2020, SLC has considered the environmental, social and governance ("**ESG**") aspects to ensure our hotel and property management operations continue to offer the high standards synonymous with the Stamford brand.

This year's sustainability report is issued in compliance with the Singapore Exchange Securities Trading Limited's ("**SGX-ST**") rules for sustainability reporting for all Singapore-listed companies. The report includes details on the manner in which the Group incorporates sustainability aspects into its businesses, with reference to the Global Reporting Initiative (GRI) Standards (2016).

Based on a materiality assessment conducted in 2020, the management has recognized and retained the ten material ESG factors from 2019 as being pertinent to our operations. They are namely: Data Security and Customer Privacy, Employee Wellbeing and Engagement, Employee Training and Career Development, Waste and Effluent Management, Water Management, Occupational Health and Safety, Energy Consumption and Associated Green House Gas Emissions, Economic Performance, Anti-Corruption and Local Community Investment and Development, in no particular order of importance.

With the Board's endorsement, the Sustainability Steering Committee (comprising of the Group's management that reports directly to the Board), identifies, reviews and manages sustainability-related risks and opportunities, as well as monitors the company's sustainability performance targets. Given the COVID-19 pandemic, the Committee has focused its attention on refining its operational practices to enhance the wellbeing of our employees and stakeholders.

While the COVID-19 pandemic has been a test of our perseverance, the Group is confident that we will come out stronger than ever. We remain on the lookout for markets from which we can reap positive sustainability results, so that our future generations may continue to benefit from such efforts.

## Introduction

### About this Report

SLC presents its FY2020 sustainability report, prepared in accordance to the internationally acclaimed Global Reporting Initiatives (“GRI”) Standards – “Core” option and in line with SGX-ST Mainboard Listing Rule 711(B).

This report encompasses SLC’s portfolio of seven hotels across Australia and New Zealand, namely, Sydney, Adelaide, Melbourne, Brisbane and Auckland. The report covers our business operations, including food and beverage operations within our hotels, from 1 April 2019 to 31 March 2020 (“FY2020”). The full list of hotels within this report’s reporting scope are set out as follows:

Portfolio by Country and States	Name of Hotels
<b>Australia</b>	
Sydney, New South Wales	Sir Stamford Circular Quay (“SSCQ”)
	Stamford Plaza Sydney Airport (“SPSA”)
Adelaide, South Australia	Stamford Grand Adelaide (“SGA”)
	Stamford Plaza Adelaide (“SPA”)
Brisbane, Queensland	Stamford Plaza Brisbane (“SPB”)
Melbourne, Victoria	Stamford Plaza Melbourne (“SPM”)
<b>New Zealand</b>	
Auckland	Stamford Plaza Auckland (“SPAK”)

We have not sought external assurance for this report. Our reporting is done in good faith and to the best of our knowledge. We welcome any feedback for this report and for any of our sustainability related matters, please contact:

#### Investor Relations Committee

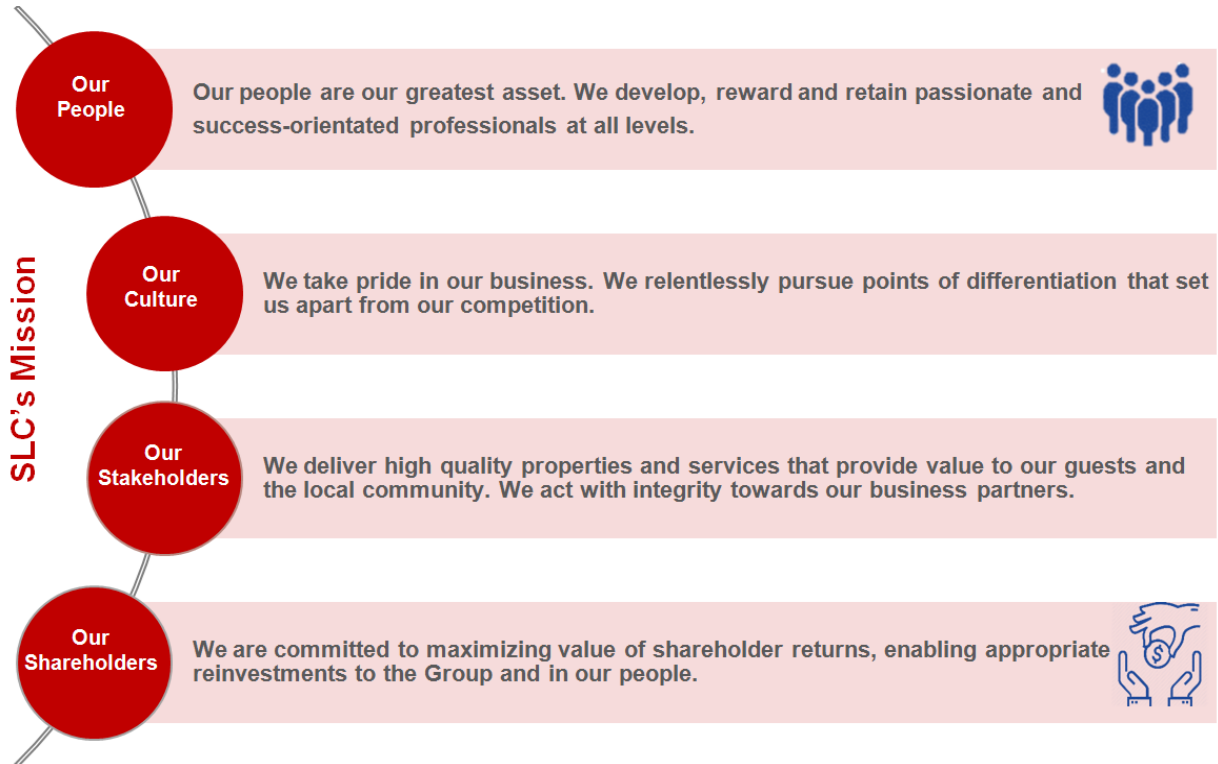
Tel: 6236 6888

investor.relations@stamfordland.com

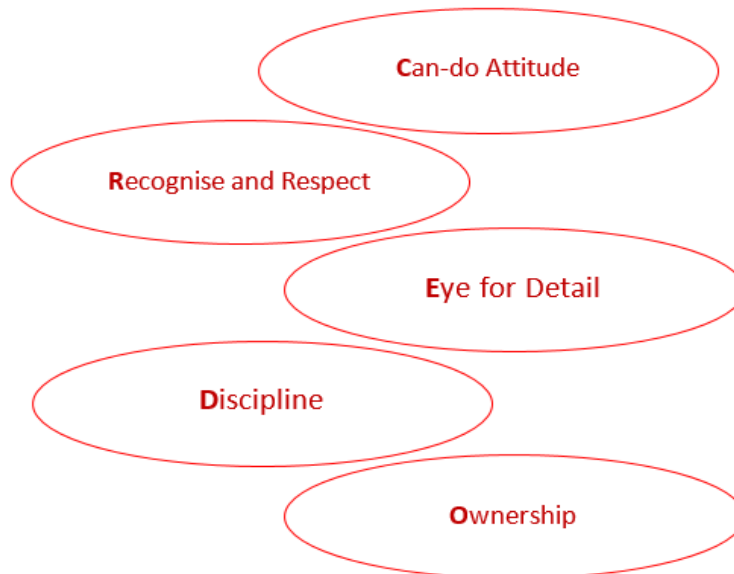
## About Stamford Land Corporation Ltd

Listed on the Mainboard of the Singapore Exchange (“**SGX**”), Stamford Land Corporation Ltd is the largest independent owner-operator of luxury hotels in Australia and New Zealand. With a portfolio of prime hotels and investment properties in Australia, New Zealand and the United Kingdom’s key cities, SLC has a reputation for its development of first-rate residential and commercial properties.

With its targeted approach in luxury brand positioning, SLC has achieved great success in its hotel and property development businesses in Australia, New Zealand and the United Kingdom. Our brand is celebrated for its exceptional locations, luxurious accommodation and stellar service quality. SLC has also been ranked among Singapore’s top 100 brands by Brand Finance, an independent, leading international brand valuation consultancy.




**STAMFORD LAND CORPORATION  
VALUES**




## Company Highlights


### Hotel Owning and Management Segment Financial Highlights

**154.6M**   
FY2020 Revenue

**\$398**   
Total Asset Value as at  
March 2020 (SGD)

### Sustainability Highlights

**13.9%**  Decline in electricity  
consumption in FY2020,  
attributed to energy efficient  
technologies and  
appliances used

**0.2%**  Reduction in fuel  
consumption in  
FY2020, partially  
contributed by solar  
energy installation

### Awards\*



#### **Trip Advisor Certificate of Excellence 2019**

*Attained TripAdvisor "Hall of Fame" status after achieving Certificate of Excellence for five consecutive years or more*

#### **SKYTRAX World Airport Awards 2019**

**Best Airport Hotel, Australia/Pacific – Winner**  
*Stamford Plaza Sydney Airport (9<sup>th</sup> consecutive year)*

#### **Spice Hot 100: Venues & Hotels 2020**

**Best MICE Hotel in New Zealand**  
*Stamford Plaza Auckland*

#### **Spice Magazine Awards 2019**

**Hotel with the Best Business Hotel – Winner**  
*Stamford Plaza Brisbane*

#### **TAA (NSW) Awards for Excellence 2019**

**Deluxe Hotel of the Year – Finalist**  
**The Highlander Bar, Bar of the Year (Deluxe Hotels) - Finalist**  
*Sir Stamford at Circular Quay*

#### **TAA (NSW) Awards for Excellence 2019**

**La Boca Bar and Grill, Restaurant of the Year (Mid-Range – Superior Hotels) – Finalist**  
*Stamford Plaza Sydney Airport*

#### **TAA (VIC) Awards for Excellence 2019**

**Accommodation Hotel of the Year – Finalist**  
*Stamford Plaza Melbourne*

#### **AHA (Australian Hotel Association)**

**The Promenade, Restaurant (Accommodation Division) – Finalist**  
*Stamford Grand Adelaide*

#### **AHA (Australian Hotels Association)**

**La Boca Bar and Grill, Restaurant (Accommodation Division) – Finalist**  
*Stamford Plaza Adelaide*

#### **2019 SATIC SA Awards**

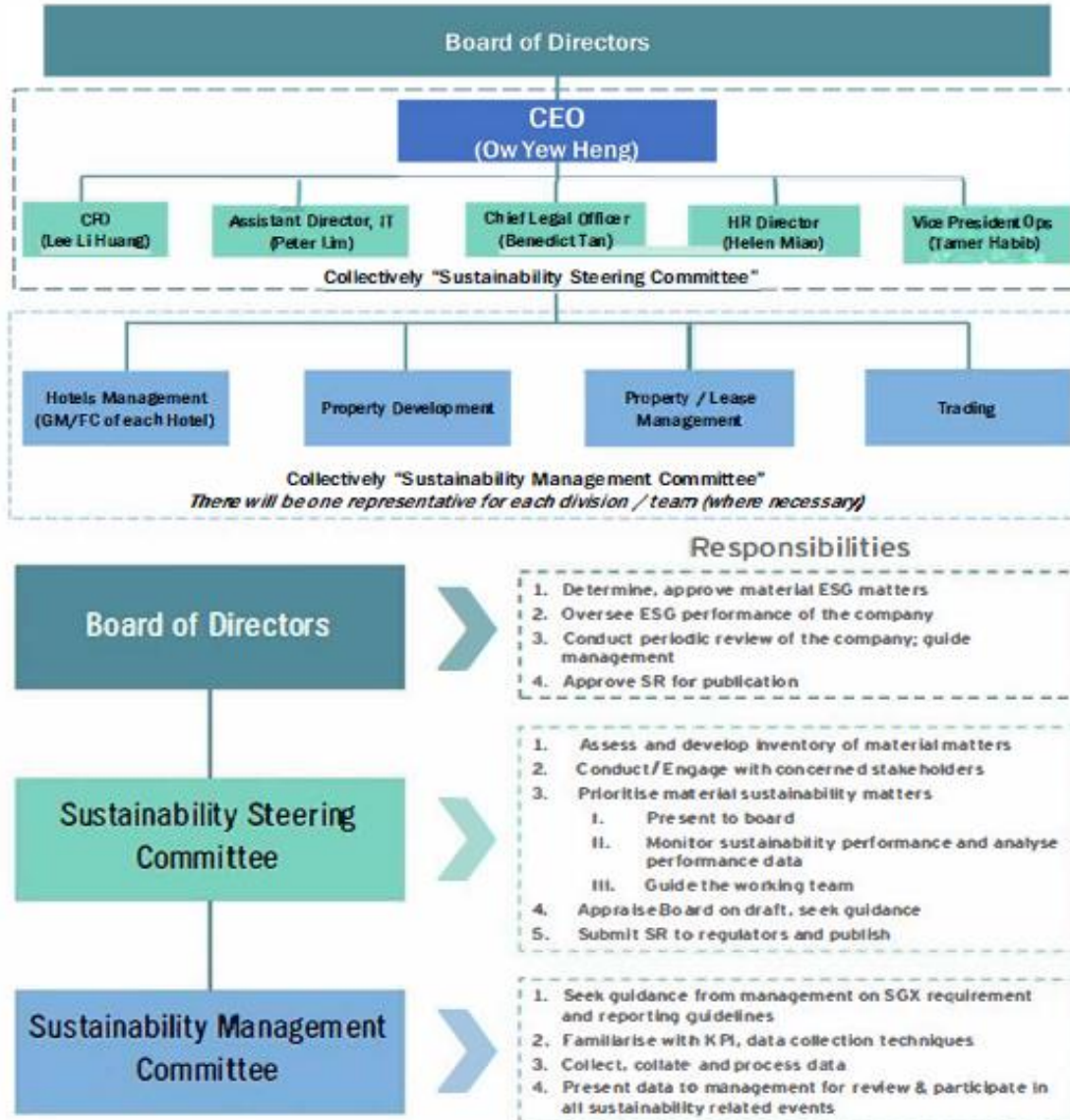
**Business Event Venue - Silver Award**  
*Stamford Grand Adelaide*

*\*Note that the awards for 2020 have been delayed due to the COVID-19 pandemic*

## Our Sustainability Approach

### Sustainability Governance Structure

Our Sustainability Committee leads SLC’s sustainability initiative, comprised of our local and overseas top management personnel. This permanent committee manages the various sustainability teams from SLC’s major components to ensure the Group’s successful journey through the 10 ESG factors. The Committee has authority for developing and continuing SLC’s sustainability approach and framework, and also to put in place initiatives and supervise SLC’s sustainability performance.



## Policies

SLC is regularly reviewing and improving its operational policies and processes that were developed with the assistance of independent consultants. This year, with the COVID-19 pandemic, we have earmarked our occupational, health and safety, and other employee and emergency preparedness policies for refinement and progress in accordance with the ESG factors. All of our policies, including but not limited to the ones listed below, are made readily available to our employees on the Group's intranet.

### Key SLC Group-level Policies

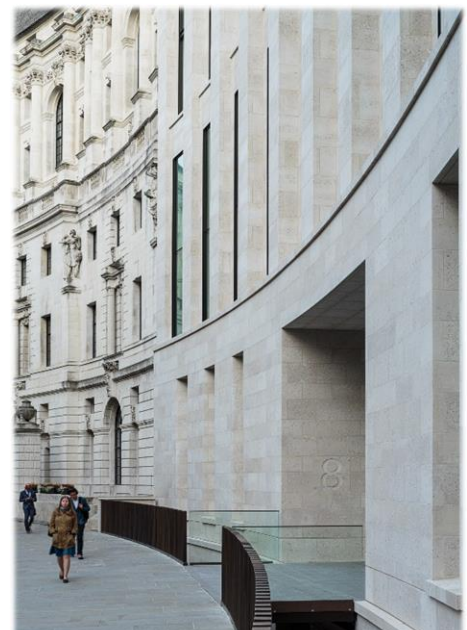
Governance	Scope	Description
Privacy Policy and Statements	All Stamford Hotels	SLC has recently revised its privacy policies and statement to ensure that its processes for maintaining and storing information regarding third parties clear and transparent.
Personal Data Protection Policy	All Stamford Hotels	In FY 2020, SLC has updated its Personal Data Protection policy with a comprehensive policy which details the IT and data security principles that our businesses adhere to when dealing and handling personal data. Such information also includes clear data protection clauses for use by our legal department to ensure our suppliers are aware of our requirements and focus on personal data.
Social		
Recruitment Policy	All Stamford Hotels	SLC promotes an equal opportunity recruitment policy. It allows for a fair selection process on a meritocratic basis in recruiting high caliber staff whom we believe share our core values and support the fulfilment of SLC's vision and goals. This policy adheres to strict guidelines on non-discrimination, fairness and disregards gender, ethnicity, religion or age.
Occupational, Health and Safety Policy	All Stamford Hotels	We have refined our OHS policy to include safe-distancing measures that are even stricter than what is required by the relevant authorities and also put in a requirement for daily briefings on updates to sanitation or hygiene related practices or measures to ensure our employees are up to date with the COVID-19 pandemic and preventive measures.
Emergency Preparedness & Response Policy	All Stamford Hotels	In line with the COVID-19 situation, we have also reviewed and updated our emergency preparedness & response policies for not only pandemic situations, but also the unlikely events of other large-scale disasters such as earthquakes and floods.



Risk Management Policy	All Stamford Hotels	While our OHS policy is part of our risk management approach, SLC adopts a separate independent policy for managing the hotels' other risk parameters. This includes a risk assessment methodology that contains a process for the identification, assessment and controlling of any foreseeable daily operational hazards.
Incident investigation and reports policy	All Stamford Hotels	Working hand in hand with our insurance brokers and agents, we continually refine our incident reporting process to maximize efficiencies in terms of our reporting lines and the manner in which we resolve and approve claims.
Responsible Supply Chain Policy	All Stamford Hotels	SLC recognizes the importance of sustainable value generation within its supply chain and procurement process. Amongst other things, SLC considers the following factors - economic value of products and services, business ethics and reputation in assessing and selecting new potential suppliers.

**Environmental**

Housekeeping Environmental Policy	All Stamford Hotels	In addition to actively encourage our externally engaged housekeeping staff to engage in environmentally-friendly practices when performing their duties, we have provided face masks for all of our staff, including our external housekeeping staff. We also ensure that frequent touch points such as door handles, lift buttons, remote controls and bin lids are sanitized regularly during their cleaning.
Energy Management Policy	All Stamford Hotels	SLC dedicates itself to reducing its consumption and wastage of natural resources. Working in collaboration with local city councils, SLC has embarked on a group wide project to improve energy consumption efficiency as well as the replacement of cost-inefficient energy equipment with more economical and environmentally-friendly alternatives.



*Exterior of 8 Finsbury Circus (Left and Right)*

## Stakeholder Engagement

SLC constantly engages its stakeholders through numerous methods, such as town-hall sessions held at the individual property level, and regular communications between senior management across the properties and head office to ensure that the relevant stakeholders are kept abreast of developments.

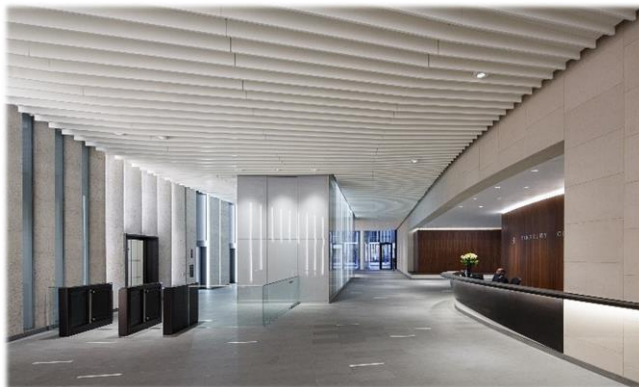
Key Stakeholders	Mode of Engagement	Frequency of Engagement	Key Topics of Interest	Our Approach
Shareholders	<ul style="list-style-type: none"> <li>Corporate announcements</li> <li>Annual General Meetings</li> <li>Investor Relations Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>When required throughout the year</li> <li>Annual General Meetings are held on a yearly basis</li> </ul>	<ul style="list-style-type: none"> <li>Improve performance and higher profitability</li> <li>Clear lines of communication and feedback between Company and shareholders</li> </ul>	<ul style="list-style-type: none"> <li>SLC prudently assesses investment opportunities as they arise, including its recent purchase of 8 Finsbury in London</li> <li>SLC ensures its public updates on SGXNet are transparent and timely and address all relevant shareholders matters</li> <li>We implemented a process for receiving shareholder feedback to ensure all feedback received is properly addressed</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Orientation programme for new employees</li> <li>Employee training and skills development programmes</li> <li>Yearly performance appraisals</li> <li>Recreational activities organised by respective HR departments</li> </ul>	<ul style="list-style-type: none"> <li>When required throughout the year</li> <li>Recreational activities are held on a yearly basis</li> </ul>	<ul style="list-style-type: none"> <li>Job security</li> <li>Clear career progression paths</li> <li>Safe working environment</li> <li>Learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>All employees undergo training to equip them with proper working knowledge of workplace safety and, where relevant, food hygiene</li> <li>SLC conducts yearly performance appraisals to adequately reward and recognise the contributions of our employees</li> <li>Proper recruitment framework to attract and retain talents</li> </ul>
Government and Regulators	<ul style="list-style-type: none"> <li>Dialogue sessions and meetings with governmental representatives</li> <li>Participating in regulatory audits and surveys</li> <li>Membership in industry associations</li> </ul>	<ul style="list-style-type: none"> <li>When required throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with applicable laws and regulations</li> <li>Prompt payment of corporate taxes and levies</li> </ul>	<ul style="list-style-type: none"> <li>Our hotels actively participate in surveys and initiatives in collaboration with regulators and council members</li> <li>We maintain open communication channels with regulatory representatives through regular participation in dialogue sessions and meetings</li> </ul>
Clients and guests	<ul style="list-style-type: none"> <li>Company initiated feedback sessions and surveys</li> <li>Dialogue sessions and meetings</li> </ul>	<ul style="list-style-type: none"> <li>Feedbacks are offered to patrons after provision of services</li> <li>As and when required throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>High standards of services and products</li> <li>Competitive pricing</li> </ul>	<ul style="list-style-type: none"> <li>SLC seeks to address all feedback garnered through various channels from guests and clients in a timely manner</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Operational meetings and dialogue sessions</li> <li>Procurement systems and standard procurement practices</li> </ul>	<ul style="list-style-type: none"> <li>When required throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>Continuity of business</li> <li>Prompt and regular payment for procurement of supplies and services</li> </ul>	<ul style="list-style-type: none"> <li>SLC aims to maintain a mutually respectful relationship through regular communication with our service providers and suppliers</li> <li>We also have in place an established procurement system and proper procurement tracking practices to ensure timely payments and ordering of goods and services</li> </ul>

## Materiality Assessment

SLC's FY2020 materiality assessment was done together with our key stakeholders, in accordance with the GRI Standards. We have evaluated and identified 10 key issues that are of utmost importance to our business operations and stakeholders. Given that our core business operations did not change from FY2019, we have resolved to adopt the following 10 material matters.

No.	Key Issues*	Corresponding GRI Framework Disclosures
1.	Economic Performance	GRI 201: Economic Performance
2.	Anti-Corruption	GRI 205: Anti-Corruption
3.	Energy Consumption	GRI 302: Energy
4.	Water Management	GRI 303: Water
5.	Waste Management	GRI 306: Effluents and Waste
6.	Employee Wellbeing and Engagement	GRI 401: Employment
7.	Occupational Health and Safety	GRI 403: Occupational Health and Safety
8.	Training and Career Development	GRI 404: Training and Education
9.	Data Security and Customer Privacy	GRI 418: Customer Privacy
10.	Community Investment and Development	Non GRI

\* Key issues are not ranked in priority



8 Finsbury Circus - Reception Area

## Creating Stakeholder Value

### Economic Performance

Reaping good and sustainable Economic Performance is one of SLC’s main objectives. As a corporate group, we appreciate the importance that our stakeholders place on the Group achieving good economic performance in a sustainable manner, so as not to further create major hurdles for the next generation. Despite the COVID-19 pandemic, the Stamford Group seeks to achieve a profitable bottom line on a Group level. We understand that during these times, there will be fresh opportunities available to the Group and are committed to continued development of potential investment opportunities to expand our properties portfolio.

We set out below our individual hotel’s economic performance targets, achievements and some of the new group policies implemented in 2020 that support our financial goals and targets.



#### **Development and engagement of new asset management team**

To efficiently progress the rental / leasing framework that was implemented in FY2019, we have hired three employees this year who specialise in property and asset management to reinforce our rental and leasing processes. This ensures there will be better channels of communications between our stakeholders, such as tenants, and the Singapore head office.

#### **Deferment and waiver of rent for tenants**

The evolving COVID-19 pandemic has had unforeseen economic impact, making it difficult for businesses and even individuals to continue paying rent in these circumstances. Offering rental deferment or waiver will give our tenants breathing room during these times when they are unable to operate, with an eye to create a more sustainable economic outlook and partnership when we all emerge from the COVID-19 situation.

SLC prides itself on ensuring that our properties and hotels achieve good and sustainable economic performance, even in tough economic conditions. While SLC’s management is unable to conduct hands-on audits for much of this year due to the lockdowns arising from COVID-19, the management team continues to have regular online meetings and conference calls to properly identify and mitigate the commercial risks that arise in the current economic climate. The hotels also provide monthly and bi-weekly reports on financial targets to our management team, who provide specific and detailed feedback arising from their review of such reports.

SLC’s hotel owning and management segment achieved a total revenue of S\$154.6 million in FY2020. Basic earnings per share for SLC was S\$0.031 in FY2020. Further details of SLC’s financial performance can be found under Financial Highlights (pages 24 to 25) and Financial Statements (pages 56 to 127) sections of the FY2020 Annual Report.

## Governance

### Anti-Corruption

The Group maintains its zero tolerance for corrupt practices and habits. Aside from the serious and potentially costly legal implications, corruption brings about many negative effects, the primary being the loss of trust with our stakeholders when corruption occurs. SLC has made known to all of our properties and staff its clear stance on corruption or fraud, and often disseminate reports on any public instances of corruption or fraud in the hospitality industry to all of our employees to discourage such conduct.

The Group has a Whistle-Blower Policy to encourage the good faith reporting of suspected reportable conduct, violations of the company values and ethics or applicable laws (including the Singapore Prevention of Corruption Act and other applicable anti-bribery laws) by establishing clearly defined processes through which such reports may be made with the confidence that employees and other persons making such reports to the employees' supervisors, ARMC or Legal Officer will be treated fairly and, to the extent possible, protected from reprisal.



## Environmental Sustainability

### Energy Consumption and Water Management

SLC understands the importance of environmental sustainability in the grand scheme of creating a sustainable future. The Group incorporates environmental sustainability in all components of its business chain, where the benefits to the environment are considered during the inception stage of projects or for selecting vendors, to when development and re-development occurs for our properties. The Group appreciates that having good practices that encourage energy consumption and water management not only allow us to do our part to save the environment, but we are also keenly aware of the operational efficiencies that such practices bring about for the Group.

Examples of SLC's long-term environmental efforts include:

#### Grow a Greener Future: Hotel Credits Program

- Guests are awarded credits to be used at select hotel restaurants for food and beverage discounts should they choose to waive the daily cleaning of their hotel rooms
- Placement of reminders in hotel rooms to encourage guests of environmentally sustainable efforts

#### Achieving higher energy savings through technological upgrades

- Major works for the upgrade and installation of state of the art building management systems to achieve higher energy savings,
- Retrofitting of motion sensor Light-Emitting Diode (LED) lights in hotel rooms

#### Use of green cleaning practices

- Hotels encourage guests to separate their waste into biodegradable and recyclable forms of waste through use of separate bins
- Our hotels employ eco-friendly steam cleaning practices to clean our hotel bathrooms instead of chemical detergents and cleaners

#### Monthly reporting and analysis of energy consumption and regular maintenance checks

- Hotels maintain records of energy consumption data and perform data analysis to identify outliers and rectify issues
- This practice allows us to understand our consumption trends and establish a benchmark for comparison with other hotels of similar size and operations within our Group
- We maintain our equipment up to date and in good operating conditions at all times to achieve highest possible energy efficiencies

In FY2020, through our environmental initiatives and policies tailored for our hotels, we have reduced our overall fuel consumption by 0.2% from 43.28 Tj in FY2019 to 43.08 Tj in FY2020, and electricity consumption by 13.9% from 19,724 Mwh in FY2019 to 18,330 Mwh in FY2020. Our fuel sources comprise of natural gas, ethane, gas coke, gas oil and wood waste (renewable). SLC, as a group, increased its combined water consumption from 270,390 m<sup>3</sup> in FY2019 to 271,568 m<sup>3</sup> in FY2020. SLC draws its water mainly from municipal water supplies, with a small portion from rainwater used for landscape irrigation by SPSA and SSCQ.

## Waste Management

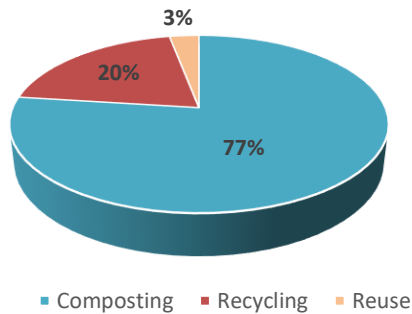
We understand that the hospitality industry generally generates large amounts of waste. With our development of a more efficient waste management system, we are proud to announce that SLC has maintained its proportion of waste management, and has reduced its total waste from 7,332,459 kg in FY2019 to 6,144,425.28 kg in FY 2020. This represents an approximately 14% decrease in waste production.

We credit such a decrease to, amongst other things, the increase in efficiencies arising from our improved waste management system, which includes a stringent selection criteria for waste management service providers, in addition to a updated waste disposal policy, which, when coupled with the energy and water saving initiatives mentioned earlier, contributed to the decrease in waste production in FY2020.

Non-hazardous and food waste consists of the majority of the hotels' waste. They consist of mainly general waste, plastic waste, wood and cardboard waste. Hazardous waste typically comprises trade waste, cooking oil and grease, most of which are disposed by licensed third party service providers.

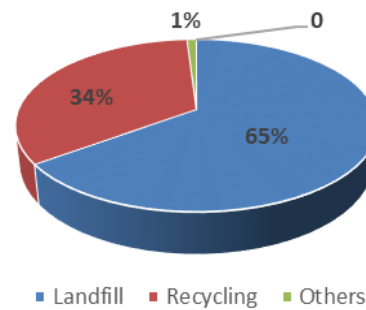
### FY2019

**HAZARDOUS WASTE (KG)**



**369,117 kg**

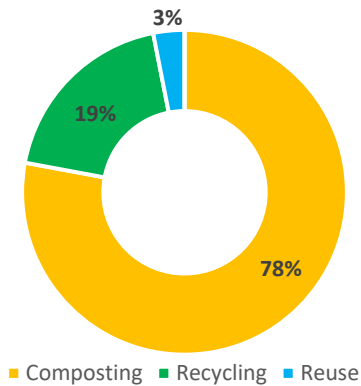
**NON-HAZARDOUS WASTE (KG)**



**6,963,342 kg**

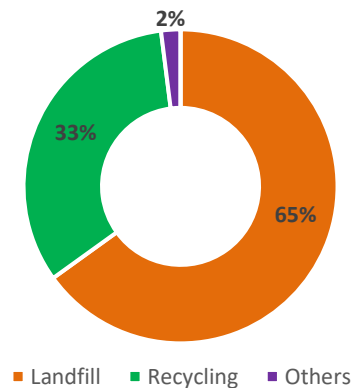
### FY2020

**HAZARDOUS WASTE (KG)**



**371,518.58 kg**

**NON-HAZARDOUS WASTE (KG)**



**5,772,907 kg**

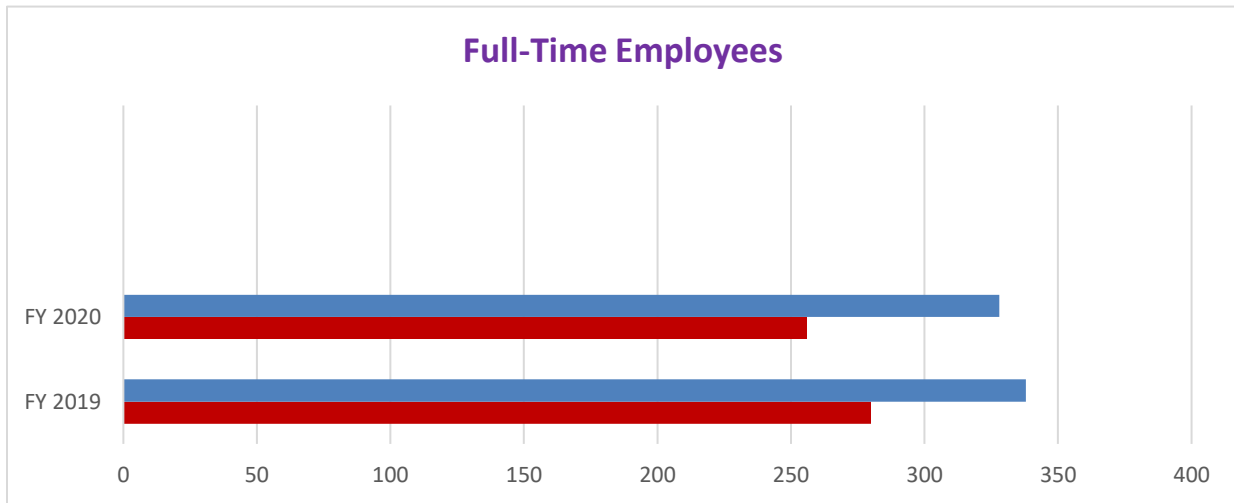
## Our People

### Employee Profile



Since the onset of the COVID-19 pandemic, we have encouraged our staff who are working from home to be actively engaged in skills training, largely through online training courses and recommending other relevant seminars for our staff to participate in. This is fully in line with our strong emphasis in further training and developing our employees to be a technologically savvy and engaged team.

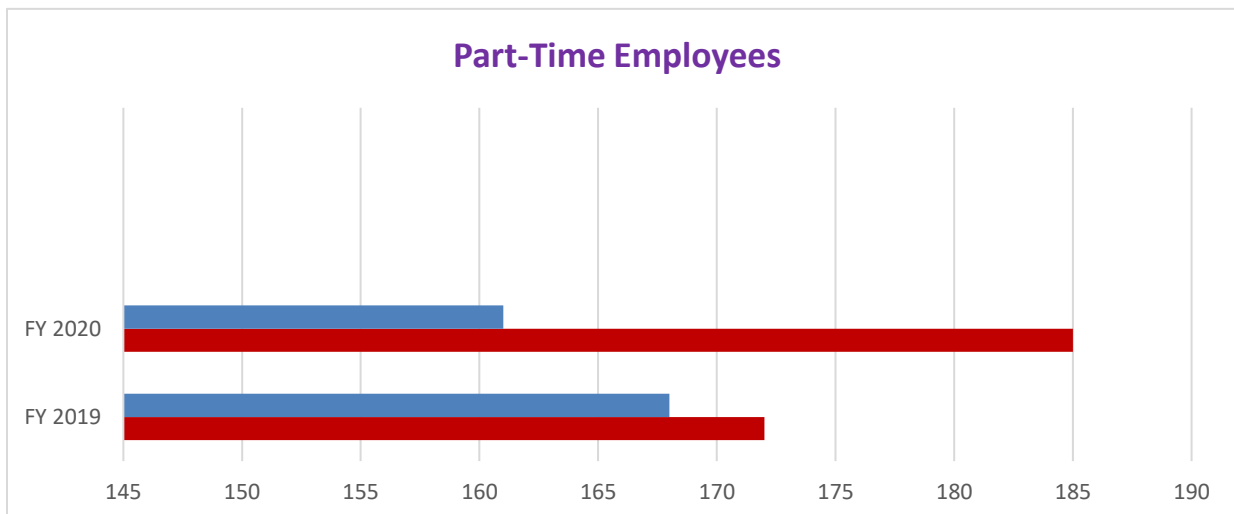
Our full-time employee headcount for the respective jurisdictions we operate in are as follows: 463 in Australia, 116 in New Zealand and 39 in Singapore for FY2019. In FY2020, the number of full-time employees are 432, 108 and 44 respectively across our operations. Likewise, for part-time employees, our headcount for the respective jurisdictions are as follows: 280 in Australia and 60 in New Zealand for FY2019. For FY2020, there are 295 and 51 part-time employees respectively.



Female



Male





## Employee Wellbeing and Engagement



In today's climate, the safety, health and wellness of our employees and contractors' workers have become the highest priority for us. For SLC to provide a safe and comfortable environment for our guests, we must first provide our employees to have a safe and comfortable work environment. It is only then can we provide our highest standard of services to our guests.

We are pleased to announce that in FY2020, we have engaged a premium healthcare service provider to strengthen our Singaporean employees' work health benefits package. This includes the provision of mobile healthcare consultation and improved mobile claims service, which has proven to be helpful during the COVID-19 lockdowns where some of our Singaporean employees have been directed to stay at home.

While we have suspended all team-bonding activities due to the COVID-19 pandemic, we are aware of the need to pay attention to the mental health and psychological wellbeing of our employees during these challenging times, especially when the majority of our employees across the world will be practicing safe-distancing. As such, other than our annual performance appraisal which are done virtually, we have increased the number of consultation sessions and employees engagement surveys to ensure that our employees have someone they can talk to about what they are experiencing and if they need assistance.

We also regularly hold training seminars for our hotel employees to update them on the latest developments in areas which may be of interest to them or their business. For example:

1. Training Session from HR (Employee Briefing on Leave System) – 19 Dec 2019
2. Training Session from Legal (Briefing on Standard Contracts/Forms) – 10 - 11 Mar 2020
3. Training Session from Legal (Incident Management Policy & Processes) – 12 Mar 2020

100% of our full-time employees that have served a full year participated in at least one performance or work appraisal during FY2019. In addition, the permanent employee turnover rate in Singapore was approximately 29.54% in FY2020.

## Occupational Health and Safety



To maintain our zero tolerance for employee injury approach, we have revised our emergency preparedness policies, with a special focus on pandemics and how we ought to deal with them. This includes incorporating best practices for employee hygiene, and also carefully considering when each of our properties can and should be open for business, a delicate exercise which takes into consideration the local climate each of our properties operate in and which functions are absolutely necessary to resume normal operations.

We have also carefully identified all frequent touchpoints in our properties, and have issued strict directions for all of our employees to wear protective equipment such as masks / face coverings or gloves when at work. Visitors to our offices are restricted and all visits are recorded, and we have provided instructions for maintaining physical distancing while waiting at elevators and provided appropriate signage at all access points.

In terms of training and communicating the required safety information to our employees, we have mandatory regular virtual training for employees on the new procedures we have put in place such as training on cleaning and disinfectants to be used. We also train our employees on hygiene expectations (e.g. washing hands frequently, using masks/face coverings, covering mouth and nose when sneezing, etc.).

Locally in Singapore, we continue to allow our employees who are able to work remotely to do so. We have also introduced staggered entry and exit times into the office premises, and employing shifts for departments as a form of business continuity planning.

Our employees have reported no significant work-related injuries, occupational diseases or fatalities for FY2020. We have also not had any incidents of non-compliance with employee health and safety regulations or any major safety incidents across our portfolio. In tracking our employees' wellness and health, our absentee rate at our Australian and New Zealand hotels was 1.34%.

## Training and Career Development



Our employees are the key to enhancing our human capital, the key resource in the hospitality industry. We must ensure that our employees' health and safety, competencies, welfare and professional development remain priorities and fundamental to our Group's performance.

In the current lockdowns across the jurisdictions we operate in, we have carried out company-wide initiatives to encourage our employees to focus on training and support to better their skills and functions when the global economy gradually reopens. This taps on our existing initiatives of our company-funded programme for our employees to attend courses and seminars to improve their personal and work skills. Our management also takes a keen interest in the personal development of our employees. We have conducted a review of our work-life balance policies, with plans to allow our local employees to be able to work from home at least one a week commencing from July 2020 to December 2020.

Employee-centric measures such as enhanced training and flexible health and wellness initiatives will put SLC in a better position ahead of economic recovery from the COVID-19 pandemic. We believe our efforts to listen to our employees' concerns and provide support and training during these challenging time while doing the best we can to retain our employees builds loyalty and goodwill, and the split-team arrangement we have put in place for business-continuity planning creates opportunities for collaboration and creativity. Seeing and taking advantages of such opportunities will pay dividends when business demand returns.

During the year, approximately 92% of the workforce attended training sessions and our permanent employees received at least 47 service training hours per employee, including on-site and vocational training.

## Our Customers

### Data Security and Customer Privacy



Malicious cyber-attacks or hacking attempts can inflict serious damage and disruptions to our business and affect the reputation of and our key stakeholders' trust in our company and operations. We are also aware of the compliance requirements for both international and local data privacy protection laws, especially since our hotels receive guests' personal information from all around the world.

In FY 2020, we significantly overhauled our privacy statement on our company websites to take in account newer methods of information gathering and the different types of information that our businesses require to operate in today's climate. We are pleased to announce that in FY2020, we did not receive any complaints or suffered any breaches of our guests' personal data. We strive to maintain this record in the upcoming year.

## Local Communities

### Community Investment and Development



SLC is always on the lookout for opportunities to contribute to the community. During this COVID-19 pandemic, we are very fortunate to have the opportunity to collaborate with the Victoria Government in Australia for Stamford Plaza Melbourne to provide accommodations to police, firefighters and other frontline workers if they need to self-isolate due to coronavirus in the Hotels for Heroes programme.

Hotels for Heroes provides accommodation for the frontline workers in hotels or who have had exposure to coronavirus or have a positive coronavirus diagnosis and cannot safely self-isolate at home. This includes clinical and non-clinical hospital staff, Victoria Police, youth justice, Corrections Victoria, and Metropolitan Fire Brigade and Country Fire Authority firefighters involved in Emergency Medical Response.

We are very proud to be a part of this initiative, since it allows us to do our part to thank the brave and selfless frontline workers who risk their lives to ensure that we are safe. We believe such measures allow these frontline workers to rest properly, with the assurance that they will not risk potentially infecting their family members and loved ones. This gives them the strength to continue to focus on their life-saving work.

SLC is in negotiations with other governmental organisations to explore opportunities for its other hotels to be used for similar purposes.



*Entrance to 8 Finsbury Circus*

## GRI Content Index

GRI Standard Disclosure Reference	Description	Section of Report/ Reasons for Omission	Page Reference
<b>GRI 102: General Disclosures</b>			
<b>Organizational profile</b>			
102-1	Name of the organization	Board Statement	3
102-2	Activities, brands, products, and services	About SLC	5
102-3	Location of headquarters	About SLC	5
102-4	Location of operations	About SLC	5
102-5	Ownership and legal form	About SLC	5
102-6	Markets served	About SLC	5
102-7	Scale of the organization	About SLC	5
102-8	Information on employees and other workers	Employee Profiles	16
102-9	Supply chain	About SLC	5
102-10	Significant changes to the organization and its supply chain	No significant changes during the year	N.A.
102-11	Precautionary Principle or approach	Policies	8-9
102-12	External initiatives	Not applicable	N.A.
102-13	Membership of associations	1. Australian Hotels Associations 2. Professional Conference Organiser Association	N.A.
<b>Strategy</b>			
102-14	Statement from senior decision-maker	Board Statement	3
<b>Ethics and integrity</b>			
102-16	Values, principles, standards, and norms of behaviour	About SLC	5
<b>Governance</b>			
102-18	Governance structure	Sustainability Governance Structure	7
<b>Stakeholder engagement</b>			
102-40	List of stakeholder groups	Stakeholder Engagement	10
102-41	Collective bargaining agreements	All employees within the scope of this report are not covered by collective bargaining agreements, as they are professionals in nature.	N.A.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	10
102-43	Approach to stakeholder engagement	Stakeholder Engagement	10
102-44	Key topics and concerns raised	Stakeholder Engagement	10
<b>Reporting practice</b>			
102-45	Entities included in the consolidated financial statements	About this Report	4
102-46	Defining report content and topic Boundaries	About this Report	4

102-47	List of material topics	Materiality Assessment	11
102-48	Restatements of information	This is SLC's inaugural Sustainability Report	N.A.
102-49	Changes in reporting	This is SLC's inaugural Sustainability Report	N.A.
102-50	Reporting period	About this Report	4
102-51	Date of most recent report	This is SLC's inaugural Sustainability Report	N.A.
102-52	Reporting cycle	About this Report	4
102-53	Contact point for questions regarding the report	About this Report	4
102-54	Claims of reporting in accordance with the GRI Standards	About this Report	4
102-55	GRI content index	GRI Content Index	20
102-56	External assurance	About this Report	4

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103-2	The management approach and its components	Economic Performance	12
103-3	Evaluation of the management approach	Economic Performance	12
201-1	Direct economic value generated and distributed	Economic Performance	12

**GRI 205: Anti-Corruption**

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103-3	Evaluation of the management approach	Anti-Corruption	13
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption	13

**Category: Environmental**

**GRI 302: Energy**

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103-2	The management approach and its components	Energy Consumption and Water Management	14
103-3	Evaluation of the management approach	Energy Consumption and Water Management	14
302-1	Energy consumption within the organization	Energy Consumption and Water Management	14

<b>GRI 303: Water</b>			
103-1	Explanation of the material topic and its Boundary	Energy Consumption and Water Management	14
103-2	The management approach and its components	Energy Consumption and Water Management	14
103-3	Evaluation of the management approach	Energy Consumption and Water Management	14
303-1	Water withdrawal by source	Energy Consumption and Water Management	14
303-3	Water recycled and reused	Energy Consumption and Water Management	14
<b>GRI 306: Effluents and Waste</b>			
103-1	Explanation of the material topic and its Boundary	Waste Management	15
103-2	The management approach and its components	Waste Management	15
103-3	Evaluation of the management approach	Waste Management	15
306-2	Waste by type and disposal method	Waste Management	15
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<b>GRI 401: Employment</b>			
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103-2	The management approach and its components	Employee Wellbeing and Engagement	17
103-3	Evaluation of the management approach	Employee Wellbeing and Engagement	17
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Wellbeing and Engagement	17
<b>GRI 403: Occupational Health and Safety</b>			
103-1	Explanation of the material topic and its Boundary	Occupational Health and Safety	17-18
103-2	The management approach and its components	Occupational Health and Safety	17-18
103-3	Evaluation of the management approach	Occupational Health and Safety	17-18
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety <i>(Information for breakdown of region – New Zealand unavailable at time of reporting; we are looking to improve data collection methods in the coming years)</i>	17-18
<b>GRI 404: Training and Engagement</b>			
103-1	Explanation of the material topic and its Boundary	Training and Career Development	18
103-2	The management approach and its components	Training and Career Development	18
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404-1	Average hours of training per year per employee	Training and Career Development <i>(Information for breakdown of hours by gender unavailable as at time of reporting; we are looking to improve data</i>	18

*collection methods in the coming years)*

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418-1	Substantiated complaints concerning breaches of customer privacy and data loss	Data Security and Customer Privacy	18

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