

Embracing a Resilient and Sustainable Future



STAMFORD LAND CORPORATION LTD
Sustainability Report 2021

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Board Statement

Dear Stakeholders,

The Board of Directors (“**Board**”) of Stamford Land Corporation Ltd (“**SLC**”) is proud to present SLC’s sustainability report for 2021. This year’s sustainability report is issued in compliance with the Singapore Exchange Securities Trading Limited’s (“**SGX-ST**”) rules. The report includes details on the manner in which the Group incorporates sustainability aspects into the heart of its operational strategies, with reference to the Global Reporting Initiative (GRI) Standards (2016).

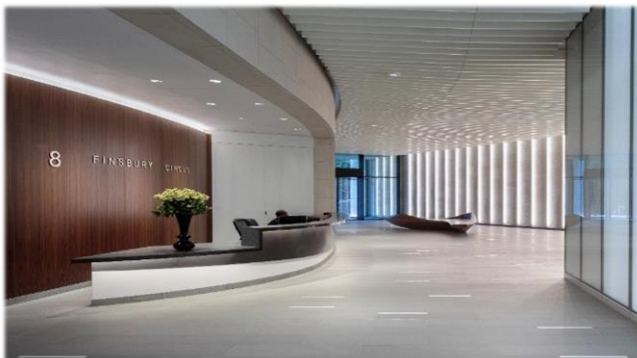
COVID-19 continues to run rampant globally, causing a humanitarian crisis in many parts of the world and adversely affected business operations internationally. The numerous attempts at opening air bubbles between countries have been largely unsuccessful. Such matters have inevitably impacted the hospitality industry and SLC. In such a challenging environment, our top priorities are to ensure the comfort and safety of our guests, and to mitigate the financial impacts of the pandemic. Our priorities reflect our most important stakeholders - our guests, and our employees.

We have put in place comprehensive safety management plans across our hotels in Australia and New Zealand, which include best practices for hygiene and personal safety in our business operations that go over and above country specific COVID-19 safety measures. We are proud that four of our hotels have been appointed as government quarantine facilities, highlighting the respective state governments’ confidence in the high standards of comfort, hygiene and safety that the Stamford brand has become synonymous with.

We have, collectively as a Board, been involved in the materiality analysis to identify the environmental, social and governance (“**ESG**”) factors that are important to our key stakeholders and/or significant to our business. The key ESG factors that were identified in previous years remain highly relevant in the present year and have been carefully incorporated in the formulation of our business strategies. The 10 ESG factors are: Data Security and Customer Privacy, Employee Wellbeing and Engagement, Employee Training and Career Development, Waste 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 blessing and approval, the Sustainability Steering Committee (comprising of the Group’s management that reports directly to the Board), recognises, reviews and manages all sustainability-related issues within SLC to ensure that we meet our sustainability goals.

The COVID-19 pandemic continues to test SLC’s mettle. However, we firmly believe that we are nearing the light at the end of the tunnel. The Board recognises that a strong commitment to the listed ESG factors is key to bolstering recovery in the post-pandemic world and promoting long-term business viability. We remain fully committed in our resolve to pursue sustainable actions at our assets together with our stakeholders.



8 Finsbury Circus Reception



Stamford Plaza Sydney Airport Reception

Introduction

About this Report

SLC presents its 2021 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).

We have adopted the GRI standards as our selected reporting framework since it is an internationally recognised reporting framework containing internationally accepted guidelines and principles for companies and organisations to report on corporate responsibility and sustainability performance. The GRI Standards are also the most applicable to facilitate SLC’s sustainability reporting goals.

This report encompasses SLC’s portfolio of seven hotels across Australia and New Zealand, namely, Sydney, Adelaide, Melbourne, Brisbane and Auckland. For the first time, we have included our London property, 8 Finsbury Circus, into our reporting scope. This covers the major business components and revenue streams of our Group’s portfolio, and represents a clear and definitive view of our operations.

The report covers our business operations, including food and beverage operations within our hotels, from 1 April 2020 to 31 March 2021 (“FY2021”). The full list of assets within this report’s reporting scope are set out as follows:

Portfolio by Country and States	Name of Hotels
Australia	
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”)
New Zealand	
Auckland	Stamford Plaza Auckland (“SPAK”)
United Kingdom	
London	8 Finsbury Circus (“8 FC”)

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.

SLC’s Mission



Our People

Our people are our greatest asset. We develop, reward and retain passionate and success-orientated professional at all levels.



Our Culture

We take pride in our business. We relentlessly pursue points of differentiation that set us apart from our competition.



Our Stakeholders

We deliver high quality properties and services that provide value to our guests and the local community. We act with integrity towards our business partners.

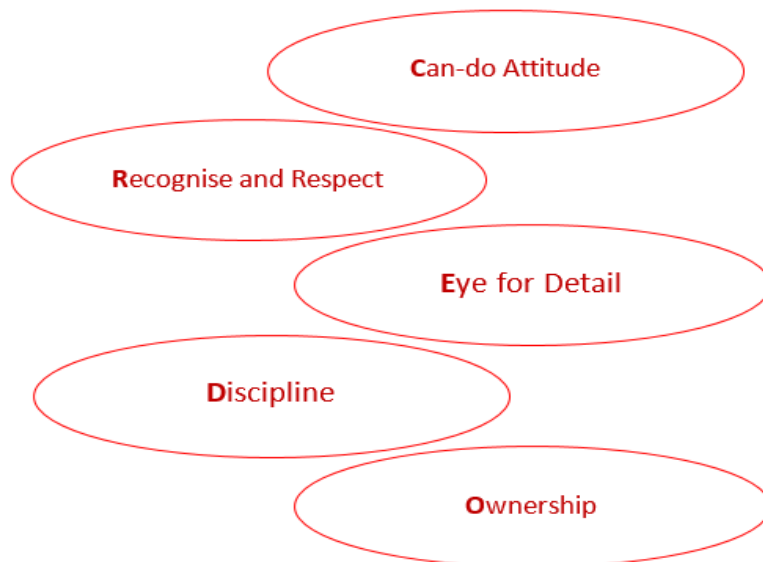


Our Shareholders

We are committed to maximizing value of shareholder returns, enabling appropriate reinvestments to the Group and in our people.

STAMFORD LAND CORPORATION

VALUES



Company Highlights

Hotel Owning and Management Segment Financial Highlights


79.6M 


FY2021 Revenue

\$433 

Total Asset Value as at
March 2021 (SGD)

Sustainability Highlights

32.8%  Decline in electricity consumption in FY2021, attributed to reduced operational capacity during pandemic

44.4%  Reduction in fuel consumption in FY2021, attributed to reduced operational capacity during pandemic

Awards* **Trip Advisor Travellers' Choice Award 2020**



Stamford Plaza Sydney Airport
Stamford Plaza Brisbane
Stamford Plaza Adelaide
Stamford Grand Adelaide

Trip Advisor Travellers' Choice Award 2020 -2021

Sir Stamford at Circular Quay
Stamford Plaza Auckland

Luxury Lifestyle Awards 2021

Best Luxury City Hotel in Auckland, New Zealand - Winner
Stamford Plaza Auckland

Spice Hot 100 Venue & Hotels 2020

Highlander Whisky Bar – Best Hotel Bar
Sir Stamford at Circular Quay

TripAdvisor Travellers' Choice Award 2020

La Boca Bar and Grill
Stamford Plaza Sydney Airport
Stamford Plaza Adelaide

Kabuki Teppanyaki Restaurant

Stamford Plaza Brisbane

8 Finsbury Circus

The Royal Institute of British Architects (RIBA) Award 2017

National and Regional Award – Winner

British Council for Offices (BCO) Award 2017

Best Commercial Workplace – National and Regional Award – Winner
NextGen Choice Award for Innovative Workplace – Winner

The Worshipful Company of Chartered Architects (The Architects' Company)

2017 City of London Building of the Year

New London Architecture Awards 2017

Best Offices Project – Winner

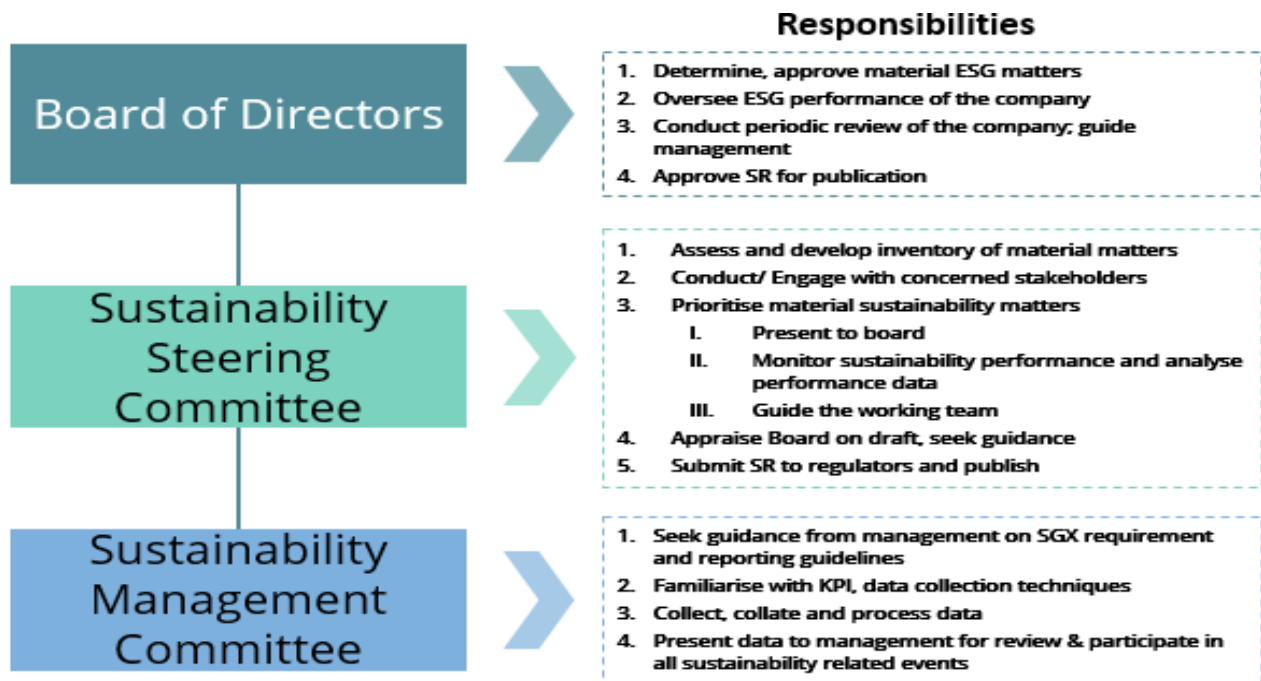
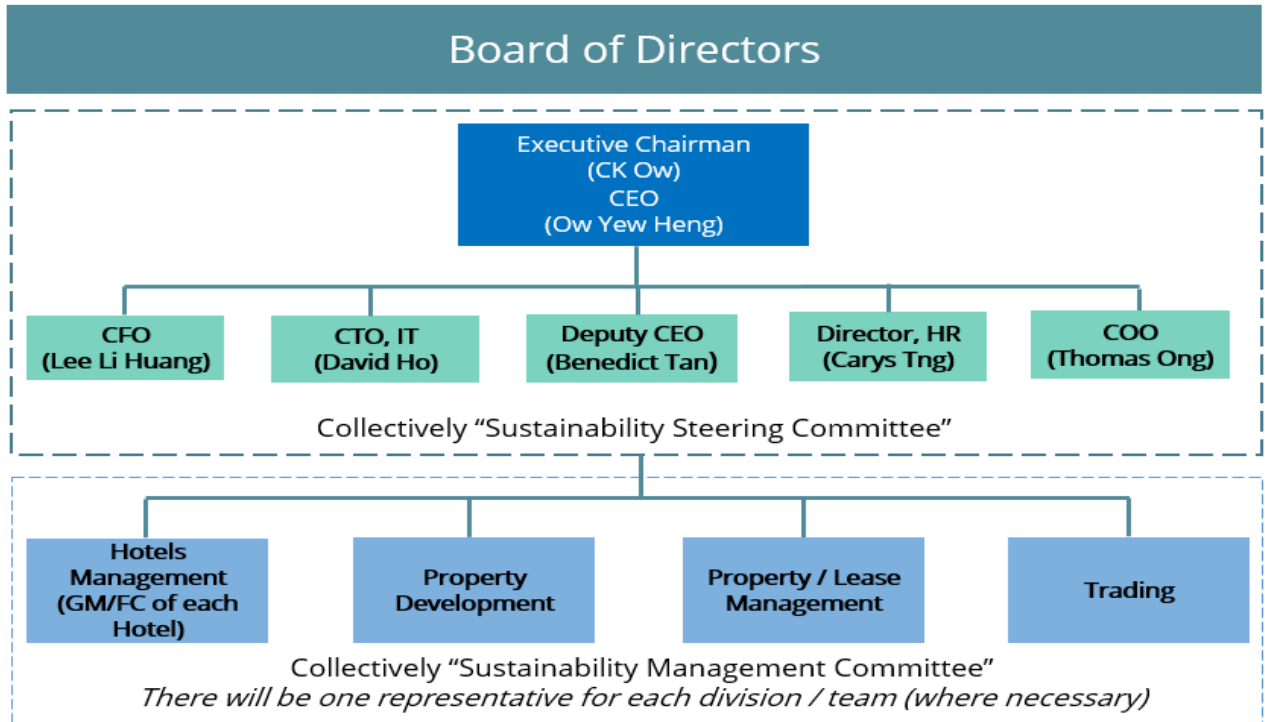
Lighting Design Awards 2017

Daylight Project of the Year - Winner

Our Sustainability Approach

Sustainability Governance Structure

Our Sustainability Committee leads SLC’s sustainability initiative, comprised of our top management personnel. This permanent committee draws from SLC’s major operation components to ensure the Group’s successful sustainability 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 regularly reviews and updates its operational policies and processes that were developed with the assistance of independent consultants. Similar to last year, due to the continued presence of the COVID-19 pandemic, we continue to refine our occupational health and safety, and other employee and emergency preparedness policies 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. We regularly conduct refresher courses on these courses for our employees.

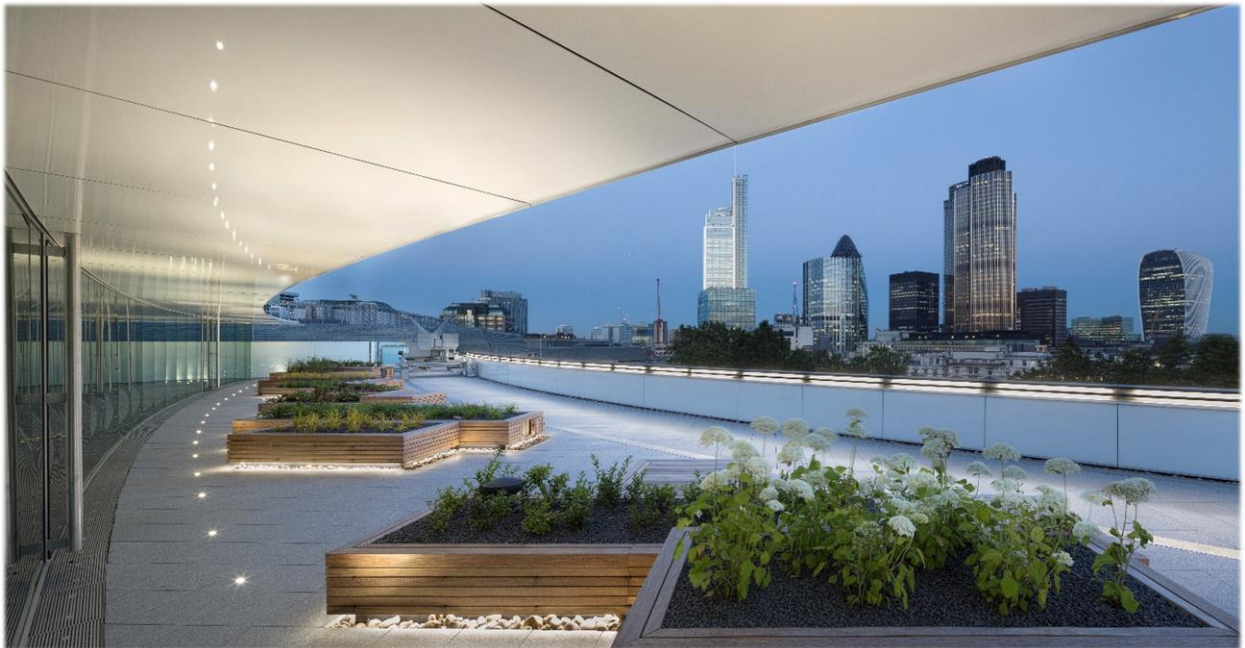
Key SLC Group-level Policies

Governance	Scope	Description
Privacy Policy and Statements	All Stamford Hotels	SLC is committed to safeguarding its customers’ personal data, and maintaining the utmost security of the data kept in relation to its business operations. Customers can rest assured data is only handled on a need to know basis, and we do not divulge or sell personal data of our guests for marketing or promotional purposes.
Personal Data Protection Policy	All Stamford Hotels	In FY2021, SLC conducted personal data awareness training for its hotel management personnel who may have the opportunity to handle personal data. Such training sessions were conducted by external consultants who touched on international data protection policies and how they affected hotel operations.
Social		
Recruitment Policy	All Stamford Hotels	SLC promotes an equal opportunity recruitment policy. We recruit individuals purely on the basis of their suitability for the job, regardless of gender, age, nationality, religion or disability. We monitor our diversity profile through our workforce profile report including the distribution of gender, minorities and local hiring information.
Occupational Health and Safety Policy (“OHS”)	All Stamford Hotels	Our OHS policy contains COVID-19 safety 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’s developments 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	SLC adopts a separate independent policy for managing the hotels' operational risk parameters. We insist that our operational managers undertake a risk assessment before proceeding with operational projects to reduce and mitigate any foreseeable daily operational hazards.
Incident investigation and reports policy	All Stamford Hotels	In FY2021, we have put in extra commitment to ensure all our properties work closely with local authorities and regulators in the sharing of information and even the time of our staff to ensure that all regulatory matters are seen to their end satisfactorily.
Responsible Supply Chain Policy	All Stamford Hotels	SLC recognizes the importance of sustainable value generation within its supply chain and procurement process. We prioritize suppliers who have a transparent and open supply chain that practices fair and responsible distribution of proceeds and profit.

Environmental

Housekeeping Environmental Policy	All Stamford Hotels	Given the COVID-19 pandemic, in addition to face masks, we also provide the necessary personal protection equipment and training for all of our staff, including our external housekeeping staff. Hotel rooms are sanitised in accordance with stringent international standards.
Energy Management Policy	All Stamford Hotels	Our hotels strive to continually improve their environmental performance in accordance with our policies and guidelines. Some have implemented energy and water saving efforts to reduce our usage of precious resources. Some hotels are producing renewable energy for hot water or electricity using photovoltaics.



View from 8 Finsbury Circus

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

Materiality Assessment

SLC's FY2021 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 FY2020, 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



Stamford Plaza Melbourne – Presidential Suite



Stamford Plaza Adelaide – Stamford Suite

Creating Stakeholder Value

Economic Performance

SLC is committed to delivering sustainable growth for its stakeholders over the long term. Given the volatile business environment that we operate in with the COVID-19 pandemic, we strive to sustain our present progress and continue to grow our existing revenue streams. SLC will also continue to explore suitable investment and development projects while exploring opportunities to improve our existing assets into higher-yielding assets to unlock the greatest value in our assets for our stakeholders.

We set out below SLC's economic performance targets, achievements and some of the new developments implemented in FY2021 that support our financial goals and targets.



Major upgrades to assets to maintain competitiveness

4 of our hotels upgraded their water management systems by installing new hot water boilers and/or new cooling towers in FY2021. Coupled with our active monitoring of energy and water consumption, we expect this to achieve great water reduction efficiencies.

The lifts in our Sydney hotels also underwent major renovations to better serve our guests. We engaged an external lift expert consultant to streamline the procurement process, and engaged internationally renowned lift specialists to assist and install the new lifts.

In addition, many of our hotels took the downtime during the COVID-19 pandemic to undergo refurbishment to guest rooms. For example, SPSA commenced the refurbishment of 316 guest rooms, including the replacement of the television sets in all of the stated rooms.

SLC maintains its commitment to do its best that our assets achieve strong and sustainable economic performance. While SLC's senior management has not been able to conduct its regular physical audits of each asset due to COVID-19 in FY2021, this has been replaced with regular online meetings between the hotel management and head office in Singapore, where all matters related to the hotel's operations are discussed. Our assets also provide monthly and bi-weekly reports on our revenue streams, and head office provides specific and detailed feedback arising from their review of such reports for improvement.

SLC's hotel owning and management segment achieved a total revenue of S\$79.6 million in FY2021. Basic earnings per share for SLC was S\$0.011 in FY2021. Further details of SLC's financial performance can be found under Financial Highlights (pages 24 to 25) and Financial Statements (pages 54 to 125) sections of the FY2021 Annual Report.

Governance

Anti-Corruption

SLC is committed to conducting its business with transparency, honesty and align itself with the highest ethical standards, and in compliance with all applicable laws and regulatory requirements for the prevention of bribery, corruption, and extortion.

SLC is keenly aware that corrupt practices may subject SLC and its personnel to potential criminal and civil fines and penalties. Corrupt practices also have serious and potentially costly ramifications, and may also adversely affect the reputation of SLC as well as the confidence held by stakeholders, including our customers and business partners in our commitment to act professionally, fairly and with integrity in all our business dealings and relationships. In line with this commitment to maintain high ethical standards, it is SLC's stance to adopt a 'zero-tolerance' approach against all forms of corruption, bribery and extortion. 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 as learning lessons to discourage such conduct within our employees.

On top of our Whistle-Blower Policy, which encourages the good faith reporting in good faith 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), we also regularly encourage our employees to seek guidance from their immediate supervisors in the event they have any doubts if any of the practices they observe during their employ may be considered inappropriate.

In FY2021, there were neither any lapses with SGX rule requirements resulting in SGX reprimands nor any confirmed incidents of bribery or corruption involving SLC employees.



Environmental Sustainability

Energy Consumption and Water Management

Considering that energy and water consumption is one of the largest environmental impact that our operations generate, we continue to actively monitor and manage these at our properties. At SLC, we seek to lower our energy and water consumption across our portfolio and constantly encourage our hotel managers to improve on their energy and water management. We also promote sustainable practices to our employees, guests and suppliers in various schemes as we recognise that to achieve a holistic change across our assets will require input from not only our internal but external stakeholders.

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

Selection of green suppliers and contractors

- Our procurement approach prioritises the selection of green suppliers and contractors who have been awarded sustainability awards or engage in practices which lower their environmental impact
- We recently included this as one of the criteria in sourcing for and selecting suppliers across our assets

Use of energy saving practices

- Due to the COVID-19 pandemic, our properties implemented various energy reducing initiatives such as closing off accommodation floors and amenities that cannot be accessed or are not in use, shutting down lifts and chillers or other large energy consuming appliances where applicable, and adjusting the air-conditioning temperature in common areas

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, our overall fuel consumption fell by 23% from 43.08 Tj in FY2020 to 33.01 Tj in FY2021 and electricity consumption by 24% from 18,330 Mwh in FY2020 to 13,792 Mwh in FY2021. Our fuel sources comprise of natural gas, ethane, gas coke, gas oil and wood waste (renewable). Such decrease is attributable to the fall in business due to the COVID-19 pandemic. Similarly, SLC, as a group, decreased its combined water consumption from 271,568 m³ in FY2020 to 153,246 m³ in FY2021. 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

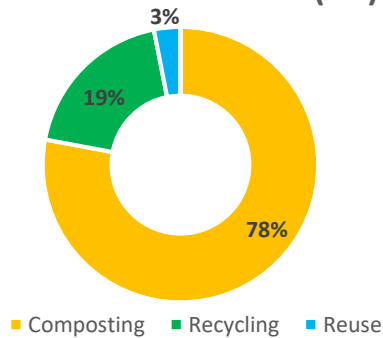
It is undeniable that the hospitality industry generally generates large amounts of waste and we consciously explore and adopt waste reduction initiatives to reduce our carbon footprint. With our improvements in waste management practices, we are pleased to announce that SLC has maintained its proportion of waste management, and has reduced its total waste from 6,144,425.28 kg in FY2020 to 3,135,417 kg in FY2021. This represents an approximately 49% decrease in waste production.

Such a large decrease is largely due to the COVID-19 pandemic and its effect on our business volume. However, this period has also given us the time to push for the gradual adoption and refinements of our improved waste management system, which includes a stringent selection criteria for waste management service providers.

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.

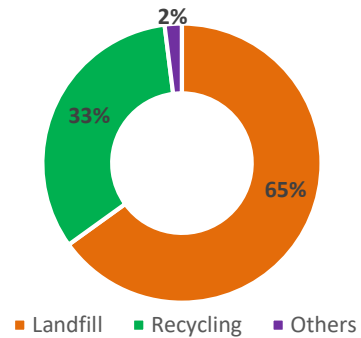
FY2020

HAZARDOUS WASTE (KG)



371,518.58 kg

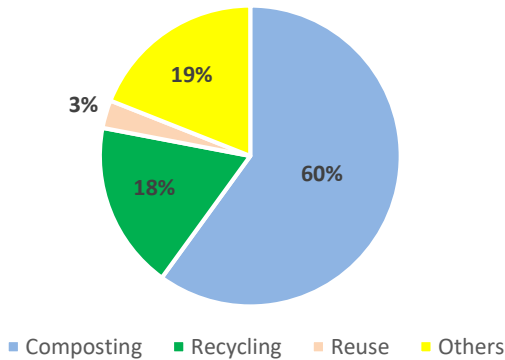
NON-HAZARDOUS WASTE (KG)



5,772,907 kg

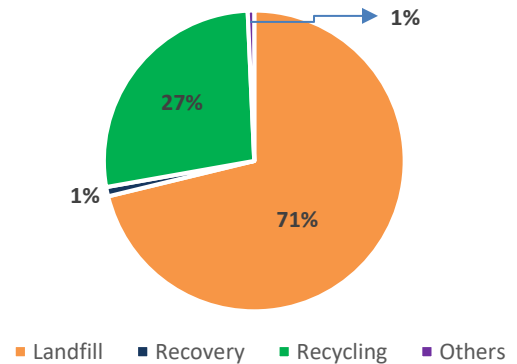
FY2021

HAZARDOUS WASTE (KG)



254,541 kg

NON-HAZARDOUS WASTE (KG)



2,880,876 kg

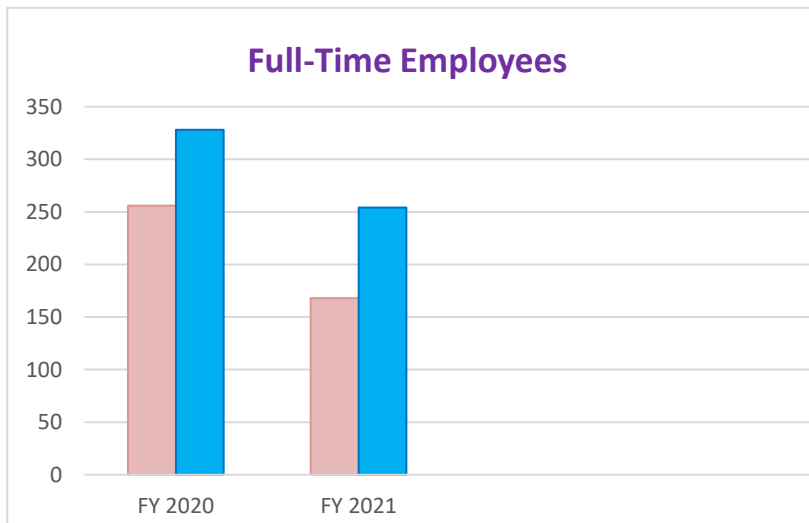
Our People



Employee Profile

As our core business is in hospitality, the present business environment dictates that there is a risk of exposing our front-line employees to COVID-19. It is therefore imperative that SLC creates a safe working environment and renders support to all affected employees in the countries in which we operate. Following the acute demand contraction experienced by the whole hospitality industry, the size of our work force has also decreased accordingly.

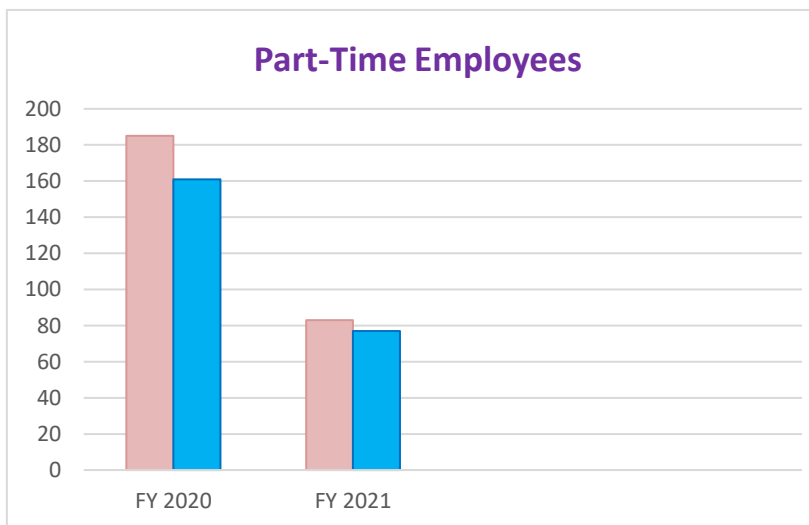
Our full-time employee headcount for the respective jurisdictions we operate in are as follows: 432 in Australia, 108 in New Zealand and 44 in Singapore for FY2020. In FY2021, the number of full-time employees are 325, 45 and 52 respectively across our operations. Likewise, for part-time employees, our headcount for the respective jurisdictions are as follows: 295 in Australia and 51 in New Zealand for FY2020. For FY2021, there are 106 and 54 part-time employees respectively.



Female



Male





Employee Well-being and Engagement

We encourage our employees to adopt a lifelong learning approach and identify their development gaps and needs through our annual performance appraisal which is done for every employee. Aside from the comprehensive range of learning and development programmes curated by the Group's Human Resource Department readily available to our employees via our intranet system, our employees can also sign up for external training in specific areas or skill sets that are relevant to their work and interests.

Despite disruptions caused by the COVID-19 pandemic causing us to suspend all team-bonding activities, we are aware of the need to pay attention to the mental health and psychological well-being of our employees during these challenging times, especially when the majority of our employees across the world will be working from home where possible as part of our measures to combat the pandemic.

As such, other than our annual performance appraisal which are done virtually, we have increased the number of consultation sessions and employee's 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 External Training Provider (Warden, Fire Awareness & Extinguisher Sessions - November 2020
2. Training Session from Legal (Briefing on Standard Contracts/Forms) - March 2021
3. Training Session from IT (IT Security Awareness Training) - February 2021

100% of our full-time employees that have served a full year participated in at least one performance or work appraisal during FY2020. In addition, the permanent employee turnover rate at our Australian hotels was approximately 54.8% in FY2021. The higher annual turnover rate were an inevitable consequence of COVID-19 on the hospitality sector.



Occupational Health and Safety

In line with our commitment to maintain our zero-tolerance for employee injuries in the workplace, we continue to monitor our business environment, this time with a special focus on measures that we can take against pandemics. Our hotel managers are constantly in contact with their respective jurisdictions' health authorities to understand the latest developments in the prevention and treatment of COVID-19.

Now, we are strongly encouraging all of our employees to be vaccinated and we are pushing for 100% vaccination for all of our employees across our hotels. This will allow our employees and guests to have the assurance that they are working in a safe environment despite the risks they bravely expose themselves to, specifically in our quarantine hotels.

In addition to the measures discussed in last year's sustainability report such as the identification and enhanced sanitation of frequent touch-points, strict directions for employees to wear protective gear, keeping proper visitor records, we have also prepared appropriate documentation to ensure that all of our visitors including third party contractors are aware of the risks in visiting our hotel premises and ensuring they have received the appropriate training or vaccination prior to accessing the hotel.

We have also prepared comprehensive training for new or returning employees to our hotels to ensure they are up to date in terms of measures to combat COVID-19 pandemic, use of personal protective equipment, new protocols and policies put in place in the hotel to ensure the safety of our staff and guests, and also

any updated state or federal legislative requirements. 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 in accordance with government recommendations and guidelines. We have also introduced staggered entry and exit times into the office premises, and employing shifts for different departments as a form of business continuity planning.

Our employees have reported no significant work-related injuries, occupational diseases or fatalities for FY2021. 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 1.09%.



Training and Career Development

SLC recognises that our employees are the blood stream of our business. The success of our hotels in a service oriented industry heavily depends on our employee performance. Hence, senior management realized the importance of investing in training and development for the sake of improving employee performance. We understand that our employees' health and safety, competencies, welfare and professional development remain priorities and fundamental to our Group's performance.

In the current COVID-19 pandemic, we continue to focus on group-wide initiatives to encourage our employees to focus on training and support to better their skills and functions while they are working from home or unable to attend to their usual duties. This includes usage of our existing initiatives for our company-funded programme for our employees to attend courses and seminars to improve their personal and work skills. Due to the evolving COVID-19 pandemic, we have delayed our plans to allow our local employees to be able to work from home at least one a week once the COVID-19 pandemic gradually goes away but management continues to monitor the situation in Singapore to review opportunities to do so.

We believe that improved capabilities, knowledge and skills of the talented workforce will prove to be a critical source of competitive advantage in today's global and very competitive market. To develop the desired knowledge, skills and abilities of our employees so that they can perform well on the job, requires effective training programs. Without proper training, both new and current employees will not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential.

During the year, our employees received at least 13.1 service training hours per employee, including on-site and vocational training. This drop in training hours is largely attributable to the pandemic, where the majority of our staff have been placed on work from home arrangements where possible for their safety, and this limits the amount of on-site and vocational training available to them.



Our Customers



Data Security and Customer Privacy

Other than our employees, the Group's next most valuable resource is its information. This will include transactions, knowledge, communications, databases and infrastructure - some which may have taken many man-hours to curate. We are in the process of migrating our databases onto cloud servers, which will allow us to mitigate the risk of malware infection and allow better recovery of data in the unlikely event our related platform service providers are infected. We have also implemented new firewalls in our properties to strengthen our cybersecurity defence.

We are pleased to announce that in FY2021, we have not received 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

In addition to Stamford Plaza Melbourne's continued collaboration with the Victorian Government in Australia under the Hotels for Heroes program, we are pleased to announce that 3 of our other hotels, namely, Stamford Plaza Sydney Airport, Stamford Plaza Adelaide and Stamford Plaza Auckland have been selected as quarantine hotels by their respective governing bodies to provide accommodations to front-line workers and guests returning from overseas.

This is a testament to the good long standing relationship between the Stamford hotels and the respective environments in which we operate and the high standards of service and hygiene that we pride ourselves upon. We are very proud to be a part of such initiatives, since it allows us to do our part to participate in combating COVID-19 pandemic to hasten our return to normalcy. We believe such measures allow our community members to be well taken care of, while ensuring that the COVID-19 virus remains contained.

Our employees and staff are emboldened by the touching and heartfelt messages of thanks and commendations that we receive from guests who choose to stay with us during these difficult times. These give us strength to carry on, knowing that we are working together towards a better tomorrow.

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



Stamford Plaza Melbourne

GRI Content Index

GRI Standard Disclosure Reference	Description	Section of Report/ Reasons for Omission	Page Reference
GRI 102: General Disclosures			
Organizational profile			
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.
Strategy			
102-14	Statement from senior decision-maker	Board Statement	3
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour	About SLC	5
Governance			
102-18	Governance structure	Sustainability Governance Structure	7
Stakeholder engagement			
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
Reporting practice			
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

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102-48	Restatements of information	About this Report	4
102-49	Changes in reporting	About this Report	4
102-50	Reporting period	About this Report	4
102-51	Date of most recent report	July 2020	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
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Category: Economic

GRI 201: Economic Performance

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GRI 205: Anti-Corruption

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103-2	The management approach and its components	Anti-Corruption	13
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

GRI 303: Water			
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
GRI 306: Effluents and Waste			
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
Category: Social			
GRI 401: Employment			
103-1	Explanation of the material topic and its Boundary	Employee Wellbeing and Engagement	17
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
GRI 403: Occupational Health and Safety			
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
GRI 404: Training and Engagement			
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
103-3	Evaluation of the management approach	Training and Career Development	18
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;</i>	18

we are looking to improve data collection methods in the coming years)

GRI 418: Customer Privacy

103-1	Explanation of the material topic and its Boundary	Data Security and Customer Privacy	19
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418-1	Substantiated complaints concerning breaches of customer privacy and data loss	Data Security and Customer Privacy	19

Local Community Investment and Development

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103-3	Evaluation of the management approach	Community Investment and Development	19



Evening View of 8 Finsbury Circus



Stamford Plaza Brisbane