Opening the Door to a Sustainable Future

STAMFORD LAND CORPORATION LTD
Sustainability Report 2022

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![Stamford Land Corporation Ltd logo]

Board Statement

Dear Stakeholders,

The Board of Directors ("**Board**") of Stamford Land Corporation Ltd ("**SLC**") is pleased to present SLC's sustainability report for 2022. 2022 continues to be a difficult year due to COVID-19, which continues to adversely affect international business and travel. As we step out of a tumultuous year marked by political, economic and climate upheavals, we are now at the cusp of a transitionary period which allows us to reconsider our climate goals and targets.

Throughout the COVID-19 pandemic, climate change has continued to ravage the world. If anything, the pandemic has reminded us of our reliance on mother nature and reinforced the need to mitigate the adverse effects of climate change. This heightened public awareness about the dangers of unchecked climate change makes 2022 a watershed time, pivotal in deciding for all of us to enact bold changes to manage climate change.

Policymakers across the globe have reacted positively, with many countries re-committing themselves to net zero goals, with Singapore being one of them. The Singapore Green Plan 2030 has been highlighted by many local policymakers recently, with Singapore announcing in February 2022 that it would achieve net zero emissions by around 2050. The Singapore Government has also announced plans to push forward a carbon tax from 2024 to 2030 to meet our carbon emission goals.

At SLC, sustainability has been an integral part of our business. We have achieved steady progress in our sustainability journey with the help of the Sustainability Steering Committee (comprising of the Group's management that reports directly to the Board) and our newly constituted ESG Green Committee to promote SLC's corporate ESG efforts throughout our properties and across all of our employees.

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).

The Board has conducted its annual 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.

While the COVID-19 pandemic has taken its toll on our businesses and in our personal lives, we believe this difficult time provides us with an opportunity to re-focus our priorities and take a fresh step forward into this brave new world. The Board continues to support the Sustainability Steering Committee's commitment and efforts on all sustainability-related matters within SLC to allow us to raise the bar for our sustainability goals and become a leader in ESG and sustainability.

Introduction

About this Report

SLC presents its 2022 sustainability report, prepared in accordance with 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 2021 to 31 March 2022 ("**FY2022**"). 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 at 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 professionals 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's Values

- **C**an-do Attitude
- **R**ecognise and Respect
- **E**ye for Detail
- **D**iscipline
- **O**wnership

STAMFORD
LAND CORPORATION LTD
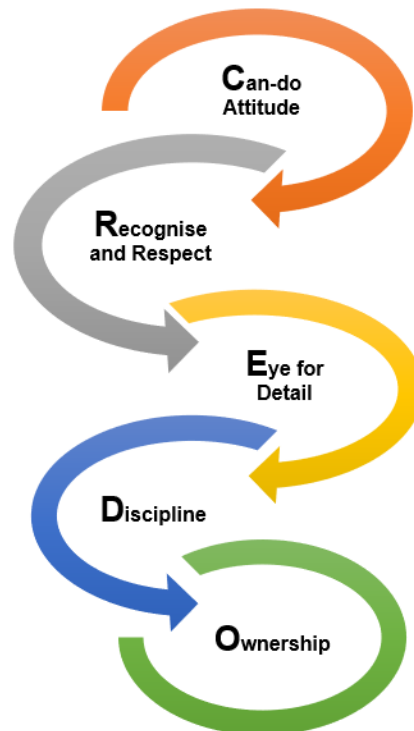
Company Highlights

Hotel Owning and Management Segment Financial Highlights

$130.4m

FY2022 Revenue

$431m

Total Asset Value as at 31 March 2022 (SGD)

Sustainability Highlights

61.12

Increase in electricity consumption in FY2022, attributed to opening up of hotels post pandemic

30.97

Increase in fuel consumption in FY2022, attributed to opening up of hotels post 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 2021 – Food & Beverage
La Boca Bar and Grill
Stamford Plaza Adelaide

Kabuki Teppanyaki Restaurant
Stamford Plaza Brisbane
Stamford Plaza Auckland

Tourism Industry Council South Australia Awards 2021
La Boca Bar and Grill – Restaurant Division - Finalist
Stamford Plaza Adelaide

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
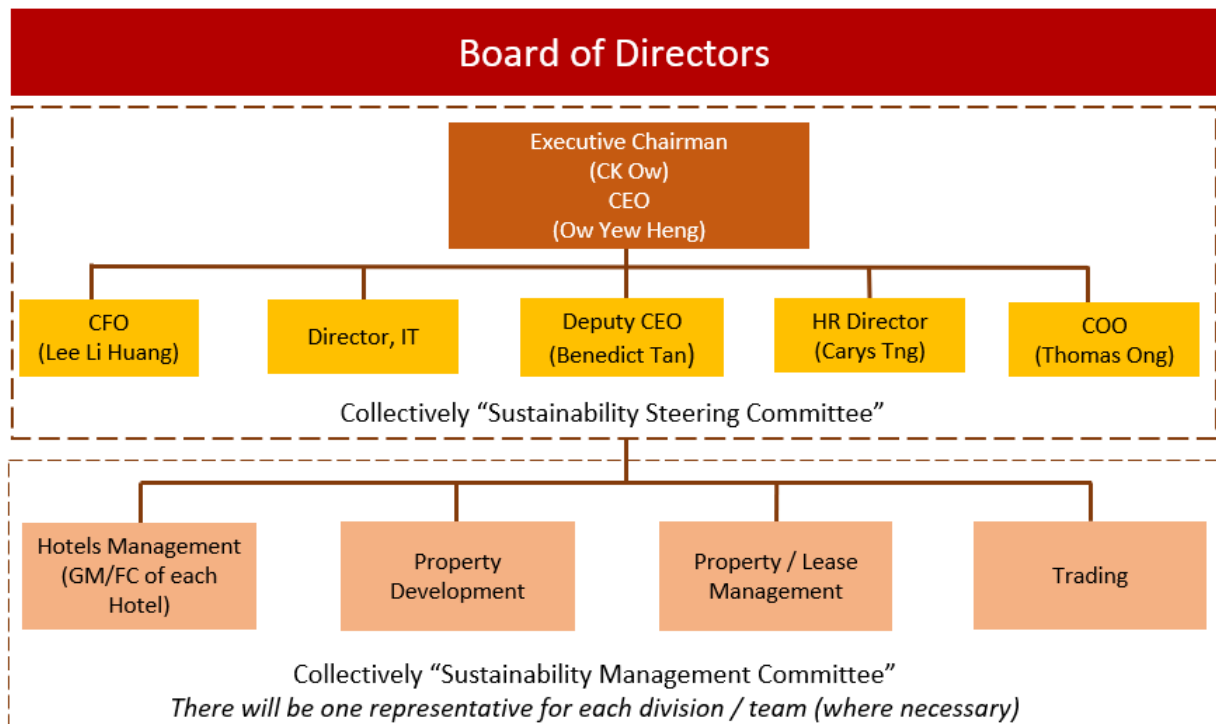*NextGen Choice Award for Innovative Workplace – Winner*

New London Architecture Awards 2017
Best Offices Project – 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.

Board of Directors

Executive Chairman (CK Ow)
CEO (Ow Yew Heng)

- CFO (Lee Li Huang)
- Director, IT
- Deputy CEO (Benedict Tan)
- HR Director (Carys Tng)
- COO (Thomas Ong)

Collectively "Sustainability Steering Committee"

- Hotels Management (GM/FC of each Hotel)
- Property Development
- Property / Lease Management
- Trading

Collectively "Sustainability Management Committee"
There will be one representative for each division / team (where necessary)

Responsibilities

Board of Directors
1. Determine, approve material ESG matters
2. Oversee ESG performance of the company
3. Conduct periodic review of the company; guide management
4. Approve SR for publication

Sustainability Steering Committee
1. Assess and develop inventory of material matters
2. Conduct/ Engage with concerned stakeholders
3. Prioritise material sustainability matters
    I. Present to board
    II. Monitor sustainability performance and analyse performance data
    III. Guide the working team
4. Appraise Board on draft, seek guidance
5. Submit SR to regulators and publish

Sustainability Management Committee
1. Seek guidance from management on SGX requirement and reporting guidelines
2. Familiarise with KPI, data collection techniques
3. Collect, collate and process data
4. Present data to management for review & participate in all sustainability related events

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 recognizes that its privacy policy is one of the most important documents and details SLC's views and procedures on the information we collect from our stakeholders. We have put in great effort to ensure that our privacy policy is accurate and easy to understand to meet the highest standards of data privacy.
Personal Data Protection Policy	All Stamford Hotels	As part of our corporate governance structure, we have developed and communicated a personal data protection policy for both our internal and external stakeholders. This provides clarity to internal stakeholders on their responsibilities and processes in handling personal data in their work and demonstrate our commitment to accountability to our external stakeholders.
Social		
Recruitment Policy	All Stamford Hotels	SLC's recruitment policy ensures that we continue to maintain our commitment to providing equal opportunity to our employees which allows us to hire the best possible candidates for the role. Our policy outlines our hiring processes, standards and philosophies in a clear and accurate manner.
Occupational Health and Safety Policy ("**OHS**")	All Stamford Hotels	Prioritizing our OHS policies allows us to reduce the risk of accidents or injuries since our employees identify and mitigate hazards. It also allows SLC to have improved efficiency and productivity since fewer employees miss work from illness or injuries.
Emergency Preparedness & Response Policy	All Stamford Hotels	Our ESG Green committee has reviewed and improved upon our Emergency Preparedness & Response Policy in light of the COVID-19 pandemic and Brisbane floods. This provides guidance during an emergency and allowed us to discover previously unrecognized hazardous conditions that would aggravate an emergency situation, allowing us to resolve these.

Risk Management Policy	All Stamford Hotels	Our separate and independent risk management policy provides guidance regarding risks involved in achieving corporate objectives by describing our risk approach so that our operational teams are aware of the group's appetite for risk when engaging external stakeholders.
Incident investigation and reports policy	All Stamford Hotels	On top of meeting our insurance requirements, the improvements in the implementation of our incident reporting policy allows management to identify potential deficiencies or problem areas to be addressed and prevent future adverse situations from developing into major accidents.
Responsible Supply Chain Policy	All Stamford Hotels	Our responsible supply chain policy work directly to meet our ESG goals by minimizing environmental harm from energy usage, water consumption and waste production in addition to our traditional corporate supply chain concerns revolving around revenue and profit.
Environmental		
Housekeeping Environmental Policy	All Stamford Hotels	By reducing, reusing and recycling many different products used by our housekeeping staff, this allows our staff to cut costs and conserve natural resources. We are also sourcing for non-toxic alternatives to the often used cleaning solutions which allow us to get the job done cheaper, safer and just as effectively.
Energy Management Policy	All Stamford Hotels	Our specific energy management policy details how the group ought to strategically decrease energy consumption through competitive procurement for replacement of our energy consuming equipment and practices. Technological improvements in our building management systems this year have allowed us to significantly reduce utility costs across the board.

Ocean view from SGA

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	• Corporate announcements • Annual General Meetings • Investor Relations Initiatives	• When required throughout the year • Annual General Meetings are held on a yearly basis	• Improve performance and higher profitability • Clear lines of communication and feedback between Company and shareholders	• 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	• Orientation programme for new employees • Employee training and skills development programmes • Yearly performance appraisals • Recreational activities organised by respective HR departments	• When required throughout the year • Recreational activities are held on a yearly basis	• Job security • Clear career progression paths • Safe working environment • Learning opportunities	• 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	• Dialogue sessions and meetings with governmental representatives • Participating in regulatory audits and surveys • Membership in industry associations	• When required throughout the year	• Compliance with applicable laws and regulations • Prompt payment of corporate taxes and levies	• 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	• Company initiated feedback sessions and surveys • Dialogue sessions and meetings	• Feedbacks are offered to patrons after provision of services • As and when required throughout the year	• High standards of services and products • Competitive pricing	• SLC seeks to address all feedback garnered through various channels from guests and clients in a timely manner
Business Partners	• Operational meetings and dialogue sessions • Procurement systems and standard procurement practices	• When required throughout the year	• Continuity of business • Prompt and regular payment for procurement of supplies and services	• 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 FY2022 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 upmost importance to our business operations and stakeholders. Given that our core business operations did not change from FY2021, 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

Creating Stakeholder Value
Economic Performance

SLC sees Economic Performance as one of the most fundamental material matters of the business. It is essential to us that we provide long-term sustainable economic growth as the group for our stakeholders. As a corporate group, we aim to achieve each asset and property's respective annual target revenue and profit forecasts as well as to invest in appropriate capital expenditure and drive strong growth for our hospitality and property development business segments.

We set out below SLC's economic performance targets, achievements and some of the new developments implemented in FY2022 that support our financial goals and targets.

TARGETS

1. To achieve target revenue and profit across all hotels
2. To invest in capital expenditure to meet our operational requirements
3. To attain cost savings through energy reduction initiatives and technological investments

Major upgrades to assets to maintain competitiveness

Our hotels are now seeing the fruits of the upgrades that we put in place last year during the pandemic lockdowns:

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.

Our management takes a very practical and cost-efficient approach towards financial management to achieve optimal economic performance. We identify and mitigate our risks, undergo internal and external audits for our financial accounts, and continually review our performance against internal and external benchmarks.

SLC's hotel owning and management segment achieved a total revenue of S$130.4 million in FY2022. Basic earnings per share for SLC was S$0.036 in FY2022. Further details of SLC's financial performance can be found under Financial Highlights (pages 22 to 23) and Financial Statements (pages 57 to 129) sections of the FY2022 Annual Report.

Governance
Anti-Corruption

Aside from the legal implications and potential regulatory penalties, corruption can bring about numerous other adverse effects to our business. The main impact is the loss of trust with our stakeholders if and when corruption occurs. As a business, SLC strictly does not tolerate any form of corrupt activities, including but not limited to bribery and embezzlement.

SLC has implemented different policies, audits, check and balances, and practices to ensure that our businesses are fully compliant with the prevailing laws and regulations that are applicable with our businesses, wherever they operate. We also have a strong whistle-blower policy which allows stakeholders to raise concerns about potential improprieties which may adversely affect our businesses via post to our whistle blower panel or by email by our designated whistle blower officer. Our new employees are given anti-corruption training and familiarization with the practices the Group has in place to prevent corruption, as well as regularly 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.

In FY2022, there were no reported instances of corrupt activities across our organisation. We intend to maintain our good track record of zero corruption incidents in the upcoming year.

Environmental Sustainability

Energy Consumption and Water Management

There is no doubt that energy and water consumption is one of the crucial steps to reduce our environmental footprint and one of our major focal points to address our stakeholders' continued focus on us having an environmentally sustainable business. We formulate, apply and encourage sustainable practices across all of our stakeholders such as our employees, guests and suppliers to achieve our goals of holistic and practical changes in terms of our stakeholders' mindsets as well as approaches to energy and water management.

Examples of SLC's material environmental initiatives include:

Grow a Greener Future: Hotel Credits Program

- Guests are awarded credits for use at hotel restaurants should they choose to waive the daily cleaning of their hotel rooms
- Placement of reminders in hotel rooms to encourage guest particiaption in Stamford's green initiatives and other environmentally sustainable practices

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 thier environmental impact

Use of energy saving practices

- Our Sydney Airport Hotel uses solar energy that it generates in the day to heat up its swimming pools and power other facilities

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 FY2022, our overall fuel consumption increased by 19.66% from 33.01 Tj in FY2021 to 39.50 Tj in FY2022 and electricity consumption increased by 30.97% from 13,792 Mwh in FY2021 to 24,164 Mwh in FY2022. Our fuel sources comprise of natural gas, ethane, gas coke, gas oil and wood waste (renewable). These changes can be attributed to the gradual loosening of COVID-19 travel restrictions and the gradual ramp up of our hotel businesses. Similarly, SLC, as a group, increased its combined water consumption from 153,246m³ in FY2021 to 204,733 m³ in FY2022. 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

Our core business – the hospitality industry – is known for generating large amounts of waste. We are pleased to announce that SLC has maintained its proportion of waste management and has reduced its total waste from 3,135,417 kg in FY2021 to 2,497,603.72 kg in FY2022. This represents an approximately 21.22% decrease in waste production.

This decrease is largely attributable to the adoption of our waste management system which requires segregation of general waste and ensuring that all housekeeping duties are performed in an environmentally friendly manner, which includes recycling and waste disposal.

Non-hazardous and food waste consists of the majority of our properties 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. Approximately 49% of our hazardous waste and 36% of our non-hazardous waste were recycled in FY 2022.
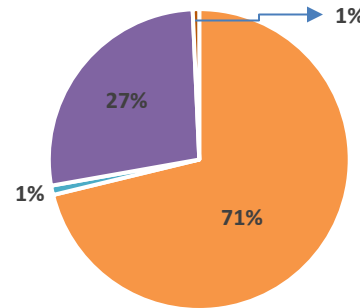
FY2021

HAZARDOUS WASTE (KG)
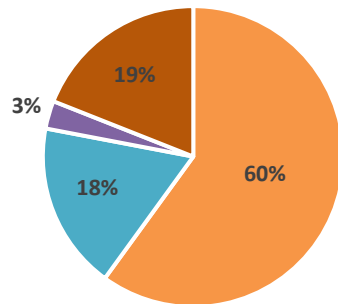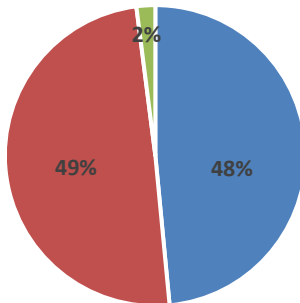

- Composting
- Recycling
- Reuse
- Others

254,541 kg

NON-HAZARDOUS WASTE (KG)

- Landfill
- Recovery
- Recycling
- Others

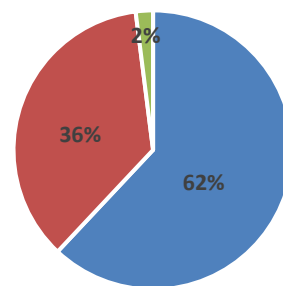**2,880,876 kg**

FY2022

HAZARDOUS WASTE (KG)

- Composting
- Recycling
- Reuse

360,408.92 kg

NON-HAZARDOUS WASTE (KG)

- Landfill
- Recycling
- Others

2,137,194.80 kg

Our People

Employee Profile

As COVID-19 travel restrictions loosen, our hospitality properties are gradually re-opening and ramping up our hiring practices to fill up the roles required to properly run and operate our hotels. However, we remain vigilant against the constant threat of COVID-19. It is important for SLC to create a safe working environment and maintain the levels of support we had provided to our affected employees across the various jurisdictions that we operate in. While we are gradually ramping up our hiring processes, we continue to be affected by the acute demand contraction experienced by the whole hospitality industry in the previous years due to COVID-19.

Our full-time employee headcount for the respective jurisdictions we operate in are as follows: 325 in Australia, 45 in New Zealand and 52 in Singapore for FY2021. In FY2022, the number of full-time employees are 325, 40 and 52 respectively across the jurisdictions. Likewise, for part-time employees, our headcount for the respective jurisdictions are as follows: 106 in Australia and 54 in New Zealand for FY2021. For FY2022, there are 72 and 25 part-time employees respectively.
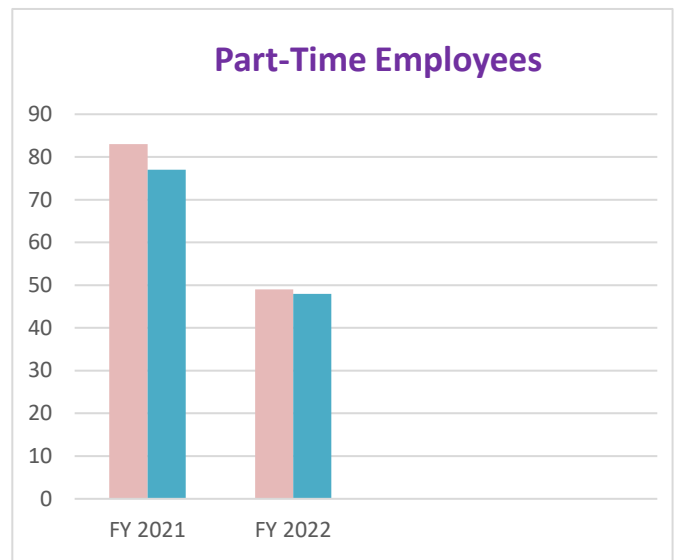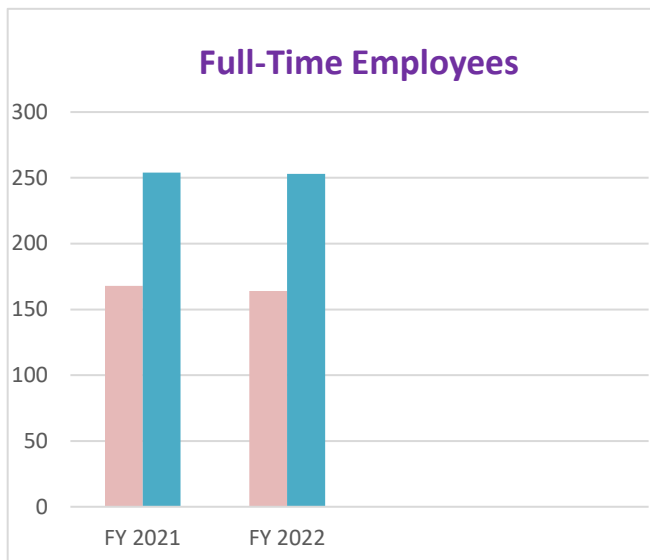
Employee Well-being and Engagement

To encourage our skilled workforce to maximise their potential and productivity, SLC believes that our employees must be healthy and productively engaged at work. Aside from the comprehensive range of learning and development programmes curated by the Group's Human Resource Department, all of which are readily available to our employees via our intranet system, our employees also enjoy a comprehensive work benefits package which includes parental leave, vaccination drives, health screenings, medical insurance coverage and employee discounts across our hotels.

Now that the disruptions caused by COVID-19 are gradually ending, our recreational club committee has re-commenced its usual team-bonding activities, beginning with a durian feast for all recreational club members on 27 June 2022, where our company brought in a variety of the favourite fruit from Malaysia to our office premises for our employees' enjoyment. We strongly encourage our staff to take part in such activities to increase the levels of engagement and understanding across different departments.

Further, other than our annual performance appraisal, we have increased the number of consultation sessions and employee's engagement surveys to ensure that any concerns that our employees may have been raised to the appropriate channels so they can be addressed at the group level.

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 (PDPA Training) - June 2021
2. Training Session from External Lawyer (Occupational Health and Safety) – August 2021
3. Training Session from External Lawyer (Singapore PDPA updates) – November 2021
4. Training Session from Legal (Code of Conduct and Conflict of Interests) - March 2022

83% of our full-time employees that have served a full year participated in at least one performance or work appraisal during FY2022. In addition, the permanent employee turnover rate at our Australian hotels was approximately 62.77% in FY2022. The higher annual turnover rate was an inevitable consequence of COVID-19 on the hospitality sector.

Occupational Health and Safety

SLC is aware that the wellbeing of our employees is paramount to allow us to achieve our financial goals and objectives. It is both our duty and our obligation to ensure that the key components of workplace wellbeing, which includes not only the physical working environment but also the culture of the working environment, are kept in line with SLC's values and vision.

Now, as Singapore exits working from home, we are proud to announce that in line with government regulations, all of our staff who are eligible for vaccination are vaccinated. We can then ensure that our employees are working and enjoying themselves safely.

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 implemented the comprehensive training programmes we created last year for new or returning employees to our hotels to ensure they are up to date in terms of measures to combat COVID-19 pandemic, the use of personal protective equipment to ensure the safety of our staff and guests. Training

on hygiene expectations (e.g., washing hands frequently, using masks/face coverings, covering mouth and nose when sneezing, etc.) continue to be regularly conducted for both new and returning employees.

Our employees have reported no significant work-related injuries, occupational diseases or fatalities for FY2022. 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 2%.

Training and Career Development

SLC recognises that having skilled employees is one of the key pillars of our businesses. Therefore, we invest in training and development of our employees to improve employee performance. We understand that our employees' health and safety, competencies, welfare and professional development remain priorities and fundamental to our Group's performance.

Now that the COVID-19 pandemic is nearing the end, we have reverted to our pre-COVID training programmes, which include current and trending manpower and employment topics such as workplace bullying and harassment, health and safety and personal data protection. Such seminars are held as lunch time sessions, which allow employees to interact with one another and build collegiate ties while learning new information regarding interesting topics.

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 38.16 service training hours per employee, including on-site and vocational training. While this number of training hours is lower than our pre-COVID times, we are gradually increasing the training schedule and programme and we expect such numbers to increase as we ramp up the respective programmes, especially to increase vocational and on-site training.

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 have completed the process of migrating our databases onto cloud servers, and this allows 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. Our new firewalls and spam email filters are also fully operational and allow enhanced security protection.

We are pleased to announce that in FY2022, 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

We have recently constituted an ESG-Green Committee, which reports to our Sustainability Committee. The ESG-Green Committee acts as the coordinator for all strategic solutions to build a greener future. This includes recycling initiatives and programmes in SLC's Singapore office, to planning future corporate wide company sustainability efforts such as beach cleaning, charitable efforts to old folks' homes and training seminars for our employees for them to better understand how to improve their sustainability practices in the office and at home.

Stamford Plaza Auckland

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
102-47	List of material topics	Materiality Assessment	11
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 2021	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
Category: Economic			
GRI 201: Economic Performance			
103-1	Explanation of the material topic and its Boundary	Economic Performance	12
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			
103-1	Explanation of the material topic and its Boundary	Anti-Corruption	13
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			
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
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 *(Information for breakdown of region – New Zealand unavailable at time of reporting; we are looking to improve data collection methods in the coming years)*	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 *(Information for breakdown of hours by gender unavailable as at time of reporting;*	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
103-2	The management approach and its components	Data Security and Customer Privacy	19
103-3	Evaluation of the management approach	Data Security and Customer Privacy	19
418-1	Substantiated complaints concerning breaches of customer privacy and data loss	Data Security and Customer Privacy	19
Local Community Investment and Development			
103-1	Explanation of the material topic and its Boundary	Community Investment and Development	19
103-2	The management approach and its components	Community Investment and Development	19
103-3	Evaluation of the management approach	Community Investment and Development	19