

2020

Hotel Properties Limited

SUSTAINABILITY REPORT 2020

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## STATEMENT FROM THE BOARD



The Board of Directors of Hotel Properties Limited (the “Board”) is pleased to present our Sustainability Report for the financial year 2020 (1 January 2020 to 31 December 2020). This is the fourth year that we are publishing our Sustainability Report, and we wish to demonstrate our continued commitment to adopting sustainable best practices that are integral to our business.

This report communicates our performance and progress in the key Environmental, Social, and Governance (“ESG”) aspects identified through our materiality assessment. These include occupational health and safety, training and education of employees, energy and water consumption in seven<sup>1</sup> of our properties. This report sets out to record how we manage our impacts in these areas as well as our performances and goals for the upcoming year. By monitoring our goals and performances, we look to build a strong and enduring business that will continue to create value for all of us.

*[This material references disclosure: 102-4 from GRI 102: General Disclosure 2016]*

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<sup>1</sup> Refer to ‘About this Report’ section on Page 7

## ABOUT HOTEL PROPERTIES LIMITED



Hotel Properties Limited (“HPL”) was incorporated in Singapore as a private limited company on 28 January 1980. It was converted into a public company on 4 May 1982 when it changed its name from Hotel Properties Pte Ltd to Hotel Properties Limited. The Group<sup>2</sup> headquarter is located in Singapore. HPL was admitted to the Official List of the then Stock Exchange of Singapore Limited (now known as the Singapore Exchange Securities Trading Limited) on 17 June 1982.

The principal business activities of the Group include hotel ownership, management and operation, property development and investment holding. As of 31 December 2020, the Group has interests in 38 hotels across 15 countries under prestigious hospitality brands such as Four Seasons, Hilton International, COMO Hotels, InterContinental Hotels Group, Six Senses Hotels and Marriott International. In addition, the Group manages its portfolio of hotels under well-established brands such as Hard Rock Hotels and Concorde Hotels & Resorts.

The Group owns hotels, resorts and shopping galleries in 15 countries, namely, Singapore, Malaysia, Thailand, Indonesia, Maldives, Seychelles, Vanuatu, the United States of America, Bhutan, Tanzania, South Africa, Vietnam, the United Kingdom, Italy and Sri Lanka.

As a testament to its quality accommodation, the Group’s properties have continued to receive various awards that are well-recognised within the industry in 2020.

Awards	Properties
<b>Condé Nast Traveller Awards 2020</b>	<b>Readers’ Choice Awards</b>  <b>Top 20 Resorts in Indonesia</b> <ul style="list-style-type: none"> <li>• Four Seasons Sayan (4<sup>th</sup>)</li> <li>• Four Seasons Jimbaran</li> </ul>

<sup>2</sup> References to ‘HPL Group’, ‘the Group’ and ‘we’ in pages 4 to 7 refer to Hotel Properties Limited and its subsidiaries.

Awards	Properties
	<b>2020 Gold List</b> <b>Four Seasons Sayan</b> <ul style="list-style-type: none"> <li>• Best Hotels and Resorts in the World</li> <li>• (only Bali hotel awarded)</li> </ul>
<b>Smart Travel Asia Best of the Decade Awards 2020</b>	<b>Four Seasons Jimbaran</b> <ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Best Leisure Hotel in Asia</li> </ul>
<b>TripAdvisor Awards 2020</b>	<b>Travellers' Choice® Awards</b> , awarded to: <ul style="list-style-type: none"> <li>• Hard Rock Hotel Bali</li> <li>• Hard Rock Hotel Pattaya</li> </ul>
<b>Booking.com Awards 2020</b>	<b>Traveller Review Excellence Award</b> <ul style="list-style-type: none"> <li>• Hard Rock Hotel Bali</li> </ul>
<b>Goibibo Awards 2020</b>	<b>Travellers' Review Excellence Award</b> <ul style="list-style-type: none"> <li>• Hard Rock Hotel Bali</li> </ul>

The Group has established a distinguished record as a niche player in the quality and premium residential and commercial property market and is known for building quality residential developments in prime locations. In Singapore, its luxury residential developments include Tomlinson Heights, Robertson Blue, Cuscaden Residences, Scotts 28, Nassim Jade, Four Seasons Park, as well as the joint ventures with CapitalLand, The Interlace and the d'Leedon condominiums. The Group also owns prime commercial and retail properties such as Forum The Shopping Mall and Concorde Shopping Mall in Singapore. The Met condominium in Bangkok, Thailand, has won a multitude of design awards throughout the years. In London, the Group has progressively established its presence with four joint-venture freehold developments, namely – Burlington Gate, Holland Park Villa, Paddington Square and Bankside Yards.

*[This material references disclosures: 102-1, 102-2, 102-3, 102-4, 102-5, 102-6 and 102-7 from GRI 102: General Disclosure 2016]*

**Total Borrowings as at  
31 December 2020**



**Key changes in 2020:**

In February 2020, **Alpina Dolomites**, Italy, was acquired.

**Net Revenue for 2020**



**Total Equity as at 31  
December 2020**



**Products and Services of HPL Group**

HPL Group operates through hotels, properties and other business segments. As of 31 December 2020, the Group has interests in 38 hotels across 15 countries.

The principal business activities of the Group include hotel ownership, management and operation, property development and investment holding.

*[This material references disclosure: 102-2, 102-7 and 102-10 from GRI 102: General Disclosure 2016]*

## ABOUT THIS REPORT



*A padi field near Four Seasons Sayan that utilises the traditional Balinese Subak system of water recycling*

This report is prepared in accordance with Global Reporting Initiative (“GRI”) Standards: Core option, the international standard for sustainability reporting. For further information on the relevant references, kindly refer to the [Table of GRI Content Index](#) found on page 32.

This sustainability report covers the performance for the material ESG aspects of our operations in seven hotels and resorts across Indonesia, the Maldives, Singapore, Thailand, and Malaysia for the financial year ended in 2020. The hotels included in the reporting scope are Holiday Inn Resort Kandooma in the Maldives, Four Seasons Sayan and Four Seasons Jimbaran in Bali, Hard Rock Hotel Penang, Hard Rock Hotel Bali, Concorde Hotel Singapore, and Hard Rock Hotel Pattaya. These hotels will be referenced as “selected hotels” throughout the report, where relevant.

All data and activities reported were from 1 January 2020 to 31 December 2020 for these selected hotels, unless stated otherwise. *[This material references disclosure: 102-52, 102-46, 102-50, 102-54, and 102-56 from GRI 102: General Disclosure 2016]*

### **Management Approach**

We recognise the changing dynamics within the sustainability landscape and how it has been increasingly important to us, our guests, as well as business partners. We consult and share our sustainability performance with our key stakeholders and balance their interests with our objectives. Our business divisions are responsible for identifying and implementing sustainability initiatives while the Board and Audit Committee sets the direction and tone for the Group through an overview of the sustainability strategy. *[This material references disclosure: 102-9, 102-12, 102-13 and 102-18 from GRI 102: General Disclosure 2016]*

## STAKEHOLDER ENGAGEMENT AND MATERIALITY REVIEW

We continue to engage our stakeholders through various channels to obtain their feedback regarding our operations and sustainability performance. We conducted a stakeholder engagement exercise where key stakeholders recorded their expectations and concerns on ESG and sustainability matters for HPL, which are then disclosed in our inaugural sustainability report. Through engaging the identified stakeholder groups that are key to our business, we incorporate their insights into our sustainability practices.

Based on responses received, we have since identified four key ESG aspects that impact our business: employee health and safety, employee training and education, energy consumption and water consumption. This year, we continue to report our progress on these ESG aspects. We have set targets for improvement and reported our performance in the year 2020 in the sections below. Most of our targets this year are adjusted in view of pandemic crisis that had affected the overall hospitality industry.

As we have an additional aspect that is material to our operations, which is to gradually phase-out single use plastic packaging, our hotels have set relevant targets to be achieved in coming years. Moving forward, our hotels continue their aspiration to set targets in achieving a reduction of single-use plastic usage while actively engaging our stakeholders to promote awareness and minimise the use of single-use plastics.

*[This material references disclosures: 102-40, 102-42, 102-43, 102-44, 102-46 and 102-47 from GRI 102: General Disclosure 2016]*

STAKEHOLDER ENGAGEMENT			
OUR STAKEHOLDERS	HOW WE ENGAGE WITH OUR STAKEHOLDERS	EXPECTATIONS OF OUR STAKEHOLDERS	CONCERNS OF OUR STAKEHOLDERS
<b>Guests</b>	<ul style="list-style-type: none"> <li>• Guest satisfaction surveys</li> <li>• Feedback forms</li> <li>• Personal interaction</li> <li>• Emails</li> <li>• Website</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a memorable and satisfying experience in our properties</li> <li>• Provide services that have the least impact on the environment and society</li> </ul>	<ul style="list-style-type: none"> <li>• Management of health and safety risks in hotels and resorts</li> <li>• Protection of guest privacy and prevention of any loss in guest personal data</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Statements</li> <li>• Company website</li> <li>• Announcements</li> <li>• Meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure increasing economic performance by HPL</li> </ul>	<ul style="list-style-type: none"> <li>• Fines and non-monetary sanctions for non-compliance to environmental and social laws and regulations</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>• Intranet platforms</li> <li>• Performance management programmes</li> <li>• Emails</li> <li>• Training and education</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure increasing economic performance by HPL</li> <li>• Mitigate adverse environmental and social impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Total energy consumption in all properties</li> <li>• Fines and non-monetary sanctions for non-compliance to environmental</li> </ul>

			and social laws and regulations
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Employee surveys</li> <li>• Career development activity</li> <li>• Performance reviews</li> <li>• Intranet platforms</li> <li>• Emails</li> <li>• Company programmes</li> <li>• Training and education</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the provision of wage and benefits</li> <li>• Provide training and education</li> <li>• Support career management and progression</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational health and safety risks</li> </ul>
<b>Local Community</b>	<ul style="list-style-type: none"> <li>• Media channels</li> <li>• Donations</li> <li>• Events and sponsorships</li> <li>• Corporate Social Responsibility programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigate adverse environmental and social impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Significant fines and non-monetary sanctions for non-compliance to environmental and social laws and regulations</li> <li>• Discrimination in our properties</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Supplier meetings</li> <li>• Partnerships</li> <li>• Procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>• Increase budget for Group's procurement activities</li> <li>• Ensure increasing economic performance by HPL</li> <li>• Mitigate adverse environmental and social impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Unethical labour practices in the supply chain</li> <li>• Fines and non-monetary sanctions for non-compliance to environmental and social laws and regulations in the supply chain</li> </ul>

## REPORTING SCOPE AND BOUNDARIES

REPORTING SCOPE AND BOUNDARIES		
Material Aspects	Alignment to GRI Standard	Aspect Boundary
Employee health and safety	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Within organisation
Employee training and education	404-1: Average hours of training per year per employee	Within organisation
Energy consumption	302-1: Energy consumption within the organisation	Within organisation
Water consumption	303-1: Water withdrawal by source	Within organisation
Additional Material Aspect		
Phasing out of single use plastic packaging	<i>(currently not linked to GRI Standards)</i>	Within organisation

*[This material references disclosures 102-46 and 102-47 from GRI 102: General Disclosure 2016]*

# EMPLOYEE HEALTH AND SAFETY

## Overview

Maintaining quality Occupational Health and Safety (“OHS”) in our hotels is of utmost importance to the Group. We are committed to optimising our work environment to ensure the safety of our employees while improving their working performance. To that end, we work closely with our hotels to ensure that they can uphold the OHS standard for employee health and safety, as well as to ensure a safe stay for our guests, especially during the pandemic crisis.

*[This material references disclosures 103-1 from GRI 102: Management Approach 2016]*

## Management Approach

Our hotels have developed OHS policies and procedures that are in line with the local legislation and industry regulations. There are also systems and resources in place to drive these policies to safeguard the health and safety of all our hotel staff.

Some of the specific regulations that we adhere to in each country include:

Health and safety policies developed by our hotels	
	• Managing COVID-19 Outbreak Policies
	• Care   Clean   Compliance Policy Post COVID-19 Operating Manual
	• Amazing Thailand Safety & Health Administration (SHA)
	• Hard Rock Safe + SOUND
	• Beach Tsunami Evacuation
	• Workplace Safety and Health Policy
	• Boat Rescue Policy
	• Disturbance Policy
	• Emergency Response Plan Procedure
	• Fire Drill and Evacuation Policy
	• Haze Management
	• Policy on Health and Safety Procedure
	• Pool Rescue Policy

Health and safety legislation adhered to by our hotels	
<b>Maldives</b>	<ul style="list-style-type: none"> <li>• Health and Safety Act of Maldives</li> <li>• Employee Act Maldives</li> </ul>
<b>Thailand</b>	<ul style="list-style-type: none"> <li>• National Occupational Safety and Health Regulatory Framework</li> <li>• National Sanitation Foundation – Comprehensive Sanitation Regulations &amp; Practices</li> </ul>
<b>Indonesia</b>	<ul style="list-style-type: none"> <li>• Disaster and mitigation preparedness procedure</li> <li>• Worker compensation policy</li> </ul>

Health and safety legislation adhered to by our hotels	
<b>Malaysia</b>	<ul style="list-style-type: none"> <li>• Occupational Safety &amp; Health Act 1994</li> <li>• Employees Safety &amp; Health Awareness policy statement</li> <li>• Notification of Accident, Dangerous Occurrence, Occupation Poisoning and Occupational Diseases 2004</li> <li>• Establishment of OHS Committee Regulations</li> <li>• Food Safety Management System</li> </ul>
<b>Singapore</b>	<ul style="list-style-type: none"> <li>• Workplace Safety &amp; Health Act, Chapter 354A of the Singapore Statutes</li> <li>• Employment Act, Chapter 51 of the Singapore Statutes</li> </ul>

## Our COVID-19 Response

We take a proactive approach in safeguarding the health and safety of our employees, especially during the COVID-19 outbreak. Our primary focus of 2020 is to manage the COVID-19 outbreak within our hotel properties and for our customers. To that end, our hotels have developed various COVID-19 related policies and procedures to ensure that the health and safety of our employees and customers are prioritised.

“Lead with Care” is the COVID-19 management guidance protocol to manage our hotels and people during the pandemic which outlines specific health and safety protocols to ensure that employees and customers can be well protected. Along with “Lead with Care”, the “Care | Clean | Compliance” policy was also launched with a focus on maintaining hygiene and caring for each other. Such policy will continue to be in place post COVID-19 as we believe that remaining vigilant is the only way to avoid any resurgence or new wave of infection.

Employees were provided with adequate training to adhere to these policies and guidelines through refreshed training sessions carried out in the respective hotels over virtual sessions. HPL aims to equip our staff with appropriate knowledge to keep themselves and guests safe from the pandemic.

The following table shows initiatives in brief by our hotels in managing the COVID-19 crisis.

	Holiday Inn Resort Kandooma	<ul style="list-style-type: none"> <li>• Developed internal policies and procedures in line with the ‘Lead with Care’ Guidance with COVID-19 protocol</li> </ul>
	Four Seasons Jimbaran	<ul style="list-style-type: none"> <li>• Developed internal policies and procedures in line with Four Season’s Lead with Care Policies and Procedures</li> </ul>
	Four Seasons Sayan	<ul style="list-style-type: none"> <li>• Developed internal policies and procedures in line with Four Season’s Lead with Care Policies and Procedures</li> </ul>
	Hard Rock Hotel Penang	<ul style="list-style-type: none"> <li>• Developed internal COVID-19 management policies and practices</li> </ul>
	Hard Rock Hotel Bali	<ul style="list-style-type: none"> <li>• SOP Conducting Temperature Check</li> <li>• P&amp;P Health Check &amp; Safety Screening</li> <li>• P&amp;P Presumptive COVID-19 Cases</li> <li>• P&amp;P Confirmed COVID-19 Cases</li> <li>• HRI COVID-19 Guidelines – Safe &amp; Sound</li> <li>• HPL COVID Guidelines – Care, Clean, Comply Manual</li> </ul>
	Concorde Hotel Singapore	<ul style="list-style-type: none"> <li>• Developed internal policies and procedures in line with ‘Lead with Care’ Guidance with COVID-19 protocol</li> </ul>



Hard Rock Hotel  
Pattaya

- Conducted the COVID-19 Health and Hygiene Mandatory Training & Test
  - Shared the Care | Clean | Compliance Policy Post COVID-19 Operating Manual with employees
- 

## Overall OHS Management

OHS in our hotels are managed by ensuring that our workforce is well-equipped with technical and field knowledge. All OHS-related concerns and issues are addressed through the Executive Committee and our top management, including the General Manager, Enterprise Asset Manager and Risk Manager. We regularly carry out third-party audits and inspections to check for compliance and to ensure best practices for employee health and well-being. Where necessary, we also provide training, medical check-ups and personal protective equipment for our employees.

Holiday Inn Resort Kandooma's Risk and Safety Committee is responsible for conducting regular OHS inspections and monthly meetings to discuss and address any identified areas of concern within the resort. The Committee also carries out monthly training for employees on safety and health concerns, as well as operational briefings on safe workplace practices to ensure that employees are always aware of workplace safety.

National Sanitation Foundation's (NSF) Comprehensive Sanitation Regulation and Practices were adopted by Hard Rock Hotel Pattaya to continue improving its food safety and health and safety practices. Twice-a-year audits are conducted to ensure that OHS standards are regularly reviewed and updated to meet the current industry standards.

We utilise technology to regularly monitor the health and safety of our employees through surveillance systems and time attendance software present in our hotels. Our hotels have also adopted reporting systems to track and monitor OHS incidents. For instance, Hard Rock Hotel Bali's Duty Manager is responsible for raising an accident report after investigation. The accident report documents the name, department and position of the injured staff, time, place, description or chronology of accident or injury, hotel action, staff action, and the name of the Duty Manager.

In Hard Rock Hotel Penang, OHS incidents are managed by the Safety and Security Department. The incident report is recorded and managed by the human resources department. Four Seasons Jimbaran and Four Seasons Sayan use an online database to record incidents. At Hard Rock Hotel Pattaya, incidents and accidents are reported using the incident reporting system, which is kept at the loss prevention office.

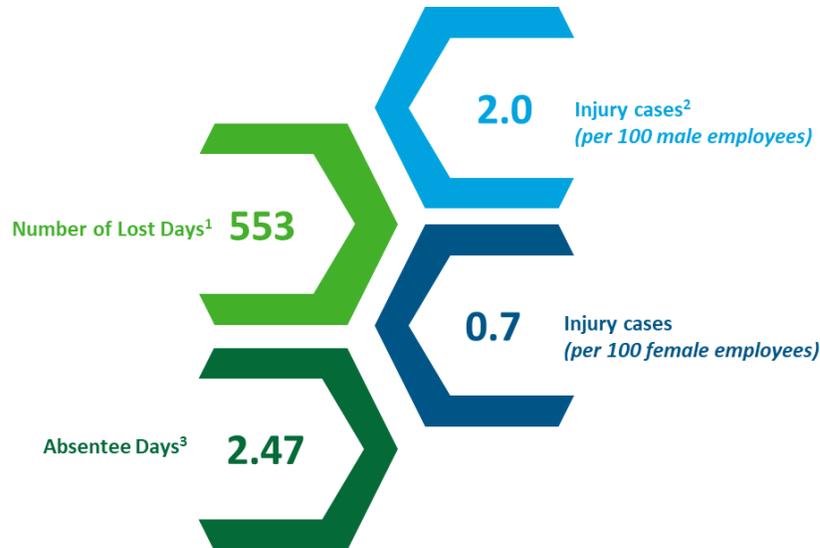
*[This material references disclosures 103-2 and 103-3 from GRI 103: Management Approach 2016]*

## Performance

We track our OHS incidents to measure and review our year-on-year OHS performance. In 2020, a total of 553 lost days were reported by our hotels, a significant decrease compared to 1,647 days in 2019. This may be due to the fact that our hotels have suspended operations longer than usual due to the COVID-19 pandemic.

No incidents of work-related fatality were recorded in 2020 across all our hotels.

Figure 1: Employee Health and Safety Performance for the Year Ended 31 December 2020



[This material references disclosures 103-3 from GRI 103: Management Approach 2016 and 403-2 from GRI 403: Occupational Health and Safety 2016.]

<sup>1</sup>Total number of lost days as a consequence of occupational disease or accident.

<sup>2</sup>Injury refers to non-fatal or fatal injury arising out of, or in the course of work. Number of fatal and non-fatal workplace injuries per 100 employees in 2020.

<sup>3</sup>Absenteeism refers to a worker absent from work because of incapacity of any kind, not just as the result of work-related injury or disease. Absentee excludes permitted leave absences such as holidays, study, maternity or paternity leave, and compassionate leave. Number of absentee days out of total days worked per employee in 2020. Assumption: Eight hours work-day for all hotels.

## Performance Metrics

With continued efforts in maintaining high OHS standards, our hotels have shown good progress in managing OHS in 2020, leading to overall reduced injury cases in 2020. Holiday Inn Resort Kandooma reported 27 injuries this year, a decrease from 58 injury cases reported in 2019. The resort conducts monthly risk assessments and regularly increases the frequency of safety awareness training for its staff. To further enhance OHS initiatives and improvements in our hotels, we have set new OHS-related targets along with training sessions to equip employees with sufficient safety awareness. Work areas are also inspected regularly on a risk-based approach to identify potential hazards and provide preventive measures to reduce injuries. Targets for some hotels are adjusted accordingly due to pandemic situations. For an instance, Four Seasons Jimbaran increased the sick leave target to maintain less than 1950 sick leave days, with an assumption that more mandatory sick leave will be required for employees with any potential Covid-19 symptoms.

To ensure continuous improvement, we have established the following goals for FY2021.

## Goals and Targets

	Holiday Inn Resort Kandooma	<ul style="list-style-type: none"> <li>Reduce occupational incidents to less than 48 incidents</li> </ul>
	Four Seasons Jimbaran	<ul style="list-style-type: none"> <li>Maintain the number of sick leave days at lower than 1,950</li> </ul>
	Four Seasons Sayan	<ul style="list-style-type: none"> <li>Attain the Government certification for operation and security</li> <li>Maintain the number of sick leave days at lower than 780</li> <li>Maintain cases of accidents at lower than 15</li> </ul>
	Hard Rock Hotel Penang	<ul style="list-style-type: none"> <li>Continue to focus on the overall mental health of the workforce</li> </ul>
	Hard Rock Hotel Bali	<ul style="list-style-type: none"> <li>Reduce the number of lost days</li> <li>Improve the Occupational Health and Safety, Health and Environment programme</li> <li>Improve the hygiene and sanitation standard</li> </ul>
	Concorde Hotel Singapore	<ul style="list-style-type: none"> <li>Reduce reportable incident rate (fewer than 7)</li> </ul>
	Hard Rock Hotel Pattaya	<ul style="list-style-type: none"> <li>Reduce cases of staff vehicle accidents to zero</li> <li>Maintain cases of OHS claims at zero</li> </ul>

*[This material references disclosures 103-2 from GRI 103: Management Approach 2016]*

# EMPLOYEE TRAINING AND EDUCATION

## Overview

Well-trained and highly skilled employees are key to our business continuity. We aim to continue providing quality training to our employees to enhance the quality of service that we provide to our guests. Through their professionalism in delivering top-quality service, our guests can be assured of satisfying stays in our resorts and hotels.

The Group is committed to channeling adequate resources into providing a platform for employee training. Through this enabling environment, we also hope to motivate our employees in achieving their career goals for a workforce that is highly skilled and aligned with the industry's evolving demands.

As per local legislations, it is mandatory for hotels in Thailand, Indonesia and Malaysia to deliver employee training. We adhere accordingly to the Skill Development Promotion Act 2002 in Thailand, the Indonesian Labour Law (Law No. 21 of 1999), and country regulations in Malaysia that involve contributions to the Human Resource Development Fund. HPL is aware and is in compliance with such mandates, where applicable.

*[This material references disclosures 103-1 from GRI 103: Management Approach 2016]*

## Management Approach

To ensure consistent high quality of our service delivery across the hotels and resorts we manage, we have developed policies on employee training and education, including the:

- Policy on COVID-19 Lead with Care
- Policy on Training and Development
- Policy on Department Trainers
- Policy on Training Committee

The Lead with Care Manual serves as a core guideline for all hotels to tailor and develop their policies to manage the COVID-19 outbreak within their properties and for their employees. For instance, Four Seasons Sayan and Four Seasons Jimbaran developed an internal policy to manage COVID-19. The manual is adopted by all the seven selected hotels as training material to educate their employees in managing the pandemic in the hotels.

HPL's Policy on Training and Development covers all processes and practices across our managed hotels. The policy was developed to aid the delivery of training and development in an effective, systematic and comprehensive way.

Under the policy, hotels managed by HPL must develop an employee training plan, including a suite of programmes delivered as part of the training roadmap. The HPL Hotel and Resort Policy on Training and Development covers the areas of commitment by the hotels: the roles and responsibilities of each division, annual property training plans (for HPL managed hotels) budget, training priorities, and training procedures. Through these initiatives, we hope to build a competent, effective and happy workforce in our hotels and resorts.

The Training Roadmap is a suite of mandatory programmes for the four job families or levels of staff: Staff, Supervisors, Managers and Department Heads.

<b>Examples of Mandatory Programmes include:</b>
• Implementation of Lead with Care: COVID-19 Guideline
• Great Guest Experience Workshop
• Working Safely
• Personal Effectiveness
• Train-the-Trainer 1
• Coaching the Team
• Leading Team Performance
• The Pulse
• Management Synergy

A complete cycle of a training needs analysis is undertaken to develop a training plan, the implementation of the plan, and the evaluation of the completed training to determine the effectiveness of the training and development interventions. In addition, every property has a training and development leader responsible for championing and managing the training and development system and initiatives.

### **Hotel-specific Training Initiatives**

This year, our hotels primarily focused on training its workforce on COVID-19 management. The training was mandatory to ensure that the hotels are well-equipped with the right knowledge to manage, reduce and prevent COVID-19 cases on property.

Due to the pandemic, much training did not take place face-to-face. Instead, hotels took a virtual approach to ensure the continuity of job training for employees. For an instance, Holiday Inn Resort Kandooma, Four Season Sayan, Four Seasons Jimbaran, and Hard Rock Hotel Bali conducted virtual training via Microsoft Teams and live sessions with a maximum of 10 people in the room following the rules and regulation outlined in Lead with Care Guidelines.

Hard Rock Hotel Bali re-introduced training policies including training systems, training rewards, and training committee while all other hotels in the reporting scope offer orientation and/or onboarding training for new hires within the first few months of employment. This training typically includes mandatory courses and supplemented with additional training courses.

In many of our hotels, the Training and Development Manager typically leads the training functions. In others, the responsibility may be attributed to the General Manager, Department Heads, Talent Development Manager and/or Director of Human Resources. All our hotels have a set budget for training and development based on the training plan developed for the particular year. Some of our hotels also provide e-learning and online courses for training.

*[This material references disclosures 103-2 and 103-3 from GRI 103: Management Approach 2016]*

## Performance

As of 31 December 2020, we have 2,363 employees hired across the hotels in the reporting scope. We have an employment makeup of 30.0% female employees and 70.0% male employees. In 2020, our hotels and resorts recorded an average of 26.7 hours of training for management and 35.7 hours for non-management staff. Female employees received an average of 33.3 hours of training while male employees received 33.7 average hours of training in 2020. Due to COVID-19, training sessions are conducted via virtual platforms as much as possible. Nevertheless, our hotels ensured to provide training opportunities for employees to the best of their abilities.

Figure 2: Employee Training and Education Performance



[This material references disclosures 103-3 from GRI 103: Management Approach 2016 and 404-1 from GRI 404: Training and Education 2016]

The above data relate to the seven selected hotels for the year ended 31 December 2020.

## Performance Metrics

In 2020, the employees in the hotels in scope received an average of 33.6 hours of training. Four Seasons Sayan exceeded their targets for training hours by 37 hours while Four Seasons Jimbaran exceeded their target hours by 14 hours of additional training provided to their employees on average. In 2020, many hotels have maintained their training targets and have plans to further improving training plans for their staff. However, due to pandemic uncertainties, several hotels have reduced their training hour targets for FY2021.

To ensure continuous commitment in training our employees, we have established the following goals for FY2021, subject to the pandemic situation in respective countries.

## Goals and Targets

	Holiday Inn Resort Kandooma	<ul style="list-style-type: none"> <li>Achieve an average of 72 training hours per year per employee</li> </ul>
	Four Seasons Jimbaran	<ul style="list-style-type: none"> <li>Achieve an average of 20 training hours per year per employee</li> <li>Achieve 100% completion of workday learning 2021 compliance training for all employees</li> </ul>
	Four Seasons Sayan	<ul style="list-style-type: none"> <li>Achieve an average of 20 training hours per year per employee</li> <li>Achieve 100% completion of Workday Learning 2021 Compliance Training for all employees</li> </ul>
	Hard Rock Hotel Penang	<ul style="list-style-type: none"> <li>Achieve an average of 26 training hours per year per employee</li> </ul>
	Hard Rock Hotel Bali	<ul style="list-style-type: none"> <li>Achieve an average of 60 training hours per year per employee</li> <li>Continue to focus on safety, health and hygiene training as mandatory training</li> <li>Launch HPL's new e-portal training system and utilise it for all employees</li> </ul>
	Concorde Hotel Singapore	<ul style="list-style-type: none"> <li>Achieve an average of 15 training hours per year per employee</li> <li>Achieve 75% implementation of planned programmes under the Annual Department Training Plan 2021</li> </ul>
	Hard Rock Hotel Pattaya	<ul style="list-style-type: none"> <li>Achieve an average of 24 training hours per employee, for the year 2021</li> <li>Achieve 75% implementation of planned programmes under the Annual Department Training Plan, for the year 2021</li> </ul>

*[This material references disclosures 103-3 from GRI 103: Management Approach 2016]*

# ENERGY

## Overview

As we progress towards minimising the environmental footprint of our business operations, we have initiatives and measures in place to reduce emissions through adopting effective energy management and practices.

*[This material references disclosures 103-1 from GRI 103: Management Approach 2016]*

## Management Approach

We are committed to maximising energy efficiency across all of our managed hotels. We have dedicated staff to identify and implement energy-saving initiatives across all our hotels, such as the installation of LED lights in our hotel landscapes and other energy-saving equipment where possible. The engineering teams led by the chief engineer also track the energy consumption in our hotels. In some hotels, the general manager also works alongside the chief engineer to monitor and implement energy-saving initiatives.

*Figure 3: Energy Management Approach*

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Hotels	Selected energy-saving initiatives
<b>Four Seasons Sayan</b>	<ul style="list-style-type: none"><li>Completed the replacement of garden lights from PAR 38 – 80 watts to LED light to the remaining 8 units of pool pumps</li></ul>
<b>Four Seasons Jimbaran</b>	<ul style="list-style-type: none"><li>Installed solar panels to power the back of the house’s external lightings</li><li>Created P&amp;P for staff accommodation to maintain AC set point in their rooms at 24 degree Celsius or off when the room is not occupied</li></ul>
<b>Hard Rock Hotel Bali</b>	<ul style="list-style-type: none"><li>Replaced all halogen lights with new LED during the renovation of remaining guest rooms in wings 4, 5 and 6, and corridors</li></ul>
<b>Hard Rock Hotel Pattaya</b>	<ul style="list-style-type: none"><li>Changed the light bulbs of standing lamps in guest rooms from incandescent lamps (60 watts) to LED lamps (4 watts)</li></ul>

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## Performance

We are committed to reducing the energy consumption in our hotels as a way of mitigating negative impacts on the environment. The total energy consumed in our selected hotels in 2020 was 171,491.67 Giga-Joules (GJ).

Our largest source of energy consumption was electricity consumption, which accounted for 99,814.12 GJ (58.20%). We also note significant energy consumption from the use of non-renewable fuel such as Petrol, Diesel, Natural Gas and Liquefied Petroleum Gas (LPG), which accounted for 71,677.55 GJ (41.80%).

To achieve an overall reduced energy consumption, our hotels introduced policies and took effective measures to manage energy consumption during low occupancy periods. For instance, Four Seasons Sayan and Four Seasons Jimbaran introduced a new policy on 'Energy Saving Initiatives during Low Occupancy'. Due to COVID-19, our hotels have faced long periods of low occupancy, which is reflected in our lowered energy consumption this year.

Figure 4: Energy source and percentage used in the seven selected hotels in 2020<sup>1</sup>



The above data relates to the seven selected hotels for the year ended 31 December 2020.

<sup>1</sup> Standards, methodologies, assumptions, and/or calculation tools used:

- Electricity 1 kWh = 0.0036 Giga-Joule
- LPG 1kg = 0.0266 Giga-Joule
- 1 litre diesel = 0.0457 Giga- Joule
- 1 Litre Petrol = 0.0342 Giga-joule
- Bunker Oil = 39.7 MJ/litre

Source of conversion factors used:

- Electricity kWh to joules: *The International System of Units (SI) - Conversion Factors for General Use (2006)*, U.S. Department of Commerce, University of Berkeley fuel conversion units

*Reported Sources: 1. Fuel consumption from non-renewable sources reported data covers petrol, natural gas/LPG, diesel and bunker oil, 2. Fuel consumption from renewable sources covers solar energy 3. Total electricity consumption within organisation.*

## Performance Metrics

To ensure continuous improvement, we have established the following goals for FY2021.

## Goals and Targets

	Holiday Inn Resort Kandooma	<ul style="list-style-type: none"> <li>• Reduce consumption per occupied room by 2.0% on an annual basis</li> </ul>
	Four Seasons Jimbaran	<ul style="list-style-type: none"> <li>• Manage room allocation to enable closure of villas east of Lobby</li> <li>• Operate Sundara Kitchen for the first half of 2021</li> <li>• Maintain central steam boiler operation time to minimise fuel consumption</li> </ul>
	Four Seasons Sayan	<ul style="list-style-type: none"> <li>• Manage room allocation to enable closure of Suite rooms and Riverside for the first half of 2021</li> </ul>
	Hard Rock Hotel Penang	<ul style="list-style-type: none"> <li>• Reduce electricity cost per occupied room by 10% by replacing old chillers.</li> </ul>
	Hard Rock Hotel Bali	<ul style="list-style-type: none"> <li>• Reduce electricity consumption to below 9,422,260 kWh for the year</li> <li>• Replacement of Halogen, TL &amp; downlight lamps to LED for facility areas, Main Kitchen, Office and Back of House Corridors</li> <li>• Shut down guest room blocks, chillers and heat pump/hot water during low occupancy</li> <li>• Replacement of chiller #9 that is no longer working and not energy-efficient.</li> </ul>
	Concorde Hotel Singapore	<ul style="list-style-type: none"> <li>• Convert 90% of all lights to LED at basement 1</li> </ul>
	Hard Rock Hotel Pattaya	<ul style="list-style-type: none"> <li>• Change bed headboard fluorescent lights of 58 watts in guest rooms to LED lights of 18 watts</li> <li>• Change light bulbs at Rock loyalty lounge from halogen lights of 50 watts to LED lights of 5 watts</li> </ul>

*[This material references disclosures 103-2 from GRI 103: Management Approach 2016]*

# WATER

## Overview

Water is a key resource in our hotels and resorts for running their daily operations including laundry, guest rooms, swimming pools, and more. Nevertheless, the issue of water stress and scarcity is present in some of the regions in which we operate. As such, we acknowledge the importance of responsible water consumption to maintain a sustainable water supply in our operations. HPL has since pledged to use water responsibly and reduce water consumption through the installation of water-saving equipment. Additionally, we also embarked on initiatives to promote awareness of water conservation across our hotels.

*[This material references disclosures 103-1 from GRI 103: Management Approach 2016]*

## Management Approach

Our hotels and resorts have implemented measures and initiatives to manage water consumption better, by building awareness for water conservation for both employees and guests. Holiday Inn Resort Kandooma's awareness campaign helps employees to better understand the importance of reducing water consumption. The resort also has a Green Engage Information Board in place for employees to keep track of their individual water consumption.

Hotels also monitor their water consumption daily to track and manage their water usage. Amongst the initiatives and policies in place, all taps in Concorde Hotel Singapore carry an approved water-saving sign to encourage guests and employees to reduce water usage. Subsequently, the hotel also provides mandatory water usage reports to relevant authorities in Singapore.

Some of our hotels use the latest technology to manage water consumption and prevent water losses. Hard Rock Hotel Bali continued repair works to reduce water leaks from the main pools by identifying underground pipe leakages. The hotel has a stop valve installed in their showers to save water and an LED indicator sensor in all toilet urinals that prevents repeated flushing and helps to improve hygiene. Similarly, Hard Rock Hotel Penang has installed self-closing water taps in all guest bathrooms and all staff basin water taps. The hotel has also installed battery-operated water taps for toilets. Concorde Hotel Singapore also provides private meters to monitor daily water usage for different operating areas such as cooling towers, swimming pools, kitchens, and tenant usage. Meanwhile, Hard Rock Hotel Bali installed water-efficient rain showers, vanity mixing taps, improved toilet systems and bidets in its remaining 242 rooms. The hotel continued to run regular inspections to identify and repair water leakages around the main swimming pool.

Rainwater harvesting is also practiced in some of our hotels. Holiday Inn Resort Kandooma continues its efforts in collecting rainwater to reduce dependence on desalinated water. The rainwater collection tanks are also connected to the main water tank to be used for daily operations.

*[This material references disclosures 102-11, 103-2 and 103-3 from GRI 103: Management Approach 2016]*

## Performance

We are committed to reducing our water consumption to minimise our environmental footprint. The total water consumed in the seven selected hotels in 2020 was 757,547.77 m<sup>3</sup>. Compared to 2019, water consumption has decreased by 265,665.23 m<sup>3</sup>. The hotels in the scope of this report withdrew 46.42% of the water from municipal sources, 53.51% from groundwater sources, and 0.07% from rainwater.

We are committed to continually reducing our annual water consumption. Our water consumption data has been captured using daily meter readings. We also track the consumption of water within our facilities every month. Due to COVID-19, our hotels have faced long periods of low occupancy, which is reflected in our lowered water consumption this year.

Figure 5: Total water consumption for the seven selected hotels in 2020 (m<sup>3</sup>)

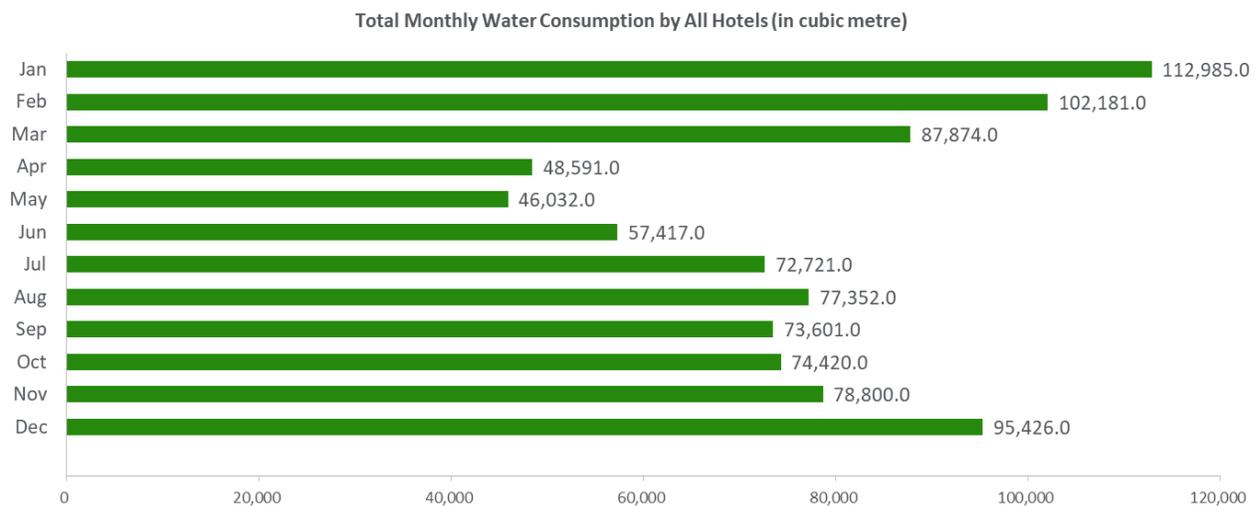
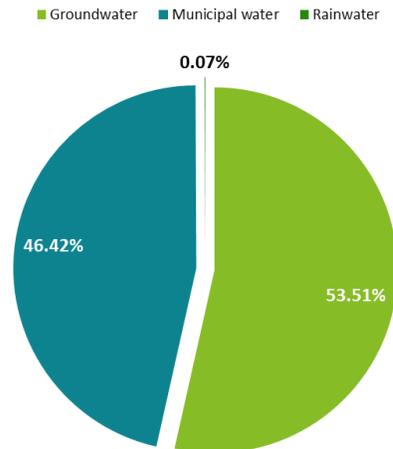


Figure 6: Water consumed by source for the all selected hotels in 2020 (%)



[This material references disclosures 303-1 from GRI 303: Water 2016]

## Performance Metrics

To ensure water consumption is reduced, our hotels and resorts have continued their initiatives such as harvesting groundwater and rainwater for hotel operations where possible. However, some hotels were unable to reach their targets due to prolonged closure due to COVID-19. Nonetheless, our hotels also undertook other water-saving initiatives as much as possible. Some of our hotels have removed bathtubs and installed water-efficient showers, vanity tops and toilets to reduce water consumption. Moving forward, our hotels will be setting more ambitious targets to further reduce water consumption and wastage.

To ensure continuous improvement, we have established the following goals for FY2021.

## Goals and Targets

	Holiday Inn Resort Kandooma	<ul style="list-style-type: none"><li>• Reduce water consumption by 1% per occupied room</li></ul>
	Four Seasons Jimbaran	<ul style="list-style-type: none"><li>• Reduce water consumption by 2% per occupied room</li></ul>
	Four Seasons Sayan	<ul style="list-style-type: none"><li>• Reduce water consumption by 2% per occupied room</li></ul>
	Hard Rock Hotel Penang	<ul style="list-style-type: none"><li>• Reduce water consumption by 3% per occupied room</li></ul>
	Hard Rock Hotel Bali	<ul style="list-style-type: none"><li>• Reduce total water consumption to less than 209,558 m<sup>3</sup></li><li>• Adjust the water level in water tanks at guest rooms toilets</li><li>• Establish other water saving initiatives and Water Device for Shower Stop Valve at male &amp; female Chill Out Pool toilet</li></ul>
	Concorde Hotel Singapore	<ul style="list-style-type: none"><li>• Replace cooling tower 3</li></ul>
	Hard Rock Hotel Pattaya	<ul style="list-style-type: none"><li>• Use water under the main building wing B (60 m<sup>3</sup>) to water the trees in the hotel area</li><li>• Save 400 m<sup>3</sup> of water per year</li></ul>

# PHASING OUT SINGLE USE PLASTIC PACKAGING

## Overview

In HPL, we take single use plastic packaging usage issues seriously, as it has diverse usage within the hospitality industry. Hotels use products packaged in single use plastic, such as water bottles, bathroom amenities such as shampoo bottles, soaps bottles, plastic toothbrushes and many more.

Mishandling of single use plastic waste management is one of the top sources of pollutions in our oceans. Evidence shows that about 300 million tons of plastics are produced and over 8 million tons of plastics are disposed into our oceans every year endangering life below water<sup>3</sup>. In a survey by Skift Research's U.S. Experiential Traveller in 2019, 53% of respondents were willing to pay higher rates to travel service providers that demonstrated environmental responsibility<sup>4</sup>.

All these factors are influencing more consumers to choose accommodation providers who take the initiative to reduce environmental impact. This has made the hospitality industry undertake measures and practices to phase out single use plastic packaging in their day-to-day operations. HPL is aware of such trends and is strongly committed to reducing our plastic consumption through replacements of single use plastic packaging with eco-friendly packaging alternatives.

## Management Approach

Our selected hotels conscientiously take measures to reduce single use plastic packaging in their day-to-day business operations since 2019. We will review our targets in coming years as we progress in replacing hotel toiletries and water bottles with more sustainable alternatives. We shall continue to encourage and inspire other hotels in adopting relevant initiatives to phase out single use plastic packaged hotel toiletries and plastic water bottles throughout their hotel operation.

## Performance

Following the target set for 2020, Hard Rock Hotel Pattaya has managed to reduce its single use plastic packaged bottle item by 6,389 bottles due to low occupancy in Q4 2020. In 2021, the hotel plans to reduce usage number by 40% by changing single use plastic packaged bottles for toiletries to refillable plungers and changing plastic bottled water to refillable glass bottles for guests and at outlets. However, both projects have been suspended due to the ongoing pandemic and budget constraints.

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<sup>3</sup> The Facts Are Overwhelming. Available at: <https://plasticoceans.org/the-facts/>

<sup>4</sup> Hotels Have a Problem With Plastics: A Skift Deep Dive. Available at: <https://skift.com/2019/04/29/hotels-have-a-problem-with-plastics-a-skift-deep-dive/>

**Goals and Targets**

	<p>Hard Rock Hotel Pattaya</p>	<ul style="list-style-type: none"> <li>• Reduce toiletries bottles with single use plastic packaging by 40% from the baseline year 2019 by replacing the toiletries’ bottles to refillable plungers and;</li> <li>• Replace plastic bottled water with refillable glass bottles for guests and outlets.</li> </ul>
	<p>Hard Rock Hotel Bali</p>	<ul style="list-style-type: none"> <li>• Purchase bottling plant to provide and bottle own water via reverse osmosis system to replace complimentary plastic water bottles provided in all guest rooms, meetings and events.</li> <li>• Move from disposable bathroom amenities i.e. shampoo, conditioner, and bath gel to the refillable mounted pump-action type.</li> </ul>

As a material topic for HPL, we are encouraging all of our hotels and resorts to explore setting more targets in this regard. Sustainability performance and targets for phasing out plastic packaging in all our hotels in scope will continue to be covered in our upcoming sustainability reports.

# OUR COMMITMENT TO SOCIETY AND THE ENVIRONMENT

Our properties have also undertaken several initiatives in 2020 and have collaborated with various charitable organisations to raise funds to support community development.

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## Four Seasons Jimbaran

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In 2020, the hotel made several donations to local momentous temples for conducting their Temple Ceremonies. These were through monetary donations, as well as the donation of mineral water and necessities such as trash bins.



▶ To support the local community in Jimbaran, the hotel provided a 4-month internship programme in the Engineering and Kitchen Departments to help build the capabilities of local talents in the hospitality industry.

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**Hard Rock Hotel Pattaya**



Rock The Lunch, an initiative launched in 2011, is a monthly programme in selected schools where employees visit to provide meals for schoolchildren, prepared and served freshly. In view of the COVID-19 pandemic, this programme has been halted currently. The hotel aims to bring it back in the second quarter of 2021.

Rock The Farm, started in July 2016, is an initiative in collaboration with The King's Project of Agricultural Promotion to provide employees from the hotel with the knowledge, education, seeds, sprouts to farm organically. The organic products grown here are also used in Rock The Lunch meals, as well as served to hotel employees and even in some restaurants.



In view of the COVID-19 pandemic, Hard Rock Hotel & Café Pattaya's management team members compiled personal contributions and donations to help fellow team members who may be in need of assistance. In total, 80 bags of dried food, eggs, rice, vegetable oil and other household necessities were shared to help ease the situation during these unprecedented times.



## Hard Rock Hotel Bali

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To provide assistance to the community around the hotel, Hard Rock Hotel Bali staff have volunteered to cook for SOS Charity two times a week in October 2020, where cooked food is donated and distributed to poorer residential areas in remote villages in Bali.



The hotel held its 20<sup>th</sup> Annual Charity 5km Fun Run around the streets of Kuta with 1,500 race participants. The fundraising beneficiary was Scholars of Sustenance, and proceeds went to purchasing a refrigerated vehicle for their food redistribution programme for the needy across various regions of Bali. We also contributed to this programme by donating leftover cooked food from our buffet operations.

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**Concorde Hotel Singapore**

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To celebrate the Lunar New Year, the hotel hosted a charity organisation where the elderly are invited to a lunch event at the hotel. Guests took part in activities such as games and a lucky draw. The hotel management as well as employees contribute to sponsoring the event, and its business partners also provided services such as coaches for fetching the guests to and fro the event. Hotel staff also participated to bring some joy to the elderly guests at the event.



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**Hard Rock Hotel Penang**

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In September 2020, the hotel reached out to ten underprivileged students from Batu Ferringhi who have been affected by the COVID-19 pandemic. Donations were made to assist SJKC Pai Chai to provide aid to needy students who may be facing problems in this situation.

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**Holiday Inn Resort Kandooma**

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To commemorate the World Environment Day, staff planted trees within the resort premises in selected areas to liven up the surroundings and improve greenery within the resort.



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	102-10 Significant changes to organisation and its supply chain	<a href="#">About this Report</a>
	102-11 Precautionary principle or approach	HPL does not specifically address the principles of the Precautionary approach.
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<b>STRATEGY</b>		
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<b>GOVERNANCE</b>		
<b>GRI 102: General Disclosures 2016</b>	102-18 Governance structure	Reference to Annual Report 2020 – Corporate Governance, page number 104-120
<b>GRI 102: General Disclosures 2016</b>	102-40 List of stakeholder groups	<a href="#">Stakeholder Engagement and Materiality Review</a>
	102-41 Collective bargaining agreements	Not applicable
	102-42 Identifying and selecting stakeholders	<a href="#">Stakeholder Engagement and Materiality Review</a>
	102-43 Approach to stakeholder engagement	<a href="#">Stakeholder Engagement and Materiality Review</a>
	102-44 Key topics and concerns raised	<a href="#">Stakeholder Engagement and Materiality Review</a>
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<b>GRI 102: General</b>	102-45 Entities included in the consolidated financial statements	Refer to Annual Report

<b>Disclosures 2016</b>	102-46 Defining report content and topic boundaries	<a href="#">About this Report</a> <a href="#">Statement from the Board</a>
	102-47 List of material topics	<a href="#">Reporting Scope and Boundaries</a>
	102-48 Restatements of information	Not applicable
	102-49 Changes in reporting	Not applicable
	102-50 Reporting period	<a href="#">About this Report</a>
	102-51 Date of most recent report	2019 Sustainability Report
	102-52 Reporting cycle	<a href="#">About this Report</a>
	102-53 Contact point for questions regarding the report	We welcome your feedback on how our sustainability practices can be improved. Please send your feedback to <a href="mailto:sustainability@hotelprop.com.sg">sustainability@hotelprop.com.sg</a>
	102-54 Claims of reporting in accordance with the GRI Standards	<a href="#">About this Report</a>
	102-55 Content Index	<a href="#">Table of GRI Content Index</a>
	102-56 External assurance	Not Applicable
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*[This material references disclosures 102-55 from GRI 102: General Disclosures 2016]*

*\*This topic is an additional topic to this reporting disclosure was selected as voluntary initiatives by the hotels.*