



**HOTEL GRAND CENTRAL**



- 2025 -  
SUSTAINABILITY REPORT

-



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## 1. Board Statement

GRI [2-22]

The Board of Directors (“the Board”) has considered sustainability issues as part of Hotel Grand Central Limited’s (“HGC” or “the Group”) business strategy and operations. The Board oversees the Group’s sustainability direction and is responsible for determining the material environmental, social and governance (“ESG”) factors relevant to the Group’s activities, as well as ensuring that these factors are appropriately managed and monitored. The Management is responsible for the monitoring and management of ESG topics on an ongoing basis and provides the Board with annual updates on HGC’s sustainability performance and any significant changes to policies and practices.

To support this oversight, the Board conducts an annual materiality review to identify and prioritise key ESG issues that may have a significant impact on HGC and its stakeholders. The Board has confirmed the continued relevance of seven material ESG topics identified in previous assessments.

In FY2025, the Group delivered continued improvements in sustainability performance across its material topics. These included a 3% reduction in greenhouse gas emissions intensity and a 6% reduction in water consumption intensity, reflecting ongoing efforts to improve resource efficiency across operations. Landfilled waste was reduced by 11%, supported by enhanced waste segregation and recycling practices. The Group maintained strong social and governance performance, with no reported incidents or fatalities, corruption or business ethics breaches, and data security incidents during the year.

In light of evolving reporting requirements, HGC is undertaking a phased approach to align with the enhanced requirements introduced by the SGX Sustainability Reporting Guidelines in August 2025. The Board intends to align with the IFRS S1 climate-relevant provisions and S2 issued by the International Sustainability Standards Board (“ISSB”).

## 2. Corporate Profile

GRI [2-1] [2-6]




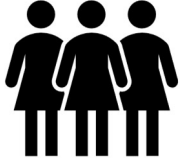


Hotel Grand Central Limited was incorporated on June 13, 1968, and has been part of the Singapore Stock Exchange since 1978. Operating across five countries, the Group comprises 14 wholly-owned hotels and four wholly-owned investment properties located in Australia and New Zealand. Additionally, the Group holds ownership in five associated hotels in Malaysia.

**FIGURE 1: LIST OF HGC'S OPERATIONS**





### 3. Key Highlights

<b>Energy Consumption and Greenhouse Gas (“GHG”) Emissions</b>	 <b>3%</b> Reduction in GHG Emissions Intensity
<b>Water Consumption Management</b>	Water Consumption Intensity Decreased by <b>6%</b> 
<b>Waste Management</b>	 <b>11%</b> Decrease in Landfilled Waste
<b>Health and Safety</b>	Zero Life Threatening Incidents or Fatalities 
<b>Business Ethics and Anti-corruption</b>	 Zero Incidents of Corruption or Breach of Business Ethics
<b>Security of Personal Data and Information</b>	Zero Security Breaches 

## 4. About the Report

GRI [2-2] [2-3] [3-1]

We are pleased to present our ninth sustainability report, published on 29<sup>th</sup> April 2026, which sets out Hotel Grand Central’s sustainability initiatives and performance for the financial year 2025 (“FY2025”). This report complies with the sustainability reporting requirements under SGX-ST Listing Rules 711A and 711B, as well as Practice Note 7.6. It has been prepared in accordance with the Global Reporting Initiative (“GRI”) Universal Standards, allowing HGC to communicate our sustainability impacts in a transparent, consistent, and comparable manner. A GRI Content Index is provided from page 42 onwards for ease of reference.

HGC has reported against the Task Force on Climate-related Financial Disclosures (“TCFD”) framework since FY2022 to keep stakeholders informed of our management of climate-related risks and opportunities. To better keep up with evolving investor expectations and disclosure requirements, HGC is progressively transitioning towards the adoption of IFRS S1 and the climate-related disclosure requirements of IFRS S2. To enhance sector-specific relevance, we have also incorporated the SASB Standards for Hotels & Lodging into this year’s report to support improved comparability with industry peers.

Unless stated otherwise, this report covers HGC’s sustainability performance from 1 January 2025 to 31 December 2025. Prior year performance is included for key indicators where relevant to provide meaningful year-on-year comparison. While external assurance has not been sought for this reporting period, HGC continues to conduct internal reviews of our sustainability reporting processes and disclosures as part of our ongoing improvement efforts.

HGC welcomes feedback from stakeholders regarding this report and our sustainability efforts. Comments and suggestions can be sent to [hltan@ghihotels.com](mailto:hltan@ghihotels.com).

The reporting scope for FY2025 comprises 11 wholly-owned hotels in Singapore, Australia, and New Zealand. This includes the addition of The Chancellor on Currie, Adelaide and Hotel Grand Chancellor, Auckland, which are newly included in our disclosures following improvements in data availability.

**TABLE 1: LIST OF OPERATIONS WITHIN SR2025 REPORTING SCOPE**

**Singapore**



**Australia**



**New Zealand**



1. Hotel Grand Central	3. Hotel Grand Chancellor, Adelaide	10. James Cook Hotel Grand Chancellor Wellington (“JCHGC”)
2. Hotel Chancellor @ Orchard	4. Hotel Grand Chancellor, Brisbane	11. Hotel Grand Chancellor, Auckland
	5. Hotel Grand Chancellor, Hobart	
	6. Hotel Grand Chancellor, Townsville	
	7. Hotel Grand Chancellor, Launceston	
	8. Hotel Grand Chancellor, Melbourne	
	9. The Chancellor on Currie, Adelaide	

The remaining three wholly-owned hotels of HGC are currently excluded from the reporting scope due to insufficient data availability. However, we are committed to working with these subsidiaries to improve their data collection and reporting capabilities, allowing us to gradually expand the scope of reporting in the future.

## 5. Approach to Sustainability

GRI [2-9] [2-12] [2-13] [2-14] [2-17]

### 5.1 Sustainability Governance



The Board of Directors, chaired by the Non-Independent Non-Executive Chairman, oversee matters relating to HGC's ESG strategy, its sustainability management approach and overall sustainability performance, including climate-related risks and opportunities ("CRROs"). To facilitate effective oversight of sustainability matters, the Board actively engages with Senior Management through various board committees and maintains ongoing communication, with sustainability performance reviewed and updated annually. The responsibilities for CRROs will be integrated into the terms of reference, mandates, and policies of the Board of Directors and the Audit and Risk Committee ("ARC").

The Board comprises three executive directors, three independent non-executive directors, and two non-independent non-executive directors. The Board is informed about sustainability-related risks and opportunities twice a year through sustainability trainings. All directors have completed a sustainability training course jointly organised by the Institute of Singapore Chartered Accountants and SAC Capital Pte Ltd, aimed at enhancing their professional development and equipping them for their responsibilities in overseeing HGC's sustainability approach and strategies to respond to sustainability-related risks and opportunities.

The Board's responsibilities include determining, managing, and monitoring HGC's material matters and performance, including its potential and actual impacts on the environment, society, and the economy. To facilitate this process, the Board has delegated oversight of the Group's sustainability performance to Executive Director Ms Tan Hwa Lian, who manages the impacts of HGC's activities and reports to the Board on performance and key issues annually.

Supporting the Board, the ARC meets biannually to review the adequacy and effectiveness of the internal audit concerning risk management and sustainability functions. At the operational level, the ESG core and management teams at each hotel entity implement sustainability practices, including environmental performance, health and safety, and data security considerations. Each team set and report their progress on achieving targets, which is then consolidated by the Group Sustainability team, which aggregates performance updates and key issues across hotel entities and reports progress against targets to the ARC on a half-yearly basis.



## 5.2 ESG Strategy

HGC is dedicated to effectively managing our ESG impacts while sustaining strong economic performance. Our efforts are guided by our ESG strategy anchored in three key principles, which impacts all activities carried out by the Group, regardless of its role as a hotel investor, owner or operator. This strategy is further supported by relevant group-wide policies in Corporate Governance and Human Resources. Figure 2 below illustrates HGC’s ESG strategy:

**FIGURE 2: HGC ESG STRATEGY**

Acting as a Responsible Group
<ul style="list-style-type: none"> <li>• Setting standards for robust governance and serving investors relations.</li> <li>• Ensuring compliance and demonstrating transparent and ethical conduct in all operations.</li> <li>• Investing in a responsible manner by integrating ESG criteria in the investment process.</li> <li>• Managing HGC’s supply chain by monitoring ESG risks and disseminating responsible practices throughout the value chain.</li> </ul>
Respecting People and the Environment
<ul style="list-style-type: none"> <li>• Fostering employee well-being by providing a work environment that respects their rights and enables personal and professional development.</li> <li>• Reducing HGC’s environmental impact and protecting our climate by systemising hotels processes, fostering circular economy practices, and protecting biodiversity.</li> </ul>
Delivering Positive Hospitality
<ul style="list-style-type: none"> <li>• Delivering an exceptional guest experience by offering care and comfort, promoting innovative services to improve well-being, ensuring hotels’ accessibility, and providing sustainable food.</li> <li>• Respecting the communities where we operate by prioritising local employment, supporting local projects and associations, and promoting flexibility and innovation to create multi-functional hotel spaces which benefit both guests and local communities.</li> </ul>

The ESG strategy guides our management approach implemented for each identified material matter, ensuring alignment with HGC’s sustainability goals and objectives.

**TABLE 2: MANAGEMENT APPROACH FOR MATERIAL MATTERS**

Material Matter	Management Approach
Business Ethics and Anti-Corruption	All hotels are required to comply with the Group’s Code of Conduct and Anti-Corruption policies.
Security of Information	Compliance with the local Personal Data Protection Act (“PDPA”) is managed by the hotels’ management and reported to Singapore’s Executive Director.
Health and Safety	These matters are managed individually by hotels’ management.
Energy Consumption and Greenhouse Gas (“GHG”) Emissions	
Water Consumption Management	
Waste Management	
Additional Matter	Management Approach
Employment Practices	All hotels are required to comply with Group Workplace Diversity and Harassment policy outlined in the Employee Handbook. Further, each hotel has its own Human Resource policy, designed to consider local labour market conditions and local labour law and regulations.



## 6. Materiality and Contributions to SDGs

GRI [3-1] [3-2]

### Materiality Assessment Process

The materiality assessment allows us to identify the sustainability matters most critical to our operations. It considers ESG factors within the hospitality industry and examines their impact on our business and stakeholders. Our last materiality assessment was conducted in FY2020, with the identified material matters reviewed annually for continued relevance. Internal stakeholder groups, including senior management and employees, are engaged to provide insights into the relevance of existing topics and identify any emerging issues relevant to our operations. In FY2025, we reviewed our existing seven material matters and determined that all topics continue to remain relevant. Our materiality assessment process is as outlined below.

#### Identification and Prioritisation

- Material topics were identified through a review of emerging global and industry trends, interviews with senior management teams, and informal interviews with stakeholders regarding ESG issues
- Topics were ranked based on their importance to stakeholders and HGC

#### Validation

- The list of material topics was presented to the Board for validation




#### Review

- The Board and Management review the existing seven material ESG matters on an annual basis

## Performance and Targets

We have identified short- (1-3 years), medium- (4-6 years), and long-term (more than 6 years) targets for all seven material matters. These have been mapped and aligned to the relevant UN Sustainable Development Goals (“UN SDGs”) and GRI Standards, as shown in Table 3.

**TABLE 3: ALIGNMENT OF HGC’S SUSTAINABILITY MATTERS WITH RELEVANT SDGS**





Material Matters	FY2025 Performance and Targets ● Met ● Not met ○ In progress
<p><b>Business Ethics and Anti-corruption</b></p> <p><b>Goal: To uphold highest standards of corporate governance and ensure compliance with applicable laws and regulations</b></p> <p>GRI 205: Anti-corruption 2016 </p>	<p><b>Short-term:</b></p> <ul style="list-style-type: none"> <li>To ensure Group-wide business ethics and anti-corruption policies are in place and all stakeholders are aware of such policies ●</li> <li>To ensure Group-wide business ethics and anti-corruption policies are formally reviewed and updated by 2026, with annual review thereafter ○</li> <li>To integrate Business Ethics training into onboarding and conduct refresher communication sessions across the Group by 2026 ○</li> </ul> <p><b>Medium-term:</b> To ensure policies are reviewed and updated in a timely matter ○</p> <p><b>Perpetual (Long-term):</b> To maintain zero incidents related to business ethics and corruption across the Group ○</p>
<p><b>Security of Information</b></p> <p><b>Goal: To abide by all relevant data protection laws to protect our stakeholders’ personal information privacy</b></p> <p>GRI 418: Customer Privacy </p>	<p><b>Short-term:</b></p> <ul style="list-style-type: none"> <li>To review current IT systems, identify and resolve any immediate risks ●</li> <li>To roll out cybersecurity awareness training for employees across the Group by 2026 ○</li> </ul> <p><b>Medium-term:</b> To review, adopt and comply with industry standards cybersecurity benchmarks ○</p> <p><b>Perpetual (Long-term):</b></p> <ul style="list-style-type: none"> <li>To maintain confidentiality<sup>1</sup>, integrity<sup>2</sup> and availability<sup>3</sup> of personal data and information ○</li> <li>To ensure continued track record of zero cybersecurity incidences year on year ○</li> </ul>
<p><b>Health and Safety</b></p> <p><b>Goal: To create a safe working environment for all employees &amp; guests</b></p> <p>GRI 403: Occupational Health and Safety 2018</p> <p>GRI 416: Customer Health and Safety 2016</p> 	<p><b>Short-term:</b> To reduce workplace incidents by 10% for each property ○</p> <p><b>Medium-term:</b> To achieve zero fatality and serious injury across our properties ○</p> <p><b>Perpetual (Long-term):</b> To improve work processes with technological adoption across our properties ○</p>

<sup>1</sup> Confidentiality refers to authorised personnel use.

<sup>2</sup> Integrity refers to data authenticity, which also means protection against unauthorised changes or deletion of data, to maintain reliability and completeness of information.

<sup>3</sup> Availability refers to uptime of data for authorised use.








Material Matters	FY2025 Performance and Targets ● Met   ● Not met   ○ In progress
<p><b>Energy Consumption and Greenhouse Gas (“GHG”) Emissions</b></p> <p><b>Goal: To manage energy consumption effectively and efficiently; committed to decarbonisation efforts in line with our respective governments’ transition to a low-carbon future</b></p> <p>GRI 305: Emissions 2016</p> 	<p><b>Short-term:</b> To reduce energy consumption per occupied room by 1% across our properties against prior year performance ●</p> <p><b>Medium-term:</b> To reduce energy consumption per occupied room by 5% against 2023 baseline year performance across our properties by 2030 ○</p> <p><b>Perpetual (Long-term):</b> To invest in renewable energy such as solar energy if feasible ○</p>
<p><b>Water Consumption Management</b></p> <p><b>Goal: To manage water consumption responsibly and reduce consumption by introducing water-saving initiatives group-wide</b></p> <p>GRI 303: Water and Effluents 2018</p> 	<p><b>Short-term:</b> To reduce water consumption per occupied room by 1% across our properties against prior year performance ●</p> <p><b>Medium-term:</b> To reduce water consumption per occupied room by 5% across our properties against 2023 baseline year performance by 2030 ○</p> <p><b>Long-term:</b> To come up with a long-term water management plan and look into possibility/feasibility of rainwater harvesting system in some properties ○</p>
<p><b>Waste Management</b></p> <p><b>Goal: To always seek waste reduction opportunities and implement waste management initiatives to reduce waste consumption</b></p> <p>GRI 306: Effluents and Waste 2016</p> 	<p><b>Short-term:</b> To reduce waste generated per occupied room by 1% year-on-year across our properties ●</p> <p><b>Medium-term:</b> To reduce waste generated per occupied room by 5% across our properties against 2023 baseline year performance by 2030 ○</p> <p><b>Long-term:</b> Aligned with Singapore’s Zero Waste Masterplan, to reduce 20% in our operational waste-to-landfill intensity by 2030 as compared to the 2019 baseline year ○</p>
<p><b>Employment Practices (Additional matter)</b></p> <p>GRI 401: Employment 2016</p> 	<p><b>Short-term:</b></p> <ul style="list-style-type: none"> <li>- <b>For Singapore hotels:</b> <ul style="list-style-type: none"> <li>○ To strengthen workplace policies and practices to ensure fair employment, equal opportunities, and safe working conditions across all operations ○</li> <li>○ To improve employee awareness and engagement on workplace rights, responsibilities, and organisational policies ○</li> </ul> </li> </ul> <p><b>Perpetual:</b> Maintain diversity and fair employment practices ○</p>

## 7. Stakeholder Engagement



GRI [2-29]

Stakeholder engagement allows us to understand the needs, expectations, and concerns of our stakeholders. By actively engaging with them, we aim to anticipate and mitigate potential risks and ultimately enhance our services. The table below outlines the interests of key stakeholder groups and HGC's corresponding responses.

**TABLE 4: HGC STAKEHOLDER ENGAGEMENT METHOD**

Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
 <b>Hotel Guests</b>	<ul style="list-style-type: none"> <li>• Guest satisfaction</li> <li>• Provision of a safe and healthy environment for all</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbishments and upgrading of facilities</li> <li>• Maintain hygiene efforts e.g. Staff reminded to sanitise hands for food handling and wearing of masks if unwell</li> </ul>	Feedback forms	Ongoing
			Face-to-face meetings/Online reviews and surveys via Revinate	Ongoing
 <b>Employees</b>	<ul style="list-style-type: none"> <li>• Workplace health and safety</li> <li>• Working environment</li> <li>• Team morale</li> <li>• Fair employment practices</li> </ul>	<ul style="list-style-type: none"> <li>• Active employee engagement</li> <li>• Timely review and resolution of matters raised by employees</li> <li>• The employee of the month programme</li> <li>• Star cards to reward extra efforts</li> </ul>	Face-to-face consultations and feedback	Ongoing
			Committee Meetings	Monthly
			Half-yearly meeting with General Managers	Quarterly
 <b>Shareholders and the Investment Community</b>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Growth prospects and business outlook</li> <li>• Sustainable value</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and consistent disclosure of hotel operations and performance to assist shareholders in investment decisions</li> </ul>	Annual General Meeting	Annually
			Half-yearly Report	Half-yearly
			Organised visits from Directors	Twice a year
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Long-term and strong business relationship</li> <li>• Feedback on quality of services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate and align expectations between HGC and suppliers</li> </ul>	Meetings	Ongoing
			Email and phone call correspondence	Ongoing (as and when required upon end of contract)
 <b>Business Partners</b>	<ul style="list-style-type: none"> <li>• Consolidated effort to improve the hospitality sector</li> </ul>	<ul style="list-style-type: none"> <li>• Networking and exchange of information with various business partners at industry events</li> </ul>	Attendance in meetings hosted by economic development agency	Quarterly (NZ)
			Meetings	Ongoing
			Email and phone call correspondence	Ongoing



Key Stakeholder Groups	Interests of Stakeholder Groups	Hotel Grand Central's Response	Methods of Engagement	Frequency of Engagement
 <b>Regulators</b>	<ul style="list-style-type: none"> <li>Compliance with relevant laws and legislation across countries of operation</li> </ul>	<ul style="list-style-type: none"> <li>Qualified and experienced maintenance team to ensure regular checks and maintenance work are conducted</li> <li>Stay abreast of changes in any regulations</li> <li>Completion of annual building warrant of fitness</li> </ul>	License application and renewal (i.e., liquor)	Annual
			Onsite inspection	As and when required by regulatory bodies
 <b>Local Communities</b>	<ul style="list-style-type: none"> <li>Improve relations and ties in the communities HGC operates in</li> <li>Support to Zealandia</li> <li>Support of Mary Potter Hospice</li> <li>Support of KCA with donations of leftover food from buffet</li> </ul>	<ul style="list-style-type: none"> <li>Regular involvement in the local scene and environment</li> <li>\$2.00 for every room night booked via our website is donated to Zealandia</li> <li>Provide staff to help with Mary Potter hospice collection days and other fundraising activities</li> <li>Staff provide volunteer hours to help with the upkeep of the Island – usually three times per year</li> <li>Unused food from the buffet is frozen and collected by KCA for distribution to families in need</li> </ul>	Employee volunteerism	Annual (Australia / NZ)
			Support towards Earth Hour	Annual
			Monetary and in-kind donation (food and clothing)	Ongoing



## 8. Managing the Use of Our Natural Resources

HGC is committed to minimising its environmental footprint by reducing waste, optimising energy use, and conserving water across all its operations. Group-wide environmental policies and procedures guide responsible practices and support continuous improvement in our sustainability performance. Our hotels continue to develop and refine environmental policies and guidelines that address energy conservation, waste management, water efficiency, sustainable procurement, and socially responsible business practices. To support more comprehensive reporting, we have included two additional hotels, Hotel Grand Chancellor Auckland, and The Chancellor on Currie Adelaide in our environmental disclosures for the first time in FY2025. As these properties are newly added to our reporting scope, their full-year data may lead to noticeable increases in certain metrics compared to prior years.

### 8.1 Energy Consumption and GHG Emissions

GRI [2-4] [3-3] [302-1] [302-3] [305-1] [305-2] [305-4]

#### Why is this important?

Energy use is a core component of HGC’s operations and is a primary driver of our Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions. As global temperatures rise and cooling demand increases, our reliance on electricity is expected to grow, contributing to higher emissions and intensifying climate-related risks. These risks include operational disruption, greater insurance exposure, and increased costs associated with complying with evolving climate regulations.

Managing energy consumption and GHG emissions is therefore critical to maintaining the resilience and long-term viability of our business. Through regular monitoring, optimisation of energy use, and ongoing assessment of renewable energy opportunities, we work to reduce carbon intensity and strengthen our response to climate-related risks across our properties.

#### Various Practices on Energy Consumption and GHG Emissions



#### Australia

##### Energy Efficiency Initiatives

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Install solar-powered system in Hotel Grand Chancellor Brisbane</li> <li>• Replace and upgrade existing equipment, chillers and cooling tower to maximise energy efficiency</li> <li>• Recommission Building Management System (“BMS”) for more accurate control over the building’s cooling</li> <li>• Regular maintenance of plant and equipment</li> <li>• Use motion-detecting thermostats and timers to operate HVAC systems</li> </ul> | <ul style="list-style-type: none"> <li>• Use variable-frequency drive pumps to reduce the energy required to circulate water</li> <li>• Shut down air-conditioning units during low occupancy seasons</li> <li>• Reduce unnecessary lighting within hotel rooms</li> <li>• Ongoing replacement of traditional light bulbs with LED</li> </ul> |
|---|---|

##### Performance monitoring

- Benchmark electricity consumption against similar-sized hotels and other HGC hotels

##### Training and Awareness

- Mandatory induction training for new employees on environmental policy and energy-saving habits



**New Zealand**

Energy Efficiency Initiatives	Training and Awareness
<ul style="list-style-type: none"> <li>• Ongoing replacement of traditional light bulbs with LED</li> <li>• Replace and upgrade aged hotel equipment such as kitchen equipment, lifts, compressor and coolers</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage guests to opt for 'Eco' Room Service, which promotes overall conservation of resources</li> </ul>
Performance Monitoring	
<ul style="list-style-type: none"> <li>✓ Achieved the Qualmark Gold Sustainable Tourism Business Award for HGC Auckland</li> <li>• Benchmark electricity consumption and GHG emissions against regional average in EarthCheck</li> </ul>	



**Singapore**

Energy Efficiency Initiatives
<ul style="list-style-type: none"> <li>✓ Attained Global Sustainable Tourism Council ("GSTC") Certification for HGC Singapore</li> <li>• Increase air-conditioning temperatures during low traffic times</li> <li>• Conduct a study on overhauling the current air conditioning system with a more energy efficient one</li> <li>• Emphasise energy-saving habits</li> <li>• Utilise hot and cold drinking water dispensers in all guest rooms to reduce electricity consumption and one-time plastic bottles</li> <li>• Utilise energy-saving LED lights on all properties</li> </ul>

✓ New Initiative	• Ongoing Initiative
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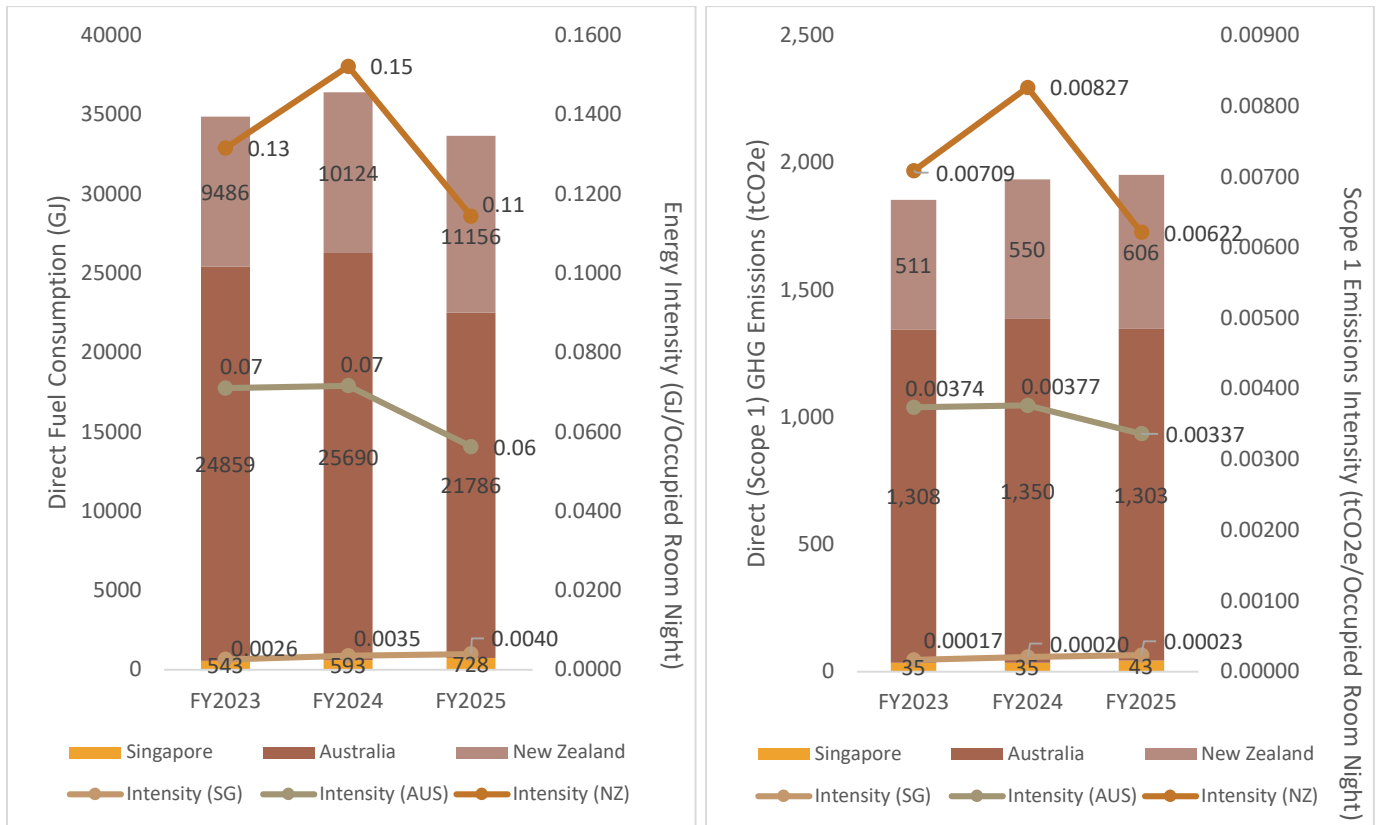
**Fuel Consumption**

In FY2025, fuel consumption was recorded across all hotels in Singapore, Australia, and New Zealand. This includes motor gasoline and diesel used in HGC-owned vehicles, as well as natural gas used for kitchen operations and water heating. Collectively, these fuel sources resulted in a total direct energy consumption of 33,671 GJ, corresponding to 1,952 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) in Scope 1 emissions. This reflects a 7.5% reduction in fuel consumption while Scope 1 emissions remained relatively constant compared to FY2024.

In addition, our Singapore properties continue to track R-410A refrigerant usage and its associated emissions. In FY2025, R-410A resulted in 4,844 tCO<sub>2</sub>e, reflecting a 10% increase from the 4,405 tCO<sub>2</sub>e reported in 2024. As refrigerant data is currently collected only for Singapore-based hotels, these emissions are not included in the aggregated totals presented below.



**FIGURE 3: DIRECT FUEL CONSUMPTION & INTENSITY (LEFT) AND DIRECT (SCOPE 1) GHG EMISSIONS & INTENSITY (RIGHT) <sup>4</sup>**



### **Electricity Consumption**

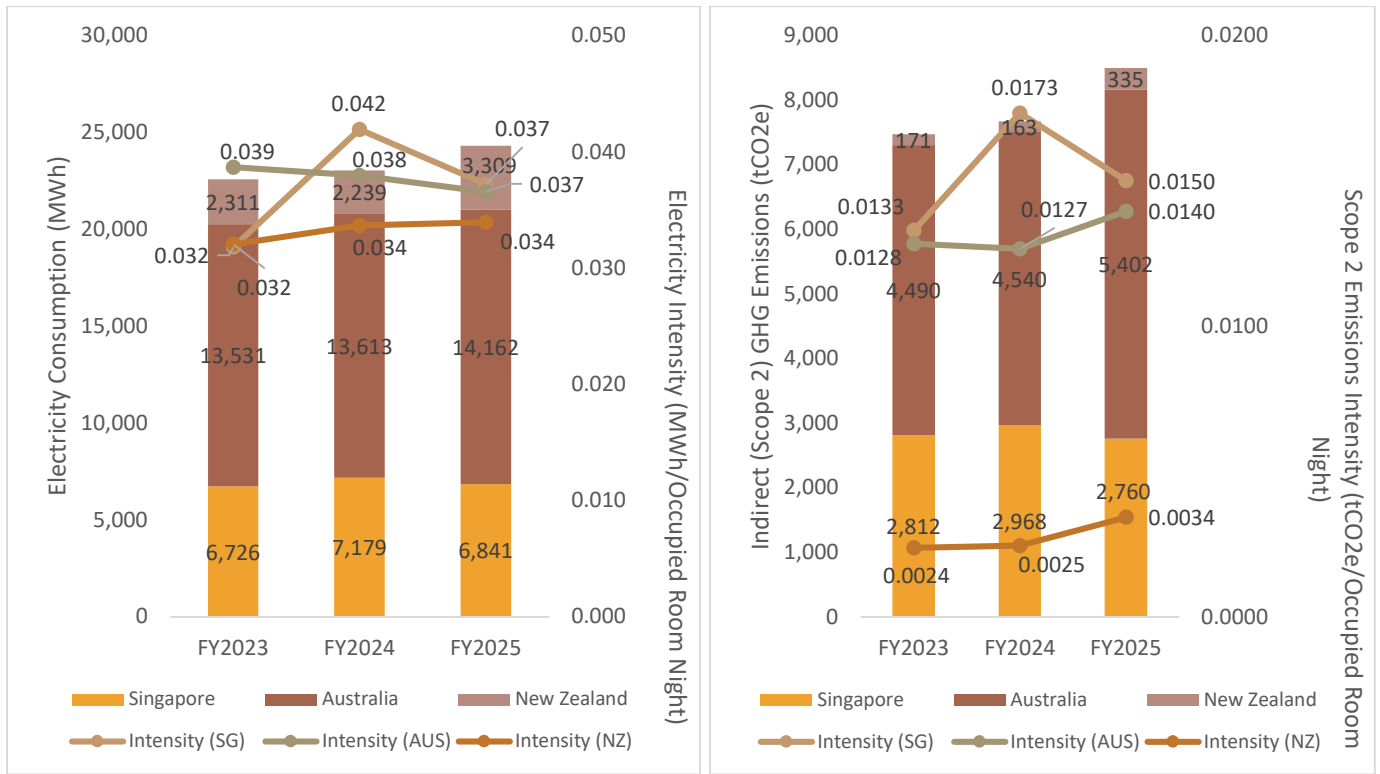
In FY2025, total electricity consumption across all HGC properties increased to 24,312 MWh, compared to 23,030 MWh in FY2024. Correspondingly, Scope 2 GHG emissions rose to 8,496 tCO<sub>2</sub>e, up from 7,671 tCO<sub>2</sub>e in the previous year. This change is primarily attributable to additional properties added into our disclosures for Australia and New Zealand.

Electricity consumption intensity in FY2025 was 0.037 MWh per occupied night in both Singapore and Australia, down from 0.042 MWh and 0.038 MWh, respectively, in FY2024. New Zealand recorded 0.034 MWh per occupied night, unchanged from the prior year. Variations across regions reflect differences in climate, building systems, operational profiles, and property-specific energy performance.

Figure 4 presents total electricity consumption and Scope 2 emissions over the past three years and illustrates electricity consumption and emissions intensity for the same period to support comparability and trend analysis.

<sup>4</sup> This covers motor gasoline & diesel utilised by HGC-owned vehicles and natural gas used for kitchen operations and water heating, excluding refrigerants.

**FIGURE 4: ELECTRICITY CONSUMPTION & INTENSITY (LEFT) AND INDIRECT (SCOPE 2) GHG EMISSIONS & INTENSITY (RIGHT)**





## 8.2 Climate-related Disclosures

HGC is committed to enhancing the transparency and robustness of its climate-related disclosures through a phased implementation of the ISSB standards over the coming years. As part of this transition, we continue to evaluate and disclose climate-related risks and opportunities that may affect our operations, guided by the four core pillars of governance, strategy, risk management, and metrics and targets. This approach supports clearer communication with stakeholders and strengthens our long-term climate resilience. HGC also plans to advance its scenario analysis capabilities, including the development of quantitative assessments, to deepen our understanding of how climate-related risks and opportunities may impact our portfolio in the future.

### **Governance**

The Board has overall accountability for overseeing climate-related risks and opportunities as part of HGC's broader risk governance. The Board reviews climate-related matters at scheduled meetings (biannually) and approves related disclosures, targets, and key actions. Management is responsible for designing, implementing, and monitoring risk management and internal controls, with day-to-day execution delegated to hotel management teams and ESG core teams across the portfolio. The Audit & Risk Committee ("ARC") conducts periodic reviews of the adequacy and effectiveness of the risk and sustainability functions and receives updates on performance and issues on a half-yearly basis. Executive leadership consolidates portfolio-level progress and reports to the Board annually on climate-related performance, material issues, and proposed response measures. Training has been provided to directors to support oversight of sustainability matters. Additional detail on sustainability governance roles and responsibilities is provided in Section 5.1 Sustainability Governance on page 6.

### **Strategy**

#### **Identification of risks**

HGC has conducted a targeted climate-related risk assessment across our 23 properties in Singapore, Australia, New Zealand, China, and Malaysia. This assessment identifies both transition and physical risks that may affect our operations, taking into account region-specific environmental and regulatory developments. The scenarios selected for this assessment reflect the distinct climate profiles and policy trajectories of these geographies and support alignment with the climate-related disclosure expectations under SGX and the ISSB. Climate-related risks and opportunities are reviewed and discussed by the Board during its scheduled meetings to inform strategic and risk-related decision-making. A detailed overview of the risks identified, and their implications are presented in the tables below.

#### **Scenario Analysis**

In FY2023, HGC conducted its inaugural qualitative climate-related scenario analysis covering all assets located in Singapore, Australia, New Zealand, China, and Malaysia. This analysis assessed the potential impacts of physical and transition risks over short-term (1–3 years), medium-term (to 2030), and long-term (to 2050) time horizons. Two climate pathways were used: a net-zero Representative Concentration Pathway ("RCP") 2.6 and a business-as-usual RCP 8.5<sup>5</sup>. Consistent with global climate modelling, transition risks showed greater influence under the RCP 2.6 scenario, while physical risks intensified under the RCP 8.5 pathway.

This scenario analysis was reviewed internally in FY2025 and assessed to remain relevant to our portfolio and risk profile. However, HGC recognises the importance of strengthening the sophistication of its climate resilience assessment. To enhance decision-usefulness, we intend to develop a quantitative scenario analysis in the coming

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<sup>5</sup> Representative Concentration Pathway ("RCP") 2.6 is a GHG concentration trajectory by the IPCC that assumes that emissions start declining and reach zero by the end of the 21st century, while RCP 8.5 assumes that emissions will continue to increase throughout the 21st century.






year. This will allow for a deeper evaluation of potential financial impacts, support long-term strategic planning, and further integrate climate-related considerations into business decision-making.

**TABLE 5: RISK ANALYSIS SCENARIOS**

<b>Risk Analysis Scenario</b>	<b>Description</b>
<b>RCP 2.6 (Net zero/ “NZ”)</b>	This pathway reflects a very low-emissions future in which global greenhouse gas emissions peak early and then declines rapidly, enabling warming to remain below 2°C above pre-industrial levels by 2100. Achieving this outcome requires immediate and significant global mitigation efforts, including steep reductions in fossil-fuel use and large-scale deployment of low-carbon technologies
<b>RCP 8.5 (Business as Usual “BAU”)</b>	This pathway represents a very high-emissions future where greenhouse gas concentrations continue to rise throughout the century due to limited climate action and sustained reliance on fossil fuels. Under this trajectory, global temperatures could exceed 5°C above pre-industrial levels by 2100, resulting in severe and widespread climate impacts.




The tables below present the risk analysis undertaken for the six physical and six transition risks identified on a portfolio level. This showcases the residual risk ratings, factoring the mitigation measures in place across the Short-term (“ST”), Medium-term (“MT”), and long term (“LT”) under the RCP 2.6 and RCP 8.5 scenarios:

**TABLE 6: PHYSICAL RISK DESCRIPTION, IMPACT AND MITIGATION MEASURES**

Physical Risks (residual) <sup>6</sup>	Risk Description and Impacts	Mitigation Measures												
 <p>Change in precipitation: Increased intensity &amp; frequency</p> <table border="1"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>M</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	M	NZ	L	L	L	<p>HGC’s properties are located in regions projected to face increasing precipitation intensity and more frequent wind-driven rain events due to climate change. Such conditions can result in property damage, operational disruptions, and higher insurance and repair costs, while severe weather may also dampen traveller demand. Although precipitation-related risks are moderate at the group level, certain locations, particularly in Singapore and Australia, are more exposed under a business-as-usual (“BAU”) scenario and may experience significant localised impacts. HGC intends to prioritise mitigation efforts for assets assessed as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Comprehensive insurance coverage</li> <li>• Regular monitoring of water seepage into hotels</li> <li>• Ensure robustness of drainage systems within and around the properties</li> <li>• In the process of developing a business continuity plan and evaluating feasibility of erecting flood barriers for some properties</li> </ul>
	ST	MT	LT											
BAU	L	L	M											
NZ	L	L	L											
 <p>Coastal and riverine flooding</p> <table border="1"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>M</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	M	H	NZ	L	L	M	<p>Several HGC properties are situated in areas vulnerable to coastal or riverine flooding, driven by heavy rainfall, low-lying terrain, drainage challenges, and rising temperatures. Climate change is expected to intensify both the frequency and severity of these events, which may lead to substantial property damage, increased operational costs, and reduced traveller demand. Asset-level analysis indicates that properties in Australia and New Zealand face medium risk across short-, medium-, and long-term time horizons. Properties in Singapore, China, and Malaysia have lower short-term risk, but exposure may rise to medium under a net-zero scenario and high under a BAU scenario. Mitigation measures will be prioritised for assets identified as medium or high risk.</p>	
	ST	MT	LT											
BAU	L	M	H											
NZ	L	L	M											
 <p>Extreme weather: Storms and cyclones - Increased intensity, frequency and/or duration of storms</p> <table border="1"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	L	L	<p>Storms and cyclones present a material physical risk to HGC’s portfolio, particularly in regions prone to severe weather events. Climate change is expected to increase their intensity, frequency, and duration, raising the likelihood of property damage, operational disruptions, and safety hazards. While storms represent a lower risk at the overall portfolio level, they pose significant localised risks for assets in Australia, where exposure is expected to remain medium across all time horizons under both net-zero and business-as-usual (“BAU”) scenarios. HGC intends to prioritise mitigation measures for properties identified as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Comprehensive insurance coverage</li> <li>• Prepare and rehearse evacuation procedures</li> <li>• Isolate water, gas and electrical supplies when severe storms are forecasted to occur to minimise damage or prevent further damage and personal injury</li> <li>• Regular inspection and maintenance of building structure and features, especially the roof</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	L	L											




<sup>6</sup> The aggregated risk level is reflected in the tables under their respective physical risk (first column). Details on disaggregated risks by countries are highlighted under Risk Description and Impact (second column).






		<ul style="list-style-type: none"> <li>• In the process of developing a business continuity plan</li> </ul>												
 <p>Sea level rise</p> <table border="1" data-bbox="113 521 405 633"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	L	L	<p>Rising sea levels, driven by melting polar ice and thermal expansion, are projected to continue through the end of the century, even under pathways consistent with the Paris Agreement. Several HGC assets are located in coastal or low-lying areas and may face increased exposure to inundation, storm surge, and saltwater intrusion. These impacts could result in significant property damage, higher insurance premiums, elevated repair costs, and reduced traveller demand during severe weather events. Although sea level rise represents a lower risk across the overall portfolio, certain assets, particularly in New Zealand, face medium risk in the short- and medium-term, remaining medium in a net-zero scenario and rising to high in a BAU scenario. HGC will focus mitigation efforts on properties assessed as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Comprehensive insurance coverage</li> <li>• In the process of developing a business continuity plan</li> <li>• Evaluating feasibility of erecting flood barriers and elevating plinth levels for some properties</li> <li>• Ensure robustness of drainage systems within and around the properties</li> <li>• Consider the location and avoid low-lying/flood prone areas for future properties</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	L	L											
 <p>Change in average temperature</p> <table border="1" data-bbox="113 1200 405 1312"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>H</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	H	NZ	L	L	L	<p>Rising global temperatures are expected to contribute to more frequent extreme heat events, which may create health and safety risks for vulnerable groups and increase operational pressures on hotel cooling systems. Reduced heating needs combined with increased cooling demand may drive higher electricity consumption, while temperature-driven disruptions to food and water supplies could raise operational costs. Asset-level analysis shows that risks for properties in China are medium in the short term and decrease under a net-zero scenario, whereas risks escalate to high across all countries in the long term under a BAU scenario. HGC will implement mitigation measures for properties assessed as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Regular inspection and maintenance of air-conditioning systems</li> </ul>
	ST	MT	LT											
BAU	L	L	H											
NZ	L	L	L											
 <p>Drought</p> <table border="1" data-bbox="113 1673 405 1785"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	L	L	<p>Climate change is expected to increase the frequency and severity of drought in several regions where HGC operates. Prolonged dry conditions, driven by higher temperatures and accelerated evaporation, can reduce water availability, affect landscaping and surrounding ecosystems, and raise costs linked to water sourcing, food supply, and utilities. Although drought represents a lower overall portfolio risk, assets in China, Singapore, and Malaysia may face medium exposure in the medium- and long-term under a BAU scenario, with Malaysia's long-term risk rising to high. HGC plans to prioritise mitigation measures in areas identified as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Actively conserving and implementing water-efficient practices</li> <li>• Diversified supplier base allows for alternative food and water supplies</li> <li>• In the process of conducting feasibility studies for usage of water-efficient fixtures within the properties, water recycling, and xeriscaping</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	L	L											



**TABLE 7: TRANSITION RISK DESCRIPTION, IMPACT AND MITIGATION MEASURES**

Transition Risks	Risk Description and impacts													
 <p>Enhanced emissions: reporting obligations</p> <table border="1" data-bbox="113 517 405 629"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>M</td> <td>M</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	M	M	<p>Governments and regulators are increasingly mandating climate-related disclosures aligned with frameworks such as TCFD and emerging ISSB standards, while investors and asset managers continue to expect transparent reporting of greenhouse gas emissions and climate-related risks. These requirements may increase compliance costs and expose organisations to potential penalties for non-compliance. Asset-level analysis indicates that Singapore faces the highest exposure, with medium risk across all time horizons under a BAU scenario and high risk in the medium and long term under a net-zero scenario. HGC will prioritise mitigation measures for locations assessed as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Constantly staying abreast of latest reporting obligations and regulations</li> <li>• Enhance employee’s sustainability knowledge through training sessions</li> <li>• Constant monitoring of energy, water, waste usage and consumption</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	M	M											
 <p>Changes in customer demand</p> <table border="1" data-bbox="113 1048 405 1160"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>M</td> <td>M</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	M	M	<p>Shifts in customer expectations regarding environmental responsibility may affect demand for HGC properties, particularly if stakeholders perceive misalignment with national or international climate agendas. Growing preference for environmentally responsible accommodation could influence revenue and increase costs associated with implementing sustainable operational practices. Under a net-zero scenario, Singapore, Australia, and Malaysia are expected to face high risk in the medium and long term. Mitigation measures will be prioritised for assets identified as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Comply with all local government’s sustainability goals</li> <li>• Considering attaining sustainability certifications for hotels</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	M	M											
 <p>Exposure to litigation</p> <table border="1" data-bbox="113 1487 405 1599"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>L</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	L	L	<p>Climate-related litigation is increasing globally, with companies facing higher scrutiny from shareholders, regulators, and civil society regarding their climate governance and emissions management. Such cases can result in financial costs, management diversion, and reputational impacts. Risk ratings across all countries and scenarios remain low, and HGC will continue ensuring current mitigation measures are effective in maintaining this low-risk profile.</p>	<ul style="list-style-type: none"> <li>• Constantly staying abreast of latest laws and regulations related to sustainability to ensure compliance</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	L	L											



 <p>Increased pricing of GHG emissions</p> <table border="1" data-bbox="113 421 403 533"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>L</td> <td>M</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	L	M	<p>As governments strengthen climate policies and seek alignment with Paris Agreement goals, carbon taxes and emissions-pricing mechanisms are expected to rise. This may lead to direct tax costs for HGC and indirect cost increases passed on through utility providers and other carbon-intensive services. Under a net-zero scenario, Singapore and China are expected to face medium long-term risk. HGC will apply mitigation measures in locations assessed as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Constant monitoring of energy usage and implementation of energy reduction initiatives</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	L	M											
 <p>Mandates on and regulation of existing products and services</p> <table border="1" data-bbox="113 864 403 976"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>H</td> <td>H</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	H	H	<p>Governments may introduce stricter regulations, including energy-efficiency standards, operational emissions limits, and green-building requirements, as part of the transition to a low-carbon economy. These changes could increase compliance costs, require asset upgrades, or result in fines or penalties for non-compliance. In a net-zero scenario, Singapore, Australia, and New Zealand are expected to experience high risk in the medium and long term, while Malaysia is expected to face medium risk in the medium term and high risk in the long term. Mitigation efforts will be prioritised for properties classified as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• Constantly staying abreast of latest laws and regulations related to sustainability to ensure compliance</li> <li>• Considering attaining sustainability certifications for hotels</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	H	H											
 <p>Costs to transition to lower emissions technology</p> <table border="1" data-bbox="113 1323 403 1435"> <thead> <tr> <th></th> <th>ST</th> <th>MT</th> <th>LT</th> </tr> </thead> <tbody> <tr> <td>BAU</td> <td>L</td> <td>L</td> <td>L</td> </tr> <tr> <td>NZ</td> <td>L</td> <td>M</td> <td>M</td> </tr> </tbody> </table>		ST	MT	LT	BAU	L	L	L	NZ	L	M	M	<p>Transitioning to a low-carbon economy will require the adoption of lower-emission technologies and energy systems, which may increase capital and construction costs for HGC properties. These investments may be necessary to meet regulatory requirements and stakeholder expectations in a decarbonising market. Under a BAU scenario, Malaysia faces medium risk across all time horizons, rising to high in the medium and long term under a net-zero scenario. Under a net-zero scenario, Australia is also expected to face medium risk in the medium and long term, while New Zealand's risk level is projected to be high over similar periods. HGC will apply mitigation measures to assets identified as medium to high risk.</p>	<ul style="list-style-type: none"> <li>• In the process of evaluating other energy suppliers that can provide renewable energy, costs of new technology and feasibility of installation</li> <li>• Feasibility studies are underway to install solar panels in some properties</li> </ul>
	ST	MT	LT											
BAU	L	L	L											
NZ	L	M	M											



## **Risk Management**

HGC's Enterprise Risk Management ("ERM") Framework ensures that key risks are systematically identified, assessed and addressed. As part of this process, we conduct event and trend identification, engaging a diverse group of HGC personnel to support a comprehensive examination of our operations. These identified risks, including climate-related risks, are subsequently evaluated and prioritised based on their final risk ratings. While all risks are reviewed annually, higher risks are monitored continuously and reviewed on a quarterly basis.

Through the structured identification and documentation of risks, HGC can understand the potential challenges and vulnerabilities that may affect our operations. This proactive approach enables the development of robust risk management strategies to effectively mitigate risks while safeguarding the interests of our stakeholders. As part of these efforts, we prioritise addressing Scope 2 emissions, recognising that electricity constitutes the largest source of emissions for HGC. Measures adopted across HGC portfolio include:

- Maintaining comprehensive insurance coverage
- Monitoring and tracking emissions and energy usage
- Embarking on feasibility studies at selected properties to install solar panels
- Evaluating alternative energy suppliers that may provide renewable energy solutions
- Keeping updated on emerging technologies and conducting feasibility studies on whether these can be applied to our properties

HGC is currently working to further integrate climate-related risks into its ERM framework, with the aim of strengthening governance, policies and processes for the assessment, monitoring and management of climate-related risks going forward.

## **Metrics and Targets**

Key climate-related and environmental metrics, including Scope 1 and Scope 2 GHG emissions, energy consumption, water consumption and waste, are disclosed in this report. Further details can be found in the "Energy Consumption and GHG Emissions" section on page 13, "Water Consumption Management" section on page 24, and "Waste Management" section on page 26.

HGC is also in the process of developing additional metrics to monitor and manage climate-related risks and opportunities, drawing guidance from applicable SASB Hotels and Lodging industry metrics and targets. In addition, we remain committed to tracking and monitoring our environmental footprint and enhancing energy efficiency across its operations where feasible.



## 8.3 Water Consumption Management

GRI [2-4] [3-3] [303-1] [303-2] [303-5]

### Why is this important?

Water is essential to HGC’s operations, supporting guest services, kitchens, laundry, housekeeping, and the maintenance of our facilities. As a hospitality operator, we recognise that water scarcity or reduced water quality can disrupt service delivery, increase operating costs, and affect the broader value chain, including outsourced services and suppliers. Over-extraction or contamination of local water resources can also degrade ecosystems, reduce freshwater availability, and impact biodiversity, factors that may indirectly influence long-term operational continuity and community well-being.

At the same time, responsible water management creates positive environmental and operational outcomes, including maintaining ecosystem health, reducing pollution loads, and supporting more resilient water-dependent services. Efficient water use also enables cost savings and reduces pressure on municipal water systems, particularly in regions facing water stress.

Given these interconnected risks and opportunities, HGC is committed to responsible water stewardship across all properties. We track water use across operational areas, monitor performance and install water-efficient fixtures to improve consumption patterns over time. These efforts help us reduce our operational footprint, support the long-term sustainability of local water resources, and contribute positively to the communities and environments in which we operate.

### Various Practices on Water Consumption Management



#### Australia

Water-saving initiatives	Monitoring and Review
<ul style="list-style-type: none"> <li>• Installation of equipment with water-saving features such as low flow showerheads, water flow restrictors and water-efficient equipment</li> <li>• Regular maintenance of equipment including pool, chillers and cooling towers</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly meter readings to monitor water consumption and detect leaks or irregularities</li> </ul>
Training and Awareness	
<ul style="list-style-type: none"> <li>• Increase awareness amongst guests <ul style="list-style-type: none"> <li>○ Green Cleaning Policy where guests can choose not to have their rooms serviced daily</li> <li>○ Encourage guests to hang towels dry instead of replacing daily</li> </ul> </li> <li>• Induction Programme where new employees familiarise themselves with the Environmental Policy</li> </ul>	



#### New Zealand

Water-saving initiatives	Training and Awareness
<ul style="list-style-type: none"> <li>• Install equipment with water-saving features <ul style="list-style-type: none"> <li>○ Low flow showerheads</li> <li>○ Dual flush toilets in guest rooms</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• On-the-job training provided for kitchen and housekeeping staff on minimising water usage</li> </ul>
Performance Monitoring	
<ul style="list-style-type: none"> <li>• Benchmark water consumption against regional average in EarthCheck</li> </ul>	



**Singapore**

Water-saving initiatives	Monitoring and Review
<ul style="list-style-type: none"> <li>• Use of low flow taps and showerheads</li> <li>• Use of non-potable water only for landscaping in our hotels</li> <li>• Optimised linen change programme (every two days unless requested)</li> </ul>	<ul style="list-style-type: none"> <li>• Use of an internal monitoring system to detect and prevent leaks in the building</li> <li>• Monthly review of utility bills and inspections of premises</li> </ul>

✓ New Initiative	• Ongoing Initiative
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Water consumption increased by 5.5%, from 216,140 m<sup>3</sup> in FY2024 to 227,993 m<sup>3</sup> in FY2025. This increase can be attributed to the additional two hotels withing our reporting scope for FY2025, along with an increase in total occupied room nights across our properties.

Looking ahead, HGC is actively working towards our short-term goal of reducing water consumption per occupied room by 1% against the prior year performance (FY2024). At present, despite the increase in overall water consumption, our water consumption intensity has decreased by 8.3% year-on-year. HGC is dedicated to continuing our efforts to meet this short-term goal across all our properties. Furthermore, we aim to strengthen our water consumption initiatives across all hotels by setting a more ambitious target moving forward: a 5% reduction in water consumption per occupied room across our properties by 2030, using 2023 as our baseline year.

**FIGURE 5: WATER CONSUMPTION & INTENSITY BY OPERATING COUNTRIES**



## 8.4 Waste Management

GRI [2-4] [3-3] [306-1] [306-2] [306-4] [306-5]

### Why is this important?

Improper waste disposal can release harmful chemicals that seep into groundwater, leading to soil and water pollution, which infringes upon neighbouring communities' rights to safe drinking water. Additionally, waste that washes into oceans and waterways contributes to marine pollution, harming aquatic ecosystems and threatening the livelihoods of communities that rely on these resources. The accumulation of waste can also degrade local habitats, resulting in loss of biodiversity and the release of methane from decomposing organic matter, further exacerbating climate change.

Recognising the critical importance of effective waste management, HGC is committed to minimising our environmental footprint, conserving natural resources, and reducing pollution. Efficient waste management not only contributes to a healthier environment but also results in substantial cost savings by lowering waste disposal expenses and optimising resource consumption. Furthermore, it ensures compliance with regulatory requirements, thereby mitigating the risk of fines or penalties. By prioritising responsible waste management practices, we can protect our surroundings and support the well-being of the communities in which we operate.

HGC remains committed to improving waste management practices across our hotels and advancing the principles of Reduce, Reuse and Recycle (3Rs). Recycling systems are in place for materials such as cardboard, paper, plastic, and glass, and all waste generated across our operations is responsibly managed in accordance with applicable safety and regulatory requirements. To support proper disposal, we engage licensed third-party waste contractors in Singapore, Australia, and New Zealand.

In FY2025, our hotels made meaningful progress in strengthening waste management processes. In Singapore, we introduced a waste management policy outlining our commitment to reducing waste to the lowest levels that are economically and technically feasible. The policy reinforces our 3R goals and encourages employee participation to drive collective impact.

In Australia, Hotel Grand Chancellor Melbourne has eliminated plastic bin liners from guest rooms to reduce plastic usage, as well as switched to Vendella bedding made from recycled plastic bottles. The hotel has also recycled printer cartridges through Close the Loop for a decade. Close the Loop collect and cleans used cartridges for refills, recovers raw materials and residual inks, and repurposes complex plastics with toner powder to create new products like TonerPlas.

Over the coming year, we plan for other properties in Australia and New Zealand to introduce similar initiatives, including replacing paper door hangers with FSC-certified wooden alternatives. Hotel Grand Chancellor Adelaide will also roll out segregated waste bins in all guest rooms and conference spaces to support improved recycling outcomes.

### Various Practices on Waste Management



#### Australia

Waste management initiative	Training and Awareness
<ul style="list-style-type: none"> <li>✓ Recycling of Cans to Scouts for 10 cents per can in HGC Adelaide</li> <li>✓ Switched from plastic to cardboard based for in room water bottles</li> </ul>	<ul style="list-style-type: none"> <li>• Training of all employees with potential to encounter contaminated waste on correct handling and disposal</li> </ul>



**Various Practices on Waste Management**

- Routine checks on waste bins for proper waste segregation to limit the costly collection of general waste bins by contractors to three times a week
- Proper disposal of organic waste by third-party contractors
- Onsite conversion of food waste to fertiliser through Pulpmaster food waste recycling system
- Recycling of cooking oil instead of direct disposal
- Reduction in use of single-use containers for conferences and functions
- Recycling of all paper and cardboard products
- Phased out plastic straws
- Replacement of bottled water in hotel rooms with reusable glass bottles, which will be sold to guests, with proceeds donated to charity
- Installation of filtered water coolers on all floors to minimise the use of single-use water bottles
- Replacement of single-use soap bottles with refillable dispenser brackets



**New Zealand**

**Waste management initiative**

- Regular inspections to ensure waste management practices are implemented and executed
- Phased out plastic straws
- Replacement of bottled water in hotel rooms with reusable glass bottles, which will be sold to guests, with proceeds donated to charity
- Installation of filtered water coolers on all floors to minimise the use of single-use water bottles
- Replacement of single-use soap bottles with refillable dispenser brackets

**Training and Awareness**

- Dedicated hotel Green Team working with hotel staff for wider waste minimisation awareness

**Benchmarking**

- Benchmark waste diverted to landfill against regional average in EarthCheck



**Singapore**

**Waste management initiative**

- Reduced single-use plastic by installing water and soap dispenser systems in hotel rooms
- Recycle paper waste generated from day-to-day activities through an external contractor where possible
- Phased out plastic straws
- Transitioned to Bio-Pak containers for breakfast takeaway
- Replaced plastic stirrers with wooden stirrers and teaspoons
- Utilise bulk dispensers for jam, Nutella, Kaya, and chilli during breakfast service
- Introduced and implemented a waste management policy

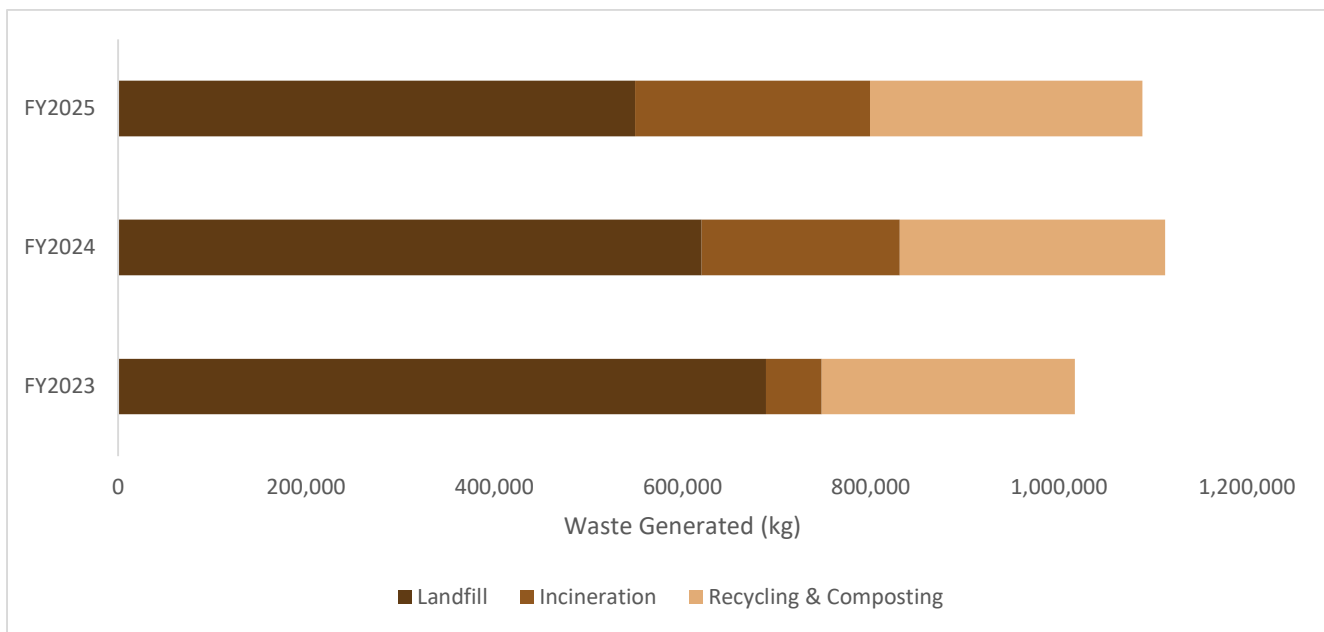
✓ New Initiative

• Ongoing Initiative

In FY2025, total waste generated remained relatively constant with the prior two years, recording a 2.2% decrease. This can be attributed to better and greater awareness of our waste management practices and activities at our Australia hotels in FY2025. All waste produced across our hotels in Australia, New Zealand and Singapore are classified as non-hazardous waste due to the nature of our operations.

In FY2025, the majority of our waste generated (50%) was diverted to landfills, while 27% was recycled or composted, and 23% was incinerated. In Singapore, most of the general waste is sent for incineration. Moving forward, HGC will continue to improve its waste management approach by exploring alternative disposal methods and reducing the volume of waste diverted to landfills in Australia and New Zealand. The Group will also continue to expand recycling initiatives across its hotels.

**FIGURE 6: TOTAL WASTE GENERATED BY DISPOSAL METHODS**



Note: In FY2025, due to a computation error for one of our hotels data, the landfilled waste generated figures for FY2023 and FY2024 have been restated from 1,385 kgs to 689 tonnes and 1,421 to 620 tonnes respectively.



## 9. Ensuring Fair Employment Practices

GRI [3-3]

HGC is committed to fair and equitable employment practices that uphold human rights and promote employee well-being. This includes providing fair wages, healthy and safe working conditions, and equal opportunities in recruitment, training, and career development. By creating an inclusive and respectful workplace, we encourage employees to remain engaged in their roles and contribute meaningfully to organisational performance. These practices strengthen HGC's reputation as an employer of choice, enabling us to attract and retain top talent while enhancing its appeal to customers and investors.

To support fuller portfolio reporting, FY2025 marks the first year we have included Hotel Grand Chancellor Auckland and The Chancellor on Currie Adelaide in our disclosures. As newly added properties, their full-year data may contribute to noticeable year-on-year increases in certain performance metrics.

### 9.1 Profile of our Workforce

GRI [2-6] [2-7] [2-8] [401-1]

In FY2025, the Group's total workforce increased from 941 employees in FY2024<sup>7</sup> to 1,053 employees, primarily due to the inclusion of Hotel Grand Chancellor Auckland and The Chancellor on Currie Adelaide within the reporting scope. Wherever possible, the Group employs staff on a permanent basis, with permanent employees comprising 79% of the total workforce in FY2025. Of these, 44% were part-time and 56% were full-time employees.

Our workforce composition reflects a balanced gender distribution among permanent employees, comprising 45% male and 55% female. For temporary employees, gender distribution stood at 31% male and 69% female. Regionally, permanent staff were primarily based in Australia (518), followed by New Zealand (174), and Singapore (139). Temporary staff were also distributed across these key markets, with 217 based in Australia, 1 in New Zealand, and 4 in Singapore, supporting operations across the Group's geographical footprint.

The figures and tables below highlight the breakdown of HGC's workforce by gender, region, employment type and employment contract.

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<sup>7</sup> In FY2025, due to computation errors for two of our hotels' data, the total employment figures for FY2024 have been restated from 914 to 941.



FIGURE 7: BREAKDOWN OF EMPLOYEES BY GENDER

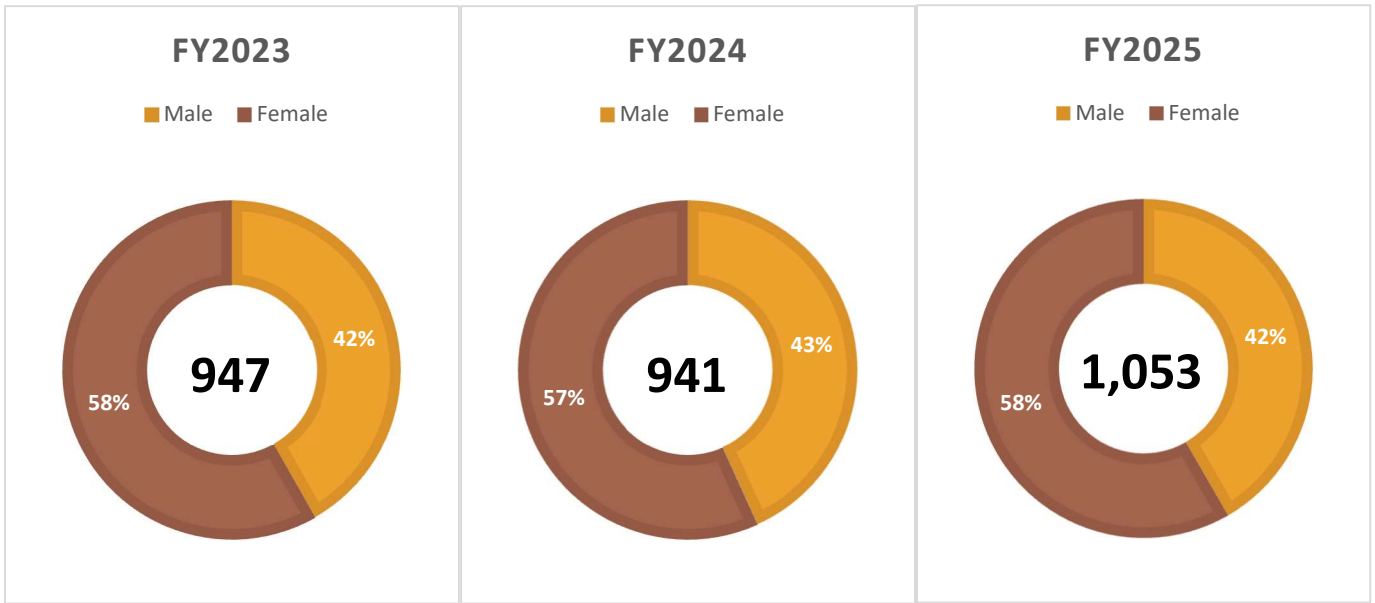
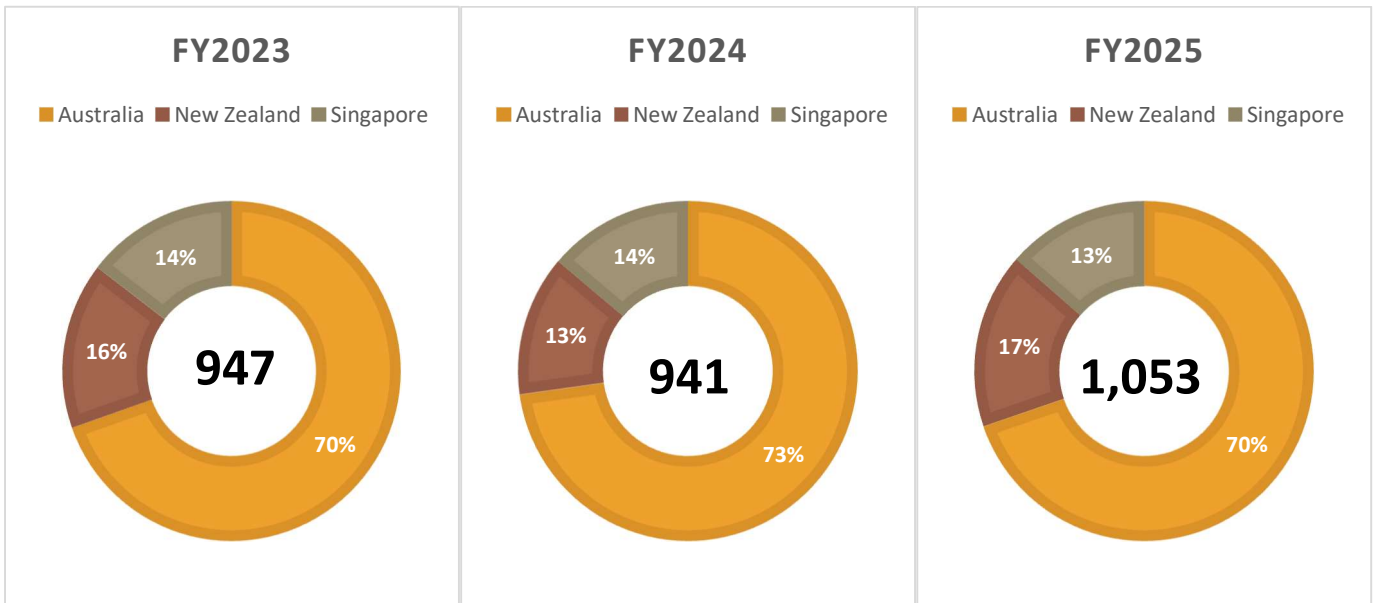
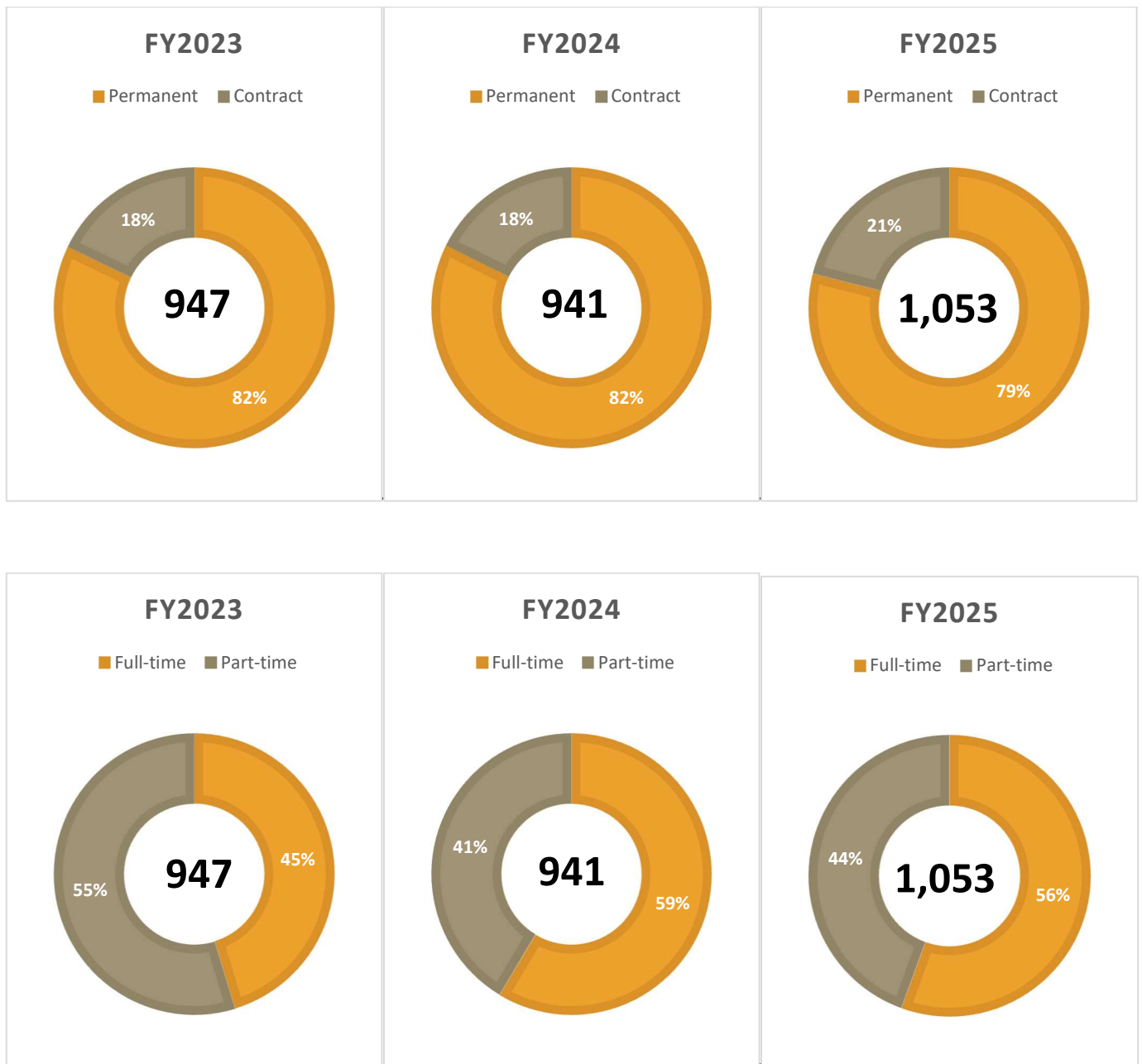


FIGURE 8: BREAKDOWN OF EMPLOYEES BY REGION

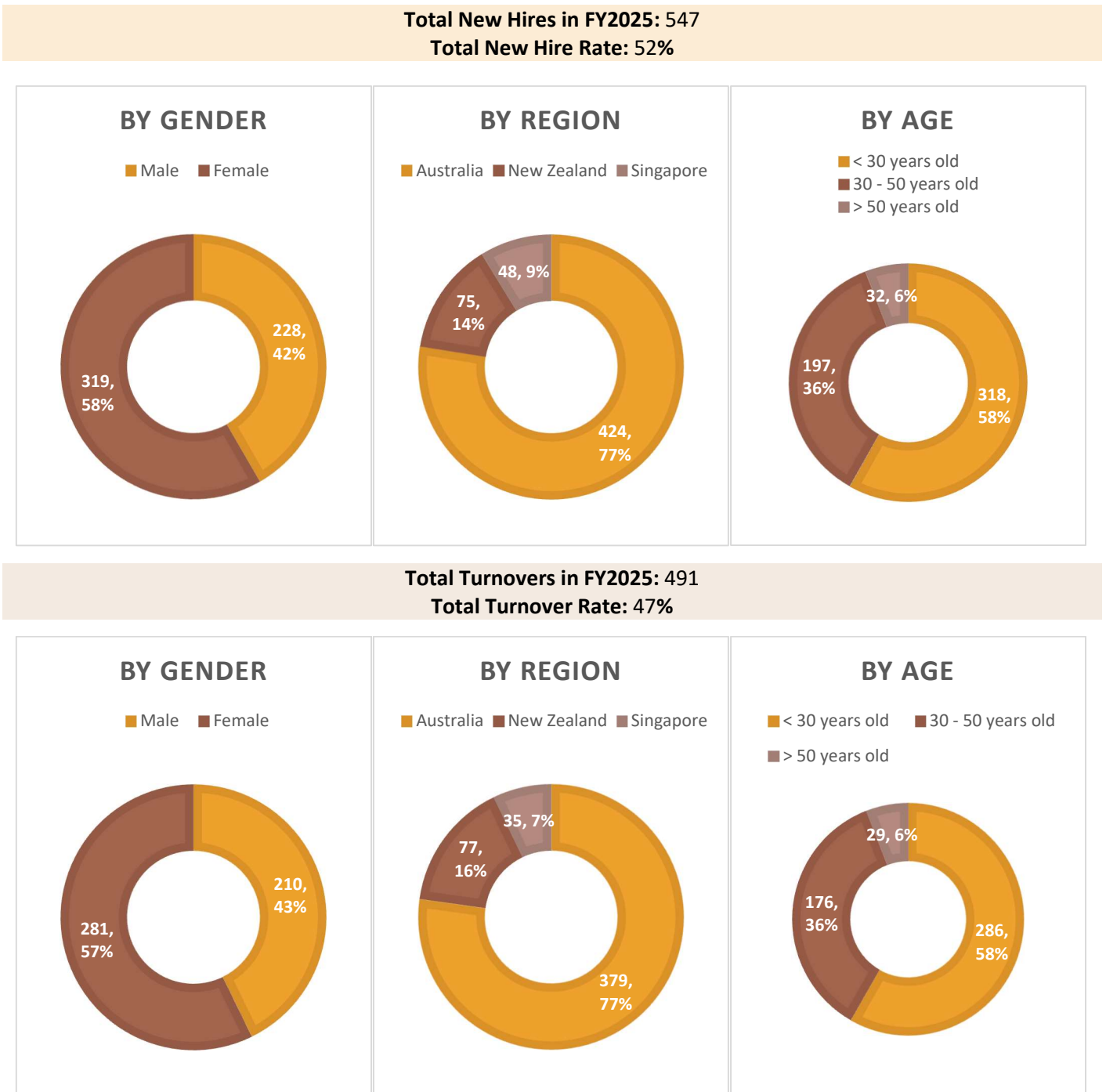


**FIGURE 9: BREAKDOWN OF EMPLOYEES BY EMPLOYMENT CONTRACT AND EMPLOYMENT**



Our operations are also supported by workers who are neither permanent nor temporary employees, which constitute 152 workers in FY2025. These are predominantly contractors engaged by HGC to perform onsite work such as maintenance, essential service audits and housekeeping, as well as suppliers who provide services such as hygiene and security services.

**FIGURE 10: FY2025 NEW HIRE AND TURNOVER RATE**



**Note:** Total new hire and total turnover rate is calculated as a percentage of staff on payroll as of 31 December 2025.

In FY2025, the total new hire rate was 52%, with a higher intake of female than male employees. This is largely influenced by the greater representation of women in HGC’s workforce. On the other hand, turnover rate was 47%, where the highest turnover was recorded in Australia accounting for 77%, followed by New Zealand at 16%, primarily due to the larger number of assets included in the reporting scope.

## 9.2 Employment Practices and Benefits

GRI [401-2]

HGC is dedicated to cultivating a safe and inclusive workplace where every employee feels confident raising concerns and sharing their views. We value the integral role our people play in sustaining our operations, and accordingly, have put in place robust policies, procedures and grievance mechanisms to support them. These are designed to uphold confidentiality and ensure that all concerns are handled promptly and appropriately.

**TABLE 8: POLICY ON EMPLOYMENT PRACTICES AND BENEFITS**

Policy	Summary	Boundary
<b>Workplace Diversity and Harassment Policy</b>	<ul style="list-style-type: none"> <li>Includes strict guidelines on prevention of workplace harassment, discrimination and bullying.</li> <li>Covers procedures for complaints and feedback through formal and informal resolution processes.</li> <li>All employees are required to sign off and abide by all provisions set out in the policy.</li> </ul>	At individual hotel level
<b>Employee Grievance Procedure</b>	<ul style="list-style-type: none"> <li>Ensure a fair, transparent, and efficient process for resolving workplace issues or employee complaints.</li> <li>Address grievances in a timely manner, promote open communication, and ensure a healthy and respectful working environment for all employees.</li> </ul>	
<b>Workplace Harassment and Bullying Policy</b>	<ul style="list-style-type: none"> <li>Maintain a safe, respectful, and healthy workplace at HGC, free from harassment and bullying.</li> <li>Prevent any form of harassment or bullying and will not tolerate any actions that create a hostile or unsafe environment for our employees, guests, or visitors.</li> </ul>	
<b>Establishing a Performance Improvement Plan</b>	<ul style="list-style-type: none"> <li>Provide underperforming employees with opportunities to succeed while supporting performance development through clear feedback and open dialogue.</li> </ul>	
<b>Privacy Policy and Privacy Act</b>	<ul style="list-style-type: none"> <li>Inform employees about the importance of confidentiality and privacy of sensitive information at the workplace.</li> </ul>	

To support employee development, HGC adopts a two-pronged approach to training and development, including structured training programmes and performance evaluations. As part of the onboarding process, employees are required to complete on-the-job training and may participate in additional skill enhancement sessions where required. At the end of their probationary period, performance reviews are conducted to provide employees with feedback on their performance. Thereafter, annual feedback sessions are held with managers, allowing employees to review their overall performance, strengths, weaknesses, and areas for improvement. This two-way communication provides an avenue for employees to raise job-related concerns and receive constructive feedback.

In addition to supporting professional development, we are committed to maintaining an equitable work environment where discrimination of any kind is not tolerated. Employees are entitled to equal employment

opportunities and benefits regardless of race, religion, age, gender, sexual orientation, or disability. Our comprehensive benefits package includes healthcare, parental leave, and retirement allowances in line with local regulations and requirements for full-time employees across our hotels, though benefits vary by country. Our long service leave is available for hotels in Australia, while New Zealand offers a 60% discount on Food & Beverage Management Accounts.

**SPOTLIGHT: Cultivating the spirit of employee volunteerism**

As part of our environmental stewardship efforts, volunteers participated in a beach clean-up initiative at Paris Ris Beach. Through collective effort, 19 volunteers collected approximately 87 kgs of waste (including 43 kgs of plastic waste and 16 kgs of general waste). This initiative reinforced the importance of collective action in helping to maintain Singapore’s coastal environments.



Volunteers also supported the Meals on Wheels (“MOW”) programme by TOUCH Community Services, which provides regular meal deliveries to homebound seniors who are unable to prepare their own meals. The programme helps ensure that vulnerable seniors receive adequate nutrition while offering regular social interaction and a check-in on their well-being. During the volunteering session, volunteers assisted in meal delivery, contributing to the distribution of over 70 meals to seniors across Western Singapore. Beyond meal provision, the engagement offered an opportunity to connect with seniors and support aging-in-place efforts within the community.



**SPOTLIGHT: Supporting emerging leaders through community partnership**

Hotel Grand Chancellor Launceston (“HGCL”) has established a partnership with the Northern Young Professionals Network (“NYPN”) to support the professional development, connection, and retention of emerging leaders in Northern Tasmania.

Through this initiative, HGCL provides complimentary access to its conference facilities and audiovisual resources to host regular NYPN networking and development events. The partnership reduces cost barriers for young professionals to participate in career-building opportunities while fostering knowledge sharing, mentorship, and community engagement.

The collaboration also enables HGCL team members to engage directly with the region’s next generation of leaders, reinforcing the hotel’s commitment to workforce development, inclusion, and long-term community sustainability.

Since commencement, the initiative has supported 8 young professionals through structured networking events, guest speaker sessions, and professional development opportunities, contributing to stronger local talent pipelines and social connection within the region.





### 9.3 Providing a Healthy and Safe Environment for All

GRI [3-3] [403-1] [403-2] [403-3] [403-4] [403-5] [403-6] [403-7] [403-9] [416-2]

**Why is this important?**

HGC recognises that our operations can affect the health, safety and human rights of employees, contractors, guests, suppliers, and local communities. Inadequate health and safety conditions can result in negative consequences, ranging from injuries and illnesses to increased absenteeism, operational disruptions and reputational harm.

To manage these risks, HGC maintains a structured approach encompassing incident and near-miss reporting, regular workplace inspections and audits, safety training participation tracking, and timely corrective action follow-up. These measures reflect our commitment to continuous improvement in workplace safety and reinforce the confidence of our stakeholders.

HGC identifies work-related hazards and assesses risks as part of its operational processes. Hazards are managed through monitoring and reporting of incidents and near-misses, followed by internal investigations and discussions to identify root causes and implement corrective actions. Supervisors and department heads ensure the quality of these processes, allowing appropriate controls before incidents occur. The outcomes of risk management processes provide data that help management evaluate the effectiveness of existing safety measures and make necessary improvements.

Employees may remove themselves from situations they believe could cause injury or ill health by reporting concerns to supervisors or management, and such reports are handled sensitively to protect the reporting individual, reinforcing a culture of safety and continuous improvement. In addition, all employees receive occupational health and safety training during staff induction, supported by job-specific training for roles involving specialised tasks or higher-risk activities. These programmes strengthen employees’ understanding of workplace hazards and reinforce safe work practices across operations.

HGC also recognises that occupational health and safety risks may arise through business relationships with suppliers, contractors, and service providers. To mitigate such risks, HGC communicates its expectations on safe working practices and compliance with relevant labour and safety regulations to suppliers and contractors engaged in delivering services. Where appropriate, HGC may conduct site visits and observations at supplier or service partner locations to gain visibility of working conditions and identify any unsafe practices or potential labour-related concerns. These engagements enable HGC to reinforce responsible safety practices and encourage partners to maintain appropriate workplace health and safety standards.

Beyond workplace safety, HGC is committed to protecting the health and safety of guests across its operations. The Group monitors compliance with applicable regulations, and zero incidents of non-compliance concerning the health and safety impacts of projects and services were recorded in FY2025.

**Australia & New Zealand**

The Health and Safety Committee within our assets in Australia and New Zealand consists of senior management, employee representatives from each operational department, WHS Officers, and Human Resource personnel. This Committee is tasked with monitoring and overseeing our health and safety management system, which is guided by our Health and Safety Policy, First Aid Policy and Procedure, Drugs and Alcohol in the Workplace Policy, and Crisis Management Plan.

To support effective reporting and incident management, HGC’s Incident Reporting Channel enables employees to report health and safety incidents or raise concerns relating to safety hazards. Upon receiving a report, the Health and Safety Committee conducts a thorough investigation to identify the root causes of the incident and, if necessary,

implements corrective actions. The Committee meets monthly to review risk assessments, injury incident reports and ongoing action plans, while identifying potential areas for improvement.

Annual internal and external audits of the Workplace Health and Safety Management Program (“WHSMP”) are conducted to ensure its continued effectiveness. The internal audit team also reviews the Committee’s responses to reported incidents to confirm that appropriate corrective actions have been implemented and that associated risks have been adequately addressed. In addition, an Employee Assistance Programme (“EAP”) supports employees experiencing mental distress, reinforcing the Group’s commitment to employee wellbeing and maintaining a safe, supportive workplace environment.

**Various Practices on Occupational Health and Safety Practices**

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

✓ New Initiative	• Ongoing Initiative
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**Singapore**

HGC aims to establish a WHS Committee in Singapore by 2026, comprising key representatives from each department to support oversight of OHS matters. The Committee is expected to conduct risk assessments related to work activities and ensure that appropriate control measures are implemented to address identified safety hazards. In parallel, HGC plans to formalise an OHS policy, aligned with local regulatory requirements and Group standards, to clearly define OHS commitments and accountabilities. The Committee’s governance framework will be formalised with clearly defined roles, responsibilities and regular meetings to facilitate communication and continuous improvement in workplace safety.

To support compliance and emergency preparedness, HGC maintains a risk register reviewed every three years in accordance with the Workplace Safety and Health Act and requirements set by the Ministry of Manpower. An internal Fire Safety Committee has also been established, comprising trained fire wardens, firefighters, and a Company Emergency Response Team (“CERT”).

In addition, our hotels in Singapore maintain a whistleblowing channel that enables stakeholders to report health and safety-related concerns. This channel is administered by the Executive Director, while the Audit Committee is responsible for investigating the reports received, supporting accountability and transparency in addressing safety matters.

Beyond workplace safety, HGC supports employees’ health and wellbeing by facilitating access to non-occupational medical and healthcare services. All employees are provided with health insurance coverage and access to a company clinic operated by an established medical group, enabling them to obtain medical consultation, treatment, and general healthcare support.



***Various Practices on Occupational Health and Safety***

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

✓ New Initiative	• Ongoing Initiative
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**Occupational Health and Safety Performance**

In FY2025, there were a total of 72 work-related injuries recorded for employees across the three regions, all of which were minor accidents. There were no fatalities and high-consequence<sup>8</sup> work-related injuries recorded. Out of the 72 injury cases recorded, 47 occurred in New Zealand<sup>9</sup>, 25 in Australia-based hotels and zero in Singapore.

Minor workplace incidents during the year primarily occurred in housekeeping, kitchen and operational duties, resulting in injuries such as cuts, burns, bruises, sprains and minor strains. To prevent similar incidents from recurring, follow-up actions were undertaken in collaboration with affected employees, including improving workplace procedures, increasing hazard visibility, installing additional non-slip mats and wet floor signage, and reinforcing safe work practices. Targeted retraining and departmental safety briefings were conducted, covering areas such as manual handling, safe food preparation, proper glass handling, housekeeping ergonomics and equipment use. In New Zealand, additional department training, induction refreshers, staff briefings and Typsy training programmes were implemented to strengthen safety awareness.

Incidents are reviewed during monthly WHS committee meetings at each hotel, where corrective actions are assessed and further preventive measures are discussed. These reviews support the continuous improvement of safety procedures and reinforce a culture of safety awareness across the Group’s hotel operations.

Over the coming year, our focus is on strengthening and simplifying our WHS framework across the Group. Key initiatives include the rollout of a refreshed WHS Management Plan, consolidation of risk registers into a more practical Group-level structure, and the introduction of clear minimum standards across high-risk areas. We will also be refining the use of Safety Champion to better align with these standards, reducing administrative burden while improving compliance and accountability at the property level. This will be supported by a staged external review process, targeted training for General Managers, and follow-up audits to ensure consistent adoption and ongoing improvement across all hotels.

<sup>8</sup>Injury which individual cannot/not expected to recover fully to pre-injury health within six months.

<sup>9</sup> As Hotel Grand Chancellor Auckland was newly added to our reporting scope, the number of work-related injuries for New Zealand show a noticeable increase compared to FY2024.



TABLE 9: FY2025 WORK-RELATED INJURIES FOR EMPLOYEES

	FY2024		FY2025	
	Number	Rate <sup>10</sup>	Number	Rate <sup>10</sup>
<b>Fatalities</b>				
Australia	0	0	0	0
New Zealand	0	0	0	0
Singapore	0	0	0	0
<b>Recordable work-related injuries</b>				
Australia	142	174 <sup>11</sup>	25	30
New Zealand	41	206	47	174
Singapore	0	0	0	0
<b>High-consequence work-related injuries</b>				
Australia	0	0	0	0
New Zealand	0	0	0	0
Singapore	0	0	0	0
<b>Number of hours worked</b>				
Australia	816,798 <sup>11</sup>		835,433	
New Zealand	199,100		270,049	
Singapore	288,288		318,032	

**Non-Employees**

Non-employees refer to workers engaged through third-party service providers that support hotel operations, including services such as cleaning, security and laundry. These workers were engaged at Hotel Grand Chancellor Auckland, Hotel Grand Chancellor Adelaide, Hotel Grand Chancellor Townsville, Hotel Grand Central Singapore, and Hotel Chancellor @ Orchard.

During the reporting year, non-employee workers recorded a total of 44,418 working hours across these properties. No high-consequence work-related injuries or work-related fatalities involving non-employees were recorded during the year.

<sup>10</sup>Based on International Labor Organisation (ILO) Standards, recordable work-related injury is calculated as the total number of recordable work-related injuries divided by the total number of hours worked by employees in the reference group during the year, multiplied by 1,000,000.

<sup>11</sup> In FY2025, a computation error affecting one hotel resulted in the restatement of total hours worked for Australia in FY2024 from 916,798 to 816,798. As a result, the corresponding rate for Australia has been restated from 155 to 174.



## 10. Advocating Proper Business Conducts and Ethics

### 10.1 Business Ethics and Anti-Corruption

GRI [2-16] [2-23] [2-24] [2-25] [2-26] [2-27] [3-3] [205-3]

**Why is this important?**

HGC is committed to upholding the highest standards of integrity, transparency and accountability across its operations, maintaining a zero-tolerance approach to bribery, corruption, fraud and other forms of unethical conduct.

Recognising that lapses in business ethics can result in financial losses, legal and reputational harm, HGC has implemented anti-bribery and anti-corruption controls, conflict of interest declarations, confidential whistleblowing channels, and supplier standards that promote responsible conduct across our operations. Where applicable, HGC aligns its governance practices with internationally recognised principles on responsible business conduct and human rights, including fair labour practices, non-discrimination and ethical procurement standards.

HGC maintains policies and procedures that are regularly reviewed to ensure their continued relevance, with any amendments or updates promptly communicated to employees through emails or meetings. All employees are required to familiarise themselves with the ethical principles outlined in their hotel’s Employee Handbook and acknowledge their understanding by signing the document. To ensure continued awareness and accountability, HGC also integrates business ethics training into onboarding processes in Singapore by letting new employees know of our Anti-Corruption and Bribery Policy during their orientation, as well as mentioning this information in our Employee Handbook.

The whistleblowing channel enables employees to report suspected misconduct directly to the Chairman of the Audit Committee via post or email, including through the contact details displayed on the staff canteen notice board. All reports received are subject to thorough investigation, with appropriate disciplinary action taken where misconduct is established. Further details of the Whistleblowing Policy are available in the Annual Report 2025 on page 23.

In FY2025, there were zero confirmed incidents of corruption reported through the whistleblowing channels, and we remain committed to maintaining this performance going forward.

**TABLE 10: POLICIES ON BUSINESS ETHICS AND ANTI-CORRUPTION**

Policy	Summary	Boundary
<b>Code of Conduct</b>	<ul style="list-style-type: none"> <li>Sets out HGC’s expectations of employees on performing their duties responsibly and professionally, promoting and protecting our brand reputation, and resolving conflicts appropriately.</li> </ul>	Group-level
<b>Anti-Corruption &amp; Bribery Policy</b>	<ul style="list-style-type: none"> <li>Commit to operating with the highest standards of integrity, transparency, and accountability across all jurisdictions.</li> <li>Adopt a zero-tolerance approach to bribery and corruption in all forms and in every jurisdiction in which we operate.</li> <li>Comply with all applicable anti-bribery and anti-corruption laws.</li> </ul>	Group-level
<b>Policy on Whistle Blowing</b>	<ul style="list-style-type: none"> <li>Provides an avenue for employees and third parties to report in confidence, without fear of reprisals, concerns about possible improprieties in financial reporting or other matters.</li> </ul>	Group-level



## 10.2 Security of Personal Data and Information

GRI [3-3] [418-1]

### Why is this important?

HGC recognises that information security and personal data protection are central to maintaining stakeholder trust and responsible digital operations. The Group is mindful of the risks posed by cybersecurity threats and data misuse and has established governance structures and technical safeguards to address them. These include the appointment of local Data Protection Officers, regular management review of information security risks, incident response procedures with root cause analysis, and ongoing cybersecurity awareness training for employees.

HGC adheres to applicable data protection legislation across its operating jurisdictions, including Singapore’s Personal Data Protection Act, Australia’s Privacy Act 1988 and New Zealand’s Privacy Act 2020. Together, these measures support the systematic integration of emerging risks and best practices into the Group’s governance and operational frameworks, strengthening resilience and the protection of stakeholder rights.

As credit card fraud becomes an increasingly pressing concern, HGC upholds stringent compliance with merchant banks’ record-keeping laws and credit card security standards.

Retention periods are actively managed to limit data exposure. Under our Hotel Management System (“iHMS”), credit card information is deleted within seven days of guest departure. At HGC Townsville and HGC Adelaide, where Opera is in use, data is cleared on a daily basis once it reaches the 180-day threshold. HGC periodically reviews its credit card data retention policies to align with evolving industry practices, disseminating any revisions to staff through scheduled training sessions.

Beyond transactional data, employees with routine access to personal information undergo targeted training on privacy obligations and cybersecurity practices, building awareness and reducing operational risk. Oversight of data protection and information security across each operating jurisdiction is entrusted to Local Data Protection Officers, who are responsible for ensuring adherence to relevant legislation and internal standards.

**TABLE 11: APPLICABLE PERSONAL DATA PROTECTION ACT BY COUNTRY THAT WE COMPLY WITH**

<i>New Zealand</i>	<i>Australia</i>	<i>Singapore</i>
Privacy Act 2020	Privacy Act 1988	Personal Data Protection Act 2012

**TABLE 12: POLICY ON SECURITY OF INFORMATION**

<b>Policy</b>	<b>Summary</b>	<b>Boundary</b>
<b>Privacy Policy</b>	<ul style="list-style-type: none"> <li>Sets out the procedures of collection and use of information; storage, access and retention of personal information; compliance; source of information regarding security of information.</li> </ul>	Group-level

HGC’s servers are managed by a specialist third-party provider, with access to server information confined to authorised personnel approved by the General Manager on a need-to-know basis. The Group’s Information Technology (“IT”) consultants carry out routine maintenance and updates across internal servers, email exchange systems and Windows environments, and are responsible for deploying and refreshing firewall, anti-virus and malware protection software to guard against potential security threats.

In FY2025, no cases of customer privacy breaches or data leaks were recorded. HGC remains vigilant in sustaining its protective measures and monitoring protocols to reduce the likelihood of future incidents.

## 11. GRI Content Index

<i>General Standard Disclosures</i>				
<b>GRI Standard</b>	<b>Description</b>		<b>Section of Report and / or Explanation for Omission</b>	<b>Page Reference</b>
GRI 2: General Disclosures 2021	<b>Organizational profile</b>			
	2-1	Organisational details	Corporate Profile	3
	2-2	Entities included in the organisation's sustainability reporting	About the Report	5
	2-3	Reporting period, frequency, and contact point	About the Report	5
	2-4	Restatements of information	Waste Management Profile of our Workforce Providing a Healthy and Safe Environment for All	28 29 – 31 39
	2-5	External assurance	This report has not been externally assured. HGC may explore external assurance as reporting matures.	-
	<b>Activities and workers</b>			
	2-6	Activities, value chain and other business relationships	Corporate Profile Profile of our Workforce	3 29 – 32
	2-7	Employees	Profile of our Workforce	29 – 32
	2-8	Workers who are not employees	Profile of our Workforce	31
	<b>Governance</b>			
	2-9	Governance structure and composition	Approach to Sustainability Annual Report 2025	6 10 – 11
	2-10	Nomination and selection of the highest governance body	Annual Report 2025	14 – 16
	2-11	Chair of the highest governance body	Annual Report 2025	13
	2-12	Role of the highest governance body in overseeing the management of impacts	Board Statement Approach to Sustainability Climate-related Disclosures – Governance	2 6 17
	2-13	Delegation of responsibility for managing impacts	Approach to Sustainability	6
	2-14	Role of the highest governance body in sustainability reporting	Approach to Sustainability	6
	2-15	Conflicts of interest	Annual Report 2025	8
	2-16	Communication of critical concerns	Annual Report 2025 Business Ethics and Anti-Corruption	9 40
	2-17	Collective knowledge of the highest governance body	Annual Report 2025 Approach to Sustainability	8 6
	2-18	Evaluation of performance of the highest governance body	Annual Report 2025	16
2-19	Remuneration policies	Annual Report 2025	17 – 19	
2-20	Process to determine remuneration	Annual Report 2025	17 – 19	
2-21	Annual total compensation ratio	Confidentiality constraints: This information is not disclosed as it is viewed to be confidential.		



Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	Board Statement	2
2-23	Policy commitments	Employment Practices and Benefits Providing a Healthy and Safe Environment for All Business Ethics and Anti-Corruption Security of Personal Data and Information	33 36 40 41
2-24	Embedding policy commitments	Employment Practices and Benefits Providing a Healthy and Safe Environment for All Business Ethics and Anti-Corruption Security of Personal Data and Information	33 36 40 41
2-25	Processes to remediate negative impacts	Business Ethics and Anti-Corruption	40
2-26	Mechanisms for seeking advice and raising concerns	Business Ethics and Anti-Corruption	40
2-27	Compliance with laws and regulations	Business Ethics and Anti-Corruption	40
2-28	Membership associations	<p>Our hotels hold key memberships in regions and countries they are located in.</p> <p><b>Australia</b>  <i>Adelaide:</i> Australian Hotels Association (South Australian Branch) (AHA SA), South Australian Tourism Industry Council (SATIC), Business SA – Chamber of Commerce and Industry South Australia and Adelaide West End Association</p> <p><i>Launceston:</i> Tourism Industry Council of Australia, Tourism Northern Tasmania, Business Event Tasmania (BET), Launceston Chamber of Commerce and Tasmanian Hospitality Association</p> <p><i>Hobart:</i> Tourism Industry Council Tasmania (TICT), Tasmanian Hospitality Association (THA), Business Event Tasmania (BET)</p> <p><i>Melbourne:</i> Australia Hotels Association Accommodation Division, Accommodation Association Australia</p> <p><i>Brisbane and Townsville:</i> Queensland Hotels Association, Brisbane Economic Development Agency, Australian Tourism Export Council (ATEC)</p> <p><i>Townsville:</i> Queensland Tourism Industry Council (QTIC), Townsville Enterprise,</p> <p><b>New Zealand</b>            James Cook: Tourism Export Council New Zealand (TECNZ)</p> <p><b>Singapore</b>            Singapore: Singapore Hotel Association (SHA), Singapore Business Federation</p>	
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	11 – 12
2-30	Collective bargaining agreements	14.7% of HGC's employees are covered under collective bargaining agreements	



<b>Reporting Practice</b>				
	3-1	Process to determine material topics	Materiality and Contributions to SDGs	8
	3-2	List of material topics	Materiality and Contributions to SDGs	9 – 10
<b>Material Topics</b>				
<b>GRI Topic-specific Disclosure</b>	<b>Description</b>		<b>Section of Report and / or Explanation for Omission</b>	<b>Page Reference</b>
<b>Business Ethics and Anti-corruption</b>				
GRI 3: Material Topics 2021	3-3	Management of Material topics	Business Ethics and Anti-Corruption	40
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Business Ethics and Anti-Corruption	40
<b>Security of Information</b>				
GRI 3: Material Topics 2021	3-3	Management of Material topics	Security of Personal Data and Information	41
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Security of Personal Data and Information	41
<b>Health and Safety</b>				
GRI 3: Material Topics 2021	3-3	Management of Material topics	Providing a Healthy and Safe Environment for All	37
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Providing a Healthy and Safe Environment for All	37
	403-2	Hazard identification, risk assessment, and incident investigation	Providing a Healthy and Safe Environment for All	37
	403-3	Occupational health services	Providing a Healthy and Safe Environment for All	37
	403-4	Worker participation, consultation, and communication on occupational health and safety	Providing a Healthy and Safe Environment for All	36 – 38
	403-5	Worker training on occupational health and safety	Providing a Healthy and Safe Environment for All	38
	403-6	Promotion of worker health	Providing a Healthy and Safe Environment for All	37
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Providing a Healthy and Safe Environment for All	37
	403-9	Work-related injuries	Providing a Healthy and Safe Environment for All	39
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Providing a Healthy and Safe Environment for All	36



<b>Energy, GHG Emissions and Alternate Energy Sources</b>				
GRI 3: Material Topics 2021	3-3	Management of Material topics	Energy Consumption and GHG Emissions	13
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Consumption and GHG Emissions	15 – 16
	302-3	Energy Intensity	Energy Consumption and GHG Emissions	15 – 16
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Energy Consumption and GHG Emissions	14 – 15
	305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption and GHG Emissions	15 – 16
	305-4	GHG emissions intensity	Energy Consumption and GHG Emissions	15 – 16
<b>Water Consumption Management</b>				
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GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Consumption Management	24 – 25
	303-2	Management of water discharge-related impacts	Water Consumption Management	24 – 25
	303-5	Water consumption	Water Consumption Management	25
<b>Waste Management</b>				
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GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management	26
	306-2	Management of significant waste-related impacts	Waste Management	26 – 28
	306-3	Waste generated	Waste Management	28
	306-4	Waste diverted from disposal	Waste Management	28
	306-5	Waste directed to disposal	Waste Management	28
<b>Additional Topics</b>				
<b>Employment Practices</b>				
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GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Profile of our Workforce	32
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employment Practices and Benefits	33 – 34