



# SUSTAINABILITY REPORT







# SUSTAINABILITY REPORT



## CONTENTS

### SUSTAINABILITY REPORT

---

93	Board Statement
94	About this Report
95	Our Sustainability Approach
100	Task Force on Climate-related Financial Disclosures (TCFD) Report
104	Responsible Investment and Sustainable Value
105	Good Governance and Ethical Business
108	Climate Resilience and Environmental Stewardship
115	Enabling Inclusiveness, Safety, Growth and Diversity of Our People
119	Engaging Local Communities and Advocate for Positive Impact
121	GRI Content Index

## BOARD STATEMENT

Dear Stakeholders,

The Boards of Directors (the “**Boards**”) are pleased to issue CDL Hospitality Trusts’ (“**CDLHT**”) Sustainability Report (“**Report**”) for the financial year ended 31 December 2022 (“**FY 2022**”). This Report outlines CDLHT’s vision and strategic imperatives regarding sustainability and related aspects such as climate change, resource conservation and human capital. It further details the progress and performance made against the targets we have set to achieve our sustainability ambitions. As one of Asia’s leading hospitality trusts with approximately \$3.1 billion assets under management as of 31 December 2022, we believe sustainability is vital to ensuring the longevity and success of our business and the planet. In this report, we highlight our sustainability strategies, performance, and goals across material Environmental, Social, and Governance (“**ESG**”) topics for FY 2022. Despite the continuously evolving and challenging landscape, CDLHT remains focused on its responsibility towards sustainability and will continue to evaluate its performance to ensure sustainable progress.

CDLHT is cognisant of maintaining a balance between accomplishing organisational objectives whilst ensuring a positive impact and responsible contribution to our environment and society. Through the integration of sustainability into our business strategies and our core values, the Boards are committed and oversee all sustainability-related imperatives, whilst ensuring compliance with the regulation and guidelines from Singapore Exchange (“**SGX**”). CDLHT continues to remain compliant with country-specific regulations and standards, whilst maintaining strong corporate governance, integrity, and responsible business conduct across the organisation.

As pandemic-related restrictions were lifted across key geographical markets at varying paces throughout FY 2022, CDLHT and its properties have adjusted to a “new normal”. CDLHT remains committed to monitoring and managing its environmental and social impacts by seizing opportunities for development and improvement, whilst managing overall business recovery.

Despite the increased level of business activity, our energy efficiency is continually improving through the implementation of various initiatives. CDLHT exercises environmental stewardship through its spearheading of a community of best practices surrounding effective management of natural resource consumption. We set and review reduction targets and continuously explore opportunities to reduce usage and improve efficiency, as we detail this report. We aim to continuously advance our sustainability journey and have taken progressive steps in our data gathering and reporting. As part of our progressive approach to sustainability reporting, we commence the reporting on five new material topics in our FY 2022 report. These are: Responsible Investment, Climate Action and Resilience, Emissions Reduction, Data Privacy and Security, and Local Community Impact.

People form the cornerstone of our business and we strive to create a safe environment for all stakeholders by ensuring the well-being, health, and safety of both employees and hotel guests is at the forefront of all we do. Moreover, as we believe in creating a positive impact to society through community engagement, our properties continue to partner with local charitable and social organisations to promote social responsibility.

Moving forward, we will continue our efforts to find more effective ways to improve our environmental, economic, and social footprint, towards creating a more sustainable future.

### Board of Directors

REIT Manager Board

Trustee-Manager Board

# SUSTAINABILITY REPORT

## ABOUT THIS REPORT

CDLHT presents its sixth Sustainability Report for FY 2022. The Report is intended to be read in tandem with the CDLHT Annual Report and makes reference to sections within it.

CDLHT has been listed on the Singapore Exchange Securities Trading Limited since 2006 and comprises CDL Hospitality Real Estate Investment Trust ("**H-REIT**") and CDL Hospitality Business Trust ("**HBT**"). H-REIT's principal investment strategy is to invest in a diversified portfolio of income-producing real estate, which is primarily used for hospitality, hospitality-related and other accommodation and/or lodging purposes globally. HBT's principal investment strategy is to invest in a diversified portfolio of real estate or development projects, which is or will be primarily used for hospitality, hospitality-related and other accommodation and/or lodging purposes globally and may also include the operation and management of the real estate assets held by H-REIT and HBT.

M&C REIT Management Limited is the manager of H-REIT (the "**H-REIT Manager**"), and M&C Business Trust Management Limited, is the trustee-manager of HBT (the "**HBT Trustee-Manager**", and collectively the "**Managers**"). For more information on CDLHT's business, please refer to page 2 of the Annual Report.

## Reporting Period And Scope

This report scopes our portfolio properties and showcases our sustainability strategies and performance that took place for FY 2022.

CDLHT's portfolio comprises 19 operational properties that span across numerous geographies, of which, 18 properties form a part of the reporting scope for FY 2022<sup>(1)</sup>.

Portfolio Properties	Location
Orchard Hotel	Singapore
Grand Copthorne Waterfront Hotel	
M Hotel	
Copthorne King's Hotel	
Studio M Hotel	
W Singapore - Sentosa Cove	
Claymore Connect	
Grand Millennium Auckland	New Zealand
Mercure Perth	Australia
Ibis Perth	
Raffles Maldives Meradhoo	Maldives
Angsana Velavaru	
Hotel MyStays Asakusabashi	Japan
Hotel MyStays Kamata	
Hilton Cambridge City Centre	United Kingdom
The Lowry Hotel	
Pullman Hotel Munich	Germany
Hotel Cerretani Firenze - MGallery	Italy

## Reporting Standards And Guidelines

This Report is compliant with the SGX Listing Rules 711A and 711B and has been prepared with reference to the Global Reporting Initiative ("**GRI**") Sustainability Reporting Standards. CDLHT applies the GRI Standards to its Report as the internationally recognised disclosures are most relevant to its business and provide holistic and effective guidance on the management strategy, performance tracking and target-setting processes pertaining to CDLHT's material ESG topics. The GRI Content Index is available on page 121 of the Report.

For FY 2022, CDLHT has also begun a journey to report in line with the Task Force on Climate-related Financial Disclosures ("**TCFD**") recommendations, two years ahead of the SGX requirements for listed companies classified under the real estate sector. CDLHT's TCFD Report also serves as disclosure against the Guidelines on Environmental Risk Management for Asset Managers issued by the Monetary Authority of Singapore ("**MAS**").

## Accessibility And Feedback

We have made this Report available online on our corporate website at [www.cdlht.com](http://www.cdlht.com). In line with our environmental objective to conserve resources and minimise impact on the environment, CDLHT will only print a limited number of this report.

As we aim to continuously progress in our sustainability journey, we welcome any feedback and comments regarding our Report. Please contact Mr. Paul Kitamura (Head, Asset Management) at [PaulKitamura@cdlht.com](mailto:PaulKitamura@cdlht.com).

(1) Hotel Brooklyn in the United Kingdom was excluded from the scope for FY 2022 for our GHG emissions, resource usage, and employee headcounts as the occupational lease is a full repairing and insuring one where the lessor has limited access to data. In particular, the occupational lessee and hotel manager are two separate third parties.

## OUR SUSTAINABILITY APPROACH

Guided by our sustainability vision and mission, CDLHT's Sustainability Framework comprises five core sustainability pillars, which encompass our stakeholders' priorities, drive our sustainability policies and initiatives, and allow us to create the greatest impact across our material ESG issues.

### VISION

Establishing CDLHT as premier hospitality and lodging platform with sustainable, innovative, and quality accommodation spaces, generating long-term value for our stakeholders

### MISSION

To enable sustainability profitability by acting as responsible stewards of our environmental and social landscapes

### SUSTAINABILITY FRAMEWORK



#### VALUE

Responsible investment and sustainable value



#### ENVIRONMENT

Climate resilience and environmental stewardship



#### PEOPLE

Inclusiveness, safety, growth and diversity



#### COMMUNITIES

Engage local communities and advocate for positive impact



#### GOVERNANCE

Good governance and ethical business

### Delivering Value And Best Practices

As part of our commitment to be a responsible investor and generate long-term value for our stakeholders, CDLHT is driving ESG best practices across the portfolio through various initiatives. Through active asset management and understanding of various ESG initiatives across the portfolio, we create a community of practice that consolidates and shares these positive actions for implementation across all assets in CDLHT.

Our environmental stewardship efforts span across building operations and include energy conservation, renewable energy sourcing, water conservation and waste reduction. These initiatives are being rolled out across all the properties in order to meet and exceed ESG benchmarks for our portfolio and align with industry best practice.

### Action Across Properties

Portfolio hotels' efforts on energy include energy conservation measures such as reducing the operating hours of lighting, heavy machinery, pool pumps. It has been possible to reduce air conditioning use in some cases by installing air curtains, films and shades to help keep buildings cool, as well as using better sealing for windows. Some properties have also upgraded their equipment to become less energy intensive – with the installation of more energy efficient stoves in kitchens and LED lighting, for example.








Water conservation methods have included installation of water-saving shower heads and eco toilet flushing, along with monitoring of water use with smart water meters. Some properties also engage in rainwater harvesting for use in gardening. To reduce waste, we have implemented various measures, including using filtered water instead of disposable water bottles, recycling food waste and switching to digital guest invoicing and room keys.

Finally, our properties are improving their social performance by offering regular trainings on workplace health and safety, as well as skills upgrading via e-learning platforms for staff.

# SUSTAINABILITY REPORT

## Our Key Results And Targets

We are proud of our progress made on many of our ESG Material Factors. We have set a range of environmental targets relating to energy water and waste, as well as social targets relating to safety, corporate social responsibility and training for our staff.

ESG Factors	Targets for FY 2022	Key results in FY 2022	Targets for FY 2023
<b>Emissions</b> 	<ul style="list-style-type: none"> <li>Started disclosing Scope 1 and 2 emissions in FY 2022</li> </ul>		Aim to be Net Zero by 2050
<b>Energy <sup>(*)</sup></b> 	<ul style="list-style-type: none"> <li>CDLHT aims to achieve an aggregate 5% to 7% reduction in energy consumption across our portfolio by 2026, with FY 2019 as the comparative baseline</li> </ul>	<ul style="list-style-type: none"> <li>On track</li> </ul>	Maintained
<b>Water</b> 	<ul style="list-style-type: none"> <li>CDLHT aims to achieve an aggregate 2% to 7% reduction in water consumption by 2026, with FY 2019 as our comparative baseline</li> </ul>	<ul style="list-style-type: none"> <li>On track</li> </ul>	Maintained
<b>Waste</b> 	<ul style="list-style-type: none"> <li>Established FY 2022 as our baseline and manage food waste by implementing food waste management systems</li> </ul>	<ul style="list-style-type: none"> <li>Five of our Singapore hotels have on-site food digesters to reduce food waste</li> <li>Eight of our hotels have replaced single-use bathroom products with reusable pumps</li> </ul>	We target to remove or partly remove single use plastic bathroom amenities from operations for 50% of our hotel portfolio by FY 2023, using FY 2021 as our baseline year
<b>Safety Management</b> 	<ul style="list-style-type: none"> <li>We aim to have zero incidents of fatality or permanent disability and strive to minimise any work-related injuries</li> </ul>	<ul style="list-style-type: none"> <li>Zero fatalities at our hotels in FY 2022</li> </ul>	Maintained
<b>Average Training Hours</b> 	<ul style="list-style-type: none"> <li>We target to achieve an increased number of training hours per employee</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded</li> </ul>	We target to achieve a minimum of 20 hours of training per employee across our portfolio in FY 2023
<b>Corporate Social Responsibility</b> 	<ul style="list-style-type: none"> <li>We target to conduct at least one community event/project for 60% of the hotel portfolio for FY 2022</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded</li> </ul>	We target to conduct at least 15 community/social events or projects across the portfolio in FY 2023

(\*) Refers electricity consumption reported for FY 2019

## Sustainability Governance

CDLHT ensures sustained progress towards our sustainability goals and ambitions through our governance structure, which ensures the Boards have due oversight of all our sustainability initiatives and strategic imperatives.



At CDLHT, the Boards are responsible for overseeing all relevant sustainability considerations to ensure CDLHT's business goals and strategies are progressing in accordance with the objectives set. The Boards also manage and monitor the material ESG factors and their performance, including those pertaining to climate-related issues such as emission reductions and climate action and resilience. The Audit and Risk Committees ("**ARCs**") oversee our sustainability processes and strategies, and in particular look after risk management policies and identification of such risks, including those pertaining to climate risk. Management reports to the ARCs and Boards on CDLHT's sustainability efforts and performance progressively during the quarterly meetings and at the end of each financial year end.

CDLHT's Sustainability Working Committee ("**SWC**") comprises key personnel from various business functions and is led by the CEO of the Managers, Mr. Vincent Yeo Wee Eng. The SWC, overseen by the ARCs, manage and monitor CDLHT's overall sustainability performance and leads the

development of strategies that incorporate material ESG factors into daily operations. For FY 2022, the SWC has reported to the ARCs and Boards on CDLHT's sustainability performance. A dedicated Sustainability Officer, hired in July 2022, holds the full-time responsibility of tracking the sustainability-related metrics and the progress of green initiatives and reports frequently to the SWC.

To strengthen its sustainability and climate-related governance capabilities, CDLHT's directors and senior management attended ESG workshops for FY 2022, strengthening their knowledge and considerations of environmental issues in asset management. The monitoring of our sustainability performance has also been strengthened by our portfolio-wide data capture and analysis software which is continuously being updated to enable CDLHT to collect data from various properties to better monitor and track individual property and portfolio performance so as to enhance oversight of sustainability performance at the portfolio level.



# SUSTAINABILITY REPORT

## Our Material ESG Factors

CDLHT’s Material ESG Factors under our Core ESG Pillars were determined in consultation with our ESG consultants, internal stakeholders and approved by our boards. These material factors are considered material because they are relevant for the continuity of our business.

We have reviewed our identified material topics for FY 2022 and have renewed our commitments to the existing list of topics under our five core ESG pillars. In FY 2022, we have also expanded our reporting to include five new factors that we consider material in ensuring the sustainability of our operations. These are: Responsible Investment, Data Privacy and Protection, Climate Action and Resilience, Emissions Reduction, and Local Community Impact. We will also commence reporting on the topics of Safe and Liveable Buildings, and Fair Labour and Human Rights as part of our ESG framework from FY 2023.

We have strengthened our sustainability framework by aligning our ESG pillars, material ESG factors, and our commitments to the relevant United Nations Sustainable Development Goals (“SDGs”).

Core ESG Pillar	Our Material ESG Factors	SDGs	Overarching Ambitions
<b>Responsible Investment and Sustainable Value</b>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Responsible Investment</li> </ul>		<ul style="list-style-type: none"> <li>Implement responsible investment practices</li> <li>Create economic value for stakeholders and ensuring continual business growth</li> </ul>
<b>Good Governance and Ethical Business</b>	<ul style="list-style-type: none"> <li>Board Diversity*</li> <li>Whistleblowing Policy*</li> <li>Compliance with Social and Environmental Regulations</li> <li>Data Privacy and Protection</li> <li>Ethical and Transparent Business</li> <li>Safe and Liveable Buildings**</li> </ul>	 	<ul style="list-style-type: none"> <li>Ensure fair, responsible, compliant, and transparent business conduct</li> <li>Educate and raise awareness on issues of modern slavery and human trafficking</li> <li>Facilitate supply chain stewardship with vendors, partners, managers, and tenants</li> </ul>
<b>Climate Resilience and Environmental Stewardship</b>	<ul style="list-style-type: none"> <li>Climate Action and Resilience</li> <li>Emissions Reduction</li> <li>Energy Efficiency</li> <li>Water Stewardship</li> <li>Waste Reduction</li> </ul>		<ul style="list-style-type: none"> <li>Understand and manage our climate opportunities and risks</li> <li>Manage and minimise our carbon footprint and reduce our impact on the environment</li> <li>Advocate, enable and enhance resource efficiencies in our portfolio</li> </ul>
<b>Enabling Inclusiveness, Safety, Growth and Diversity of Our People</b>	<ul style="list-style-type: none"> <li>Diversity, Inclusion and Equal Opportunity</li> <li>Employment and Employee Engagement</li> <li>Fair Labour and Human Rights**</li> <li>Health and Safety</li> <li>Training and Development</li> </ul>	   	<ul style="list-style-type: none"> <li>Advocate, enable and enhance fair labour practices and employee well-being</li> <li>Promote safe and healthy workplaces for our people and customers</li> <li>Engage with our people and support their growth and development</li> </ul>

Core ESG Pillar	Our Material ESG Factors	SDGs	Overarching Ambitions
<b>Engaging Local Communities and Advocate for Positive Impact</b>	<ul style="list-style-type: none"> <li>Local Community Impact*</li> </ul>	 	<ul style="list-style-type: none"> <li>Advocate strategic partnerships to enhance sustainability</li> <li>Promote positive community engagement</li> </ul>






\* Refers to new material topics reported in this FY 2022 sustainability report.

\*\* Refers to new material topics to be reported on from FY 2023 sustainability report.

## Stakeholder Engagement



CDLHT maintains proactive regular communication and engagement with our various stakeholder groups. We reflect and address their key topics of concern, in relation to our organisation, and keep them abreast of our initiatives and progress through proactive regular communication and engagement.

In FY 2022, we continued our dialogue with our internal stakeholders through various channels, whilst adhering to all regulations and guidelines. Feedback from internal stakeholders is gathered through quarterly board meetings, as well as dialogue with the operating and management teams of hotels across our portfolio. We maintain continuous engagement with external stakeholders, and target periodic engagement with our hotel suppliers and business partners through frequent meetings and vendor assessments. The table below summarises our engagement efforts in FY 2022.

Stakeholder Group	Engagement Approach	Key Topics of Concern
<b>Board of Directors</b> 	<ul style="list-style-type: none"> <li>Board meetings (including ad-hoc briefings with external ESG consultants)</li> <li>Email communication</li> </ul>	<ul style="list-style-type: none"> <li>Economic performance</li> <li>ESG performance &amp; trends</li> <li>Pandemic resilience</li> <li>Risk management</li> </ul>
<b>Government and Regulators</b> 	<ul style="list-style-type: none"> <li>Ad-hoc briefings and consultations</li> <li>Participation in surveys and focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Risk management</li> <li>Social and environmental related legislation</li> </ul>
<b>Hotel Employees</b> 	Led by hotel operators: <ul style="list-style-type: none"> <li>Training and transition assistance programmes</li> <li>Annual employment survey</li> <li>Performance and career development reviews</li> </ul>	<ul style="list-style-type: none"> <li>Career development opportunities</li> <li>Training and development</li> <li>Workplace safety and well-being, including pandemic readiness</li> </ul>
<b>Hotel Guests</b> 	<ul style="list-style-type: none"> <li>Customer satisfaction surveys</li> <li>Social media</li> <li>Feedback via General Manager</li> </ul>	<ul style="list-style-type: none"> <li>Customer health and safety, including pandemic readiness</li> </ul>
<b>Master Lessees and Hotel Managers</b> 	<ul style="list-style-type: none"> <li>Regular management meetings and communication</li> <li>Bilateral communication, one-on-one meetings, and site visits</li> </ul>	<ul style="list-style-type: none"> <li>Workplace safety and well-being</li> <li>Customer health and safety</li> <li>Eco-efficiency of buildings</li> <li>Pandemic readiness</li> </ul>



# SUSTAINABILITY REPORT

Stakeholder Group	Engagement Approach	Key Topics of Concern
<b>Investors, Analysts and Media</b> 	<ul style="list-style-type: none"> <li>• Release of financial results and announcements, press releases and other disclosures through SGXNet and CDLHT’s website</li> <li>• Meetings and calls with analysts and media</li> <li>• Investor meetings, conferences and roadshows</li> <li>• Annual General Meetings</li> <li>• Annual reports and sustainability reports</li> <li>• Media releases and interviews</li> <li>• Responses to investors’ sustainability surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Business strategy and outlook</li> <li>• Corporate governance</li> <li>• Distribution and earnings</li> <li>• Market and operational performance</li> <li>• Regulatory compliance</li> </ul>
<b>Hotel Suppliers and Business Partners</b> 	Led by hotel operators: <ul style="list-style-type: none"> <li>• Assessment of suppliers and vendors</li> <li>• Meetings with business partners</li> </ul>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Environmental factors</li> </ul>

## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT

In FY 2022, CDLHT began aligning our climate-related disclosures to the TCFD recommendations on Governance, Strategy, Risk Management and Metrics and Targets. The disclosures in this section are also in accordance with MAS’ Guidelines on Environmental Risk Management for Asset Managers, which have been in effect since June 2022 and aim to enhance the policies and actions of asset owners, as well as the disclosures surrounding them.

We seek to continuously improve the management of climate-related issues and the quality of our TCFD-aligned disclosures in future Reports.

### Governance

The Boards maintain overall responsibility for overseeing the integration of sustainability into CDLHT’s business goals and strategies, and approve the environment-related (including climate) policies and frameworks. The Boards monitor CDLHT’s material ESG factors and respective performance, which includes climate-related risks and opportunities pertaining to CDLHT’s emissions reductions and climate action and resilience. The Boards are updated on all relevant ESG issues and their progress on a quarterly basis.

Within the Boards, the ARCs oversee CDLHT’s sustainability processes and related strategies, ensuring they are in line with CDLHT’s overall strategy and risk management. Management ensures the development and implementation of an environmental risk management framework and policy, as well as tools and metrics to monitor exposures to environmental risk. Management reports to the ARCs and the Boards on CDLHT’s sustainability efforts and performance progressively throughout the year at the quarterly meetings and at the end of each financial year end. With regard to specific material environmental or climate issues, Management updates the Boards at least once a quarter.

CDLHT’s SWC which comprises key personnel from various business functions, is led by the CEO and overseen by the ARCs. At a more operational level, the SWC manages and monitors CDLHT’s overall sustainability performance and leads the development of strategies, including those at the individual function level that incorporate material ESG factors into daily operations.

Further details of our sustainability governance structure and processes may be found in the Sustainability Governance subsection under Our Sustainability Approach.











### Strategy

CDLHT identifies its material ESG topics, including those that pertain to our climate-related risks and opportunities, through a materiality assessment conducted on an annual basis. In FY 2021, we reviewed our material topics which identified climate-related issues as material topic which we have included under the topics of Climate Action and Resilience and Emissions Reduction within our Climate Resilience and Environmental Stewardship pillar.

In FY 2022, the Managers conducted a scenario analysis exercise to determine the climate-related risks and opportunities that would be material to our operations. The risks were explored across the eight geographical markets in our portfolio using the following parameters:

Scenario Parameters	
Assets and country coverage	100% coverage (18 properties in eight countries)
Baseline year	2019
Scenarios explored	1.5°C warming (NGFS Net-Zero & RCP 2.6) > 3°C warming (NGFS Current Policies & RCP 8.5)
Timeframes explored	2030 and 2050

Our analysis revealed a number of climate-related risks that may be financially material to our operations, which we table below. Each of the identified risks includes our preliminary, high-level mitigation and adaptation measures.

Risk / Opportunity Type	Geography	Potential Impacts	Risk Level 1.5°C Warming	Risk Level > 3°C Warming	Mitigation Measures
<b>Extreme and more frequent heatwaves</b>	Singapore, Maldives, New Zealand, United Kingdom	Increase in cooling demand which may lead to higher utilities costs			<ul style="list-style-type: none"> <li>Increase measures to prevent health risks of the staff and guests in the hotels due to heat stress</li> </ul>
<b>Flooding</b>	Australia, Singapore, New Zealand, Japan, United Kingdom, Germany, Italy	Loss of asset value and operational costs due to business disruptions			<ul style="list-style-type: none"> <li>Performing specific site level climate risk assessments, especially for new investments</li> <li>Considering mitigation and adaptation measures</li> <li>Reviewing insurance coverage</li> </ul>
<b>Wind storms</b>	Singapore, Japan, United Kingdom, Germany	Loss of asset value and operational costs due to business disruptions			<ul style="list-style-type: none"> <li>Performing specific site level climate risk assessments, especially for new investments</li> <li>Considering mitigation and adaptation measures</li> <li>Reviewing insurance coverage</li> </ul>
<b>Rising sea levels</b>	Maldives, United Kingdom	Loss of asset value (asset may become uninsurable)			<ul style="list-style-type: none"> <li>Performing specific site level climate risk assessments, especially for new investments</li> <li>Considering mitigation and adaptation measures for higher risk assets</li> </ul>
<b>Carbon pricing</b>	All	Increase in operational costs associated with carbon pricing			<ul style="list-style-type: none"> <li>Developing a decarbonisation roadmap</li> </ul>
<b>Technology adoption and market shifts</b>	All	Potential regulatory obligations to adopt certain technologies	–	–	<ul style="list-style-type: none"> <li>Assessing green/smart building technologies that can value add and improve building operation</li> </ul>

 High    Moderated    Low

CDLHT is in the midst of incorporating the prioritised climate-related risks and opportunities into our general decision-making process and investment strategy. Currently, we are exploring this in the shorter term (by 2030) and also in the longer term (by 2050). As we adjust our operations in the transition to a low-carbon economy, immediate impacts on our investment strategies include an avoidance of locations with significant physical risk, or the implementation of building mitigation and adaptation measures at specific sites. We would also consider low carbon and renewable energy features in the buildings when assessing potential acquisitions.

In addition to the mitigation measures above, the key, overarching strategy to achieve Net Zero emissions by 2050 is currently being developed. We are exploring the associated steps necessary to establish our baseline emissions for Scope 3 Greenhouse Gas (“GHG”) emissions, as well as a potential decarbonisation strategy and trajectory following a science-based approach. We will update our progress in future reports.



# SUSTAINABILITY REPORT

## Risk Management

Risk management constitutes a key component of CDLHT’s ESG policy and takes into consideration the Guidelines on Environmental Risk Management for Asset Managers set by MAS. CDLHT’s ESG risk management process includes:

- A risk identification checklist that guides the scoping of an ESG risk universe, shortlisting the most relevant ESG factors for CDLHT’s operations.
- Procedural systems to monitor, assess and manage the ongoing risks of environmental impacts on individual investments and at a portfolio-level. Risk and return profiles of the investment portfolio are expected to be updated for material occurrences such as natural disasters or significant regulatory changes.
- Alignment with the overall Enterprise Risk Management system, which subjects risks to three lines of defence mechanisms, prioritises and assesses them according to likelihood, degree of impact, and urgency vis-à-vis other risks via a risk matrix, and then assigns controls to each risk.
- Maintenance of ESG risks in a risk register and develop appropriate treatments for each material risk, including avoiding, mitigating or transferring such risks.

For FY 2022, the Managers held a climate risk workshop with senior management where the significant climate-related risks applicable to CDLHT’s portfolio were presented and discussed. These risks were further considered in the climate scenario analysis performed and their findings were subsequently communicated to the Boards, where high risk areas were further deliberated.

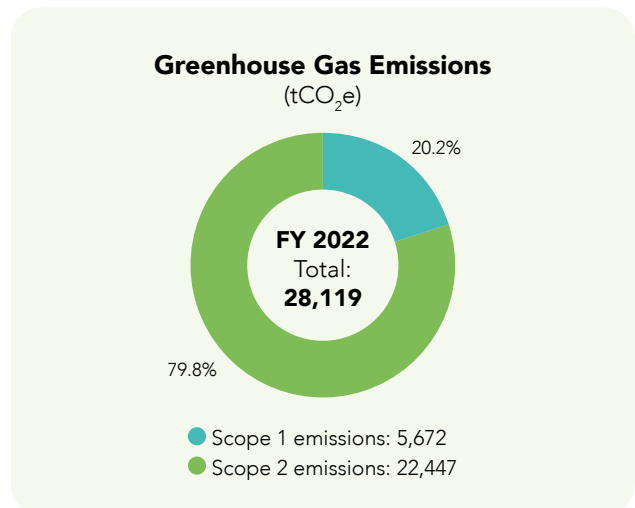
## Metrics And Targets

The Managers track sustainability-related performance and seek to improve sustainability and climate-related metrics and targets via tracking and disclosure. In addition, the Managers maintain an internal corporate scorecard that includes ESG achievements and tracking of climate-related indicators against corporate objectives. The corporate scorecard performance is a material component of the Managers’ executives’ remuneration, aligning financial incentives partially to sustainability and climate-related performance.

## Greenhouse Gas (GHG) Emissions (FY 2022)

FY 2022 was the first year in which we measured and calculated GHG emissions, which will serve as our emissions baseline. We are following the operational control approach to align our inventorisation methodology with the Greenhouse Gas Protocol and associated standards. Our emission factors are sourced from the Department of Environment, Food & Rural Affairs and the International Energy Agency.

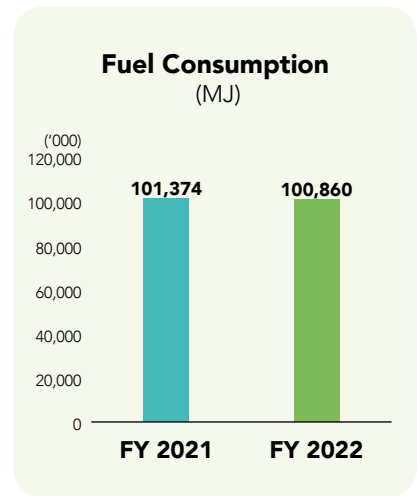
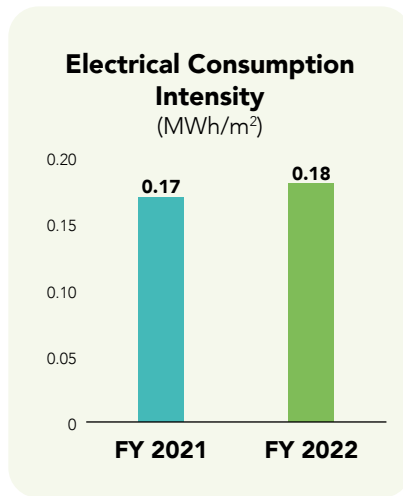
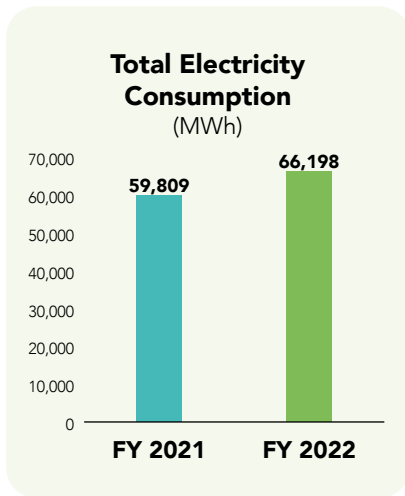
Our Scope 1 emissions are based on the usage of Diesel, Liquefied Petroleum Gas (LPG), and Natural Gas, and the majority of Scope 1 emissions come from fuel usage. Our Scope 2 emissions come from the use of purchased electricity. The breakdown of our Scope 1 and 2 emissions are presented under the Emissions Reduction material topic of our Sustainability Report and summarised in the following table:



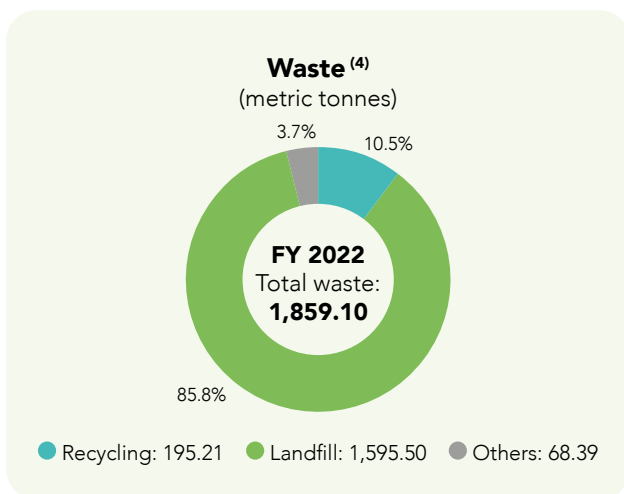
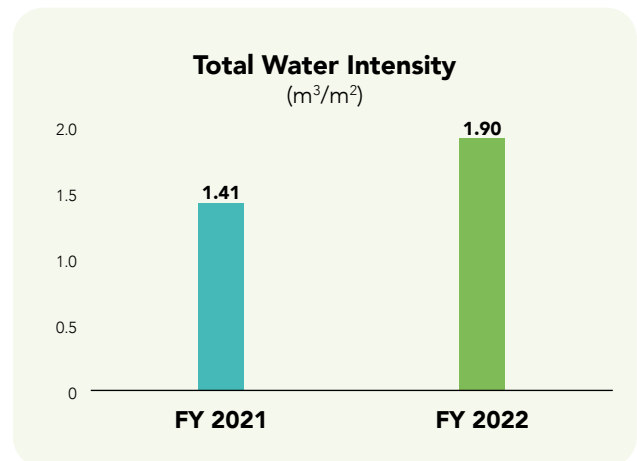
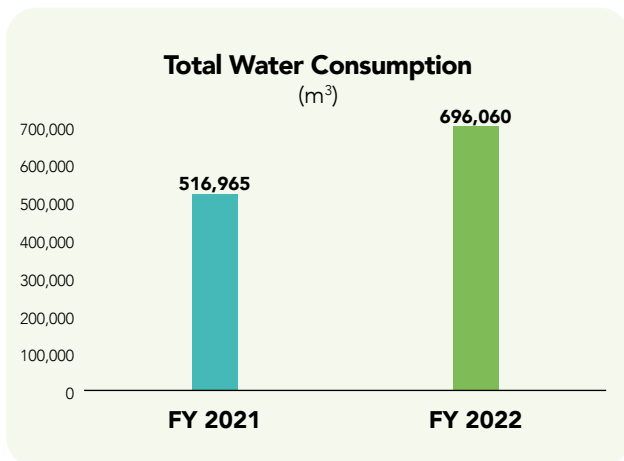
From FY 2023, CDLHT will begin to prioritise and prepare for Scope 3 emission measurements in response to the increasing requirements from the market and investors request for transparency regarding value chain emissions. This would also assist us in identifying the emission hotspots in our preparation of a decarbonisation roadmap, which would tackle the most carbon-intensive categories of our Scope 1, 2 and 3 emissions to meet our Net Zero target by year 2050.

CDLHT is exploring setting targets for our Scope 1 and 2 emissions as a start and will report on our plans progressively.

### Energy Consumption <sup>(2)</sup>



### Water Consumption <sup>(3)</sup>



### Targets

Within the Sponsor group, City Development Limited has pledged in 2021 to achieve Net Zero operations by 2030<sup>(5)</sup>, becoming Singapore's first real estate developer signatory of the WorldGBC Commitment. CDLHT is working to do its part in the Sponsor group decarbonisation journey by exploring our own decarbonisation roadmap and we aim to be Net Zero by 2050. As we have begun to measure and report our GHG inventory this year, we will also start considering the attainable and ambitious short, medium and long-term targets when it comes to decarbonisation. Our other environmental performance targets are presented in their respective sections of the Report.

(2) Further information can be found under our material topic on Energy Efficiency.

(3) Further information can be found under our material topic on Water Stewardship.

(4) Further information can be found under our material topic on Waste.

(5) CDL pledges net zero operations by 2030 – first Singapore real estate developer signatory of WorldGBC Commitment - CDL website, 3 February 2021 <https://cdl.com.sg/newsroom/cdl-pledges-net-zero-operations-by-2030-first-singapore-real-estate-developer-signatory-of-worldgbc-commitment>



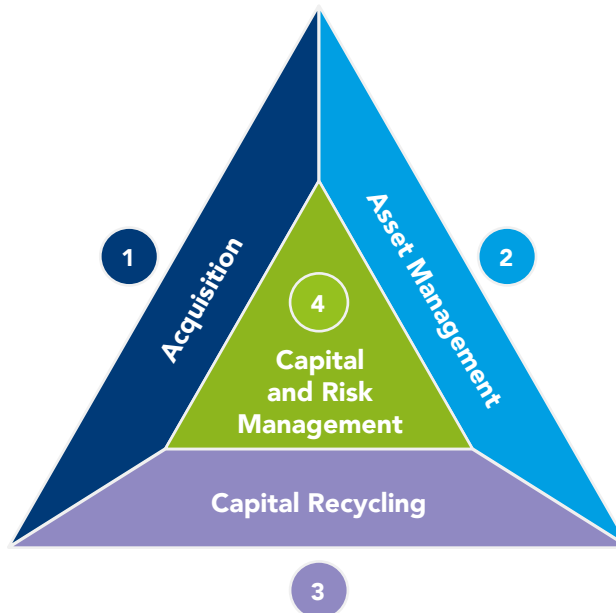
# SUSTAINABILITY REPORT

## RESPONSIBLE INVESTMENT AND SUSTAINABLE VALUE

At CDLHT we are driving the shift towards responsible investing by ensuring transparent, sustainable, and ethical investments. As our hotels operate across numerous geographies, we track, as far as possible, our environmental and social impacts, risks and opportunities across our business value chain and operations. We create sustainable value by incorporating our ESG material topics within our economic performance, investments decisions, and business efforts, and strategically adopting a holistic business approach that contributes to the betterment of the communities in which we have a presence. We aim to deploy our capital to positively impact society and the environment towards a sustainable future.

### Economic Performance

As one of the leading hospitality trusts, ensuring economic growth is paramount to the longevity of our business. Our primary economic objectives are to maximise the rate of return of Stapled Security Holders and to make regular distributions. The financial summary of FY 2022's operations, revenues and costs are highlighted on pages 155 to 275, in our annual report. Our management aims to achieve these economic objectives through the following means:



#### 1 Acquisition Growth Strategy

- Pursue quality assets with growth potential
- Pursue asset class diversification within the lodging space and promote income stability
- Adopt a medium to long term perspective to ride through market cycles
- Partner with or tap on potential pipeline from M&C / CDL

#### 2 Asset Management Strategy

- Work closely with master lessees, hotel/property managers and/or operators to implement active revenue and cost management
- Implement asset enhancement initiatives to optimise asset potential
- Operate and invest in alignment with relevant ESG standards

#### 3 Capital Recycling Strategy

- Evaluate divestment opportunities periodically to recycle capital for better returns, rebalance portfolio and/or unlock underlying asset values
- Continually improve quality of portfolio

#### 4 Capital and Risk Management Strategy

- Maintain a healthy balance sheet
- Enhance financial flexibility by maintaining diversified sources of funding
- Manage exposure arising from interest rates and foreign exchange through appropriate hedging strategies

## Responsible Investment

As the world adapts to operating in a post pandemic environment, many businesses have begun including broader corporate objectives, including notions of profit-with-purpose. This is also evident from the rapidly increasing value of global assets under management that fall under ESG investing, or asset managers that have committed themselves to sustainable or net-zero portfolio investments. As we progress towards a more sustainable world, CDLHT will build ESG considerations into its investment decisions as part of our responsible investment approach.

## Our Approach

As part of our investment due diligence process, we aim to assess the sustainability performance and risks of potential acquisitions by conducting ESG due diligence. This due diligence process allows us to identify potential ESG and carbon risks and opportunities for improving energy and carbon performance of a targeted asset. The risks assessed may include climate and environmental risks (such as energy efficiency, renewable energies, water utilisation, waste and pollution etc.), social risks (such as accessibility, health and well-being of stakeholders etc.) and governance risks (such as sustainability labelling, ESG strategy, etc.) of the asset. The carbon due diligence will identify the asset's carbon footprint, energy consumption and GHG emissions.

The responsible investment approach also extends to management of ESG-related practices in our existing managed assets. In the respective material topics, we detail how we build sustainable infrastructure into our hotels, such as EV charging stations, eco-digesters to reduce food waste, and water-saving showerheads. On an ongoing basis, CDLHT looks out for capital expenditure investment opportunities to further green our buildings, especially in improving operational and energy efficiency.

## Our Performance

In FY 2022, we acquired Hotel Brooklyn which has achieved an EPC 'B' rating and 'Very Good' BREEAM certification rating. We are in the midst of asset enhancement works such as the installation of solar panels at Raffles Maldives Meradhoo and Angsana Velavaru, which are scheduled to be completed progressively in 2023 with a significant part of the commissioning by 1H 2023, as well as solar films that reduce the high level of sun rays, of which works are ongoing at The Lowry Hotel and across our Singapore portfolio.

## GOOD GOVERNANCE AND ETHICAL BUSINESS

Fair, responsible, compliant, and transparent business conduct is key to building trust and loyalty to all stakeholders. Our strong commitment to corporate governance, ethical business practices and compliance to all applicable regulations, ensures CDLHT's long-term sustainability while safeguarding the interests of our stakeholders. Throughout FY 2022, the Managers have complied with the principles of corporate governance laid down by the Code of Corporate Governance 2018 (Code), and also complied, substantially with the provisions underlying the principles of the Code. In addition, the REIT Manager is a member of the Financial Industry Disputes Resolution Centre Ltd (FIDReC) and a member of REIT Association of Singapore (REITAS).



### Ethical and Transparent Business

Zero cases of corruption, bribery and misconduct in FY 2022



### Social and Environmental Compliance

Zero cases of non-compliance with social, environmental laws in FY 2022



### Data Privacy and Protection

Zero data privacy and protection breaches in FY 2022



# SUSTAINABILITY REPORT

## Board Diversity

### Our Approach

The Boards of the Managers recognise that a diverse Board of Directors is an important element which will better support CDLHT's achievement of its strategic objectives for sustainable development by enhancing the decision-making process of the Boards through the perspectives derived from the various skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other distinguishing qualities of the directors.

The final decision on selection of directors will be based on merit against an objective criteria that complements and expands the skills and experience of the Board as a whole, and after giving due regard to the overall balance and effectiveness of diverse Boards.

The Nominating and Remuneration Committees of the Managers will review the Board Diversity Policy from time to time, as appropriate, for an assessment of its relevance and effectiveness and will recommend changes as appropriate, to the Boards.

### Our Performance

The Managers strive to maintain a board size of six, with two out of three or more members being independent over a 4-year period. The Boards would appoint directors with relevant expertise and experience that would complement those already on the Boards and for succession planning by FY 2025. Presently, four out of six directors are independent. Mr Kwek Eik Sheng, who is the Group Chief Operating Officer of CDL and Executive Director of the Sponsor was appointed to the Board on 20 October 2022. Mr Kwek's experience in the real estate and hospitality industries, as well as in strategic planning will further complement and strengthen the core competencies and diversity of the Boards.

For FY 2022, one out of the six Board members are in age group of 50 years or below. The Managers target to improve age diversity over a 4-year period by appointing younger directors aged 50 or below by FY 2025.

The female representation on the Boards is currently 16.7%. The Boards will strive to increase its female representation to at least 25% by FY 2025.

## Ethical And Transparent Business

At CDLHT, we are committed to upholding the highest level of integrity and ethical standards across all our business functions through robust corporate governance, responsible business practices, accountability, and transparent management systems. This is key to preventing incidents of misconduct, corruption, and non-compliance across our organisational processes. Through this, we can position ourselves as a trustworthy partner to the public and our stakeholders, forming the foundation of our success.

### Our Approach

We ensure good corporate governance by conducting mandatory compliance training for our employees tailored to each business function. Our hotel employees are required to practice the highest level of integrity across all our operations.

The Managers and the hotel portfolio have adopted numerous policies to promote a strong risk management culture by addressing various issues targeting ethical business practices, such as Anti-Bribery Policy, Anti-Corruption Compliance Guide, Business Hospitality and Gifts Policy and Whistleblowing Policy. We also have established policies on Corporate Communications, Global Data Protection and Related Party Transactions.

Across the portfolio, the implementation of these policies is managed through the following processes:

- Regular screening and implementation of any changes to applicable laws and regulations
- Reporting of any suspected violations to the established line manager
- Oversight and monitoring of non-compliance issues
- Documentation of incidents by way of an incident report that will be filed with the Security department

### Our Performance

In FY 2022, we had zero cases of misconduct and non-compliance across the portfolio. As a result, CDLHT did not incur any related fines or sanctions.

## Whistle Blowing Policy

### Our Approach

The Managers have in place a whistle blowing policy setting out the procedure where staff and directors of the Managers as well as any other third parties can raise concerns in confidence as well as good faith on possible improprieties without fear of reprisals. The whistle blowing policy is made known to all new employees of the Managers as part of their orientation training and is publicly disclosed on CDLHT's website. For concerns raised, it will be independently investigated and appropriate actions will be taken. There is also an open-door policy at the hotel level maintained by the respective human resource departments for staff to have an open channel to report any incidences of non-compliance or violations.

The Managers' ARCs maintain oversight and review of whistle blowing incidents at its scheduled meetings

### Our Performance

There were no whistle blowing complaints received via CDLHT's whistle blowing channels.

## Anti-bribery And Code of Conduct

### Our Approach

CDLHT has zero tolerance for bribery, corruption or fraud. The Managers are committed to conducting business with integrity and in compliance with all applicable laws. Consistent with this commitment, various policies and guidelines are in place to guide all employees of the Managers to maintain the highest standards of integrity in their work and business dealings. There is an Internal Code of Business and Ethical Conduct and a Business Hospitality and Gifts Policy for all employees of the Managers which serve as frameworks for the handling of gifts (monetary or in kind), entertainment or concessionary offerings.

All employees also undergo refresher training periodically to re-acquaint themselves with anti-corruption policies and procedures.

### Our Performance

The Managers strive to maintain zero incidences of corruption, bribery and misconduct resulting in significant fines and sanctions. For FY 2022, there were no such incidences reported. We continuously conduct training on relevant policies as part of the orientation for new hires, and keep our employees informed of new related policies and regulations.

## Compliance With Social And Environmental Regulations

As an organisation with a global portfolio, CDLHT is conscious of remaining compliant with all the social and environmental regulations applicable within the countries in which we operate.

### Our Approach

We ensure compliance by continually monitoring changes to requirements through monthly interaction with our hotel operating partners in each country. This process allows each asset to adhere to local and national regulations.

### Our Performance

In FY 2022, CDLHT had zero incidences of non-compliance with social and environmental laws, and no significant fines and sanctions. CDLHT aims to maintain zero incidences of non-compliance with social and environmental laws and regulations which could result in significant fines and sanctions.

## Data Privacy And Protection

### Our Approach

The Managers have a Data Protection Handbook in place to ensure that personal data processed is subject to certain legal safeguards and restrictions, in line with the Personal Data Protection Act and the Securities and Futures Act in Singapore. At the portfolio level, relevant lessees/hotel managers will also comply with local data and privacy laws in the respective jurisdictions.

### Our Performance

In FY 2022, there were no complaints received by the Data Protection Officer on data privacy breaches for H-REIT Manager and HBT-Trustee Manager. The portfolio properties will continue to ensure upkeep of best practice in data protection measures, both in our Singapore and overseas operations.

# SUSTAINABILITY REPORT

## CLIMATE RESILIENCE AND ENVIRONMENTAL STEWARDSHIP

CDLHT acknowledges the importance of addressing climate change and its affiliated risks to ensure alignment to best practice within the industry. For example, in March 2022, the Singapore Hotel Association and Singapore Tourism Board announced the launch of the Hotel Sustainability Roadmap, which included key focus areas in water conservation, waste management, recycling and the circular economy, sustainable procurement and energy conservation.

As a key player in the hospitality industry, we are committed to reducing the environmental impact of our operations, whilst also nurturing and creating positive change in the industry. We endeavour to conserve natural resources, including energy and water, as well as to reduce carbon emissions and waste generation across our portfolio of properties.

Climate Action And Resilience
First TCFD disclosure in FY 2022, two years ahead of SGX requirements
Emissions Reduction
Reporting Scope 1 and Scope 2 emissions from FY 2022
Energy
Target to reduce energy consumption by 7% by 2026
Water
33% reduction in overall water consumption since FY 2019
Waste
Target to remove or partially remove single-use plastics from 50% of our hotel portfolio by 2023

### Climate Action And Resilience

Climate change poses both physical and transition risks to CDLHT's assets and operations around the world, making our commitment to climate action a vital factor to our business strategies and engagement with stakeholders to ensure the sustainability and resilience of our business. Our hotel operations traverse multiple continents and hence it is critical for us to take stock of regional factors, from changing energy costs in the world's transition to a low-carbon economy to the risks of flooding or natural disasters.

### Our Approach

The TCFD framework recommends a set of disclosures to companies on pertinent climate-related aspects. CDLHT has utilised the framework as guidance on how we approach climate resilience.

In FY 2022, we disclosed in alignment with the TCFD recommendations for the first time, reporting on CDLHT's financially material climate-related aspects. In particular, the Strategy and Resilience pillars of disclosure outlines our key policies and actions towards ensuring a climate-resilient portfolio. We intend to continue strengthening our capabilities and experience in this arena and will report on our progress in future years.

### Climate-related Risk Management

Climate-related risks may be viewed as either physical risks or transition risks. Physical risks include chronic risks that occur over a longer period of time, such as rising sea levels, as well as acute risks that refer to hazards such as wildfires, heat waves or floods. Transition risks encompass increased costs of carbon-intensive energy sources due to rising carbon tax, or increased compliance costs due to the need for green certification of buildings. Notably, some of these risks may be viewed as opportunities to position CDLHT positively and gain a competitive edge via an effective climate strategy.

We are beginning on our journey of formalising our climate risk management policies and systems, and strive to minimise our exposure to material climate risks through the integration and analysis into investment policy or consideration of a divestment strategy. For further details, please refer to our Risk Management disclosures under our TCFD Report above.

### Scenario Analysis

By conducting a scenario analysis against different global decarbonisation pathways, we are better informed of the sufficiency of the actions we take with regards to CDLHT's climate resilience. Our scenarios are science-based and informed by the Network for Greening the Financial System ("NGFS"). For further details, please refer to our Strategy disclosures under our TCFD Report above.

### Emissions Reduction

The hospitality industry remains a significant contributor to global GHG emissions. Research by the Sustainable Hospitality Alliance in 2022 showed that the hotel sector accounts for around 1% of global carbon emissions, with this amount expected to increase over time. CDLHT recognises the significant risks posed to business operations as a result of a changing climate. We are committed to our emission reduction journey to ensure the sustainability of our business and to play our part in mitigating climate change.

### Our Approach

In line with the Singapore Hotel Sustainability Roadmap's targets, CDLHT began tracking and reporting on its Scope 1 and 2 GHG emissions in FY 2022. In FY 2023, we will gain a more complete picture of our emissions baseline as we explore the methodology of estimating our Scope 3 emissions and use it to inform our emission reduction strategy by targeting the carbon hotspots within our value chain.



## Our Performance

### GHG Emissions for FY 2022 (in metric tCO<sub>2</sub>e)

Scope 1	
Diesel	2,626.8
Liquefied Petroleum Gas (LPG)	521.6
Natural Gas	2,523.9
<b>Scope 1 total</b>	<b>5,672.2</b>
Scope 2	
Electric Power	22,447.1
<b>Scope 1 &amp; 2 total</b>	<b>28,119.3</b>

Our Scope 1 emissions include the use of fuel across the 18 portfolio properties across the different geographies. Diesel and LPG usage is mainly from properties in the Maldives and Japan, while natural gas is the main form of fuel used in the rest of the properties.

For further details, please refer to our Metrics and Targets disclosures within our TCFD Report above.

### Our Targets

We aim to work towards reducing our emissions through various energy efficiency measures, with a target of achieving Net Zero by 2050. We will also consider decarbonisation strategies for identified emission-intensive hotspots. Our reporting baseline for Scope 1 and Scope 2 emissions will be FY 2022.

## Energy Efficiency

We strive to reduce energy consumption across our entire portfolio through multiple energy efficiency initiatives whilst actively monitoring consumption patterns to deduce areas for further improvement and relevant strategic decisions to curtail our overall energy consumption.

### Our Approach

The numerous assets across the CDLHT portfolio tailor their energy management approaches according to their respective environmental policies and regulations, and based on their individual energy practices. This involves implementing operational initiatives aimed at directly reducing energy consumption and retrofitting technological advancements to generate energy efficiencies.

### Operational Controls To Curb Energy Consumption

Our hotels are largely subject to their respective brand system environmental policies and energy management systems, which monitor energy consumption practices, guide the implementation of energy measures, and improve awareness of energy consumption.

Primary energy efficiency measures adopted across our individual hotels include the use of Building Management Systems (“BMS”) and Energy Management Systems (“EMS”). BMS and/or EMS have been adopted at 83% of the properties covered in this report. These systems assist in monitoring, managing, reporting, and ultimately controlling energy intensive business operations, thereby enabling hotels to optimise their energy use. Our hotels employ BMS and EMS to determine lighting schedules, operating hours for building functions, temperature settings and other control functions to reduce energy consumption.

### Action Across Hotels

- More than 80% of our portfolio properties by value have fully converted to LED lighting. Some of these LED lights also feature motion sensors that allow for further energy savings when certain areas are not occupied.
- **Copthorne King’s Hotel** uses an Energy Management System for its chiller plant operation and air handling unit controls in its public areas and function rooms, allowing the hotel to effectively manage temperatures. All of the guest rooms are also fitted with Smart Room Control Units that sense the occupancy status of the rooms, adjusting lighting and air-conditioning accordingly. The hotel has improved its energy efficiency by approximately 10% since the implementation of the Smart Room Control Units.
- **Orchard Hotel** replaced its entire chiller system in FY 2022. This new system coupled with use of Energy Management control points, enabled the hotel to reduce its energy consumption by 20% to 30%.
- **W Singapore - Sentosa Cove**, continues to uphold a commitment to their “2025 Sustainability and Social Impact Goals” aimed at reducing the operational carbon footprint through advancements in energy efficiency and stringent energy consumption monitoring. Its BMS helped delineate areas to optimise energy usage through alterations to its chillers and Heating, Ventilating and Air Conditioning system.
- **All of our properties** also carry out regular maintenance and cleaning of critical Air-Conditioning and Mechanical Ventilation Systems ensuring that this equipment operates at the intended condition. Additionally where applicable, non-essential zones will have energy supply limited to equipment such as lighting, escalators and air-conditioning to reduce energy wastage.

# SUSTAINABILITY REPORT

## Retrofitting And Technological Advancements to Boost Energy Efficiency

To facilitate energy efficiency, CDLHT employs technological advancements by retrofitting our operational assets and equipment. For example, all of our hotels have replaced virtually all halogen lights to LEDs to significantly reduce energy consumption.

To continuously improve utility consumption, some of our portfolio assets have also been equipped with sensor lights to detect motion and halt energy use during non-occupancy. We have also partnered with City Gas to progressively replace the electrical heaters with gas heaters across our hotels in Singapore. Nine electrical heaters have been replaced across Copthorne King's Hotel, Orchard Hotel and Grand Copthorne Waterfront Hotel. This enables the use of methane and green hydrogen, which are cleaner and greener energy sources, reducing our overall emissions. In addition, the gas heaters are more efficient than electric heaters, with each gas heater able to save 10% to 15% of the electrical operating cost.

We also engaged SP Group's SP Mobility to install EV vehicle charging stations in our Singapore hotels, to propel the government's Green Plan 2030 commitment.

SP Mobility has now installed this hardware at the Orchard Hotel, Grand Copthorne Waterfront Hotel, Copthorne King's Hotel, M Hotel and Studio M Hotel.



EV chargers at Grand Copthorne Waterfront Hotel

### Action Across Hotels

- **Copthorne King's Hotel** upgraded its rooms with an innovative technology system to improve efficient management of power, lighting, and air-conditioning. This system monitors the occupancy status of the room and adjusts energy consumption accordingly. This upgrade has been acknowledged by the government by way of a grant for the cutting-edge use of technology to enhance energy savings and efficiency.
- The **Grand Copthorne Waterfront Hotel** is undergoing room refurbishment works and rooms will be fitted with Smart Room technology to control energy consumption. The hotel has also replaced internal lighting with LEDs and aims to install LEDs on the external façade of the building in upcoming years.
- Our **Hilton Cambridge City Centre** hotel continues to implement Hilton's award-winning LightStay platform, which enables the tracking, management, reporting and improvement of environmental and social impacts across its global portfolio of hotels. This aids in improving the energy efficiency and resource consumption by Hilton Hotels. At this property, LightStay has resulted in the implementation of motion lighting sensors in the gym and toilets, low-energy monitors for hotel computers and 95% conversion to LED lighting.
- **Both the Maldives resorts** are installing solar panels to supply between 15% to 20% of the resorts' energy requirement. Installation will be ongoing throughout the year with a substantial portion of commissioning completed in the first half of 2023.

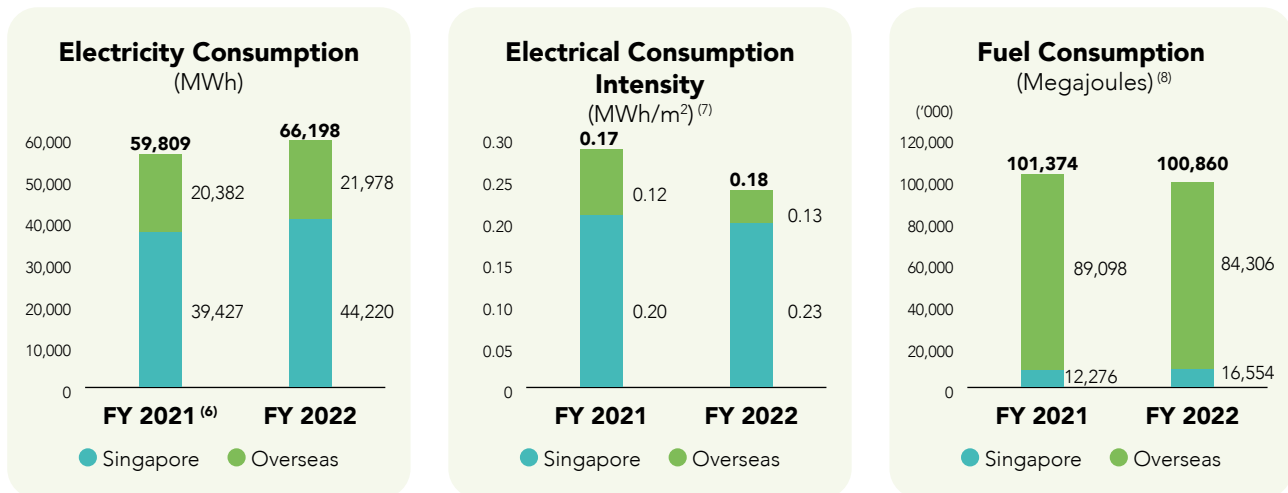
## Awards And Certifications

We view accreditation of our energy initiatives as recognition of our efforts as a hospitality industry leader.

Name Of Award	Our Portfolio
<b>BCA Green Mark Award</b>	<b>Platinum</b> <ul style="list-style-type: none"> <li>Copthorne King's Hotel</li> <li>Grand Copthorne Waterfront Hotel</li> </ul> <b>Gold Plus</b> <ul style="list-style-type: none"> <li>Orchard Hotel</li> <li>M Hotel</li> </ul> <b>Gold</b> <ul style="list-style-type: none"> <li>Studio M Hotel</li> </ul>
<b>EarthCheck Gold Certificate</b>	Angsana Velavaru
<b>EPC Rating</b>	<b>"B" Rating</b> <ul style="list-style-type: none"> <li>The Lowry Hotel</li> <li>Hotel Brooklyn</li> </ul>
<b>BREEAM</b>	<b>Very Good</b> <ul style="list-style-type: none"> <li>Hotel Brooklyn</li> </ul>

## Our Performance

We experienced an increase in our overall electricity consumption in FY 2022 which is attributable to the increase in travel following the further easing of COVID-19 restrictions in many jurisdictions. As the effects from the pandemic stabilised, our properties generally operated at higher capacities compared to FY 2020 and FY 2021.



## Our Targets

Whilst properties across our portfolio have individually established targets, CDLHT aims to achieve an aggregate 5% to 7% reduction in energy consumption across our portfolio by 2026, with FY 2019 as the comparative baseline year.

We continuously look for new areas of improvement and opportunities to implement technological advancements to achieve our targets.

(6) We have restated our electricity consumption values for FY 2021 as some of our hotels were unable to furnish their consumption values. This also resulted in a restatement of our energy intensity value for FY 2021.

(7) In FY 2021, have restated the metric for calculating energy intensity, from kWh/m<sup>2</sup> to MWh/m<sup>2</sup>, as it reflects a standardised metric relating to our energy consumption.

(8) The conversion for Diesel was calculated based on the following: 1 litre of diesel = 38 Megajoules.



# SUSTAINABILITY REPORT

## Water Stewardship

Responsible water use is integral to our properties' operations. CDLHT has implemented water management and conservation initiatives to spearhead water preservation and promote the sustainability of our operations.

### Our Approach

We are committed to conserving water and limiting our consumption through water management policies, operational control mechanisms and investment in technological advancements. Our properties operate in compliance with water-related regulations in their respective jurisdictions. All of CDLHT's portfolio properties include water conservation policies, each outlining the mechanisms employable to reduce overall water consumption.

In Singapore, our portfolio properties continue to report their water data on the Water Efficiency Management Plan of the Public Utilities Board, enabling effective implementation of water conservation policies whilst tracking water utility, consumption, and potential areas to minimise water loss.

### Operational Controls To Curb Water Consumption And Retrofitting To Boost Water Efficiency

All our properties have water management systems that monitor their daily water use across all functions. This enables them to identify abnormal spikes in consumption and respond. Daily monitoring has also aided in the prompt identification of any abnormalities and leakages in water-providing mechanisms to limit wasteful water loss. We recognise the role of innovation and technology in improving water efficiency and retrofit our systems to conserve water.

#### Action Across Hotels

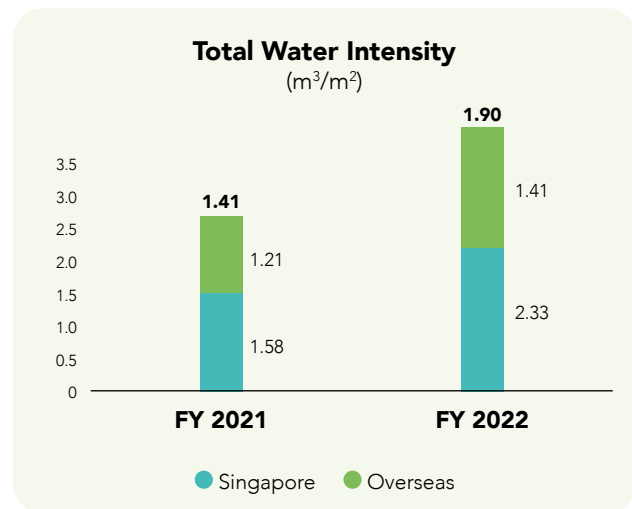
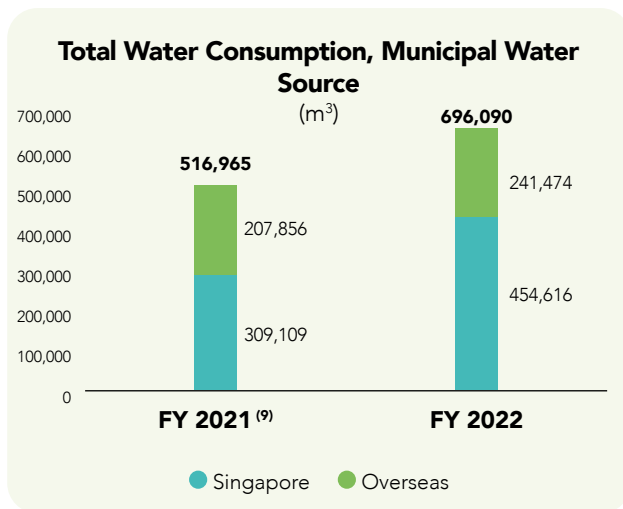
- **Grand Copthorne Waterfront Hotel** employs water management systems to reduce water use in hand basins and showers. We have installed water pressure reducers and water consumption restrictors across the hotel's basins, cisterns, and shower heads to reduce the flow rate.
- Whenever possible, **Orchard Hotel, Copthorne King's Hotel** and **M Hotel in Singapore** each utilise just one cooling tower, instead of the industry standard two, as a means of conserving water across their operations. **Copthorne King's Hotel** has also upgraded all taps and showerheads to become more water efficient.
- **W Singapore - Sentosa Cove** operates under Marriott International's conservation initiatives targeting hotel operations including low-flow toilets and showerheads, smart irrigation controllers, laundry water reuse systems, and high-efficiency irrigation spray nozzles. Recycled water is also used for landscaping and flushing.
- **All hotels** are fitted with water-saving shower heads that reduce consumption while maintaining water pressure with the majority having introduced the option for guest to skip daily housekeeping to reduce excessive water use.

### Recycling Water

Several CDLHT properties endeavour to further reduce their water consumption by using recycled water and harvested rainwater. These have been used for landscaping and gardening purposes at W Singapore - Sentosa Cove, Raffles Maldives Meradhoo and Angsana Velavaru.

## Our Performance

In FY 2022, we experienced a significant increase in overall water consumption and water intensity across the entire portfolio, mostly attributed to increased business activity in Singapore and overseas as market recovery accelerated globally. CDLHT strives to manage its water consumption responsibly and to reach its long-term targets.



## Our Targets

We aim to achieve an aggregate 2% to 7% reduction in water consumption by 2026, with FY 2019 as our comparative baseline.

## Waste

Waste is an increasingly crucial issue for governments and organisations to manage. This is also a highly pertinent issue for the hospitality industry, especially in regard to food waste. If left unchecked, waste may lead to compounding environmental and financial risks for businesses.

## Our Approach

CDLHT properties have implemented numerous initiatives to reduce their waste output, and improve waste segregation and recycling. In FY 2021, CDLHT commenced collecting and reporting on its waste performance.

## Waste Reduction

Many of our hotels utilise waste digesters to safely compost waste, thereby reducing the volume of our waste output. Our hotels are increasingly shifting towards employing reusable materials across all hotel functions.

### Action Across Hotels

- **Grand Copthorne Waterfront Hotel** has installed a food digester to convert all food waste into water, resulting in the creation of recycled water, which is ready for use after sanitation.
- **Copthorne King's Hotel, Orchard Hotel** and **Studio M Hotel** have on site food digesters.
- **Angsana Velavaru** has implemented an island-wide ban on single-use plastic bottles to reduce waste.
- **Mercure Perth** and **Ibis Perth** hotels have also eliminated the provision of plastics and plastic guest amenities by installing shampoo and soap dispensers as alternatives to individual bottles, reducing packaging waste.
- Both Japan hotels - **Hotel MyStays Asakusabashi** and **Kamata** – as well as the **Raffles Maldives Meradhoo, Angsana Velavaru, Hilton Cambridge City Centre, The Lowry Hotel, Pullman Hotel Munich** and **Hotel Cerretani Firenze - MGallery** have also replaced all single-use bathroom amenities with recyclable pump amenities. **Copthorne King's Hotel, Orchard Hotel, M Hotel, Grand Copthorne Waterfront Hotel** and **Studio M Hotel** will see all single-use plastic bathroom amenities phase out from their operations starting in the first half of 2023.

<sup>(9)</sup> We are restating our water consumption values for FY 2021 as some of our hotels were unable to furnish their consumption values. This has resulted in a restatement of our water intensity value for FY 2020.

# SUSTAINABILITY REPORT

## **Waste Segregation And Recycling**

Many of our hotels complete a waste segregation exercise prior to collection as an essential step in recycling. Waste is segregated into paper, plastic, and glass, and upon recycling, the respective weights of each category are reported monthly. This informs our waste management systems and denotes areas of improvement.

Awareness campaigns are key to discouraging practices that generate excessive waste. As a result, our hotels engage in food waste reduction and recycling programmes for paper, glassware, and plastic, promoting a sense of purposeful contribution and environmentally friendly habits amongst our staff. This involves an interdepartmental collaboration across our housekeeping, food & beverages, and engineering departments.

### Action Across Hotels

- **W Singapore - Sentosa Cove** recycles and reuses wet waste for landscaping purposes after its composting. It is also participating in the Food Waste Recycling Programme at Sentosa Cove Village.
- **Raffles Maldives Meradhoo** has been operating a biogas plant since August 2022, which converts food waste into gas which is collected and used in the kitchen. The hotel also uses recycled materials derived from the hotel and island's generated waste to operate its organic garden.
- **Angsana Velavaru** started operating a food composter in 3Q 2022. This generates a daily average of 80kg of compost which is being used throughout the resort. The hotel has also implemented a Reduce, Reuse and Recycle policy to advocate for waste reduction, including advocacy for reusable glass bottles and dispensers as well as recycling on premises. The resort also invests in biodegradable items including garbage bags and cling film to reduce its plastic footprint.
- **Hilton Cambridge City Centre** implemented its #RefuseTheStraw initiative, curbing single-use straws on its premises by shifting towards biodegradable straws. The use of biodegradable straws is aimed at protecting our oceans and ultimately reducing plastic use and pollution.



## **Our Performance**

As CDLHT's portfolio operates within the hospitality industry, waste is generated only from non-hazardous sources, including paper, glass, and food.

### **Waste by Type and Disposal Method for FY 2022**

Disposal Method	In Singapore	Overseas	All Properties
	Total Weight of Non-Hazardous Waste	Total Weight of Non-Hazardous Waste	Total Weight of Non-Hazardous Waste
	(Metric Tonnes)		
Recycling	126.62	68.58	195.21
Landfill	1,107.84	487.67	1,595.50
Others	66.10	2.28	68.39
<b>Total waste</b>	<b>1,300.57</b>	<b>558.53</b>	<b>1,859.10</b>

## **Our Targets**

We target to remove or partly remove single use plastics bathroom amenities from operations for 50% of our hotel portfolio by FY 2023, using FY 2021 as our baseline reporting year.

We continue to monitor and manage food waste through food management systems to manage buffet food waste at our W Singapore - Sentosa Cove and an eco-digester at both Raffles Maldives Meradhoo and Angsana Velavaru.



## ENABLING INCLUSIVENESS, SAFETY, GROWTH AND DIVERSITY OF OUR PEOPLE

Our people form the backbone of our success. As the hospitality and tourism industries have reopened post-pandemic, CDLHT's portfolio of hotels strive to sustain a safe and engaging working environment for its employees.

CDLHT's portfolio of Singapore hotels have implemented the following to address the above:

- Diversity Policy
- Fair and merit-based employment and recruitment practices
- Policies on performance evaluation, and career development
- Tripartite Alliance for Fair and Progressive Employment Practices ("TAFPEP")
- Fair and competitive remuneration based on merit

In our FY 2022 Report, we are restating our employee data for FY 2021 due to a correction in the employee count for the year by two of the hotels. CDLHT continues to strive to ensure that our data collection and internal control systems remain robust and hence have duly put in place internal controls to minimise the data discrepancies going forward.

### Employment And Employee Engagement

With a resurgence in demand for hotel-related services, CDLHT remains committed to upholding fair employment standards and competitive remuneration for our employees on the foundation of merit and compliance with the relevant regulations in the jurisdiction of operation.

#### Employment and Employee Engagement

Our hotels employed more than 2,000 staff in FY 2022

#### Health and Safety

Zero fatalities from work-related injuries in FY 2022

#### Diversity Inclusion & Equal Opportunity

41% permanent staff were female in FY 2022

#### Training and Development

24 hours of training on average across portfolios

### Our Approach

At CDLHT, we believe in the importance of continuous employee engagement from the point of induction of new joiners to ongoing communication with the more experienced staff. At both the Managers and portfolio property level, the HR policies maintain processes and channels that ensure employees' needs are looked after. Continuous staff training and development, which is a key part of employee engagement, is addressed in our "Training and Development" subtopic below.

### Employee Well-being

The Managers collate employee feedback via staff dialogue to obtain a comprehensive understanding of key areas of concern within CDLHT. During the commencement of an employee's employment at CDLHT, we conduct meetings to understand the employee's integration into their role and new environment. At the end of the employee's tenure with us, we conduct an exit interview to receive feedback to inform us of any areas of concern.

Additionally, we disseminate an employee handbook that details all policies and procedures pertaining to employment, performance evaluation and development. Together with the handbook, CDLHT provides guidance and related resources on informing employees of their benefits, such as medical coverage. As part of progressive work norms, we practise a flexible hybrid work arrangement that allows staff to work from the office and home. We also ensure the proper induction and on-boarding of all staff.

The Managers' staff are automatically enrolled to Hong Leong Group Sports & Recreation Club where the committee organise sporting competitions, shopping tours, movie nights and other interest group events to foster team bonding. There are staff benefits at F&B outlets and accommodation managed by the Sponsor group.

Our hotels have engaged their employees on activities that nurture mental and physical welfare as part of looking after employee well-being.

# SUSTAINABILITY REPORT

## Our Performance

In FY 2022, the hotels employed a total of 2,084 staff with a mix of 57% male and 43% female. 868 employees left us, of whom 52% were male and 48% were female, while 1,146 newly joined, of whom 56% were male and 44% were female. As a result, our total rates of new hire employment and turnover was 55% and 42%, respectively.

## New Employee Hires and Turnover

(FY 2022)

For FY 2022	All Properties		
	Male	Female	Total
Employee Count	1,195	889	2,084
Number of New Employee Hires	645	501	1,146
Rate of New Employee Hires	54%	56%	55%
Number of Employee Turnover	455	413	868
Rate of Employee Turnover	38%	46%	42%

## New Employee Hires and Turnover

(FY 2021 restated)

For FY 2021	All Properties		
	Male	Female	Total
Employee Count	1,099	721	1,820
Number of New Employee Hires	530	402	932
Rate of New Employee Hires	48%	56%	51%
Number of Employee Turnover	432	305	737
Rate of Employee Turnover	39%	42%	40%

We aim to continuously minimize our staff turnover rate to retain talent within our portfolio.

## Health And Safety

With the relaxation of COVID-19 travel restrictions throughout FY 2022, CDLHT remained committed to diligently adhering to and enforcing workplace health and safety standards to ensure our portfolio of hotels were able to continue safe operations.

## Our Approach

CDLHT monitors the overarching safety measures implemented by the individual hotel operators and lessees. The hotel operators and lessees are tasked with ensuring strict adherence to all local regulations and guidelines whilst establishing any additional safety standards required to guarantee the well-being and safety of all our hotel employees and guests. As the asset owner, CDLHT regularly communicates with the hotel operators and lessees on compliance, incidents of work-related injuries,

implementation of additional safety requirements resulting from evolving landscape needs, and areas of improvement. In cases of work-related injuries, each hotel operator lodges a report of the injury resulting in an investigation, a review and risk assessment to mitigate the affiliated hazards aimed at limiting its future occurrence. We also record all affiliated hazards and conduct an annual review to strengthen our health and safety standards.

In addition to ensuring governance for health and safety matters, training and communication of Occupational Health and Safety ("OH&S") to employees is crucial in the management of health and safety at the workplace. Across our portfolio, the policies surrounding OH&S are applicable to our employees, visitors, and contractors as they are expected to remain compliant with all regulatory standards and workplace guidelines. Hotel employees in managerial levels, including managers and supervisors, are responsible for ensuring OH&S and enforcing its policies.

Our hotels undertake numerous OH&S related initiatives to limit affiliated hazards and liabilities, including risk assessments, certified accreditation, and measures to curb the spread of COVID-19.

## Conducting OH&S Risk Assessments

Workplace risk assessments are carried out to identify potential hazards, determining employees, jobs or equipment that are of high risk. Our portfolio of hotels conducts risk assessments for routine and non-routine work activities to prevent affiliated hazards. Additionally, some of our hotels, including Orchard Hotel in Singapore, conduct risk assessments for new equipment introduced to identify dangers that employees could be exposed to during operation.

## Accreditation

We endeavour to obtain accreditation and certify our OH&S processes as it strengthens the hotels management system and initiatives. Grand Copthorne Waterfront Hotel has achieved the Bizsafe Level 4 Certification whilst the W Singapore - Sentosa Cove in Singapore has been 'SG Clean Certified'. At Pullman Hotel Munich, they have achieved the Hazard Analysis Critical Control Point ("HACCP") across their kitchen and food service processes.

## Pandemic Resilience

In light of COVID-19, our Singapore and overseas hotels have implemented differentiated measures to ensure highest safety standards for our staff and guests. We have plans, protocols and measures in place to remain pandemic-resilient. We have also retrofitted and enhanced air handling units across our hotels to improve air circulation.

## Our Performance

We are pleased to report that we had zero fatalities resulting from work-related injuries in FY 2022.

### Work-Related Injuries for FY 2022

Type Of Work-Related Injury	All Properties
Number of Fatalities as a result of Work-Related Injury	0
Number of High-Consequence Work-Related Injury (excluding fatalities) <sup>(10)</sup>	28
Number of Recordable Work-Related Injury <sup>(11)</sup>	19
Total Work-Related Injury	47
Number of Hours Worked	3,265,428

### Our Targets

We aim to have zero incidents of fatality or permanent disability and strive to minimise any work-related injuries. CDLHT will continue to engage its stakeholders, including hotel operators, to ensure that workplace health and safety measures are in place and upheld.

### Diversity, Inclusion And Equal Opportunity

As a global business with operations across numerous countries, we strive to foster diversity and inclusion in the workplace to establish a fair and equitable working environment. We achieve this through our diversity policies, training, and commitment to respecting the diverse backgrounds within our organisation. We believe in the inclusion of all individuals regardless of their backgrounds to establish ourselves as fair and equal employers.

### Our Approach

CDLHT's initiatives around Diversity, Inclusion and Equal Opportunity are driven by the policies of our hotel portfolio managers.

#### Action Across Hotels

- **Hilton Cambridge City Centre** has been established as the first Lesbian, Gay, Bisexual, Transgender, Queer, and Others ("LGBTQ+")-led hotel in Cambridge. All employees have undergone a Diversity, Inclusion and Unconscious Bias training, conducted by the hotel's General Manager.
- In FY 2022, **Mercure Perth** and **Ibis Perth** worked with indigenous and disability-focused recruiters to ensure a diverse workforce. The Human Resource ("HR") manager also participated in the Accor Inclusion and Diversity Committee on a project to combat violence against women.

## Our Performance

In FY 2022, 59% of our total permanent staff were male and 41% were female, while 49% of our total temporary staff were male and 51% were female. The majority of our properties' employees are aged between 30 and 50 years or are under 30, at 54% and 29% respectively, attributable to the nature of our industry. We continuously strive to implement diversity and inclusion across our workforce as it enables a more holistic, productive, and sustainable work culture.

### Diversity and Inclusion Data for FY 2022

Number Of Employees	All Properties		
	Male	Female	Total
Permanent Staff	1,055	746	1,801
Temporary Staff	140	143	283

Number Of Employees	All Properties
Aged <30 years	612
Aged between 30 – 50 years	1,136
Aged >50 years	336

### Diversity and Inclusion Data for FY 2021 (restated)

Number Of Employees	All Properties		
	Male	Female	Total
Permanent Staff	883	557	1,440
Temporary Staff	216	164	380

Number Of Employees	All Properties
Aged <30 years	582
Aged between 30 – 50 years	942
Aged >50 years	296

### Our Targets

We remain committed to reflect diversity across our workforce and hiring processes. We strive to increase the diversity of our employees across management roles through continuous development and retention opportunities, whilst honing our hiring plan to attract and retain a diversified workforce.

(10) This category includes: Number of dangerous occurrences, incidents exceeding three days of medical leave, incidents of hospitalisation, occupational disease, and/or permanent disabilities.

(11) This category includes: Number of incidents that required less than three days of medical leave, reportable incidents, and/or temporary disabilities.

# SUSTAINABILITY REPORT

## Training And Development

We place great importance on the continuous training and development of our employees to promote a resilient, competitive, and upskilled workforce. As the world emerges from the pandemic, we recognise that new norms may bring new work demands and job skills. Our hotel employees were provided with training opportunities beyond what is mandatory to refresh and upgrade their skills, which supports the continuous development of their career aspirations and contributes value to the business.

### Our Approach

CDLHT recognises the pivotal role that employee development and job design play in employee satisfaction. Respectively, our Singapore hotel HR policies reflect the emphasis we pay in each area to ensure that our employees remained engaged and enjoy cross-functional opportunities.

### Continuous Training, Development And Upskilling

At H-REIT Manager and HBT Trustee-Manager, biannual performance reviews are conducted to provide feedback to employees and evaluate their achievements, goals, and career trajectory. We conduct an informal mid-year review and a formal year-end performance appraisal. Key performance indicators are established, updated, communicated and pegged to individual roles prior to performance assessments to encourage continuous growth.

At the hotels, the relevant HR department provides general orientation as well as mandatory training courses to all those on-boarded. The respective HR departments undergo a training needs analysis to identify skill gaps and gauge employee interest when tailoring skill training programmes for dissemination. Once confirmed, HR encourages Heads of Departments (“HODs”) across the hotels to nominate relevant staff for specified training. These specialised training courses, including leadership training, are conducted by HODs, the internal training department or external providers.

## Job Redesign

At CDLHT, we acknowledge the importance of equipping hotel employees with cross functional skills, thus ensuring talent retention and diversification of skillsets. Orchard Hotel and W Singapore - Sentosa Cove in Singapore have embarked on a ‘job redesign’ initiative to improve employee efficiency, skills and resourcefulness through cross-functional training. As the Singapore government has been supporting this initiative, we have been engaging government agencies to encourage hotel employees to attend trainings relating to job redesign.

### Our Performance

#### Average Training Hours (FY 2022)

Number Of Employees	All Properties		
	Male	Female	Total
Total number of employees (head count or FTE)	1,055	746	1,801
Total number of training hours provided to employees	37,154	21,474	58,628
Average training hours per employee	35.22	28.79	32.55

#### Average Training Hours (FY 2021 restated)

Number Of Employees	All Properties		
	Male	Female	Total
Total number of employees (head count or FTE)	883	557	1,440
Total number of training hours provided to employees	24,077	22,671	46,748
Average training hours per employee	27.27	40.70	32.46

### Our Targets

We target to achieve a minimum of 20 hours of training per employee across our portfolio in FY 2023.



## ENGAGING LOCAL COMMUNITIES AND ADVOCATE FOR POSITIVE IMPACT

### Local Community Impact

Beyond functioning as businesses, our portfolio properties engage and support the communities in which they operate across geographies. CDLHT views community involvement as vital to earning support in the various localities where we do business and ensuring our positive contribution to society as good corporate citizens.

### Our Performance

Our properties held at least 30 Corporate Social Responsibility (“**CSR**”) activities in FY 2022 - ranging from volunteering to donation drives and information sessions in their local communities. This exceeded our target of having 60% of our portfolio participate in at least one community event or project in FY 2022.



### Sustainable Christmas Market

The Grand Copthorne Waterfront Hotel hosted the first certified carbon neutral Christmas market in Singapore, organised by Peace of Art SG, in partnership with City Developments Limited and The Singapore Red Cross. The market featured environmentally focused workshops, a bazaar featuring pre-loved items, sustainably-made fashion and lifestyle products, as well as food and drink booths. The Managers’ staff participated in the workshops and made Christmas gifts from sustainable materials. The event raised close to S\$150,000, which will go to support the vulnerable children of climate refugees affected by the floods in Pakistan, via the Singapore Red Cross.



### Shoes To Spare?

The Managers together with Orchard Hotel participated in a shoe donation drive organised by the Lions Club of Singapore Galaxy, with employees donating 50 pairs of their children’s gently used shoes. The drive aimed to provide shoes to children and youths in Philippines who make livelihoods from collecting trash and who mostly do not have proper footwear. Through these donations, we were able to put the shoes to good use again and at the same time, encourage acts of kindness and compassion.

# SUSTAINABILITY REPORT

## Action Across Hotels

- **W Singapore - Sentosa Cove Singapore**

Staff volunteered at Singapore-based non-profit organisation Willing Hearts, which operates a soup kitchen that prepares, cooks and delivers 7,000 meals daily, island-wide.

They also made donations to Singapore charity Food from the Heart, festive fundraiser Children's Wishing Well Christmas and non-profit organisation Club Rainbow, which supports children with chronic diseases and their families. Donations also went to Melrose Home for vulnerable children and youths, and the Community Chest, the philanthropy arm of Singapore's National Council of Social Service.

- **Copthorne King's Hotel and M Hotel**

The hotels and their staff donated food items and vouchers to Assisi Hospice, which provides home, inpatient and day palliative care for patients and families.

They also collaborated with an NGO to donate excess food to those in need, cutting food waste and participated in a Children for Children's event.

M Hotel also held a blood donation drive and hosted a lunch for Arc Children's Centre, which provides day care for children with critical illnesses.

- **Hilton Cambridge City Centre**

The hotel's donations over the year included time for staff to collect litter in a local park, and funds to Spectrum, a local children's charity. In addition, they provided toiletries, PPE, food, drinks, clothing and toys to Rosie Maternity Hospital. Vouchers for complimentary stays were also given to various charities, and over two tons of daily items left behind by hotel guests were donated to a local homeless charity.

- **The Lowry Hotel**

The hotel has offered support for local charities Mustard Tree and Wood Street Mission as well as UK-wide charities Hospitality Action, Springboard and Maggie's Cancer Trust. Staff have also worked with local colleges and schools to develop young talent in hospitality as well as Manchester City Centre Management Company, CityCo, on community-inspired projects.

- **Angsana Velavaru**

The hotel held events including an island clean-up for Environment Day, career guidance for local students for World Tourism Day, an awareness session for World Diabetes Day, and a blood donation drive.

- **Raffles Maldives Meradhoo**

Staff volunteered at a school for children with special needs, while the hotel made donations to a local school to build a library and support for a local Women Leadership Committee. They also donated Soccer jerseys to Kaadedhdhoo Airport, Maldivian Airlines, and Thinadhoo Hospital.

## Our Targets

The target for the portfolio is to conduct at least 15 community/ social events or projects in FY 2023.

## GRI CONTENT INDEX

GRI Standard	Disclosure	Page number	
<b>General Disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	<b>Organisational profile</b>		
	2-1	Organisational details	93
	2-2	Entities included in the organization's sustainability reporting	94, 97
	2-3	Reporting period, frequency, and contact point	94
	2-4	Restatements of Information	111, 113, 116 - 118
	2-5	External Assurance	N/A
	<b>Activities and Workers</b>		
	2-6	Activities, value chain and other business relationships	94 - 95
	2-7	Employees	115 - 116
	2-8	Workers who are not employees	115 - 116
	<b>Governance</b>		
	2-9	Governance structure and composition	95, 105 - 107
	2-10	Nomination and selection of the highest governance body	105
	2-12	Role of the highest governance body in overseeing the management of impacts	105
	2-13	Delegation of responsibility for managing impacts	97
	2-14	Role of the highest governance body in sustainability reporting	97
	2-16	Communication of critical concerns	94
	2-17	Collective knowledge of the highest governance body	97
	2-18	Evaluation of the performance of the highest governance body	97
	<b>Strategy, policies, and practices</b>		
	2-22	Statement on sustainable development strategy	98
	2-26	Mechanisms for seeking advice and raising concerns	105 - 107
2-27	Compliance with laws and regulations	105 - 107	
2-28	Membership associations	105	
<b>Stakeholder engagement</b>			
2-29	Approach to stakeholder engagement	99 - 100	
<b>Disclosures on Material Topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1	Process to determine material topics	98 - 99
	3-2	List of material topics	98 - 99

## SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page number
<b>Material Topics</b>		
<b>Energy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	109 - 111
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	103, 111
	302-3 Energy intensity	103, 111
	302-4 Reduction of energy consumption	103, 111
<b>Water and Effluents</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	12 - 113
<b>GRI 303: Water and Effluents 2018</b>	303-3 Water withdrawal	103, 113
	303-5 Water consumption	103, 113
<b>Effluents and Waste</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	113 - 114
	306-3 Waste by type and disposal method	113 - 114
<b>Economic Performance</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Refer to Annual Report
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Refer to Annual Report
	201-2 Financial implications and other risks and opportunities due to climate change	Refer to Annual Report
	201-3 Defined benefit plan obligations and other retirement plans Refer to Annual Report	Refer to Annual Report
	201-4 Financial assistance received from government	Refer to Annual Report
<b>Anti-Corruption</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	105 - 107
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	105 - 107
	205-3 Confirmed incidents of corruption and actions taken	105 - 107
<b>Anti-Competitive Behaviour</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	106
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	106



GRI Standard	Disclosure	Page number
<b>Employment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	115 - 116
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	116
<b>Occupational Health and Safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	116 - 117
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	116 - 117
	403-2 Hazard identification, risk assessment, and incident investigation	116 - 117
	403-9 Work-related injuries	116 - 117
<b>Diversity, Inclusion and Equal Opportunity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	106, 117
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	106, 117
<b>Training and Education</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	118
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	18
<b>Local Communities</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	119 - 120
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	119 - 120